

**SHEENA S. IYENGAR**  
**S.T. Lee Professor of Business**

Management Division  
Columbia Business School  
New York, NY 10027

**Updated June 25th 2020**

email: [siyengar@columbia.edu](mailto:siyengar@columbia.edu)  
[sheenaiyengar.com](http://sheenaiyengar.com)

**EDUCATION**

**Stanford University**

Ph.D. in Social Psychology, December 1997

**University of Pennsylvania**

Dual Degree:

Wharton School of Business:

- Bachelor of Science in Economics, May 1992
- Concentration in Statistics

College of Arts and Sciences:

- Bachelor of Arts in Psychology, May 1992
- Minor in English

**ACADEMIC POSITIONS**

**S.T. Lee Professor of Business**

*Columbia Business School*

November 2009–Present

**Faculty Director**

*Eugene Lang Entrepreneurship Center  
Columbia University*

July 2014–June 2015

**S.T. Lee Professor of Business**

*Columbia Business School*

November 2009–Present

**Full Professor**

*Columbia Business School*

July 2007–October 2009

**Visiting Associate Professor**

*London Business School*

January 2007–June 2007

**Tenured Associate Professor**

*Columbia Business School*

July 2005–June 2007

**Invited Fellow**

*Institute for Advanced Study  
Princeton University*

September 2005–June 2006

**Whitebox Advisors Visiting Scholar**

*International Center for Finance  
Yale University*

Summer 2004

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<b>Sanford C. Bernstein Untenured Associate Professor</b> <i>Columbia Business School</i>	July 2001–June 2005
<b>Assistant Professor</b> <i>Columbia Business School</i>	July 1998–June 2001
<b>Assistant Professor</b> <i>Sloan School of Management, Massachusetts Institute of Technology</i>	July 1997–June 1998

### PROFESSIONAL POSITIONS

<b>G1 Global International Advisor</b> <i>G1 Institute</i>	2019- Present
<b>Council Member</b> <i>Asia Society Global Council</i>	2018-Present
<b>Board of Directors Member</b> <i>Liders LLC (DBA Celectiv)</i> Present	2018-
<b>Board of Directors Member</b> <i>Asian University for Women</i>	2014-Present
<b>Institute Fellow</b> <i>TIAA-CREF Institute</i>	2007–Present
<b>Council Member</b> <i>Ashinaga Kenjin-Tatsujin International Advisory Council</i>	2014–Present
<b>Advisory Member</b> <i>World Economic Forum Global Agenda Council</i> 2014	2013–
<b>Academic Member</b> <i>Behavioral Finance Forum</i>	2007–2009

### AWARDS AND HONORS

<b>The Jerome A. Chazen Institute of Global Business Research Grant</b> Summer-Fall 2020
<b>Provost RFP on Massive Open Online Course (MOOCs) Funding</b> Summer-Fall 2020
<b>Office of the Provost Teaching and Learning Grant</b> Summer 2020
<b>Columbia Data Science Institute (DSI) Scholars Program Grant</b>

Spring-Summer 2020

**Voted Among Top 50 Most Influential Business Thinkers, Thinkers50**  
November 2019

**B.F. Skinner Lecturer, Convention** **ABAI 43rd Annual**  
May 2017

**Graduation Keynote Speaker,** **Columbia Business School, Global Center Asia**  
May 2017

**GovLab Faculty Member Recipient of Three-Year Research Network Grant on Opening Governance, Foundation** **MacArthur**  
January 2014

**President's Global Innovation Fund Grant Recipient,** **Columbia University**  
August 2013

**EMBA Commitment to Teaching Excellence Award,** **Columbia Business School**  
April 2013

**World's Best B-School Professors,** **Columbia Business School, Poets and Quants**  
October 2012

**Dean's Award for Outstanding Core Teaching,** **Columbia Business School**  
September 2012

**Best Article Award,** **Journal of Consumer Research**  
September 2012

**Most Innovative Symposium Award,** **Academy of Management**  
August 2001

**Voted Among Top 50 Most Influential Business Thinkers,** **Thinkers50**  
November 2011

**Misumi Award, 6<sup>th</sup> Dynamics Association** **AASP Conference in New Zealand , Japanese Group**  
April 2005

**Innovation in the Curriculum Teaching Award (Group Award),** **Columbia Business School**  
Fall 2005

**Presidential Early Career Award for Social Scientists** **Executive Office, President of the United States Office of Science and Technology Policy**  
January 2002

**Best Dissertation Award** **Society for Experimental Social Psychology**  
October 1998

**Grant Recipient** **Citigroup Behavioral Sciences Research Council**  
January 1997 – July 2000

**Dissertation Fellow** **National Institute of Mental Health**  
1996–1997

**Graduate International Research Fellowship** **National Security Education Program**  
1995

**Research Fellow** **Stanford Center for Conflict and Negotiation**  
1994–1995

### BOOK AWARDS

**Publisher's Award for Excellence (The Art of Choosing)** **India Abroad**  
June 2011

**Honouree** **Sikh Centennial Gala**  
April 2011

**Top Ten Business & Investing Books of 2010 (The Art of Choosing)** **Amazon.com**  
November 2010

**Best Business Books of the Year 2010 (The Art of Choosing)** **Financial Times & Goldman Sachs**  
September 2010

**#4 Bestseller (The Art of Choosing, Japanese edition)** **Amazon.co.jp**  
March 1, 2011 and Dec 26, 2011

**Gold Medal in General Business/Economics (The Art of Choosing)** **Axiom Business Book Awards**  
March 2011

**#12 Bestseller (The Art of Choosing)** **Inc. Magazine & 800-CEO-READ  
Business Book Bestseller List**  
February 2011

