

**Gabrielle S. Adams**  
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**Academic Appointments**

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University of Virginia Assistant Professor of Public Policy and, by Courtesy, Psychology Director of Executive Education and Lifelong Learning Frank Batten School of Leadership and Public Policy	2017—
Harvard University Fellow-in-Residence, Edmond J. Safra Center for Ethics	2016-2017
London Business School Assistant Professor, Organizational Behavior	2011-2017 (on leave 2016-2017)

**Education**

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Stanford University Graduate School of Business Business Administration (Organizational Behavior)	PhD
Colby College Majors: Psychology, Philosophy. Minor: Human Development Ralph J. Bunche Scholar, Magna Cum Laude with distinction in the major	BA, Honors

**Research Interests**

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Interpersonal dynamics, social exchange, and the ‘politics’ of groups and organizations  
Social justice, behavioral ethics, morality, and conflict management

**Board/Advisory Positions**

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- Advisor, Space3Cafe: Creating inclusive space for people to do their best work(www.space3cafe.com) 2021-present
- Advisor, Names & Faces: Fast, visual employee directories (www.namesandfaces.com) 2020-present
- Non-Executive Director, BrandsEye: AI and crowd-verified opinion data about brands, people, and events. (brandseye.com) 2016-present
- Senior Advisor, Masterclass: website for online courses with Annie Leibovitz, Serena Williams, Christina Aguilera, Jane Goodall, James Patterson, and Aaron Sorkin, among others. (masterclass.com) 2016-2017
- Senior Advisor, Philanthropedia: ratings of charities’ fiscal responsibility by experts in the field. Acquired by GuideStar in 2011. (myphilanthropedia.org) 2010-2011.

## Journal Articles (Peer-reviewed)

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\*denotes graduate student/post-doc when work was started

Inesi, M.E., Adams, G.S., & \*Gupta, A. (forthcoming). When it pays to be kind: The allocation of indirect reciprocity within power hierarchies. *Organizational Behavior and Human Decision Processes*.

+DeCelles, K.A., +Adams, G.S., \*Howe, H., & John, L.K. (forthcoming). Anger damns the innocent. *Psychological Science*.

+Joint corresponding authors

\*Frey, E.L., Adams, G.S., \*Bruno, E., & Detert, J.R. (forthcoming). “Braking” bad: How managers can respond to misbehavior. *Behavioral Science and Policy*.

+Adams, G.S., +Converse, B.A., \*Hales, A.H., & Klotz, L. (2021). People systematically overlook subtractive changes. *Nature*, 592, 258-261.

+Joint corresponding authors; authorship is alphabetical.

Featured on cover of the April 8, 2021 issue.

Converse, B.A., \*Hancock, P., Klotz, L., Clarens, A.F., & Adams, G.S. (2021). If humans design the planet: A call for psychological scientists to engage with climate engineering. *American Psychologist*.

\*Raj, M., Wiltermuth, S.S., & Adams, G.S. (2020). The social cost of forgiveness following multiple-victim transgressions. *Journal of Personality and Social Psychology*, 119(2), 344-366.

Adams, G.S. (2016). Asymmetries between victims’ and transgressors’ perspectives following interpersonal transgressions. *Social and Personality Psychology Compass*, 10(12), 722-735.

Adams, G.S., & Inesi, M.E. (2016). Impediments to forgiveness: Victim and transgressor attributions of intent and guilt. *Journal of Personality and Social Psychology*, 111(6), 866-881.

\*Ten Brinke, L., & Adams, G.S. (2015). Saving face? When emotion displays during public apologies mitigate damage to organizational performance. *Organizational Behavior and Human Decision Processes*, 130, 1-12.

Republished in *Chinese Management Insights* (Vol. 4, 2015).

Adams, G.S., Zou, X., Inesi, M.E., & Pillutla, M.M. (2015). Forgiveness is not always divine: When expressing forgiveness makes others want to avoid you. *Organizational Behavior and Human Decision Processes*, 126, 130-141.

Adams, G.S. & Mullen, E. (2015). Punishing the perpetrator decreases compensation for victims. *Social Psychological and Personality Science*, 6, 31-38.

Bryan, C.J., Adams, G.S., & Monin, B. (2013). When cheating would make you a cheater: Implicating the self prevents unethical behavior. *Journal of Experimental Psychology: General*, 142(4), 1001-1005.

Adams, G.S., & Mullen, E. (2013). Increased voting for candidates who compensate victims rather than punish offenders. *Social Justice Research*, 26, 168-192.

O'Connor, K.S., & Adams, G.S. (2013). Affective antecedents of revenge [commentary]. *Behavioral and Brain Sciences*, 36(1), 29-30.

