



February 5, 2025

Christopher T. Stanton

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Harvard Business School
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EDUCATION

- 2011 Ph.D., Business Administration, Stanford University, Stanford, CA
Dissertation: Essays in Applied Economics
Committee: Edward Lazear (co-chair)
Kathryn Shaw (co-chair)
Liran Einav
Claire Lim
- 2005 M.A., Political Science, Emory University, Atlanta, GA
B.A., with highest honors, International Studies, Emory University, Atlanta, GA

HARVARD UNIVERSITY

Appointments

- 2019 – Marvin Bower Associate Professor of Business Administration
Entrepreneurial Management Unit, Harvard Business School
- 2015 – 2019 Assistant Professor of Business Administration
Entrepreneurial Management Unit, Harvard Business School

Current Teaching Assignments

- 2019 – Managing the Future of Work, HBS MBA Elective Curriculum
- 2015 – HBS Executive Education Programs: Endeavor Custom Program, Leading Agile Workforce Transformation, Launching New Ventures, Leading Growing Ventures, SELP China, HBAP, and Select Custom Programs.

OTHER EXPERIENCE

Appointments

- 2019 – Fellow, CESifo
- 2015 – Affiliate then Fellow, CEPR
- 2014 – Faculty Research Fellow, NBER
Labor Studies Program

2014 – 2015 Assistant Professor of Managerial Economics and Strategy
London School of Economics
2011 – 2014 Assistant Professor of Finance
University of Utah, Eccles School of Business
2005 – 2006 Research Analyst, The Brattle Group, San Francisco, CA

Previous Teaching Assignments

2015 – 2019 The Entrepreneurial Manager, HBS MBA Required Curriculum
Various Years Financial Economics (PhD), Econometrics I (PhD), Econometrics II (PhD),
Microeconomics for Managers (MSc).

AWARDS AND HONORS

2025 Keynote Lecture at the 27th Annual Colloquium on Personnel Economics
2021 Finalist for Strategic Management Society Annual Conference Best Paper
Award
2019 The Sumantra Ghoshal Research and Practice Award, Strategic Management
Division of the Academy of Management
2019 Keynote Lecture at CESifo Venice Summer Institute
2018 American Economic Review, Excellence in Refereeing Award
2018 Invited Keynote Lecture for Colloquium on Personnel Economics (declined due
to teaching conflict)
2011 Kauffman Foundation Doctoral Dissertation Award
2005 Elliot Levitas Award for Top Departmental Graduate, Emory University

PUBLICATIONS

Journal Articles and Edited Volumes

Sandvik, Jason, Richard Saouma, Nathan Seegert, and Christopher Stanton (2024). "Should Human Capital Development Programs be Mandatory or Voluntary? Evidence from a Field Experiment on Mentorship." Accepted, *Management Science*.

Stanton, Christopher and Catherine Thomas. (2024). "Who Benefits from Online Gig Economy Platforms?" Accepted Subject to Replication Editor Review, *American Economic Review*.

Bartik, Alexander, Zoe Cullen, Ed Glaeser, Mike Luca, Christopher Stanton, and Adi Sunderam (2024). "When Should Public Programs be Privately Administered? Theory and Evidence from the Paycheck Protection Program." Accepted, *The Review of Economics and Statistics*.

Bartik, Alexander, Zoe Cullen, Edward Glaeser, Michael Luca, and Christopher Stanton (2024). "The Rise of Remote Work: Evidence on Productivity and Preferences From Firm and Worker Surveys." Accepted, *Journal of Economics and Management Strategy*.

Ewens, Michael, Ramana Nanda, and Christopher Stanton (2024). "Founder-CEO Compensation and Selection into Venture Capital-Backed Entrepreneurship." *The Journal of Finance*, 79 (5), 3361-3405.

Chen, Zhuoqiong Charlie, Christopher Stanton, and Catherine Thomas (2024). "Information Spillovers in Experience Goods Competition." *Management Science*, 70 (6), 3381-4165.

Balla-Elliott, Dylan, Zoe Cullen, Edward Glaeser, Michael Luca, and Christopher Stanton (2022). "Business Reopening During the COVID-19 Pandemic." *Journal of Policy Analysis and Management*, 41, 278-317.