**#4 Non-Fiction Bestseller (The Art of Choosing)** **India Today**  
August – September 2010

### TEACHING

#### Core Courses:

- *Leadership Development, MBA, Columbia Business School*
- *Leadership and Organizational Change, EMBA, Columbia Business School*

#### Electives Created:

- *Think Bigger (MBA, EMBA)*
- *Thinking Globally*

- *Entrepreneurial Creativity*
- *Managerial Decision Making*

**Doctoral Seminars:**

- *Perspectives on Authenticity, Columbia Business School* (Spring 2017)
- *Research Methods*

**BOOKS**

Iyengar, S.S. (2012). *The Choice Diary*. Tokyo: Bunshun Bunko. (In Japanese)

Iyengar, S.S. (2010). *The Art of Choosing*. New York: Twelve Publishers, an imprint of Hachette Book Group. (Translated in 15 languages)

**PEER-REVIEWED ARTICLES AND BOOK CHAPTERS**

Kuwabara, K., Zou, X., Hildebrand, C., Iyengar, S.S., Brandy, A. (2020) Lay Theories of Networking Ability: Beliefs that Inhibit Instrumental Networking. *Social Networks*. Elsevier.

Reutskaja, E., Iyengar, S.S., Fasolo, B., & Misuraca, R. (2020) Cognitive and Affective Consequences of Information Load. *Handbook on Bounded Rationality*. Routledge Publishing House.

Reutskaja, E., Iyengar, S.S., Fasolo, B., & Misuraca, R. (2020) How Much Choice is “Good Enough”? Moderators of Information and Choice Overload. *Handbook on Bounded Rationality*. Routledge Publishing House.

Iyengar, S.S. & Kuman, T. (2018) Does More Choice Lead to More Flourishing? *Human Flourishing in an Age of Gene Editing*. Oxford University Press.

Mogilner, C., Shiv, B., & Iyengar, S.S. (2013) Eternal Quest for the Best: Sequential (vs. Simultaneous) Option Presentation Undermines Choice Commitment. *Journal of Consumer Research*.

Bertini, M., Wathieu, L., & Iyengar, S.S. (2012) The Discriminating Consumer: Product Proliferation and Willingness to Pay for Quality. *Journal of Marketing Research*, 49, 39-49.

Chua, R. & Iyengar, S.S. (2011). Perceiving Freedom Givers: Effects of Granting Decision Latitude on Personality and Leadership Perceptions. *Leadership Quarterly*, 22 (5), 863-880.

Leotti, L.A, Iyengar, S.S., & Ochsner, K.N. (2010). Born to Choose: The Origins and Value of the Need for Control. *Trends in Cognitive Science*, 14 (10), 457-463.

Iyengar, S.S. & Kamenica, E. (2010). Choice Proliferation, Simplicity Seeking, and Asset Allocation. *Journal of Public Economics*, 94 (7-8), 530-539.

Levav, J., Heitmann, M., Herrmann, M. & Iyengar, S.S. (2010). Order in Product Customization Decisions: Evidence from Field Experiments. *Journal of Political Economy*, 118 (2), 274-299.

- DeVoe, S. & Iyengar, S. (2010). Medium of Exchange Matters: What's Fair for Goods is Unfair for Money. *Psychological Science*, 21 (2), 159-162.
- DeVoe, S. E., & Iyengar, S. S. (2010). Allocating Resources Among Group Members: The Medium of Exchange Matters. In B. Mannix, M. Neale, and E. Mullen (Ed.), *Research on Managing Groups and Teams: Fairness and Groups, Volume 13* (159-181). Bingley, UK: Emerald Group Publishing Limited.
- Botti, S., Orfali, K., & Iyengar, S.S. (2009). Tragic Choices: Autonomy and Emotional Responses to Medical Decisions. *Journal of Consumer Research*, 36 (3), 337-352.
- Mogilner, C., Rudnick, T., & Iyengar, S.S. (2008). The Mere Categorization Effect: How the Presence of Categories Increases Choosers' Perceptions of Assortment Varieties and Outcome Satisfaction. *Journal of Consumer Research*, 35 (2), 202-215.
- Chua, R. & Iyengar, S.S. (2008). Creativity as a Matter of Choice: Prior Experience and Task Instruction as Boundary Conditions for the Positive Effect of Choice on Creativity. *Journal of Creative Behavior*, 42 (3), 164-180.
- Fisman, R., Iyengar, S.S., Kamenica, E., & Simonson, I. (2008). Racial Preferences in Dating: Evidence from a Speed Dating Experiment. *Review of Economic Studies*, 75 (1), 117-132.
- Huberman, G., Iyengar, S.S., & Jiang, W. (2007). Defined Contribution Pension Plans: Determinants of Participation and Contribution Rates. *Journal of Financial Services Research*, 31 (1), 1-32.
- Pöhlman, C., Carranza, E., Hannover, B., & Iyengar, S.S. (2007) Repercussions of Self-Construal for Self-Relevant and Other-Relevant Choice. *Social Cognition*, 25 (2), 284-305.
- Botti, S. & Iyengar, S.S. (2004). The Psychological Pleasure and Pain of Choosing: When People Prefer Choosing at the Cost of Subsequent Satisfaction. *Journal of Personality and Social Psychology*, 87 (3), 312-326.
- Botti, S. & Iyengar, S.S (2006). The Dark Side of Choice: When Choice Impairs Social Welfare. *Journal of Public Policy and Marketing*, 25 (1), 24-38.
- Fisman, R., Iyengar, S.S., Kamenica, E., & Simonson, I. (2006). Gender Differences in Mate Selection: Evidence from a Speed Dating Experiment. *Quarterly Journal of Economics*, 121 (2), 673-697.
- Iyengar, S.S., Wells, R.E., & Schwartz, B. (2006). Doing Better But Feeling Worse: Looking for the "Best" Job Undermines Satisfaction. *Psychological Science*, 17 (2), 143-150.
- Reprinted in Lesko, W. (Ed.), *Readings in Social Psychology: General, Classic, and Contemporary Selections (7<sup>th</sup> Edition)*, Allyn & Bacon, (2008).
- Chua, R. & Iyengar, S.S. (2006) Empowerment through Choice?: A Critical Analysis of the Effects of Choice in Organizations. In Staw, B. (Ed.), *Research on Organizational Behavior, vol. 27* (41-79). USA: Elsevier.
- Wells, R.E. & Iyengar, S.S. (2005). Positive Illusions of Preference Consistency: How Remaining Eluded by One's Preferences Yields Greater Subjective Well-Being and Decision Outcomes.

