

Peter Belmi – Curriculum Vitae
belmip@arden.virginia.edu
December 2025

Appointments

Darden School of Business, University of Virginia

Shannon Center Mid-Career Fellow, 2024–

Scott C. Beardsley Associate Professor of Business Administration, 2021–

Associate Professor (with tenure), 2021–

Assistant Professor, 2015–2021

School of Engineering and Applied Science

Engineering Systems and Environment Department (by courtesy), 2021–2024

Education

Stanford Graduate School of Business

PhD, Business Administration, 2015 (Major: Organizational Behavior)

San Francisco State University

MS Industrial-Organizational Psychology, 2010

Ateneo de Manila University

AB Psychology, 2007 (*cum laude*)

Awards and Recognitions

For Teaching

- All-University Teaching Award, UVA Office of the EVP and Provost (2025)
- Faculty Marshal, Voted by the Graduating Class (2023, 2024, 2025)
- Exceptional Teaching Recognition (2015, 2016, 2017, 2018, 2022, 2023, 2024)
- Exceptional Teaching Recognition, the Seven Society at UVA (2023)
- Diversity Faculty Award, Voted by the Graduating Class (2020)
- The John Colley Award (2018)
- Top 40 Business Professors Under 40, Poets&Quants (2018)
- Favorite Classes of Top MBAs, Poets&Quants (2019, 2020, 2023, 2024)
- Top MBA Professors, BSchools.Org (2018)

For Research

- Shannon Center Mid-Career Fellowship (2024–2027)
- Best Reviewer Award, Organizational Behavior and Human Decision Processes (2024)
- Best Symposium Award, Academy of Management OB Division (2022)
- Scott C. Beardsley Associate Professor Chair Appointment (2021)
- UVA 3Cavaliers Program Grant [\$60,000 (2021)
- Wells Fargo Award for Outstanding Research Publication (2021)

- Thinkers50: 30 Management Thinkers Most Likely to Shape the Future (2018)
- Best Symposium Award, Academy of Management OB Division (2017)
- Best Article Award, Academy of Management Discoveries (2016)
- Center for Decision Research Research Grant, University of Chicago (2015)
- OB Department Nominee, AOM Doctoral Consortium (2014)
- DARE Fellow Alternate, Vice Provost for Graduate Education (2013)
- Best Paper Award, Excellence in Ethics Research Conference (2013)
- Outstanding Research Award, Society for Personality and Social Psychology (2012)
- Clara Mayo Grant, Society for the Psychological Study of Social Issues (2011)
- Distinguished Graduate Student Award, San Francisco State University (2010)

Research

Research Interests

Social class, power, upward mobility, inequality, culture

Peer-Reviewed Publications († denotes equal authorship)

15. Han, I., **Belmi, P.**, Thomas-Hunt, M., & Summers, C. (in press). Managers can support employees in working-class contexts by promoting growth mindsets. *Personality and Social Psychology Bulletin*.
14. **Belmi, P.**, Raz, K., Neale, M., & Thomas-Hunt, M. (2024). The consequences of revealing first-generational status. *Organization Science*, 35(2), 667–697.
13. Frey, E., Adams, G., Pfeffer, J., & **Belmi, P.** (2023). What we (do not) know about punishment across organizational boundaries: A critical review. *Journal of Management*, 49(1), 196–236.
12. **Belmi, P.**, Jun, S., & Adams, G. (2022). The “equal-opportunity jerk” defense: Rudeness can obfuscate gender bias. *Psychological Science*, 33(3), 397–411.
11. Martin, S., Harrison, S., Hoopes, C., Schroeder, J., & **Belmi, P.** (2022). Talking shop: An exploration of how talking about work affects our initial interactions. *Organizational Behavior and Human Decision Processes*, 168, 104.
10. Adams, G., O’Connor, K., & **Belmi, P.** (2022). Social perception in moral judgments of interpersonal transgressions. *Current Opinion in Psychology*, 44, 177–181.
9. **Belmi, P.**† & Schroeder, J.† (2021). Human “resources”? Objectification at work. *Journal of Personality and Social Psychology*, 120(2), 384–417.
8. **Belmi, P.**, Neale, M., Reiff, D., & Ulfe, R. (2020). The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality. *Journal of Personality and Social Psychology*, 118(2), 254–282.

