

DOLLY CHUGH

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ACADEMIC APPOINTMENT

New York University 2006 – present
Stern School of Business
Assistant Professor of Management and Organizations

EDUCATION

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

Cornell University B.A. in Psychology and Economics (1990).
College of Arts and Sciences Graduated with Distinction in all subjects.
Dean's List during four semesters.
Varsity Tennis Team (two-time co-captain).

RESEARCH INTERESTS

Ethics, Discrimination, Implicit Bias, Decision Making, Field Experiments, Education.

PUBLICATIONS

Refereed Publications

Milkman, K.L., Akinola, M., & Chugh, D. (2012). "Temporal Distance and Discrimination: An Audit Study in Academia." *Psychological Science*.

Bereby-Meyer, Y., Moran, S., Grosskopf, B., & Chugh, D. (2012). "Choosing between lotteries: Remarkable coordination without communication." *Journal of Behavioral Decision Making*.

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Kern, M. and Chugh, D. (2009). Bounded ethicality: The perils of loss framing. *Psychological Science*, 20(3), 378-384. [both authors contributed equally]

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.

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.

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.

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.

Chugh, D. (2004). Societal and Managerial Implications of Implicit Social Cognition: Why Milliseconds Matter. *Social Justice Research*, 17(2), 203-222.

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, 159-172.

Other Publications

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.

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.

Bazerman, M. & Chugh, D. (2006). Decision-Making without Blinders. *Harvard Business Review*, 84(1), 88-97.

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.

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Bazerman, M., & Chugh, D. (2005). Bounded Awareness: Focusing Problems in Negotiation. Thompson, L. (Ed.), *Frontiers of Social Psychology: Negotiations*. College Park, MD: Psychology Press.

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*.

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.

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.

Working Papers

Desai, S., Chugh, D., & Brief, A. "Family structure and resistance to the gender revolution". Revise and resubmit at the *Administrative Science Quarterly*.

Milkman, K.L., Akinola, M., & Chugh, D. "Academic faculty's bias against women and minorities is most pronounced at private schools and in the highest-paid disciplines". Under review at the *Proceedings of the National Academy of Sciences (PNAS)*.

Chugh, D., Kern, M.C., Zhu, Z., & Lee, S. "Withstanding moral disengagement: Attachment security as an ethical intervention". (*First two authors contributed equally*). Revise and Resubmit at *Journal of Experimental Social Psychology*.

Kim, H.Y., Chugh, D., & Kern, M.C. "Moral Impotence: Why Powerlessness has a Debilitating Effect on Ethics". Under review at *Psychological Science*.

GRANTS

- Russell Sage Foundation Small Grant in Behavioral Economics Research: "A Study of Discrimination and Intertemporal Choice". Co-PI with Katy Milkman (PI) and Modupe Akinola (Co-PI). April 2010.

AWARDS AND HONORS

- Finalist, Aspen Institute Faculty Pioneer, Rising Star Category (2009, 2010).
- Co-Winner, Making Connections Award, Academy of Management OB Division (2009).
- Daniel Paduano Faculty Fellowship in Business Ethics (2009-2011).

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- Nominee, Professor of the Year, Stern School of Business (2009).
- Winner, George S. Dively '29 Award for Distinguished Pre-Dissertation Research, Harvard Business School (2005). Awarded to one HBS Organizational Behavior doctoral student in 2005.
- Recipient, Graduate Research Fellowship, Harvard University Program on Negotiation (2005-2006).
- Recipient, Graduate Fellowship in Mathematics, Center for Basic Research in the Social Sciences, Harvard University (2004).
- Recipient, Graduate Associate, Center for Basic Research in the Social Sciences, Harvard University (2004 to 2006).
- Recipient, Harvard Business School Fellowship for Graduate Study (2001-2006).

INVITED TALKS

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 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.

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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.

REFEREED CONFERENCE PRESENTATIONS

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.

