

MODUPE NYIKOALE AKINOLA

Curriculum Vitae
(617) 233-4020
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EDUCATION

Ph.D.	Harvard University	Organizational Behavior	2009
M.A.	Harvard University	Social Psychology	2006
M.B.A.	Harvard Business School	General Management	2001
B.A.	Harvard University	Psychology	1996

ACADEMIC APPOINTMENTS

<i>Columbia Business School (Management Division)</i>		
Associate Professor (with tenure)		2018-present
Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics		2016-2018
Assistant Professor of Management		2009-2016
<i>Sloan School of Management (Organization Studies Group)</i>		
Visiting Assistant Professor		2013-2014

PUBLICATIONS

*indicates graduate student or post-doctoral trainee

Milkman, K.L., Patel, M.S., Gandhi, L., Graci, H.N., Gromet, D., Ho, H., Kay, J.S., Lee, T.W., Akinola, M..(2021). A mega-study of text-based nudges encouraging patients to get vaccinated at an upcoming doctor's appointment. *Proceedings of the National Academy of Sciences*, 118 (20), e2101165118.

Gruber, J., Mendle, J., Lindquist, K.A., Schmader, T., Clark, L.A., Bliss-Moreau, E., Akinola, M...(in press). The future of women in psychological science. *Perspectives on Psychological Science*.

*Casto, K.V., Edwards, D.A., Akinola, M., Davis, C., & Mehta, P.H. (2020). Testosterone reactivity to competition and competitive endurance in men and women. *Hormones & Behavior*, 123, 104665.

*Crum, A.J., Jamieson, J.P., & Akinola, M. (2020). Optimizing stress: An integrated intervention for regulating stress responses. *Emotion*, 20(1), 120-125.

*Chang, E.H., Milkman, K.L., Chugh, D. & Akinola, M. (2019). Diversity thresholds: How social norms, visibility, and scrutiny relate to group composition. *Academy of Management Journal*, 62(1), 144-171.

Akinola, M., *Kapadia, C., *Lu, G.J., & Mason, M.F. (2019). Incorporating physiology into creativity research and practice: The effects of bodily stress responses on creativity in organizations. *Academy of Management Perspectives*, 33(2), 163-184.

Akinola, M., *Martin, A., & Phillips, K. (2018). To delegate or not to delegate: Gender differences in affective associations and behavioral responses to delegation. *Academy of Management Journal*, 61(4), 1467-1491.

Akinola, M., Page-Gould, E., Mehta, P., & *Liu, Z. (2018). Hormone-diversity fit: Collective testosterone moderates the effect of diversity on group performance. *Psychological Science*, 29(6), 859-867.

*Crum, A., Akinola, M., Turnwald, B., Kaptchuk, T., & Hall, K. (2018). Catechol-O-Methyltransferase moderates effect of stress mindset on affect and cognition. *PLoS ONE*, 13(4), e0195883.

Jamieson, J.P., *Crum A.J., *Goyer, J.P., Marotta, M.E., & Akinola, M. (2018). Optimizing stress responses with reappraisal and mindset interventions: An integrated model. *Anxiety, Stress, & Coping*, 31(3), 245-261.

Rosette, A.S., Akinola, M., & Ma, A. (2018). Subtle discrimination in the workplace: Individual-level factors and processes. In E. King & A. Colella (Eds.), *Oxford Handbook on Discrimination* (pp.7-24). New York, NY: Oxford University Press.

*Lu, G.J., Akinola, M., & Mason, M.F. (2017). "Switching on" creativity: Task switching increases creativity by reducing cognitive fixation. *Organizational Behavior and Human Decision Processes*, 136, 63-74.

*Crum, A.J., Akinola, M., *Martin, A., & *Fath, S. (2017). The role of stress mindset in shaping cognitive, emotional, and physiological responses to challenging and threatening stress. *Anxiety, Stress, and Coping*, 4, 379-395.

Akinola, M., Page-Gould, E., Mehta, P., & *Lu, G.J. (2016). Collective hormonal profiles predict group performance. *Proceedings of the National Academy of Sciences*, 113 (35), 9774-9779.

Akinola, M., *Fridman, I., *Mor, S., Morris, M., & *Crum, A. (2016). Adaptive appraisals of anxiety moderate the association between cortisol reactivity and performance in salary negotiations. *PLoS ONE*, 11(12), e0167977.