Adams, G.S., Flynn, F.J., & Norton, M. (2012). The gifts we keep on giving: Documenting and destigmatizing the regifting taboo. *Psychological Science*, 23, 1145-1150.

Adams, G.S., & Mullen, E. (2012). The psychological and social costs of punishment [commentary]. *Behavioral and Brain Sciences*, 35, 15-16.

Flynn, F.J., & Adams, G.S. (2009). "Money can't buy love": Asymmetric beliefs about gift price and feelings of appreciation. *Journal of Experimental Social Psychology*, 45, 404-409.

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### Selected Work in Progress/Under Review

\*denotes graduate student/post-doc when work was started

Belmi, P., Jun, S., & Adams, G.S. Sexism and incivility. *R&R at Psychological Science*.

Kim, T., \*Bruno, E., Cian, L., & Adams, G.S. Genealogical knowledge and sense of belonging. *R&R at Journal of Experimental Social Psychology*.

\*Frey, E., Adams, G.S., Pfeffer, J., & Belmi, P. Punishing misbehavior. *R&R at Journal of Management*.

Gollwitzer, M., Adams, G.S., Fortin, M., Funk, F., & \*Magraw-Mickelson, Z. Prosocial and antisocial behavior.

\*Bruno, E., Detert, J.R., & Adams, G.S. Fear and courage.

\*Frey, E., & Adams, G.S. Public responses to accusations during the #MeToo movement.

Adams, G.S., \*Frey, E., & Kim, T. Petty revenge and small victories.

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### Writing For Public Audiences

Converse, B.A., Adams, G.S., Hales, A.H., & Klotz, L. (2021, April 15). We instinctively add on new features and fixes. Why don't we subtract instead? *The Washington Post*: <https://www.washingtonpost.com/outlook/2021/04/15/psychology-innovation-subtraction-addition/>

Adams, G.S., & Norton, M.I. (2019, Dec 13). The case for regifting. *The Wall Street Journal*: <https://www.wsj.com/articles/the-case-for-regifting-11576253754>

## Grants

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- 3Cavaliers Grant: *Ethics, Authenticity, and Social Identities*. University of Virginia (PI: \$60,000), April, 2021.
- The Jefferson Trust: *Learning How to Discuss Race and Racism Through Humility*. (Co-I: \$10,000) April, 2021.
- The Jefferson Trust: *Leadership Skills for a Diverse and Divided World: Developing Leaders who Facilitate Change* (Co-I: \$64,900) March, 2021.
- Batten Institute: *Entrepreneurial Imprinting: Founder Responses to Conflict in New Ventures* (Co-I: \$12,000) June, 2019.
- Batten Institute: *The (Illusive) Power of Your DNA: The Risks and Rewards of New Technology*. (Co-I: \$15,000) June 2019.
- Bankard Fund for Political Economy: *Faculty Research Seminar Series* (PI: \$6,400).
- 3 Cavaliers Grant: *Subtraction Neglect*. University of Virginia (PI: \$60,000), September 2018.
- University of Virginia Resilience Institute Co-Lab (Co-I: \$30,000), June 2018.
- LBS Leadership Institute Grant (£2000), 2015-2016.
- Grants-in-Aid, Society for the Psychological Study of Social Issues, 2010.
- Student Travel Award, Society for Personality and Social Psychology, 2010.

## Awards and Honors

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- Fellow, Society of Experimental Social Psychology. Elected 2019.
- Runner-up, Best Teacher Award, London Business School MBA Program, 2014.
- The 40 Best Business School Professors Under 40, PoetsAndQuants.com, 2014.
- Winner: Duke University, The Fuqua/Coach K Center on Leadership and Ethics (COLE) Dissertation Competition, 2010.
- Fellow, Stanford Center for International Conflict and Negotiation, Stanford Law School, 2008-2009.
- Paul Perez Prize for academic achievement in psychology, Colby College, 2006.
- Ninetta M. Runnals Award for school service, academic achievement, Colby College, 2006.
- Ralph J. Bunche Scholar, full scholarship awarded upon admission, Colby College, 2002-2006.

