

DOLLY CHUGH

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NYU Stern School of Business
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ACADEMIC APPOINTMENTS

New York University

Stern School of Business, Department of Management and Organizations

- 2023 - pres. Full Professor, Jacob B. Melnick Term Professor
- 2015 - 2020 Associate Professor with tenure, Jacob B. Melnick Term Professor
- 2006 - 2015 Assistant Professor

EDUCATION

Harvard University

- 2006 Ph.D. in Organizational Behavior (joint with Social Psychology)
Harvard Business School
- 2003 M.A. in Social Psychology
Graduate School of Arts and Sciences
- 1994 M.B.A.
Harvard Business School

Cornell University

- 1990 B.A. in Psychology and Economics
College of Arts and Sciences
Graduated with distinction in all subjects, Dean's List during four of eight semesters, Varsity Tennis Team (two-time Co-Captain).

RESEARCH INTERESTS

The Psychology of Good People: Ethics, Race, Gender, Implicit Bias, Bounded Ethicality

AWARDS, HONORS, AND GRANTS

- 2023 Jacob B. Melnick Term Professor fellowship (renewed)
- 2023 Facing History and Ourselves [Board of Scholars](#)
- 2022 [Behavioral Scientist's](#) Notable Books of 2022: This list focuses on a fresh approach you can incorporate into your work, advice to help you navigate a challenging situation, or a behavioral perspective on a particular contemporary issue.
- 2022 [Next Big Idea Club](#) long list nominee: This book club focuses on books that are "ground-breaking, science-based, and actionable."
- 2020 [Academy of Management Journal Best Paper Award for Diversity Thresholds](#): How social norms, visibility, and scrutiny relate to group composition (Chang, Milkman, Chugh, and Akinola, 2019)
- 2020 [NYU Distinguished Teaching Award](#): one of six faculty selected from thousands across the university, based on input from current students, alumni, and colleagues
- 2018 SPSP Fellow: Recognition of "extraordinary, distinctive, and longstanding contributions to the science of personality and social psychology" from the Society of Personality and Social Psychology.
- 2018 [Affiliated Scientist: Behavior Change for Good initiative](#), led by Professors Angela Duckworth and Katherine Milkman.
- 2018 "Favorite Books of 2018" - [The Greater Good Magazine](#)
- 2018 Next Big Idea Club [finalist](#): This book club focuses on books that are "ground-breaking, science-based, and actionable". My book was selected as a finalist, "one of six new books to have on your shelf" - per the club curators, Malcolm Gladwell, Adam Grant, Susan Cain, and Daniel Pink.
- 2018 Action Book Club selection (the 13 other titles were books by bestselling authors like Tommy Orange, Brene Brown, Frederick Backman, and Celeste Ng.)
- 2018 Other book honors (sample):
- *Poets and Quants* [books recommended by business school deans](#)
 - *Professional Book Club Guru* [recommended books for management and leadership book clubs](#) (includes titles by Stacey Abrams and Sheryl Sandberg)
 - *Forbes* ["Ultimate Summer Reading List for Women in Power"](#)
 - *Poets and Quants* ["Top Summer Reads for Future Biz Majors"](#)
 - *Politico* [list of 40 political heavy hitters and what they are reading](#) (recommended by Shaun King)
 - *TED.com* [list of books that TED speakers would bring to a deserted island](#) (recommended by Chieh Huang)
 - *CNBC* ["Business books recommended by Bill Gates, Barack Obama and other successful people"](#) (recommended by Adam Grant)
 - *Forbes* ["Three Books from 2018 That All Value-based Leaders Should Read"](#) (recommended by Sally Blount)

- [CNBC Adam Grant's list of 6 new books about psychology that can help you succeed at work](#)
- [YW Boston reading list for social equity](#) (includes titles by Ta-Nehisi Coates, Angela Davis, Michelle Obama)

2015	The White House Council of Economic Advisers Issue Brief (August 2015) cites Desai, Chugh, & Brief, 2015 on the topic of Women in Business.
2015	Stern Teaching Excellence Award: awarded to one Stern faculty member per year.
2015	West Windsor-Plainsboro High School Hall of Honor: induction into alma mater's hall of fame.
2014	Top 100 Most Influential People in Business Ethics, as named by Ethisphere Magazine.
2014	SSRN Honor, Co-Author of One of the "10 Most Downloaded Papers of the Year".
2015, 2014, 2009	Nominee for Stern MBA Professor of the Year (three-time nominee, based on MBA student nominations).
2013	Dr. Martin Luther King Jr. Faculty Award, annually awarded by the Provost to five faculty from the entire New York University faculty who exemplify the spirit of Dr. King.
2014	Abraham J. Briloff Prize in Ethics, awarded for Chugh, D. & Kern, M.C. "Becoming as ethical as we think we are: The ethical learner at work" (2014).
2010	Russell Sage Foundation Small Grant in Behavioral Economics Research: "A Study of Discrimination and Intertemporal Choice". Co-PI with Katy Milkman and Modupe Akinola
2009, 2010	Aspen Institute Faculty Pioneer, Rising Star Category finalist.
2009	Making Connections Award, Academy of Management OB Division.
2009-2011	Daniel Paduano Faculty Fellowship in Business Ethics.
2005	George S. Dively '29 Award for Distinguished Pre-Dissertation Research, Harvard Business School. Awarded to one HBS Organizational Behavior doctoral student in 2005.
2005-2006	Graduate Research Fellowship, Harvard University Program on Negotiation.
2004	Graduate Fellowship, Center for Basic Research in the Social Sciences, Harvard University.
2004-2006	Graduate Associate, Center for Basic Research in the Social Sciences, Harvard University.
2001-2006	Harvard Business School Fellowship for Graduate Study.

