

# LISA L. SHU

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## **EDUCATION**

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### **HARVARD BUSINESS SCHOOL**

*Ph.D., Organizational Behavior and Psychology, expected May 2012*

Advisors and Dissertation Co-Chairs: Max H. Bazerman and Daniel T. Gilbert

Dissertation Committee Members: Francesca Gino and Michael I. Norton

### **HARVARD COLLEGE**

*A.B., Economics and Psychology, June 2006*

Senior Thesis Advisors: Carey K. Morewedge and Sendhil Mullainathan

Thesis Committee Members: Max H. Bazerman, Daniel T. Gilbert, and David I. Laibson

## **RESEARCH INTERESTS**

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I study the antecedents and consequences of ethical decision-making, through exploring basic phenomena in the laboratory and examining their impact in organizations.

## **JOURNAL PUBLICATIONS**

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Milkman, K. L., Mazza, M. C., Shu, L.L., Tsay, C., & Bazerman, M. H. Policy bundling to overcome loss aversion: A method for improving legislative outcomes. *Organizational Behavior and Human Decision Processes*. In press.

Shu, L. L., Gino, F., & Bazerman, M. H. (2011). Dishonest deed, clear conscience: When cheating leads to moral disengagement and motivated forgetting. *Personality and Social Psychology Bulletin*, 37(3), 330-349.

Bazerman, M. H., Gino, F., Shu, L. L., & Tsay, C. (2011). Joint evaluation as a real-world tool for managing emotional assessments of morality. *Emotion Review*, 3(3), 290-292.

Gino, F., Shu, L. L., & Bazerman, M. H. (2010). Nameless + harmless = blameless: When seemingly irrelevant factors influence judgment of (un)ethical behavior. *Organizational Behavior and Human Decision Processes*, 111(2), 102-115.

Morewedge, C. K., Shu, L. L., Gilbert, D. T., & Wilson, T. D. (2009). Bad riddance or good rubbish? Ownership and not loss aversion causes the endowment effect. *Journal of Experimental Social Psychology*, 45, 947-951.

## **MANUSCRIPTS UNDER REVIEW**

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Shu, L. L., & Gino, F. Sweeping dishonesty under the rug: How unethical actions lead to moral forgetting. (Conditionally accepted, pending minor specific revisions, *Journal of Personality and Social Psychology*)

Shu, L. L., Mazar, N., Gino, F., Ariely, D., & Bazerman, M. H. Curtailing Fraud: One Signature at a Time. (Manuscript under review)

## **ADDITIONAL PUBLICATIONS**

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Shu, L. L., & Bazerman, M. H. (2011). Cognition and Decision Making. In Bansal, P., & Hoffman, A. J., (Eds.), *Oxford Handbook of Business and the Environment*, Oxford: Oxford University Press.

Shu, L. L., Gino, F., & Bazerman, M. H. (2011). Ethical Discrepancy: Changing Our Attitudes to Resolve Moral Dissonance. In De Cremer, D., & Tenbrunsel, A. E. (Eds.), *Behavioral Business Ethics: Ideas on an Emerging Field*, London: Taylor & Francis Publishing.

Shu, L. L., Tsay, C., & Bazerman, M. H. (2011). Cognitive, Affective, and Special-interest Barriers to Policy Making. In Krueger, J. I. (Ed.), *Frontiers of Psychology: Social Judgment and Decision Making*, London: Psychology Press.

Tsay, C., Shu, L. L., & Bazerman, M. H. (2011). Naiveté and Cynicism in Negotiations and Other Competitive Contexts. *Academy of Management Annals*, 5, 495-518.

Let's Go: Germany 13<sup>th</sup> Edition. (2006). Cambridge, MA: Let's Go Publications.

## **WORK IN PROGRESS**

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Morality as muscle: Does it wither or thrive over time?

