

TING ZHANG

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EMPLOYMENT HISTORY

Harvard Business School (Boston, MA)	2018-Present
Assistant Professor of Business Administration, Organizational Behavior Unit	
Hellman Faculty Fellow Award	2021-2023
Columbia Business School (New York, NY)	2015-2018
Postdoctoral Research Scholar and Adjunct Assistant Professor, Management Division	

ACADEMIC HISTORY

Harvard University (Cambridge, MA)	2010-2015
Ph.D. in Organizational Behavior	
Harvard University (Cambridge, MA)	2006-2010
A.B. in Economics, <i>cum laude</i> with High Honors	

PUBLICATIONS

REFEREED JOURNALS

⁺ Denotes doctoral student collaborator

Zhang, T., Wang, D., Galinsky, A.D. (2023). Learning down to train up: Mentors are more effective when they value insights from below. *Academy of Management Journal*, 66(2): 604-637.

Ruttan, R., Zhang, T., Barsade, S. ⁺, & Decelles, K. (in press). Relational attributions for one's own resilience predict compassion for others. *Journal of Personality and Social Psychology*.

Fincher, K., Zhang, T., Percaya, A. ⁺, Galinsky, A. D., Morris, M. (in press). The effect of configural processing on mentalization. *Journal of Personality and Social Psychology*.

Zhang, T., Harrington, K. ⁺, Sherf, E. N. (2022). The errors of experts: When expertise hinders effective provision and seeking of advice and feedback. *Current Opinion in Psychology*, 43: 91-95.

Zhang, T., North, M. (2020). What goes down when advice goes up: Younger advisers underestimate their impact. *Personality and Social Psychology Bulletin*, 46(10):1444-1460.

Kim, T., Zhang, T., & Norton, M. I. (2019). Pettiness in social exchange. *Journal of Experimental Psychology: General*, 148(2): 361-373.

Zhang, T., Gino, F., & Margolis, J. D. (2018). Does “could” lead to good? On the road to moral insight. *Academy of Management Journal*, 61(3): 857-895.

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

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.

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.

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.

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

Lu, J., Zhang, T., Galinsky, A. D., & Rucker, D. D. (2018). On the distinction between selfish and unethical behavior. In Gray, K. J., & Graham, J. (Eds.), *Atlas of Moral Psychology* (pp. 465-474). New York, NY: Guilford Press.

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

Zhang, T., Mayo, T. (2022). Jackie Hu: Launching into Leadership (A). Harvard Business School Case 423-021.

Zhang, T. & Perlow, L. (2020). Developmental Relationships. Harvard Business School Exercise.

Zhang, T. & Perlow, L. (2020). Developmental Relationships. Harvard Business School Background Note 421-045.

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

WORKING PAPERS

Zhang, T. Back to the beginning: How rediscovering a beginner’s mind helps experts advise novices.

*Recipient of the AOM OB Division Best Paper based on Dissertation Award

*Recipient of the William H. Newman Award

Zhang, T., White, M.⁺, Hayirli, T.⁺, Akinola, M. Mixed messages: People of color receive more conflicting aggregated feedback.

Zhang, T., White, M. ⁺, Hayirli, T. ⁺, Akinola, M. Interpreter of maladies: How feedback aggregators interpret conflicting feedback.

Cormier, G. ⁺, Shah, S. ⁺, Zhang, T., & O'Brien, E., The direct experience premium.

Guenoun, B. ⁺, Blunden, H., & Zhang, T. The curious counselor: Social curiosity increases advice quality.

Cormier, G. ⁺, Zhang, T., & Cable, D. Caring is challenging.

Zhang, T. Coaching conversations.

POPULAR PRESS / BUSINESS ARTICLES

Zhang, T. Gino, F., Norton, M. I. (July 2017). Conflict mediators who use a dose of hostility can be surprisingly effective. *LSE Business Review*.

Zhang, T. Fletcher, P., Gino, F., and Bazerman, M. H. (May 2017). How to increase ethical behavior in organizations. *Rotman Magazine*.

SELECTED PRESENTATIONS

REFEREED CONFERENCE PRESENTATIONS

Zhang, T., White, M., Hayirli, T., Akinola, M. Interpreter of maladies: How feedback aggregators interpret conflicting feedback.

- 2023 Academy of Management, Boston, MA.

Zhang, T., White, M., Hayirli, T., Akinola, M. Mixed messages: People of color receive more conflicting aggregated feedback.

- 2023 Academy of Management, Boston, MA.
- 2023 Society of Personality and Social Psychology, Atlanta, GA.
- 2023 International Association for Conflict Management.