7. Phillips, L. T., Martin, S., & **Belmi, P.** (2020). Social class transitions: Three guiding questions for moving the study of class to a dynamic perspective. *Social and Personality Psychology Compass*, 14(9), e12560.
6. **Belmi, P.**, & Pfeffer, J. (2018). The effect of economic consequences on social judgment and choice: Reward interdependence and the preference for sociability versus competence. *Journal of Organizational Behavior*, 39(8), 990–1,007.
5. **Belmi, P.**, & Laurin, K. (2016). Who wants to get to the top? Class and lay theories about power. *Journal of Personality and Social Psychology*, 111(4), 505–529.
4. **Belmi, P.**, & Pfeffer, J. (2016). Power and death: Mortality salience increases power seeking while feeling powerful reduces death anxiety. *Journal of Applied Psychology*, 101(5), 702–720.
3. **Belmi, P.**, & Pfeffer, J. (2015). How “organization” can weaken the norm of reciprocity: The effects of attributions for favors and a calculative mindset. *Academy of Management Discoveries*, 1(1), 36–57.
2. **Belmi, P.**, Barragan, R., Neale, M., & Cohen, G. (2015). Threats to identity can trigger social deviance. *Personality and Social Psychology Bulletin*, 41(4), 467–484.
1. **Belmi, P.**, & Neale, M. (2014). Mirror, mirror on the wall, who’s the fairest of them all? Thinking that one is attractive increases the tendency to support inequality. *Organizational Behavior and Human Decision Processes*, 124(2), 133–149.

Research in Progress

- First-generation college students (with Shuang Wu, *invited resubmission*, ASQ)
- Gender and power (with Jeffrey Pfeffer, *under review*, OBHDP)
- Perceptions of racial inequities (with Naomi Fa-Kaji, Derek Brown, Aastha Mittal, and Juliana Schroeder, *in prep*, JPSP)
- Cross-class interactions (with Jieun Pai and Gabrielle Adams, *in prep*, JPSP)
- Creativity (with Jennie Kim)
- Affirmative action (with Sora Jun)
- Racial allyship (with Preeti Srinivasan and Gabrielle Adams)
- Cross-class connections (with Kristie Neff, Cagla Celik, Stacy Bartlett, Carrie Leana, Johannes Stark, Chawit Rochanakit, Hrag Vosgueritchian, and Nicole Stephens)

Invited Presentations

- George Mason University, Costello College of Business (2025)
- Imperial College London, Imperial Business School (2025)
- University of Chicago, Booth School of Business (2024)
- Columbia University, Columbia Business School (2024)

- Rice University, Jones Graduate School of Business (2023)
- University of Maryland, Robert H. Smith School of Business (2023)
- Stanford University, Graduate School of Business (2022)
- University of Illinois, School of Labor and Employment Relations (2021)
- University of California, Berkeley, Institute of Personality and Social Research (2021)
- Yale University, School of Management (2021)
- University of Wisconsin–Madison, Wisconsin School of Business (2021)
- Harvard Kennedy School, Behavioral Insights Group (2020)
- Stanford University, Graduate School of Business (2020)
- University of North Carolina, Kenan-Flagler Business School (2020)
- University of Southern California, Marshall School of Business (2019)
- Carnegie Mellon University, Center for Behavioral and Decision Research (2019)
- Stanford University, Graduate School of Business (2019)
- Harvard University, Harvard Business School (2019)
- Indiana University at Bloomington, Kelley School of Business (2019)
- Purdue University, Acceptance and Inclusion Consortium (2019)
- Duke University, Fuqua School of Business (2016)
- University of British Columbia, Sauder School of Business (2014)
- University of Washington, Foster School of Business (2014)
- University of Virginia, Darden School of Business (2014)
- University of Utah, David Eccles School of Business (2014)
- Cornell University, Industrial Labor Relations School (2014)
- University of Texas at Austin, McCombs School of Business (2014)

Conference Presentations

The heroization and exploitation of first-generation college graduates (with Shuang Wu)

- Academy of Management Conference, 2024, 2025
- Society for Personality and Social Psychology Conference, 2025
- International Association for Conflict Management, 2024

