

Alice J. Lee

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ACADEMIC POSITIONS

Cornell University, School of Industrial and Labor Relations

Assistant Professor of Organizational Behavior	2019 – present
Faculty Affiliate, Scheinman Institute on Conflict Resolution	2019 – present
Faculty Fellow, Cornell Center for Social Sciences (CCSS)	2024 – 2025

EDUCATION

Columbia University, Graduate School of Business

Ph.D., Management	May 2019
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New York University, Leonard N. Stern School of Business

B.S., Finance, <i>magna cum laude</i>	May 2009
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NON-ACADEMIC POSITIONS

J.P. Morgan Asset Management

Institutional Sales Analyst, <i>New York, NY</i>	2011 – 2013
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Willis Group Holdings

Risk Management Analyst, <i>New York, NY</i>	2009 – 2011
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ACADEMIC PUBLICATIONS

⁺ indicates doctoral student/post-doc collaborator

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (forthcoming). The social relations-approach theory of social hierarchy: Understanding the distinct psychological experiences of status and power. *Psychological Review*.

Lee, A. J., Park, T. Y., & Chang, S. (forthcoming). The implications of pay range transparency on job application preferences and negotiations. *Journal of Applied Psychology*.

Petrowsky, H. M.⁺, Boecker, L., Escher, Y. A., Frech, M.-L., Friese, M., Galinsky, A. D., Gunia, B., Lee, A. J., Schaerer, M., Schweinsberg, M., Soliman, M., Swaab, R., Troll, E. S., Weber, M., & Loschelder, D. D. (2025). The power and peril of first offers in negotiations: A conceptual, meta-analytic, and experimental synthesis. *Organizational Behavior and Human Decision Processes*, 191, 104448.

* authors except first and last in alphabetical order

Hunsaker, D., Zhang, H.⁺, & Lee, A. J. (2025). Beyond propensity: Thresholds, costs, and interventions in negotiation avoidance. *Negotiation and Conflict Management Research*, 18(4), 37-56.

Lee, A. J. & Ames, D. R. (2025). When sellers care about caretakers: Seller attachment shapes who gets to the bargaining table. *Organizational Behavior and Human Decision Processes*, 189, 104420.

- Teichmann, L.⁺, Petrowsky, H. M.⁺, Escher, Y. A.⁺, Lee, A. J., & Loschelder, D. D. (2025). Optimizing counteroffers: How timing and magnitude shape sale prices and impasses in 26 million asynchronous online negotiations. *Group Decision and Negotiation*, 34, 823-848.
- Lee, A. J., Mason, M. F., & Malcomb, C. S.⁺ (2024). Hedging first offers permits assertiveness while lowering risk a partner walks. *Social Psychological and Personality Science*, 19485506241305486.
- Lee, A. J., Mason, M. F., & Malcomb, C. S.⁺ (2022). Beyond cheap talk accounts: A theory of politeness in negotiations. *Research in Organizational Behavior*, 41, 100154. (Published in 2021 issue)
- Anicich, E. M., Lee, A. J., & Liu, S (2021). Thanks, but no thanks: Unpacking the relationship between power and gratitude. *Personality and Social Psychology Bulletin*, 48(7), 1005-1023.
- Lee, A. J., Loschelder, D. D., Schweinsberg, M., Mason, M. F., & Galinsky, A. G. (2018). Too precise to pursue: How precise first offers create barriers-to-entry in negotiations and markets. *Organizational Behavior and Human Decision Processes*, 148, 87-100.
- Schaerer, M., Lee, A. J., Galinsky, A. D., & Thau, S. (2017). Contextualizing social power research within organizational behavior. In D. L. Ferris, R. E. Johnson, & C. Sedikides (Eds.), *The Self at Work: Fundamental Theory and Research* (Organizational Frontiers Series of the Society for Industrial and Organizational Psychology, pp. 194-221). Routledge.
- Lee, A. J. & Ames, D. R. (2017). “I can’t pay more” versus “It’s not worth more”: Divergent effects of constraint and disparagement rationales in negotiations. *Organizational Behavior and Human Decision Processes*, 141, 16-28.
- Ames, D. R., Lee, A. J., & Wazlawek, A. S. (2017). Interpersonal assertiveness: Inside the balancing act. *Social and Personality Psychology Compass*, 11(6), e12317.
- Galinsky, A. D., & Lee, A. J. (2016). When perspective-takers turn unethical. In J. P. Forgas, L. Jussim, & P. A. M. Van Lange (Eds.), *The Social Psychology of Morality* (pp. 126-138). Routledge.
- Kuwabara, K., Yu, S., Lee, A. J., & Galinsky, A. D. (2016). Status decreases dominance in the west but increases dominance in the east. *Psychological Science*, 27(2), 127-137.
- Ames, D. R. & Lee, A. J. (2015). Tortured beliefs: How and when prior support for torture skews the perceived value of coerced information. *Journal of Experimental Social Psychology*, 60, 86-92.
- Mason, M. F., Lee, A. J., Wiley, E. A., & Ames, D. R. (2013). Precise offers are potent anchors: Conciliatory counteroffers and attributions of knowledge in negotiations. *Journal of Experimental Social Psychology*, 49, 759-763.

