

STEVEN L. BLADER

Curriculum Vitae

April 2009

Office Address:

Stern School of Business, NYU
Management Dept., Room 7-18
40 West 4th Street
New York, NY 10012
Phone: (212) 998-0431; E-mail: sblader@stern.nyu.edu

ACADEMIC POSITIONS

- September 2008 – present **Stern School of Business, New York University**, New York, NY
Associate Professor (untenured) of Management & Organizations
- September 2003 – August 2007 **Stern School of Business, New York University**, New York, NY
Assistant Professor of Management & Organizations
- July 2002 – August 2003 **Stern School of Business, New York University**, New York, NY
Postdoctoral Fellow & Visiting Assistant Professor of Management

EDUCATION

- May 2002 **New York University**, New York, NY
Ph.D., Social Psychology, minor in Quantitative Psychology
- May 1999 **New York University**, New York, NY
M.A., Industrial/Organizational Psychology
- May 1994 **University of Pennsylvania**, Philadelphia, PA
B.A., *magna cum laude*, Double major: Psychology, Jewish Studies

REFEREED PUBLICATIONS (sorted by publication date)

Total citations (12/1/08): 412 (Web of Science); 789 (Google Scholar)

- Plunkett-Tost, L., **Blader, S. L.**, & Wade-Benzoni, K. (in press). A tale of two theories: Integrating the Uncertainty Management and Group Value models of justice. Academy of Management 2009 Best Paper Proceedings.
- Blader, S. L.** & Tyler, T. R. (2009). Testing & extending the Group Engagement Model: Linkages between social identity, procedural justice, economic outcomes and extra role behavior. Journal of Applied Psychology, *94*, 445-464.
- Blader, S. L.** (2007). What determines people's fairness judgments? Identification and outcomes influence procedural justice evaluations under uncertainty. Journal of Experimental Social Psychology, *43*, 986-994.
- Blader, S. L.** (2007). What leads organization members to collectivize? Injustice and identification as precursors of union certification. Organization Science, *18*, 108-126.

- De Cremer, D. & **Blader, S. L.** (2006). Why do people care about procedural fairness? The importance of belongingness in responding and attending to procedures. European Journal of Social Psychology, *36*, 211-228.
- Tyler, T. R. & **Blader, S. L.** (2005). Can businesses effectively regulate employee conduct? The antecedents of rule following in work settings. Academy of Management Journal, *48*, 1143-1158.
- Blader, S. L.** & Tyler, T. R. (2003). A four component model of procedural justice: Defining the meaning of a "fair" process. Personality and Social Psychology Bulletin, *29*, 747-758.
- Blader, S. L.** & Tyler, T. R. (2003). Advancing the assessment of procedural justice: What constitutes fairness in work settings? Human Resource Management Review, *13*, 107-126.
- Tyler, T. R. & **Blader, S. L.** (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. Personality and Social Psychology Review, *7*, 349-361.
- Tyler, T. R. & **Blader, S. L.** (2002). Autonomous vs. comparative status: Must we be better than others to feel good about ourselves? Organizational Behavior & Human Decision Processes, *89*, 813-838.
- Blader, S. L.**, Chang, C. C., & Tyler, T. R. (2001). Procedural justice and retaliation in organizations: Comparing cross-nationally the importance of fair group processes. International Journal of Conflict Management, *12*, 295-311.
- Heilman, M. E. & **Blader, S. L.** (2001). Assuming preferential selection when the admissions policy is unknown: The effects of gender rarity. Journal of Applied Psychology, *86*, 188-193.
- Tyler, T. R. & **Blader, S. L.** (2001). Identity and cooperative behavior in groups. Group Processes & Intergroup Relations, *4*, 207-226.