Cormier, G., Zhang, T., & Cable, D. Care as compassion and challenge.

- 2023 Academy of Management, Boston, MA.
- 2022 Academy of Management, Seattle, WA.

Cormier, G., Shah, S., Zhang, T. & O'Brien. The direct experience premium.

- 2023 Academy of Management, Boston, MA.
- 2022 Society for Judgment and Decision Making, Virtual.
- 2020 Academy of Management, Virtual.

Zhang, T., Wang, D., & Galinsky, A. Learning down to train up: Mentors are more effective when they value insights from below.

- 2021 Wharton OB Conference, Virtual.

- 2021 Academy of Management, Virtual.
- 2021 International Association for Conflict Management, Virtual.

Guenoun, B., Blunden, H., & Zhang, T. When curiosity is generosity: The impact of advisor social curiosity on advice quality.

- 2021 Academy of Management Conference, Virtual.
- 2021 International Association for Conflict Management, Virtual.

Zhang, T. & North, M.S. What goes down when advice goes up?

- 2019 Academy of Management, Boston, MA.
- 2019 International Association for Conflict Management, Dublin, Ireland.
- 2018 Academy of Management, Chicago, IL.
- 2018 Society for Personality and Social Psychology, Atlanta, GA.

Kim, T., Zhang, T. & Norton, M.I. Pettiness in communal-sharing and market-sharing pricing relationships.

- 2018 International Association for Conflict Management, Philadelphia, PA.
- 2016 Association for Consumer Research, Berlin, Germany.

Fincher, K.M., Zhang, T., Galinsky, A.D. Facing different perspectives: Configural processing and perspective taking.

- 2018 Association for Psychological Science, San Francisco, CA.

Zhang, T. Back to the beginning: Rediscovering inexperience helps experts give advice.

- 2017 Society for Personality and Social Psychology, San Antonio, TX.
- 2016 Society of Judgment and Decision Making, Boston, MA.
- 2015 Academy of Management, Vancouver, Canada.
- 2015 the International Association for Conflict Management, Clearwater, FL.

Zhang, T., Gino, F., & Margolis, J.D. Does could lead to good? On the road to moral insight.

- 2016 International Association for Conflict Management, New York, NY.
- 2016 Behavioral Decision Research in Management, Toronto, Canada.
- 2014 Society for Personality and Social Psychology, Austin, TX.
- 2013 Society of Judgment and Decision Making, Toronto, Canada.
- 2013 Academy of Management, Orlando, FL.

Zhang, T., Kim, T., Brooks, A.W., Gino, F., & Norton, M.I. A “present” for the future: The unexpected value of rediscovery.

- 2014 Society of Judgment and Decision Making, Long Beach, CA.
- 2014 Association for Consumer Research, Baltimore, MD.

Zhang, T., Gino, F., & Norton, M.I. The surprising effectiveness of hostile mediators.

- 2014 Association for Consumer Research, Baltimore, MD.
- 2013 Academy of Management, Orlando, FL.

- 2012 Society of Judgment and Decision Making, Minneapolis, MN.
- 2012 Behavioral Decision Research in Management, Boulder, CO.
- 2011 International Association for Conflict Management, Istanbul, Turkey.

Sezer, O., Zhang, T., Gino, F., & Bazerman, M.H. Overcoming the outcome bias: Making process matter.

- 2013 Academy of Management, Orlando, FL.

ORGANIZED CONFERENCES AND SYMPOSIA

Blunden, H. & Zhang, T. (Aug, 2023). Symposium Co-Chair. *In the Eye of the Beholder: Advancing Feedback Research with a Focus on Perceptions*. Academy of Management, Seattle, WA. Speakers: Erik Santoro, David Levari, Luna Luan, Nathan Fulham, Lauren Eskreis-Winkler.

Levari, D. & Zhang, T. (Aug, 2022). Symposium Co-Chair. *The Promise and Perils of Collaboration for Performance and Learning*. Academy of Management, Seattle, WA. Speakers: Emma Zhao, Kathy Vo, Grace Cormier, Katherine Decelles, and David Levari.

Guenoun, B. & Zhang, T. (Aug, 2022). Symposium Co-Chair. *ASCENDING Careers: How People Develop Others in Organizations*. Academy of Management, Seattle, WA. Speakers: Elad Sherf, Paul Green, Rosalind Chow, Nuria Tolsá-Caballero.

Zhang, T. & Barasz, K. (Aug, 2019). Conference Co-organizer. *BIG Ideas Doctoral Student Workshop*. Behavioral Insights Group, Boston, MA.

