

Rosalind M. Chow

Tepper School of Business · Carnegie Mellon University
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ACADEMIC POSITIONS

Associate Professor (with tenure) of Organizational Behavior and Theory, Tepper School of Business (July 2018 to present) and Social and Decision Sciences, Dietrich College of Humanities (by courtesy, July 2018 to present), Carnegie Mellon University

- Faculty Director for the Executive Leadership Academy (2018 to 2021)
- Faculty Director for the Deloitte/Tepper CLIMB Fellowship Program (2021 to present)

Associate Professor (without tenure) of Organizational Behavior and Theory, Tepper School of Business, Carnegie Mellon University (2014 to 2018)

Assistant Professor of Organizational Behavior and Theory, Tepper School of Business, Carnegie Mellon University (2008 to 2014)

EDUCATION

Ph.D., Organizational Behavior, Stanford Graduate School of Business (2008)

B.A., Psychology, Columbia University (2002)

RESEARCH INTERESTS

- Gender and racial diversity
- Social hierarchy and social inequality
- Intergroup relations
- Intragroup processes

AWARDS AND GRANTS

- Finalist, MBA George Leland Bach Excellence in Teaching Award, 2019, 2020
- Berkman Faculty Development Grant, Carnegie Mellon University, 2009, 2016
- Xerox Junior Faculty Chair, 2011-2012
- Tepper School of Business Faculty Giving Chair, 2009-2010

REFEREED JOURNAL PUBLICATIONS

*PhD student co-authors are underlined

Campbell, E., Aven, B. & Chow, R. M. (in press). From exception to exceptional: How gender and tenure impact sponsor effectiveness. *Academy of Management Discoveries*.

- Bhatia, N., Chow, R. M., Weingart, L., Diabes, M. (in press). Your Cost or My Benefit? Effects of Concession Frames in Distributive Negotiations. *Negotiation and Conflict Management Research*.
- Woolley, A. W., Chow, R. M., Mayo, A. T., Riedl, C. & Chang, J. (2022). The effect of gender composition and team hierarchy on teams' collective intelligence. *Organization Science*.
 - Winner of Best Poster Award at the 2014 annual meeting of INGRoup
- Jun, S., Chow, R. M., Van der Veen, M. A., & Bleich, E. (2022). Chronic Frames of Social Inequality: How Mainstream Media Frame Race, Gender, and Wealth Inequality. *Proceedings of the National Academy of Sciences*, 119(21), e2110712119.
- Mayo, A. T., Woolley, A. W. & Chow, R. M. (2020). Participation and influence: The countervailing forces of expertise use in diverse groups. *Academy of Management Discoveries*, 6(2), 300-319.
- Galak, J. & Chow, R. M. (2019). Compensate a little, but punish a lot: Asymmetric routes to restoring justice. *PLOS One*.
- Chang, J., Chow, R. M., & Woolley, A. (2017). Effects of inter-group status on the pursuit of intra-group status. *Organizational Behavior and Human Decision Processes*, 139, 1-17.
- Chow, R. M, & Knowles, E. D. (2016). Taking race off the table: Agenda setting and support for color-blind public policy. *Personality and Social Psychology Bulletin*, 42, 25-39.
 - Equal authorship
- Chang, J., Turan, N., & Chow, R. M. (2015). The desire for extremity: The influence of leader normativeness and inter-group competition on group member support. *Journal of Experimental Social Psychology*, 56, 36-49.
 - 2013 - Finalist for Best Conference Paper, INGRoup annual meeting, Atlanta, GA.
- Knowles, E. D., Lowery, B. S., Chow, R. M., & Unzueta, M. M. (2014). Deny, distance, or dismantle? How White Americans manage a privileged identity. *Perspectives on Psychological Science*, 9, 594-609.
- Chow, R. M., Lowery, B. S., & Hogan, C. M. (2013). Appeasement: Whites' strategic support for affirmative action. *Personality and Social Psychology Bulletin*, 39, 333-346.
- Chow, R. M. & Galak, J. (2012). The effect of inequality frames on redistributive income policy support. *Psychological Science*, 23, 467-469.
- Lowery, B. S., Chow, R. M., Knowles, E. D, & Unzueta, M. M. (2012). Paying for positive group-esteem: How inequity frames affect Whites' responses to redistributive policies. *Journal of Personality and Social Psychology*, 102, 323-336.

