

Hillary Anger Elfenbein, Ph.D.
Olin School of Business
Washington University in St. Louis
St. Louis, MO 63130
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EDUCATION

Harvard University Cambridge, MA
Ph.D., Organizational Behavior. June, 2001
Dissertation Title: Accuracy in communicating emotion in the workplace: A field research investigation. *Committee Members:* Teresa Amabile, Nalini Ambady, Robin Ely, and Charles O'Reilly.
Completed required curriculum of the *Master in Business Administration* (MBA) program.

Harvard University Cambridge, MA
M. A., Statistics. June, 2001
Specialized in survey and experimental research design and analysis.

Harvard College Cambridge, MA
B. A., Physics and Sanskrit Language. *magna cum laude.* January, 1994

ACADEMIC POSITIONS

Professor 2011
Associate Professor (with tenure) 2008 - 2011
Washington University in Saint Louis, Olin School of Business
Organizational Behavior
Teaching:

- Leadership, MBA OB562A (Fall 2008, Summers 2008, 2009, 2010).
Instructor effectiveness rating: Averages 9.0, 9.3, 9.6, 9.5 on a 10-point scale. Medians 9, 10, 10, 10.
- Negotiations, MBA OB524 (Summers 2009 and 2010).
Instructor effectiveness rating: Averages 9.8, 9.5 on a 10-point scale. Medians 10, 10.
- Managing Across Cultures, Executive MBA OB724 (Fall 2009, Spring 2010, Fall 2010).
Instructor effectiveness ratings: Averages 8.0, 7.9, 8.5 Medians 8, 8, 9 on a 10-point scale.
- Emotion in Organizations, Doctoral seminar PHD B56HRM621 (Spring 2008, 2010)
Instructor effectiveness rating: Averages 9.7, 10.0 medians 10 on a 10-point scale.
- Emotional Intelligence, Executive one-day seminar. Rating of 4.6, median 5.0 on a 5-point scale.

Assistant Professor
University of California, Berkeley, Haas School of Business 2003 - 2008
Organizational Behavior and Industrial Relations
Affiliate, *Department of Psychology*
(Continued.)

Teaching:

- Introduction to Organizational Behavior, MBA 205
Instructor effectiveness rating: Fall 2004 average 6.4, median 7 on a 7-point scale.
Fall 2007 average 6.5, median 7.
- Negotiations and Conflict Management, MBA 252
Instructor effectiveness rating: Spring 2004 average 6.4, median 7 on a 7-point scale.
Spring 2006 average 5.7, median 6. Spring 2007 average 6.2, median 6.5.
- Cross-Cultural Management, MBA 257
Instructor effectiveness rating: Spring 2006 average 6.7, median 7 on a 7-point scale.

Senior Researcher

Organizational Behavior, Harvard Business School

2001 - 2003

Post-doctoral research appointment with Dr. Jeffrey Polzer.

PUBLICATIONS

- Elfenbein, H. A., & Ambady, N. (2002). On the universality and cultural specificity of emotion recognition: A meta-analysis. *Psychological Bulletin, 128*, 203-235.
- Elfenbein, H. A., & Ambady, N. (2002). Is there an in-group advantage in emotion recognition? *Psychological Bulletin, 128*, 243-249.
- Elfenbein, H. A., & Ambady, N. (2002). Predicting workplace outcomes from the ability to eavesdrop on feelings. *Journal of Applied Psychology, 87*, 963-971.
- Elfenbein, H. A., Mandal, M. K., Ambady, N., Harizuka, S., & Kumar, S. (2002). Cross-cultural patterns in emotion recognition: Highlighting design and analytical techniques. *Emotion, 2*, 75-84.
- Elfenbein, H. A., & Ambady, N. (2003). Cultural similarity's consequences: A distance perspective on cross-cultural differences in emotion recognition. *Journal of Cross-Cultural Psychology, 34*, 92-110.
- Elfenbein, H. A., & Ambady, N. (2003). Universals and cultural differences in recognizing emotions. *Current Directions in Psychological Science, 12*, 159-164.
- Reprinted as: Elfenbein, H. A., & Ambady, N. (2004). Universals and cultural differences in recognizing emotions. In J. B. Ruscher & E. Y. Hammer, *Current directions in social psychology* (pp. 48-54). Upper Saddle River, NJ: Pearson Prentice Hall.
- Elfenbein, H. A., & Ambady, N. (2003). When familiarity breeds accuracy: Cultural exposure and facial emotion recognition. *Journal of Personality and Social Psychology, 85*, 276-290.
- Marsh, A. A., Elfenbein, H. A., & Ambady, N. (2003). Nonverbal "accents": Cultural differences in facial expressions of emotion. *Psychological Science, 14*, 373-376.
- Elfenbein, H. A., Mandal, M. K., Ambady, N., Harizuka, S., & Kumar, S. (2004). Hemifacial differences in the in-group advantage in emotion recognition. *Cognition and Emotion, 18*, 613-629.

