

Gabrielle S. Adams
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Academic Appointments

University of Virginia

Associate Professor of Public Policy and Business Administration (joint),
and Psychology (Social, by Courtesy) 2022-
Frank Batten School of Leadership and Public Policy
Darden School of Business: Leadership and Organizational Behavior

Assistant Professor 2017-2022
Donchian Faculty Fellow in Ethics 2021-22

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

Stanford University Graduate School of Business PhD, 2011
Business Administration (Organizational Behavior)

Colby College BA, Honors, 2006
Majors: Psychology, Philosophy. Minor: Human Development
Ralph J. Bunche Scholar, Magna Cum Laude with distinction in the major

Board/Advisory/Affiliate Positions

- Advisor, **Oli**: AI for personal growth (olimind.com), 2023-present
- Member, Board of Trustees, **Mountaintop Montessori**, 2023-present
- Advisory Council member, **UVA Health Leadership Institute**, 2023-present
- Advisor, **TikTok**: working with the Global Trust & Safety Team on platform fairness and inclusion. 2023-present
- Affiliate, **ideas42**: a non-profit that uses insights from behavioral science to improve lives, build better systems and policies, and drive social change. 2021-present
- Advisor, **VEL**: Creating inclusive space for people to do their best work. 2021-present
- Non-Executive Director, **DataEQ**: AI and crowd-verified opinion data about brands, people, and events. 2016-present
- Advisor, **Names & Faces**: platform facilitating connection via visual employee directories and org charts. 2020-2022.
- Senior Advisor, **Masterclass**: platform 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.

Research Interests

Social justice; behavioral ethics; power and hierarchy; and conflict management
Interpersonal dynamics, social exchange, and the 'politics' of groups and organizations

Journal Articles (Peer-reviewed)

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

Kim, T., *Austin, M., Cian, L., & **Adams, G.S.** (2024). Effects of ancestral information on life meaning. *Journal of Experimental Social Psychology*.

*Frey, E., **Adams, G.S.**, Pfeffer, J., & Belmi, P. (2023). What we (do not) know about punishment across organizational boundaries. *Journal of Management*, 49(1), 196-236.

*Frey, E.L., **Adams, G.S.**, *Bruno, E., & Detert, J.R. (2022). “Braking” bad: How managers can respond to misbehavior. *Behavioral Science and Policy*, 8, 61-77.

Belmi, P., Jun, S., & **Adams, G.S.** (2022). The equal opportunity jerk defense: Rudeness can obfuscate gender bias. *Psychological Science*, 33, 397-411.

Adams, G.S., Belmi, P., & O’Connor, K. (2022). Social perception in moral perceptions of interpersonal transgressions. *Current Opinion in Psychology*, 44, 177-181.

+**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 the [cover of the April 8, 2021 issue](#).

+DeCelles, K.A., +**Adams, G.S.**, *Howe, H., & John, L.K. (2021). Anger damns the innocent. *Psychological Science*, 32, 1214-1226.

+Joint corresponding authors

Inesi, M.E., **Adams, G.S.**, & *Gupta, A. (2021). When it pays to be kind: The allocation of indirect reciprocity within power hierarchies. *Organizational Behavior and Human Decision Processes*, 165, 115-126.

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*, 76(5), 768-780.

*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.

tenure clock stopped, 2017-18, 2019-20

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.

Writing For Public Audiences

- Adams, G.S., Converse, B.A., Hales, A.H., & Klotz, L. (2022, Feb 4). When subtraction adds value. *Harvard Business Review*: <https://hbr.org/2022/02/when-subtraction-adds-value>
- 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>

Other

- Fišar, M., Greiner, B., Huber, C., Katok, E., Ozkes, A., and the Management Science Reproducibility Collaboration (2024). Reproducibility in Management Science. *Management Science*.

Awards and Honors

Outstanding Teaching Recognition (top 10%), Darden School of Business, 2023.
UVA nominee for SCHEV Outstanding Faculty Award, 2022.
Jefferson Scholars Foundation Award for Excellence in Teaching, 2022.
Batten MPP Class of 2022: faculty member voted to hood graduates at commencement ceremony.
Donchian Faculty Fellow in Ethics, University of Virginia, 2021-2022.
All-University Research Award, University of Virginia, 2021.
All-University Teaching Award, University of Virginia, 2021.
Fellow, Society of Experimental Social Psychology. Elected 2019.
The 40 Best Business School Professors Under 40, PoetsAndQuants.com, 2014.
Runner-up, Best Teacher Award, London Business School MBA Program, 2014. (*First woman nominated in the history of the school.)
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.

Grants

The Jefferson Trust: *Behavioral Science Across Grounds*. University of Virginia (PI: \$9,240), March 2023.
University of Virginia DEI Grant: (Co-I: \$10,000), June 2021.
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.