*Crum, A.J., Phillips, D.J., *Goyer, J.P., Akinola, M., & Higgins, E.T. (2016). Transforming water: Social influence moderates psychological, physiological, and functional response to a placebo product. *PLoS ONE*, 11(11), e0167121.

Milkman, K., Akinola, M. & Chugh, D. (2015). What happens before? A field experiment exploring how pay and representation differentially shape bias on the pathway into organizations. *Journal of Applied Psychology*, 100(6), 1678-1712.

Muhtadie, L., Koslov, K., Akinola, M., & Mendes, W.B. (2015). Vagal flexibility: A physiological predictor of social sensitivity. *Journal of Personality and Social Psychology*, 109(1), 106-120.

Page-Gould, E. & Akinola, M. (2015). Incorporating neuroendocrine methods into intergroup relations research. *Group Processes and Intergroup Relations*, 18(3), 366-383.

Akinola, M. & Mendes, W.B. (2013). It's good to be the king: Neurobiological benefits of higher social standing. *Social Psychological and Personality Science*, 5(1), 43-51.

Ayduk, O., Gyurak A., Akinola, M., & Mendes, W.B. (2013). Consistency over flattery: Self-verification processes revealed in implicit and behavioral responses to feedback. *Social Psychological and Personality Science*, 4(5), 538-545.

Milkman, K., Akinola, M. & Chugh, D. (2012). Temporal distance and discrimination: An audit study in academia. *Psychological Science*, 23(7), 710-717.

Akinola, M. & Mendes, W.B. (2012). Stress-induced cortisol facilitates threat-related decision making among police officers. *Behavioral Neuroscience*, 26(1), 167-174.

Akinola, M. (2010). Measuring the pulse of an organization: Integrating physiological measures into the organizational scholar's toolbox. *Research in Organizational Behavior*, 30, 203-223.

Akinola, M. & Mendes, W.B. (2008). The dark side of creativity: Biological vulnerability and negative emotions lead to greater artistic creativity. *Personality and Social Psychology Bulletin*, 34 (12), 1677-1686.

MANUSCRIPTS UNDER REVIEW

Akinola, M., Opie, T., Ho, G., Unzueta, M., Castel, S., Kristal, A., & Brief, A. Diversity isn't what it used to be: The consequences of the broadening of diversity. Revise and Resubmit. *Academy of Management Discoveries*.

Goyer, J. P., Crum A.J., Grunberg, R., & Akinola, M. Thriving under pressure: The effects of stress-related wise interventions on affect, sleep, and exam performance for disadvantaged college students. Revise and Resubmit. *Emotion*.

MANUSCRIPTS IN PREPARATION

Akinola, M., Loschelder, D., Swaab, R., Galinsky, A., & Inesi, E. Location and stress impact global negotiations more than cultural differences. Manuscript in preparation.

Akinola, M., Townsend, S., & McCluney, C. Be still our beating hearts: A body-centric approach to understanding the relationship between diversity and workgroup performance. Manuscript in preparation.

Bergemann, P., Heinemann, Z., Iyengar, S.S., Akinola, M., & Galinsky, A.D. The limits of contact: Creating diverse ties is doable but not durable. Manuscript in preparation.

Overbeck, J.R., Howe, D., Meikle, N.L., & Akinola, M. The loyal lieutenant as kingmaker: Subtle cues of deference determine hierarchy development. Manuscript in preparation.

Wang, D., *Hwang, K.J., & Akinola, M. How knowledge specialization and diversity jointly influence entrepreneurial entry: The complementary role of social groups. Manuscript in preparation.

PRESENTATIONS

Akinola, M. (February 2021). Thriving under pressure: The effects of stress-related wise interventions on affect, sleep, and exam performance for disadvantaged college students. Paper presented at the Society for Personality and Social Psychology Conference, symposium on Interventions to Reduce Inequality in Higher Education and Professional Settings (N. Dasgupta and D. Wu, chairs), Virtual Conference.

Akinola, M. (October 2019). Diversity thresholds: How social norms, visibility, and scrutiny relate to group composition. Paper presented at the Society for Experimental Social Psychology

Conference, symposium on Tipping the Scales: Understanding and Addressing Challenges to Gender Diversity in Organizations (C. Cortland and F. Danbold, chairs), Toronto, ON.