Sandvik, Jason, Richard Saouma, Nathan Seegert, and Christopher Stanton. (2021). "Employee Responses to Compensation Changes: Evidence from a Sales Firm." *Management Science*, 67, 7687-7707.

Dafny, Leemore, Yin Wei Soon, Zoe Cullen, and Christopher Stanton. (2020) "How Has COVID-19 Affected Health Insurance Offered by Small Businesses in the U.S.? Early Evidence from a Survey." *New England Journal of Medicine Catalyst Innovations in Care Delivery* (Commentary).

Bartik, Alexander, Marianne Bertrand, Zoe Cullen, Ed Glaeser, Mike Luca, and Christopher Stanton (2020). "The Impact of COVID-19 on Small Business Outcomes and Expectations." *Proceedings of the National Academy of Sciences*, 117, 17656-17666.

Sandvik, Jason, Richard Saouma, Nathan Seegert, and Christopher Stanton. (2020). "Workplace Knowledge Flows." *Quarterly Journal of Economics*, 135, 1635-1680.

Lazear, Edward, Kathryn Shaw, and Christopher Stanton (2018). "Who Gets Hired? The Importance of Competition Among Applicants." *Journal of Labor Economics*, 36, S133-S181.

Horton, John William R. Kerr, and Christopher Stanton (2018). "Digital Labor Markets and Global Talent Flows." Chap. 3 in *High-Skilled Migration to the United States and its Economic Consequences*, edited by Gordon H. Hanson, William R. Kerr, and Sarah Turner. Chicago, IL: University of Chicago Press.

Chaudoin, Stephen, Zachary Peskowitz, and Christopher Stanton (2017). "Beyond Zeroes and Ones: The Severity and Evolution of Civil Conflict." *Journal of Conflict Resolution*, 61, 56-83.

Stanton, Christopher and Catherine Thomas (2016). "Landing the First Job: The Value of Intermediaries in Online Hiring." *Review of Economic Studies*, 83, 810-854.

Lazear, Edward, Kathryn Shaw, and Christopher Stanton (2016). "Making Do with Less: Working Harder During Recessions." *Journal of Labor Economics*, 34, S333-S360.

Lazear, Edward, Kathryn Shaw, and Christopher Stanton (2015). "The Value of Bosses." *Journal of Labor Economics*, 33, 823-861.

Stanton, Christopher (2015). "Comment On 'Digitization and the Contract Labor Market: A Research Agenda,'" in *Economic Analysis of the Digital Economy*, edited by Avi Goldfarb, Shane M. Greenstein, and Catherine E. Tucker. Chicago, IL: University of Chicago Press.

Ghani, Ejaz, William R. Kerr, and Christopher Stanton (2014). "Diasporas and Outsourcing: Evidence from oDesk and India," *Management Science*, 60, 1677-1697.

Papers Under Revision

Espinosa, Miguel and Christopher Stanton (2022, Updated 2024). "Training, Communication Patterns, and Spillovers Inside Organizations." (Revise and Resubmit at *Journal of Political Economy*.)

Dillon, Eleanor and Christopher Stanton. (2017, Updated 2024). "Self-Employment Dynamics and the Returns to Entrepreneurship." (Reject and Resubmit at *Journal of Financial Economics*.)

Other Working Papers

Stanton, Christopher and Shira Aronson (2025). "Remote Work Makes Organizations Top-Heavy."

Hoffman, Mitchell and Christopher Stanton (2024). "People, Practices, and Productivity: A Review of New Advances in Personnel Economics" Chapter for the *Handbook of Labor Economics*, (Editors Thomas Lemieux and Christian Dustmann).

Stanton, Christopher and Pratyush Tiwari (2021). "Housing Consumption and Remote Work."

Practitioner Focused Writing and Short Pieces

Ozimek, Adam and Christopher Stanton. "Remote Work Has Opened the Door to a New Approach to Hiring," *Harvard Business Review, Digital*, March 2022.

Bartik, Alexander, Marianne Bertrand, Zoe Cullen, Ed Glaeser, Mike Luca, and Christopher Stanton. "A Way Forward for Small Businesses," *Harvard Business Review, Digital*, April 2020.