TRADE BOOKS

Since attaining tenure in 2016, I have tackled two books on charged topics for general audiences. My books are deeply grounded in scholarship while using accessible language, voice, and examples. By weaving together science and stories, I aim to help practitioners understand and use research conducted by me and many others. I see my books (and related talks, newsletters, etc) as a hybrid of elements of research (dissemination), teaching (outside the Stern walls), and service (extensive exposure/branding for the Management department and Stern in a wide variety of influential spaces). I receive evidence of the quality, significance, and impact of my work as a book author daily and consider my success in this area to be my most important and unique contribution as an academic.

Chugh, D. (2022). *A More Just Future: Psychological Tools for Reckoning with Our Past and Driving Social Change*. New York: Simon and Schuster / Atria Books.

- Endorsed by Angela Duckworth, Kenji Yoshino, Michael Bungay Stanier, and Uché Blackstock
- Selected as a common read for 1200 undergraduates at the University of Michigan business school, with curricular connections

Chugh, D. (2018). *The Person You Mean To Be: How Good People Fight Bias*. New York: HarperCollins / Harper Business books.

- Endorsed by Billie Jean King, Angela Duckworth, Carol Dweck, Kenji Yoshino, David Thomas, Adam Grant, and Liz Wiseman.
- Selected as the Common Read for incoming first year students at Fordham University's Gabelli School of Business (undergraduate) (2021 and 2022), Vanderbilt University (2020) and Quincy College (2020)
- Book or related material are being used in the:
 - Curricula/syllabi/other usage at 80+ colleges/universities
 - Parent, faculty, and /or staff development in at least 30 elementary, middle, and high schools
 - Corporate reading clubs and other learning communities such as Visa, John Deere, MPG Consulting, JP Morgan, Kutak Rock LLP Law Firm, and Colgate Palmolive
 - Important: I only know of a fraction of actual use, gathered in idiosyncratic ways, as most faculty and companies do not notify me when using my work or post on the internet. Based on information I have gleaned, here is a [listing](#) of how my work is being used.
- Translated into Korean
- Foreword written by Google's former "Chief People Officer" Laszlo Bock
- #1 bestseller in Business Ethics / #2 bestseller in HR for prolonged period on Amazon.com
- *The Person You Mean to Be* finds hundreds of new readers every month, even more than three years after its release. Most books do not find any readers, and of those that do, they essentially zero out within months of release.
- Informal, gushing praise has come in from many readers, including influential people such as Anita Hill, Elizabeth Warren, Tony award winning producer and creators of Dear Evan Hansen Stacey Mindich and

colleagues, members of the cast and creative team of Hamilton and In the Heights, and many others. If useful, excerpts from select fan mail, reviews, social media posts and more can be compiled upon request.

- Numerous other honors, as listed under Awards, Honors, and Grants

GENERAL AUDIENCE WRITING IN THE MEDIA

- Chugh, D. (2022) [U.S. History Has Good and Bad. Let's See Both](#) *The Wall Street Journal Year In Review*.
- Chugh, D. (2022) [10 Ways Writers Can Drive Social Change](#). *The Writer's Digest*.
- Duckworth, A. (2022) [How to rethink what it means to be a patriot, according to a social psychologist](#). *CNN Health*.
- Chugh, D. (2022). [How the Oldest Brewery in New Orleans Renamed Itself to Be More Inclusive and Competitive](#). *Fast Company*.
- Chugh, D. (2018). [Use Your Everyday Privilege to Help Others](#). *Harvard Business Review*.
- Chugh, D. (2018). [We Still Need Meetings. Here's How to Make Them Better](#). *LinkedIn*.
- Chugh, D. (2018). [What to Do When You're the Only Woman In The Room](#). *The New York Times*.
- Akinola, M., Chugh, D., & Milkman, K. L. (2014). [Professors Are Prejudiced, Too](#). *The New York Times*.
- Bazerman, M. & **Chugh, D.** (2006). Decision-Making without Blinders. *Harvard Business Review*, 84(1), 88-97.
- Banaji, M., Bazerman, M., & **Chugh, D.** (2003). How (Un)Ethical Are You? *Harvard Business Review*, 81(12), 56-64.

Reprinted in *HBR's 10 Must Reads on Managing People*.

Reprinted in *HBR's 10 Must Reads on Making Decisions*

Marketed by HBS Publishing as one of their "Most Popular" publications.

Reprinted (in Italian translation) in R. Viale (Ed.), *Economics, Mind & Brain: A Behavioral Decision Perspective to Ethics*. Torino, Italy: Il Sole 24 Ore Publishers.

Continues to actively be reprinted, almost 20 years post-publication, with 150,000 reprints to date

MONTHLY COLUMNS AND NEWSLETTERS

- [Dear Good People newsletter](#) (2020-present): Each issue addresses an issue from the zeitgeist and addresses it with a behavioral lens and informal voice. Opt-in subscriptions only. Almost 10,000 current subscribers (growing every month), with email "open rates" (averaging 45%) consistently beating industry standards, indicating genuine reader interest in the work even with the challenges of getting past spam filters. Issues are often forwarded and shared on social media.
 - [My Online Dating Picture \(December 2023\)](#)
 - [How many redheads do you know? \(November 2023\)](#)
 - [Embarrassing Your Kid 101 \(September 2023\)](#)
 - [Have You Hung Out with Mick Jagger? \(August 2023\)](#)
 - [I Never Thought I Would Say This \(July 2023\)](#)
 - [Five Ways You Should Not Honor Juneteenth \(June 2023\)](#)
 - [34 New Books I Am Excited About \(May 2023\)](#)
 - [5 Reasons I Believe in Second Chances \(April 2023\)](#)
 - [6 Ah-Hah Moments at SXSW \(March 2023\)](#)

