

Allison Louise Elias

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Academic positions and affiliations

- 2021-present Assistant Professor, Darden School of Business, University of Virginia
- 2019-2021 Senior Fellow and Lecturer, The Wharton School, University of Pennsylvania
- 2019-2020 Visiting Assistant Professor, SC Johnson College of Business, Cornell University
- 2017-2019 Postdoctoral Research Scholar, Owen Graduate School of Management, Vanderbilt University
- 2017-2019 Fellow, Provost's Office for Inclusive Excellence, Vanderbilt University
- 2014-2017 Visiting Assistant Professor, ILR School, Cornell University

Education

- 2013 Ph.D. History, University of Virginia
- 2002 B.A. with Distinction, Studies in Women & Gender, University of Virginia (Echols Scholar)

Peer-reviewed publications

- 2021 *The Roots of Corporate Feminism: Women in the American Workplace since 1960*, Columbia University Press, forthcoming.
- 2021 Business Schools and the Role of the Executives' Wives, *Academy of Management Learning & Education*, in press (with Rolv Petter Storvik Amdam).
- 2020 'Measured by Two Yardsticks': Women in Bank Management Training, 1960s-1990s, *Management & Organization History*, vol. 15, issue 2.
- 2018 'Outside the Pyramid': Corporate Affirmative Action and Working Women's Barriers to Upward Mobility, *Journal of Policy History*, vol. 30, no. 2.
- 2015 Learning to Lead: Women and Success in Corporate America, in *Business and Economic History – Online*, vol. 13.

Book chapters and practitioner articles

- 2020 (Mis)using Historical Texts to Humanize Commerce: Evidence from Smith, Marx, and Spencer, in Michel Dion, Edward Freeman, and Sergiy Dmytriiev, *Humanizing Business: What Humanities Can Say to Business*, Springer (with Patricia Werhane).

Gender and Bargaining Power in Historical Perspective, in Mara Oleklans and Jessica A. Kennedy, editors, *Handbook on Gender and Negotiation*, Edward Elgar.

2019 Platform Design as a Managerial Act: Analyzing Sexual Harassment in the Gig Economy, *Perspectives on Work*, Practitioner publication of the Labor and Employment Relations Association, vol. 23, no. 1 (with Michael Maffie).

Feminism at Work, in Jo Reger, editor, *Nevertheless They Persisted: Feminisms and Continued Resistance in the U.S. Women's Movement*, Routledge.

2017 Workplace Inequities: An Intersectional Approach, in Holly J. McCammon, Lee Ann Banaszak, Verta Taylor, and Jo Reger, editors, *The Oxford Handbook of U.S. Women's Social Movement Activism* (with Eileen Boris).

Equality As A Result? in Roger Biles and Mark H. Rose, editors, *The President and American Capitalism Since 1945*, University of Florida Press.

Working papers and research in process

Is There a Cost or Benefit to Working Together? A Socio-Cognitive Perspective on Gender, Compensation, and Interdependent Work (with Jirs Meuris), Revise and resubmit

Sustainability and Diversity Leadership: The Role of Firm Structure in Achieving Organizational Outcomes (with Kendall Park and Dasom Lee), Working paper

Negotiating Difference: Applying a Negotiation Lens to Diversity Management (with Melissa Thomas-Hunt and Tiffany Galvin Green), Working paper

It Doesn't Hurt to Ask – or Does It? Racial Stereotypes and Negotiation Penalties (with Inhyun Han and Melissa Thomas-Hunt), Working paper

Gender Differences in STEM PhD Experiences, Career Goals, and Career Outcomes (with Michael Roach and Henry Sauermann), Working paper

Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Working paper

Conference presentations (selected)

2021 Poster, You Can't Get What You Don't Ask For, Really?: The Status Advantage and Negotiation Outcomes (with Inhyun Han and Melissa Thomas-Hunt), To be presented at the Annual Convention of the Society for Personality and Social Psychology, virtual conference, February 2021

2020 Paper, Do Women Prefer Different STEM Jobs from Men? Gender and the Preference for Academic Science Careers (with Michael Roach and Henry Sauermann), Presented at the 13th Annual People & Organizations Conference (virtual), Center for Human Resources, The Wharton School, Philadelphia, PA, October 2020