Sandvik, Jason, Richard Saouma, Nathan Seegert, and Christopher Stanton. "Research: How Virtual Teams Can Better Share Knowledge," *Harvard Business Review, Digital*, November 2020.

Stanton, Christopher and Catherine Thomas. (2020). "The Gig Economy Beyond Local Services and Transportation." *CESifo Forum* 21, 21-26.

Work in Progress

Chen, Fiona, Zoe Cullen, Nina Roussille, and Christopher Stanton. "The Extent and Wage Implications of Contingent Work in the US Economy."

Seegert, Nathan and Christopher Stanton. "Measuring the Diffusion and Jobs Impact of Generative AI."

Cases and Teaching Materials

Stanton, Christopher. "Managing Work Arrangements: Technology and Talent Access." Module Note for Instructors 825-137, Forthcoming.

Stanton, Christopher and George Gonzalez. "Ontra: Embracing GenAI in the Legal Technology Industry." Harvard Business School Case 825-076, January 2025. [25]

Stanton, Christopher and Shira Aronson. "Ontra: Embracing GenAI in the Legal Technology Industry." Harvard Business School Teaching Note 825-218, Forthcoming.

Stanton, Christopher, Richard Souma, and Olivia Hull. "Clear Link Technologies, LLC: Driving Sales with Peer Learning." Harvard Business School Case 819-072, April 2019. (Revised January 2025.) [18]

Stanton, Christopher, Richard Saouma, Olivia Hull, and Shira Aronson. "Clear Link Technologies, LLC: Driving Sales with Peer Effects." Harvard Business School Teaching Note 821-013, January 2021. (Revised February 2025.) [6]

Stanton, Christopher, Matt Higgins, Shira Aronson, and Meg Shriber. "Generative AI and the Future of Work." Harvard Business School Case 824-130, December 2023 (Revised February 2024). [24]

Stanton, Christopher and Shira Aronson. "Generative AI and the Future of Work." Harvard Business School Teaching Note 824-110, Forthcoming.

Bernstein, Shai, William R. Kerr, Christopher Stanton, Raymond Kluender, and Mel Martin. "Chime Solutions." Harvard Business School Case 824-133, February 2024. [23]

Bernstein, Shai, William R. Kerr, Jim Matheson, Christopher Stanton, and Ria Mazumdar. "Chime Solutions." Harvard Business School Teaching Note 822-135, May 2022. [9]

Stanton, Christopher and Kristen Senz. "UST's Adoption of Open Talent." Harvard Business School Case 824-117, November 2023. [17]

Stanton, Christopher and Shira Aronson. "UST's Adoption of Open Talent." Harvard Business School Teaching Note 824-129, Forthcoming.

Stanton, Christopher and Akiko Kanno. "Note on Corporate and Government Reskilling Efforts in Japan." Harvard Business School Note 823-123, May 2023. [15]

Stanton, Christopher, Lynda Applegate, Allison Ciechanover, Emily Grandjean, and Sophie Beck. "Akamai Technologies: Expanding the Talent Pipeline." Harvard Business School Case 823-101, March 2023 (Revised May 2023). [20]

Stanton, Christopher and Mel Martin. "Akooda: Charging Toward Operational Intelligence." Harvard Business School Case 823-018, December 2022 (Revised February 2023). [20]

Stanton, Christopher and Shira Aronson. "Akooda: Charging Toward Operational Intelligence." Harvard Business School Teaching Note 823-112, Forthcoming.