(Continued.)

PUBLICATIONS, CONTINUED

- Foo, M. D., Elfenbein, H. A., Tan, H. H., & Aik, V. C. (2004). Emotional Intelligence and negotiation: The tension between creating and claiming value. *International Journal of Conflict Management, 15*, 411-429.
- Curhan, J. R., Elfenbein, H. A., & Xu, H. (2006). What do people value when they negotiate? Mapping the domain of subjective value in negotiation. *Journal of Personality and Social Psychology, 91*, 493-512.
- Elfenbein, H. A. (2006). Learning in emotion judgments: Training and the cross-cultural understanding of facial expressions. *Journal of Nonverbal Behavior, 30*, 21-36.
- Elfenbein, H. A., Foo, M. D., Boldry, J. G., & Tan, H. H. (2006). Dyadic effects in nonverbal communication: A variance partitioning analysis. *Cognition and Emotion, 20*, 149-159.
- Elfenbein, H. A., Beaupré, M. G., Lévesque, M., & Hess, U. (2007). Toward a dialect theory: Cultural differences in the expression and recognition of posed facial expressions. *Emotion, 7*, 131-146.
- Elfenbein, H. A., Foo, M. D., White, J. B., Tan, H. H., & Aik, V. C. (2007). Reading your counterpart: The benefit of emotion recognition ability for effectiveness in negotiation. *Journal of Nonverbal Behavior, 31*, 205-223.
- Elfenbein, H. A., & O'Reilly, C. A. (2007). "Fitting In": The effects of relational demography and person-organization fit on group process and performance. *Group and Organization Management, 32*, 109-142.
- Marsh, A. A., Elfenbein, H. A., & Ambady, N. (2007). Separated by a common language: Nonverbal accents and cultural stereotypes about Americans and Australians. *Journal of Cross-Cultural Psychology, 38*, 284-301.
- Elfenbein, H. A. (2007). Emotion in organizations: A review and theoretical integration. *Academy of Management Annals, 1*, 371-457.
- Elfenbein, H. A., Curhan, J. R., Eisenkraft, N., Shirako, A., & Baccaro, L. (2008). Are some negotiators better than others? Individual differences in bargaining outcomes. *Journal of Research in Personality, 42*, 1463-1475.
- Curhan, J. R., Elfenbein, H. A., & Kilduff, G. J. (2009). Getting off on the right foot: Subjective value versus economic value in predicting longitudinal job outcomes from job offer negotiations. *Journal of Applied Psychology, 94*, 524-534.
- Elfenbein, H. A., Eisenkraft, N., & Ding, W. W. (2009). Do we know who values us? Dyadic meta-accuracy in the perception of professional relationships. *Psychological Science, 20*, 1081-1083.
- Curhan, J. R., Elfenbein, H. A., & Eisenkraft, N. (2010). The objective value of subjective value: A multi-round negotiation study. *Journal of Applied Social Psychology, 40*, 690-709.
- Eisenkraft, N., & Elfenbein, H. A. (2010). The way you make me feel: Evidence for individual differences in affective presence. *Psychological Science, 21*, 505-510.

(Continued.)

PUBLICATIONS, CONTINUED

- Elfenbein, H. A., & Eisenkraft, N. (2010). The relationship between displaying and perceiving nonverbal cues of affect: A meta-analysis to solve an old mystery. *Journal of Personality and Social Psychology*, 98, 301-318.
- Elfenbein, H. A., Foo, M. D., Mandal, M. K., Biswal, R., Eisenkraft, N., Lim, A., & Sharma, S. (2010). Individual differences in expressing and perceiving nonverbal cues: New data on an old question. *Journal of Research in Personality*, 44, 199-206.
- Kilduff, G. J., Elfenbein, H. A., & Staw, B. M. (2010). The psychology of rivalry: A relationally-dependent analysis of competition. *Academy of Management Journal*, 53, 943-969.
Finalist for AMJ Best Paper Award of 2010.
- Groysberg, B., Polzer, J. T., & Elfenbein, H. A. (2011). Too many cooks spoil the broth: How high status individuals decrease group effectiveness. *Organization Science*, 22, 722-737.