Examining social class differences in creativity (with Jennie Kim)

- Academy of Management Conference, 2024

Support for class-based and race-based affirmative action in higher education (with Sora Jun)

- Academy of Management Conference, 2024
- International Association for Conflict Management, 2024

Performative wokeness and reputational signaling on social issues (with Preeti Srinivasan and Gabrielle Adams)

- Academy of Management Conference, 2021, 2023
- International Association for Conflict Management, 2022

Social class and class inequality in organizations: Facing and fighting classism in the workplace (with Shawn Quan)

- Academy of Management Conference, 2022 (showcase symposium)

New perspectives on increasing diversity and reducing inequality in organizations (with Linda Chang and Aneesh Rai)

- Academy of Management Conference, 2022 (showcase symposium)

The productivity process: What we can learn from Pfeffer's (2010) writings on power (with Mike Baer)

- Academy of Management Conference, 2022

How race shapes the class-based experience of workplace belonging and its implications for upward mobility (with Catherine Owsik)

- American Public Policy and Management Conference, 2022

Managers can support employees in working-class contexts by promoting growth mindsets (with Inhyun Han, Catherine Owsik, and Melissa Thomas-Hunt)

- Academy of Management Conference, 2018, 2021
- Positive Organizational Scholarship Conference, 2019

The outgroup exaggeration effect: Outgroup members exaggerate each other's negative affective reactions toward majority-group privilege (with Naomi Ka-Faji, Derek Brown, Aastha Mittal, and Juliana Schroeder)

- Academy of Management Conference, 2021

"Human" resources: Organizational contexts promote objectification (with Juliana Schroeder)

- Society for Personality and Social Psychology Conference, 2021
- International Association for Conflict Management, 2019
- Academy of Management Conference, 2016, 2017

The consequences of revealing first-generational status (with Kelly Raz, Margaret Neale, and Melissa Thomas-Hunt)

- Academy of Management Conference, 2016, 2020

The psychology of financial vulnerability and its effects on organizational behavior (with Joyce He)

- Academy of Management Conference, 2019

Is it fair to get ahead by playing politics? The ambiguity of political maneuvering enables self-serving judgments (with Holly Engstrom, Taylor Phillips, and Kristin Laurin)

- Society for Personality and Social Psychology Conference, 2019
- Academy of Management Conference, 2017, 2019
- International Society of Justice Research, 2018
- International Association for Conflict Management, 2018

Developing Organizational Research on Financial Precarity, Inequality, and Socioeconomic Status (with Carrie Leana)

- Academy of Management Conference, 2018

The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality (with David Reiff, Rosemary Ulfe, and Margaret Neale)

- Academy of Management Conference, 2018

Inequality as barriers to finding meaning: Some causes, consequences, and challenges of inequality (with Juliana Schroeder)

- Academy of Management Conference, 2016 (showcase symposium)

Bad leaders: Why they persist and how followers strive to overcome them (with Nathaniel Nakashima)

- Academy of Management Conference, 2015 (showcase symposium)

Who wants to get to the top? Social class and lay theories about power (with Kristin Laurin)

- Society for Personality and Social Psychology Conference, 2015, 2016
- Academy of Management Conference, 2014

Threats to identity can trigger social deviance (with Rodolfo Cortes, Geoffrey Cohen, and Margaret Neale)

- Excellence in Ethics Research Conference, 2013
- Society for Personality and Social Psychology Conference, 2012

Teaching

Paths to Power (Residential MBA First-Year Leadership Elective; rated out of 5)

- 2016: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 65 students
- 2017: instructor effectiveness rating: 4.90; course valuable rating: 4.83, 68 students
- 2018: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 69 students (A)
- 2018: instructor effectiveness rating: 4.96; course valuable rating: 4.96, 68 students (B)
- 2019: instructor effectiveness rating: 4.94; course valuable rating: 4.97, 63 students (A)
- 2019: instructor effectiveness rating: 4.95; course valuable rating: 4.98, 68 students (B)
- 2020: instructor effectiveness rating: 4.84, course valuable rating: N/A, 63 students (A)
- 2020: instructor effectiveness rating: 4.94, course valuable rating: N/A, 69 students (B)
- 2021: instructor effectiveness rating: 4.95; course valuable rating: 4.95, 66 students (A)
- 2021: instructor effectiveness rating: 5.00; course valuable rating: 4.94, 66 students (B)
- 2022: instructor effectiveness rating: 5.00; course valuable rating: 4.98, 64 students (A)
- 2022: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 66 students (B)

