

Melissa J. Williams

Goizueta Business School
Emory University
1300 Clifton Road
Atlanta, GA 30322

Email: mjwilliams@emory.edu
Phone: (404) 727-6693
Twitter: @melissajwms

POSITIONS HELD

2017 to present	Associate Professor, Organization & Management Goizueta Business School Emory University Affiliated Faculty, Department of Psychology
2017-2020	Goizueta Term Chair
2011-2017	Assistant Professor, Organization & Management Goizueta Business School Emory University
2008-2010	Postdoctoral Scholar, Organizational Behavior Graduate School of Business Stanford University

EDUCATION

PhD	University of California, Berkeley – Social and Personality Psychology, 2008
BA	Rice University – Psychology and English, 1995

PUBLICATIONS

Williams, M. J., Wade, J. B., Nwadei, T., Swaminathan, A., Harrison, K., & Bukstein, S. (in press). Looking the part: Stereotypicality in appearance among White professionals predicts leadership attainment and perceived leadership suitability. *Personality and Social Psychology Bulletin*.

- Williams, M. J., Lopiano, G., & Heller, D.** (2022). When the boss steps up: Workplace power, task responsibility, and unpleasant work. *Organizational Behavior and Human Decision Processes*, 170, 104-140.
- He, T., & **Williams, M. J.** (2021). Interdependence and reflected failure: Cultural differences in stigma by association. *Journal of Experimental Social Psychology*, 95, 104-130.
- Negro, G., **Williams, M. J.**, Pontikes, E., & Lopiano, G. (2021). Destigmatization and its imbalanced effects in labor markets. *Management Science*, 67(12), 7669-7686.
- Williams, M. J.**, George-Jones, J., & Hebl, M. R. (2019). The face of STEM: Racial phenotypic stereotypicality predicts STEM persistence by – and ability attributions about – students of color. *Journal of Personality and Social Psychology*, 116(3), 416-443.
- Williams, M. J.**, Gruenfeld, D. H., & Guillory, L. (2017). Sexual aggression when power is new: Effects of situational high power on chronically low-power individuals. *Journal of Personality and Social Psychology*, 112(2), 201-223.
- Williams, M. J.**, Tiedens, L. Z. (2016). The subtle suspension of backlash: A meta-analysis of penalties for women's implicit and explicit dominance behavior. *Psychological Bulletin*, 142(2), 165-197.
- Williams, M. J.** (2014). Serving the self from the seat of power: Goals and threats predict self-interested leader behavior. *Journal of Management*, 40(5), 1365-1395.
- Williams, M. J.**, & Chen, S. (2014). When “mom’s the boss”: Control over domestic decision making reduces women’s interest in workplace power. *Group Processes and Intergroup Relations*, 17(4), 436-452.
- Hebl, M. R. *, **Williams, M. J. ***, Sundermann, J., Kell, H., & Davies, P. G. (2012). Selectively friending: Racial stereotypicality and social rejection. *Journal of Experimental Social Psychology*, 48, 1329-1335. *Authors contributed equally; order is alphabetical.
- Li, Y. J., Johnson, K. A., Cohen, A. B., **Williams, M. J.**, Knowles, E. D., & Chen, Z. (2012). Fundamental(ist) attribution error: Protestants are dispositionally focused. *Journal of Personality and Social Psychology*, 102(2), 281-290.
- Spencer-Rodgers, J., **Williams, M. J.**, & Peng, K. (2010). Cultural differences in expectations of change and tolerance for contradiction: A decade of empirical research. *Personality and Social Psychology Review*, 14(3), 296-312.

Williams, M. J., Paluck, E. L., & Spencer-Rodgers, J. (2010). The masculinity of money: Nonconscious stereotypes predict gender differences in salary estimates. *Psychology of Women Quarterly*, 34, 107-120.

Winner: University of California Institute for Labor & Employment Master's/Pre-Dissertation Fellowship

Winner: Association for Women in Psychology/Society for the Psychology of Women Annual Prize for Student Research

Williams, M. J., & Spencer-Rodgers, J. (2010). Culture and stereotyping processes: Integration and new directions. *Social and Personality Psychology Compass*, 4(8), 591-604.