UNDER REVIEW OR REVISION

⁺ indicates doctoral student/post-doc collaborator

- Escher, Y. A.⁺, Petrowsky, H. M.⁺, Curhan, J. R., Lee, A. J., Stoeckli, P. L., Elfenbein, H. A., & Loschelder, D. D. Negotiator Personality and Performance: Expert Forecasts versus Data from Repeated Bargaining. Under review at *Management Science*.
- Mittal, A.⁺, Boland, K. F.⁺, Nguyen, C.⁺, Lee, A. J., & Mason, M. F. When “soft” speech isn’t a liability: Hedging buffers the interpersonal penalties of assertiveness for women without financial costs. Under review at *Journal of Applied Psychology*.
- Escher, Y. A.⁺, Oomen, D., Petrowsky, H. M.⁺, Neumann, M., Boecker, L., Lee, A. J., Genschow, O., & Loschelder, D. D. Bridging Arousal and Attraction in (Virtual) Reality: A Registered Replication Report and Extension of Dutton & Aron (1974). Under review at *Nature Communications*.

SELECTED WORKING PAPERS

⁺ indicates doctoral student/post-doc collaborator

Lee, A. J., Li, H., Hays, N. A., & Galinsky, A. D. The power to leverage your power: How social power affects the use of negotiation-specific power. Working manuscript.

Ames, D. R. & Lee, A. J. Cheap shots and fair points: Egocentric perceptions of rationales in bargaining—and the potential impact of perspective-taking. Working manuscript.

Anicich, E. M., Osborne, M. R., & Lee, A. J. The nature and consequences of social status forecasting errors at work. Working manuscript.

Townsend, C. H.⁺ & Lee, A. J. Playing the odds: Gender, stereotypes, and who gets to negotiate. Data collection.

Lee, A. J. & Mason, M. F. The post-decision affirmation (PDA) effect: The interpersonal benefits of closing negotiations with affirmative comments. Data collection.

OTHER PUBLICATIONS

Anicich, E. M. & Lee, A. J. (2022). [Research: More Powerful People Express Less Gratitude](#). *Harvard Business Review*, April 25.

Anicich, E. M. & Lee, A. J. (2021). [Two Words that Rarely Travel Down the Hierarchy: Thank You!](#) Society for Personality and Social Psychology's *Character & Context* Blog, December 6.

INVITED PRESENTATIONS

Cornell University, M&O Research Camp (2024)

Cornell University, BEDR seminar series (2021)

University of California, Los Angeles, Anderson School of Management (2018)

Georgetown University, McDonough School of Business (2018)

Harvard University, Harvard Business School (2018)

Emory University, Goizueta Business School (2018)

Cornell University, ILR School (2018)

Deming Center for Quality, Productivity, and Competitiveness, Columbia University (2018)

CONFERENCE PRESENTATIONS

The Implications of Pay Range Transparency on Job Application Preferences and Negotiations
International Conference on Compensation, Motivation, and Performance (2026)

The Social Relations-Approach Theory of Social Hierarchy: Understanding the Distinct Psychological Experiences of Status and Power (Symposium)
International Association of Conflict Management (2025)

The Negotiator Personality: Expert Predictions vs. Data-Driven Insights From Higher-Order Latent Modeling

International Association of Conflict Management (2025)

Playing the Odds: Gender, Stereotypes, and Who Gets to Negotiate (Symposium)

International Association of Conflict Management (2025)

When Sellers Care about Caretakers: Seller Attachment Shapes Who Gets to the Bargaining Table (Symposium)

Academy of Management (2025)

The Gendered Implications of Pay Range Transparency on Job Applications and Negotiations (Co-Author: Park, T. Y.)

Academy of Management (2024)

Redefining Gender Dynamics in Negotiation: Emerging Research and Implications (Symposium)

International Association of Conflict Management (2024)

The Caretaker Effect: The Caretaker Effect: How Seller Attachment Shapes Who Gets to the Bargaining Table and How (Co-Author: Ames, D. R.)