Paths to Power (Residential MBA Second-Year Leadership Elective; rated out of 5)

- 2017: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 66 students
- 2022: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 42 students (A)
- 2022: instructor effectiveness rating: 5.00; course valuable rating: 4.97, 62 students (B)
- 2023: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 66 students (A)
- 2023: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 65 students (B)

- 2024: instructor effectiveness rating: 5.00; course valuable rating: 4.98, 66 students (A)
- 2024: instructor effectiveness rating: 4.95; course valuable rating: 4.87, 66 students (B)

Leading Organizations (Residential MBA First-Year Core Course; rated out of 5; course head from 2021 onward)

- 2016: instructor effectiveness rating: 4.82; course valuable rating: 4.62, 66 students
- 2017: instructor effectiveness rating: 4.89; course valuable rating: 4.67, 65 students
- 2018: instructor effectiveness rating: 4.90; course valuable rating: 4.78, 67 students
- 2019: instructor effectiveness rating: 4.59; course valuable rating: 4.46, 66 students
- 2020: instructor effectiveness rating: 4.81; course valuable rating: 4.75, 68 students (A)
- 2020: instructor effectiveness rating: 4.90; course valuable rating: 4.87, 52 students (J)
- 2021: instructor effectiveness rating: 4.96; course valuable rating: 4.90, 69 students (A)
- 2021: instructor effectiveness rating: 4.90; course valuable rating: 4.88, 70 students (E)
- 2022: instructor effectiveness rating: 5.00; course valuable rating: 4.94, 69 students
- 2023: instructor effectiveness rating: 5.00; course valuable rating: 5.00, 72 students
- 2024: instructor effectiveness rating: 4.94; course valuable rating: 4.90, 71 students
- 2025: instructor effectiveness rating: 5.00; course valuable rating: 4.98, 72 students

The Social Psychology of Organizations (doctoral seminar; rated out of 5)

- 2015: instructor effectiveness: 5.00; course valuable rating: 5.00, 6 students

Teaching Materials and Course Development

Available Externally

Bryanboy (A Case, B Case, and Teaching Note)

- Belmi, P., & Yemen, G. (2016). *Bryanboy (A)* (UVA-OB-1095). Darden Business Publishing.
- Belmi, P., & Yemen, G. (2017). *Bryanboy (B)* (UVA-OB-1204). Darden Business Publishing.
- Belmi, P., & Yemen, G. (2020). *Bryanboy (A) and (B): Teaching Note* (UVA-OB-1095TN). Darden Business Publishing.

Acting and Speaking with Power (Case Collection and Teaching Note)

- Belmi, P., & Yemen, G. (2020). *Acting and Speaking with Power: Oliver North and the Iran–Contra Deal—the Good, the Bad, and the Ugly* (UVA-OB-1337). Darden Business Publishing.
- Belmi, P., & Yemen, G. (2020). *Acting and Speaking with Power: Donald Kennedy and Stanford Accounting—Indirectly Accused?* (UVA-OB-1338). Darden Business Publishing.
- Belmi, P., & Yemen, G. (2020). *Acting and Speaking with Power: Oliver North and Donald Kennedy: Teaching Note* (UVA-OB-1337TN). Darden Business Publishing.

David Smith at Garden Birch Children’s Hospital Center (A Case, B Case, Teaching Note)

- Belmi, P., & Yemen, G. (2022). *David Smith: Garden Birch Children’s Hospital Center (A)* (UVA-OB-1414). Darden Business Publishing.
- Belmi, P., & Sesa, A. (2025). *David Smith: Garden Birch Children’s Hospital Center (B)* (UVA-OB-1473). Darden Business Publishing.
- Belmi, P., & Yemen, G. (2025). *David Smith: Garden Birch Children’s Hospital Center (A) and (B): Teaching Note* (UVA-OB-1414TN). Darden Business Publishing.