Williams, M. J., & Eberhardt, J. L. (2008). Biological conceptions of race and the motivation to cross racial boundaries. *Journal of Personality and Social Psychology*, 94(6), 1033-1047.

Williams, M. J., & Mendelsohn, G. A. (2008). Gender clues and cues: Online interactions as windows into lay theories about men and women. *Basic and Applied Social Psychology*, 30(3), 278-294.

Goff, P. A., Eberhardt, J. L., **Williams, M. J.**, & Jackson, M. C. (2008). Not yet human: Implicit knowledge, historical dehumanization, and contemporary consequences. *Journal of Personality and Social Psychology*, 94(2), 292-306.

Winner: Honorable Mention, Gordon Allport Intergroup Relations Prize, Society for the Psychological Study of Social Issues

Cited in: Brief *Amicus Curiae* of the American Civil Liberties Union and the ACLU of Texas in Support of Respondents, *Fisher v. University of Texas* (2016), U.S. Supreme Court

Hebl, M. R., King, E. B., Turchin, J., & **Williams, M. J.** (2008). The grapefruit race: Demonstrating the influence of competition on gender differences in intimacy. *Teaching of Psychology*, 35(1), 18-21.

Spencer-Rodgers, J., **Williams, M. J.**, Hamilton, D. L., Peng, K., & Wang, L. (2007). Culture and group perception: Dispositional and stereotypic inferences about novel and national groups. *Journal of Personality and Social Psychology*, 93(4), 525-543.

Williams, M. J., & Hebl, M. R. (2005). Warding off the attacker: Self-defense in theory and in practice. *Journal of Applied Social Psychology*, 35(2), 366-382.

Underlined text indicates student co-author.

GENERAL-AUDIENCE WRITING

Williams, M. J. (2019, Nov. 19). It's OK if he leans out [Blog post]. Retrieved from <https://www.psychologytoday.com/us/blog/powers-be/201911/it-s-ok-if-he-leans-out>

Williams, M. J. (2019, Aug. 16). She can execute ... but can she innovate? A gender bias in beliefs about creativity holds women back at work [Blog post]. Retrieved from <https://www.psychologytoday.com/us/blog/powers-be/201908/why-do-we-treat-womens-creativity-differently>

Williams, M. J. (2019, May 1). Race, amplified: How what you look like affects when and how you're stereotyped [Blog post]. Retrieved from <https://www.psychologytoday.com/us/blog/powers-be/201905/race-amplified>

Williams, M. J. (2019, Feb. 14). Are men overpaid? How we think about the wage gap misses the point [Blog post]. Retrieved from <https://www.psychologytoday.com/us/blog/powers-be/201902/are-men-overpaid>

Williams, M. J. (2016, May 31). The price "assertive" women pay – and how to minimize it. *The Wall Street Journal*, pp. R3.

INVITED PRESENTATIONS (SELECTED)

- Rutgers Business School, September 2021
- Northwestern University (Kellogg School of Management), May 2021
- MIT (Sloan School of Management), April 2021
- University of Illinois (Geis College of Business), Oct. 2020
- Gender Preconference at the Society for Personality and Social Psychology, March 2018
- Self & Identity Preconference at the Society for Personality and Social Psychology, March 2018
- Georgia Southern University (Department of Psychology), keynote speaker, April 2017

MEDIA COVERAGE (SELECTED)

- *Atlanta Business Chronicle*/WABE – April 2013, Jan. 2018, Aug. 2020, Dec. 2020, Jan. 2021
- *Atlanta Journal-Constitution* – July 2019
- *Boston Globe* – Oct. 2016
- CBC (Canadian Broadcasting Company) – Dec. 2017
- CNN Money – Dec. 2017
- *El Mercurio* (Chile) – Sept. 2019
- *Fast Company* – July 2016
- *Forbes* – June 2016, Aug. 2016
- *Fortune* – Aug. 2016
- *Grit in the Oyster* (podcast) – June 2020