Akinola, M. (February 2019). Adaptive appraisals of anxiety moderate the association between cortisol reactivity and performance in salary negotiations. Paper presented at the Society for Personality and Social Psychology Conference, symposium on New Insights into the Association of Cortisol with Performance (H. Park and J. Cook, chairs), Portland, OR.

Akinola, M. (August 2018). Diversity isn't what it used to be: The consequences of the broadening of diversity. Paper presented at the Academy of Management Conference, symposium on The Business or Fairness Case for Social Issues? Influencing Stakeholders in Organizations (A. Rattan and O. Georgeac, chairs), Chicago, IL.

Akinola, M. (October 2017). Hormone-diversity fit: Collective testosterone moderates the effect of diversity on group performance. Paper presented at the Society for Experimental Social Psychology Conference, symposium on The Malleability of Intergroup Emotions (K. Lindquist and K. Payne, chairs), Boston, MA.

Akinola, M. (May 2017). Implicit bias in policing: Applying stress management strategies to help reduce racial disparities in policing. Paper presented at the Association for Psychological Science Conference, symposium on Real World Implications of Implicit Bias (E. Page-Gould and M. Shiota, chairs), Boston, MA.

Akinola, M. (April 2017). Diversity isn't what it used to be: The consequences of the broadening of diversity. Paper presented at the National Diversity Equity Workshop, session on The Organization and Management of Diversity, Washington, DC.

Akinola, M. (August 2016). Collective hormonal profiles predict performance in groups. Paper presented at the Academy of Management Conference, symposium on Revealing the Hidden: Psychophysiology Provides New Insights to Individuals' Workplace Experiences (S. Smallets, chair), Anaheim, CA.

Akinola, M. (May 2015). Temporal distance and discrimination: An audit study in academia. Paper presented at the Association for Psychological Science Conference, symposium on Intergroup Contact: Advances and Nuances (E. Page-Gould, chair), New York, NY.

Akinola, M. (February 2015). It's good to be the king: Neurobiological benefits of higher social standing. Paper presented at the Society for Personality and Social Psychology Conference, symposium on The Psychophysiology of High Social Standing: (Dys)functional Responses to Power and Status (A. Scholl and D. Scheepers, chairs), Long Beach, CA.

Akinola, M. (October 2014). Intergroup contact: Can positive social contact enhance performance for cross-race relative to same-race dyads? Paper presented at the Society for Experimental Social Psychology Conference, symposium on Leveraging the Value of Diversity in Teams: Four Useful Processes (T. Vacharkulksemsuk and K. Phillips, chairs), Columbus, OH.

Akinola, M. (August 2013). Inspiration is facilitated by positive mood and vagal withdrawal. Paper presented at the Academy of Management Conference, symposium on The Heart of the Matter: Cardiovascular Measures in Organizational Research (A. Passarelli, chair), Orlando, FL.

Akinola, M. (January 2013). Heterogeneity in discrimination? A field experiment with university faculty. Paper presented at the Society for Personality and Social Psychology Conference, symposium on Turning the Tables: Social Psychologists as Subjects of Research (A. Tomiyama, chair), New Orleans, LA.

Akinola, M. (August 2012). Heterogeneity in discrimination? A field experiment with university faculty. Paper presented at the Academy of Management Conference, Diversity Research Publishing Workshop (R. Ely and B. Ragins, chairs), Boston, MA.

Akinola, M. (August 2011). Measuring the pulse of an organization. Paper presented at the Academy of Management Conference, symposium on Implicit Measures in Management Research (W. Becker, B. Hardy, and J. Menges, chairs), San Antonio, TX.

Akinola, M. & Mendes, W.B. (May 2011). Accuracy is in the eye of the beholder: Physiological responses influence emotion detection among police officers. Paper presented at the Association for Psychological Science Conference, symposium on Hierarchy, Judgmental Accuracy, and the Person-In-Context (M. Kraus, chair), Washington, DC.

Akinola, M. & Mendes, W.B. (August 2010). Decision making under threat. Paper presented at the Academy of Management Conference, symposium on Wisdom through Emotions: Multi-Cultural, Multi-level Analyses of How Emotions Can Make Us Wiser (L. Rees and J. Sanchez-Burks, chairs), Montreal, Canada.