BOOKS, BOOK CHAPTERS, & OTHER PUBLICATIONS (sorted by publication date)

- Blader, S. L.** (in press). The relational model of authority in groups. In J. Levine & M. Hogg (Eds.), Encyclopedia of group processes & intergroup relations. Sage Publications.
- Bartel, C., **Blader, S. L.**, & Wrzesniewski, A. (2007). Identity & the modern organization. Mahwah, NJ: Lawrence Erlbaum Associates. Reviewed in Administrative Science Quarterly, December, 2008.
- Blader, S. L.** (2007). Let's not forget the "me" in "team": Investigating the interface of individual and collective identity. In C. Bartel, S. Blader, & A. Wrzesniewski (Eds.), Identity & the modern organization (pp. 61-84). Mahwah, NJ: Lawrence Erlbaum Associates.
- Blader, S. L.**, Bartel, C., & Wrzesniewski, A. (2007). Identity & the modern organization: An invitation. In C. Bartel, S. Blader, & A. Wrzesniewski (Eds.), Identity & the modern organization (pp. 3-16). Mahwah, NJ: Lawrence Erlbaum Associates.
- Blader, S. L.** & Bobocel, R. (2005). Wanting is believing: Understanding psychological processes in organizational justice by examining perceptions of fairness. In S. Gilliland, D. Steiner, D. Skarlicki, & K. van den Bos (Eds.), Research in social issues in management (pp. 3-30). Greenwich, CT: Information Age Publishing.

Blader, S. L. & Tyler, T. R. (2005). How can theories of organizational justice explain the impact of fairness? In J. Greenberg & J. A. Colquitt (Eds.), Handbook of organizational justice (pp. 329-354). Mahwah, NJ: Lawrence Erlbaum Associates.

Blader, S. L. & Tyler, T. R. (2005, Spring). Command and control? SternBusiness. Reprinted in Gestion Magazine (2005); HSM Management Magazine (November/December, 2005).

Uleman, J. S., **Blader, S. L.**, & Todorov, A. (2005). Implicit impressions. In R. Hassin, J. S. Uleman, & J. A. Bargh (Eds.), The new unconscious (pp.362-392). New York: Oxford University Press.

Tyler, T. R., & **Blader, S. L.** (2004). Justice and negotiation. In M. Gelfand & J. Brett (Eds.), The handbook of negotiation & culture (pp. 295-312). Stanford, CA: Stanford University Press.

Tyler, T. R. & **Blader, S. L.** (2003). Social identity and fairness judgments. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), Research in social issues in management (pp 67 – 96). Greenwich, CT: Information Age Publishing.

Tyler, T. R. & **Blader, S. L.** (2002). Terms of engagement: Why do people invest themselves in work? In E. A. Mannix, M. A. Neale (Series Eds.) & H. Sondak (Vol. Ed.), Research on managing groups and teams: Toward phenomenology of groups and group membership (vol. 4; pp. 114-140). Oxford, UK: Elsevier Science Ltd.

Blader, S. L. & Tyler, T. R. (2001). Justice and empathy: What motivates people to help others? In M. Ross & D. T. Miller (Eds.), The justice motive in everyday life (pp. 226-250). New York: Cambridge University Press.

Tyler, T. R., & **Blader, S. L.** (2000). Cooperation in groups: Procedural justice, social identity and behavioral engagement. Philadelphia: Psychology Press.

MANUSCRIPTS UNDER REVIEW

Blader, S. L. & Chen, Y. What influences how higher status people respond to lower status others? Effects of procedural fairness, outcome favorability, and concerns about status. Third round review, Organization Science.

Blader, S. L., Rothman, N., & Gonzalez, C. Empathy, fairness, & preferential treatment: How the road to unfairness may be paved with good intentions. Under review, Journal of Applied Psychology.

Moore, D. A., & **Blader, S. L.** Revisiting the instrumentality of voice: Having voice in the process makes people think they will get what they want. Under review, Social Justice Research.

MANUSCRIPTS IN PREPARATION (data collection & analysis complete)

Blader, S. L. & Chen, Y. Differentiating status and power: A justice perspective.

Blader, S. L. & DeCremer, D. Wanting to belong, belonging and fairness: Are people active or passive evaluators of their status?

Blader, S. L., van Knippenberg, D., & Sleebos, E. Tit-for-tat and give-and-take: Communal and exchange dynamics in groups.

Blader, S. L., Wiesenfeld, B., Rothman, R. & Wheeler-Smith, S. Social emotions & justice: How the emotional fabric of groups determines justice enactment and reactions.

Plunkett-Tost, L., **Blader, S. L.**, & Wade-Benzoni, K. Resistance and support for organizational change: The roles of uncertainty, fairness, and group identification.

Wiesenfeld, B., **Blader, S. L.**, & Fortin, M. Fairness lies in the heart of the beholder: Third party social emotions and injustice.