Stanton, Christopher and George Gonzalez. "Para: Pay Transparency and Gig Driver's Rights." Harvard Business School Case 823-072, November 2022. [22]

Stanton, Christopher, William Kerr, Allison Ciechanover, and Matt Higgins. "Autonomous Vehicles in 2022." Harvard Business School Case 823-091, November 2022. [17]

Stanton, Christopher, Joseph Fuller, and George Gonzalez. "Braintrust: The Blockchain-Powered Talent Network." Harvard Business School Case 823-039, July 2022. [23]

Kominers, Scott Duke, Christopher Stanton, Andy Wu, and George Gonzalez. "Zoom Video Communications: Eric Yuan's Leadership During COVID-19." Harvard Business School Case 821-014, August 2020. [24]

Kominers, Scott Duke, Christopher Stanton, Andy Wu, and Olivia Hull. "Zoom Video Communications: Eric Yuan's Leadership During COVID-19." Harvard Business School Teaching Note 821-018, January 2021. [32]

Stanton, Christopher, William R. Kerr, James Palano, and Kendall Smith. "Catalant's Operating System for the Future of Work." Harvard Business School Case 820-093, February 2020. [21]

Stanton, Christopher, William R. Kerr, James Palano, and Kendall Smith. "Catalant's Operating System for the Future of Work." Harvard Business School Teaching Note 820-105, June 2020. [11]

Stanton, Christopher, Karim Lakhani, Jennifer Hoffman, Jin Paik, and Nina Cohodes. "Freelancer, Ltd." Harvard Business School Case 820-075, January 2020. [19]

Stanton, Christopher, Jennifer Hoffman, and Sean Hennessy. "Freelancer, Ltd." Case Supplement. Harvard Business School Courseware 9-820-710, February 2020. [10 minutes]

Stanton, Christopher, Karim Lakhani, Jin Paik, and Nina Cohodes. "Freelancer, Ltd., Multimedia Case" Harvard Business School Case 823-706, December 2022. [30 minutes]

Stanton, Christopher and Shira Aronson. "Freelancer, Ltd." Harvard Business School Teaching Note 820-109, Forthcoming.

Krieger, Joshua, Christopher Stanton, and James Barnett. "Forecasting Climacell." Harvard Business School Case 820-044, December 2019. [24]

Krieger, Joshua Lev, Christopher Stanton, and James Barnett. "Forecasting ClimaCell." Harvard Business School Teaching Note 821-008, December 2020. (Revised March 2022.) [15]

Ghosh, Shikhar, Christopher Stanton, and Sanchali Pal “Valuing Employee Equity at Early Stage Ventures,” Harvard Business School Technical Note 819-167, June 2019. [11]

Gompers, Paul, Christopher Stanton, and Silpa Kovvali. “ICSGroup.” Harvard Business School Case 819-097, March 2019. [21]

Christopher Stanton, Shikhar Ghosh, Allison Ciehanover, and Jeff Huizinga. “Dinesh Moorjani and Hatch Labs.” Harvard Business School Case 818-026, March 2018. [19]

Christopher Stanton and Shikhar Ghosh. “Dinesh Moorjani and Hatch Labs.” Harvard Business School Teaching Note 818-106, March 2018. (Revised February 2025.) [11]

Stanton, Christopher and Shikhar Ghosh. “Collage.com: Scaling a Distributed Organization.” Harvard Business School Case 817-038, September 2016. (Revised September 2017.) [18]

Stanton, Christopher, and Shikhar Ghosh. “Collage.com: Scaling a Distributed Organization.” Harvard Business School Teaching Note 818-100, January 2018. (Revised February 2025.) [12]

“The Entrepreneurial Manager Module 3: Operating the Business Model.” Harvard Business School Module Note 817-131, April 2017. [10]

Nicholas, Tom, Christopher Stanton, and Matthew Preble. “Edwin Land: The Art and Science of Innovation.” Harvard Business School Case 817-107, March 2017. [31]

Nicholas, Tom, Christopher Stanton, and Matthew Preble. “The Flint, Michigan Sit-Down Strike.” Harvard Business School Case 817-005, February 2017. [26]

Stanton, Christopher, and Tom Nicholas. “The Flint, Michigan Sit-Down Strike.” Harvard Business School Teaching Note 818-107, March 2018. [11]

Online Discussions of Research

HBS Working Knowledge: <http://hbswk.hbs.edu/Pages/browse.aspx?HBSFaculty=cstanton>

CentrePiece: <http://cep.lse.ac.uk/pubs/download/cp468.pdf>

NBER Digest: <http://www.nber.org/digest/dec12/w18317.html>

NBER Digest: <http://www.nber.org/digest/dec13/w19328.html>

The Atlantic: <https://www.theatlantic.com/business/archive/2012/08/study-your-boss-really-is-more-productive-than-you-sorry/261334/>