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*Organizational Behavior and Human Decision Processes*, 98 (1), 66-87.

- Lepper, M. R., Corpus, J. H., & Iyengar, S. S. (2005). Intrinsic and Extrinsic Motivational Orientations in the Classroom: Age Differences and Academic Correlates. *Journal of Educational Psychology*, 97 (2), 184-196.
- Ames, D.R. & Iyengar, S.S. (2005). Appraising the Unusual: Framing Effects and Moderators of Uniqueness-Seeking and Social Projection. *Journal of Experimental Social Psychology*, 41 (3), 271-282.
- Morris, M., Leung, K., & Iyengar, S.S. (2004). Person Perception in the Heat of Conflict: Negative Trait Attributions Affect Procedural Preferences and Account for Situational and Cultural Differences. *Asian Journal of Social Psychology*, 7 (2), 127-147.
- DeVoe, S.E., & Iyengar, S.S. (2004). Managers' Theories of Subordinates: A Cross-cultural Examination of Manager Perceptions of Motivation and Appraisal of Performance. *Organizational Behavior and Human Decision Processes*, 93 (1), 47-61.
- Iyengar, S.S., Huberman, G., & Jiang, W. (2004). How Much Choice is Too Much? Contributions to 401(k) Retirement Plans. In Mitchell, O. S. & Utkus, S. (Eds.). *Pension Design and Structure: New Lessons from Behavioral Finance* (83-97). Oxford: Oxford University Press.
- Iyengar, S.S., & DeVoe, S.E. (2003). Rethinking the Value of Choice: Considering Cultural Mediators of Intrinsic Motivation. In Murphy-Berman, V. & Berman, J. (Eds.). *Cross-Cultural Differences in Perspectives on the Self: Vol. 49. Nebraska Symposium on Motivation* (146-191). London: University of Nebraska Press.
- Iyengar, S.S., & Lepper, M.R. (2002). Choice and its Consequences: On the Costs and Benefits of Self-determination. In Tesser, A. (Ed.) *Self And Motivation: Emerging Psychological Perspectives* (71-96). Washington, D.C.: American Psychological Association.
- Hernandez, M., & Iyengar, S.S. (2001). What Drives Whom? A Cultural Perspective On Human Agency. *Social Cognition*, 19 (3), 269-294.
- Iyengar, S.S., & Brockner, J. (2001). Cultural Differences in Self and Social Influence. In Cialdini, B. (Ed.). *The Practice of Social Influence in Multiple Cultures* (13-32). New Jersey: Lawrence Erlbaum Associates.
- Iyengar, S.S., & Lepper, M.R. (2000). When Choice Is Demotivating: Can One Desire Too Much of a Good Thing? *Journal of Personality and Social Psychology* 79, 995-1006.
- Reprinted in Lichtenstein, S. & Slovic, P. (Eds.), *The Construction of Preference*. New York: Cambridge University Press, (2006).
- Iyengar, S.S., & Lepper, M.R. (1999). Rethinking the Value of Choice: A Cultural Perspective on Intrinsic Motivation. *Journal of Personality and Social Psychology*, 76, 349-366.
- Iyengar, S.S., Lepper, M. R., & Ross, L. (1999). Independence From Whom? Interdependence with Whom? Cultural Perspectives on Ingroups Versus Outgroups. In Prentice, D.A. & Miller, D. (Eds.). *Cultural Divides: Understanding and Overcoming Group Conflict* (273-301). New York: Sage Publications.
- Sethi, S., & Nolen-Hoeksema, S. (1997). Gender Differences in Internal and External Focusing Among

Adolescents. *Sex Roles* 37, 687-700.

Lepper, M.R., Sethi, S., Dialdin, D., & Drake, M. (1996). Intrinsic and Extrinsic Motivation: A Developmental Perspective. In Luthar, S., Burack, J., Cicchetti, D., & Weisz, J. (Eds.). *Developmental Psychopathology: Perspectives on Adjustment, Risk, and Disorder* (23-50). Cambridge: Cambridge University Press.

Sethi, S., & Seligman, M.E.P. (1994). The Hope of Fundamentalists. *Psychological Science*, 5, 58.

Sethi, S., & Seligman, M.E.P. (1993). Optimism and Fundamentalism. *Psychological Science*, 4, 256-259.