How soon is later? Subjective time and temporal discounting (with L. Anik)

Ethics in the wild: A multinational field investigation (with F. Gino)

Social feedback and exercise motivation (with F. Gino and M. Norton)

Karmic donation: Generosity from uncertain future gains (with J. Kessler)

## **AWARDS AND HONORS**

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Society for Personality and Social Psychology 2012  
Diversity Fund Graduate Travel Award

Society for Personality and Social Psychology: Judgment and Decision Making Preconference 2011  
Student Travel Award for *Sweeping Dishonesty under the Rug*.

Society for Personality and Social Psychology: Judgment and Decision Making Preconference 2010  
Student Travel Award for *Dishonest Deed, Clear Conscience*.

Program on Negotiation: Next Generation Grant Recipient, 2008-2009  
Awarded by Harvard Law School to support new scholarship, with specific focus on the next generation of scholars in negotiation and conflict resolution research.

Thomas T. Hoopes Prize, 2006  
Awarded to Harvard College Seniors for outstanding undergraduate theses, for *Is the Endowment Effect due to Loss Aversion or Mere Ownership?*

Seymour E. and Ruth B. Harris Prize, 2006  
Awarded for Best Undergraduate Thesis in Economics Department, as chosen by faculty vote, for *Is the Endowment Effect due to Loss Aversion or Mere Ownership?*

Psychology Faculty Prize, 2006

Awarded for exceptional research in the Psychology Department, as chosen by faculty vote, for *Is the Endowment Effect due to Loss Aversion or Mere Ownership?*

Semifinalist, Intel Science Talent Search, 2002

Awarded for *Contextual Effects of Implicit Priming on Perceptual Identification*.

Advisor: Joan G. Snodgrass, Professor Emeritus of Psychology, New York University

## **SELECTED CONFERENCE TALKS**

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Shu, L. L., Mazar, N., Gino, F., Ariely, D., & Bazerman, M. H. (January, 2012). The Role of the Self in Cheating and Unethical Behavior. Symposium accepted for presentation at the Society for Personality and Social Psychology Annual Meeting, San Diego, CA.

Shu, L. L., Mazar, N., Gino, F., Ariely, D., & Bazerman, M. H. (November, 2011). Shrinking the Tax Gap: One Signature at a Time. Talk presented at the Society for Judgment and Decision Making Annual Meeting, Seattle, WA.

Shu, L. L., & Gino, F. (September, 2011). Moral Forgetting. Talk presented at the Harvard Decision-Making Workshop, Cambridge, MA.

Shu, L. L., & Gino, F. (August, 2011). Cognitive Approaches to Behavioral Ethics. Symposium presented at the Academy of Management Annual Meeting, San Antonio, TX.

Shu, L. L., & Gino, F. (May, 2011). Moral Disengagement and Motivated Forgetting. Talk presented at the London Business School Trans-Atlantic Doctoral Conference, London, UK.

Shu, L. L., & Gino, F. (January, 2011). Psychological Costs of Unethical Behavior: Moral Disengagement and Motivated Forgetting. Invited talk at Harvard Business School January Term Course: Ethical Decision Making, Boston, MA.

Shu, L. L., & Gino, F. (November, 2010). Sweeping Dishonesty under the Rug. Talk presented at the Society for Judgment and Decision Making Annual Meeting, St. Louis, MI.

Shu, L. L., Gino, F., & Bazerman, M. H. (April, 2010). Moral Disengagement. Talk presented at the Harvard Psychology Department Research Seminar on Social Psychology, Cambridge, MA.

Shu, L. L., Gino, F., & Bazerman, M. H. (January, 2010). Moral Disengagement as Self-Preservation. Invited talk at Harvard Business School January Term Course: Negotiations and Decision Making, Boston, MA.

Shu, L. L., Gino, F., & Bazerman, M. H. (August, 2009). The Determinants and Consequences of (Un)ethical Judgment and Behavior. Symposium presented at the Academy of Management Annual Meeting, Chicago, IL.