The Economist: <https://www.economist.com/blogs/freeexchange/2013/12/effort-work>

New York Times: <https://www.nytimes.com/2020/07/13/business/small-businesses-coronavirus.html>

Slate: http://www.slate.com/articles/business/small_business/2012/10/the_value_of_a_good_boss_stanford_researchers_show_the_economic_value_of.html

VoxEU: <https://voxeu.org/article/online-hiring-offshore-workers>

VoxEU: <https://voxeu.org/article/stickiness-digital-labour-platforms-and-ethnic-networks>

VoxEU: <https://voxeu.org/article/how-covid-19-crisis-reshaping-remote-working>

OTHER PROFESSIONAL SERVICE AND EXPERIENCE

Upcoming Academic Presentations

UCLA Anderson, University of Zurich, Colloquium on Personnel Economics (Keynote), Organizational Economics Summer Symposium

Past Academic Presentations

“Should Workplace Programs be Voluntary or Mandatory? Evidence from a Field Experiment on Mentorship”

Cornell (2024)
NBER Organizational Economics (2022)
University of Illinois, Economics Seminar (2022)
University of Hong Kong, Strategy Seminar (2022)
NBER Personnel Economics (2022)
SIOE (2022)
CEPR Organizational Economics (2021)
MIT Organizational Economics Lunch (2021)
Econometric Society Latin America Meetings (2021)

“Training, Communication Patterns, and Spillovers Inside Organizations”

Northwestern Kellogg (2024)
NBER Organizational Economics (2021)
NBER Personnel Economics (2021)

“The Evolution of CEO Compensation in Venture Capital Backed Startups”

CEPR Entrepreneurship Conference (2019)
NBER Summer Institute, Entrepreneurship (2019)
Munich Innovation Seminar (2019)

“Workplace Knowledge Flows.”

Kellogg Strategy Seminar (2019)
NBER Summer Institute, Labor/Personnel (2019)
Ohlstadt Workshop (2019)
Barcelona GSE Org Econ Workshop (2019)
NBER Organizational Economics (2019)
NYU Stern, Strategy and Economics (2018)
Minnesota, Carlson School (2018)
McGill, Economics Department (2018)
Behavioral Personnel Economics Workshop, Universidad de los Andes (2018)

“Employee Responses to Compensation Reductions: Evidence from a Sales Firm”

University of California, Santa Barbara (2017)
Labor and Finance Group, Arizona State (2017)
Harvard Business School (2017)
SIOE, Montreal (2018)

“Digital Labor Markets and Global Talent Flows”
Texas A&M (2019)

“Self-Employment Dynamics and the Returns to Entrepreneurship”
CEPR Entrepreneurship Conference, Copenhagen (2017)
Labor and Finance Group, UT Austin (2016)
NBER Summer Institute Labor and Personnel Economics (2016)
Wharton, Management Group Seminar (2015)

“Who Benefits from Online Gig Economy Platforms” (and presentations under older titles)
Society of Labor Economists (2023)
Columbia Business School, IO/Org Econ Seminar (2017)
Queens University, Organizational Economics Conference (2017)
Chicago Booth, Microeconomics Seminar (2017)
Stanford, Labor Economics Seminar (2016)
MIT Sloan, Organizational Economics Lunch (2016)
Harvard, Labor Economics Seminar (2015)
Harvard Business School, EM Unit Seminar (2015)
Yale School of Management, Economics Seminar (2015)
University College London, Economics Seminar (2015)
NBER, Summer Institute (2014)

“Who Gets Hired: The Importance of Competition Among Applicants”
NBER conference on Firms and Inequality (2015)

“Making Do with Less: Working Harder During Recessions”
Arizona State, Economics Seminar (2014)
London School of Economics, Capabilities Seminar (2013)
INSEAD, Economics Seminar (2013)
NBER, Labor Markets in the Great Recession Conference (2013)
AEA Meetings (2013)

“The Value of Bosses”
London School of Economics, Capabilities Seminar (2014)
AEA Meetings (2013)
NBER, Organizational Economics (2012)
USC Marshall, Economics Seminar (2012)

“Landing the First Job: The Value of Intermediaries in Online Hiring”
Columbia Business School (2011)
Kellogg, Managerial Economics and Strategy (2011)
Utah, Finance (2011)
NBER Summer Institute, Labor and Personnel Economics (2010)

Other Presentations and Discussions

Discussion of “Rapport in Organizations,” NBER Organizational Economics (2024).