Wiltermuth, S., Monin, B., & Chow, R. M. (2010). The orthogonality of praise and condemnation in moral judgment. *Social and Personality Psychology Science, 1*, 302-310.

Chow, R. M. & Lowery, B. S. (2010). Thanks, but no thanks: The role of personal responsibility in the experience of gratitude. *Journal of Experimental Social Psychology, 46*, 487-493.

Lowery, B. S., Chow, R. M., & Randall-Crosby, J. (2009). Taking from those that have more and giving to those that have less: How inequity frames affect corrections for inequity. *Journal of Experimental Social Psychology, 45*, 375-378.

Knowles, E. D., Lowery, B. S., Hogan, C. M., & Chow, R. M. (2009). On the malleability of ideology: Motivated construals of color-blindness. *Journal of Personality and Social Psychology, 96*, 857-869.

Chow, R. M., Lowery, B. S., & Knowles, E. D. (2008). The two faces of dominance: The differential effect of ingroup superiority and outgroup inferiority on group identification and group-esteem. *Journal of Experimental Social Psychology, 44*, 1073-1081.

Chow, R. M., Tiedens, L. Z., & Govan, C. (2008). Excluded emotions: The role of anger in responses to social ostracism. *Journal of Experimental Social Psychology, 44*, 896-903.

PRACTITIONER PUBLICATIONS

Chow, R. M., Phillips, L. T., Lowery, B. S. & Unzueta, M. M. (2021). Fighting backlash to racial equity efforts: Understanding the real reasons why diversity initiatives provoke opposition can help you lead employees through cultural transformation. *MIT Sloan Management Review, Summer 2021*, 25-31.

Chow, R. M. (2021). Don't just mentor women and people of color. Sponsor them. *Harvard Business Review*, June 2021.

BOOK CHAPTERS

Chow, R. M., Lowery, B. S., & Knowles, E. D. (2010). To be fair or to be dominant: The effect of inequality frames on dominant group members' responses to inequity. In Neale, M. A., Mannix, E., & Mullen, E. (Eds.) *Research on Managing Groups and Teams: Fairness and Groups*. Emerald.

Tiedens, L. Z., Chow, R. M., & Unzueta, M. M. (2007). Complementary contrast and assimilation: Interpersonal theory and the social functions of contrast and assimilation effects. In D. Stapel & J. Suls (Eds.) *The Social Psychology of Contrast and Assimilation*. New York, NY: Psychology Press.

REFEREED CONFERENCE PROCEEDINGS

Chang, J. W., Chow, R. M., & Woolley, A. W. (2013). High-status but low-performing: Effects of group status on information exchange and group outcomes. *Academy of Management Best Paper Proceedings*.

MANUSCRIPTS UNDER REVIEW OR IN PREPARATION

Chang, J. W., Chow, R. M. & Woolley, A. W. (under review). *The impact of hierarchy stability on gender-stereotypic leadership styles and team performance*.

RESEARCH IN PROGRESS

Zhang, E. & Chow, R. M. Network imprinting: Managers' networks and new hires' career outcomes.

Chadha, A., Chow, R. M., Adams, G., & Brands, R. The impact of gender and race of sponsor on sponsorship provision and effectiveness.

Tomprou, M., Simosi, M., & Chow, R. M. The impact of race and gender on perceptions of requested I-deals.

INVITED PRESENTATIONS

2008 - University of Massachusetts at Amherst (Psychology), Carnegie Mellon University (Organizational Behavior), Northwestern University (Organizational Behavior)

2009 - University of Pittsburgh (Social Psychology)

2010 –University of California at Los Angeles (Organizational Behavior), University of Chicago (Social Psychology)

2011 - Hong Kong University of Science and Technology (Organizational Behavior), University of California at San Diego (Rady School of Business), State University of New York at Stony Brook

2013 - University of Minnesota (Organizational Behavior), University of North Carolina at Chapel Hill (Organizational Behavior), NSF Gender Summit

2014 – University of Michigan (Organizational Behavior)

2015 - University of California at Irvine (Organizational Behavior), University of California at Berkeley (Organizational Behavior)

2016 - London Business School (Organizational Behavior)

2017 – Duke University (Organizational Behavior), New York University (Organizational Behavior)

2018 –Massachusetts Institute of Technology (MIT, Economic Sociology), Columbia Business School (Organizational Behavior)

2022 – Ohio University (Psychology), Darden School of Business, University of Virginia (Organizational Behavior)

CONFERENCE PRESENTATIONS

*Presenting authors are listed as first author, PhD student co-authors are underlined

Chow, R. M., Chang, J. W., & Woolley, A. W. (2022). Gender differences in response to leadership insecurity and their influence on team process and performance. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.

