

Richard Ronay

Associate Professor
University of Amsterdam Business School
Leadership and Management
Plantage Muidergracht 12
1018 TV Amsterdam
The Netherlands
r.ronay@uva.nl

ACADEMIC APPOINTMENTS

University of Amsterdam

Faculty of Economics and Business
Leadership and Management Division

- Tenured Associate Professor, November 2019 – Present
- Assistant Professor, October 2017 – November 2019

Vrije Universiteit Amsterdam

Department of Experimental and Applied Psychology,

- Tenured Assistant Professor, November 2016 – September 2017
- Assistant Professor, September 2012 – October 2016

Columbia Business School, Columbia University

Management Division

- Visiting Assistant Professor, January 2013 – May 2013
- Postdoctoral Research Scholar, May 2010 – August 2012

EDUCATION

Ph.D., University of Queensland, Social Psychology (Dean's Award for Outstanding Research Higher Degree Theses, equivalent of <i>magna cum laude</i>)	May 2010
B.Psychology, Macquarie University, (1st Class Honors, equivalent of <i>magna cum laude</i>)	May 2004
B.Arts, Macquarie University, Literature	May 1994
Diploma of Education, Macquarie University	May 1994

RESEARCH INTERESTS

- Leadership
- Social Hierarchy
- Inequality
- Overconfidence
- Business Ethics
- Negotiations
- Collective Action
- Decision Making
- Social Neuroendocrinology
- Evolutionary Psychology

ACADEMIC AND TEACHING AWARDS

- 2019, 2020, 2021, 2022, 2023 Lecturer Trophy – Executive Programme in Management Studies, University of Amsterdam Business School
- 2022 Nominated for UvA Lecturer of the Year Award
- 2015, Excellence in Teaching Award, Department of Social and Organizational Psychology, Vrije Universiteit Amsterdam
- 2015, Nominated for Vrije Universiteit Faculty Teaching Award
- 2014 Vrije Universiteit Faculteit Apparatuurcommissie, Hormones and Prosocial Behavior (€39,903)
- 2010, Dean's Award for Outstanding Research Higher Degree Theses, University of Queensland
- 2009, Commendation for Tutoring Excellence, University of Queensland
- 2009, Winner of University of Queensland Graduate School Three Minute Thesis Competition (\$5000)
- 2009, SPSP Student Poster Award Honorable Mention
- 2008, Graduate Research Travel Grant, University of Queensland (\$5000)
- 2003, John Anthill Prize for Theory and Practice of Survey Research, Macquarie University

-

PROFESSIONAL AFFILIATIONS

- American Psychological Association
- Association for Psychological Science
- Academy of Management
- European Association of Work and Organisational Psychology
- International Association for Conflict Management
- Society for Personality and Social Psychology
- Society for Experimental Social Psychology

PUBLICATIONS

*Mayoral, S., Oostrom, J.K., **Ronay, R.** (in press) Overconfidence and the pursuit of social status: test of two behavioral strategies. *Journal of Business and Psychology*.

Ronay, R., Oostrom, J.K., She, M., & Maner, J. K. (2024). Banding together to avoid exploitation: Dominant (but not prestige-based) leaders elicit coalitional challenges from followers. *Group Processes and Intergroup Relations*.
<https://doi.org/10.1177/13684302231151942>

Ronay, R., Maddux, W., & von Hippel, W. (2022). The cocksure conundrum: How evolution created a gendered currency of corporate overconfidence. *Adaptive Human Behavior and Physiology*.
<https://doi.org/10.1007/s40750-022-00197-5>

Oostrom, J.K., **Ronay, R.**, & Van Kleef, G. (2021). The Signalling Effects of Nonconforming Dress Style in Personnel Selection Contexts: Do Applicants' Qualifications Matter? *European Journal of Work and Organisational Psychology, 30*, 70-82.
<https://doi.org/10.1080/1359432X.2020.1813112>

Ronay, R., Maddux, W., von Hippel, W. (2020). Inequality Rules: Resource distribution and the evolution of dominance- and prestige-based leadership. *The Leadership Quarterly, 31*, 101246.
<https://doi.org/10.1016/j.leaqua.2018.04.004>

Ronay, R., Oostrom, J.K., Lehmann-Willenbrock, N., Mayoral, S., & Rusch, H. (2019). Playing the trump card: Why we select overconfident leaders and why it matters. *The Leadership Quarterly, 30*, 10316.