Akinola, M. & Thomas, D.A. (August 2008). Defining the attributes and processes that enhance the effectiveness of diversity initiatives. Paper presented at the Academy of Management Conference, Anaheim, CA.

Akinola, M. & Mendes, W.B. (August 2008). Biological and Psychological Factors Linked to Creativity. Paper presented at the Academy of Management Conference, symposium on Using Physiological Measures to Explore the Questions We Ask (M. Akinola and M. Zyphur, chairs), Anaheim, CA.

Akinola, M. & Mendes, W.B. (January 2008). Vigilance and intergroup interactions. Paper presented at the Society for Personality and Social Psychology Conference, symposium on Taking a Relational Approach to Intergroup Contact: When Stigmatized and Non-Stigmatized Group Members' Experiences Diverge and Converge (J. Richeson and S. Neuberg, chairs), Albuquerque, NM.

Akinola, M. & Mendes, W.B. (August 2007). Intergroup contact: Can positive social contact reduce threat during cross race encounters? Paper presented at the Academy of Management Conference, symposium on Diversity's Embeddedness (M. Akinola and B. Ragins, chairs), Philadelphia, PA.

Akinola, M. & Mendes, W.B. (August 2006). The effects of social contact on enhancing performance and reducing intergroup tension in organizations. Paper presented at the Academy of Management Conference, symposium on Managing across Difference in Organizations (M. Akinola, chair), Atlanta, GA.

Akinola, M., Mendes, W.B. & Amabile, T. (August 2005). Benign stress and cognitive performance in organizations. Paper presented at the Academy of Management Conference,

symposium on Integrating Biopsychological Measures and Outcomes into a New Vision of Management (E. Heaphy, chair), Honolulu, HI.

INVITED TALKS

Boston University (2008), University of Michigan (2008, 2017), University of California at Berkeley (2008), London Business School (2009), Kellogg (2009), Columbia Teachers College (2011), Harvard University (2011, 2018), Harvard Kennedy School (2012, 2018), MIT Sloan School of Management (2014), University of Utah (2014), Stanford Graduate School of Business (2014), Fuqua School of Business (2014), The Wharton School (2014, 2017), Carnegie Mellon University (2014), UCLA Anderson School of Management (2015), Rotman School of Management (2015), Olin Business School (2016), McGill University (2017), Johns Hopkins Carey Business School (2018), Union College (2018), Chicago Booth (2018), Yale School of Management (2019), Melbourne Business School (2020), Victoria Business School (2020), INSEAD (2019, 2020)

TEACHING EXPERIENCE

- Leadership Development (Columbia Business School, average rating 4.8/5.0)
- Dissertation Committee Member for Columbia Business School PhD Candidates Ashli Carter, Jon Jachimowicz, Ashley Martin, William Welch and Shira Mor.
- Supervision of Psychology Honors Thesis for Columbia undergraduates Jordan Cline (2019).
- Teaching Fellow for Introduction to Social Psychology at Harvard University (2007).
- Supervision of Psychology Honors Thesis for Harvard undergraduates Marina Nasman (2006), Shimon Sapphire-Bernstein (2007), Amanda Willis (2008), and Erin Blackstock (2008).
- Extensive corporate training and coaching experience, with consistently high teaching ratings, for organizations including Goldman Sachs, American Express, Bain & Company, CoreNet Global, Harvard Divinity School's Summer Leadership Institute, Harvard Business School's Public Education Leadership Project, and KIPP Schools Summer Leadership Program.

GRANTS

- Provost Grant for Mid-Career Faculty Who Contribute to the Diversity Goals of the University. Project Title: *Hormones in Groups: The Effects of Collective Testosterone-Environmental Fit on Group Performance*. Grant Amount: \$37,500 (2019)
- Eugene M. Lang Support Fund Supplemental Research Grant. Project Title: *Hormones and Leadership Development*. Grant Amount: \$15,000 (2010)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Project Title: *A Study of Discrimination and Intertemporal Choice*. Co-PI with Katherine Milkman (PI) and Dolly Chugh (Co-PI). Grant Amount: \$5,000 (2010)
- Columbia University Professional Schools Diversity Research Fellowship. Project Title: *Power and its Embodiment*. Grant Amount: \$10,000 (2009)
- Fellowship Recipient, NIMH/NRSA. Project Title: The Disjunction between Mental and Physical Health Outcomes for African Americans (F31). Grant Amount: \$85,076 (2007)
- Women and Public Policy Program Grant, Harvard Kennedy School of Government. Project Title: *Joint Separate Preference Reversals and Gender Diversity*. Grant Amount: \$9,000 (2007)