## Conference Presentations

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- Inesi, M.E., & Adams, G.S., & \*Gupta, A. (2020, August). Power and indirect reciprocity. Talk: Academy of Management (Virtual).
- Austin, M.K., Adams, G., & Converse, B. (2020, February). "You look like a new person": *Inferences about moral character from incidental changes in appearance*. Poster presented at SPSP national annual conference, New Orleans, LA.
- Bruno, E., Frey, E., & Adams, G.S. (2019, August). Courage and punishment: Punishment increases judgments of moral courage. Talk: Academy of Management, Boston, MA. (Symposium Discussant).
- Austin, M., Adams, G.S., & Converse, B.A. (2019, August). Appearance change and redemption. Talk: Academy of Management, Boston, MA.
  - Designated as a showcase symposium
- Frey, E., Bruno, E., & Adams, G.S. (2019, July). Renegotiating relationships after interpersonal transgressions. Talk: International Association for Conflict Management, Dublin, Ireland.
- Lin, E., Rattan, A., & Adams, G.S. (2019; February). Motivated problem solving versus system justification? An analysis of the UK 2018 Gender Pay Gap Reports. Poster: Society for Personality and Social Psychology, Portland, OR.

- Wiltermuth, S.S., Raj, M., & Adams, G. (2019). The Social Cost of Forgiving Following Multiple Victim Transgressions. Behavioral Ethics Conference. Fayetteville, Arkansas.
- Adams, G.S., Raj, M., & Bobocel, R. (2018; July). A taxonomy of forgiveness. Talk: Academy of Management, Chicago, IL.
- Adams, G.S., Raj, M., & Bobocel, R. (2018; July). A taxonomy of forgiveness. Talk: International Society for Justice Research, Atlanta, GA.
- Inesi, M.E., Raj, M., & Adams, G.S. (2018). An Obligation to Right Relationship Wrongs: Victims Believe That Transgressors Expect Forgiveness. Talk: International Association for Conflict Management, Philadelphia, PA.
- Adams, G.S. & Inesi, M.E. (2017, January). Impediments to forgiveness: Victim and transgressor attributions of intent and guilt. Talk: Association for Psychological Science, Boston, MA.
- Raj, M., Adams, G.S., & Inesi, M.E. (2017, August). The obligation to forgive. Talk: Academy of Management, Atlanta, GA.
- Raj, M., Wiltermuth, S.S., & Adams, G.S. (2017, July). The social cost of forgiveness following multiple-victim transgressions. Talk: International Association for Conflict Management, Berlin, Germany.
- Adams, G.S. & Inesi, M.E. (2017, January). Impediments to forgiveness: Victim and transgressor attributions of intent and guilt. Talk: Society for Personality and Social Psychology, San Antonio, TX.
- Adams, G.S. & Inesi, M.E. (2016, August). Impediments to forgiveness: Victim and transgressor attributions of intent and guilt. Talk: Academy of Management, Anaheim, CA.
- Adams, G.S., Ten Brinke, L., Ormiston, M.E., & Pillutla, M.M. (2016, August). Looking “good”: Moral CEO appearance predicts turnover in the wake of corporate wrongdoing. Talk: Academy of Management, Anaheim, CA.
- Adams, G.S. & Inesi, M.E. (2016, August). Model Citizens? Donor power reduces the influence of charitable behavior. Talk: Academy of Management, Anaheim, CA.
- Steinhage, A., & Adams, G.S. (2016, August). Contrast in compensation: Fraudulent claims increase compensation for honest claims. Talk: Academy of Management, Anaheim, CA.
- Adams, G.S. & Inesi, M.E. (2016, July). Model Citizens? Donor Power Reduces the Influence of Charitable Behavior. Talk: International Society for Justice Research, Canterbury, UK.
- Steinhage, A., & Adams, G.S. (2016, July). Organizational responses to transgressions. Talk: International Society for Justice Research, Canterbury, UK.
- Steinhage, A., & Adams, G.S. (2016, July). Contrast in compensation: Fraudulent claims increase compensation for honest claims. Talk: International Society for Justice Research, Canterbury, UK.
- Steinhage, A., & Adams, G.S. (2015, February). Organizational responses to transgressions. Poster: Society for Personality and Social Psychology, Long Beach, CA.
- Adams, G.S., Zou, X., Inesi, M.E., & Pillutla, M.M. (2014, August). Forgiveness is not always divine: When expressing forgiveness makes others want to avoid you. Talk: Academy of Management, Philadelphia, PA.
- Adams, G.S., Zou, X., Inesi, M.E., & Pillutla, M.M. (2014, July). Forgiveness is not always divine: When expressing forgiveness makes others want to avoid you. Talk: European Association of Social Psychology, JDM Preconference, Amsterdam.
- Bryan, C.J., Adams, G.S., & Monin, B. (2014, July). When cheating would make you a cheater. Talk: European Association of Social Psychology, Amsterdam.
- Adams, G.S. & Mullen, E. (2014, July). Perpetrator’s punishment decreases victim compensation. Talk: European Association of Social Psychology, Amsterdam.
- Bhutada, S., Adams, G.S., & Thau, S. (2014, January). Why supporting animal welfare is not the same as opposing animal cruelty: Moral goal framing and group coordination. Poster: Society for Personality and Social Psychology, Austin, TX.