Shu, L. L., Gino, F., & Bazerman, M. H. (May, 2009). Moral Disengagement and Motivated Forgetting. Talk presented at the London Business School Trans-Atlantic Doctoral Conference, London, UK.

Morewedge, C. K., Shu, L. L., Gilbert, D. T., & Wilson, T. D. (October, 2008). Is the Endowment Effect due to Loss Aversion or Mere Ownership? Talk presented at the IZA Workshop on Behavioral Labor Economics, Bonn, Germany.

Morewedge, C. K., Shu, L. L., Gilbert, D. T., & Wilson, T. D. (May, 2008). Is the Endowment Effect due to Loss Aversion or Mere Ownership? Talk presented at the London Business School Trans-Atlantic Doctoral Conference, London, UK.

Morewedge, C. K., Shu, L. L., Gilbert, D. T., & Wilson, T. D. (April, 2008). Endowment Effect: Pleasure of Having or Pain of Losing? Talk presented at the Harvard Psychology Department Research Seminar on Social Psychology, Cambridge, MA.

## **UNIVERSITY SERVICE**

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Student-Faculty Liaison, Organizational Behavior Unit, Harvard Business School	2010
Psychology Concentration Advisor, Harvard Psychology Department	2009
Gilbert Laboratory Summer Research Internship Coordinator	2009
Resident Tutor and Sophomore Advisor, Quincy House, Harvard College	2008

## **REFEREE SERVICE**

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*Journal of Behavioral Decision Making, Journal of Experimental Psychology: General, Organizational Behavior and Human Decision Processes, Journal of Socio-Economics*

## **PROFESSIONAL AFFILIATIONS**

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Academy of Management  
American Association for the Advancement of Science  
Society for Judgment and Decision Making  
Society for Personality and Social Psychology

## **TEACHING INTERESTS**

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Organizational Behavior, Negotiations, Power and Social Influence, Leadership and Corporate Accountability, Managerial Ethics, Business and Environment, Social Psychology of Organizations, Research Methods

## **PROFESSIONAL EXPERIENCE**

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### **MMG PARTNERS**

**NEW YORK, NY**

Business Analyst, September 2006 – June 2007

Analyzed Bloomberg usage of companies in financial services industry to provide benchmark for market data costs. Tested proprietary capture tool that tracks real-time Bloomberg usage to provide data for market news subscription cost rationalization.

### **LAZARD CAPITAL MARKETS**

**NEW YORK, NY**

Research Assistant, 2005

Estimated value of patent on new technology by gauging reaction of physicians to a new FDA-approved device. Conducted phone interviews and executed exit polls at medical presentation seminars.

### **SOCIÉTÉ GÉNÉRALE – FIMAT DIVISION**

**MADRID, SPAIN**

Compliance and Risk Intern, July – September 2005

Analyzed financial information of new and renewing clients to determine maximum allowed credit risk. Worked with General Counsel in drafting materials on anti-money laundering policies.

### **CENTRE FOR ECONOMICS AND BUSINESS RESEARCH**

**LONDON, UK**

Research Intern, July – August 2004

Worked with team of economists to assess effect of transport accessibility on value of commercial properties. Surveyed land developers, analyzed data, drafted report, and helped present findings to Transport for London.

**SOCIÉTÉ GÉNÉRALE – FIMAT DIVISION****NEW YORK, NY**

New Products and Business Initiatives Intern, June – July 2004

Assisted Managing Director with internal strategy projects, acquisitions, and integration of new teams and software. Integrated communications across all departments (Accounting, Risk, Compliance, Operations, Front Office, Back Office) to assess feasibility and profitability of proposed business initiatives.

**MERRILL LYNCH****NEW YORK, NY**

Private Client Group Intern, April – August 2002

Developed strategy to create large-scale database of nationwide prospects for sales seminars on 401K pension plans targeted towards corporate executives.