International Association of Conflict Management (2024)

Bold but not Brash: The Benefits of Hedging Assertive Offers in Negotiations. (Co-Authors: Mason, M. F., Malcomb, C. S.)

International Association of Conflict Management (2023)

The Power to Leverage Your Power: How Social Power Affects the Use of Negotiation-Specific Power. (Co-Authors: Li, H., Hays, N. A., Galinsky, A. D.)

Academy of Management (2022)

The First Step is Always the Hardest: Barriers to Initiating Negotiations are not the Exception but the Norm (Co-Authors: Hunsaker, D., Zhang, H.)

International Association of Conflict Management (2021)

Disparagement Backlash and Caretaker Advantage: How Attachment Shapes Reactions to Accounts in Negotiations. (Co-Author: Ames, D. R.)

International Association of Conflict Management (2018)

Too Precise to Pursue: How Precise First Offers Create Barriers-to-Entry in Negotiations and Markets. (Co-Author: Loschelder, D. D., Schweinsberg, M., Mason, M. F., Galinsky, A. D.)

Academy of Management (2017)

“I can’t pay more” versus “It’s not worth more”: Divergent effects of constraint and disparagement rationales in negotiations. (Co-Author: Ames, D. R.)

European Association of Social Psychology (Co-chaired Symposium, 2017)

International Association of Conflict Management (Co-chaired Symposium, 2017)

International Association of Conflict Management (2016)

The Social Integration Theory of Status: Understanding the Psychological Experience of Status. (Co-Authors: Hays, N., Blader, S. L., Galinsky, A. D.)
Society of Experimental Social Psychology (2016)

Precision and Anchor Potency: Attributions of Knowledge in Negotiations. (Co-Authors: Mason, M. F., Wiley, L. A., Ames, D. R.)
Academy of Management Annual Meeting (2014)
International Association for Conflict Management (2014)
Society for Personality and Social Psychology Annual Meeting (2014)
Management Talk Series, Haas Business School (2013)

Tortured beliefs: Prior support for torture skews judgments of the intelligence payoff from coerced information. (Co-Authors: Ames, D. R.)
Trans-Atlantic Doctoral Conference (2015)

From Glue to Gasoline: How the Same Processes That Normally Bind People Together, Tear Them Apart During Competition. (Co-Authors: Galinsky A. D., Swaab, R., Kilduff, G.)
Society for Personality and Social Psychology Annual Meeting (2015)

The Unethical Perspective-Taker (Co-Authors: Galinsky A. D.)
Sydney Symposium of Social Psychology (2015)

AWARDS & HONORS

2025	ILR WIDE Fast Grant
2025	PCCW Frank H.T. Rhodes Leadership Grant and Mission Grant
2024	ILR WIDE Fast Grant
2024-25	Cornell Center for Social Sciences (CCSS) Faculty Fellow
2020	Nominated for MacIntyre Award for Exemplary Teaching and Advising
2017-18	Deming Center Doctoral Research Fellowship
2017	IACM DRRC Merit Based Student Award
2013-18	Graduate Student Fellowship, Columbia Business School
2013	Chazen Institute of International Business Grant
2007-09	Dean's List, New York University
2007	The Irvine Foundation Endowed Scholarship
2005-07	Dean's List, Occidental College
2005-06	Occidental Achievement Scholarship
2006	Carnation Foundation Scholarship

TEACHING EXPERIENCE

COURSES TAUGHT

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2025, Average rating: 4.9/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2024, Average rating: 5.0/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2024, Average rating: 5.0/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2023, Average rating: 4.9/5.0)

Managerial Negotiations (Undergraduate Course), ILR School, Cornell University
Instructor (Spring 2023, Average rating: 4.9/5.0)

Managerial Negotiations (Undergraduate Course), ILR School, Cornell University
Instructor (Spring 2023, Average rating: 5.0/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2022, Average Rating: 4.8/5.0)

Managerial Negotiations (Undergraduate Course), ILR School, Cornell University
Instructor (Spring 2022, Average Rating: 4.9/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2022, Average Rating: 4.8/5.0)

Organizational Behavior Workshop, ILR School, Cornell University
Co-organizer (Fall 2021)

Managerial Negotiations (Undergraduate Course), ILR School, Cornell University
Instructor (Spring 2021, Average Rating: 5.0/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2021, Average Rating: 4.8/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Fall 2020, Average Rating: 4.9/5.0)