- *Harvard Business Review* – Nov. 2015
- *Huffington Post* – Jan. 2013, March 2013, Aug. 2016
- *Inc.* – Nov. 2015
- *MoneyGeek.com* – Sept. 2022
- *Nautilus* – Mar. 2017
- *New York Times* – Jan. 2013, June 2016, May 2017
- *New York* magazine – June 2016
- NPR – Feb. 2013, April 2016
- *Pacific Standard* – Nov. 2017
- *Psychology Today* – Nov. 2017
- *Science Daily* – Jan. 2013
- *U.S. News & World Report* – Jan. 2013
- WSB (Channel 2) news – March 2022
- WSB radio news – Dec. 2017
- *Washington Post* – Nov. 2016
- *Wall Street Journal* – Feb. 2018

CONFERENCE PRESENTATIONS

Williams, M. J., Esianor, B., Hendrick, S., & Chen, A. Y. (2023, February). *Women professionals experience more challenges to their authority and legitimacy than do men: Evidence from a longitudinal field study of surgeons*. Paper accepted for presentation at the annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Lopiano, G., **Williams, M. J.** (2021, August). *Coping with devaluation: Socioemotional assets arising from the experience of stigma*. Paper presented at the annual meeting of the Academy of Management [virtual].

Selected as a *Showcase Symposium*

Hendrick, S., **Williams, M. J.**, & Bianchi, E. C. (2021, August). *Unemployment flips effects of parenthood on life satisfaction, benefiting women more than men*. Paper presented at the annual meeting of the Academy of Management [virtual].

Nwadei, T., Lewis, A., & **Williams, M. J.** (2021, May). *Getting workplace inclusion straight: Natural hairstyles as a diversity cue in recruitment material*. Paper presented at the annual meeting of the Association for Psychological Science [virtual].

Hendrick, S., **Williams, M. J.**, & Bianchi, E. C. (2021, February). *Unemployment flips effects of parenthood on life satisfaction, benefiting women more than men*. Paper presented at the annual meeting of the Society for Personality and Social Psychology [virtual].

Williams, M. J., Wade, J. B., Nwadei, T., Swaminathan, A., Harrison, K. C., & Bukstein, S. (2020, August). *Racial stereotypicality in appearance and leadership attainment: Opposing effects for White and Black football coaches*. Paper presented at the annual meeting of the Academy of Management [virtual].

Negro, G., **Williams, M. J.**, & Pontikes, E. G., Lopiano, G. (2019, August). *Destigmatization: Imbalanced effects in labor markets*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Williams, M. J. (2019, August). *Responses to self-enhancement behaviors: Beyond the White male norm*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Williams, M. J., Gruenfeld, D. H., Guillory, L. (2019, May). *Powerlessness and men's hostility toward women*. Paper presented at the annual meeting of the Association for Psychological Science, Washington, DC.

Williams, M. J., Gruenfeld, D. H., Guillory, L. (2018, August). *Predicting sexual harassment among leaders: The paradoxical role of chronic powerlessness*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.

Winner – *Best Symposium Award*, Organizational Behavior Division
Selected as a *Showcase Symposium*

Williams, M. J., Wade, J. B., Swaminathan, A., Harrison, C. K., & Bukstein, S. (2016, January). *Looking the part: Racial stereotypicality in appearance helps White coaches but hurts Black coaches in NCAA football*. Paper presented at the annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Williams, M. J., Gruenfeld, D. H., & Guillory, L. (2015, September). *Sexual aggression when power is new: Effects of situational high power on chronically low-power individuals*. Paper presented at the annual meeting of the Society of Experimental Social Psychology, Denver, CO.

Williams, M. J., Tiedens, L. Z. (2015, August). *A meta-analysis of penalties for women's implicit and explicit leadership behaviors*. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

Negro, G., **Williams, M. J.**, & Pontikes, E. (2015, August). *Destigmatization improves hiring and liking for the stigmatized more than for their mere associates*. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.

Williams, M. J., Tiedens, L. Z. (2015, February). *Women are penalized more than men for explicit – but not implicit – dominance: A meta-analysis*. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Long Beach, CA.

