Alice J. Lee

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alicejlee@cornell.edu

ACADEMIC POSITIONS

Cornell University, School of Industrial and Labor Relations

Associate Professor of Organizational Behavior (with tenure)	2026 – present
Assistant Professor of Organizational Behavior	2019 – 2026
Faculty Affiliate, Scheinman Institute on Conflict Resolution	2019 – present

EDUCATION

Columbia University, Graduate School of Business

Ph.D., Management — May 2019

New York University, Leonard N. Stern School of Business

B.S., Finance, *magna cum laude* — May 2009

NON-ACADEMIC POSITIONS

J.P. Morgan Asset Management

Institutional Sales Analyst, *New York, NY* — 2011 – 2013

Willis Group Holdings

Risk Management Analyst, *New York, NY* — 2009 – 2011

ACADEMIC PUBLICATIONS

[+] indicates doctoral student/post-doc collaborator

Lee, A. J., Mason, M. F., & Ames, D. R. (forthcoming). Journey to the Bargaining Table: Signaling, Seeking, and Screening. *Current Opinion in Psychology*.

Hays, N. A., Lee, A. J., Blader, S. L., & Galinsky, A. D. (2026). 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. (2026). 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.

- Winner of the NCMR Article of the Year Award, 2026

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

Di Stasi, M., Lee, A. J., & Quoidbach, J. Tone Depends on the Ask: Request Magnitude Moderates the Effectiveness of Communication Tone in Distributive Negotiation. R&R at *Management Science.*

Escher, Y. A.[+], Petrowsky, H. M.[+], Curhan, J. R., Lee, A. J., Stoeckli, P. L., Elfenbein, H. A., & Loschelder, D. D. Personality Predictors of Negotiation Performance: Evidence from Repeated Bargaining and Expert Forecasts. R&R at *Journal of Organizational Behavior.*

Strauch, A., Petrowsky, H. M., Escher, Y. A., Lee, A. J., & Loschelder, D. D. Invisible Influence: How and Why Ghost Negotiators Shape Opponents' Emotions, Perceptions and Value Claiming. R&R at *Group Decision and Negotiation*.

Petrowsky, H. M., Escher, Y. A., Lee, A. J., Ames, D. R.., & Loschelder, D. D. "I'm Asking This Price Because…": When Negotiation Rationales Win Concessions but Cost the Relationship. Under review at *Organizational Behavior and Human Decision Processes*.

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.

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. 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, J. J., Lee, A. J., Anicich, E. M. The informational role of analyst question type in earnings conference calls. Data collection.

Ross, M. R. & Lee, A. J. When modesty backfires: Deflecting compliments undermines recognition and support. 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

Lee, A. J., Park, T. Y., & Chang, S. (2026). Posting a Wide Salary Range Can Deter Women from Applying. *Harvard Business Review*, February 24.

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 Social Relations-Approach Theory of Social Hierarchy: Understanding the Distinct Psychological Experiences of Status and Power (Symposium)
Academy of Management (2026)

When Modesty Backfires: Deflecting Compliments Undermines Recognition and Support (Symposium)
International Association of Conflict Management (2026)
Academy of Management (2026)

Tone Depends on the Ask
International Association of Conflict Management (2026)

Making Sense of Persuasion: A Taxonomy of Negotiation Rationales and Their Relational and Economic Consequences
International Association of Conflict Management (2026)

Team Negotiation Success: Comparing Additive, Extreme-Member, and Configurational Composition Models
International Association of Conflict Management (2026)

Playing the Odds: Gender, Stereotypes, and Who Gets to Negotiate (Symposium)
European Association of Social Psychology (2026)

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: 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

2026	Cornell Center for Social Sciences (CCSS) Grant
2026	ILR WIDE Fast Grant
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 AND ADVISING

COURSES

CORNELL UNIVERSITY, ILR SCHOOL

Managerial Negotiations (ILROB 4795, Undergraduate)	2020 – present
Managerial Negotiations (ILROB 5790, Master's)	2020 – present
Managerial Negotiations (EMHRM)	2026
Organizational Behavior Workshop (ILROB 9200, Ph.D.), Co-organizer	2021

COLUMBIA BUSINESS SCHOOL

Cross-Cultural Seminar (MBA), Instructor	2018
Negotiations Fellow	2014 – 2017
Managerial Negotiations (MBA and EMBA), Teaching Assistant	2012 – 2018

Leadership Development (MBA), Teaching Assistant and Head TA 2013 – 2017

WORKSHOPS AND GUEST LECTURING

Labor Relations Seminar, SKK (Sungkyunkwan) Business School 2025, 2026
Network for Teaching Entrepreneurship, Cornell ILR 2025
Micro Organizational Behavior (ILROB 7210), Cornell ILR 2021
The Enterprise of Social Science Research (ILRID 7570), Cornell ILR 2021
PhD Seminar in Organizational Behavior (NRE 5170), Cornell Johnson 2021
"Negotiating Job Offers," Department of Cardiology, New York-Presbyterian Hospital (workshop) 2016
"Opening Acts: The Science of Getting Started," Managerial Negotiations (MBA), Columbia Business School 2015, 2016

ADVISING

Nicole Thio, Cornell ILR, Committee Co-Chair
Claire Sandman Malcomb, Cornell ILR, Committee Member
Mary Ross, Cornell SCJCB, Committee Member
Yannik Escher, Leuphana University, Committee Member
Lars Teichmann, Leuphana University, Committee Member

SELECTED MEDIA MENTIONS

Forbes: Women Aren't Bad Negotiators. The System is Working Against Them

Marketplace Morning Report: When pay transparency isn't so transparent

Fast Company: Women are less likely to apply for jobs with a huge pay range. Here's what companies can do about it

Business Insider: Workplace fairness laws are making work less fair

HR Brew: Broad pay ranges may hurt an employer's chance of recruiting female talent

Wall Street Journal: Asking for a Raise? Avoid Round Numbers

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 Haggling

Forbes: A Quick Trick For Getting A Big Raise

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)

Korean Association of Negotiation Studies (serving on International 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

SCHOOL/UNIVERSITY SERVICE

Undergraduate Admissions Committee, member, ILR (2026-present)
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)