**MERRILL LYNCH****NEW YORK, NY**

Global Convertible Sales Pricing Intern, June – September 2001

Maintained domestic and international convertible bond price and equity database. Communicated pricing information to corporate clients and sales people under time pressure at market close.

**CONSULTING ENGAGEMENTS**

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Kraft Foods, Compliance & Integrity	2011
Steelcase, Global Talent Management	2010
Groupon, Founder and CEO Andrew Mason	2009

**MEDIA COVERAGE**

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APA Monitor on Psychology, The Baltimore Sun, The Daily Beast, Glamour, Investor's Business Daily, Psychology Today, Yahoo! Finance

**REFERENCES**

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Professor Max H. Bazerman  
 Negotiation, Organizations, & Markets  
 Harvard Business School  
 Contact while on sabbatical:  
 2812 Buena Vista Way  
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Professor Daniel T. Gilbert  
 Department of Psychology  
 Harvard University  
 254 William James Hall  
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Associate Professor Francesca Gino  
 Negotiation, Organizations, & Markets  
 Harvard Business School  
 Baker Library 447  
 Soldiers Field Road  
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## **APPENDIX: ABSTRACTS FROM JOURNAL PUBLICATIONS AND PAPERS UNDER REVIEW**

Bazerman, M. H., Gino, F., Shu, L. L., & Tsay, C. (2011). Joint evaluation as a real-world tool for managing emotional assessments of morality. *Emotion Review*, 3(3), 290-292.

Moral problems often prompt emotional responses that invoke intuitive judgments of right and wrong. While emotions inform judgment across many domains, they can also lead to ethical failures that could be avoided by using a more deliberative, analytical decision-making process. In this article, we describe joint evaluation as an effective tool to help decision makers manage their emotional assessments of morality.

Gino, F., Shu, L. L., & Bazerman, M. H. (2010). Nameless + harmless = blameless: When seemingly irrelevant factors influence judgment of (un)ethical behavior. *Organizational Behavior and Human Decision Processes*, 111(2), 102-115.

People often make judgments about the ethicality of others' behaviors and then decide how harshly to punish such behaviors. When they make these judgments and decisions, sometimes the victims of the unethical behavior are identifiable, and sometimes they are not. In addition, in our uncertain world, sometimes an unethical action causes harm, and sometimes it does not. We argue that a rational assessment of ethicality should not depend on the identifiability of the victim of wrongdoing or the actual harm caused. Yet in four laboratory studies, we show that these factors have a systematic effect on how people judge the ethicality of the perpetrator of an unethical action. Specifically, we find that identifiability of the victim of wrongdoing and information about the outcome of wrongdoing influence both ethical judgments and decisions to punish wrongdoers. Our studies show that people judge behavior as more unethical when (1) identifiable versus statistical victims are involved and (2) the behavior leads to a negative rather than a positive outcome. We also find that people's willingness to punish wrongdoers is consistent with their judgments, and we offer preliminary evidence on how to reduce these biases.

Milkman, K. L., Mazza, M. C., Shu, L.L., Tsay, C., & Bazerman, M. H. Policy bundling to overcome loss aversion: A method for improving legislative outcomes. *Organizational Behavior and Human Decision Processes*. In press.

Policies that would create net benefits for society that contain salient costs frequently lack enough support for enactment because losses loom larger than gains. To address this consequence of loss aversion, we propose a policy-bundling technique in which related bills involving both losses and gains are combined to offset separate bills' costs while preserving their net benefits. We argue this method can transform unpopular individual pieces of legislation, which would lack the support for implementation, into more popular policies. Study 1 confirms that bundling increases support for bills with costs and benefits and that bundled legislation is valued more than the sum of its parts. Study 2 shows this finding stems from a diminished focus on losses and heightened focus on gains. Study 3 extends our findings to policies involving costs and benefits of the same type (e.g., lives) generated by different sources (e.g., food versus fire safety).

Morewedge, C. K., Shu, L. L., Gilbert, D. T., & Wilson, T. D. (2009). Bad riddance or good rubbish? Ownership and not loss aversion causes the endowment effect. *Journal of Experimental Social Psychology*, 45, 947-951.