Williams, M. J., Wade, J. B., & Swaminathan, A. (2014, October). *Race and racial stereotypicality as predictors of career outcomes: Evidence from coaching careers in NCAA football*. Presented at the People and Organizations conference, Wharton School of Business, University of Pennsylvania, Philadelphia, PA.

Negro, G., **Williams, M. J.,** & Pontikes, E. (2014, October). *Observational and experimental evidence of destigmatization*. Paper presented at the Economy and Society @ Yale conference, New Haven, CT.

Williams, M. J. (2013, August). *Who serves the self from the seat of power? Predicting self-interested leader behavior*. Paper presented at the annual meeting of the Academy of Management, Orlando, FL.

Selected for *Best Paper Proceedings*.

Williams, M. J., Chen, S. (2013, January). *When “mom’s the boss”: Control over domestic decision making reduces women’s interest in workplace power*. Paper presented at the annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.

Williams, M. J., Gruenfeld, D. H., Guillory, L. (2012, August). *The ultimate aphrodisiac: Power’s effects on women’s and men’s responses to subordinates*. Paper presented at the annual meeting of the Academy of Management, Boston, MA.

Williams, M. J., Gruenfeld, D. H., Guillory, L. (2011, November). *With me or against me: Powerholders’ anger at uncooperative subordinates*. Paper presented at the annual meeting of the Society of Southeastern Social Psychologists, East Tennessee State University, Johnson City, TN.

Spencer-Rodgers, J., Hamilton, D., Sherman, S. J., **Williams, M. J.,** Peng, K., & Wang, L. (2007, September). *The central role of entitativity in stereotyping processes*. Paper presented at the Annual British Psychological Society Social Psychology Section Conference, University of Kent, Canterbury, U.K.

Williams, M. J., & Chen, S. (2007, August). *Lay theories of power, gender, and domain specificity*. Paper presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Williams, M. J., Paluck, E. L., & Spencer-Rodgers, J. S. (2003, February). *The price of being female: Implicit economic stereotypes as obstacles to pay equity*. Invited paper presented at the University of California Institute for Labor & Employment conference, Santa Barbara, CA.

Mendelsohn, G. A., Bleiweiss, O., **Williams, M. J.,** & Canny, J. (2002, April). *Variations in role-playing and personality “leakage” as a function of communication medium*. Paper presented at the Computer-Supported Social Interaction Conference, Oxford, OH.

HONORS AND AWARDS

- *Best Symposium Award, Academy of Management, Organizational Behavior Division*
Symposium selected as best of OB division for annual AoM conference. 2018
- *Goizueta Term Chair*
Selected to hold endowed faculty chair from Goizueta Foundation for 3-year term. 2017-20
- *Goizueta Alumni Award for Excellence in Research*
Granted to a faculty member at the assistant professor level based on research contribution. 2013
- *Elected into Society of Experimental Social Psychology*
Limited, peer-reviewed membership; applicants must have demonstrated a “substantial contribution to psychology as an empirical science.” 2013
- *Best Paper Proceedings, Academy of Management*
Compilation of 10 percent of conference papers. 2013
- *Fellowship, Michelle R. Clayman Research Institute, Stanford University*
Postdoctoral research fellowship (declined). 2010
- *Honorable Mention, Gordon Allport Intergroup Relations Prize*
Award granted by the Society for the Psychological Study of Social Issues for papers in the area of intergroup relations, awarded to Goff et al. paper. 2008
- *UC Berkeley Conference Travel Award*
University-level financial support to present dissertation research. 2008
- *Geis Memorial Award for Dissertation Research*
National dissertation award presented by Div. 35 of the American Psychological Association. 2007
- *Society for Personality and Social Psychology Conference Travel Award*
National conference travel award based on individual merit and poster submission. 2006
- *UC Berkeley Department of Psychology Research Fellowship*
Departmental award for research support. 2005
- *Outstanding Graduate Student Instructor Award – University of California, Berkeley*
University-level award for excellence in teaching. Based on faculty nomination and teaching evaluations. 2004