Leading with Vulnerability (Exercise and Teaching Note)

- Belmi, P., & Thomas-Hunt, M. (2022). *Leading with Vulnerability* (UVA-OB-1398). Darden Business Publishing.
- Belmi, P., Kemp, B., & Cox, L. (2025). *Leading with Vulnerability: Teaching Note* (UVA-OB-1398TN). Darden Business Publishing.

Darden Stories: Building Belonging and Connection in Business School (Exercise and Teaching Note)

- Belmi, P., Dyer, A., Wolf, M., Mlynzcak, K., Alvarez Diaz, N., Winebarger, C., Xu, J., Jhaveri, A., & Rankin, Z. (2022). *Darden Stories: Building Belonging and Connection in Business School* (UVA-OB-1409). Darden Business Publishing.
- Belmi, P., Kemp, B., & Kalogeropoulos, D. (2025). *Darden Stories: Building Belonging and Connection in Business School: Teaching Note* (UVA-OB-1409TN). Darden Business Publishing.

Steve Maiden: A Hedge Fund Manager (Case Series and Teaching Note)

- Adams, G., Belmi, P., & Sesia, A. (2023). *Steve Maiden (A): A Hedge Fund Manager’s Fall from Grace* (UVA-OB-1437). Darden Business Publishing.
- Adams, G., Belmi, P., & Sesia, A. (2023). *Steve Maiden (B): A Hedge Fund Manager Hits Rock Bottom* (UVA-OB-1438). Darden Business Publishing.
- Adams, G., Belmi, P., & Sesia, A. (2023). *Steve Maiden (C): A Hedge Fund Manager Writes a New Life* (UVA-OB-1439). Darden Business Publishing.
- Adams, G., Belmi, P., & Sesia, A. (2023). *Steve Maiden (A), (B), and (C): Teaching Note* (UVA-OB-1437TN). Darden Business Publishing.

Matteo Hill: Drawn, Inc. (B Case and Teaching Note)

- Raveendhran, R., Belmi, P., & Klopfenstein, A. (2024). *Matteo Hill at Drawn, Inc. (B)* (UVA-OB-1459). Darden Business Publishing.
- Raveendhran, R., Belmi, P., & Klopfenstein, A. (2024). *Matteo Hill at Drawn, Inc. (A), (B), and (C): Teaching Note* (UVA-OB-1293TN). Darden Business Publishing.

Jack Dorsey: Power, Politics, and the Path Ahead (A Case and Teaching Note)

- Belmi, P., & Maiden, S. (2025). *Jack Dorsey: Power, Politics, and the Path Ahead* (UVA-OB-1489). Darden Business Publishing.
- Belmi, P., & Sesia, A. (2025). *Jack Dorsey: Power, Politics, and the Path Ahead: Teaching Note* (UVA-OB-1489TN). Darden Business Publishing.

The Summit AI Fund (Exercise and Teaching Note)

- Belmi, P., & Maiden, S. (2025). *The Summit AI Fund: Apex* (UVA-OB-1490). Darden Business Publishing.
- Belmi, P., & Maiden, S. (2025). *The Summit AI Fund: Blueprint* (UVA-OB-1491). Darden Business Publishing.
- Belmi, P., & Maiden, S. (2025). *The Summit AI Fund: Circuit* (UVA-OB-1492). Darden Business Publishing.
- Belmi, P., & Migdal, A. (2025). *The Summit AI Fund: Power Moves and Power Plays: Teaching Note* (UVA-OB-1490TN); Darden Business Publishing.

What is Power? Clarifying Concepts and Controversies (Technical Note)

- Belmi, P., & Kemp, B. (In press). *What is Power? Clarifying Concepts and Controversies* (UVA-OB-1498). Darden Business Publishing.