*(This paper was ranked by the [Financial Times](#) as among the 100 most socially impactful international business-school publications from 2015 - 2020; [Altmetrics](#) "attention score" ranking top 5% of all research outputs; [Leadership Quarterly Editor's Selection, 2019](#)).
<https://doi.org/10.1016/j.leaqua.2019.101316>

*van Huijstee, D., & **Ronay, R.** (2019). "Make the world a better place": Local leadership as a vehicle for personal and community development. In Allen, J., & Reiter-Palmon, R. (Eds.), *The Cambridge handbook of organizational community engagement and outreach*, Cambridge, UK: Cambridge University Press.

- Ronay, R.** van der Meij, L., Oostrom, J.K., Pollet, T. (2018). No evidence for a relationship between testosterone hair samples and 2D:4D ratio or risk taking. *Frontiers in Behavioral Neuroscience – Hormones and Economic Behavior*, 12:30.
<https://doi.org/10.3389/fnbeh.2018.00030>
- Ronay, R.**, Oostrom, J.K. Lehmann, N.K., & van Vugt, M. (2017). Pride before the fall: Overconfidence predicts escalation of public commitment. *Journal of Experimental Social Psychology*, 69, 13-22.
<https://doi.org/10.1016/j.jesp.2016.10.005>
- Oostrom, J.K., Köbis, N., **Ronay, R.**, & Cremers, M. (2017). False consensus in situational judgement tests: What would others do? *Journal of Research in Personality*, 71, 33-45.
<https://doi.org/10.1016/j.jrp.2017.09.001>
- *Salam, A.P., Rainford, E., Van Vugt, M., **Ronay, R.** (2017). Acute Stress Promotes Distrust of Racial Outgroup members but not Racial Ingroup members. *Adaptive Human Behavior and Physiology*, 3, 282-292.
<https://link.springer.com/article/10.1007/s40750-017-0065-0>
- Jonas, K. J., Cesario, J., Alger, M., Bailey, A. H., Bombari, D., Carney, D., ... **Ronay, R.** & Jackson, B. (2017). Power poses—where do we stand?. *Comprehensive Results in Social Psychology*, 2, 139-141.
<https://doi.org/10.1080/23743603.2017.1342447>
- Ronay, R.** & Tybur, J., van Huijstee, D., & Morssinkhof, M. (2017). Embodied power, testosterone, and overconfidence as a causal pathway to risk taking. *Comprehensive Results in Social Psychology*, 2, 1-18.
<https://doi.org/10.1080/23743603.2017.1342447>
- Ronay, R.** & Tybur, J. (2017). The wolf will live with the lamb. Comment on “Explaining financial and prosocial biases in favor of attractive people: Interdisciplinary perspectives from economics, social psychology, and evolutionary psychology.” *Behavior and Brain Sciences*, 40, 36-37.
- von Hippel, W., **Ronay, R.**, Baker, E., Kjelsaas, K., & Murphy, S. C. (2016). Quick thinkers are smoother talkers: Mental speed facilitates charisma. *Psychological Science*, 27, 119-122.
<https://doi.org/10.1177/0956797615616255>
- von Hippel, W., **Ronay, R.**, & Maddux, W.W. (2016). Of baboons and elephants: Inequality and the evolution of immoral leadership. In J. P. Forgas, P. van Lange, & L. Jussim (Eds.), *Social Psychology and Morality*.

