

ELIZABETH BAILY WOLF

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EDUCATION

Harvard Business School, Boston, MA Expected May 2017
Ph.D., Organizational Behavior
Concentration: Psychology/Micro OB
Dissertation: Emotion as performance feedback: (Mis)Inferring work quality from evaluators' affect
Committee: Robin Ely and Amy Cuddy (co-chairs), Michael Norton, Alison Wood Brooks

Connecticut College, New London, CT May 2010
B.A., *summa cum laude* with Honors
Majors: Psychology; Hispanic Studies
Certificate: International Studies
Thesis: The lioness, the witch, and her wardrobe: Cross-cultural perceptions of professional women dressed in masculine or feminine attire

RESEARCH INTERESTS

Social perception, Emotion, Nonverbal behavior, Stereotyping, Prejudice, Gender, Performance feedback, Self-assessment, Evaluative concerns, Cross-cultural psychology, Social hierarchy

JOURNAL ARTICLES

Wolf, E. B., Lee, J. J., Sah, S., & Brooks, A. W. (2016). Managing perceptions of distress at work: Reframing emotion as passion. *Organizational Behavior and Human Decision Processes*, 137, 1-12.
doi:10.1016/j.obhdp.2016.07.003

Holland, E., **Wolf, E. B.**, Looser, C., & Cuddy, A. J. C. (2016). Visual attention to powerful postures: People reflexively avert their gaze from nonverbal dominance displays. *Journal of Experimental Social Psychology*, 68, 60-67. doi:10.1016/j.jesp.2016.05.001.

Cuddy, A. J. C., **Wolf, E. B.**, Glick, P., Crotty, S., Chong, J., & Norton, M. (2015). Men as cultural ideals: Cultural values moderate gender stereotype content. *Journal of Personality and Social Psychology*, 109(4), 622-635. <http://dx.doi.org/10.1037/pspi0000027>.

INVITED ARTICLES AND CHAPTERS

Wolf, E. B. & Glick, P. (2016). Competent but cold: Envy and the Stereotype Content Model. In Merlone, U., Duffy, M. K., & Smith, R. H. (Eds.), *Envy at Work and in Organizations*. Oxford University Press.

Cuddy, A. J. C., & **Wolf, E. B.** (2013). Prescriptions and punishments for working moms: How race and work status affect judgments of mothers. In R. Ely & A. J. Cuddy (Eds.), *Gender & Work: Challenging Conventional Wisdom* (pp. 35-42). Boston, MA: Harvard Business School Press.

WORK IN PROGRESS

Wolf, E. B., Emotion as performance feedback: (Mis)Inferring work quality from evaluators' affect.

Wolf, E. B. & Ely, R., Do women receive less informal performance feedback than men?

Levine, E., **Wolf, E. B.**, & Babcock, L., How do recommender and candidate gender influence beliefs about the credibility of recommendations?

Wolf, E. B. & Barasz, K., Fact or feeling? Individuals underestimate the value of disclosing their emotions.

Wolf, E. B., Johnson, L., & Moss-Racusin, C., Can passion attributions ameliorate backlash against successful women?

Wolf, E. B. & Cuddy, A. J. C., Face touching, power, and empathy.

Ely, R., **Wolf, E. B.**, Ramarajan, L., & Mozgai, S., Intention matters: Evaluative concerns hinder leadership performance.

PRESENTATIONS

PAPER PRESENTATIONS

Wolf, E. B., Sah, S., & Brooks, A. W. (2016). Managing Perceptions of Distress at Work: Reframing Emotion as Passion. *Annual Meeting of the Academy of Management*. Anaheim, CA.

Wolf, E. B. (2016). Emotion as performance feedback: (Mis)Inferring work quality from the evaluator's affect. *Annual Meeting of the International Association for Conflict Management*. New York, NY.

Wolf, E. B., Sah, S., & Brooks, A. W. (2015). Passion and Suppression: Managing perceptions of distress at work. *Annual Meeting of the International Association for Conflict Management*. Tampa, FL.

Wolf, E. B., Lee, J.J., Sah, S., & Brooks, A. W. (2014). I'm just passionate: Attributing emotional displays to passion versus emotionality. *Annual Meeting of the International Association for Conflict Management*. Leiden, The Netherlands.

Baily, E. J. (2010). The lioness, the witch, and her wardrobe: Spaniards' and Americans' perceptions of the competence and warmth of professional women dressed in masculine or feminine attire. *Annual Psychology Department Conference*. Connecticut College, New London, CT.