REFEREED CONFERENCE PRESENTATIONS

Blader, S. L. & Sleebos, E. (2008, August). Tit-for-tat and give-and-take: Communal and exchange norms in work organizations. Presentation at the annual meeting of the Academy of Management, Anaheim, CA.

Blader, S. L., McNamee, R., & Chen, Y. (2008, August). Differentiation between status and power: An organizational justice perspective. Presentation at the annual meeting of the Academy of Management, Anaheim, CA.

Plunkett-Tost, L., **Blader, S. L.**, Wade-Benzoni, K. (2008, August). Group identification, fairness, and resistance to change. Presentation at the annual meeting of the Academy of Management, Anaheim, CA.

Rothman, N. B., Wiesenfeld, B. & **Blader, S. L.** (2007, August). Ambivalent emotions, decision-making processes and outcomes. Presentation at the annual meeting of the Academy of Management, Philadelphia, PA.

Blader, S. L. (2007, April). Motivation and justice: Outcomes and identification shape procedural justice judgments. Presentation at the annual meeting of the Society for Industrial & Organizational Psychology, New York, NY.

Blader, S. L. & Chen, Y. (2006, August). There's always something to worry about: The psychological dynamics of relative status. Presentation at the annual meeting of the Academy of Management, Atlanta, GA.

Blader, S. L., Wiesenfeld, B., & Fortin, M. (2006, August). Empathy, schadenfreude and justice: Conflicts between what is right and what feels good. Presentation at the annual meeting of the Academy of Management, Atlanta, GA.

Chen, Y. & **Blader, S. L.** (2006, August). View from the top: How higher status people react toward lower status others. Presentation at the annual meeting of the Academy of Management, Atlanta.

Blader, S. L. & Chen, Y. (2006, August). Justice at the top: Processes, outcomes and the dynamics of being of relatively higher status. Presentation at the XIth International Society for Justice Research Conference, Berlin, Germany.

Blader, S. L. (2006, April). Identity matters: The relationship between employee social identity & work performance. Presentation at the annual meeting of the Society of Industrial/Organizational Psychology, Dallas, TX.

- Blader, S. L. & De Cremer, D.** (2005, August). Feelings of similarity, belongingness & justice. Presentation at the annual meeting of the Academy of Management, Honolulu, HI.
- Blader, S. L.** (2005, August). The compassionate side of unfairness: Empathy & unjust managerial decisions. Presentation at the annual meeting of the Academy of Management, Honolulu, HI.
- Blader, S. L.** (2005, May). Moving beyond social exchange: Employee communal orientation and social identification processes. Presentation at the XIIth European Congress of Work & Organizational Psychology, Istanbul, Turkey.
- Blader, S. L.** (2004, August). A clash of two identities: How employees balance conflicting identity motivations when interpreting negative feedback. Presentation at the annual meeting of the Academy of Management, New Orleans, LA.
- Blader, S. L.** (2004, August). The role of status in organizational justice & the group engagement model. Presentation at the annual meeting of the Academy of Management, New Orleans, LA.
- Blader, S. L.** (2004, August). Reconciling justice and empathy: Doing what's right, what feels right, or both? Presentation at the annual meeting of the Academy of Management, New Orleans, LA.
- Blader, S. L.** (2004, June). Status, inclusion, and social identity in organizations. Presentation at the Roundtable on Identities in Organizations, New York, NY.
- Blader, S. L.** (2003, August). Justice, social identity, and union certification elections. Presentation at the annual meeting of the Academy of Management, Seattle, WA.
- Blader, S. L.** (2003, June). Wanting is believing: Understanding psychological processes in organizational justice by examining subjectivity in justice judgments. Presentation at the International Round Table on Organizational Justice, Utrecht, Netherlands.
- Blader, S. L.** (2002, August). Bias in justice judgments: Outcomes and identity as predictors of process fairness evaluations. Presentation at the annual meeting of the Academy of Management, Denver, CO.
- Blader, S. L.** (2002, June). Motivated reasoning in perceptions of procedural justice. Presentation at the IXth International Society for Justice Research Conference, Skovde, Sweden.
- Blader, S. L. & Tyler, T. R.** (2002, April). How do employees define procedural justice? Procedural function and source as dimensions of procedural justice evaluations. Presentation at the annual meeting of the Society for Industrial/Organizational Psychology, Toronto, ON, Canada.
- Blader, S. L.** (2002, February). Identification, fairness, and engagement in groups. Poster presentation at the annual meeting of the Society for Personality & Social Psychology, Savannah, GA.
- Blader, S. L.** (2001, August). The role of procedural and instrumental considerations in union certification decisions. Presentation at the annual meeting of the Academy of Management, Washington, DC.
- Blader, S. L. & Tyler, T. R.** (2001, August). Procedural justice & retaliation in organizations: A cross-national comparison of the importance of fair group processes. Presentation at the annual meeting of the Academy of Management, Washington, DC.