Available Internally

Star Power Survivor

- *Exercise*: “StarPower Survivor: Student Manual,” (UVA-OB-1335H; Darden Business Publishing: Charlottesville, VA, 2020; with Catherine Owsik)
- *Facilitator Manual*: “StarPower Survivor: Facilitator Manual,” (UVA-OB-1335TN2; Darden Business Publishing: Charlottesville, VA, 2020; with Catherine Owsik)
- *Instructional Materials*: OB-1335TNP, OB-1335TNX1, OB-1335TNX2, OB-1335TNX3
- *Teaching Note*: “StarPower Survivor (TN),” (OB-1335TN1; Darden Business Publishing: Charlottesville, VA, 2020; with Gerry Yemen)

LEGOMan Corporation

- *Teaching Note*: “LEGOMan Corporation (TN),” (UVA-OB-1333TN; Darden Business Publishing: Charlottesville, VA, 2020; with Gerry Yemen)

Teaching Materials in Progress

- *The Personal Attributes That Drive Power and Influence* (technical note, with Mel Martin)
- *Challenging Bias in a Law Firm* (case and teaching note, with Gerry Yemen and Steve Maiden)
- *Impact Investing* (case, with Carissa Sanchez, Darden '20)
- *Gastón Acurio* (case, with Franccesso Ormeno, Darden '25)

Communication to the Practicing Manager

Executive Education Program and Courses

- *Courses taught*: Leading individual and organizational change; managing groups and teams; organization culture and design; power and politics in organizations; diversity, equity, and inclusion in organizations
- *Programs*: Altria, Bank Executive Leadership Program, CoStar, Managing Individual and Organizational Change, National Association for Multi-Ethnicity in Communication, Navy

Admirals Strategic Thinking, Navy Federal Credit Union, Partnership for Leaders in Education, Transportation Security Administration

Practitioner Publications

- Belmi, P., Adams, G., & Bowers, K. (2022, April 8). *The ‘equal-opportunity jerk defense’: When rudeness protects prejudice*. Darden Ideas to Action.
- Belmi, P., & Doris, A. (2019). Why high-class people can sometimes get away with incompetence. *Darden Ideas to Action*.
- Belmi, P., & Newman, C. (2018). 5 factors that fuel income inequality. *UVA Today (also reprinted in Darden Ideas to Action)*.
- Belmi, P. (2017). Getting ahead at work: Social class divide, power and office politics. *HR Zone*.
- Belmi, P., & Black, C. (2016). Power and social advantage: The vicious cycle and what to do about it. *Darden Ideas to Action*.
- Belmi, P., & Bowers, K. (2016). The meaning of demeaning: Social identity threats and deviant behavior. *Darden Ideas to Action*.

Consulting Experience

- Opportunity@Work (research advisor, June 2020–present)
- Roche (external consultant, July 2023–present)
- Altria (external consultant, July 2023–present)
- LenddoEFL (formerly Entrepreneurial Finance Lab; research advisor, June 2015–June 2021)

Selected Media Mentions

The social advantage of miscalibrated individuals: The relationship between social class and overconfidence and its implications for class-based inequality.

- *The New York Times*, *Newsweek*, NPR Marketplace Morning Report, *The Times* London, *The Times of India*, MarketWatch, *The Independent*, *The London Economic*, *Pacific Standard*, *Daily Mail*, EurekaAlert!, ScienceDaily, I-News UK, AOL UK, ANI News, *The Philadelphia Inquirer*, Ladders, Big Think, Study Finds, Yahoo! Finance, InfoSurHoy, *International Business Times*, ZME Science, ScienceBlog.com, Xaralite, Personnel Today, Workplace Insight, Devdiscourse, TD News, WebIndia123, Medium, *Forbes*, *Scientific Inquirer*, Insights by Stanford Business, *Fast Company*, Vocal USA

The “equal-opportunity jerk” defense: Rudeness can obfuscate gender bias

- NPR, ScienceDaily, RadioIQ, Psychology Today, *MEL* magazine, EurekaAlert!, Bioengineer.org, Big News Network, Opera News, NewsBreak, ThePrint, WebIndia123, Mic, Medical News Today

The effect of economic consequences on social judgment and choice: Reward interdependence and the preference for sociability versus competence

- UVA Today, Ideas for Leaders, BBC News, *The Wall Street Journal*, Stanford GSB Insights, SalesFuel, *Fast Company*, Stacy Blackman Consulting blog

Who wants to get to the top? Class and lay theories about power

- *The Boston Globe*, Insight (United Kingdom), *Financial Times*, UVA Today, Poets&Quants, Greater Diversity News, NPR Invisibilia

How “organization” weakens the norm of reciprocity: The effects of attributions for favors and a calculative mindset