Baily, E. J. (2008). Professional hair: Does a bias exist against curly hair in the workplace? *Annual Psychology Department Conference*. Connecticut College, New London, CT.

POSTER PRESENTATIONS

Cuddy, A. J. C., **Wolf, E. B.**, Glick, P., & Norton, M. (2014). Men as cultural ideals: How culture shapes the content of gender stereotypes. Poster presented at the 15th *Annual Conference for the Society of Personality and Social Psychology*, Austin, TX.

Baily, E. J., & Cuddy, A. J. C. (2012). Visual attention to power posers: People avert their gaze from nonverbal displays of power. Poster presented at the 9th *Biennial Society for the Psychological Study of Social Issues Convention*, Charlotte, NC.

Baily, E. J., Devlin, A. S., & Chrisler, J. C. (2011). The lioness, the witch, and her wardrobe: Spaniards' and Americans' perceptions of professional women dressed in masculine or feminine attire. Poster presented at the *American Psychological Association Annual Convention*, Washington D.C.

Chrisler, J. C., Gorman, J. A., Abacherli, N. C., McLean, M. C., **Baily, E. J.**, Almond, A. L., & Versace, J. L. (2011). Taming the natural body: Gender and stigma by association. Poster presented at the *Annual Conference of The Association for Women in Psychology*, Philadelphia, PA.

AWARDS, HONORS, AND SCHOLARSHIPS

AOM Organizational Behavior Doctoral Consortium Department Nominee, Harvard Business School, Boston, MA	August 2015
Phi Beta Kappa Graduate Student Scholarship Delta Chapter, Phi Beta Kappa, Connecticut College, New London, CT	July 2011
Honorary Undergraduate Scholar Award New England Psychological Association	July 2010
Selected Scholar , 3-year Certificate Program <i>The Toor Cummings Center for International Studies and the Liberal Arts</i> Connecticut College, New London, CT	Certificate received May 2010
Honors with distinction in major , Psychology, Connecticut College	May 2010
Distinction in major , Hispanic Studies, Connecticut College	May 2010
Dean's High Honors , Connecticut College	Fall 2006-Spring 2010
Independent Travel Research Grant <i>The Toor Cummings Center for International Studies and the Liberal Arts</i> Connecticut College, New London, CT	April 2009

TEACHING

Executive Education, Tsinghua University's Women of Distinction Program Harvard Education Consulting , Cambridge, MA <i>Developer and Instructor</i>	Winter 2014
Executive Education/Leadership Workshop US China Cultural Exchange Foundation , Cambridge, MA <i>Developer and Instructor</i>	Fall 2014
Youth Leadership Workshop US China Cultural Exchange Foundation , Cambridge, MA <i>Developer and Instructor</i>	Summer 2014-present
Executive Education for Women Women at Encore , San Diego, CA <i>Co-developer and Session Instructor</i>	Fall 2013
The Behavioral Insights Group; The Cuddy Lab Harvard College , Cambridge, MA <i>Undergraduate Research Mentor</i>	Fall 2011-present

Psychological Statistics, Psychology Department
Connecticut College, New London, CT
Teaching Assistant/Lab Instructor

ADDITIONAL INFORMATION

Languages: Native English; Fluent Spanish; A1 German

Citizenships: United States; United Kingdom

Affiliations: Academy of Management, Harvard Business School Gender Initiative, International Association for Conflict Management, Phi Beta Kappa, Psi Chi, Society for Personality and Social Psychology

Ad Hoc Reviewer: Personality and Social Psychology Bulletin; Work and Occupations; Basic and Applied Social Psychology; International Journal of Psychology

REFERENCES

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APPENDIX: RESEARCH ABSTRACTS

Wolf, E. B., Lee, J. J., Sah, S., & Brooks, A. W. (Forthcoming). Managing perceptions of distress at work: Reframing emotion as passion. *Organizational Behavior and Human Decision Processes*.

Expressing distress at work can have negative consequences for employees: observers perceive employees who express distress as less competent than employees who do not. Across five experiments, we explore how reframing a socially inappropriate emotional expression (distress) by publicly attributing it to an appropriate source (passion) can shape perceptions of, and decisions about, the person who expressed emotion. In Studies 1a-c, participants viewed individuals who reframed distress as passion as more competent than those who attributed distress to emotionality or made no attribution. In Studies 2a-b, reframing emotion as passion shifted interpersonal decision making: participants were more likely to hire job candidates and choose collaborators who reframed their distress as passion compared to those who did not. Expresser gender did not moderate these effects. Results suggest that in cases when distress expressions cannot or should not be suppressed, reframing distress as passion can improve observers' impressions of the expresser.