- Blader, S. L.** (2001, February). Procedural justice and collective action. Presented at the annual meeting of the Society for Personality & Social Psychology, San Antonio, TX.
- Blader, S. L.** (2000, September). Bridging the gap of social injustice: Justice and empathy as antecedents of prosocial behavior. Presentation at the VIIIth International Society for Justice Research Conference, Rishon LeZion, Israel.
- Blader, S. L. & Tyler, T. R.** (2000, September). Procedural justice in group settings: Understanding the antecedents and implications of a four component model of procedural justice. Presentation at the VIIIth International Society for Justice Research Conference, Rishon LeZion, Israel.
- Blader, S. L., Tyler, T. R., & Chang, C. C.** (2000, September). Examining the universality of procedural justice in organizations: Comparing the meaning and consequences of procedural justice between the US and Taiwan. Presentation at the VIIIth International Society for Justice Research Conference, Rishon LeZion, Israel.
- Blader, S. L. & Tyler, T. R.** (2000, August). A four-component model of procedural justice: What makes a process fair in work settings? Presentation at the annual meeting of the Academy of Management, Toronto, ON.
- Blader, S. L. & Tyler, T. R.** (2000, April). Beyond reciprocity: The role of relationship orientation in explaining cooperative organizational behavior. Presentation at the annual meeting of the Society for Industrial/Organizational Psychology, New Orleans, LA.
- Tyler, T. R. & Blader, S. L.** (2000, May). Terms of engagement: Why do people invest themselves in work? Presentation at the Research on Managing Groups and Teams Annual Conference, Stanford University, Palo Alto, CA.
- Blader, S. L. & Heilman, M. E.** (1999, August). Assumptions of gender-based preferential selection: The impact of rarity. Presentation at the annual meeting of the Academy of Management, Chicago.

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| <i>INVITED PRESENTATIONS</i> |
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- Blader, S. L., Wiesenfeld, B., Rothman, R. & Wheeler-Smith, S.** (2009, April). Social emotions & justice: How the emotional fabric of groups determines justice enactment and reactions. Presentation at Research on Managing Groups & Teams conference.
- Blader, S. L.** (2009, March). Fairness at the front line: Status, power, and empathy as predictors of managerial fairness. Presentation at Tepper School of Business, Carnegie Mellon University.
- Blader, S. L.** (2009, March). Status, power, and leader fairness. Presentation at University of Central Florida.
- Blader, S. L.** (2008, November). Identity matters: Antecedents, consequences, and mechanisms of social identity in organizations. Presentation at the Rutgers School of Business.
- Blader, S. L.** (2008, June). How efforts to do the right thing can go astray: Empathy, justice, and managerial decision making. Presentation at the Roundtable on Organizational Justice, Lisbon, Portugal.

- Blader, S. L.** (2007, December). Identity matters: Employee performance, union certification, & concerns about organizational success. Presentation at the UCLA Anderson School of Management.
- Blader, S. L.** (2007, June). Multiple identities. Presentation at the Yale SOM OB Summer Camp, Yale University.
- Blader, S. L.** (2007, June). Identity as a proximal determinant of employee performance. Presentation at the Yale SOM OB Summer Camp, Yale University.
- Blader, S. L.** (2007, June). Identity matters: Social identity & employee performance. Presentation at the Identity, Innovation, & Organizational Learning Conference, Carnegie Mellon University.
- Blader, S. L.** (2006, June). The road to unfairness may be paved with good intentions: Empathy & unjust managerial decisions. Presentation at the Rotterdam School of Management, Erasmus University.
- Blader, S. L.** (2005, November). Identity matters: Employee organizational identity shapes performance. Presentation at the 11th Annual Wharton OB Conference.
- Blader, S. L.** (2005, June). Identification, employee performance, and communal orientation. Presentation at the KNAW/EAESP Special Meeting on Social Identity in Organizations.
- Blader, S. L.** (2005, April). Justice as a tool for examining identity concerns & motivations in organizations. Presentation at the University of Arizona.
- Blader, S. L.** (2004, April). Justice, identity, and cooperation in groups. Focus speaker presentation at the Eastern Psychological Association, Washington, DC.
- Blader, S. L.** (2002, March). Procedural justice and employee engagement. Presentation to the Human Capital Strategy practice at William M. Mercer Inc.
- Blader, S. L.** (2000, November). Justice and identity as antecedents of cooperation in groups. Presentation at the annual Social Psychology Graduate Student Conference, Columbia University.