- [My Parking Lot Meltdown \(February 2023\)](#)
 - [My Favorite Dolly \(January 2023\)](#)
 - [10 Pep Talks You'll Be Glad You Watched \(December 2022\)](#)
 - [It is not everyday I meet Chris Hemsworth \(November 2022\)](#)
 - [What do LeBron James, the Holderness Family, and I have in common? \(October 30, 2022\)](#)
 - [I Was Today Years Old When I Found Out \(September 2022\)](#)
 - [20 Books You Should Know About \(and Cocoa Turns 2!\) \(August 2022\)](#)
 - [It's Raining ... Books! \(July 2022\)](#)
 - [The Karate Kid and Me \(June 2022\)](#)
 - [What do Bill Gates, Lady Gaga, and I Have in Common \(May 2022\)](#)
 - [What Great Bosses Do \(April 2022\)](#)
 - [The Movie that Made Me Ugly Cry \(March 2022\)](#)
 - [Not My Best Look \(February 2022\)](#)
 - [We All Need a Little Wordle in Our Lives \(January 2022\)](#)
 - [Need a Pep Talk? Me too ... \(December 2021\)](#)
 - [Must-See TV \(November 2021\)](#)
 - [Project Declutter \(October 2021\)](#)
 - [What Do Anita Hill and Ted Lasso Have in Common? \(September 2021\)](#)
 - [7 New Books You May Not Have Heard of ... Yet \(August 2021\)](#)
 - [What I Pray For \(and What I Don't\) \(July 2021\)](#)
 - [Five Ways You Should NOT Honor Juneteenth \(June 2021\)](#)
 - [What Did I Miss? \(May 2021\)](#)
 - [Tips on How to Read More \(Willpower is Overrated\) \(April 2021\)](#)
 - [Celebrity Pop Quiz \(March 2021\)](#)
 - [I Still Have My First Laptop From 1992 \(February 2021\)](#)
 - [Things That Make You Say... Hmmm \(January 2021\)](#)
 - [Puppies, Procrastination, and Possibilities \(December 2020\)](#)
 - [No Justice, No Joy? \(November 2020\)](#)
 - [Meet Cocoa Bean, Our New Puppy! \(October 2020\)](#)
 - [I May Be Anti-Racist but I'm Still an Ableist \(September 2020\)](#)
 - [15 Tips For More Inclusive Virtual Meetings \(August 2020\)](#)
 - [5 Ways You Can Respond When People Post Racist Stuff \(July 2020\)](#)
 - [The 10% More Rule \(June 2020\)](#)
- Monthly Forbes column (2018-19): www.forbes.com with more than 115,000 cumulative views as of November 2021 (underestimate as current data unavailable for earlier columns).
 - [Book Recommendation: "Biased" By MacArthur Genius Grant Winner Jennifer Eberhardt \(5,003 views, 3/25/19\)](#)
 - ['High Flying Bird' Will Entertain You and Leave You Thinking \(963 views, 2/11/19\)](#)
 - [The Truth About Rosa Parks And Why It Matters To Your Diversity Initiative \(18,502 views, 2/4/19\)](#)
 - [Should You Participate in the Women's March? Three Questions To Help You Decide \(2,808 views, 1/18/19\)](#)
 - [My \(Imagined\) Career And Life Coaching Session With Supreme Court Justice Ruth Bader Ginsburg \(9,772 views, 1/10/19\)](#)

- [How PwC's Tim Ryan Learned To Talk About Race \(And How You Can, Too\)](#) (4,158 views, 12/6/18)
- [Unexpected Ways Well-Meaning Men Are Prone To 'Power Blind Spots'](#) (1,672 views, 10/15/18)
- [Is Your Inbox Overflowing? Better Shortcuts Could Help In More Ways Than One](#) (1,192 views, 9/24/18)
- [Who Should See 'Crazy Rich Asians'](#) (5,968 views, 8/13/18)
- [Comedian Hannah Gadsby Is Going To Make You A Better Leader](#) (10,111 views, 7/11/18)
- [What's Juneteenth? A Guide To Celebrating America's Second Independence Day](#) (49,821 views, 6/18/18)
- [Things That Surprise Me About The Starbucks Response](#) (7,441 views, 5/29/18)

ACADEMIC PUBLICATIONS

Google scholar citation counts (as of January 17, 2024): 7451 citations, h-index = 22.