Chow, R. M. & Campbell, E. (2021). Sponsorship as intermediated impression management. Paper presented at the annual meeting of the Academy of Management.

Zhang, E. & Chow, R. M. (2020). Network imprinting: Managers' networks and new hires' career outcomes. Paper presented at the annual meeting of the People and Organizations Conference at Wharton.

Campbell, E., Chow, R. M. & Aven, B. L. (2020). From exception to exceptional: How gender and tenure impact sponsor effectiveness. Paper presented at the annual meeting of the People and Organizations Conference at Wharton (plenary session).

Campbell, E., Chow, R. M. & Aven, B. L. (2020). From exception to exceptional: How gender and tenure impact sponsor effectiveness. Paper presented at the annual meeting of the International Network for Groups Research.

Campbell, E., Chow, R. M. & Aven, B. L. (2020). From exception to exceptional: How gender and tenure impact sponsor effectiveness. Paper presented at the annual meeting of the International Association for Conflict Management.

Mayo, A. T., Woolley, A. W., Chow, R. M., Riedl, C. & Chang, J. (2019). Team synchrony and collective intelligence: The role of hierarchy and group composition. Paper presented at the annual meeting of the Academy of Management, Boston.

Campbell, E., Chow, R. M. & Aven, B. L. (2018). Gender disparities in sponsorship. Paper presented at the annual meeting of the Academy of Management, Chicago.

Campbell, E., Chow, R. M., & Aven, B. L. (2018). Gender disparities in sponsorship. Paper presented at the Biennial meeting of the International Society for Justice Research, Atlanta.

Chow, R. M., Campbell, E., Bhatia, N. T., & Jun, Sora (2018). Unequal descriptions: The choices and responses of White and Black Americans to descriptions of racial inequality. Paper presented at the annual meeting of the International Association for Conflict Management, Philadelphia.

Campbell, E., Chow, R. M., & Aven, B. L. (2018). Gender disparities in sponsorship. Paper to be presented at the biennial meeting of the Society for the Psychological Study of Social Issues, Pittsburgh.

- Chow, R. M., Campbell, E., & Aven, B. L. (2018). The problem with sponsorship: Gender differences in the effectiveness of sponsors. Paper presented at the biennial meeting of Behavioral Decision Research in Management, Boston.
- Galak, J. & Chow, R. M. (2018). Compensate a little, but punish a lot: Asymmetric routes to restoring justice. Paper presented at the biennial meeting of Behavioral Decision Research in Management, Boston.
- Galak, J. & Chow, R. M. (2018). Compensate a little, but punish a lot: Asymmetric routes to restoring justice. Paper presented at the Judgement and Decision-making preconference at the annual meeting of the Society for Personality and Social Psychology, San Diego.
- Campbell, E. & Chow, R. M. (2017). Testing for gender disparities in sponsorship and mentorship: A call for more research. Paper presented at the annual meeting of the Academy of Management, Atlanta.
- Chow, R. M., Bhatia, N. T., Campbell, E. (2016). How White Americans describe racial inequality. Paper presented at the annual meeting of the Academy of Management, Anaheim.
- Bhatia, N. T. & Chow, R. M. (2016). Framing concession requests in distributive negotiations. Paper presented at the annual meeting of the International Association on Conflict Management, New York.
- Bhatia, N. T. & Chow, R. M. (2015). Framing concession requests in distributive negotiations. Paper presented at the annual meeting of the Academy of Management, Vancouver.
- Mayo, A. T., Woolley, A. W., & Chow, R. M. (2015). Matching Contribution to Expertise: The Effect on Group Decision Making and the Role of Gender Composition. Paper presented at the annual meeting of the Academy of Management, Vancouver.
- Mayo, A. T., Woolley, A. W., & Chow, R. M. (2015). Matching Contribution to Expertise: The Effect on Group Decision Making and the Role of Gender Composition. Paper presented at the annual meeting of INGroup, Pittsburgh, PA.
- Turan, N. T. & Chow, R. M. (2015). How Whites choose to talk about racial inequity, why, and why it matters. Paper presented at the annual meeting of the International Association for Conflict Management, Clearwater, FL.
- Chow, R. M., Lowery, B. S., & Hogan. C. M. (2014). Appeasement: Whites' strategic support for affirmative action policies. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Columbus, OH.
- Chow, R. M., Turan, N., & Weingart, L. R. (2014). Your cost or my benefit? Effects of concession framing on negotiation processes and outcomes. Paper presented at the annual meeting of INGroup, Raleigh, NC.