Discussion Session, Sustainability and Diversity Leadership: The Role of Firm Structure in Achieving Organizational Outcomes (with Kendall Park), Presented at the Annual Conference of the International Association for Business & Society (virtual), Lisbon, Portugal, June 2020

- 2019 Paper, Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Presented at:
- 12th Annual People & Organizations Conference, Center for Human Resources, The Wharton School, Philadelphia, PA, September 2019
 - 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019
- Paper, Negotiating Difference: Applying a Negotiation Lens to Diversity Management (with Melissa Thomas-Hunt and Tiffany Galvin Green), Presented at:
- Wharton IDEAS Lab, Organizational Behavior Group, The Wharton School, Philadelphia, PA, October 2019
 - International Association for Conflict Management (IACM) Annual Conference, Dublin, Ireland, July 2019
- Paper, Moving Women into U.S. Banking Management, 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019
- Paper, Regulating Sexual Harassment in the Gig Economy (with Michael Maffie), Labor and Employment Relations Association (LERA), Cleveland, OH, June 2019
- Invited article in *Perspectives on Work*, Annual publication of the Labor and Employment Relations Association
- 2018 Paper, Before the Business Case: Moving Women into Financial Management, Business History Conference, Baltimore, MD, April 2018
- 2016 Paper, Women, Gender, and the ‘Vanishing Corporation,’ Histories of Capitalism 2.0, Cornell ILR School, Ithaca, NY, September 2016
- Panelist, Author-Meets-Critic Session, *Raising the Race: Black Career Women Redefine Marriage, Motherhood, and Community*, Work and Family Researchers Network, Washington D.C., June 2016
- 2015 Book chapter, Fair Employment Laws and Sex-Segregated Work, U.S. Women and Gender History Seminar, New York University, New York City, NY, December 2015
- Paper, Learning to Lead: Women and Success in Corporate America, Joint Meeting of the Business History Conference and the European Business History Association, Miami, FL, June 2015
- 2014 Paper, How to Succeed in a Man’s World, Cornell Conference on the Histories of American Capitalism, Cornell ILR School, Ithaca, NY, November 2014
- Paper, A Cooperative Approach to Employee Relations: Office Automation and Human Resources in the 1970s and 1980s, Business History Conference, Frankfurt, Germany, March 2014

Other Invited Talks and Events (selected)

- 2020 Speaker, Lunch & Learn for MBA students, Women’s Leadership Initiative, McNulty Leadership Program, The Wharton School, March 2020

- 2019 Invited talk, Teaching Business with Humanity in Mind, Carey Business School, Johns Hopkins University, April 2019
- Invited talk, The Roots of Corporate Feminism, The Hotel School, SC Johnson College of Business, Cornell University, March 2019
- Invited talk, Secretaries, Self-Help, and Social Change, The ILR School, Cornell University, March 2019
- Speaker, Lunch & Learn for MBA students, Human and Organizational Performance Association, Owen Graduate School of Management, Vanderbilt University, March 2019
- Moderator, Women in Finance Panel, Owen Graduate School of Management, Vanderbilt University, February 2019
- Speaker, Empowering Women & Girls, Turner Family Center for Social Ventures, Owen Graduate School of Management, Vanderbilt University, February 2019
- 2018 Speaker, Women in Banking: Before the Business Case, Live Webinar Presentation for Celebrating Our Differences Week, Human Resource Diversity & Inclusion Council, PNC Financial Services Group, Inc., November 2018
- Invited attendee, NSF Workshop, Fostering Gender and Work-Life Integration for Faculty in Understudied Contexts: An Organizational Science Lens, Krannert School of Management, Purdue University, October 2018
- Invited talk, An Intersectional Approach to Salary Negotiations, Fogelman College of Business & Economics, University of Memphis, September 2018
- Speaker, Negotiation Tools and Frameworks for Success, Summer Workshop for the Office of Postdoctoral Affairs, Vanderbilt University, July 2018
- Speaker, Before #MeToo: Histories of Sexual Harassment, Gender/Sexuality Matters Speaker Series, Women's and Gender Studies Program, Vanderbilt University, March 2018
- 2017 Co-moderator (with Melissa Thomas-Hunt), Women's Symposium, Owen Graduate School of Management, Vanderbilt University, October 2017
- Guest speaker, Examining the Past to Understand the Present, in Professor Melissa Thomas-Hunt's "Women & Leadership: Global Opportunities & Challenges," University of Virginia, February 2017
- 2016 Co-moderator, Women's Caucus Lunch at the Student-Alumni Career Pathways Program, Sponsored by the ILR Alumni Association, Cornell University, Ithaca, NY, October 2016
- Moderator, Career Advice Panel at the Toward a More Equal Workplace Summit, Sponsored by the ILR Women's Caucus, Cornell University, Ithaca, NY, April 2016
- Panelist, The First Generation Perspective, Sponsored by the ILR Student Government, Cornell University, Ithaca, NY, April 2016