1. Phillips, T., Kreps, T., and **Chugh, D.** (Revise and Resubmit #2 under review). Different Allies, Different Outcomes: How Self-Transcendence and Self-Enhancement Values Affect Ally Engagement and Effectiveness. *Organizational Behavior and Human Decision Processes*.
2. Kern, M., Rattan, A., and **Chugh, D.** (in press). A growth mindset frame increases opting in to reading information about bias. *Personality and Social Psychology Bulletin*.
3. Lucas, B., Giurge, L., Berry, Z., and **Chugh, D.** (2021). A longer shortlist increases the consideration of female candidates in male-dominant domains. *Nature Human Behavior*.
4. Chang, E., Milkman, K., **Chugh, D.**, & Akinola, M. (2019). Diversity Thresholds: How Social Norms, Visibility, and Scrutiny Relate to Group Composition. *Academy of Management Journal*, 62(1), 144-171.
Academy of Management Journal Best Paper Award 2020.
5. **Chugh, D.**, & Kern, M.C. (2016). A Dynamic and Cyclical Model of Bounded Ethicality. *Research in Organizational Behavior*, 36.
6. **Chugh, D.** & Kern, M.C. (2016). Ethical Learning: Releasing the Moral Unicorn. In Palmer, D.A., Greenwood, R., & Smith-Crowe, K (Eds.) *Organizational Wrongdoing*. Cambridge: Cambridge University Press.
7. Rattan, A., Savani, K., **Chugh, D.** & Dweck, C. (2015). Leveraging Mindsets to Promote Academic Achievement: Policy Recommendations. Invited Submission for special issue (Topic: What if the President had a Council of Psychological Advisors?) of *Perspectives on Psychological Science*, 10(6), 721-726.
8. Tenbrunsel, A. & **Chugh, D.** (2015). Behavioral Ethics: A Study of Increased Breadth and Depth. *Current Opinions in Psychology*, 6, 205-210.
9. Milkman, K.L., Akinola, M., & **Chugh, D.** (2015). What Happens Before? A Field Experiment Exploring How Pay and Representation Differentially Shape Bias on the Pathway into Organizations. *Journal of Applied Psychology*. SSRN's #1 downloaded paper of the week of May 11, 2014, top 10 downloads of the past 12 months, and top 1% of downloads of all time and top 10 downloads. Top 10 of 2015.
10. Desai, S., **Chugh, D.**, & Brief, A. (2014). "The Implications of Marriage Structure for Men's Workplace Attitudes, Beliefs, and Behaviors toward Women." *Administrative Science Quarterly*, 59(2), 330-365.
11. **Chugh, D.**, Kern, M.C., Zhu, Z., & Lee, S. (2014). "Withstanding Moral Disengagement: Attachment Security as an Ethical Intervention." *Journal of Experimental Social Psychology*, 51, 88-93. [first two authors contributed equally]

12. Milkman, K.L., Akinola, M., & **Chugh, D.** (2012). "Temporal Distance and Discrimination: An Audit Study in Academia." *Psychological Science*, 23(7), 710-717.
13. Bereby-Meyer, Y., Moran, S., Grosskopf, B., & **Chugh, D.** (2012). "Choosing between lotteries: Remarkable coordination without communication." *Journal of Behavioral Decision Making*, 26(4), 338-347.
14. Kern, M. and **Chugh, D.** (2009). Bounded ethicality: The perils of loss framing. *Psychological Science*, 20(3), 378-384. [both authors contributed equally]
15. Milkman, K., **Chugh, D.**, & Bazerman, M. (2009). How can decision making be improved? *Perspectives in Psychological Science*. 4(4), 379-383.
Reprinted in: *Rotman: The Magazine of the Rotman School of Management* (2007), 20-25.
16. **Chugh, D.** and Brief, A. (2008). Where the Sweet Spot Is: Studying Diversity in Organizations. In Brief, A. (Ed.), *Diversity at work*. Cambridge, England: Cambridge University Press.
17. **Chugh, D.** and Brief, A. (2008). 1964 was not that long ago: A Story of Gateways and Pathways. In Brief, A. (Ed.), *Diversity at work*. Cambridge, England: Cambridge University Press.
18. Nosek, B. A., Smyth, F. L., Hansen, J. J., Devos, T., Lindner, N. M., Ranganath, K. A., Smith, C. T., Olson, K. R., **Chugh, D.**, Greenwald, A. G., & Banaji, M. R. (2007). Pervasiveness and correlates of implicit attitudes and stereotypes. *European Review of Social Psychology*, 18, 36-88.
19. **Chugh, D.** and Bazerman, M. (2007). Bounded Awareness: What You Fail to See Can Hurt You. *Mind and Society*, 6(1), 1-18.
Reprinted in: *Rotman: The Magazine of the Rotman School of Management* (2007), 20-25.
20. Bertrand, M., **Chugh, D.**, & Mullainathan, S. (2005). Implicit Discrimination. *American Economic Review*, 95 (2), 94-98.
Reprinted in: Karen G. Duffy (Ed.), *Annual Editions: Psychology*. New York: McGraw Hill.
21. **Chugh, D.**, Banaji, M., & Bazerman, M. (2005). Bounded Ethicality as a Psychological Barrier to Recognizing Conflicts of Interest. In Moore, D., Cain, D., Loewenstein, G., & Bazerman, M. (Eds.), *Conflicts of Interest: Challenges and Solutions in Business, Law, Medicine, and Public Policy*. New York: Cambridge University Press.
22. Bazerman, M., & **Chugh, D.** (2005). Bounded Awareness: Focusing Problems in Negotiation. Thompson, L. (Ed.), *Frontiers of Social Psychology: Negotiations*. College Park, MD: Psychology Press.
23. **Chugh, D.** (2004). Societal and Managerial Implications of Implicit Social Cognition: Why Milliseconds Matter. *Social Justice Research*, 17(2), 203-222.
24. Idson, L.C., **Chugh, D.**, Bereby-Meyer, Y., Moran, S., Grosskopf, B., & Bazerman, M. (2004). Overcoming Focusing Failures in Competitive Environments. *Journal of Behavioral Decision Making*, 17(3), 159-172.
25. **Chugh, D.**, & Bazerman, M. (2003). Book Review of *The Psychology of Ethical Behavior: Social Influences on Ethical Behavior in Organizations*, Edited by: John M. Darley, David M. Messick, and Tom R. Tyler. *Contemporary Psychology APA Review of Books*, 48 (4), 426-429.

INVITED TALKS / MODERATOR ROLES

Multiple invites declined or deferred or pending include University of Maryland; Notre Dame; Emory; Ben-Gurion; UVA Darden School of Business

The Longer Shortlist Effect. George Mason University (September 2021).

The Longer Shortlist Effect. University of Buffalo (May 2021).

Behavioral Science for Global Good. Harvard University Behavioral Insights Group (August 2020).

Racial Justice and Inclusivity. Panel Moderator. International Association of Conflict Management (July 2020).

