

# L TAYLOR PHILLIPS

## EMPLOYMENT:

**New York University.** Associate Professor Management & Organizations, Stern School of Business, 2023-present

**New York University.** Assistant Professor Management & Organizations, Stern School of Business, 2016-2023

## EDUCATION:

**Stanford University, PhD, 2016.** Organizational Behavior, Graduate School of Business

**Stanford University, BA, 2010.** Psychology with Honors, with Distinction; Human Biology, with Distinction

## RESEARCH INTERESTS:

Experiences of and responses to advantage/privilege, hierarchy, diversity

Meritocracy, justice, inequity, and inequality beliefs

Intergroup perception, interaction, and relations (e.g., race, social class, gender, region)

Organizational policy and legal applications, interventions

## SELECTED AWARDS:

<b>Early Career Award</b>	2023
International Society for Justice Research	
<b>Dean Geeta Menon Undergraduate Research Mentor Award</b>	2022
New York University	
<b>Association for Psychological Science: Rising Star Early Career Award</b>	2021
<i>Award Winner</i>	
<b>Poets &amp; Quants Best Undergraduate Professors</b>	2020
<i>Award Winner</i>	
<b>IN-Group Research Grant (\$10,000; Funding "Ally Conflicts")</b>	2020
<i>Award Winner.</i> with Maureen Craig	
<b>Center for Global Economy and Business Grant (\$5000; Funding "Social Class Over Time")</b>	2019
<i>Award Winner.</i> Stern School of Business, New York University	
<b>SPARQ Faculty Affiliate</b>	2018
Stanford University	
<b>Early Career Scholar Speaker</b>	2016
Social Class Pre-Conference, Society for Personality & Social Psychology	
<b>Early Career Scholar Speaker</b>	2015
Group Process & Intergroup Relations, Society for Personality & Social Psychology	
<b>DARE Doctoral Fellowship (Diversifying Academia Recruiting Excellence)</b>	2014-2016
<i>Award Winner,</i> Vice Provost for Graduate Education, Stanford University	
<b>National Science Foundation</b>	2011-2014
<i>Award Winner,</i> Graduate Research Fellowship Program	
<b>Graduate Voice and Influence Program</b>	2014-2015
<i>Nominated and Selected,</i> Clayman Institute for Gender Research, Stanford University	
<b>SPARQ Doctoral Fellow</b>	2013-2016
Stanford University	

## PUBLICATIONS:

\*indicates student co-author

**Phillips, L.T.,** Kreps, T.A., & Chugh, D. (2024). Different allies, different outcomes? How self-transcendence and self-enhancement affect ally engagement and effectiveness. *Organizational Behavior and Human Decision Processes*.

Jun, S., **Phillips, L.T.,** & \*Foster-Gimbel, O.A. (2023). The missing middle: Asian employees'

experience of workplace discrimination and pro-Black workplace allyship. *Journal of Applied Psychology*.

Craig, M.A. & **Phillips, L.T.** (2023). Group-based hierarchies of power and status. In L. Huddy, D. O. Sears, J. S. Levy, & J. Jerit (Eds.) *The Oxford Handbook of Political Psychology* (3rd Edition).

**Phillips, L.T.**, Jun, S., & \*Shakeri, A. (2022). Barriers and boosts: Using inequity frames theory to understand mechanisms of race and gender inequity in organizations. *Academy of Management Annals*.  
**\*Best Theoretical Publication of the Year Award, IACM 2024**

\*Tomova Shakur, T.K., & **Phillips, L.T.** (2022). What counts as discrimination? How principles of merit shape fairness of demographic decisions. *Journal of Personality and Social Psychology*.  
**\*Proceedings Best Paper Award, AOM 2021**

**Phillips, L.T.** & Jun, S. (2022). Why benefiting from discrimination is less recognized as discrimination. *Journal of Personality and Social Psychology*, 122, 825-852.  
**\*Proceedings Best Paper Award, AOM 2020**

Alt, N. & **Phillips, L.T.** (2022). Person perception, meet people perception: Exploring the social vision of groups. *Perspectives on Psychological Science*, 17, 768-787.  
**\*shared first-authorship**

Jachimowicz, J.M., Davidai, S..... **Phillips, L.T.**, ...Hauser, O.P. (2022). Inequality in researcher's minds: Four guiding questions for studying subjective perceptions of economic inequality. *Journal of Economic Surveys*.