CHAired CONFERENCES & SYMPOSIA

- Blader, S. L.** (2008, August). Innovations in Social Exchange Theory: New Perspectives on a Classic Theory. Symposium presentation at the annual meeting of the Academy of Management, Anaheim, CA.
Selected as a Showcase Symposium at the annual meeting of the Academy of Management.
- Blader, S. L.** (with Y. Chen) (2008, August). Attaining, Maintaining, and Experiencing Status in Organizations. Symposium presentation at the annual meeting of the Academy of Management, Anaheim, CA.
- Blader, S. L.** (with T. Okimoto) (2006, August). Examining the Cross-Roads of Justice and Status. Symposium presentation at the XIth meeting of the International Society of Justice Research, Berlin, Germany.

Blader, S. L. (with S. Tavares) (2005, May). How do Employees Relate to their Work Organizations? Investigating the Nature of Employee Organizational Attachment. Symposium presentation at the XIIth European Congress of Work & Organizational Psychology, Istanbul, Turkey.

Blader, S. L. (2004, August). Is That Fair? Investigating the Subjective Quality of Organizational Justice. Symposium presentation at the annual meeting of the Academy of Management, New Orleans, LA. Participants: Steven Blader, Russell Cropanzano, Zur Shapira, Daniel Skarlicki, & Batia Wiesenfeld.
Selected as a Showcase Symposium at the annual meeting of the Academy of Management.

Blader, S. L. (with D. van Knippenberg) (2004, August). Towards a Deeper Integration of Social Identity Theory into Organizational Research. Symposium presentation at the annual meeting of the Academy of Management, New Orleans, LA. Participants: Steven Blader, Janet Dukerich, Astrid Homans, Barbara van Knippenberg, & Daan van Knippenberg.
Selected as a Showcase Symposium at the annual meeting of the Academy of Management.

Blader, S. L. (with Y. Chen) (2004, August). The Role of Status in Organizational Justice. Symposium presentation at the annual meeting of the Academy of Management, New Orleans, LA. Participants: Robert Bies, Steven Blader, Joel Brockner, Ya-ru Chen, Robert Folger, Jerald Greenberg, & Tom Tyler.

Blader, S. L. (with C. Bartel & A. Wrzesniewski) (2004, June). Roundtable on Identities in Organizations. Sponsors: Organizational Behavior Division of the Academy of Management & the Stern School of Business. Conference focused on the various functions that identities serve in organizational contexts. External (non-NYU) participants include: Susan Ashford, Nyla Branscombe, Marilyn Brewer, Kevin Corley, Janet Dukerich, Mary Ann Glynn, Alex Haslam, Michael Hogg, Michael Pratt, William Swann, & David Whetten.

RESEARCH IN PROGRESS (data design/collection/analysis in process)

Blader, S. L. Navigating tradeoffs between the personal and social selves.

Blader, S. L. Identification and normative behavior.

Blader, S. L. (with M. Fortin) Extensions of the four component model of procedural justice.

Blader, S. L. (with J. Magee). Ingroup derogation & outgroup favoritism.

Blader, S. L. (with L. Plunkett, K. Wade-Benzoni). Integrating uncertainty management and relational models of justice.

Blader, S. L. (with E. Seeley). Relational self, attachment style & negotiations.

TEACHING EXPERIENCE

Stern School of Business, New York University

- Instructor, *Collaboration, Conflict & Negotiations.* Fall 2005; Winter, Summer, Fall 2006; Winter, 2007; Spring 2008; Summer, 2008; Fall 2008; Winter, 2009.
- Instructor, *Managing People & Teams.* Spring, Fall 2005; Fall, 2006; Spring 2008; Fall, 2008.
- Instructor, *Management and Organizational Analysis.* Fall 2003, Spring 2003, Fall 2004.