How to Get Our Research Into the Minds and Hearts of Those Who Need It. Panelist. The 25th Annual Wharton Organizational Behavior Conference (November 2019).

Best Practices around Writing and Publishing Your First Book. Panelist. Harvard Business School Doctoral Reunion (September 2019).

The Person You Mean to Be. Harvard Business School Gender and Work Conference (May 2019).

Behavioral Approaches to Diversity. University of Toronto Rotman (September 2018).

Egalitarianism is Easier Said than Done: Data from Academics, Married Men, and Corporate Boards. Harvard Graduate School of Education (October 2016).

Bounded Ethicality. Stern School of Business (March 2016).

Bounded Ethicality. UCLA (November 2015)

Bounded Ethicality. Harvard Business School (November 2015).

Bounded Ethicality. Safra Center for Ethics at the Harvard Law School conference on Ending Institutional Corruption (May 2015).

The Temporal Discrimination Effect: An Audit Study in Academia. Presentation to the Paduano Research Symposium, NYU Stern School of Business, New York, NY. March 2012.

The Temporal Discrimination Effect: An Audit Study in Academia. Presentation to the Rutgers Business School Management and Global Business Department, Newark, NJ. November 2011.

Bounded ethicality. Presentation to the Paduano Research Symposium, NYU Stern School of Business, New York, NY. January 2011.

Bounded ethicality. Presentation at the University of Chicago Center for Decision Research, Chicago, IL. May 2010.

Thou Shalt (Not) Steal: The ethical consequences of automaticity. Presentation at the Harvard Business School, Boston, MA. January 2010.

Thou Shalt (Not) Steal: The ethical consequences of automaticity. Presentation at the 15th Annual Wharton OB conference, Philadelphia, PA. October 2009.

Bounded Ethicality: The perils of loss framing. Presentation at Fordham Law School, New York, NY. March 2009.

The Negotiator's (Ethical) Dilemma: How Framing Influences the Ethical Choices of Negotiators. Presentation at Baruch College, New York, NY. November 2008.

I'm not biased ... or am I? Presentation to the McGill Institute for Health and Social Policy, Montreal, Canada. February 2008.

Bounded Ethicality. Presentation hosted by the Institute for Quantitative Social Science at Harvard University. Cambridge, MA. February 2006.

Psychological Literacy: Using Science to Better Understand Yourself, Others, and the World Around You. Presentation to the EXCEL mentoring program (for African American undergraduates) at Adelphi University. Garden City, NY. January 2006.

Bounded Ethicality and Its Ironic Effects for Organizations. Presentation in the Conference on Corporate Misbehavior by Elite Decision-Makers: Perspectives from Law and Social Psychology, hosted by the Brooklyn Law School Center for Law, Language and Cognition and The Alfred P. Sloan Foundation. October 2004.

Bounded Awareness: Focusing Failures in Negotiation. Paper presented to the Frontiers of Social Psychology: Negotiations conference, sponsored by Dispute Resolution Research Center and the Program on Negotiations and Mediations at the Northwestern University Law School, Chicago, IL. May 2004.

The Societal and Managerial Implications of Implicit Social Cognition: Why Milliseconds Matter. Paper presented at a conference on Ordinary Unethical Behavior hosted by the Center for Basic Research in the Social Sciences (CBRSS), Harvard University, Cambridge, MA. March 2004.

Ordinary Unethical Behavior. Presentation to the Ethics, Law, and Leadership seminar, Harvard University, Boston, MA. 2004.

How (Un)Ethical Are You? Paper presented at the Yale CEO Summit Conference / LEAP, New York, NY. 2003.

Bounded Ethicality as a Barrier to Recognizing Conflicts of Interest. Paper presented to the Conference on Conflict of Interest hosted by the Carnegie Bosch Institute and Carnegie Mellon University, Pittsburgh, PA. October 2003.

CONFERENCE PRESENTATIONS

Can We Love a Country with a Complicated Past?

- SXSW Featured Speaker, Austin TX March 2023.
- NCSS Featured Speaker, Nashville, TN, December 2023. (3000 history / social studies teachers from across the country attend this conference)

Multiple sessions: Academy of Management, August 2023, August 2024.

Getting Your Writing Done. PDW panel at the Academy of Management, Boston, MA. August 2019.

Having Your Cake and Eating It Too: Doing Double Impact Research for Academia and Management Practice. PDW panel at the Academy of Management, Boston, MA. August 2019.

Allies' Merits, Motives, and Missteps: How Dominant Group Members Can Promote Inclusive Organizations. Moderator for paper session the Academy of Management, Boston, MA. August 2019.

Ethical Learning (with Molly Kern). Presentation at the Academy of Management, Vancouver, Canada. August 2015.

The Temporal Discrimination Effect: An Audit Study in Academia. Presentation to the Behavioral Ethics conference, co-hosted by Notre Dame University and the Rotman School of Business. May 2012.

The affective aftertaste of the loss-framed, lying negotiator (with Molly Kern). Presentation at the Academy of Management, Chicago, IL. August 2009.

The ethical consequences of the cognitively loaded manager (with Molly Kern and Hee Young Kim). Presentation at the Academy of Management, Chicago, IL. August 2009.

The Negotiator's (Ethical) Dilemma: How Framing Influences the Ethical Choices of Negotiators (with Molly Kern). Presentation to the Academy of Management, Anaheim, CA. August 2008.

Bounded Ethicality and Leadership (with Max Bazerman). All-Academy Symposium (Leadership, Ethics, and the Future). Presentation to the Academy of Management, Philadelphia, PA. August 2007.

Implicit Bias and Organizations: The "IAT" meets OB. Symposium (Automatic Social Cognition and Organizational Behavior). Presentation to the Academy of Management, Philadelphia, PA. August 2007.

