

TING ZHANG

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EMPLOYMENT HISTORY

Columbia Business School (New York, NY) 2015-Present
Postdoctoral Research Scholar and Adjunct Assistant Professor, Management Division

ACADEMIC HISTORY

Harvard University (Cambridge, MA) 2010-2015
Ph.D. in Organizational Behavior
Dissertation: The unexpected benefits of rediscovery
Committee: Francesca Gino (Chair), Michael I. Norton, Max H. Bazerman, Joshua D. Margolis

Harvard University (Cambridge, MA) 2006-2010
A.B. in Economics, *cum laude* with High Honors
Thesis: The effect of fear on ambiguity aversion
Advisers: Tomasz Strazlecki, Jennifer S. Lerner, Max H. Bazerman

RESEARCH INTERESTS

My research focuses on the topics of **expertise** and **ethics**. Using experiments, I explore 1) how experts can rediscover the experience of *inexperience* to give novices better advice, and 2) how novices can teach experts to improve their interactions. In the domain of ethics, I study both the structural and value-based interventions that help individuals navigate ethical challenges at work.

TEACHING INTERESTS

Negotiation, Managerial Decision Making, Organizational Behavior, Power and Influence, Ethics

AWARDS AND GRANTS

NYU New Research Support Grant (\$7,500)	2016
Academy of Management OB Division Best Symposium Award	2016
William H. Newman Award for Best Paper Based on a Dissertation	2015
Academy of Management OB Division Best Paper based on Dissertation Award	2015
Harvard Business School Doctoral Fellowship	2010-2015
Academy of Management OB Division Best Symposium Award	2014
Next Generation Grant Recipient, Harvard Program on Negotiation (\$1,000)	2012
Raiffa Doctoral Student Paper Award, Harvard Program on Negotiation	2011
Harvard College Research Program Award (\$2,000)	2010
Robert C. Byrd Scholar	2006

PUBLICATIONS

REFEREED JOURNALS

1. Zhang, T., Gino, F., & Margolis, J. D. (Conditionally accepted). Does “could” lead to good? On the road to moral insight. *Academy of Management Journal*.
2. Zhang, T., Gino, F., & Norton, M. I. (2017). The surprising effectiveness of hostile mediators. *Management Science*, 63(6): 1972-1992.
*Recipient of the Raiffa Doctoral Student Paper Award
3. Sezer, O., Zhang, T., Gino, F., & Bazerman, M. H. (2016). Overcoming the outcome bias: Making intentions matter. *Organizational Behavior and Human Decision Processes*, 137(6), 13-26.
4. Zhang, T., Fletcher, P. O., Gino, F., Bazerman, M. H. (2015). Reducing bounded ethicality: How to help individuals notice and avoid unethical behavior. *Organizational Dynamics*, 44(4), 310-317.
*Adapted as: Zhang, T. Fletcher, P., Gino, F., and Bazerman, M.H. (in press). How to Increase Ethical Behavior in Organizations. *Rotman Magazine*.
5. Zhang, T., Kim, T., Brooks, A. W., Gino, F., & Norton, M. I. (2014). A “present” for the future: The unexpected value of rediscovery. *Psychological Science*, 25(10), 1851-1860.
6. Zhang, T., Gino, F., & Bazerman, M. H. (2014). Morality rebooted: Exploring simple fixes to our moral bugs. *Research in Organizational Behavior*, 34(0), 63-79.

BOOK CHAPTERS AND INVITED SUBMISSIONS

7. Lu, J., Zhang, T., Galinsky, A. D, & Rucker, D. D. (in press). On the distinction between selfish and unethical behavior. *Atlas of Moral Psychology*.
8. Zhang, T. & Bazerman, M. H. (2013). Managerial decision biases. In Kessler, E. H., (Ed.), *Encyclopedia of Management Theory* (pp. 470-474). Thousand Oaks, CA: Sage Publications.

COURSE MATERIALS

9. Akinola, M., Snow, C., Zhang, T., Phillips, K. (2016). Strathmore Medical College. *Columbia Caseworks*.

MANUSCRIPTS UNDER REVIEW OR REVISION

- Zhang, T. Back to the beginning: How rediscovering inexperience helps experts advise novices (Dissertation, Chapter 3). Under review.
*Recipient of the Academy of Management OB Division Best Paper based on Dissertation Award
*Recipient of the William H. Newman Award for Best Paper Based on a Dissertation
- Zhang, T., North, M. Wunderkind wisdom: Younger advisers discount their impact in reverse mentoring. Under review.

Kim, T., Zhang, T., & Norton, M. I. Don't sweat the small stuff: Pettiness in interpersonal relationships. Under review.