Chang, J., Chow, R. M., & Woolley, A. W. (2014). High-status but low-performing: Effects of group status on information exchange and group outcome. Paper presented at the annual meeting of INGroup, Raleigh, NC.

Knowles, E. D. & Chow, R. M (2014). Taking race off the table: Agenda setting and support for color-blind public policy. Paper presented at the annual meeting of the International Society for Justice Research, New York, NY.

Knowles, E. D. & Chow, R. M (2014). Hiding the hierarchy: Whites' strategic endorsement of colorblind public policy. Paper presented at the Group Processes and Inter-group Relations pre-conference, annual meeting of the Society for Personality and Social Psychology, Austin, TX.

Chang, J., Chow, R. M., Woolley, A. W. (2013). High-status but low-performing: Effects of group status on information exchange and group outcome. Paper presented at the annual meeting of the Academy of Management, Orlando, FL.

Chang, J., Turan, N., & Chow, R. M. (2013). The desire for extremity: The influence of leader normativeness and inter-group competition on group member support. Paper presented at the annual meeting of INGroup, Atlanta, GA.

Chang, J., Chow, R. M., Woolley, A. W. (2013). High-status but low-performing: Effects of group status on information exchange and group outcome. Paper presented at the annual meeting of the International Association for Conflict Management, Tacoma, WA.

Chang, J., Turan, N., & Chow, R. M. (2013). The desire for extremity: The influence of leader normativeness and inter-group competition on group member support. Paper presented at the annual meeting of the International Association for Conflict Management, Tacoma, WA.

Turan, N. & Chow, R. M., Weingart, L. R. (2013). Your cost or my benefit? Effects of concession framing on negotiation processes and outcomes. Paper presented at the annual meeting of the International Association for Conflict Management, Tacoma, WA.

Chang, J., Chow, R. M., Tiedens, L. Z., & Hogan, C. M. (2012). An aversion to dominance: The effect of newcomer behavioral style on status conferral. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Turan, N. & Chow, R. M. (2012). Your cost or my benefit?: Effects of Concession Presentation on Negotiation Processes and Outcomes. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Lowery, B. S., Chow, R. M., Hogan, C. M. (2012). Appeasement: Pro-hierarchy dominant group members' strategic support for redistributive policies. Paper presented at the annual meeting of the International Association for Conflict Management, South Africa.

- Chow, R. M., Tiedens, L. Z., Chang, J., & Hogan, C. M. (2011). An aversion to dominance: The effect of newcomer behavioral style on status conferral. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Washington, D. C.
- Chow, R. M., Lowery, B. S., & Hogan, C. M. (2010). Appeasement: Pro-hierarchy dominant group members' strategic support for redistributive policies. Paper presented at the bi-annual meeting of the International Society for Justice Research, Banff, Canada.
- Turan, N., & Chow, R. M. (2010). Helping you to help me: The effects of perceptions of help on self-esteem. Work presented at the annual Justice and Morality preconference for the Society of Personality and Social Psychology, Las Vegas, NV.
- Chow, R. M. & Lowery, B. S. (2009). Thanks but no thanks: The role of responsibility in the experience of gratitude. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
- Mullen, E., Zak, S. Chow, R. M., Adams, G. S. (2009). Power influences preferences for retributive and compensatory justice. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
- Chow, R. M., Lowery, B. S., Knowles, E. D., Crosby, J. R., & Unzueta, M. M. (2007). The effect of inequity frames on Whites' group-esteem and policy preferences. Paper presented at Expanding Horizons of Cultural Psychology, APA pre-conference at Stanford University.
- Chow, R. M., Tiedens, L. Z., & Govan, C. (2007). Excluded feelings: The role of anger in responses to social ostracism. Paper presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Chow, R. M., Lowery, B. S., Knowles, E. D., & Unzueta, M. M. (2006) Paying the price for positive group image: How perceptions of inequity affect responses to redistributive social policies. Paper presented at the annual meeting of the Academy of Management, Atlanta, Georgia.
- Lowery, B. S., Chow, R. M., Knowles, E. D., & Unzueta, M. M. (2006) Paying the price for positive group image: How perceptions of inequity affect responses to redistributive social policies. Paper presented at the annual meeting of the International Society of Justice Research, Berlin, Germany.
- Chow, R. M., Lowery, B. S., & Knowles, E. D. (2006) Distancing from dominance: The effect of White privilege on Whites' racial identification. Paper presented at the annual meeting of the International Society of Justice Research, Berlin, Germany.
- Lowery, B. S., Chow, R. M., Knowles, E. D., & Unzueta, M. M. (2006) Paying the price for positive group image: How perceptions of inequity affect responses to redistributive