INVITED CHAPTERS

- Elfenbein, H. A., Marsh, A., & Ambady, N. (2002). Emotional Intelligence and the recognition of emotion from the face. In L. F. Barrett & P. Salovey (Eds.), *The wisdom of feelings: Processes underlying emotional intelligence* (pp. 37-59). New York: Guilford Press.
- Elfenbein, H. A. (2006). Team Emotional Intelligence: What it can mean and how it can impact performance. In V. Druskat, F. Sala, & G. Mount (Eds.), *The link between emotional intelligence and effective performance* (pp. 165-184). Mahwah, NJ: Lawrence Erlbaum.
- Elfenbein, H. A., & Shirako, A. (2006). An emotion process model for multicultural teams. In B. Mannix, M. Neale, & Y. R. Chen (Eds.), *Research on Managing Groups and Teams: National Culture and Groups* (pp. 263-297). Amsterdam: Elsevier.
- Elfenbein, H. A. (2007). It takes one to know one better: Controversy about the cultural in-group advantage in communicating emotion as a theoretical rather than methodological issue. In U. Hess & P. Philippot (Eds.), *Group Dynamics and Emotional Expression* (pp.51-68). Cambridge: Cambridge University Press.
- Elfenbein, H. A., Polzer, J. T., & Ambady, N. (2007). Team emotion recognition accuracy and team performance. In N. M. Ashkanasy, W. J. Zerbe, & C. E. J. Härtel (Eds.), *Research on Emotions in Organizations* (Vol. 3, pp. 87-119). Amsterdam: Elsevier.
- Margolis, J., & Elfenbein, H. A. (2008). Doing well by doing good? Don't count on it. *Harvard Business Review*, 86, 1, 19-20.
- Elfenbein, H. A., & Curhan, J. R. (2011). The effects of subjective value on future consequences: Implications for negotiation strategies. In D. Shapiro & B. Golman (Eds.), *The Psychology of Negotiations in the 21st Century Workplace*. In press.
- (Continued.)

INVITED CHAPTERS, CONTINUED.

- Kudesia, R. S., & Elfenbein, H. A. (2012). Nonverbal communication in the workplace. In J. Hall & M. Knapp (Eds.), *Handbook of Communication Science*. Mouton de Gruyter. Provisionally accepted.
- Evans, K., Jang, D., & Elfenbein, H. A. (2012). Motivation and Emotion in Multicultural Psychology. In F. Leong (Ed.), *The APA Handbook of Multicultural Psychology*. Washington, DC: American Psychological Association. Provisionally accepted.

WORK IN PROGRESS AND MANUSCRIPTS UNDER REVIEW

Available upon request.

CONFERENCE PRESENTATIONS

- Neiberg, D., Laukka, P., & Elfenbein, H. A. (2011). Intra-, Inter-, and Cross-cultural classification of vocal affect. Proceedings of the 12th Annual Meeting of the International Speech Communication Association (pp. 1581-1584). Florence, Italy.
- Elfenbein, H. A., Sharma, S., Kopelman, S., Eisenkraft, N., & Curhan, J. R. (2011). Individual differences and negotiation outcomes: A cross-cultural field study. Paper to be presented at the 71st meeting of the Academy of Management, San Antonio, Texas.
- Campagna, R., Dirks, K., & Elfenbein, H.A. (2011). On trusting: The accuracy of initial trust judgments. Paper to be presented at the 71st meeting of the Academy of Management, San Antonio, Texas.
- Lauka, P., & Elfenbein, H. A., Thingujam, N. S., Iraki, F. K., Rockstuhl, T., Althoff, J., & Chui, W. (2011). Vocal affect expression across cultures. Poster to be presented at the Meeting of the International Society for Research in Emotion, Kyoto, Japan.
- Elfenbein, H. A., Barsade, S. G., & Eisenkraft, N. (2011). The predictive power of observer-rated Emotion Management skills for transformational leadership, organizational citizenship, and job performance. Paper to be presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Elfenbein, H. A. (2010). Emotion perception “in the wild”: Implications from recent work on reconciling the display-perception link. Presentation at the Annual Meeting of the Society for Experimental Social Psychology, Minneapolis, Minnesota.

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CONFERENCE PRESENTATIONS, CONTINUED