- Ten Brinke, L., & Adams, G.S. (2013, August). Saving face: Insincere facial expressions in public apologies predict organizational performance. Talk: Academy of Management, Orlando, FL.
- Bryan, C.J., Adams, G.S., & Monin, B. (2012, October). When cheating would make you a cheater. Talk: Society for Experimental Social Psychology, Austin, TX.
- Adams, G.S., & Monin, B. (2012, August). Feeling just, punishers misbehave. Talk: Academy of Management, Boston, MA.
- Bryan, C.J., Adams, G.S., & Monin, B. (2012, January). Cheating doesn't make you a cheater. Society for Personality and Social Psychology, San Diego, CA.
  - Symposium chaired by Gabrielle Adams & Benoît Monin, "The Role of the Self in Cheating and Unethical Behavior."
- Adams, G.S., Flynn, F.J., & Norton, M.I. (2011, February). The gifts we keep on giving: The psychology of regifting. Talk: Society for Consumer Psychology, Atlanta, GA.
- Monin, B., Zitek, E., Adams, G.S., & Jordan, A. (2011, January). The Vitiating Virtue of Victims and Vigilantes. Talk: Society for Personality and Social Psychology, San Antonio, TX.
- Adams, G.S., & Mullen, E. (2010, August). Compensating victims leads to more status conferral than punishing perpetrators. Talk: International Society for Justice Research, Banff, Canada.
- Adams, G.S., & Monin, B. (2010, August). The Eliot Spitzer effect: Punishing increases intentions to be deviant. Talk: International Society for Justice Research, Banff, Canada.
- Adams, G.S., & Mullen, E. (2010, January). Compensating victims leads to more status conferral than punishing perpetrators. Talk given at the Justice Preconference, Society for Personality and Social Psychology, Las Vegas, NV.
- Mullen, E., Zak, S., Chow, A., & Adams, G.S. (2009, August). Power influences preferences for retributive and compensatory justice. Talk: Academy of Management: Chicago, IL.
- Adams, G. S., & Mullen, E. (2009, August). Paying out and moving up: Compensating victims leads to more status conferral than punishing perpetrators. Talk: Academy of Management: Chicago, IL.
- Adams, G.S., Mullen, E., & Chow, R.O. (2009). The effect of victim emotions on punishment and compensation. Poster: Society for Personality and Social Psychology and the Justice Preconference, Tampa, FL.
- Flynn, F.J., & Adams, G.S. (2008, August). "Money can't buy love": Asymmetric beliefs about appreciation. Talk: Academy of Management Annual Meeting, Anaheim, CA.
  - Designated as a Showcase Symposium.
- Flynn, F.J., & Adams, G.S. (2008, January). "Money can't buy love": The effect of gift price on givers' expectations of appreciation. Poster: Society for Personality and Social Psychology, Albuquerque, NM.
- Adams, G.S. & Pittman, T.S. (2007, January). Time, remorse, and compensation: The role of mitigating factors in moral reactions to crime. Poster: Society for Personality and Social Psychology, January, Memphis, TN.
- Pittman, T. S., Darley, J. M., & Adams, G. S. (2006). Time and punishment: Do moral reactions to collective harm fade with time? Poster: Association for Psychological Science, May, New York, NY.
- Adams, G.S., Sehnert, S.C., Pittman, T.S., & Darley, J.M. (2006). Remorse and the mitigating circumstances surrounding crime. Poster: Society for Personality and Social Psychology conference, January, Palm Springs, CA.

## Invited Talks

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- Colby College, 2021
- Toulouse School of Management, Toulouse, 2021
- Groups Preconference: *Society for Experimental Social Psychology*, Toronto, 2019
- University of Southern California, 2019
- University of Hawaii, 2019
- University of Virginia Social Psychology Brownbag, 2018
- Harvard Business School OB Brownbag, 2017
- University of Virginia Social Psychology Brownbag, 2017
- Harvard University Edmond J. Safra Center for Ethics, 2017
- Boston University Marketing and OB, 2017
- Wilfred Laurier University, 2017
- University of Virginia, Frank Batten School of Leadership and Public Policy, 2017
- University of Virginia, Darden School of Business, 2016
- Anti-Corruption Roundtable, Behavioral Insights Team, Harvard University, 2016
- UC San Diego, January, 2016
- Swansea University, March, 2015
- Tilburg University, February, 2015
- UCLA, December, 2014
- UC Riverside, December, 2014
- JDM Preconference, *European Association for Social Psychology*, July, 2014
- Kühne Logistics University, Hamburg, March, 2014
- Colby College Department of Psychology, January, 2012
- Harvard Kennedy School of Government, January, 2011
- London Business School, January, 2011
- Johns Hopkins Carey School of Business, February, 2011

