

DOLLY CHUGH

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ACADEMIC APPOINTMENT

New York University

Stern School of Business, Department of Management and Organizations

Associate Professor (with tenure)

2015 - present

Assistant Professor

2006 – 2015

EDUCATION

Harvard University

Graduate School of Arts and Sciences

Harvard Business School

Ph.D. in Organizational Behavior (2006)

M.A. in Social Psychology (2003)

M.B.A. (1994)

Cornell University

College of Arts and Sciences

Dean's List during four of eight semesters

Varsity Tennis (four years, two-time co-captain)

B.A. in Psychology and Economics (1990)

Graduated with Distinction in all subjects

RESEARCH INTERESTS

Ethics, Discrimination, Implicit Bias, Decision Making, Education, Allyship.

AWARDS, HONORS, AND GRANTS

- The White House Council of Economic Advisers Issue Brief (August 2015) cites Desai, Chugh, & Brief, 2015 on the topic of Women in Business.
- Stern Teaching Excellence Award, awarded to one Stern faculty member per year (2015).
- West Windsor-Plainsboro High School Hall of Honor (2015) – induction into alma mater's hall of fame.
- Top 100 Most Influential People in Business Ethics, as named by *Ethisphere Magazine* (2014).

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- SSRN Honor, Co-Author of One of the “10 Most Downloaded Papers of the Year” (2014).
- Nominee for Stern MBA Professor of the Year (three-time nominee, based on MBA student nominations) (2015, 2014, 2009).
- Dr. Martin Luther King Jr. Faculty Award, annually awarded by the Provost to five faculty from the entire New York University faculty (2013) who exemplify the spirit of Dr. King.
- 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).
- Russell Sage Foundation Small Grant in Behavioral Economics Research: “A Study of Discrimination and Intertemporal Choice”. Co-PI with Katy Milkman and Modupe Akinola (2010).
- Aspen Institute Faculty Pioneer, Rising Star Category finalist (2009, 2010).
- Making Connections Award, Academy of Management OB Division (2009).
- Daniel Paduano Faculty Fellowship in Business Ethics (2009-2011).
- George S. Dively '29 Award for Distinguished Pre-Dissertation Research, Harvard Business School (2005). Awarded to one HBS Organizational Behavior doctoral student in 2005.
- Graduate Research Fellowship, Harvard University Program on Negotiation (2005-2006).
- Graduate Fellowship, Center for Basic Research in the Social Sciences, Harvard University (2004).
- Graduate Associate, Center for Basic Research in the Social Sciences, Harvard University (2004 to 2006).
- Harvard Business School Fellowship for Graduate Study (2001-2006).

PUBLICATIONS

1. Chugh, D., & Kern, M.C. (2016). A Dynamic and Cyclical Model of Bounded Ethicality. *Research in Organizational Behavior*, 36.
2. 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.
3. 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.
4. Tenbrunsel, A. & Chugh, D. (2015). Behavioral Ethics: A Study of Increased Breadth and Depth. *Current Opinions in Psychology*, 6, 205-210.
5. 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.
6. 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.

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7. 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]
8. Milkman, K.L., Akinola, M., & Chugh, D. (2012). "Temporal Distance and Discrimination: An Audit Study in Academia." *Psychological Science*, 23(7), 710-717.
9. 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.
10. Kern, M. and Chugh, D. (2009). Bounded ethicality: The perils of loss framing. *Psychological Science*, 20(3), 378-384. [both authors contributed equally]
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.
16. Bazerman, M. & Chugh, D. (2006). Decision-Making without Blinders. *Harvard Business Review*, 84(1), 88-97.
17. 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.
18. 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.
19. Bazerman, M., & Chugh, D. (2005). Bounded Awareness: Focusing Problems in Negotiation. Thompson, L. (Ed.), *Frontiers of Social Psychology: Negotiations*. College Park, MD: Psychology Press.
20. Chugh, D. (2004). Societal and Managerial Implications of Implicit Social Cognition: Why Milliseconds Matter. *Social Justice Research*, 17(2), 203-222.
21. 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.
22. 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*

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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.

23. 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

24. Chang, E., Milkman, M., Chugh, D., & Akinola, M. “Twookenism on Corporate Boards: Threshold Effects and Gender Diversity”.

Popular Press

Chugh, D., Milkman, K.L., Akinola, M. (2014, May 11). “Professors are Prejudiced, Too.” *The New York Times* (Sunday Gray Matter Op-Ed).

INVITED TALKS

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

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- 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.

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REFEREED CONFERENCE PRESENTATIONS

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

- Developing Managerial Skills ("DMS" – second year MBA elective).

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- Leadership in Organizations (“LiO” - NYU Stern core course for MBA students, ongoing since spring 2010). Top-rated instructor for this course in the full-time MBA program. Core course coordinator (2014 to present)
- Collaboration, Conflict, and Negotiation (NYU Stern, ongoing since spring 2007).
- 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).

PROFESSIONAL SERVICE AND ACTIVITIES

Stern School of Business Service

- Co-Chair: Stern MBA Orientation “LAUNCH” Faculty Committee (2015 to present)
- Member: Academic Programs and Teaching Resources Faculty Committee (2015 to present)
- 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).
- Core Course Coordinator: Leadership in Organizations (LiO; Stern core MBA course)

- Facilitator: Stern Women in Business Conference (2015)
- Facilitator: Stern Healthcare Association Healthcare Summit (2014)
- Facilitator: Stern MBA Orientation “Launch” (August 2011, 2012, 2013).
- 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

- 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)

Professional Service

- Co-Founder: AOM-ED for Academy of Management researchers interested in K-12 education

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- 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
- CUNY Lang Grants
- International Association for Conflict Management conference (IACM)
- National Science Foundation
- University of Toronto Press

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).

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- 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.

National Westminster Bank *Summer Intern, Leasing Finance Group (1989)*

Nippon Credit Bank *Summer Intern, Banking Group (1988)*

MEDIA COVERAGE

The New York Times, NPR Radio, 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.

EXECUTIVE EDUCATION, CONSULTING AND SPEAKING ENGAGEMENTS

Education-Related

- KIPP School Leadership Program
- KIPP Regional Leader Development Program
- KIPP Foundation
- KIPP New Jersey
- The Ethical Culture Fieldston School
- What Works in Urban Education
- StudentsFirst NY
- The Level Playing Field
- The Advisory Board

For-Profit Organizations

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- American Express
- Summit Medical Group
- Liquidnet

BOARD SERVICE

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