- Ronay, R.,** & von Hippel, W. (2015). Sensitivity to changing contingencies predicts social success. *Social Psychological and Personality Science, 6*, 23-30.
<https://doi.org/10.1177/1948550614542348>
- Swaab, R.I., Schaerer, M. Anicich, E.M., **Ronay, R.,** & Galinsky, A.D. (2014). The Too-Much-Talent Effect: Team interdependence determines when more talent is too much versus not enough. *Psychological Science, 25*, 1581-1591.
<http://dx.doi.org/10.1177/0956797614537280>
- Van Vugt, M., & **Ronay, R.** (2014) The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review, 4*, 74-95.
<https://doi.org/10.1177/2041386613493635>
- Denson, T. F., Dobson-Stone, C., **Ronay, R.,** von Hippel, W., & Schira, M. M. (2014). A functional polymorphism of the MAOA gene is associated with neural responses to induced anger control. *Journal of Cognitive Neuroscience, 26*, 1418-1427.
https://doi.org/10.1162/jocn_a_00592
- Denson, T.F., **Ronay, R.,** von Hippel, W., & Schira, M.M. (2013). Endogenous testosterone and cortisol modulate neural responses to induced anger control. *Social Neuroscience, 8*, 165-177.
<https://doi.org/10.1080/17470919.2012.655425>
- Ronay, R.** & Carney, D.R. (2013). Testosterone's negative relationship with empathic accuracy and perceived leadership ability. *Social Psychological and Personality Science, 4*, 92-99.
<https://doi.org/10.1177/1948550612442395>
- Ronay, R.,** Greenaway, K., Anicich, E.M., & Galinsky, A.D. (2012). The path to glory is paved with hierarchy: When hierarchical differentiation increases group effectiveness. *Psychological Science, 23*, 669-677.
<https://doi.org/10.1177/0956797611433876>
- Ronay, R.,** & Galinsky, A.D. (2011). Lex Talionis: Testosterone and the law of retaliation. *Journal of Experimental Social Psychology, 47*, 702-705.
<https://doi.org/10.1016/j.jesp.2010.11.009>
- Ronay, R.,** & von Hippel, W. (2010). Power, testosterone and risk-taking. *Journal of Behavioral Decision Making, 23*, 439-526.

<https://doi.org/10.1002/bdm.671>

Ronay, R., & von Hippel, W. (2010) The presence of an attractive woman elevates testosterone and risk-taking in young men. *Social Psychological and Personality Science*, 1, 57-64.
<https://doi.org/10.1177/1948550609352807>

von Hippel, W., & **Ronay R.** (2009) Executive functions and self-control, In J. P. Forgas, R. Baumeister & D. Tice (Eds.), *The Psychology of Self-Regulation*. New York: Psychology Press

Ronay, R., & Kim, D-Y (2006), Explicit and implicit gender differences in risk-taking: A socially facilitated phenomenon. *British Journal of Social Psychology*, 45, 397-419.
<https://doi.org/10.1348/014466605X66420>

*Student is first author

MANUSCRIPTS SUBMITTED FOR PUBLICATION AND IN PREPARATION

*She, M., **Ronay, R.**, & den Hartog, D. The Light, the Dark, and the Deviant: A Latent Profile Analysis of HEXACO and the Dark Traits. *Under review at Journal of Business Ethics*.

*Mayoral, S., **Ronay, R.** Hentschel, T., & Oostrom, J.K. Overconfidence, Moral Disengagement, and Deceptive Impression Management: Verifying an Idealized Self. *Under review at Journal of Organizational Behavior*.

*Mayoral, S. Oostrom, J.K., **Ronay, R.** Overconfidence and Power Asymmetries as Antecedents of Despotic Leadership – An Examination of Main and Interacting Effects. *Under review at European Journal of Social Psychology*.

*Chen, L. **Ronay, R.**, Oostrom, J.K., Yuan, S., & Khapova, S. COVID-19 and the contagion of leaders' overconfident signaling. *Preparing for submission to Management Science*.

Pearson, S., Baker, E., **Ronay, R.**, W. Individual differences in divergent thinking predict persuasion, humor. *Under review at European Journal of Social Psychology*.

Oostrom, J.K., Hentschel, T., & **Ronay, R.** Why Gender Differences in Overconfidence Hinder Leadership Diversity and How to Fix It. *Preparing for submission*.

Ronay, R., & Oostrom, J.K. Blurred Lines: Sex, status, and the sanctioning of sexual misconduct at work. *Gathering more data*.

Ronay, R., Mayoral, S., Jarrett, M., Oostrom, J.K., & Maddux, W. Last one standing: Costly signaling and perceptions of leadership potential. *Gathering more data*.