Department of Psychology, New York University

- Instructor, *Introduction to Social Psychology*. Summer 2001.
- Teaching assistant, *Psychometrics*. Fall 2000.
- Teaching assistant, *Psychological Statistics*. Spring 1999.
- Teaching assistant, *Psychological Statistics*. Fall 1997 – Spring 1998.
- Teaching assistant, *Introductory Psychology*. Fall 1996 – Spring 1997.

AWARDS AND HONORS

- Media mentions: Crain's New York (Nov. 16, 2008); AM New York (Nov. 12, 2008); Reuters (Feb. 29, 2008; reprinted in Informationweek); Forbes (Sept. 25, 2006); Scientific American Mind (Oct. 2005).
- Invitee, EAESP Special Meeting, "18 Years On: Progress in Social Identity Research". University of Exeter, July 2005
- Invitee, KNAW/EAESP Special Meeting on "Social Identity in Organizations". Amsterdam, Netherlands, June 2005. Travel grant awarded by Dutch government.
- Academy of Management, Organizational Behavior Division, Small Conference Grant recipient, 2004
- Predoctoral Fellow, NIMH Program for Quantitative Training, July 1999 – May 2002
- Jacob Cohen Award for Excellence in Teaching, 1999 – 2000

PROFESSIONAL EXPERIENCE & SERVICE

Editorial Board Member: Organization Science, Journal of Management, British Journal of Management

Discussant, Academy of Management annual meeting (2008), Anaheim, CA.

Ad hoc reviewer—last 2 years (***--indicates review on a regular basis):

- Academy of Management Journal***
- Academy of Management Review
- European Journal of Social Psychology***
- European Journal of Work & Organizational Psychology
- Group Processes & Intergroup Relations
- Industrial & Labor Relations Review
- Journal of Experimental Social Psychology
- Journal of Occupational and Organizational Psychology
- Journal of Personality and Social Psychology***
- National Science Foundation.
- Organizational Behavior & Human Decision Processes***
- Personality & Social Psychology Bulletin
- Social Justice Research

Reviewer, Academy of Management Conference

- 2006: Organizational Behavior & Conflict Management Divisions
- 2005: Organizational Behavior & Organization & Management Theory Divisions
- 2004: Organizational Behavior & Conflict Management Divisions
- 2003: Conflict Management & Human Resources Divisions

Faculty advisor, Stern OUTClass, MBA LGBT Student Group

Judge, Reaching Out MBA Essay Contest: October 2006, October 2007

Invited committee member, Academy of Management, OB Division, 2005 Best Paper Award

Invited committee member, Academy of Management, CM Division, Most Influential Paper Award

Stern MBA pre-term lecturer, Group dynamics session, August 2003, 2004

Coordinator, NYU Consortium on Organizational Behavior & Psychology, Fall 2002 - Spring 2004

Presenter, Academy of Management, CM Division, Doctoral Student Consortium, August 2002

THESIS COMMITTEE MEMBERSHIPS

- Dissertation committee member: Tina Opie (Management Department, NYU, current); Naomi Rothman (Management Department, NYU, May 2008); Patrick Callahan (Psychology Department, NYU, May 2006); Linda Dunn-Jensen (Management Department, NYU, May 2006); Tyler Okimoto (Department of Psychology, NYU, September 2005); Angelina Davis (Department of Psychology, NYU, April 2004); Brian Welle (Department of Psychology, NYU, February, 2004)
- Undergraduate honors theses: Shefali Patil (May, 2008); Stefanie Pugliese (May, 2005)

PROFESSIONAL AFFILIATIONS

- Academy of Management
- American Psychological Association
- American Psychological Society
- International Society for Justice Research.
- Society for Industrial/Organizational Psychology
- Society for Personality and Social Psychology

CORPORATE EXPERIENCE

Summer 1998 **William M. Mercer, Inc.**, New York, NY. *Research associate.*

Summer 1997 **Pacific Gas & Electric**, San Francisco, CA. *Assessment Intern*

August 1994 – August 1996 **Mercer Consulting Group**, New York, NY.