People typically demand more to relinquish the goods they own than they would be willing to pay to acquire those goods if they didn't already own them (the endowment effect). The standard economic explanation of this phenomenon is that people expect the pain of relinquishing a good to be greater than the pleasure of acquiring it (the sellership account). The standard psychological explanation is that people are reluctant to relinquish the goods they own simply because they associate those goods with themselves and not because they expect relinquishing them to be especially painful (the ownership account). Because sellers are usually owners, sellership and ownership have been confounded in previous studies of the endowment effect. In two experiments that deconfounded them, ownership produced an endowment effect but sellership did not. In Experiment 1, buyers were willing to pay just as much for a coffee mug as sellers

demanded if the buyers already happened to own an identical mug. In Experiment 2, buyers' brokers and sellers' brokers agreed on the price of a mug, but both brokers traded at higher prices when they happened to own mugs that were identical to the ones they were trading. In short, the endowment effect disappeared when buyers were owners and when sellers were not, suggesting that ownership and not sellership causes the endowment effect in the standard experimental paradigm.

Shu, L. L., & Gino, F. Sweeping dishonesty under the rug: How unethical actions lead to moral forgetting. (Conditionally accepted, pending minor specific revisions, *Journal of Personality and Social Psychology*)

Dishonest behavior can have various psychological outcomes. One previously overlooked consequence is the forgetting of moral rules. In four experiments, participants were given the opportunity to behave dishonestly, and thus earn undeserved money, by over-reporting their performance on an ability-based task. Before engaging in the task, they were exposed to moral rules (either an honor code or the Ten Commandments). Those who cheated were more likely to forget the moral rules after behaving dishonestly (Experiment 1), even when they had monetary incentives to recall the rules accurately (Experiment 2). Experiment 3 shows that individual differences in memory ability between cheaters and non-cheaters do not explain this motivated forgetting, as people are able to accurately recall neutral items after cheating, but not items from a moral code. Finally, we showed that moral forgetting results from suppression of moral rules from one's own memory (Experiment 4).

Shu, L. L., Gino, F., & Bazerman, M. H. (2011). Dishonest deed, clear conscience: When cheating leads to moral disengagement and motivated forgetting. *Personality and Social Psychology Bulletin*, 37(3), 330-349.

People routinely engage in dishonest acts without feeling guilty about their behavior. When and why does this occur? Across four studies, people justified their dishonest deeds through moral disengagement and exhibited motivated forgetting of information that might otherwise limit their dishonesty. Using hypothetical scenarios (Studies 1 and 2) and real tasks involving the opportunity to cheat (Studies 3 and 4), we find that dishonest behavior increased moral disengagement and motivated forgetting of moral rules. Such changes did not occur in the case of honest behavior or consideration of the behavior of others. In addition, increasing moral saliency by having participants read or sign an honor code significantly reduced or eliminated unethical behavior. While dishonest behavior motivated moral leniency and led to strategic forgetting of moral rules, honest behavior motivated moral stringency and diligent recollection of moral rules.

Shu, L. L., Mazar, N., Gino, F., Ariely, D., & Bazerman, M. H. Curtailing Fraud: One Signature at a Time. (Manuscript under review)

Many business and governmental interactions are based upon trust with the assumption that all actors generally comply with social and moral norms. Proof of compliance is typically provided through signature - e.g., at the end of tax returns or insurance policy forms. Yet even when people care about morality and want to be seen as ethical by others, they sometimes transgress when beneficial to their own self-interest, at great cost to economies across the globe. This paper focuses on testing an easy-to-implement method to discourage dishonesty: signing at the beginning rather than at the end of a self-report, as is the current common practice. Using both field and lab experiments, we find that signing before rather than after having faced the opportunity to cheat raises the saliency of ethics and morality, and leads to significant reductions in dishonesty.