- Campagna, R., Dirks, K., & Elfenbein, H. A. (2010). Do I know who trusts me? Meta-accuracy among teammates across three factors of trustworthiness. Paper presented at the 70th meeting of the Academy of Management, Montreal, Quebec.
- Eisenkraft, N. & Elfenbein, H. A. (2010). Do you know how you make other people feel? Accuracy in perceptions of trait affective presence. Paper presented at the 70th meeting of the Academy of Management, Montreal, Quebec.
- Elfenbein, H. A., Barsade, S. G., & Eisenkraft, N. (2010). Do we know emotional intelligence when we see it? The properties and promise of peer ratings. Paper presented at the Fifth Meeting of the Interdisciplinary Network for Group Research, Washington, DC.
- Elfenbein, H. A., Curhan, J. R., Eisenkraft, N., Shirako, A., & Brown, A. (2010). Why are some negotiators better than others? Opening the black box of bargaining behaviors. Paper presented at the 23rd Annual Meeting of the International Association for Conflict Management. Cambridge, Massachusetts.
- Laukka, P., Elfenbein, H. A., Chui, W., Thingujam, N. S., Iraki, F. K., Rockstuhl, T., & Althoff, J. (2010). Presenting the VENEC corpus: Development of a cross-cultural corpus of vocal emotion expressions and a novel method of annotating emotion appraisals. Presentation at the LREC Workshop for Research on Emotion and Affect, Valletta, Malta.
- Eisenkraft, N., & Elfenbein, H. A. (2010). The way you make me feel: Evidence for individual differences in affective presence. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
- Elfenbein, H. A., Eisenkraft, N., & Ding, W. W. (2010). Do we know who values us? Dyadic meta-accuracy in the perception of professional relationships. Paper presented at the Meeting of the American Psychological Association, San Diego, California.
- Elfenbein, H. A. (2010). Linguistic metaphors and biological versus social influences in communicating via emotion. Presentation at the Emotion Preconference of the 10th Annual Meeting of the Society for Personality and Social Psychology, Las Vegas.
- Elfenbein, H. A. (2009). The many faces of emotional contagion: An Affective Process Theory. Paper presented at the 69th Meeting of the Academy of Management, Chicago, Illinois.
- Elfenbein, H. A., Barsade, S. G., & Eisenkraft, N. (2009). Do we know emotion regulation skill when we see it? A multi-trait multi-method analysis. Paper presented at the 69th Meeting of the Academy of Management, Chicago, Illinois.

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CONFERENCE PRESENTATIONS, CONTINUED

- Elfenbein, H. A., Eisenkraft, N., Foo, M. D., Mandal, M. K., Biswal, R., Lim, A., & Sharma, S. (2009). Is there an emotional 'g'? Accuracy in expressing and perceiving nonverbal cues. Paper presented at the 21st Meeting of the Association for Psychological Science, San Francisco, California.
- Laukka, P., Elfenbein, H. A., & Chiu, W. (2009). The cognitive representational function of vocal affect expressions: Acoustic correlates of emotion eliciting appraisals. Poster presented at the Ninth Annual Meeting of the Society for Personality and Social Psychology, Tampa, Florida.
- Hess, U., Thibault, P., Levesque, M., & Elfenbein, H. A. (2008). Where do emotional dialects come from? A comparison of the understanding of emotion terms between Gabon and Quebec. Paper presented at the 29th International Congress of Psychology, Berlin.
- Laukka, P., Elfenbein, H. A., Chiu, W., Althoff, J., Rockstuhl, T., Thingujam, N. S., & Zengeya, A. (2008). What the voice reveals: An investigation of vocal expressions of emotion in five cultures. Paper presented at the Meeting of the Emotions Network (Emonet), Fontainebleau, France.
- Elfenbein, H. A., Shirako, A., Ding, W., & Choi, E. (2008). Homophily and personality: A longitudinal approach. Paper presented at the 68th Meeting of the Academy of Management, Anaheim, California.
- Elfenbein, H. A., Shirako, A., Eisenkraft, N., Brown, A., & Curhan, J. R. (2008). Emotional styles in negotiation: Consistency and its consequences. Paper presented at the 68th Meeting of the Academy of Management, Anaheim, California.
- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2008). The Relationship between Social and Financial Performance: A Research Perspective. Paper presented at the Ivey Knowledge Forum on Valuing Business Sustainability, London, Ontario, Canada.
- Rosenthal, D. B., Russell, T. R., Elfenbein, H. A., Wadsworth, L. A., Sanchez-Burks, J., Hooper, A., & Mathew, J. (2008). Training Soldiers to Decode Nonverbal Cues in Cross-Cultural Interactions. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, California.
- Elfenbein, H. A. (2007). Recognizing emotion across cultures: Implications for national security and conflict negotiation. Poster presented at the Coalition for National Science Funding, Washington, DC.
- Elfenbein, H. A. (2007). Emotional "intelligence" is also social: Dyadic attunement in the recognition of emotional expressions. Paper presented at the 67th Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Elfenbein, H. A., Curhan, J. R., & Eisenkraft, N. (2007). On the intuition that some negotiators are better than others. Paper presented at the 67th Meeting of the Academy of Management, Philadelphia, Pennsylvania.