- *Association for Women in Psychology/Society for the Psychology of Women Annual Prize for Student Research*
National prize awarded for a pre-dissertation paper. 2003
- *Society for Personality and Social Psychology Graduate Student Poster Award*
Conference award based on merit of poster presentation. 2003
- *University of California Institute for Labor & Employment Master's/Pre-Dissertation Fellowship.*
Prize awarded for a pre-dissertation paper in the University of California system. 2002-03

TEACHING & MENTORING

- Courses taught
 - *Leading with Evidence* (undergraduate level), Emory University
 - *Principles of Organization & Management* (undergraduate level), Emory University
 - *Social Psychology* (doctoral level), Emory University
 - *Data Analysis & Research Methods* (undergraduate level), UC Berkeley
 - *Topics in Psychology* (undergraduate level), UC Berkeley
- Mentoring
 - Current doctoral advisees:
 - Sara Hendrick
 - Tosen Nwadei
 - Former doctoral advisees:
 - Gabrielle Lopiano (defended PhD 2021, placed at Vanderbilt University)
 - Sarah Lee (defended PhD 2019, placed at Dominican University)
 - Master's and dissertation committees:
 - Goizueta
 - Leonardo Barcellos (defended PhD 2022, placed at Arizona State University)
 - Jake Zureich (defended PhD 2020, placed at Tilburg University)
 - Bright Hong (defended PhD 2019, placed at DePaul University)
 - Daniel Zhou (defended PhD 2017, placed at University of Illinois)
 - Melanie Millar (defended PhD 2015, placed at Baylor University)
 - Deirdre Popovich (defended PhD 2015, placed at Texas Tech University)
 - Emory Sociology
 - Liz Alexander (defended PhD 2021, placed at Emory Office for Undergraduate Education)
 - Sascha Demerjian (defended PhD 2016, placed at Social Development Research Group)
 - Tianyu He (defended master's 2015, placed in PhD program at INSEAD, now at National University of Singapore)
 - Comprehensive exam committees:
 - Sara Hendrick (PhD in progress)
 - Sara Kaplan (PhD in progress)

- Tosen Nwadei (PhD in progress)
- Honors theses:
 - Amy Ma (Emory Psychology, 2020, now master's student at Northwestern)
 - Skye Fraser (UC Berkeley Psychology, now adjunct faculty at California Lutheran U)
 - Cris Arellano, Jun Yung Jang (UC Berkeley Psychology)
- SURE (Summer Undergraduate Research Experience) program interns
 - Renée Gonzalez, 2022 (Smith College)
 - Cherice Chan, 2021 (UCLA, now research assistant at Brigham and Women's Hospital)
 - Shelby Holmes, 2019 (Davidson College, now master's student at Boston College)
 - Julia George-Jones, 2013 (Rice University, now doctoral student at UT Austin)
- Mentor and supervisor to countless undergraduate research assistants
- Statistics consultant to PhD students and undergraduates at UC Berkeley
- Guest lectures
 - *Navigating the Assertiveness/Likeability Tradeoff* (executive education, Emory Goizueta)
 - *Identifying and Developing Ethical Leaders* (executive education, Emory Goizueta)
 - *Organizational Behavior* (doctoral, Emory Goizueta)
 - *Mechanisms of Learning* (doctoral, Emory Psychology)
 - *Science and the Nature of Evidence* (undergraduate, Emory Psychology)
 - *Leadership* (high school summer students, Emory Goizueta)
 - *Stereotyping & Prejudice* (undergraduate, UC Berkeley)
 - *Intro to Psychology* (undergraduate, UC Berkeley)

EDITORIAL SERVICE

- Associate Editor, *Organizational Behavior and Human Decision Processes*, 2021-present
- Editorial board memberships:
 - *Journal of Personality and Social Psychology*, Intergroup Relations & Group Processes section, 2017-21
 - *Journal of Management*, 2017-present
 - *The Leadership Quarterly*, 2016-21
 - *British Journal of Social Psychology*, 2016-19
 - *Psychology of Women Quarterly*, 2011-19
- Ad hoc reviewing:
 - *Academy of Management*
 - *Administrative Science Quarterly*
 - *Basic and Applied Social Psychology*
 - *Cultural Diversity & Ethnic Minority Psychology*
 - *Group Processes & Intergroup Relations*
 - *Journal of Applied Social Psychology*
 - *Journal of Experimental Social Psychology*