### PAPERS IN PROGRESS

Authentic Self-Expression on Social Media is Associated with Greater Subjective Well-Being (2019). By Erica Bailey\*, Sandra Matz\*, Youyou Wu, and Sheena Iyengar. (Revising for Resubmission)

Pinning Down Authenticity: Development and Validation of a Felt Authenticity Measure (2019). By Carl B Horton, Erica Bailey, and Sheena Iyengar. (Working Paper)

The Artistic Value of a Human in the Age of the AI (2019). By Carl B. Horton, Aharon D. Levy, and Sheena Iyengar (Working Paper)

The Authenticity Challenge: How a Value Affirmation Exercise Can Engender Authentic Leadership (2019). By Paul Ingram, Yoonjin Choi, Carl B Horton, and Sheena Iyengar. (Working Paper)

How Social Ties Shape Group Judgments Evidence from Laboratory and Field Experiments on Art and Wine (2019). By Dan Wang, Jackson G. Lu, Sheena Iyengar. (Working Paper)

The Limits of Contact: Creating Diverse Ties are Doable but Not Durable (2019). By Patrick Bergemann, Zachary Heinemann, Modupe Akinola, Sheena Iyengar and Adam Galinsky. (Working Paper)

### NON-ACADEMIC PUBLICATIONS

Bergemann, P., & Iyengar, S. (February 2018). The Entrepreneurial Impact of Open Data. *The MacArthur Foundation Research Network on Opening Governance*

Kanze, D., & Iyengar, S. (2017). Startups That Seek to “Disrupt” Get More Funding Than Those That Seek to “Build”. *Harvard Business Review*

Iyengar, S.S. (March 2011). The “Michigan Fish Test” and the Middle East. *CNN Opinion*. <http://www.cnn.com/2011/OPINION/03/06/iyengar.fish.freedom/index.html>

Iyengar, S.S. (November 2010). Lead by Choice. *Leadership Excellence*, 27 (11), 13.

Iyengar, S.S. & Agrawal, K. (September 2010). A Better Choosing Experience. *strategy+business*. <http://www.strategy-business.com/article/00046?gko=13ead>.

Iyengar, S.S. (June 2010). Why the Soda Tax Makes Us Angry. *Slate*. <http://www.slate.com/id/2255127>.



- Iyengar, S.S. (May 2010). Assisted Suicide and “free choice.” *CNN Opinion*.  
<http://www.cnn.com/2010/OPINION/05/05/iyengar.assisted.suicide/index.html>.
- Iyengar, S.S. (March 2010). Take Off The Rosy Glasses. *PIMCO DC Dialogue* 42.
- Iyengar, S.S. (January 2010). Review of *Nudge* by Richard Thaler and Cass Sunstein. *Journal of Pension Economics and Finance*, 9 (1), 156-157.
- Iyengar, S.S. (September 2008). The Effects of Choice Proliferation on Retirement Savings Behavior. Research report for TIAA-CREF Institute.

### COLUMBIA BUSINESS SCHOOL PUBLICATIONS

- Iyengar, S.S., & Ingram, Paul. (November 2012). Competition in the Geo-Mosaic Industry. Columbia Caseworks.  
<http://www8.gsb.columbia.edu/caseworks/node/414/Competition%2Bin%2Bthe%2BGeo-Mosaic%2BIndustry%2B>
- The Discriminating Consumer: Product Proliferation and Willingness to Pay for Quality. (January 2011). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=7314376>
- Iyengar, S.S. (October 2010). Decision Making and Its Discontents. *Columbia Business School Chazen Global Insights*.  
<http://www4.gsb.columbia.edu/chazen/globalinsights/article/7311058/Decision+Making+and+Its+Discontents#>.
- The Art of Choosing. (March 2010). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=7211687>
- Iyengar, S.S. (March 2010). When Believing Is Deceiving. *Columbia Business School Public Offering Blog*. <http://www4.gsb.columbia.edu/publicoffering/post/7210860/>.
- Hard Choices Made Easy. (April 2008). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=134191>
- Product Customization Decisions: Order Does Matter. (January 2008). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=131445>
- The Pursuit of Happiness. (April 2007). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=70149>
- Managers’ Theories of Subordinates: A Cross-cultural Examination. (April 2006). *Columbia Ideas at Work*. <http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=14375>
- Person Perception in the Heat of Conflict: Negative Trait Attributions Affect Procedural Preferences and Account for Situational and Cultural Differences. (April 2006). *Columbia Ideas at Work*.  
<http://www4.gsb.columbia.edu/ideasatwork/feature?&global.now=&main.id=14355>
- Iyengar, S.S. (July 2004) Eureka: Extraordinary Discoveries in Everyday Life. *HERMES Magazine*.

<http://www7.gsb.columbia.edu/alumni/news/Eureka-Extraordinary-Discoveries-Everyday-Life>

Iyengar, S.S. (December 1999) Choice and its Discontents. *HERMES Magazine*.  
[http://www4.gsb.columbia.edu/null?&exclusive=filemgr.download&file\\_id=3452](http://www4.gsb.columbia.edu/null?&exclusive=filemgr.download&file_id=3452)

### ADMINISTRATIVE SERVICE

- CBS Representative**, Publication Committee of the Columbia University Press 2018-present
- Chair**, Management Division Electives Committee, Columbia Business School, 2018- Present
- Member**, Faculty Search Committee for Marketing, Columbia Business School, 2017- Present.
- Member**, Online Education Committee, Columbia Business School, 2017- Present.
- Member**, CBS/LBS Strategy Committee, Columbia Business School, 2017- 2018.
- Member**, Faculty Communications Liaison Committee, Columbia Business School, 2017- Present.
- Faculty Advisory Board Member**, Center for Technology Management, Columbia University, 2016–Present.
- Faculty Advisory Board Member**, Center on Japanese Economy and Business, Columbia University, 2012–Present.
- Faculty Advisory Board Member**, Provost’s Committee for Institutional Research, Columbia University, 2015–Present.
- Member**, Organizational Theory Search Committee, Columbia Business School, 2016-2017.
- Member**, SPS Advisory Committee, 2016.
- Member**, Global Columbia Forum Committee, Columbia University, 2014.
- Member**, Dean’s Search Committee for the School of Continuing Education, 2014.
- Member**, Dean’s Special Committee on Strategic Planning, Columbia Business School, 2013–2014.
- Faculty Advisory Council Member**, Center on Japanese Economy and Business, Columbia University, July 2012–Present
- Faculty Director**, Global Leadership Matrix (GLEaM) Program, Columbia University, 2012–2015.
- Member**, Strategy Search Committee, Columbia Business School, 2012–2013.
- Member**, Organizational Theory Search Committee, Columbia Business School, 2010.
- Member**, Promotion and Tenure Committee, Columbia Business School, 2009–2014.
- Member**, University Senate Budget Review Committee, Columbia University, 2009–2014.
- Member**, Marketing Search Committee, Columbia Business School, 2009.