social policies. Paper presented at the annual meeting of the International Society of Political Psychology, Barcelona, Spain.

Chow, R. M., Lowery, B. S., Unzueta, M. M., & Knowles, E. D. (2005). Does social inequity increase support for affirmative action? Depends on how you look at it. Paper presented at the annual meeting of the Academy of Management, Honolulu, Hawaii.

TEACHING EXPERIENCE

Instructor, "Introduction to Organizational Behavior," Tepper School of Business, Carnegie Mellon University, Fall 2008 to Fall 2011, Fall 2020 to present.

Instructor, "Managing People and Teams," Tepper School of Business, Carnegie Mellon University, Fall 2019 to Fall 2020.

Instructor, "Negotiations," Tepper School of Business, Carnegie Mellon University, Spring 2015 to Spring 2019.

Instructor, "Ethical Leadership," Tepper School of Business, Carnegie Mellon University, Spring 2012 to Summer 2013.

Instructor, "Micro Seminar in Organizational Behavior," Tepper School of Business, Carnegie Mellon University, Fall 2011 to 2015

Co-Instructor, "Workshop in Behavioral Research Methods," Tepper School of Business, Carnegie Mellon University, Fall 2009 to Spring 2010

PROFESSIONAL AFFILIATIONS

- Academy of Management
- Society for Personality and Social Psychology
- Society for Experimental Social Psychology
- International Association for Conflict Management
- International Network of Groups Researchers

PROFESSIONAL SERVICE

- Senior Editor – Organization Science (2022 – present)
- Editorial Board – Academy of Management Discoveries (2021 – present)
- Committee member - Academy of Management OB Division Best Paper Award (2020, 2021, 2022)
- Treasurer – International Society for Justice Research (2014 to 2018)
- Editorial Board – Journal of Experimental Social Psychology (2012 to 2016)
- Committee Member – Making Connection Committee, Organizational Behavior Division of the Academy of Management (2010 to 2014)
- Pre-conference organizer:

- Intergroup Relations and Group Processes (2013). Society for Personality and Social Psychology, New Orleans, LA.
- Groups (2015). Society for Experimental Social Psychology, Denver, CO.
- Ad hoc reviewer – Journal of Personality and Social Psychology, Psychological Science, Journal of Experimental Social Psychology, British Journal of Social Psychology, European Journal of Social Psychology, Emotion and Cognition, Personality and Social Psychology Bulletin, Organizational Behavior and Human Decision Processes, Journal of Applied Psychology: Experimental, Journal of Applied Social Psychology, American Politics Research, Political Behavior, Organization Science

UNIVERSITY SERVICE

- Member, University Faculty Committee on Diversity, Inclusion, and Development (2018 to 2020)
- Member, Tepper Graduate Student Working Group on the Diversity, Equity, and Inclusion Strategic Plan (2019 to 2020)
- Author, Provost-commissioned *Report on Understanding the barriers to diversifying CMU faculty and recommendations for improving diversity: A focus on under-represented minority and female faculty* (2018)
- Member, University Academic Review Board (2014 to present)
- Member, Tepper Masters Educational Affairs Committee (2012 to 2019)
- Member, University Institutional Review Board (2011 to present)
- Member, University Working Group on Doctoral Advising (2018)
- Member, Tepper Building Committee (2014 to 2016)
- Coordinator, Organizational Behavior and Theory Seminar Series (2008-2010, 2012-2014)
- Member, Tepper PhD Committee (2011-2012)
- Member, Tepper Dean Search Committee (2010 to 2011)