- *Journal of Personality and Social Psychology*, Attitudes & Social Cognition
- *Journal of Personality and Social Psychology*, Intergroup Relations & Group Processes
- *Journal of Personality and Social Psychology*, Personality Processes & Individual Differences
- National Science Foundation
- *Organizational Behavior and Human Decision Processes*
- *Personality and Social Psychology Bulletin*
- *PLoS ONE*
- *Psychological Science*
- *Self & Identity*
- *Sex Roles*
- *Social & Personality Psychology Compass*
- *Social Cognition*
- *Social Justice Research*
- *Social Psychological & Personality Science*
- *Social Psychology Quarterly*
- Society for Personality and Social Psychology Annual Meeting (Graduate Student Committee Outstanding Research Award, poster submissions)

PROFESSIONAL SERVICE & MEMBERSHIPS

- Professional memberships:
 - Academy of Management
 - Association for Psychological Science
 - Society for Experimental Social Psychology (elected 2013)
 - Society for Personality and Social Psychology
- Service to Goizueta Business School
 - “Goizueta Greats” speaker – Goizueta Impact Showcase, May 2022
 - Postdoc search committee (chair), 2021
 - Organization & Management Area Coordinator, 2020-present
 - Behavioral Research Lab, Faculty Advisor, 2016-20
 - PhD Program Coordinator, Organization & Management area, 2017-20
 - O&M curriculum review committee, 2019-20
 - Goizueta MBA Admissions Event on Women’s Leadership (presenter), Oct. 2020
 - Goizueta Online Teaching Academy (presenter), June 2020
 - PhD Program Review Committee, 2018-19
 - Faculty search committees, 2016-17, 2017-18, 2018-19
 - Honor Council member, 2012-19
 - O&M Hightower Seminar Series co-coordinator, 2012-16
 - Presentation to Goizueta Engage Conference for executive women, Dec 2017
 - Panelist for Lenz on Business WSB radio show, Dec 2017
 - Presentation to Goizueta Advisory Board, Oct 2017
 - Keynote seminar presented to Executive Women of Goizueta (alumni group), Sept 2013
 - Goizueta Scholar interviews, 2013

- MBA Super Saturday, 2012
- BBA course offerings panel, 2011, 2016
- Service to Emory University
 - Invited speaker for Constructive Collisions: Race, Equity, and Social Justice, Office of the Senior Vice President, February 2022
 - Panelist, Laney Admissions event for prospective doctoral students from underrepresented backgrounds, Sept. 2020
 - Laney Graduate School Appointments Committee, 2018-20
 - Emory Center for Mind, Brain, and Culture, Advisory Committee, 2014-18
 - Emory University Women's Club Memorial Fellowship Selection Committee, 2014-16
- Service to the profession
 - Co-chair, Self & Identity preconference, Society for Personality and Social Psychology annual meeting, New Orleans, LA, Feb. 2020, and virtual, Feb. 2021
 - Invited panelist in research panel on "Self-Enhancement in Organizations," presented at the Academy of Management Annual Meeting, August 2019, Boston, MA.
 - Invited panelist for Professional Development workshop on involving undergraduates in research, Social and Personality Psychology Annual Meeting, March 2018, Atlanta, GA
 - Invited panelist for Professional Development Workshop on postdoctoral fellowships, Academy of Management Annual Meeting, August 2014, Philadelphia, PA.
- Service to the Atlanta community
 - Presentation to Deloitte Center for Integrated Research, February 2019
 - Presentation to Waffle House headquarters on gender and assertiveness in the workplace, November 2016
 - Presentation to annual meeting of Coca-Cola Bottling Investments Group on gender biases in the workplace, May 2014

PRE-ACADEMIA PROFESSIONAL EXPERIENCE

- Newspaper copy editing and fact checking (*San Francisco Chronicle*, *The New York Times*, *The Houston Post*, *Amarillo Globe-News*)
- Grant writing and technical writing