**Core Course Coordinator**, Columbia Business School, Leadership Course, July 2004–July 2006.

**Member**, Columbia University Management Division Doctoral Admissions Committee, January 1999–July 2006.

**Conference Coordinator**, Columbia University Social Psychology Network Conference, conference held semi-annually, September 1999–September 2002.

**Member**, Columbia Business School Management Division Search Committee, 1999–2000.

**Speaker Series Coordinator**, Columbia Business School Management Division Colloquia Series, September 1998–June 2001.

## OTHER ACTIVITIES

### Media Productions:

“*Hidden Brain*” with Shankar Vedantam and Rhaina Cohen: NPR (April 2020)

“*Land of the Giants*” with Rani Molla: Vox/Recode (February 2020)

“*Make It*” with Cat Clifford and Helen Zhang: CNBC (January 2020)

Profiled in *Private Company Director Magazine* Fall 2018 edition of Directors to Watch (Fall 2018)

*How can we improve our willpower and make better decisions?* Interview for Fast Company (August 2018)

*Thinkers50 Podcast: Sheena Iyengar* (June 2018)

*Should America Be Fun By...Trader Joes?* [Ep 359] (November 2018)

*The Art of Choosing*. A five-lecture series for NHK TV, recorded live at Columbia Business School. (recorded October–November 2011, aired December 2011) \**Most Watched Documentary in Japan*.

Part 1: “The Power of Choice: How Choosing Makes Us Human”

Part 2: “A World of Choices: Different Cultures, Different Minds”

Part 3: “Gut vs. Reason: How About Neither?”

Part 4: “Too Much of a Good Thing: How to Manage Choice Overload”

Part 5: “The Art of Happiness: Choosing Better Every Day”

### Board Service:

E&Y Wavespace: Board of Advisors (2020 - *present*)

Correlation-One: Board of Advisors (2020 - *present*)

Celective: Board of Directors (2018 - 2020)

### **Columbia Presentations:**

*Leadership Matters*: Bernstein Center lecture to graduating MBAs (May 2020)

*The Art of Choosing*: CBS Executive Education, Real Estate (February 2020)

*Undergraduate Panel for Women in Finance* panalist: Hosted by CFGI (February 2020)

*Values Based Leadership*. IBSC Keynote (January 2020)

*Think Bigger*: CBS Executive Education, CFO Program Module 1 (January 2020)

*Authentic Leadership*. Columbia Business School Reunion Weekend (April 2019)

*Columbia Connect II*. Faculty Lecture. (April 2019)

*IBSC: Values Based Leadership*. Columbia Business School. (August, 2018, February 2019)

*Leadership in Business*. 14th Annual India Business Conference sponsored by the Columbia Business School South Asia Student Association. New York, NY (April 2018)

*Decision-Making in Health Care*. Columbia University Medical Center Hospice and Palliative Medicine Grand Rounds. New York, NY. (January 2017)

*The Art of Choosing*.

- Bristol Myers Squibb Lead Executive Education Program. New York, NY. (May 2018)
- Columbia Global Center, Columbia Senior Executive Program. New York, NY. (May 2017)
- Columbia Global Center, Columbia Senior Executive Program. New York, NY. (May 2016)
- Th+nk CBS, Flash Lecture. New York, NY. (April 2014)

*Choosing, Connecting, and Creating*. Deloitte (GLEaM and Executive Education Program). Prague, Czech Republic. (October 2015)

*Leading By Choice (Executive Education Program)*.

- First Eagle Investment Management Program (FEIM). (January, 2019)
- Advance Management Program. New York, NY. (May 2018)
- Sabanci University School of Management. New York, NY. (May 2018)
- CKGSB. New York, NY. (May 2017)
- Otsuka Pharmaceutical. New York, NY. (November 2015)
- KPMG. New York, NY. (January 2014)
- Womens Executive Leadership Program for a leading global bank (unnamed due to non-disclosure agreement). Online. (October 2013)
- Otsuka Pharmaceutical Executive Education Program. New York, NY. (September 2013)
- China Eastern Airlines Senior Leadership Program. New York, NY. (October 2012)
- China CEO Executive Education Program. New York, NY. (August 2012)
- Graduate Business Administrators Group (GBAG). New York, NY. (April 2012)
- Columbia Business School 1754 Society. New York, NY. (April 2012)
- Columbia Business School Reunion Weekend. New York, NY. (April 2012)
- Columbia Women in Business, “Women Connect @ Columbia” Event. New York, NY. (December 2011)

*Choosing, Connecting, and Creating (GLEaM).*

- Otsuka Pharmaceutical. New York, NY. (October 2014)
- Deutsche Bank. New York, NY. (October 2014)
- Deloitte (GLEaM and Executive Education Program). Shanghai, China. (October 2014)

*The Power of Choice.*

- Columbia Global Center, Columbia Senior Executive Program. Beijing, China. (June 2014)
- Columbia Global Center, Columbia Senior Executive Program. Mumbai, India. (June 2014)
- Columbia Global Center. Istanbul, Turkey. (November 2013)
- Columbia Global Center. Amman, Jordan. (November 2013)

*Personal Networks and Social Capital.* Bank of America Executive Education Program. New York, NY. (May 2014)

*Building Social Capital Through Networks (GLEaM).* Otsuka Pharmaceutical. Tokushima, Japan. (October 2013)