Panelist, Women and Organizational Change, Sponsored by the Cornell Political Union and Women in Public Policy, Cornell University, Ithaca, NY, March 2016

2015 Moderator, Women and Leadership Panel, Sponsored by the Center for Advanced Human Resource Studies, Cornell University, Ithaca, NY, November 2015

Speaker, ILR Women's Caucus Power Hour, Sponsored by the Society for Human Resource Management, Minority Industrial and Labor Relations Student Organization, ILR Women's Caucus, Cornell University, Ithaca, NY, October 2015

Co-facilitator (with Melissa Thomas-Hunt), Allyship Workshop at the Annual Graduate Women in Business Conference, Darden School of Business, Charlottesville, VA, September 2015

Participant, White House Summit on Women in Business, Sponsored by the White House Council for Women and Girls and the Council of Economic Advisers, Washington D.C., August 2015

Panelist, CNN Original Series *The Seventies*, 'Battle of the Sexes' Episode Discussion, Sponsored by CNN at the Museum of Sex, New York City, NY, July 2015

Moderator, Power, Privilege, and Oppression Simulation, Inclusive Education Workshop, Dyson Business Inclusion and Diversity Program, Cornell University, Ithaca, NY, April 2015

Speaker, How to Succeed in a Man's World: Women's Work and Upward Mobility, Sponsored by Ellevest: A Global Professional Women's Network, Cornell University, Ithaca, NY, February 2015

2014 Panelist, Women in the Workplace: Negotiation, Conflict Resolution, and Skills for Professional Empowerment, Sponsored by University Mediation Services, Newcomb Hall Commonwealth Room, University of Virginia, Charlottesville, VA, April 2014

Moderator, Women and Entrepreneurship, Sponsored by the University Women's Forum, McIntire School of Commerce, University of Virginia, Charlottesville, VA, February 2014

Moderator, Women and Leadership, UVa TEDx Short Course, University of Virginia, Charlottesville, VA, February 2014

Teaching experience

MBA (University of Pennsylvania, Vanderbilt, University of Virginia)

Negotiations

Women and Leadership

Leadership Communications

MMH, Master of Management in Hospitality (Cornell)

Leadership and Ethics I

Leadership and Ethics II

M.Ed. (Vanderbilt)

Women and Leadership

Executive Education (Vanderbilt)
Negotiation Strategies for Women

Undergraduate Business (Cornell)
Introduction to Management and Organizations

Undergraduate Social Science/History (selected from Cornell and University of Virginia)
Women, Gender, and Capitalism in Historical Perspective
Introduction to U.S. Labor and Business History
The American Dream: Opportunities and Constraints
Introduction to Women's Studies

eCornell courses and webinars

2016 Emerging Leaders Certificate Course (with M. Diane Burton).
2016 Developing Internal Talent (webinar).
2016 Women in Leadership (webinar).

Darden Business Publishing cases and technical notes

2017 Integrative Stakeholder Engagement, in R. Edward Freeman, Johanna Kujala, and Sybille Sachs, editors, *Stakeholder Engagement: Clinical Research Cases*, Springer (with Richard Brownlee and Segiy Dmytriyev).

2015 *Sold – to the Highest Bidder in Japan: Operational Challenges and Culture*. Organizational behavior case study, OB-1064 (with Kristin Behfar and Gerry Yemen).