Invited Talks

- University of Cambridge Judge Business School, 2024
- University College London School of Management, 2024
- Rice University, 2024
- Harvard Business School (NOM), 2024

- American University, Kogod School of Management, 2023
- UC San Diego Rady School of Management, 2023
- Stanford Center for Clinical Excellence, 2022
- Cornell University (Johnson School of Management and ILR School), 2022
- University of Maryland, Robert H. Smith School of Business, 2021
- Yale School of Management, 2021
- Colby College, 2021
- ideas42 Academy Seminar Series, 2021
- NASA Langley Research Center Colloquium, 2021
- NASA Sigma Series/Virginia Air and Space Science Center Public Lecture, 2021
- Toulouse School of Management, Toulouse, 2021
- Groups Preconference: *Society for Experimental Social Psychology*, Toronto, 2019
- University of Southern California, Marshall School of Business, 2019
- University of Hawai'i at Mānoa, Shidler College of Business, 2019
- University of Virginia, Social Psychology Brownbag, 2018
- University of Virginia, Social Psychology Brownbag, 2017
- Harvard University, Edmond J. Safra Center for Ethics, 2017
- Boston University, Questrom School of Business (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 Department of Psychology, January, 2016
- Swansea University Department of Psychology, March, 2015
- Tilburg University Department of Psychology, February, 2015
- UCLA Anderson School of Management, December, 2014
- UC Riverside Anderson School of Management, 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

- *Leadership Learning Lab*. University of Virginia (EMBA elective), 2022—
- *Leading Teams*. University of Virginia (MBA elective), 2022—
- *Values-Based Leadership*. University of Virginia (MPP core course), 2021—
- *Leadership in Athletics*. University of Virginia, JTerm, 2021.
- *Foundations of Behavioral Science* (prerequisite for the Batten BA in Public Policy). University of Virginia, 2017-2020.
- *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

Cases

- Gabrielle Adams & LeAnn Buntrock. *The Partnership for Leaders in Education*. Darden Business Publishing. Draft and teaching note draft available.
- Gabrielle Adams & Gerry Yemen. *Katchia Gethers: In the Business of Getting Better*. Darden Business Publishing: OB-1443.
 - Teaching Note draft available.
- Gabrielle Adams, Peter Belmi, & Aldo Sesia. *Steve Maiden (A): A Hedge Fund Manager's Fall From Grace*. Darden Business Publishing: OB-1437
- Gabrielle Adams, Peter Belmi, & Aldo Sesia. *Steve Maiden (B): A Hedge Fund Manager Hits Rock Bottom*. Darden Business Publishing: OB-1438
- Gabrielle Adams, Peter Belmi, & Aldo Sesia. *Steve Maiden (C): A Hedge Fund Manager Writes a New Life*. Darden Business Publishing: OB-1437
 - Teaching Note (A/B/C Cases): OB-1437TN
- Gabrielle Adams & Gerry Yemen. *Washington Avenue: Road Diet or Road Buffet? (A)*. Darden Business Publishing: OB-1435.
 - Teaching Note: OB-1435TN
- Gabrielle Adams & Gerry Yemen. *The Psychology of Problem Solving – Technical Note*. Darden Business Publishing: OB-1442.
- Gabrielle Adams, Jazmin Brown-Iannuzzi, Jaclyn Lisnek, Melanie Prengler, & Gerry Yemen. *Stress in the Workplace: Mental Health Conversations*. Darden Business Publishing: OB-1440 and 1441
 - Teaching Note: OB-1440TN

Service

Director Roles:

Director of Executive Education and Lifelong Learning, 2018-2021.

Chaired School Committees:

Chair, Ad-hoc Committee on Expanded Learning Programs, UVA Batten, 2021-22.

Chair, Ad-hoc Committee for Executive Education and Lifelong Learning, UVA Batten, 2019—.

Chair, Ad-hoc Committee for Evaluation of Faculty Engagement, UVA Batten, 2018-19.

School Committees:

Search Committee for Associate/Full Professor of Social Psychology, UVA Psychology Dept, 2022-23.

Ad-hoc Search Committee for Distinguished Professor of Leadership, UVA Batten, 2021-22.

Batten School Executive Committee, 2019-20.

Faculty Research Seminar Series Organizer, 2019-20.

Ad-hoc Search Committee, Social Entrepreneurship Faculty, UVA Batten, 2018-19.

Ad-hoc Committee for Evaluation of Faculty Productivity (Research), UVA Batten, 2017.

Founder/Coordinator, OB Lab for PhD students, London Business School. 2012-2014.

Doctoral Student Recruiting and Admissions, London Business School. 2012-2014.

University Committees:

University Mentor, 2024—.

UVA Grand Challenges Steering Committee, Digital Technology and Democracy, 2023.

AAHRP Accreditation site visit meetings in conjunction with UVA IRB, 2018, 2021.

University Working Group, Faculty Productivity During COVID. UVA, 2020.

University of Virginia Public Service Awards: Selection Committee, 2019.

London Business School IT Committee. 2015-2016.

Faculty Coordinator, Behavioral Research Lab, London Business School. 2014-2016

Field/Disciplinary Service:

Academy of Management PDW, Halfway There Panelist, 2023.

Academy of Management OB Division, Best Paper with Practical Implications Committee, 2021.

International Society for Justice Research (ISJR) Conference Committee, 2016

Reviewing

Associate Editor

Organizational Behavior and Human Decision Processes (2022—)

Editorial Board Member:

Journal of Personality and Social Psychology (ASC) (2023—)

Organizational Behavior and Human Decision Processes (2021—)

Social Justice Research (2018—)

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 (NSF); 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

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

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)
Diane-Jo Bart-Plange, Psychology Department, University of Virginia (2022)
Hyeonjin Bak, Psychology Department, University of Virginia (2022)
Maura Austin, Psychology Department, University of Virginia (2023)
Yuching Lin, Psychology Department, University of Virginia (2023)
Stephanie McKee, Psychology Department, University of Virginia (2023)
Jackie Lisnek, Psychology Department, University of Virginia (2024)
Nava Caluori, Psychology Department, University of Virginia (2024)

Professional Affiliations

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