

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

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### 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

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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

## Research Interests

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

## Board/Advisory/Affiliate Positions

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- Advisor, **Yojo** (yojo.health): 2024-present
- Advisory Council member, **UVA Health Leadership Institute**, 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
- Non-Executive Director, **DataEQ**: AI and crowd-verified opinion data about brands, people, and events. 2016-present
- Advisor, **VEL**: Creating inclusive space for people to do their best work. 2021-present
- Advisor, **Oli**: AI for personal growth (olimind.com), 2023-2025.
- Member, Board of Trustees, **Mountaintop Montessori**, 2023-2025.
- Advisor, **TikTok**: working with the Global Trust & Safety Team on platform fairness and inclusion. 2023
- 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.

### Journal Articles (Peer-reviewed)

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

- \*Lisnek, J.A., Brown-Iannuzzi, J.L., & **Adams, G.S.** (2026). Investigating the impact of structural racism explanations for discriminatory behavior on judgments of the perpetrator. *Journal of Personality and Social Psychology*, 130(1), 36-56.
- Ruttan, R.L., **Adams, G.S.**, & DeCelles, K.A. (2025). Indifferent or Impartial? Actor-observer asymmetries in expressing and evaluating socio-political neutrality. *Journal of Experimental Psychology: General*, 154(111), 3233-3249.
- Kim, T., \*Austin, M., Cian, L., & **Adams, G.S.** (2024). Effects of ancestral information on life meaning. *Journal of Experimental Social Psychology*, 111, 104563.
- \*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.
- <sup>+</sup>**Adams, G.S.**, <sup>+</sup>Converse, B.A., \*Hales, A.H., & Klotz, L. (2021). People systematically overlook subtractive changes. *Nature*, 592, 258-261.  
<sup>+</sup>Joint corresponding authors; authorship is alphabetical.  
 Featured on the [cover of the April 8, 2021 issue](#).  
 Winner of the 2024 best paper award, *Society for Judgment and Decision Making*.
- <sup>+</sup>DeCelles, K.A., <sup>+</sup>**Adams, G.S.**, \*Howe, H., & John, L.K. (2021). Anger damns the innocent. *Psychological Science*, 32, 1214-1226.  
<sup>+</sup>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 gifting 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**

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Belmi, P., & Adams, G., & Bowers, K. (2022). The 'equal-opportunity jerk defense': When rudeness protects prejudice. Darden Ideas to Action.

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>

### **Selected Work in Progress/Under Review**

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Schaumberg, R., Wiltermuth, S.S., & **Adams, G.S.** Benevolent but unprincipled: How forgiving workplace mistreatment affects trust in the victim. *R&R at Organization Science*.

Jeong, H.Y, Brown, X., Lisnek, J., **Adams, G.S.**, & Brown-Iannuzzi, J. Systemic Neglect of Individual-Structure Interplay: Interlevel Cycles of Invisibility, Ignorance, and Denial Perpetuate Racism. Under review.

**Adams, G.S.**, Frey, E.L., & DeCelles, K.D. Petty revenge.

Pai, J., Belmi, P., & **Adams, G.S.** Social class and social networking.

\*Lisnek, J., Frey, E.L., Brown-Iannuzzi, J.L., & **Adams, G.S.** The pitfalls of citing intent during an interpersonal apology.

Lisnek, J., Brown-Iannuzzi, J., & **Adams, G.S.** An Educational Tool for Discussing Systemic Racism and Motivating Change.

Elacqua, N., Brown-Iannuzzi, J., & **Adams, G.S.** Linking Individual and Structural Racism.

**Adams, G.S.**, Brown-Iannuzzi, J., Elacqua, N., & Shaw, T. Commitment to diversity within the Fortune 500 before and after the White House Executive Order to end DEI Programs. Archival data collected, manuscript in preparation.

McKee, S., **Adams, G.S.**, Trawalter, S., & Gutierrez, L. Unity vs. Justice.

### **Other**

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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**

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All-University Outstanding Research Award, University of Virginia, 2024.  
7 Society Faculty Recognition, 2024.