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CONFERENCE PRESENTATIONS, CONTINUED

- Curhan, J. R., Eisenkraft, N., & Elfenbein, H. A. (2007). The objective value of subjective value in repeated negotiations. Paper presented at the 67th Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Curhan, J. R., Kilduff, G. J., & Elfenbein, H. A. (2007). Subjective value versus objective value in negotiations: First jobs after graduate school. Paper presented at the 67th Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2007). Does it pay to be good? What a meta-analysis of CSP and CFP can (and cannot) tell us. Paper presented at the 67th Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Elfenbein, H. A. (2007). Cross-cultural perception of emotional expressions and the Social Relations Model. Presentation at the National Science Foundation conference on Social Relations Modeling Approaches to Intergroup Relations, Storrs, Connecticut.
- Marsh, A. A., Elfenbein, H. A., & Ambady, N. (2007). Separated by a common language: Nonverbal accents and cultural stereotypes about Americans and Australians. Paper to be presented at the Eighth Annual Meeting of the Society for Personality and Social Psychology, Memphis, Tennessee.
- Elfenbein, H. A. (2006). Doctoral student career strategies. Presentation at the PhD Student Research Workshop at the 5th Biannual Meeting of the Network for the Study of Emotion in Organizations (Emonet), Atlanta, Georgia.
- Curhan, J. R., Elfenbein, H. A., & Xu, H. (2006). What do people value when they negotiate? Mapping the domain of subjective value in negotiation. Paper presented at the 66th Meeting of the Academy of Management, Atlanta, Georgia.
- Hess, U., Elfenbein, H. A. & Beaupré, M. G. (2006). Cultural differences in spontaneous emotional poses by Gabonese and Quebecois men and women: Evidence for cultural dialect theory. Paper presented at the 18th Congress of the International Association for Cross-Cultural Psychology, Isle of Spetses, Greece.
- Elfenbein, H. A., Beaupré, M. G., Lévesque, M. & Hess, U. (2006). Toward a dialect theory: Cultural differences in expressing and recognizing facial expressions. Paper presented at the Meeting of the International Society for Research in Emotion, Atlanta, Georgia.
- Elfenbein, H. A., & Shirako, A. (2005). An emotion stage model of multicultural teams. Paper presented at the 9th Annual Conference on Research on Managing Groups and Teams, Palisades, New York.
- Elfenbein, H. A. (2005). Team Emotional Intelligence: What it can mean and how it can impact performance. Paper presented at the 65th Meeting of the Academy of Management, Honolulu, Hawaii.
- Elfenbein, H. A., Foo, M. D., Tan, H. H., & Aik, V. C. (2005). The benefit of understanding others' emotions for effectiveness in negotiation. Paper presented at the 65th Meeting of the Academy of Management, Honolulu, Hawaii.

(Continued.)

CONFERENCE PRESENTATIONS, CONTINUED

- Elfenbein, H. A., & Boldry, J. G. (2005). More than a single “Emotional Intelligence”: A meta-analysis of the relationship between skill in the perception and expression of emotion. Paper presented at the Sixth Annual Meeting of the Society for Personality and Social Psychology, New Orleans, Louisiana.
- Althoff, J. C. P., Elfenbein, H. A., & Joyce, C. (2005). The About Face Video: A tool for the ecologically valid assessment of emotion recognition ability. Paper presented at the 65th Meeting of the Academy of Management, Honolulu, Hawaii.
- Curhan, J. R., Elfenbein, H. A., & Xu, H. (2005). What do people value when they negotiate? Mapping the domain of subjective value in negotiation. Paper presented at the International Association for Conflict Management. Seville, Spain.
- Beaupré, M. G., Elfenbein, H. A., & Hess, U. (2005). Nonverbal Dialects? Comparing spontaneous emotional poses by Gabonese and Quebecois. Poster presented at the Sixth Annual Meeting of the Society for Personality and Social Psychology, New Orleans, Louisiana.
- Elfenbein, H. A. (2004). Emotional “Intelligence” is also social: The case of emotion recognition. Invited talk presented at the 10th Annual Wharton Organizational Behavior Conference, Philadelphia, Pennsylvania.
- Barsade, S., Elfenbein, H. A., O’Reilly, C. A., & Nezlek, J. B. (2004). The interaction of affective and demographic diversity in work teams: Help or hindrance? Paper presented at the 64th Meeting of the Academy of Management, New Orleans, Louisiana.
- Foo, M. D., Elfenbein, H. A., Tan, H. H., & Aik, V. C. (2004). Emotional Intelligence and negotiation: The tension between creating and claiming value. Paper presented at the 64th Meeting of the Academy of Management, New Orleans, Louisiana.
- Groysberg, B., Polzer, J. T., & Elfenbein, H. A. (2004). Too many cooks spoil the broth: How too many high status individuals decrease group status. Paper presented at the 64th Meeting of the Academy of Management, New Orleans, Louisiana.
- Elfenbein, H. A., Foo, M. D., Tan, H. H., & Boldry, J. G. (2004). Accuracy in communicating emotion within and across cultural groups: A Social Relations Analysis. Poster presented at the Fifth Annual Meeting of the Society for Personality and Social Psychology, Austin, Texas.
- Marsh, A., Elfenbein, H. A., & Ambady, N. (2004). Nonverbal “accents”: Cultural differences in facial expressions of emotion. Poster presented at the Fifth Annual Meeting of the Society for Personality and Social Psychology, Austin, Texas.
- Marsh, A., Elfenbein, H. A., & Ambady, N. (2004). Nonverbal “accents”: Cultural differences in facial expressions of emotion. Poster presented at the Annual Meeting of the International Society for Research in Emotion, New York, New York.