*The Global Leadership Matrix (GLEaM).* Asia Alumni Event. Hong Kong, China. (May 2012)

*How Many Choices Do You Make?* Columbia Business School Executive Education Webinar. New York, NY. (March 2012)

*The Obligation to Choose.*

- Columbia Business School Staff Retreat. New York, NY. (March 2012)
- Columbia Business School Centre for Decision Sciences. New York, NY. (March 2010)

*A Better Choosing Experience.* BRITE Conference, Columbia Center on Global Brand Leadership. New York, NY. (March 2011)

*The Multiple Choice Problem.*

- Columbia University Alumni Association. New York, NY. (October 2010)
- Columbia Business School, The Eugene Lang Entrepreneurship Center and Media Program Media Forum Luncheon. New York, NY. (June 2010)
- Presentation to Columbia University Board of Overseers. New York, NY. (May 2010)

*Culture and Choice.* Columbia Business School Center for Decision Sciences Research Symposium. New York, NY. (October 2010)

*Culture on the Mind.* Columbia Day School. New York, NY. (April 2010)

*Creating Yourself Through Choice.* Columbia Business School Alumni Webinar. New York, NY. (March 2010)

**Academic Presentations:***The Art of Choosing.*

- California Association for Behavioral Analysis (CalABA; April 2019) Annual Western Region Conference on Behavioral Analysis. Long Beach, CA. (February 2019)

- Instituto de Estudios Superiores de la Empresa (IESE) Business School. Barcelona, Spain. (September 2015)
- Kent State. Cleveland, OH. (March 2015)
- Institute of International Research Conference. Chicago, IL. (March 2012)

*Search for the Authentic Self.*

- Society for Personality and Social Psychology (SPSP) 2019 Annual Convention. Shared Reality and Authenticity. Postland, OR. (February, 2019)
- Association for the Behavior Analysis International (ABIA). B. F. Skinner Lecturer. 2017 Annual Convention. Denver, CO. (May 2017)
- Association for Psychological Science, New York Symposium. New York, NY. (May 2015)
- Harvard Psychology Colloquium, Harvard University. Cambridge, MA. (March 2013)

*Authenticity: What is it and why should we care?* Psychology Colloquium, Columbia Teacher's College (March 2017)

*Modertaed Breakout Session.* Global Projects Exchange 2015. School of International and Public Affairs, Columbia University. (November 2015)

*The Power of Choice.* Tsinghua University. Beijing, China. (June 2014)

*The Danger of Option Fatigue.* Instituto de Estudios Superiores de la Empresa (IESE) Business School. Barcelona, Spain. (July 2013)

*The Global Leadership Matrix.* Todai Institute for Advanced Studies, Tokyo University. Tokyo, Japan. (November 2012)

*The Geography of Choice.*

- IACCP International Conference. Stellenbosch University, Stellenbosch, South Africa. (July 2012)
- Nanyang Technological University in conjunction with the Institute of Asian Consumer Insight. Singapore. (September 2011)

*The Obligation to Choose.*

- SCP International Conference. Florence, Italy. (June 2012)
- Emory University. Atlanta, GA. (March 2012)
- SPSP symposium on Choice Overload. San Diego, CA. (January 2012)
- Association for Consumer Research 2011, Conference Session "Decision Difficulty 2.0." St. Louis, MO. (October 2011)
- University of Toronto, Rotman School of Management. Toronto, Canada. (April 2011)
- University of Texas at Austin, McCombs School of Business Marketing Department Decision Making Seminar Series. Austin, TX. (April 2011)
- New Jersey Institute of Technology, Technology and Society Forum. Newark, NJ. (March 2011)
- Rutgers University Psychology Colloquium Series. Newark, NJ. (December 2010)
- Knowledge@Wharton, Philadelphia, PA. (June 2010)
- Kennedy School of Government, Harvard University. Boston, MA. (May 2010)
- MIT Sloan Business School Organization Studies Group Seminar. Boston, MA. (May 2010)
- UCLA Anderson School of Management Behavioral Decision Making Group Colloquium. Los Angeles, CA. (May 2010)
- Stanford University Social Lab. Palo Alto, CA. (May 2010)

*Leading by Choice.*

- Mt. Holyoke College. Holyoke, MA. (April 2012)
- Harvard University, Kennedy School Leadership Decision Making Program. Boston, MA. (November 2011)

*When the Positive Becomes Normative.* Association for Psychological Science 2011 Conference, Theme Program “Choices: Social, Cognitive, and Neural Bases of Economic Decisions.” Washington, DC. (May 2011)

*A Better Choosing Experience.* Stanford Graduate School of Business Healthcare Innovation Summit. Stanford, CA. (May 2011)

*Improving the Fairness of Hiring Decisions.* Harvard University Faculty Search Panel. Boston, MA. (October 2010)

*The Multiple Choice Problem.*

- New Jersey Institute of Technology. Technology and Society Forum. Newark, NJ. (October 2010)
- University of Pennsylvania Alumni Seminar. Philadelphia, PA. (June 2010)

*Creating Yourself Through Choice.*

- Harvard University Radcliffe Institute for Advanced Study. Boston, MA. (October 2010)
- University of California, Santa Barbara. Santa Barbara, CA. (May 2010)

*Happiness in Business or Law.* University of Tennessee Behavior and Business Law Conference. Knoxville, TN. (October 2010)

*Culture and Choice.* Harvard Business School Organizational Behavior Seminar Series. Boston, MA. (May 2010)

*Improving the Fairness of Hiring Decisions.*

- Faculty Hiring Dinner, The Fu Foundation School of Engineering and Applied Science at Columbia University. New York, NY. (December 2010)