Keynote Speaker for the Celebration of Excellence: Award in recognition of support for Diversity, Equity, and Inclusion, Office of Graduate and Postdoctoral Affairs, University of Virginia, 2024.  
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 Outstanding Research Award, University of Virginia, 2021.  
All-University Outstanding 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

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Batten School SEED Grant (PI: \$5,000). *Fortune 500 Changes to DEI Policies*. 06/2025.  
Bankard Conference Award, *Behavioral Sciences Across Grounds*. (PI: \$2,500). 06/2025.  
Institute for Practical Ethics, University of Virginia (PI: \$8,200). *I Don't Care Why You Did It: Victims Are Insensitive to Transgressor Intent Statements*. 01/2025-12/2025.  
Research Pilot Award, Community Outreach & Engagement, University of Virginia Comprehensive Cancer Center. (Co-I, \$49,852). *A community engagement approach to the development of implicit bias training materials for healthcare providers*. 07/2024-06/2025  
Scholarly Innovation Award, Center for Excellence in Education, University of Virginia School of Medicine. (Co-I: \$25,000). *Anti-racist training to confront systemic racism and individual biases: Proof-of-concept* 07/2024-06/2025

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 (PI: £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

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- WUSTL Olin School of Business, 2026 (Scheduled)
- University of Chicago, Booth School of Business, 2026 (Scheduled)
- London Business School, 2025
- European School of Management and Technology (ESMT), 2025
- University of Virginia, Social Psychology Brownbag, 2025
- Duke University, Fuqua School of Business, 2025
- University of Southern California, Marshall School of Business, 2025
- University of Northern Carolina, Kenan-Flagler School of Business, 2025
- University of Cambridge Judge Business School, 2024
- University College London School of Management, 2024
- Rice University, IO Psychology, 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

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- *Leading Teams*. Course Head (MBA Core Course), 2024—
- *Values-Based Leadership*. University of Virginia (MPP core course), 2021—
- *Leadership Learning Lab*. University of Virginia (EMBA elective), 2022—
- *Leading Teams*. University of Virginia (MBA elective), 2022-2023.
- *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

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- Gabrielle Adams, Ayana Younge, and Biana Kemp. *Competing Priorities Among Team Members*. Darden Business Publishing: OB-1496
  - Teaching Note: OB-1496TN.
- 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 & 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
  - Featured as one of the Top 3 Roleplays on the Ivey Business Publishing Website
- 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

## **Service**

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### **Director Roles:**

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

### **Chaired School Committees:**

Chair, Space Committee, 2024-2025.

Chair, Leadership Post-doc Search Committee, 2024-2025

Chair, 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:**

Batten School Executive Committee, 2025-2026.

MBA Program Committee, UVA Darden, UVA, 2024-Present.

Ad-hoc Search Committee for Strategy, UVA Darden, 2024-25.

Ad-hoc Search Committee for Postdoctoral Fellow, UVA Batten, 2024-25.

Ad-hoc Lab Space Integration Committee, UVA Batten, 2023-24.

Ad-hoc Search Committee for Climate Economics, UVA Batten, 2023-24.

Academic Standards Committee, UVA Darden, 2023-2024.

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:**

Graduate Teaching Associate (GTA) Awards Committee, 2025.

Activism Liaison, 2024-2025.

University Mentor to New Faculty, 2024-25.  
Darden Dean Renewal Committee, 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 OB Division, Best Paper with Practical Implications Committee, 2021.  
International Society for Justice Research (ISJR) Conference Committee, 2016

### **Reviewing**

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Associate Editor

Organizational Behavior and Human Decision Processes (2022—2024)

Editorial Board Member:

Journal of Personality and Social Psychology (ASC) (2023—)  
Journal of Personality and Social Psychology (IRGP) (2025—)  
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

### **Conference Presentations**

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- **Adams, G.S.** Publishing Rigorous and Impactful Research on the Future of Work. Talk: Academy of Management, Copenhagen, DK.
- Frey, E., **Martinez, S.**, Adams, G. & Wiltermuth, S. Shifting the Spotlight: How Workers Attempt Comebacks After Public Stigmatization. Talk: Academy of Management, Copenhagen, DK.
- Frey, E., **Martinez, S.**, Adams, G. & Wiltermuth, S. “Testing the Waters: How and When Public Figures Make Professional Comebacks after Public Accusations.” Academy of Management Conference. Chicago, IL. August 2024.
- **Agarwal, G.**, DeCelles, K., Kovacheff, C., Adams, G.S., & Ruttan, R. (2024). Gender differences in accusations and believability. Talk: Academy of Management, Chicago.
- **Adams, G.S.**, Frey, E.L., & DeCelles, K. (2024). *Petty Revenge*. Talk: Ethical Issues of Our Time, Park City, Utah, 2024.