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CONFERENCE PRESENTATIONS, CONTINUED

- Ager, D., Elfenbein, H. A., & Chatman, J. (2003). Redrawing organizational boundaries after merger integration: A Self-Categorization perspective. Paper presented at the 63rd Meeting of the Academy of Management, Seattle, Washington.
- Elfenbein, H. A., & Ambady, N. (2003). Practice makes perfect: Evidence for cultural learning in emotion recognition. Poster presented at the Fourth Annual Meeting of the Society for Personality and Social Psychology, Los Angeles, California.
- Walsh, J. P., Margolis, J. D., & Elfenbein, H. A. (2003). Rethinking social initiatives by business. Invited session at the Organization Science and National Science Foundation Frontiers of Organization Science Conference, Laguna Beach, California.
- Elfenbein, H. A. (2002). Accuracy in communicating emotion in the workplace: More than individual-level skill. Paper presented at the 62nd Meeting of the Academy of Management, Denver, Colorado.
- Elfenbein, H. A. (2002). Emotion recognition as a core component of emotional intelligence: Evidence predicting job performance. Chair of symposium presented at the 62nd Meeting of the Academy of Management, Denver, Colorado.
- Elfenbein, H. A. (2002). Not just a skill, but a relationship: A Social Relations Analysis of emotional communication accuracy. Paper presented at the Annual Meeting of the Eastern Psychological Association, Boston, Massachusetts.
- Elfenbein, H. A., Mandal, M. K., Ambady, N., Harizuka, S., & Kumar, S. (2002). Cross-cultural patterns in emotional communication: Highlighting design and analytical techniques. Poster presented at the Third Annual Meeting of the Society for Personality and Social Psychology, Savannah, Georgia.
- Elfenbein, H. A., Mandal, M. K., Ambady, N., Harizuka, S., & Kumar, S. (2001). Cross-cultural differences in emotion recognition: from accuracy to patterns of errors. Poster presented at the Amsterdam Symposium on Feelings and Emotions, Amsterdam, Netherlands.
- Elfenbein, H. A., & O'Reilly, C. A. (2001). "Fitting In": The effects of relational demography and person-organization fit on group process and performance. Paper presented at the 61st Meeting of the Academy of Management, Washington, DC.
- Elfenbein, H. A., & Ambady, N. (2000). Is emotional intelligence a culturally-specific skill? A meta-analysis of ethnic differences in emotion recognition. Paper presented at the 60th Meeting of the Academy of Management, Toronto, Canada.
- Elfenbein, H. A., & Ambady, N. (2000). A meta-analysis of the universality and cultural specificity of emotion recognition. Paper presented at the 12th Annual Meeting of the American Psychological Society, Miami, Florida.

ADDITIONAL ACADEMIC AND PROFESSIONAL EXPERIENCE

COURSE MATERIALS

- Elfenbein, H. A., Lazar, J., & Grimm, L. (2007). *Orpheus: The Conductor-less Orchestra Turns 35*. University of California, Berkeley, Teaching case.
- Curhan, J. R., & Elfenbein, H. A. (2005). The Subjective Value Inventory (Survey). In Lewicki, R.L., Saunders, D.M., Minton, J.W., & Barry, B., *Readings, Exercises, and Cases in Negotiation*. Boston: McGraw-Hill Irwin.
- Polzer, J. T., & Elfenbein, H. A. (2002). *Identity Issues in Teams*. Harvard Business School Publishing, Note N9-403-095.
- Polzer, J. T., & Elfenbein, H. A. (2003). *Teaching Note: Henry Tam and the Music Group International Team*. Harvard Business School Publishing, Note 5-403-093.
- Polzer, J. T., Elfenbein, H. A., & Illes, J. L. (2004). *Teaching Note: Flextronics: Selecting a Shop Floor System for Producing the Microsoft Xbox*. Harvard Business School Publishing, Note 5-405-007.
- Polzer, J. T., Vargas, I., & Elfenbein, H. A. (2003). *Case: Henry Tam and the Music Group International Team*. Harvard Business School Publishing, Note N9-444-000.