*Schlamp, S., **Ronay, R.**, Oostrom, J.K., & van Vugt, M. The glass pyramid hypothesis: Sex differences in preferences for hierarchical organizations. *Gathering more data*.

Lasse Lausten et al. Intergroup Conflict Cross-Culturally Heightens Preferences for Strong Leaders. This is a multilab collaboration involving a large set of co-authors. My contribution involved collecting a sample of Australian respondents and assisting with manuscript revisions.

CONFERENCE PRESENTATIONS & INVITED TALKS

Ronay, R. (2023). Protecting the Tribe from Dominant Leaders. *Sydney Symposium of Social Psychology*, Visegrad, Hungary.

Ronay, R. Oostrom, J.K., She, M., & Maner, J. (2023) Banding Together to Avoid Exploitation: Dominant (but Not Prestige-based Leaders) Motivate Collective Moral Opposition from Followers. International Association for Conflict Management (IACM), Thessaloniki, Greece.

Ronay, R. Oostrom, J.K., She, M., & Maner, J. (2023). Banding Together to Avoid Exploitation: Dominant (but Not Prestige-based Leaders) Motivate Collective Moral Opposition from Followers. *Academy of Management (AoM)*, Boston, MA., USA.

Ronay, R. (2023) Banding Together to Avoid Exploitation: Dominant (but Not Prestige-based Leaders) Motivate Collective Moral Opposition from Followers. *Evolution and Human Adaptation Program. Winter Series – Evolutionary Perspectives on Social Hierarchy, Competition, and Conflict*. University of Michigan, Ann Arbor, USA.

Ronay, R. Oostrom, J.K. Asbach, S. & Maner, J. (2019). Two Ways to the Top, One Way Down: Dominance-Based Leaders Inspire Reverse Dominance Hierarchies. *Academy of Management (AoM)*, Boston, MA., USA.

Ronay, R. (2019). Two Ways to the Top One Way Down: Dominance-Based Leaders Inspire Reverse Dominance Hierarchies. *Amsterdam Leadership Lab*, Amsterdam, The Netherlands.

Ronay, R. (2019). A Perspective on Negotiations. Invited presentation at *van Oord*, Brussels, Belgium; *Rabobank*, Utrecht, The Netherlands, *FrieslandCampina*, Amersfoort, Netherlands, *DPG Media*, Netherlands.

Ronay, R. (2019). Inequality Rules: Leadership in an Age of Unprecedented Inequality. Invited presentation at *Adyen*, Amsterdam, *USG People*, Almere, *ebay/Marktplaats*, Amsterdam; *Insinger Gilessen*, Amsterdam; *Robeco*, Rotterdam; *Melbourne Business School*, Melbourne, Australia.

Ronay, R. Maddux, W., & von Hippel, W. (2016). Inequality Rules: Resource Distribution and the Evolution of Dominance- and Prestige-Based Leadership. *Society for Experimental Social Psychology (SESP)*, Santa Monica, Cal., USA.

Ronay, R. (2016). The Promise and Peril of Overconfident Leadership. Invited presentation Center for Research in Social Psychology, University of Queensland, Brisbane, Australia.

Ronay, R., Salam, A.P., Rainford, E., & Van Vugt, M. (2016). "Fight or flight" or "tend and befriend"? Acute Stress Promotes Distrust of Racial Outgroup members but not Racial Ingroup, Workshop on Conflict, Emotions, and Aggression: Economic and Psychological Views. Vrije Universiteit, Amsterdam, The Netherlands.

Ronay, R., Oostrom, J.K., & Lehmann-Willenbrock, N. (2015). Pride before the fall: Overconfidence, leadership selection, and escalating commitment, 17th European Congress of Work and Organisational Psychology (EAWOP), Oslo, Norway.

Ronay, R. (2015). The neuroscience of social intelligence. Invited presentation, GP Bullhound Summit, Marbella, Spain.

Ronay, R. (2014). A capacity-based perspective on social competence: The role of behavioral flexibility in response to changing contingencies. Invited presentation Department of Social Psychology Seminar Series, Tilburg University, Tilburg, The Netherlands.

Ronay, R., & von Hippel, W. (2014). Sensitivity to changing contingencies is a foundation of social intelligence. *Society for Experimental Social Psychology (SESP)*, Columbus, Ohio, USA.