Bad Apples and Bounded Ethicality (with Max Bazerman). All-Academy Symposium (Behavioral Approaches to Ethics). Presentation to the Academy of Management, Honolulu, HI. August 2005.

Advice from Black, Hispanic, and Female Advice-Givers is Discounted (with Mahzarin Banaji). Poster presented at the meetings of the Society for Personality and Social Psychology, New Orleans, LA. January 2005.

Implicit Beliefs about Negotiation Predict Behavior (with Mahzarin Banaji and Kristin Lane). Poster presented at the meetings of the Society for Personality & Social Psychology, Los Angeles, CA. January 2003.

TEACHING EXPERIENCE

NYU Stern School of Business, MBA Program

- Developing Managerial Skills ("MSkills") (2016-present)
- Leadership in Organizations ("LiO") (2010-2019)
 - Core course coordinator (2014-2016)
- Collaboration, Conflict, and Negotiation ("CCN") (2007-2015)

NYU Prison Education Program

- Leadership Skills: taught at Wallkill Correctional Facility (medium/high security men's prison) (2016-2017, expected 2024-2025).
- Leading book club meeting three times per year (except during pandemic) in which the students read the selected book as an extracurricular activity and then the author and I join them for a book discussion (I recruit authors to make the trip upstate for this full day commitment). Past selections and authors listed under NYU Service.

PROFESSIONAL SERVICE AND ACTIVITIES

Stern School of Business Service

- Faculty Advisor: Stern Association of Hispanic and Black Business Students (AHBBS) (2014 to present).
- Founder and facilitator: Stern Micro-OB Work in Progress research seminar (2006 to present).
- Stern Signature Project Advisor (2022, 2023)
- Search Committee for new Head of DEI for Stern (2022)
- Inaugural Renwick Faculty Fellow (2021-22): Paired with Dr. Kellye Jones of Clark Atlanta University
- Stern Distinguished Teaching Award Committee (2020+)
- Speaker: Stern Solidarity Week (2021)
- Dissertation Committee Member: Olivia Foster-Gimbel (2021+)
- Stern Signature Project advisor (2021)
- Leadership Accelerator Advisor Council (2021)
- Speaker: Sustained Excellence Ceremony (2021)
- Moderator: SWIB Conference (2021)
- Committee Member: Department Faculty Annual Merit Review committee (2020)
- Mentor: First Generation College Student program for Stern undergrads (2018-present)
- Member: Committee to launch new Masters of Organization Management program in NYU Shanghai (2019)
- Co-Chair/Faculty Chair: Stern MBA Orientation “LAUNCH” (2015-2019)
- Speaker: Stern Tech conference (Fall 2018)
- Commencement Speaker (invited by Dean): Stern MBA Class of 2017 Commencement (May 2017)
- Moderator: Stern Women in Business Fireside Chat with *Feminist Fight Club* author Jessica Bennett (November 2016)
- Member: Academic Programs and Teaching Resources Faculty Committee (2015 to 2019)
- Core Course Coordinator: Leadership in Organizations (LiO; Stern core MBA course, 2016)
- Facilitator: Stern Women in Business Conference (2015)
- Facilitator: Stern Healthcare Association Healthcare Summit (2014)
- Facilitator: Stern MBA Orientation “LAUNCH” (August 2011, 2012, 2013, 2014, 2015, 2016, 2018, 2019).
- Facilitator: Stern Leadership Development Initiative (LDI) event (2013).
- Facilitator: Stern Association for Hispanic and Black Business Students (AHBBS) event (2013).
- Member: Committee to revise the undergraduate Professional Responsibility and Leadership course (2008).
- Grader: OB comprehensive exams (Fall 2008, Fall 2009).
- Research practicum advisor: Hee Young Kim (2008-2010).

New York University Service

- Speaker and Video: NYU Distinguished Teaching Award (2021)
- Advisor/Speaker: NYU Steinhardt Leadership Summit hosted by Dean Jack Knott (2021)
- NYU Faculty Cluster Review Committee (2021-present)
- NYU Registrar retreat speaker (January 2021)
- NYU School of Medicine (guest speaker June 2020, September 2020)
- NYU Law School (guest speaker in Kenji Yoshino’s class in 2019, 2020)
- NYU College of Arts and Sciences Admit Weekend Speaker (2019) NYU Enrollment Management Senior Leadership Retreat speaker (2019)
- NYUReads finalist (2019)

- NYU Counseling and Wellness speaker (2019)
- NYU Provost Post-Doc Program: Selection Committee (2018-present)
- NYU Women's Leadership Forum: Keynote speaker (Spring 2019)
- NYU Prison Education Program: Steering Committee (2017-present)
- NYU Prison Education Program: Founder and Facilitator, Wallkill Book Club (2016- present). Recruit authors to come to the prison for a book club discussion with the incarcerated students. Books/authors to date: *Alexander Hamilton's Guide to Life* (Jeff Wilser), *Little Princes* (Conor Grennan), *Two Awesome Hours* (Josh Davis), *The Person You Mean to Be* (Dolly Chugh), *How to Get Into Our House and Where We Keep the Money* (Panio Gianopoulos), *A Beautiful and Terrible History* (Jeanne Theoharis), *Palaces for the People* (tentative – Eric Klinenberg).
- LEAD / DURF joint Negotiations workshop (July 2016)
- NYU Women's Leadership Forum: Negotiations workshop (December 2015).
- Selection Committee: Dr. Martin Luther King Jr. Award, awarded by the NYU Provost's Office (2015, 2017)