SELECTED RESEARCH IN PROGRESS

Reverse teaching: Learning from novices impacts how experts teach and collaborate with novices (with Pat Satterstrom, Joe Magee, and Adam Galinsky). Data collection.

When experts learn from novices: A field study of mentor-mentee interactions (with Dan Wang and Adam Galinsky). Data collection.

From achievements to contributions: How contemplating the future impacts prosocial behavior (with Isaac Smith and Joel Brockner). Working manuscript.

Organizational benefits of defining moments (with Hengchen Dai and Chip Heath). Data collection.

The power of ethics mindset: How aligning ethics with performance influences behavior (with Julia Lee and Bobby Parmar). Data collection.

Dehumanization reduces perspective-taking (with Katrina Fincher). Data collection.

SELECTED PRESENTATIONS

REFEREED CONFERENCE PRESENTATIONS

Zhang, T. (Jan, 2017). Back to the beginning: Rediscovering inexperience helps experts give advice. Paper presented in Data Blitz Session at the Society for Personality and Social Psychology, San Antonio, TX.

Zhang, T. (Nov, 2016). Back to the beginning: Rediscovering inexperience helps experts give advice. Paper presented at the Society of Judgment and Decision Making, Boston, MA.

Kim, T., Zhang, T., Norton, M.I. (Oct, 2016). The negative consequences of petty exchange. Paper presented at the Association for Consumer Research, Berlin, Germany.

Barasch, A., Diehl, K., Zauberger, G., Zhang, T. (Oct, 2016). Expected and actual reliving of experiences through different types of photos. Paper presented at the Association for Consumer Research, Berlin, Germany.

Zhang, T, Smith I. H., Brockner, J. (Aug, 2016). From achievements to contributions: How contemplating the future impacts prosocial behavior. Paper presented at the Academy of Management, Anaheim, CA.

Lee, J.J., Zhang, T., Palmer, B., & Gino, F. (Aug, 2016). The power of an ethics mindset: How aligning ethics with performance influences behavior. Paper presented at the Academy of Management, Anaheim, CA.

- Zhang, T., Gino, F., & Margolis, J.D. (June, 2016). Does could lead to good? On the road to moral insight. Paper presented at the International Association for Conflict Management, New York, NY.
- Zhang, T., Gino, F., & Margolis, J.D. (June, 2016). Does could lead to good? On the road to moral insight. Paper presented at the Behavioral Decision Research in Management, Toronto, Canada.
- Zhang, T. (Aug, 2015). Back to the beginning: Rediscovering inexperience helps experts give advice. Paper presented at the Academy of Management, Vancouver, Canada.
- Zhang, T. (June, 2015). Back to the beginning: Rediscovering inexperience helps experts give advice. Paper presented at the International Association for Conflict Management, Clearwater, FL.
- Zhang, T., Kim, T., Brooks, A.W., Gino, F., & Norton, M.I. (Nov, 2014). A “present” for the future: The unexpected value of rediscovery. Paper presented at the Society of Judgment and Decision Making, Long Beach, CA.
- Zhang, T., Kim, T., Brooks, A.W., Gino, F., & Norton, M.I. (Oct, 2014). A “present” for the future: The unexpected value of rediscovery. Paper presented at the Association for Consumer Research, Baltimore, MD.
- Zhang, T., Gino, F., & Norton, M.I. (Oct, 2014). The surprising effectiveness of hostile mediators. Paper presented at the Association for Consumer Research, Baltimore, MD.
- Zhang, T., Gino, F., & Margolis, J.D. (Feb, 2014). Does could lead to good? When contemplating possible actions generates more creative ethical solutions. Paper presented at the Society for Personality and Social Psychology, Austin, TX.
- Zhang, T., Gino, F., & Margolis, J.D. (Nov, 2013). Does could lead to good? When contemplating possible actions generates more creative ethical solutions. Paper presented at the Society of Judgment and Decision Making, Toronto, Canada.
- Zhang, T., Gino, F., & Margolis, J.D. (Aug, 2013). The power of “could”: When contemplating possible actions leads to more creative ethical solutions. Paper presented at the Academy of Management, Orlando, FL.
- Zhang, T., Gino, F., & Norton, M.I. (Aug, 2013). The surprising effectiveness of the hostile mediator. Paper presented at the Academy of Management, Orlando, FL.
- Sezer, O., Zhang, T., Gino, F., & Bazerman, M.H. (Aug, 2013). Overcoming the outcome bias: Making process matter. Paper presented at the Academy of Management, Orlando, FL.
- Zhang, T., Gino, F., & Norton, M.I. (Nov, 2012). The surprising effectiveness of the hostile mediator. Paper presented at the Society of Judgment and Decision Making, Minneapolis, MN.