Negotiation & Conflict Resolution (Undergraduate Course), ILR School, Cornell University
Instructor (Spring 2020, Average Rating: 4.9/5.0)

Managerial Negotiations (Master's Course), ILR School, Cornell University
Instructor (Spring 2020, Average Rating: 4.9/5.0)

Cross-Cultural Seminar (MBA Course), Columbia Business School, Columbia University
Instructor (Summer 2018, Rating N/A)

WORKSHOPS AND GUEST LECTURING

Guest Lecture, Network for Teaching Entrepreneurship
Cornell ILR, Summer 2025

Guest Lecturer, Labor Relations Seminar
SKK (Sungkyunkwan) Business School, Spring 2025

Guest Lecturer, ILROB 7210 (Micro Organizational Behavior)
Cornell ILR, Fall 2021

Guest Lecturer, ILRID 7570 (The Enterprise of Social Science Research)
Cornell ILR, Fall 2021

Guest Lecturer, NRE 5170 (PhD Seminar in Organizational Behavior)
Cornell Johnson, Spring 2021

Workshop, “Negotiating Job Offers”
Department of Cardiology, New York-Presbyterian Hospital, Spring 2016

Guest Lecturer, “Opening Acts: The Science of Getting Started”
Managerial Negotiations (two sections; MBA Course), Fall 2016

Guest Lecturer, “Opening Acts: The Science of Getting Started”
Managerial Negotiations (two sections; MBA Course), Fall 2015

TEACHING FELLOW

Negotiations Fellow, Columbia Business School (2014-2017)

Head Teaching Assistant, Leadership Development, Columbia Business School (2015-2016)

TEACHING ASSISTANT

Managerial Negotiations (MBA Course), Columbia Business School
Teaching Assistant (10 sections, 2013-2018)

Managerial Negotiations (EMBA Course), Columbia Business School
Teaching Assistant (5 sections, 2012-2014)

Leadership Development (MBA Course), Columbia Business School
Teaching Assistant (6 sections, 2013-2017)

SELECTED MEDIA MENTIONS

Wall Street Journal: [Asking for a Raise? Avoid Round Numbers](#)

Forbes: [A Quick Trick For Getting A Big Raise](#)

NPR: [Next Time You Ask For A Raise, You Might Want To Round Up](#)

The New Yorker: [The psychological research that helps explain the election](#)

TIME: [Revealed: The One Big Secret to Successful Hagglng](#)

Business Insider: [How Precision Makes You A Better Negotiator](#)

CNN: [A numbers game: How to negotiate a better salary](#)

Wall Street Journal: At Work: [How to Score a Higher Salary](#)

CBS News: [Good Question: How Much Do Numbers Matter In Negotiating?](#)

Quartz: [When it comes to salary negotiations, ask for a precise number](#)

Cornell Chronicle: [Softened phrasing helps make deals, research reveals](#)

Dispute Resolution Magazine*: [Research Insights](#)

**This issue of the Magazine was mailed to more than 5,000 members of the ABA Section of Dispute Resolution and made available in digital format to more than 12,000 members.*

PROFESSIONAL AFFILIATIONS

Academy of Management

International Association for Conflict Management

Society for Judgment and Decision Making

Society for Personality and Social Psychology

Eggimann Stöckli & Partner (serving on Advisory Board)

Cornell Center for Social Sciences (serving as Faculty Fellow)

Cornell Center for Applied Research on Work (serving as Faculty Fellow)

Cornell ILR Workplace Inclusion and Diversity Education (serving as Faculty Fellow)

SERVICE

AD-HOC REVIEWER

Organizational Behavior and Human Decision Processes (OBHDP)

Journal of Experimental Social Psychology (JESP)

Organization Science

Personality and Social Psychology Bulletin (PSPB)

Social Psychological and Personality Science (SPPS)

Group Decision and Negotiation

Journal of Social Psychology

Journal of Economic Psychology

Academy of Management Annual Meeting

International Association for Conflict Management

PHD/MASTERS COMMITTEES

Claire Sandman Malcomb, Cornell ILR, Committee Member

Nicole Thio, Cornell ILR, Committee Co-Chair

Mary Ross, Cornell SCJCB, Committee Member

Yannik Escher, Leuphana University, Committee Member

Lars Teichmann, Leuphana University, Committee Member

SCHOOL/UNIVERSITY SERVICE

Faculty Affiliate, Scheinman Institute on Conflict Resolution (2019-present)

Computing Committee, member, ILR (2020-24)

Psychology of Work Subcommittee, member, ILR (2019-20)

Committee on Teaching Reactivation Options (C-TRO) Subcommittee, member (2020)