External Service

- Psychgeist Media: Board of Directors for non-profit organization devoted to bringing psychology research to the public (founded by Dave Nussbaum of the University of Chicago)
- Women of Organizational Behavior: extensive mentorship and support of other scholars, particularly during the pandemic, with the introduction of live teaching plan development via google docs and multiple times daily on-line writing retreats (2020+)
- Academy of Management Societal Impact Award Committee (2021)
- Task Force Member: Harvard Business School Dean's Anti-Racism Task Force (2020)
- Committee Member: Outstanding Publication in OB Award, Academy of Management (2020)
- Invited Participant: Columbia Business School Diversity, Equity, and Inclusion Conference (2019-present)
- Co-Founder: AOM-ED for Academy of Management researchers interested in K-12 education (2015)
- Presenter: The Productivity Process – Research Tips and Strategies from Prolific Junior Faculty (Academy of Management PDW 2015)
- Presenter: Getting Your Writing Done: Crafting a Generative Writing Practice (Academy of Management PDW 2015)
- Invited Researcher: EthicalSystems.org, collaborative effort led by Jonathan Haidt focused on ethical system design for both practitioners and researchers
- Classifier: SSRN Negotiations Journal (2002).
- Advisory Board Member (past): Social SSRN Decision Making and Negotiation Journal.

Ad Hoc Reviewing

- *Academy of Management Journal*
- *Academy of Management Review*
- *Administrative Science Quarterly*
- *American Economic Review*
- *Journal of Experimental Social Psychology*
- *Journal of Applied Psychology*
- *Journal of Business Ethics*
- *Journal of Experimental Psychology*
- *Organizational Science*

- *Organizational Behavior and Human Decision Processes*
- *Psychological Science*
- *Social Justice Research*
- Academy of Management conference (AOM)
- CUNY Lang Grants
- International Association for Conflict Management conference (IACM)
- National Science Foundation
- University of Toronto Press

Affiliations

- Invited Team Scientist: Behavior Change for Good (initiative led by Angela Lee Duckworth and Katy Milkman)
- Invited Affiliate: ideas42 (think tank founded by Sendhil Mullainathan)
- Member: Academy of Management (AOM)
- Member: Society for Personality and Social Psychology (SPSP)
- Member: International Association of Conflict Management (IACM)
- Member: Association for Psychological Science (APS)

CORPORATE WORK EXPERIENCE

Merril Lynch & Co.

Vice President, Leadership Development Group (2000-2001)

Sibson & Company

Senior Consultant, Human Capital Practice (1996-2000)

Scholastic Inc.

Senior Marketing Manager, Classroom Magazine Division (1994-95)

Sports Illustrated

Summer Intern, Consumer Marketing Division (Summer 1993)

Morgan Stanley

Financial Analyst, Investment Banking Division (1990-92)

National Westminster Bank

Summer Intern, Leasing Finance Group (1989)

Nippon Credit Bank

Summer Intern, Banking Group (1988)

MEDIA COVERAGE (Partial Listing)

The Atlantic, Good Housekeeping, Outside, The New York Times, The Wall Street Journal, NPR Radio, The TODAY Show, 10% Happier podcast, The goop podcast, Scientific American, policymic.com, Forbes.com, Stanford Social Innovation Review, Entrepreneur.com, Washington Post, CosmoGirl, Rotman Magazine, The Economist, Huffington Post, Financial Times, Inside Higher Ed, Slate.com, Nature.com, The Wire, NBC News, TED Business podcast, 2 Pages with MBS podcast. For more complete listing and links, see dollychugh.com

BOOK ENDORSEMENTS (Partial Listing)

The non-fiction book space is crowded and endorsements from respected social scientists and authors are highly sought after for the on-line listings and book jacket. These are an important quality indicator to reviewers such as The New York Times, readers, and other authors. I am frequently asked to offer such endorsements. Practices vary but mine is that I do at least a skim of the entire book before offering my endorsement, so this is a significant time commitment. I believe it is an important contribution to the dissemination of science and support of other (mostly) academic authors.

Fragale, A. (2024) *Likeable Badass: The New Science of Successful Women*. New York, NY. Doubleday Publishing,

Cormack, A. (2024) *How to Raise a Citizen: and Why it's Up to You to Do It*. New York, NY. BBS Public Affairs

Nalkur, P. (2024). *Stumbling Towards Inclusion: Finding Grace in Imperfect Leadership*. Herndon, VA. Amplify Publishing

Wellington, Rebecca (2024) *Who is a Worthy Mother?: An Intimate History of Adoption*. Norman, OK. University of Oklahoma Press.

Wong Michaelson, C. and Tosti-Kharas, J. (2024). [*Is Your Work Worth It? How to Think About Meaningful Work*](#). New York, NY. BBS Public Affairs.

Hebl, M. and King, E. (2024) *Working Together: Practicing the Science of Diversity, Equity, and Inclusion*. New York, NY. Oxford University Press.

Blackstock, U. (2024) *Legacy: A Black Physician Reckons with Racism in Medicine*. New York, NY. Viking Press.

Abrahams, M (2023) *Think Faster, Talk Smarter*. New York, NY. S&S/Simon Element.

Munoz, L (2023) *Women in Science Now: Stories and Strategies for Achieving Equity*. New York, NY. Columbia University Press.

King, M. (2023) *How Work Works: The Subtle Science of Getting Ahead Without Losing Yourself*. New York, NY. Harper Business.

Colonna, J. (2023) *Reunion: Leadership and the Longing to Belong*. New York, NY. Harper Business.

Huang, P. (2023) *Disrupting Racism: Essays by an Asian American Prodigy Professor*. Colorado Springs, CO. Literary Press.

Lumanlan, J. (2023) *Parenting Beyond Power: How to Use Connection and Collaboration to Transform Your Family-and the World*. Seattle, WA. Sasquatch Books.