Zhang, T., Gino, F., & Norton, M.I. (June, 2012). The surprising effectiveness of the mean mediator. Poster presented at the Behavioral Decision Research in Management, Boulder, CO.

Zhang, T., Gino, F., & Norton, M.I. (July, 2011). The surprising effectiveness of the mean mediator. Paper presented at the International Association for Conflict Management, Istanbul, Turkey.

CHAired SYMPOSIA

Zhang, T. (Aug, 2016). Symposium Chair. *Thinking ahead: How contemplating the future impacts individuals at work*. Academy of Management, Anaheim, CA. Other speakers: Jon Jachimowicz, Meng Li, Michael North, Kim Wade-Benzoni.

Lee, J.J. & Zhang, T. (Aug, 2016). Symposium Co-Chairs. *Behavioral ethics at work: A move towards developing interventions that mitigate unethical behavior*. Academy of Management, Anaheim, CA. Other speakers: Jackson Lu, Dave Mayer, and Gavin Kilduff.

*Recipient of the Academy of Management OB Division Best Symposium Award

INVITED TALKS

Harvard Learning Innovations Laboratory Annual Summit, Cambridge, MA	June 2015
Harvard Business School (MBA section), Cambridge, MA	Mar 2015
Columbia Business School (Management), Columbia University, New York, NY	Feb 2015
Wharton School (OPIM), University of Pennsylvania, Philadelphia, PA	Jan 2015
Haas School of Business (MORS), University of California, Berkeley, CA	Dec 2014
Kellogg School of Management (MORS), Northwestern University, Evanston, IL	Dec 2014
Johnson School of Management (M&O), Cornell University, Ithaca, NY	Nov 2014
Rady School of Management (Management), University of California, San Diego, CA	Nov 2014
McCombs School of Business (Management), University of Texas at Austin, Austin, TX	Oct 2014
Harvard Business School, Doctoral Research Symposium, Cambridge, MA	May 2014
Department of Psychology, Harvard University, Cambridge, MA	Feb 2011
Seminar on Behavioral Ethics, Harvard University, Cambridge, MA	Jan 2011

TEACHING AND ADVISING EXPERIENCE

COURSES TAUGHT

Managerial Negotiations (MBA), Instructor, Columbia Business School	2016-2017
Spring 2017 instructor ratings (2 sections: 86 students): 5.0 & 4.9/5	
Spring 2016 instructor ratings (2 sections: 74 students): 4.9 & 4.9/5	
Art of Marketing Science, Teaching Assistant, Harvard Business School	Spring 2012
Calculus, Course Assistant, Harvard College	Spring 2008

WORKSHOPS AND GUEST LECTURING

Leadership in Medicine, Guest Lecturer, Columbia Medical School	Spring 2017
Gender and Negotiation, Workshop Leader for MBAs, Columbia Business School	Spring 2016
Negotiations, Guest Lecturer for Undergraduates, Harvard University	Fall 2015
Managerial Negotiations, Guest Lecturer, Columbia Business School	Fall 2015
Negotiations Seminar, Guest Lecturer, Behavioral Insights Group, Harvard College	2013-2015

ADVISING

Thesis Adviser for Dennis Strewe, Maastricht University 2014
Undergraduate Research Mentor, Decision Making and Negotiation, Harvard College 2010-2014
Non-Resident Tutor, Leverett House, Harvard College 2011-2015

PROFESSIONAL AFFILIATIONS

Academy of Management
International Association for Conflict Management
Association for Consumer Research
Society for Judgment and Decision Making
Society for Personality and Social Psychology

SERVICE

Ad-hoc reviewer

Administrative Science Quarterly
Organizational Behavior and Human Decision Processes
Journal of Personality and Social Psychology
Journal of Behavioral Decision Making
Management Science
Time-sharing Experiments Social Sciences (TESS)

Reviewer

Academy of Management Annual Meeting
Society for Judgment and Decision Making Conference
International Association for Conflict Management

Committees

Academy of Management OB Division Best Symposium Committee
Columbia Behavioral Research Lab Steering Committee
Student Organizer of Harvard Behavioral Insights Group Lab

OTHER PROFESSIONAL EXPERIENCE

Pymetrix, Survey Development Consultant 2011
Harvard University, Research Assistant at Harvard Decision Science Lab 2009-2010
Harvard University, Research Assistant for Professor Jeffrey Miron 2008-2009
ABC News, World News with Charles Gibson, Business Analyst 2008
Reuters, Finance Analyst 2007

MEDIA COVERAGE

The New York Times, Time, The Atlantic, Huffington Post, Harvard Business Review, Business Insider, New York Magazine, Yahoo News, Pacific Standard, The Boston Globe, The Washington Post, Radio Boston, Quartz, The Globe and Mail, Inc Magazine

REFERENCES

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