ADJUNCT TEACHING EXPERIENCE

Helsinki School of Economics, Malaysia International Business Program (Kuala Lumpur)

Visiting Professor

September, 2002

Negotiations

Condensed full-semester course on introductory negotiation, for MBAs studying abroad. Responsible for syllabus development, lectures, exercises, and grading. 45 instruction hours over three weeks. Student evaluation ratings of 4.2 on a 5-point scale.

TECHNICAL NOTES

Rosenthal, D. B., Wadsworth, L. A., Russell, T. L., Mathew, J., Elfenbein, H. A., Sanchez-Burks, J., and Ruark, G. A. (2009). *Training soldiers to decode nonverbal cues in cross-cultural interactions*. (ARI Research Note 2009-12). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

PROFESSIONAL EXPERIENCE

Monitor Company

Management Consultant

1994 - 1996

Strategy consulting projects for Fortune 500 clients. Diagnosed range of business problems, conducted analyses, developed strategy, and presented recommendations to management. Projects in marketing strategy, financial analysis, compensation strategy, and industry analysis.

Department of Psychology, Harvard University

Research Associate

1996 - 1997

Collected data in India and the United States for social and developmental psychology research projects. Worked with Professors Nalini Ambady and Michelle Leichtman.

INVITED TALKS

Carnegie Mellon University (Tepper School); Dartmouth College (Tuck School); Duke University (Fuqua School); Harvard University (Kennedy School; Program on Trust, Ethics, Emotion and Morality in Negotiation and Decision Making); Hong Kong University of Science and Technology; INSEAD (Institut Européen d'Administration des Affaires); London Business School; Massachusetts Institute of Technology (Sloan School); Montana State University—Bozeman; National University of Singapore; New York University (Stern School); Northeastern University; Northwestern University (Kellogg School); Pennsylvania State University; Singapore Management University (Lee Kong Chian School); Stanford University (Graduate School of Business); Technion (Israel Institute of Technology); Tel Aviv University; University of British Columbia—Vancouver (Sauder School); University of California—Berkeley (Haas School; Institute for Personality and Social Research); University of California—Santa Cruz; University of Connecticut—Storrs; University of Florida—Gainesville (Warrington College of Business Administration); University of Illinois—Urbana-Champaign (College of Business and Department of Psychology); University of Michigan—Ann Arbor (Ross School); University of Minnesota—Twin Cities (Carlson School of Business); University of Missouri—St. Louis (College of Business Administration); University of Pennsylvania (Wharton School); University of Southern California (Marshall School); University of Toronto (Rotman School); University of Western Ontario (Ivey School); Washington University in St. Louis (Department of Psychology; Olin School).

FELLOWSHIPS, HONORS & AWARDS

Congressional Testimony, Expert witness to the US House of Representatives Subcommittee on Research and Science Education, <i>Social, Behavioral, and Economic science research: Oversight of the need for federal investments and priorities for funding.</i>	2011
National Science Foundation <i>Social Psychology Program Award of \$205,517, Primary Investigator “Accuracy in the Cross-cultural Understanding of Others’ Emotions”</i>	2006 - 2010
Hellman Family Faculty Award <i>Distinction for 17 junior faculty members across UC Berkeley</i>	2007
Schwabacher Fellow, Haas School of Business <i>Highest honor awarded to Assistant Professors</i>	2006
National Institute of Mental Health <i>Behavioral Science Track Award for Rapid Transition (BSTART) Grant Award of \$72,792 for early-stage faculty research “Effective Behavior through Understanding Emotion”</i>	2004 - 2006
Haas School of Business “Club Six” teaching recognition <i>Median instructor rating of at least six on a seven-point scale</i>	2004 - 2007
National Science Foundation Graduate Research Fellowship <i>Three-year grant of \$75,000 for graduate school tuition and living expenses</i>	1998 - 2001
Phi Beta Kappa “Junior Twelve” <i>Top twelve women in Harvard undergraduate class</i>	1993
Detur Prize <i>Top 50 in Harvard first-year undergraduate class</i>	1990
Westinghouse Science Talent Search, Semi-finalist <i>Scientific research competition for high school students, now sponsored by Intel</i>	1989