Mukantabana, Y. and Summerhill, H. (2023) *Real Friends Talk About Race: Bridging the Gaps Through Uncomfortable Conversations*. New York, NY. Park Row.

Patrick, V. (2023) *The Power of Saying No: The New Science of How to Say No that Puts You in Charge of Your Life*. Naperville, Illinois, Sourcebooks.

Yoshino, K. and Glasgow, D. (2023) *Say the Right Thing: How to Talk About Identity, Diversity, and Justice*. New York, NY. Atria Books.

Bazerman, M. (2022) *Complicit: How We Enable the Unethical and How to Stop*. Princeton, NJ. Princeton University Press.

Gallo, A. (2022) *Getting Along: How to Work with Anyone (Even Difficult People)*. Boston, MA. Harvard Business Review Press.

Smith, W. and Lewis, M. (2022) *Both/And Thinking: Embracing Creative Tensions to Solve Your Toughest Problems*. Boston, MA. Harvard Business Review Press.

Babcock, L., Peysner, B., Vesterlund, L., Weingart, L. (2022) *The No Club: Putting a Stop to Women's Dead-end Work*. New York, NY. Simon & Schuster.

Stanier, M. (2022) *How to Begin: Start Doing Something That Matters*. Vancouver, B.C. Canada Page Two Publishers.

Moore, D. and Bazerman, M. (2022) *Decision Leadership: Empowering Others to Make Better Choices*. Cumberland, RI Yale University Press.

Frank, T. (2022) *The Waymakers: Clearing the Path to Workplace Equity with Competence and Confidence*. Herndon, VA Amplify Publishing.

Gadsden-Williams, M. (2022) *Driven by Intention: Own Your Purpose, Gain Power, and Pursue Your Passion as a Woman at Work*. New York, NY McGraw Hill.

Bohns, V. (2021). *You Have More Influence Than You Think: How We Underestimate Our Powers of Persuasion, and Why It Matters*. New York, NY: W. W. Norton & Company.

Ashford, S. J. (2021). *The Power of Flexing: How to Use Small Daily Experiments to Create Big Life-Changing Growth*. New York, NY: Harper Business.

Milkman, K. (2021). *How to Change: The Science of Getting from Where You Are to Where You Want to Be*. Harefield, Middx: Portfolio.

Simmons, J. (2021). *I Can Say No: Help Kids Protect Boundaries and Build Confidence*. Chattanooga, TN: National Center for Youth Issues.

Morley, K. (2020). *Beat Gender Bias: How to play a better part in a more inclusive world*. Elsternwick, Vitoria: Major Street Publishing.

Huston, T. (2021). *Let's Talk: Make Effective Feedback Your Superpower*. Harefield, Middx: Portfolio.

- VanCort, E. (2021). *A Woman's Guide to Claiming Space: Stand Tall. Raise Your Voice. Be Heard.* San Francisco, CA: Berrett-Koehler Publishers.
- Brown, C. S. (2021). *Unraveling Bias: How Prejudice Has Shaped Children for Generations and Why It's Time to Break the Cycle.* Dallas, TX: BenBella Books.
- Headlee, C. (2021). *Speaking of Race: Why Everybody Needs to Talk About Racism and How to Do It.* New York, NY: Harper Wave.
- Leddin, P. R. (2021). *The Five-Week Leadership Challenge: 35 Action Steps to Become the Leader You Were Meant to Be.* New York, NY: HarperCollins Leadership.
- Wallace, W. (2019). *You Can't Know It All: Leading in the Age of Deep Expertise.* New York, NY: Harper Business.
- Brown, J. (2019). *How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive.* San Francisco, CA: Berrett-Koehler Publishers.

SPEAKING ENGAGEMENTS (Partial Listing)

Note: What I have declined / referred to others is several times longer than what is shown below. I am only listing post-tenure talks below.

Universities (student, faculty, or general audiences, select listing - Please note that these are not traditional research seminars; these are book talks often at the invitation of the senior leadership of the school.)

- Yale
- University of Michigan
- John Carroll University
- Simmons University
- Cal Poly
- Fordham
- Vanderbilt
- Howard Hughes Medical Institute
- Notre Dame
- Princeton
- Stanford
- Mount Sinai Medical School
- UMass Lowell

Public school districts and independent schools (select listing)

- KIPP
- Trinity
- Fieldston
- Beauvoir
- St. Margaret's
- Walnut Valley
- Chappaqua
- Uncommon Schools

- Zionsville School District

Non-Profit Organizations/Government/Professional Associations (select listing)

- American Museum of Natural History
- U.S. Treasury Department
- Facing History and Ourselves
- Forte Foundation
- Leading Educators
- Women in Cable Television
- Women in Medicine
- Nassau County Bar Association
- Office of the Surgeon General
- New York Public Library
- The Transition Network
- South Nassau Communities Hospital
- Green Apron Alliance
- Hollywood Commission on Sexual Harassment chaired by Anita Hill
- Present Day Club
- Catholic Charities

For-Profit Organizations (select listing)

- AirBnB
- American Express
- AT&T
- Autodesk
- BNY Mellon
- Capital Group
- Conferences for Women
- Dear Evan Hansen
- DEH Speakers series
- Dick's Sporting Goods
- Dr Phil- Phil in the Blanks
- ESPN
- Google
- HarperCollins
- Kutak Rock
- Latham and Watkins
- Liberty Latin America
- Microsoft
- National Basketball Association
- Palo Alto Networks
- Pixar
- Restaurant Brands International

- Starbucks
- The Wing
- Verisk Analytics

BOARD SERVICE

Buckley Country Day School, Board of Trustees (2012-2020)

High Mountain Institute, Board of Trustees (beginning 2023)