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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

- Leadership in Organizations (NYU Stern, ongoing since 2009)
- Collaboration, Conflict, and Negotiation (NYU Stern, ongoing since 2006)
- Social Biases in Decision-Making and Negotiation (Harvard Business School Executive Education, 2004).
- Extensive corporate training and coaching experience, with consistently high teaching ratings, from work experience prior to graduate school (including at Merrill Lynch, Coopers and Lybrand, the Educational Testing Service, Pfizer, Pocono Medical Center, Sibson and Company).

INSTITUTIONAL SERVICE

- Member, committee to advise the Department Chair on faculty evaluation (2012).
- Facilitator, MBA Orientation “Launch” (August 2011).
- Founder and facilitator of the Micro-OB Work in Progress research seminar (2006 to present).
- Member, Committee to revise the undergraduate Professional Responsibility and Leadership course (chaired by Bruce Buchanan, Susan Greenbaum, and Sally Blount-Lyon).
- Grader, OB comprehensive exams, Fall 2008, Fall 2009.
- Research practicum advisor for Hee Young Kim (2008-present).

ACADEMIC SERVICE AND MEMBERSHIP

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- Ad Hoc Reviewer: *American Economic Review*, *Psychological Science*, *Organizational Behavior and Human Decision Processes*, *Academy of Management Review*, *Journal of Experimental Social Psychology*, *Journal of Applied Psychology*, *Journal of Business Ethics*, International Association for Conflict Management conference (IACM), Academy of Management conference, CUNY Lang Grants.
- Classifier: SSRN Negotiations Journal (2002).
- Advisory Board Member, Social SSRN Decision Making and Negotiation Journal.

AFFILIATIONS

- 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

Merrill Lynch & Co. *Vice President, Leadership Development Group (2000 – 2001)*

Trained and coached senior managers for success in a rapidly changing industry. Designed and delivered customized, highly interactive training modules.

- Dynamic, discussion-based teaching style (ratings usually between 4.7 and 5.0 on 1-5 scale).
- Integrated tools such as the Myers-Briggs Type Indicator (MBTI), as well as vendor training programs (e.g. Hersey-Blanchard *Situational Leadership II*, Buzzota and Lefton *Leadership through People Skills*).

Sibson & Company *Senior Consultant, Human Capital Practice (1996 – 2000)*

Consulted to Fortune 500 clients on human capital business challenges for \$50 million consulting firm. Wrote and presented reports to senior management. Viewed as a leader / role model of core values and mentor for young talent within firm. Partner-track.

- Managed 20+ projects, with accountability for day-to-day client relationship, problem-solving, and team staffing.
- Delivered popular training sessions (e.g. Myers-Briggs Type Indicator, Giving and Receiving Feedback, Business Acumen), with ratings typically 5.0 on 1-5 scale.

Scholastic Inc. *Senior Marketing Manager, Classroom Magazine Division (1994 – 95)*

Managed Elementary / Early Childhood marketing team of two to four direct reports.

Sports Illustrated *Summer Intern, Consumer Marketing Division (Summer 1993)*

Morgan Stanley *Financial Analyst, Investment Banking Division (1990 – 92)*

Consistently earned 1st-tier performance rating; offered both “third-year” and post-MBA investment banking positions.

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National Westminster Bank
Nippon Credit Bank

Summer Intern, Leasing Finance Group (1989)
Summer Intern, Banking Group (1988)

MEDIA COVERAGE

- *Forbes.com, Stanford Social Innovation Review, Entrepreneur.com, washingtonpost.com, CosmoGirl, Rotman Magazine, The New York Times, The Economist, Huffington Post, Financial Times.*

CONSULTING (SINCE 2001)

The Ethical Culture Fieldston School, KIPP Schools, American Express, Level Playing Field, The Advisory Board

BOARD SERVICE

- Buckley Country Day School, Board of Trustees (current or past member of the Finance, Curriculum, Summer Program, and Personnel committees)