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

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

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

DISCUSSANT/PANELIST

Challenges in DEI-related Feedback, Academy of Management, Boston, MA	2023
Nailing the Job Market, PhD Project, Academy of Management, Boston, MA	2019
Half-way There, but Now What?, Academy of Management, Chicago, IL	2018

INVITED TALKS

Center for Behavioral and Decision Research, Carnegie Mellon University, Pittsburgh, PA	Feb 2023
Behavioral Ethics Pecha Kucha, Academy of Management, Seattle, WA	Aug 2022
Marriott School of Business (Management), Brigham Young University, Virtual Talk	April 2021
Martinos Center for Biomedical Imaging, Harvard Medical School, Boston, MA	April 2019
Stanford Graduate School of Business (OB), Stanford University, Palo Alto, CA	Dec 2017
Kellogg School of Management (MORS), Northwestern University, Evanston, IL	Nov 2017

Harvard Business School (OB), Harvard University, Boston, MA	Nov 2017
MIT Sloan School of Management (WOS), Cambridge, MA	Nov 2017
Anderson School of Management (M&O), University of California, Los Angeles, CA	Nov 2017
Kenan-Flagler Business School (OB), University of North Carolina, Chapel Hill, NC	Oct 2017
Darden School of Business (L&O), University of Virginia, Charlottesville, VA	Oct 2017
Fuqua School of Business (M&O), Duke University, Durham, NC	Oct 2017
George Washington University (Management), Washington, DC	Oct 2017
McCombs School of Business (Management), University of Texas at Austin, Austin, TX	Oct 2017
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

AWARDS AND GRANTS

Hellman Faculty Fellow Award	2021-2023
Robert F. Greenhill Award	2022
Charles M. Williams Award for Excellence in Teaching	2020
HBS Faculty Teaching Award	2020
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

TEACHING AND ADVISING EXPERIENCE

TEACHING

MBA

LEAD, Instructor, Harvard Business School	2018-present
Managerial Negotiations, Instructor, Columbia Business School	2016-2018
Art of Marketing Science, Teaching Assistant, Harvard Business School	Spring 2012

Executive Education

Rockefeller Foundation, Harvard Business School	Spring 2023
Kaiser Permanente, Harvard Business School	Spring 2023
Advent International, Harvard Business School	Summer 2022
Transforming Customer Experiences, Harvard Business School	Summer 2022
Leading Professional Service Firms, Harvard Business School	2018-present
Harvard Business Analytics Program, Harvard Business School	Spring, Fall 2019
Custom Programs, Harvard Business School	2022-present

WORKSHOPS AND GUEST TEACHING

Admitted Students Week, Harvard Business School	2022
Faculty START, Harvard Business School	2021-2023
Bridges, Harvard Business School	2021, 2023
Program for Leadership Development, Harvard Business School	2020
Negotiations, Guest Lecturer, New York Presbyterian Harkness Eye Institute	Spring 2018
Leadership in Medicine, Guest Lecturer, Columbia Medical School	Spring 2017-2018
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

Dissertation Committee

Laura Weimer, Harvard Business School OB Program (Dissertation Committee, Co-Chair)	2023
Grace Cormier, Harvard Business School OB Program (Dissertation Committee)	2025
Bushra Guenoun, Harvard Business School OB Program	2025

Qualifying Paper Committee

Nicole Abi-Esber, Harvard Business School OB Program	2022
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Undergraduate and RA advising

Krystal Veras	2022
Kelly Harrington	2020-2022
Trevor Spelman	2018-2020
Shaaref Shah	2019
PRIMO Adviser for Daniel Blumenthal	2019
PRIMO Adviser for Tuna Hayliri	2014
Thesis Adviser for Dennis Strewé, 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
Behavioral Insights Group
Society for Judgment and Decision Making
Society for Personality and Social Psychology

SERVICE

Editorial Review Board

Organization Science (2023-present)

Ad hoc Reviewing for Journals

Academy of Management Journal

Administrative Science Quarterly

Journal of Personality and Social Psychology

Journal of Experimental Social Psychology

Journal of Behavioral Decision Making

Management Science

Organizational Behavior and Human Decision Processes

Social Psychology and Personality Compass

Reviewing for Conferences and Grants

Academy of Management Annual Meeting

International Association for Conflict Management Conference

Society for Judgment and Decision Making Conference

Time-sharing Experiments Social Sciences (TESS)

Committees

Organizational Behavior Unit Seminar Series Co-organizer (with Allie Feldberg, 2022-2023)

Academy of Management OB Division Best Dissertation Committee (Chair, 2022)

Columbia Behavioral Research Lab Steering Committee

Organizer of Harvard Behavioral Insights Group Lab

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