2014 *Confronting Directly and Indirectly: Are You Attuned to Notice?* Organizational behavior technical note, OB-1055 (with Kristin Behfar, Jeanne Brett, and Jeffrey Sanchez-Burks).

Chevy Volt: Pricing and Capacity Decisions in Response to Government Incentives for the Electric Vehicle Industry. Operations management case study, OM-1519 (with Gal Raz and Anton Ovchinnikov).

NaanDanJain: Every Drop of Water Counts. Global economies and markets case study, GEM-0122 (with Peter Debaere).

World Wildlife Fund and The Coca-Cola Company: A Global Partnership for Freshwater Conservation. Social entrepreneurship case study, ENT-0204 (with Richard Brownlee)

2013 *Embedding Sustainability: Refreshing First Coffee at Darden*. Entrepreneurship and innovation case study, ENT-0199 (with Richard Brownlee).

Eastman Tritan. Operations Management case study, OM-1540 (with Tim Kraft and Gal Raz).
Won First Place in the Institute for Operations Research and the Management Sciences (INFORMS) Case and Teaching Materials Competition at the 2013 INFORMS Annual Meeting

Media

- 2020 Quoted in Goldman Sachs Pushes for More Diverse Boards of Directors, NPR's Marketplace, January 23, 2020.
- 2015 Featured speaker in The Seventies, "Battle of the Sexes" episode, CNN Original Series, first aired July 23, 2015.
- 2014 Coauthored (with Darden faculty) three articles in *The Washington Post's* Case in Point series

Honors and awards (selected)

Teaching

- 2016 MacIntyre Award for Exemplary Teaching, ILR School, Cornell University
- 2008 Finalist, Seven Society Graduate Fellowship for Superb Teaching, Awarded by the Teaching Resource Center and the Seven Society, University of Virginia

Research

- 2017 Undergraduate Research Fellows Funding, ILR Research Committee, Cornell University
- 2016 Finalist, Clayman Institute for Gender Research Fellowship, Stanford University
- 2012 Henry Berlin duPont Fellowship, Awarded by the Hagley Museum and Library

Travel

- 2013-2014 Alfred Chandler Travel Grants, Awarded by the Business History Conference

Other

- 2016, 2017 Nominee, International Women's Day Leadership Award, Women's Resource Center, Cornell University

Theses and projects advised

Cornell University 2014-2017

- 2014-2017 Advised 8 honors theses and independent studies as well as 7 credit internship projects concerning diversity, gender, public policy, and conflict management

University of Virginia

- 2009-2010 Advised over 25 senior theses papers concerning gender and work

Professional service (selected)

- 2017 Faculty Advisor, Every1 Campaign, Cornell University
- 2016-2017 Faculty Fellow, Balch Hall (residence for freshman women), Office of the Vice Provost for Undergraduate Education, Cornell University
- 2016-2017 Faculty Advisor, ILR Women's Caucus, Cornell University
- 2014-2018 Member, Women's Leadership Council, Office for Diversity and Equity, University of Virginia
- 2012-2015 Member, Young Alumni Council, Alumni Association, University of Virginia
- 2012-2013 Chair, Scholarship Committee, Raven Society, University of Virginia
- 2011-2012 Member, Class of 2002 Reunions Committee, University of Virginia

2011-2012 Language Consultant, Center for American English Language and Culture, University of Virginia

Other relevant professional experience

2006-2012 Graduate Assistant, Summer Transition Program, University of Virginia
2005-2007 Mediator, Community Mediation Center, Charlottesville, VA
2002-2003 Assistant to the Director, Conflict Resolution Center, Roanoke, VA

Additional professional training

2018 Everyday Bias, Certified Trainer, Cook Ross Inc., Vanderbilt University
2016 Faculty Institute for Diversity, Cornell University
2013 Women's Leadership Program, Darden School of Business, University of Virginia
2005-2007 Certified Mediator for General District Court, Supreme Court of Virginia
2002 McIntire Business Institute, McIntire School of Commerce, University of Virginia

Languages

Spanish (reading and writing proficiency)

Professional memberships

Academy of Management
Business History Conference
International Association for Conflict Management
Labor and Employment Relations Association
Work and Family Researchers Network