- *The Wall Street Journal*, Bloomberg Businessweek, UVA Today, Poets&Quants, Greater Diversity News, AOM Insights, *Squeezing the Orange* podcast

Threats to identity can trigger social deviance

- Vox, UVA Today, Poets&Quants, Greater Diversity News

Human “resources”: Objectification at work

- Inside Higher Ed, Academic Minute

Service

Service to the Field

Editorial Board

Academy of Management Discoveries (Oct. 2021–), *Organizational Behavior and Human Decision Processes* (Jan. 2020–), *Organization Science* (Feb. 2023–), *Personality and Social Psychology Bulletin* (Jan. 2021–)

Ad Hoc Reviewer

Academy of Management Journal, *Administrative Science Quarterly*, *British Journal of Social Psychology*, *Evolutionary Behavioral Sciences*, *European Journal of Social Psychology*, *European Review of Social Psychology*, *Journal of Experimental Psychology: General*, *Journal of Experimental Social Psychology*, *Journal of Personality and Social Psychology*, *Organizational Behavior and Human Decision Processes*, *Organizational Psychology Review*, *Organization Science*, *Personality and Social Psychology Bulletin*, *PNAS Nexus*, *Proceedings of the National Academy of Sciences*, *Psychological Science*, *Sex Roles*, *Social Psychological and Personality Science*, *Trends in Cognitive Sciences*

Panelist/Reviewer

Conflict Management Doctoral Consortium (2019), Organizational Behavior Junior Faculty Workshop (2023), Best Dissertation Award Committee Member, International Association for Conflict Management (2024)

Service to the Darden Business School

Committee Service

Course Head for “Leading Organizations” (First-Year Residential MBA Core Course; 2021–); Appointments Committee (2024–); Academic Standards Committee (ASC, 2019–2024); Residential MBA Program Committee (2021–); Team Pedagogy Across the Curriculum (MBA PC Subcommittee, 2023–2024); Leadership and Organizational Behavior (LOB) Faculty Search Committee (2021); Pre-matriculation Program Committee (2021–); PhD Comprehensive Exam Grader (2016, 2019, 2021)

Doctoral and Postdoctoral Students (Current Position)

Jieun Pai (Assistant Professor, Imperial College London); *Naomi Fa-Kaji* (postdoctoral scholar, Darden School of Business); *Jennie Kim* (PhD student, Kellogg Management and Organizations); *Shuang Wu* (Assistant Professor, Chinese University of Hong Kong); *Chawit Rochanakit* (PhD student, Michigan State University); *Inhyun Han* (Associate Professor, Bellevue University); *Scott Baker* (Director of Experience Architecture, BetterUp); *Jordan Axt* (Associate Professor, McGill University); *Catherine Owsik* (postdoctoral scholar, University of Michigan); *Michaela Barnett* (founder, Knoxfill)

MBA Students (Independent Studies)

Francesco Ormeno ('25); Brandon Colton ('24); Bianca Ventura ('23); Stephani Calderon ('23); Joe Ciliberti, Jr. ('23); Daniel Rosa ('23); Alyssa Gonzalez ('23); Jade McLaughlin ('23); Pooja Vittal ('23); Kenyon Wright ('23); Natalia Alvarez Diaz ('22); Audrey Dyer ('22); Anshini Jhaveri ('22); Kristy Mlynczak ('22); Zoe Rankin ('22); Katie Winebarger ('22); Megan Wolf ('22); Jing Xu ('22); Aditi Sinha ('20); Jade Palomino ('20); Ammar Khan ('20); Alexander Spencer ('20); Colleen Oberg ('19); Kimberly Diaz ('19); Becca Coleman ('19); Katie O'Neill ('19); Jamal Halepota ('18)

Student Organizations at Darden (Formal/Informal Advising)

Pride at Darden (PAD); Asia Business Club at Darden (ABCD)

Service to the University of Virginia

Committee Service

Batten Family Bicentennial Distinguished Leadership Professorship Search Committee (2021); External committee member, tenure and promotions for the Department of Psychology (2022)

Undergraduate Students

Jake Powers (PhD, UCLA Anderson Organizational Behavior); *Kpakpando Anyanwu* (MS, London School of Tropical Medicine); *Roma Farooqui* (Research Associate, Stanford GSB Behavioral Lab)