- Ronay, R.** (2014). The architecture of social hierarchy: Implications for coordination, conflict, and creativity. Invited presentation HRM/OB seminar series, University of Groningen, The Netherlands.
- Ronay, R., & von Hippel, W.** (2014). Sensitivity to reversal of fortune predicts social success, 17th General Meeting of the European Association for Social Psychology, Amsterdam, The Netherlands.
- Ronay, R.** (2014). The architecture of social hierarchy: Implications for coordination, conflict, and creativity. Invited presentation at the Social Hierarchy Conference, IDC Herzliya, Tel Aviv, Israel.
- Ronay, R., & Carney, D.R.** (2013). When wanting to lead isn't enough: Testosterone's negative relationship with empathic accuracy and leadership ability. 14th Annual Meeting of the Society for Social and Personality Psychology (SPSP), New Orleans, LA, USA.
- Ronay, R., Greenaway, K., Anicich, E.M., & Galinsky, A.D.** (2012). The path to glory is paved with hierarchy: When hierarchical differentiation increases group effectiveness. International Association for Conflict Management (IACM), 25th Annual Conference, Stellenbosch, South Africa.
- Ronay, R., Greenaway, K., Anicich, E.M., & Galinsky, A.D.** (2012). Payback and pecking orders: Prenatal testosterone exposure as a predictor of competitive confrontations. 13th Annual Meeting of the Society for Personality and Social Psychology (SPSP), San Diego, CAL, USA.
- Ronay, R., Galinsky, A.D.** (2011). Lex talionis: Testosterone and the law of retaliation. International Association for Conflict Management (IACM), 24th Annual Conference, Istanbul, Turkey.
- Ronay, R., von Hippel, W. & Galinsky, A.D.** (2011). Risk taking, testosterone, & cognitive control, 24th Social Psychology Winter Conference, Park City, Utah, USA.
- Ronay, R. & von Hippel, W.** (2009) Physical attraction, executive functions and risk-taking, 10th Annual Meeting of the Society for Personality and Social Psychology (SPSP), Tampa, FL, USA.

- Ronay, R. & von Hippel, W. (2009)** Testosterone moderates the effect of power on risk-taking, Judgment and Decision Making Pre-Conference, 10th Annual Meeting of the Society for Social and Personality Psychology (SPSP), Tampa, FL, USA.
- Ronay, R. & von Hippel, W. (2007)**, Sex, power, testosterone and the risk-taking male, 36th Annual Conference of the Society for Australasian Social Psychologists, Brisbane, QLD, Australia
- Ronay, R. & Kim, D-Y (2006)**, Gender differences in risk-taking: A socially facilitated phenomenon. 7th Annual Meeting of the Society for Social and Personality Psychology (SPSP), Palm Springs, CA, USA.
- Ronay, R. & Kim, D-Y. (2005)**, Gender differences in risk-taking: A socially facilitated phenomenon, 34th Annual Conference of the Society for Australasian Social Psychologists, Townsville QLD, Australia
- Ronay, R. (2005)**, Gender, context and risk-taking. Invited speaker at the Department of Human Resources and Organizational Behavior, School of Business, Ajou University, Suwon, South Korea.
- Ronay, R. & Kim, D-Y. (2004)**, The social facilitation of gender differences in risk-taking, 6th Annual Quality of Life Conference, Melbourne, Vic, Australia

TEACHING EXPERIENCE

*I am a university-trained educator – diploma of education (1994); University Teaching Qualification (UTQ or BKO in Dutch; 2018).