Anicich, E.M., Jachimowicz, J.M., \*Osborne, M., & **Phillips, L.T.** (2021). Structuring local environments to avoid racial diversity: Anxiety drives Whites' geographical and institutional self-segregation preferences. *Journal of Experimental Social Psychology*, 95, 104-117.  
**\*Runner-Up, Dorothy Harlow Best GDO Paper Award, AOM 2020**  
**\*Proceedings Best Paper Award, AOM 2020**

**Phillips, L.T.** & Lowery, B.S. (2020). I ain't no fortunate one: On the motivated denial of class privilege. *Journal of Personality and Social Psychology*, 119, 1403-1422.

**Phillips, L.T.**, Stephens, N.M, Townsend, S.S.M., & Goudeau, S. (2020). Access is not enough: Cultural mismatch persists to limit first-generation students' opportunities for achievement throughout college. *Journal of Personality and Social Psychology*, 119, 1112-1131.

**Phillips, L.T.** Martin, S.R., & 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, e12560.

Zitek, E.M., & **Phillips, L.T.** (2020). Ease and control: The cognitive benefits of hierarchy. *Current Opinion in Psychology*, 33, 131-135.

**Phillips, L.T.**, & Lowery, B.S. (2018). Herd invisibility: The psychology of racial privilege. *Current Directions in Psychological Science*, 27, 156-162.

**Phillips, L.T.**, Slepian, M.L, & Hughes, B.L. (2018). Perceiving groups: The people perception of diversity and hierarchy. *Journal of Personality and Social Psychology*, 114, 766-785.

**Phillips, L.T.** & Lowery, B.S. (2015). The hard-knock life? Whites claim hardships in response to race inequity. *Journal of Experimental Social Psychology*, 61, 12-18.  
**\*Reprinted for JESP (2020) Special Issue on Racism & Justice for Black Lives**

Halevy, N. & **Phillips, L.T.** (2015). Conflict templates in negotiations, disputes, joint decisions, and tournaments. *Social Psychological and Personality Science*, 6, 13-22.

**Phillips, L.T.**, Weisbuch, M., & Ambady, N. (2014). People perception: Social vision of groups and

consequences for organizing and interacting. *Research in Organizational Behavior*, 34, 101-127.

Stephens, N.M., Markus, H.R., & **Phillips, L.T.** (2014). Social class culture cycles: How three gateway contexts shape selves and fuel inequality. *Annual Review of Psychology*, 65, 611-634.

Stephens, N.M., Townsend, S.S.M., Markus, H.R., & **Phillips, L.T.** (2012). A cultural mismatch: Independent cultural norms produce greater increases in cortisol and more negative emotions among first-generation college students. *Journal of Experimental Social Psychology*, 48, 1389-1393.

### UNDER REVISION OR REVIEW:

\*Tomova Shakur, T.K., & **Phillips, L.T.** (R&R). Using a motives framework to understand network tie favoritism in organizations. *Journal of Applied Psychology*.

**Phillips, L.T.**, \*Tepper, S.J., \*Goya-Tochetto, D....Jachimowicz, J.M. (R&R). Inequality in people's minds. *Personality and Social Psychology Review*.

**Phillips, L.T.**, Malahy, S.C., \*Suh, E., ....Cohen, G.L. (under review). Encouraging bone marrow donation through values affirmation: A field experiment. *Proceedings of the National Academy of Sciences Nexus*.

\*Foster-Gimbel, O.A., Pillemer, J., & **Phillips, L.T.** (R&R). Ally authenticity: A field intervention. *Journal of Experimental Social Psychology*.

\*Foster-Gimbel, O.A., & **Phillips, L.T.** (R&R). Curvilinear threat reactions to privilege. *Personality & Social Psychology Bulletin*..

\*Chadha, A., & **Phillips, L.T.** (under review). Allyship and collective self-esteem. *Journal of Applied Psychology*.

\*Foster-Gimbel, O.A., & **Phillips, L.T.** (resubmitting). Competitive victimhood and system-justifying spillover. *Journal of Experimental Psychology: General*.

Belmi, P., **Phillips, L.T.**, Laurin, K., & Engstrom, H.R. (resubmitting). Is it fair to get ahead by playing politics? The flexibility of merit enables self-serving judgments of political maneuvering. *Journal of Personality and Social Psychology*.