## Teaching

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- *Leadership in Athletics*. University of Virginia, JTerm, 2021.
- *Foundations of Behavioral Science* (prerequisite for the Batten BA in Public Policy). University of Virginia, 2017-present.
- *Managing Change*. AVT Business School, Copenhagen, 2019.
- *The Paths to Power* (Elective for MBA, Executive MBA, and Sloan Fellows). London Business School, 2011-2017.
- *International Assignment: Cape Town* (Executive MBA students); *Silicon Valley/San Francisco* (Sloan students). London Business School, 2012-2017.
- *Mind and Brain Approaches to Social Interactions*. Stanford Graduate School of Business, 2008
- Executive education courses in leadership, diversity/equity/inclusion, group and team dynamics, influence, and negotiations for clients and companies in the public and private sectors.

## Service

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Academy of Management OB Division, Best Paper with Practical Implications Committee, 2021.  
AAHRP Accreditation site visit meetings in conjunction with UVA IRB, 2018, 2021.  
Chair, Ad-hoc Committee for Executive Education and Lifelong Learning, UVA Batten, 2019—.   
University Working Group, Faculty Productivity During COVID. UVA, 2020.  
Batten School Executive Committee, 2019-20.  
Faculty Research Seminar Series Organizer, 2019-20.  
University of Virginia Public Service Awards: Selection Committee, 2019.  
Chair, Ad-hoc Committee for Evaluation of Faculty Engagement, UVA Batten, 2018-19.  
Ad-hoc Search Committee, Social Entrepreneurship Faculty, UVA Batten, 2018-19.  
Ad-hoc Committee for Evaluation of Faculty Productivity (Research), UVA Batten, 2017.  
International Society for Justice Research (ISJR) Conference Committee, 2016  
London Business School IT Committee. 2015-2016.  
Faculty Coordinator, Behavioral Research Lab, London Business School. 2014-2016  
Pilot program for new learning technology, 2015-2016.  
Founder/Coordinator, OB Lab for PhD students, London Business School. 2012-2014.  
Doctoral Student Recruiting and Admissions, London Business School. 2012-2014.

## Reviewing

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Editorial Board Member:

Organizational Behavior and Human Decision Processes  
Social Justice Research

Ad-hoc Reviewer (in alphabetical order):

Academy of Management Journal (AMJ); Administrative Science Quarterly (ASQ); Basic and Applied Social Psychology (BASP); British Journal of Social Psychology; Cognition and Emotion; Current Directions in Psychological Science; Emotion; European Journal of Social Psychology (EJSP); Human Relations; Journal of Behavioral Decision Making; Journal of Business Ethics ; Journal of Business Research; Journal of Empirical Legal Studies; Journal of Experimental Social Psychology (JESP); Journal of Organizational Behavior (JOB); Journal of Personality and Social Psychology (JPSP); Management Science; The National Science Foundation; Personality and Social Psychology Bulletin (PSPB); PLoS One; Proceedings of the National Academy of Science (PNAS); Psychological Science; Social Influence; Social Psychological and Personality Science (SPPS); Social Psychology and Personality Compass

## Media Coverage

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My research has been featured in The New York Times; The Financial Times; The Wall Street Journal; The Washington Post; The Economist; Nature News & Views; Harvard Business Review; Scientific American; Forbes; Bloomberg; Smithsonian Magazine; CNBC.com. It has also been covered by NPR, the BBC, CBC, and WSJ Radio.

## Doctoral Committees

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Mateo Visentin, London Business School Marketing (2016)  
Shruti Bhutada, London Business School Organizational Behavior (Chair) (2017)  
Hyewon Choi, Psychology Department, University of Virginia (2019)  
Evan Bruno, Darden Business School, University of Virginia (2021)  
Katelyn Stenger, School of Engineering and Applied Science, University of Virginia



Diane-Jo Bart-Plange, Psychology Department, University of Virginia  
Maura Austin, Psychology Department, University of Virginia  
Hyeonjin Bak, Psychology Department, University of Virginia

### **Professional Affiliations**

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Fellow, Society of Experimental Social Psychology (SESP)  
Academy of Management (AOM)  
Society for Personality and Social Psychology (SPSP)  
International Society for Justice Research (ISJR)