University of Amsterdam Business School

Managing People Strategically, Executive Masters
2018-2023

Instructor evaluation achieved: 9.2 of 10

Theories of Leadership, Masters & Executive Masters
2018-2022

Instructor evaluation achieved: 8.3 of 10

Ethics and the Future of Business, Masters & Executive Masters
2021, 2022

Instructor evaluation achieved: 4.4 of 5

Thesis Proposal Course, Masters & Executive Masters
2022

Instructor evaluation achieved: 8.5 of 10

Experimental Data Analysis
2022

Leading People Strategically, MBA
2017-2020

Instructor evaluation achieved: 8.6 of 10

Negotiation Strategies for Building Better Social Bridges, Interdisciplinary Studies Honours
course
2023-

Instructor evaluation achieved: 4.7 of 5

Vrije Universiteit University, Amsterdam**Faculty of Law**

Contract Law, Dispute Law, and Psychology (Masters)

2015 – 2023

Instructor Evaluation: Achieved 5 of 5

In collaboration with Center for Conflict Resolution and Mediation

2015

Conflict Resolution and Mediation

Customized Training Program for Indonesian Government

Department of Experimental and Applied Psychology

Negotiations (Masters)

2013 – 2016

Instructor Evaluation: Achieved 4.8 of 5

Leadership and Organizations (Masters)

2012– 2016

Instructor Evaluation: Achieved 4.8 of 5

Intercultural Psychology (Undergraduate)

2012 – 2014

Instructor Evaluation: Achieved 4.8 of 5

Columbia University**Columbia Business School,**

Managerial Negotiations, MBA Course

2010 – 2013

Instructor Evaluation: Achieved 4.8 of 5

University of Queensland**Department of Psychology**

Head Teaching Assistant: Psychological Approaches to Complex Problems

2009 - *Commendation for Tutoring Excellence*

Teaching Assistant: Social and Organizational Psychology,

2009

Head Teaching Assistant: Questionnaire and Survey Design Skills

2008

Head Teaching Assistant: Topics in Social Psychology

2008

University of New South Wales**Department of Psychology**

Teaching Assistant: Advanced Social Psychology
2006 – 2007

Teaching Assistant: Social and Developmental Psychology
2006 – 2007

ADVISING AND MENTORING

PhD Students**Graduated**

Sofia Schlamp (2021) – Women Striving for Leadership: The Role of Follower Perceptions and Organisational Structure

Samuel Mayoral (2022) – The Causes and Consequences of Overconfident Leadership – An Examination of Motives, Strategies, and Outcomes

Ongoing

Minnie She – The Light and Dark Sides of Organisational Deviance

Yvette Lambi – From Radicalism to Reform: Mapping the Mechanisms of Social Change in Response to Income Inequality

Lei Chen – Overconfidence and its Consequences Among the Upper Echelons

PhD Committees

Elisabeth Jackel (2023) – Temporal Interaction Patterns in Negotiations

Martha Topete Quevedo (2023) – Understanding the Impact of Power on Workplace Innovation: A Network Analysis Approach

Khadija van der Straaten (2022) – Inequality of Opportunities in Multinational Enterprises

Florian Wanders (2019) – Rebels, Renegades, and Robin Hoods: The Social-Hierarchical Dynamics Surrounding Norm Violators

Fabiola Gerpott (2017) – Learning and Leadership in Contemporary Organizations: Qualitative, Quantitative, and Temporal Insights

Jeremy Nash (2017) – Behavioral Investments in the Short Term Fail to Produce a Sunk Cost Effect

Jill Knapen (2017) – The Tall and Short of It: On the Role of Human Height in Social Perception, Interpersonal Interactions and Individual Differences

Master Students

- I have supervised more than one hundred Master's students (MBA, MSC, EPMS) during the completion of their theses.

EDITORIAL BOARD:

- The Leadership Quarterly
- Journal of Business and Psychology

AD-HOC REVIEWING

- Adaptive Human Behavior and Physiology
- Asian Journal of Social Psychology
- Behavioral and Brain Sciences
- Biological Psychology
- British Journal of Social Psychology
- Current Directions in Psychological Science
- Evolutionary Psychology
- Group Processes and Intergroup Relations
- Hormones and Behavior
- Journal of Behavioral Decision Making
- Journal of Business Ethics
- Journal of Business and Psychology
- Journal of Experimental Social Psychology
- Journal of Personality and Social Psychology
- Journal of Risk Research
- The Leadership Quarterly
- National Science Foundation
- Organizational Behavior and Human Decision Processes
- Organization Science
- Personality Neuroscience
- Personality and Social Psychology Bulletin
- Personality and Social Psychology Review
- PLoS one
- Psychological Science
- Social Psychological and Personality Science