*Culture and Choice.* Columbia Business School Center for Decision Sciences Research Symposium. New York, NY. (October 2010)

**Professional Presentations:**

*5 C's of Choosing:* CASE (May 20)

*Think Bigger:* Social Science Research Council (March 2020)

*Think Bigger:* Deloitte, Insurance Leadership, e.g. Standard, Dearborn, Metlife, Allstate, etc. (June 2019)

*Choice Curation in the Digital Age.* Blizzard Entertainment. Irvine, CA. (December 2017)

*Improving Choice for Online Education.* University Professional and Continuing Education Association

(UPCEA) Conference 2017. San Diego, CA. (June 2017)

*Standing on Your Own Two Feet.* Asian University for Women. Hong Kong. (May 2017)

*It's Elementary: Choosing Watson.* IBM Connect 2017. San Francisco, CA. (February 2017)

*The Art of Choosing in the Financial Services Industry.* Investment Management Consultants Association (IMCA) 2017 Investment Advisor Forum. New York, NY. (February 2017)

*Choosing Your Self: Free Will and Choice.* Chicago Ideas Week. Chicago. (October 2016)

*Coaching and the Art of Choosing.* UBS. New York. (September 2016)

*The Art of Choosing.*

- Indeed. Austin, TX. (May, 2019)
- Target. Minneapolis, MN. (March, 2019)
- IAA World Congress. Kochi, India. (February 2019)
- Grupo Pão de Açúcar. Sao Paulo, Brazil. (September, 2018)
- Akshaya Patra. Tampa, FL. (February 2018)
- Association of Executive Search and Leadership Consultants. New York, NY (April 2018)
- Fidelity. Scottsdale, AZ. (May 2018)
- NetElixir X=Experience 2017. Princeton, NJ. (September 2017)
- CCI West Coast Executive Summit. Silicon Valley, CA. (March 2017)
- Asia Society Hong Kong Center. Hong Kong. (May 2016)
- Changemaker Chat. New York, NY. (May 2016)
- Franklin Templeton. New York, NY. (May 2016)
- Asian University for Women Seventh Annual Fundraising Evening. Tokyo, Japan. (March 2016)
- The India Today Conclave 2016. New Delhi, India. (March 2016)
- Capgemini. Tampa, FL. (January 2016)
- IVY Ideas Night. New York, NY. (January 2016)
- Global Women in Technology, American International Group. New York, NY. (July 2015)
- Leadership Development Learning Series, Memorial Sloan Kettering. New York, NY. (July 2015)
- A.T. Kearney Inc. Los Angeles, CA. (June 2015)
- Prudential Financial. Newark, NJ. (June 2015)
- Guided Selling Live! Conferece, Guided Selling Org. Vienna, Austria. (June 2015)
- UPenn Alumni Group. Net-A-Porter. New York, NY. (May 2015)
- Kaiser Permanente Medical Group. Washington D.C. (April 2015)
- TD Ameritrade. Jersey City, NJ. (October 2014)
- NetElixir University. Princeton, NJ. (September 2014)
- Human Resources Development Organization (HRDO) of Japan. New York, NY. (September 2014)
- Intuit. Mountain View, CA (March 2014).
- Retail Days 2013. Istanbul, Turkey. (November 2013)
- Ernst & Young, Women Leaders Luncheon. New York, NY. (July 2013)
- Callan Associates Annual Client Conference. San Francisco, CA. (March 2013)



- South Asian Heart Center Annual Scarlet Night Fundraiser. Santa Clara, CA. (March 2013)
- Brand Manage Camp Marketing Conference. Las Vegas, NV. (October 2012)
- Salisbury Forum. Salisbury, CT. (September 2012)
- Collinson Media Connect Marketplace Event. New Orleans, LA. (August 2012)
- Shiseido Cosmetics. Tokyo, Japan. (July 2012)
- Akshaya Patra Foundation Benefit Event. Boston, MA. (May 2012)
- eLearning Guild. Orlando, FL. (March 2012)
- VF Coporation (Jeanswear Division). Raleigh, Durham, NC. (January 2012)
- Deutsche Bank Women in Asian Banking Conference, Singapore. (September 2011)
- New York Hall of Science, Science Salon series. New York, NY. (June 2011)
- South Asian Youth Action Dreams Dinner. New York, NY. (June 2011)
- NeuroLeadership Institute Summit. Boston, MA. (October 2010)

*Decision-Making and the Science of Choice.* Society for Cardiovascular Angiography and Interventions Annual Meeting 2016. Orlando, FL. (May 2016)

*Leading by Choice.*

- Cognizant (March-July 2020)
- Hearst Corporation (January 2020)
- Educational Travel Conference. St. Louis, MO. (January 2016)
- AntiSummit, AIG. New York, NY. (April 2015)
- Deloitte. New York, NY. (January 2015)
- INDEG ISCTE Executive Education 25<sup>th</sup> Anniversary Gala. Lisbon, Portugal. (November 2013)
- Atom Logistics and Brandvision Annual Meeting. Tokyo, Japan. (October 2013)
- US Indian Group Annual Event. New York, NY. (May 2013)
- The Association to Advance Collegiate Schools of Business (AACSB) Annual Meeting. Chicago, IL. (April 2013)
- The South Asian Business Association Annual Event. New York, NY. (April 2013)
- US Green Building Association. Washington D.C. (December 2012)
- Google 2012 PiLab Research Summit. Mountain View, CA (May 2012)
- 2012 Chick-fil-A Leadercast. Atlanta, GA. (May 2012)
- SkillSoft Corporation. San Diego, CA. (April 2012)
- Aditya Birla Global Leadership Conference. Jaipur, India. (December 2011)
- INK 2011 Conference, in association with TED. Jaipur, India. (December 2011)
- Grocery Manufacturer's Association Executive Conference. Colorado Springs, CO. (August 2011)
- Graduate Management Admissions Council annual meeting. Boston, MA. (June 2011)
- NASA Exploring Leadership Colloquia Series. Greenbelt, MD. (May 2011)
- Bloomberg Innovation Speakers 2011 Series. New York, NY. (May 2011)
- Distinguished Lecturer Series, William J. Clinton School of Public Service. Washington, DC. (March 2011)
- Accenture Diamond Client Master Class. Chicago, IL. (March 2011)
- National Association of Independent Schools Annual Conference. Washington, DC. (February 2011)
- Convening Leaders: Annual Meeting of the Professional Convention Management Association. Las Vegas, NV. (January 2011)
- Linkage, Inc. Boston, MA. (September 2010)