- **Detert, L.**, Detert, J. R., & Adams, G.S. My Fear, Your Courage. Talk: Academy of Management, Chicago.
- **Frey, E.L.**, Adams, G.S., Martinez, S., & Wiltermuth, S. (2023). When and How Public Figures Make Professional Comebacks Following MeToo Accusations. Talk: Academy of Management, Boston, MA.
- **Agarwal, G.**, DeCelles, K., Kovacheff, C., Adams, G.S., & Ruttan, R. (2023). Gender differences in accusations and believability. Talk: Society for Judgment and Decision Making, San Francisco, CA.
- **Ruttan, R.**, Adams, G.S., & DeCelles, K.D. (2023). Miscalibrating the consequences of moral neutrality. Talk: Academy of Management, Boston, MA.
- **Frey, E.L.**, Adams, G.S., Martinez, S., & Wiltermuth, S. (2023). When and How Public Figures Make Professional Comebacks Following MeToo Accusations. Talk: Academy of Management, Boston, MA.
- **Vani, P.**, Belmi, P., & Adams, G.S. (2023). Friend or Faux: Performative Wokeness and Signaling One's Awareness of Social Issues. Talk: Academy of Management, Boston, MA.
- Ruttan, R., **Adams, G.S.**, & DeCelles, K.D. (2023). Miscalibrating the consequences of moral neutrality. Talk: SPSP, Atlanta, GA.
- **Frey, E.**, Adams, G.S., & Li, D. (2022). Zero Bias in Zero Tolerance Policies? Talk: International Association for Conflict Management Conference.
- **Langdon, J.**, Adams, G.S., & Peterson, R. (2022, August). Members behaving badly: Perceptions of group morality following unethical behavior. Talk: Academy of Management, Seattle, WA.
- **Schaumberg, R.**, Wiltermuth, S.C., & Adams, G.S. (2022, August). To forgive or to show integrity: Forgiveness decreases integrity but increases benevolence. Talk: Academy of Management, Seattle, WA.
  - Designated as a showcase symposium
- **Frey, E.L.**, & Adams, G.S. (2022, July). Zero-tolerance policies: Do they prevent discrimination in punishment? Talk: International Association of Conflict Management, Ottawa, Canada.
- Schaumberg, R., **Wiltermuth, S.C.**, & Adams, G.S. (2022, July). To forgive or to show integrity: Forgiveness decreases integrity but increases benevolence. Talk: International Association of Conflict Management, Ottawa, Canada.
- **Srinivasan, P.**, Belmi, P., & Adams, G.S. (2022, July). Friend or Faux: Performative Wokeness and Reputational Signaling about Social Issues. Talk: International Association of Conflict Management, Ottawa, Canada.
- **Belmi, P.**, Jun, S., & Adams, G.S. (2022, February). The equal opportunity jerk effect: Rudeness can obfuscate gender bias. Talk: Society for Personality and Social Psychology, San Francisco, CA.
- **Srinivasan, P.**, Belmi, P., & Adams, G.S. (2021, August). Friend or faux: Performative wokeness and reputation signaling on social issues. Talk: Academy of Management (Virtual).
- **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.
- Adams, G.S., **Converse, B.A.**, Hales, A.H., & Klotz, L. Subtraction neglect. Presented at the annual meeting of the Society for Judgment and Decision Making, Montreal, Canada (2019).
- **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.

## **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)  
Diane-Jo Bart-Plange, Psychology Department, University of Virginia (2022)  
Hyeonjin Bak, Psychology Department, University of Virginia (2022)  
Yuching Lin, Psychology Department, University of Virginia (2023)  
Maura Austin, Psychology Department, University of Virginia (2023)  
Stephanie McKee, Psychology Department, University of Virginia (2024)  
Nava Caluori, Psychology Department, University of Virginia (2024)  
Jackie Lisnek, Psychology Department, University of Virginia (2025)  
Sarah Espinel, Psychology Department, University of Virginia (2025)  
Yuhang Shu, Psychology Department, University of Virginia (2026)

## **Post-docs (advised or co-advised)**

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Andy Hales, Batten School of Leadership and Public Policy (2017-2020)  
Erin Frey, Darden School of Business (2018-2021)  
Steph McKee, Darden School of Business (2024-)  
Kendall Yamamoto, Batten School of Leadership and Public Policy (2025-)

## **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)