SERVICE TO THE ACADEMIC COMMUNITY

Journal Editor

Management Science, Associate Editor 2010 - present
Emotion, Guest Editor 2011

Editorial Boards

Cognition and Emotion 2007 - 2010
Emotion 2010 - present
Journal of Applied Psychology 2011 - present
Journal of Nonverbal Behavior 2003 - present
Journal of Organizational Behavior 2007 - 2011

Ad-hoc Reviewer

Academic journals (51) 2002 - present

Academy of Management Journal, *Academy of Management Review*, *Administrative Science Quarterly*, *American Psychologist*, *Applied Psychology: An International Review*, *Asian Journal of Social Psychology*, *Behavioral and Brain Sciences*, *British Journal of Developmental Psychology*, *California Management Review*, *Cognition*, *Cognition and Emotion*, *Cultural Diversity and Ethnic Minority Psychology*, *Current Directions in Psychological Science*, *Developmental Psychology*, *Emotion*, *Emotion Review*, *European Journal of Developmental Psychology*, *Group and Organization Management*, *Human Performance*, *Human Resource Management*, *Institute of Electrical and Electronics Engineers (IEEE) Transactions on Engineering Management*, *International Journal of Psychology*, *Journal of Adolescence*, *Journal of Applied Psychology*, *Journal of Applied Social Psychology*, *Journal of Business Ethics*, *Journal of Cross-Cultural Psychology*, *Journal of Experimental Psychology: General*, *Journal of Experimental Social Psychology*, *Journal of Nonverbal Behavior*, *Journal of Organizational Behavior*, *Journal of Occupational Health Psychology*, *Journal of Occupational and Organizational Psychology*, *Journal of Personality and Social Psychology*, *Journal of Research in Personality*, *Journal of Visual Languages and Computing*, *Learning and Individual Differences*, *Negotiation and Conflict Management Research*, *Organizational Behavior and Human Decision Processes*, *Organization Science*, *Personality and Individual Differences*, *Personality and Social Psychology Bulletin*, *PLoS ONE*, *Psychological Science*, *Quarterly Journal of Experimental Psychology*, *Social Cognition*, *Social Psychology*, *Spanish Journal of Psychology*, *Strategic Management Journal*, *Visual Cognition*, *Work and Stress*

Conferences, meetings, and funding agencies

Annual Meeting of the Academy of Management 2001 - present
Divisions: Conflict Management, Gender and Diversity in Organizations,
Human Resources, Organizational Behavior
European Academy of Management 2007
International Association for Conflict Management 2005 - 2008
International Conference on Emotions and Organizational Life 2002 - 2006
National Science Foundation 2004 - 2009
Reviewer and Panelist
United States Israel Binational Science Foundation 2007
European Science Foundation 2009 - 2011
Vienna Science and Technology Fund 2010

(Continued.)

SERVICE, CONTINUED.

Dissertation Committee Member	
Adam Augustine, Washington U., Psychology	2011
Helen Boucher, U. C. Berkeley, Psychology	2005
Rachel Campagna, Washington U., Organizational Behavior	2011
Jean-Francois Coget, UCLA, Organizational Behavior	2004
Noah Eisenkraft, U. Pennsylvania, Organizational Behavior	2011
Tammy Lee English, U. C. Berkeley, Psychology	2008
Jennifer Goetz, U. C. Berkeley, Psychology	2008
Margaret Ormiston, U. C. Berkeley, Organizational Behavior	2007
Desiree Schaan, U. C. Berkeley, Economics	2007
MBA Program Committee, Member, Haas School of Business	2004 - 2007
Chair, Colloquium Committee, Institute of Personality and Social Research	2007 - 2008
Co-organizer, Harvard Organizational Behavior annual reunion dinner	2000 - present
Business career advisor for undergraduates, Harvard College	1996 - 2002

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

Academy of Management
American Psychological Association
American Psychological Society
Association for Research in Personality
International Association for Conflict Management
International Association of Cross-Cultural Psychology
International Society for Research on Emotion
International Society for the Study of Individual Differences
Fellow, Society of Experimental Social Psychology
Society for Personality and Social Psychology

SELECTED MEDIA MENTIONS OF RESEARCH

MSNBC, “Funny science sparks serious spat,” May 26, 2011
Scientific Enquirer, Association of American Universities (AAU), “Scientists studying emotions help soldiers, security officers protect us,” January 2011
Der Spiegel [German], “US scientist develops training program for learning facial expressions,” August 8, 2007
New York Times, “Bottom line on doing good,” January 19, 2008
Psychology Today, “Smiles in translation: Facial expressions come in local flavors”, July/August 2007
Scientific American Mind, “The ‘Me’ Effect,” November/December 2010.
Wall Street Journal, “Doing well and doing good are only weakly linked”, January 2, 2008