*Moderated Panel Discussion.*

- BlackRock Inc. New York, NY. (November 2015)
- Knowledge Event: Skilling the Disabled for the Workplace, American Indian Foundation. New York, NY. (November 2015)
- Leadership Summit, Sikh Art & Film Foundation. New York, NY. (November 2015)

*A Better Choosing Experience.*

- MKS. Geneva, Switzerland. (June 2017)
- Capgemini. Pebble Beach, CA. (November 2015)
- ALDO. Montreal, Quebec, Canada. (October 2015)

*Moderated Fireside Chat with Steve Blank.* WeWork Soho. New York, NY. (January 2015)

*The Power of Choice.*

- Hammond Care Dementia Center. Sydney, Australia. (May 2018)
- Asian Leadership Conference 2017. Seoul, South Korea. (July 2017)
- Continuing Medical Education Conference, Harvard Medical School and Beth Israel Deaconess Medical Center. Boston, MA. (December 2014)
- Ernst and Young, New York Historical Society. New York, NY. (September 2014)
- Continuing Medical Education Conference, Harvard Medical School and Beth Israel Deaconess Medical Center. Boston, MA. (December 2013)
- International House Sunday Supper. New York, NY. (December 2013)
- HSBC Women in Leadership Program, Barnard Athena Center. New York, NY. (November 2013)

*Improving Choice in Consulting.* Carmignac Gesion, Quarterly Meeting. Paris, France. (January 2014)

*Making Better Decisions.* World Economic Forum. Davos, Switzerland. (January 2014)

*How We Choose.* Pioneer Team Seminar, The Robert Wood Johnson Foundation. Princeton, NJ. (December 2013)

*An Insight: An Idea with Sheena Iyengar.* World Economic Forum. Davos, Switzerland. (January 2013)

*Getting Value from Choice.* Otsuka. Tokyo, Japan. (November 2012)

*Leading Global Businesses with the Art of Choosing.* NEC. Tokyo, Japan. (November 2012)

*How Can Voters Still Be Undecided?* The Daily Show, interview with Samantha Bee. New York, NY. (November 2012)

*Commentator.* The Economist, Ideas Economy: Human Potential. New York, NY. (September 2012)

*The Things We Carry.* Indiaspora Conference. Mohonk, NY. (September 2012)

*The Global Leadership Matrix.*

- Deming Center Advisory Board Meeting. New York, NY. (September 2012)
- TEDxMongkok. Hong Kong. (May 2012)

*Choice and Behavioral Finance.*

- Development Bank of Japan. Tokyo, Japan. (July 2012)

- JP Morgan Chase Retirement Symposium. New York, NY. (April 2012)

*Obligated to Choose.*

- The California Endowment. Los Angeles, CA. (January 2012)
- Center for the Visually Impaired. Atlanta, GA. (January 2011)
- IvyPlus Meeting for Alumni Relations. New York, NY. (June 2010)

*Be Choosy About Choosing.* TED@Allianz Conference. New York, NY. (November 2011)

*The Multiple Choice Problem.*

- Institute for International Research 9<sup>th</sup> Annual Market Research Event. Orlando, FL. (November 2011)
- Association of Fundraising Professionals D3 Event (Debate, Debunk, and Delight.) Toronto, Canada. (September 2011)
- VF Corporation Brand Building Leadership Conference, Consumer Trends & Cognitive Science speaker series. New York, NY. (June 2011)
- Citigroup Investor Services Unit. New York, NY. (May 2011)
- Fidelity Investments Institutional Products Group. Washington, DC. (March 2011)
- Mars Multidisciplinary Research Unit Symposium. McLean, VA. (January 2011)
- Partners Healthcare Symposium. Boston, MA. (October 2010)
- Pension Real Estate Association. New York, NY. (June 2010)

*Creating Our Selves Through Choice: Opportunity and Obligation.*

- Marketing Science Institute Fall Trustees Meeting/Conference. Chicago, IL. (November 2011)
- FremantleMedia JumpStart Conference. Berlin, Germany. (November 2010)
- TEDxEast Conference. New York, NY. (March 2010)

*A Better Choosing Experience.*

- VF Corporation (North Face Division) Executive Meeting. San Leandro, CA. (October 2011)
- Art of Marketing Conference. Toronto, Canada. (March 2011)
- Tiffany & Co. New York, NY. (February 2011)
- Institutional Investor Institute Forum: The New Dimensions of Retirement Plans. New York, NY. (November 2010)
- NYU Stern L2 Innovation Forum. New York, NY. (November 2010)
- ING Retirement Services Institutional Corporate Market Customer Advisory Board. Boston, MA. (October 2010)

*This is Wonderful.* Commencement speech, The Baldwin School. Bryn Mawr, PA. (June 2011)

*The Geography of Choice.*

- International Association of Privacy Professionals Tenth Annual Global – Privacy Summit. Washington, DC. (March 2011)
- La Ciudad De Las Ideas Conference. Puebla, Mexico. (November 2010)
- TEDGlobal Conference. Oxford, UK. (July 2010)