PROFESSIONAL SERVICE

- University of Amsterdam
- 2022- : Coordinator PhD Education for Amsterdam Business School Research Institute
- 2021- : Co-director of Amsterdam Center of Excellence in Risk and Resilience (ACRR)
- 2020- : Coordinator of bi-weekly faculty research group
-
- Vrije Universiteit
- 2016-2017: Faculty Lab Coordinator
- 2016: Organization of Department of Experimental and Applied Mini Conference
- 2015-2017: Coordinator of the Masters in Social Psychology Program
- 2014-2017: Colloquium Coordinator

SELECTED MEDIA COVERAGE OF MY RESEARCH

- [Why Are Humans Biased Against AI? *Forbes*. February, 2023](#)

- [Why We Should All Beware of the Optimism Trap. *The Times UK*. December, 2022.](#)
- [5 Red Flags to Watch for When Assessing Leadership Potential. *Fast Company*. November, 2022.](#)
- [Arrogant Leaders Continue to Rise. Here's How to Deal With One. *Fast Company*. November, 2021.](#)
- [3 Leadership Traits We Desperately Need in 2021. *Fast Company*. March, 2021.](#)
- ["Failing Up": Why Some Climb the Ladder Despite Mediocrity. *BBC News*. March, 2021.](#)
- [Should Leaders Stop Hiring in Their Own Image? *Forbes*. September, 2020.](#)
- [Want to be a Great Remote Team Leader? Actions Speak Louder Than Words. *INC*. August, 2020.](#)
- [Does a Positive Outlook Actually Make a Difference? *Forbes*. July, 2020.](#)
- [Academic Focus Limits Business Schools' Contribution to Society: FT Survey of Best in Class Social Research, 2020.](#)
- [Evolution, Hierarchy, and Leadership. *The Dissenter*, YouTube, 2020.](#)
- [What Science Can Tell Us About Building Great Teams? *Kellogg Insights*, 2019.](#)
- [When the Revolution Came for Amy Cuddy. *The New York Times*. October, 2017.](#)
- [Too Much Talent? Why it Can be Bad for Business. *Business News Daily*, 2016.](#)
- [The Problem of Too Much Talent. *The Atlantic*. October, 2015.](#)
- [A Tipping Point for Too Much Talent. *New York Times*. August, 2014.](#)
- [The Fault in Our Stars. *Wall Street Journal*. June, 2014.](#)
- [Not Enough Basketballs? The Too-Much-Talent Effect. *Huffington Post*. June, 2014.](#)
- [Talent Acquisition: Sometimes Less is More. *Forbes*. June, 2014.](#)
- [Why Many Superstars Can Be Bad For Your Team, *Business Insider*. June, 2014.](#)
- [Duke it Out: Healthy Conflict Yields Better Work Outcomes, *Inc*. May 31, 2013.](#)
- [Why Office Hierarchies are Good for Business, *Inc*. August 24, 2012](#)
- [At the Office: Testosterone's Dark Side. *The Wall Street Journal*, *At Work*. July 26, 2012.](#)
- [Why We Can't All Be Chiefs. *Australian Financial Review*. June 4, 2012.](#)
- [The Big Reason Employees Need Bosses. *Business News Daily*. May 31, 2012.](#)
- [Productivity: Hierarchy at Work. *The Wall Street Journal*, *Week in Ideas*. May 25, 2012.](#)
- [How Flat is Too Flat? *Inc*. May 25, 2012.](#)
- [Group Tasks: The Case for Hierarchy. *The Wall Street Journal*, *Ideas Market*. March 23, 2012.](#)
- [Origins of Us. *BBC Television*. Oct 18, 2011.](#)
- [Prenatal Levels of Testosterone Linked as Key Factor in Bargaining Behavior, *Business Week*. Feb 21, 2011.](#)
- [Skating on the Edge, Feature Story on *ABC Television Australia*, *Catalyst*. July 29, 2010.](#)
- [To be a Femme Fatale, Just stand there and Watch Him Perform, *Chronicle of Higher Education*. March 21 2010.](#)
- [Pretty Women Make Simple Men, *Psychology Today*. December 18, 2010.](#)
- [Why Men Will Risk All for a Beautiful Woman, *ABC News*, March 24, 2010.](#)