Society of Information Management, Advanced Practices Council Session on “Managers and the Future of Work” (2023).

Invited Expert to Initiate World Bank Conference “Regulation of Platform-Based Work in Developing Countries” (2023).

Discussion of “Is This Really Kneaded? Identifying and Eliminating Potentially Harmful Monitoring Practices,” NBER Organizational Economics (2023).

Discussion of “Small Business Survival Capabilities and Policy Effectiveness: Evidence from Oakland,” WEFI (2020).

HBS Managing Future of Work Podcast: <https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/default.aspx>

Discussion of “Minimum Wage and Individual Worker Productivity: Evidence from a Large US Retailer,” NBER Organizational Economics (2018).

“Patent Examination Time and Incentives: Some Insights from Economic Research,” United States Patent and Trademark Office (2017)

Discussion of “Cyclical Reallocation of Workers Across Employers by Firm Size and Firm Wage,” AEA Meetings (2017).

Discussion of “Firm Heterogeneity in Skill Demands,” AEA Meetings (2017).

Discussion of “The More You Know: Information Effects in Job Application Rates by Gender in a Large Field Experiment,” AEA Meetings (2016).

Discussion of “The Value of Employer Reputation in the Absence of Contract Enforcement: A Randomized Experiment,” AEA Meetings (2015).

Discussion of “Do Star Performers Produce More Stars? Peer Effects and Learning in Elite Teams,” NBER Organizational Economics (2015).

Discussion of “Discretion in Hiring,” AEA Meetings (2014).

Discussion of “Digitization and the Contract Labor Market: A Research Agenda,” NBER Economics of Digitization (2013).

Grants

Time Warner Cable Research Program Grant (\$20,000, shared with Katrina Kosec and Sara Champion).
Kauffman Foundation Dissertation Grant (\$20,000).

MBA Advising

Lead more than 25 student Independent Projects.

Doctoral Advising

Barbara Chambers (Committee member), Joseph Halford (Committee member), Mingming Qiu (Committee member), Jason Sandvik (Committee member), James Sappenfield (Committee member).

Service

Co-organizer of NBER Personnel Economics Summer Institute; HBS Advisory Group on Research Computing; Program Committee for Society of Labor Economists; Prize Committee for the Lazear Award for the Society of Labor Economists; HBS EM unit seminar organizer; HBS EM faculty recruiting; LSE MiM Steering Committee; Co-organizer of the Utah Winter Business Economics Conference; Co-organizer and co-founding board member of Labor and Finance Group; Co-chair of Business Economics Hiring (2012-2013).

Refereeing

American Economic Review, AEJ: Applied, AEJ: Micro, Big Data, Econometrica, Economic Inquiry, European Economic Review, Industrial and Labor Relations Review, Information Economics and Policy, Information Systems Research, International Economic Review, IZA Journal of Labor Economics, Journal of Business Venturing, Journal of Economics and Management Strategy, Journal of the European Economic Association, Journal of Finance, Journal of Human Resources, Journal of Labor Economics, Journal of Law and Economics, Journal of Law Economics and Organization, Journal of Political Economy, Journal of Urban Economics, Management Science, Mitsui Finance Conference Program Committee, Quantitative Economics, Quarterly Journal of Economics, Review of Economics and Statistics, Review of Economic Studies, SIOE Program Committee, Small Business Economics, Utah Winter Finance Conference.

Paid Outside Activities (Not Including Executive Education)

Dexai Robotics, Advisor

Catalyst Research

Cloudflare

Cornerstone Research, on behalf of law firms

Society of Information Management, Advanced Practices Council

Various small engagements through GLG and other expert networks with investment firms, consulting firms, and industry clients.