**\*Best Symposium Award, OB Division, AOM 2017**

### SELECTED WORK IN PROGRESS:

**Phillips, L.T.**, \*Johnson, E., & Zlatev, J.J. Sticky social class: Early social class creates identity drag among the upwardly mobile.

**Phillips, L.T.**, & \*Foster-Gimbel, O.A. Maintenance versus merit: How the privileged mobilize and conceal their advantage.

\*Flynn, E. & **Phillips, L.T.**, Beliefs about inheritance shape perceptions of privilege.

\*Foster-Gimbel, O.A., & **Phillips, L.T.** Organizational allyship programs.

\*Munguia Gomez, D., Levine, E.E., & **Phillips, L.T.** Selectors adjust their impression of a candidate more based on disadvantage than advantage.

### SELECTED INVITED TALKS:

**Yale University**, School of Management, 2024

**Cornell University**, ILR & Johnson, 2024

**Dartmouth University**, Tuck School of Business, 2023

**Northeastern University**, D'Amore-McKim School of Business, 2022  
**University of North Carolina, Chapel Hill**, Kenan-Flagler Business School, 2022  
**University of Maryland**, Department of Psychology, 2022  
**New York University**, Department of Psychology, 2022  
**Duke University**, Fuqua School of Business, 2022  
**Stanford University**, Graduate School of Business, 2021  
**University of California, Berkeley**, Haas School of Business, 2020  
**Boston University**, Questrom School of Business, 2020  
**University of Virginia**, Darden School of Business, 2019  
**University of Chicago**, Booth School of Business, 2018  
**MIT**, Sloan School of Business, 2018  
**Rutgers University**, Department of Psychology, 2017  
**Princeton University**, Department of Psychology, 2016  
**Yale University**, School of Management, 2016  
**University of Utah**, Eccles School of Business, 2015  
**UCLA**, Luskin School of Public Affairs, 2015  
**Harvard Business School**, Organizational Behavior, 2015  
**New York University**, Stern School of Business, 2015  
**Columbia University**, Graduate School of Business, 2015  
**Stanford University**, Department of Psychology, 2014

### TEACHING:

<b>Management &amp; Organizations</b> (Undergraduate)	2016-present
<b>Research Methods</b> (Undergraduate)	2016-present
<b>Managing Groups and Teams</b> (MBA; TA)	2012- 2015
<b>Acting with Power</b> (MBA; TA)	2015
<b>Negotiations</b> (MBA & PhD; TA)	2013, 2015
<b>Organizational Behavior</b> (MBA; TA)	2013
<b>Introduction to Cultural Psychology</b> (Undergraduate; TA)	2011
<b>Introduction to Personality</b> (Undergraduate; TA)	2008

### SERVICE:

**Editorial Board:** JESP, OBHDP  
**Ad Hoc Reviewer:** AMJ, JAP, OrgSci, JPSP, PSPB, PsychSci, PPS, NSF, JEP:G, SPPS, Social Forces, various  
**Society of Experimental Social Psychology** (fellow)  
**Academy of Management** (member)  
**International Association for Conflict Management** (member)  
**International Society for Justice Research** (member)  
**Society for Personality and Social Psychology** (member)  
**PhD Organization of Women** (Co-Founder; President 2014-2015; Stanford Graduate School of Business)

### OTHER OUTLETS:

Chow, R., **Phillips, L.T.**, Lowery, B.S., & Unzueta, M.M. (2021). Fighting backlash to racial equity efforts. *MIT Sloan Management Review*, Summer.

Auger-Dominguez, A., Brown, K., Fidas, D., Lavant, A. & Phillips, L.T., (2021). *Allyship at Work*. Training Program: Lean In Foundation. <https://leanin.org/allyship-at-work>.

**\*authors alphabetical**

Anichich, E.M., Jachimowicz, J., Osborne, M.R., & **Phillips, L.T.** (2021). Design physical and digital spaces to

foster inclusion. *Harvard Business Review*, Summer.

**Phillips, L.T.**, Conner, A.L., Cohen, G., Eberhardt, J.L., & Maitreyi, A. (2014). Identity activation to improve donor recruitment, retention, and conversion. *SPARQ Solutions Catalog*, Case Study.