Holland, E., Wolf, E. B., Looser, C., & Cuddy, A. J. C. (In press). Visual attention to powerful postures: People reflexively avert their gaze from nonverbal dominance displays. *Journal of Experimental Social Psychology*.

This paper investigates whether humans avert their gaze from individuals engaging in nonverbal displays of dominance. Although past studies demonstrate that both humans and nonhuman primates direct more visual attention to high-status others than low-status others, non-human primates avert their gaze when high-status conspecifics engage in nonverbal dominance displays (e.g., chest pounding). In two experiments, participants were eye-tracked while viewing photographs of men and women adopting either dominant, high-power (i.e., expansive and open) or submissive, low-power (i.e., contractive and closed) nonverbal postures. Results demonstrated that humans, like primates, avert their gaze from the faces and upper bodies of individuals displaying dominance compared to those displaying submissiveness. Not only did participants look less often at the faces and upper bodies of dominance-displaying individuals, they also fixated on these regions for shorter durations. Our findings ultimately suggest that nonverbal dominance displays influence humans' visual attention in ways that are likely to shape how social interactions unfold.

Wolf, E. B. & Glick, P. (2016). Competent but cold: Envy and the Stereotype Content Model. In Merlone, U., Duffy, M. K., & Smith, R. H. (Eds.), *Envy at Work and in Organizations*. Oxford University Press.

This chapter focuses on stereotypes about and typical behavior toward members of envied groups. It summarizes the theoretical principles of the Stereotype Content Model (SCM) and the Behaviors from Intergroup Affect and Stereotypes (BIAS) map and describes how these theories relate to intergroup envy in organizations. The SCM proposes that people perceive both individuals and groups along two dimensions: competence (determined by status) and warmth (determined by competition for resources). High-status, competitive groups are seen as highly competent, but lacking warmth. These competent but cold groups tend to be envied. Envy often elicits passive facilitation (e.g., tolerating business exchange), but has an undercurrent of resentment. Therefore, envy may also elicit active harm (e.g., harassing, looting). Envious stereotypes can influence perceptions of individuals within organizations (e.g., Asian American or female professionals) and of organizations themselves (e.g., for-profit organizations, luxury brands).

Cuddy, A. J. C., Wolf, E. B., Glick, P., Crotty, S., Chong, J., & Norton, M. (2015). Men as cultural ideals: Cultural values moderate gender stereotype content. *Journal of Personality and Social Psychology, 109*(4), 622-635. <http://dx.doi.org/10.1037/pspi0000027>.

Four studies tested whether cultural values moderate the content of gender stereotypes, such that male stereotypes more closely align with core cultural values (specifically, individualism vs. collectivism) than do female stereotypes. In Studies 1 and 2, using different measures, Americans rated men as less collectivistic than women, whereas Koreans rated men as more collectivistic than women. In Study 3, bicultural Korean Americans who completed a survey in English about American targets rated men as less collectivistic than women, whereas those who completed the survey in Korean about Korean targets did not, demonstrating how cultural frames influence gender stereotype content. Study 4 established generalizability by reanalyzing Williams and Best's (1990) cross-national gender stereotype data across 26 nations. National individualism–collectivism scores predicted viewing collectivistic traits as more—and individualistic traits as less—stereotypically masculine. Taken together, these data offer support for the cultural moderation of gender stereotypes hypothesis, qualifying past conclusions about the universality of gender stereotype content.

Cuddy, A. J. C., & Wolf, E. B. (2013). Prescriptions and punishments for working moms: How race and work status affect judgments of mothers. In R. Ely & A. J. Cuddy (Eds.), *Gender & Work: Challenging Conventional Wisdom* (pp. 35-42). Boston, MA: Harvard Business School Press.

Past research demonstrates that people doubt the commitment and competence of White working mothers compared to women without children or working fathers. In this chapter, we review the past literature on the motherhood penalty and report results from three new studies. We find that people also doubt the commitment and competence of White working mothers at home: participants rated White mothers who work as less committed parents than White mothers who stay-at-home. However, these results reversed for Black mothers: participants rated Black mothers who stay-at-home as less committed parents than Black mothers who work. Further, participants rated White mothers as significantly less hardworking if they worked outside the home than if they stayed home with their children, and Black mothers who stayed home as significantly less hardworking than White mothers who stayed home. Results suggest that race and work status (i.e., professional versus stay-at-home) interact to influence perceptions of and prescriptions for mothers.