AWARDS & HONORS

- Academy of Management Journal Best Paper Award (Chang, Milkman, Chugh, & Akinola) (2020).
- Dean's Award for Teaching Excellence, Columbia Business School (2015)
- SSRN Honor: Author of One of the 10 Most Downloaded Papers of the Year (2014)

- Massachusetts Institute of Technology Dr. Martin Luther King Jr. Fellowship (2013-2014)
- Association for Psychological Science Rising Star (2011)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Co-PI with Katy Milkman and Dolly Chugh (2010)
- Eugene M. Lang Support Fund Supplemental Research Grant (2010)
- Columbia University Professional Schools Diversity Research Fellowship (2010)
- Society for Personality and Social Psychology Best Graduate Student Paper Award (2009)
- Wyss Award for Excellence in Doctoral Research (2009)
- Society for Psychophysiological Research Student Poster Award (2008)
- Society for Personality and Social Psychology Diversity Fund Award (2006)
- Wyss Fellowship for Graduate Study (2004 to 2009)

ASSOCIATE EDITOR

Personality and Social Psychology Bulletin (2019-present)

EDITORIAL BOARD

International Journal of Stress Management (2014-2019)

AD HOC REVIEWER

Proceedings of the National Academy of Sciences, Journal of Personality and Social Psychology; Personality and Social Psychology Bulletin; Journal of Experimental Social Psychology; Journal of Experimental Psychology; Academy of Management Journal; Academy of Management Review; Academy of Management Perspectives; Organization Science; Organizational Behavior and Human Decision Processes; Group Processes and Intergroup Relations; Small Group Research; Plos One; Psychoneuroendocrinology; International Journal of Psychophysiology; European Journal of Social Psychology; Anxiety Stress and Coping; Motivation and Emotion; Biological Psychology; Human Relations; California Management Review

ASSOCIATION MEMBERSHIPS

Academy of Management
 Society for Personality and Social Psychology
 Society for Experimental Social Psychology
 Association for Psychological Science
 Society for Psychophysiological Research
 International Association for Conflict Management

MEDIA COVERAGE

The New York Times, National Public Radio (NPR), Wall Street Journal, Washington Post, The Economist, Huffington Post, Financial Times, U.S. News & World Report, The Chronicle of Higher Education, Scientific American, Nature, Slate.com

OUTSIDE ACTIVITIES

Consulting assignments with Disney, 21 CP Solutions, 10% Happier, Nutopia, TED; Board member: The Brearley School and Center for the Science of Moral Understanding

CORPORATE AND NON-PROFIT WORK EXPERIENCE

Harvard Business School *Research Associate* *2003-2004*
 Developed an Executive Education program (The Public Education Leadership Project) for urban superintendents and their leadership teams to build on principles at the intersection of general management and education management to help schools deliver improved student

achievement. Collaborated and co-authored academic materials with nine professors from Harvard Business School and Harvard Graduate School of Education as part of a dedicated research team. Conducted sophisticated remote and on-site field research on selected school districts across the country.

Bain & Company *Consultant & Head of Diversity* 2001-2003
Associate Consultant 1997-1999

Member of management consulting client service teams. Conducted analysis, managed associates, interacted with clients, developed conclusions, and assisted in implementing recommendations. Key industries: Retail, Consumer Products, High Technology, Utilities, and Manufacturing. Received and accepted offer to return to firm post-MBA with business school funded. Led the firm's diversity recruiting and professional development efforts.

Merrill Lynch *Summer Associate, Investment Banking* 2000

Conducted analyses for clients in retail and apparel industry. Work included financial modeling, comparable company analysis, due diligence, and development of marketing and roadshow materials.

Street Babies Project *Founder* 1996-1997

Awarded national fellowships to create a public service project reflecting an entrepreneurial vision in Accra, Ghana. Designed project aimed at providing child care for underprivileged babies, teaching literacy to homeless mothers and children, and offering them the opportunity to learn a trade or receive formal education. Established four centers in one year. Generated \$700,000 in funding to sustain project for six years.