

HAYLEY BLUNDEN

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ACADEMIC POSITIONS

Kogod School of Business, American University
Assistant Professor of Management

September 2022 – Present

EDUCATION

Harvard Business School May 2022
Ph.D., Organizational Behavior

Columbia Business School May 2013
M.B.A. with Dean's Honors and Distinction, Class Rank: 1/752

The University of Virginia May 2008
B.A.. Economics and Media Studies with Distinction

RESEARCH INTERESTS

Challenging workplace interactions (e.g. feedback, advice, voice, global virtual work)
Employee development and information transfer
Future of work

RESEARCH

Publications

- Blunden, H.** & Steffel, M. (2023). The downside of decision delegation: When transferring decision responsibility incurs interpersonal costs. *Organizational Behavior and Human Decision Processes*, 176, 104251.
<https://doi.org/10.1016/j.obhdp.2023.104251>
- Blunden, H.**, & Rader, C. (2023). Advice as a subjective subject: A commentary on Kämmer et al. (2023). *Decision*, 10 (23), 141. <https://doi.org/10.1037/dec0000202>
- John, L. K., **Blunden, H.**, Milkman, K. L., Foschini, L., & Tuckfield, B. (2022). The limits of inconspicuous incentives. *Organizational Behavior and Human Decision Processes*, 172, 104180.
<https://doi.org/10.1016/j.obhdp.2022.104180>
- Abel, J. E., Vani, P., Abi-Esber, N., **Blunden, H.**, & Schroeder, J. (2022). Kindness in short supply: Evidence for inadequate prosocial input. *Current Opinion in Psychology*, 101458. <https://doi.org/10.1016/j.copsyc.2022.101458>
- Blunden, H.*** & Brodsky, A.* (2020). Beyond the emoticon: Are there unintentional cues of emotion in email? *Personality and Social Psychology Bulletin*. <https://doi.org/10.1177/0146167220936054>
*Both authors contributed equally to this manuscript.
- Blunden, H.**, Logg, J. M., Brooks, A. W., John, L. K., & Gino, F. (2019). Seeker beware: The interpersonal costs of ignoring advice. *Organizational Behavior and Human Decision Processes*, 150, 83-100.
<https://doi.org/10.1016/j.obhdp.2018.12.002>
- John, L. K., **Blunden, H.**, & Liu, H. (2019). Shooting the messenger. *Journal of Experimental Psychology: General*, 148(4), 644. <https://doi.org/10.1037/xge0000586>
- Blunden, H.** & Gino, F. (2018). How the other half thinks: The psychology of advising. In *The Oxford Handbook of Advice*, edited by E.L. MacGeorge and L.M. Van Swol. New York: Oxford University Press.
<https://doi.org/10.1093/oxfordhb/9780190630188.013.3>

Manuscripts Invited for Revision

- Blunden, H.***, Kristal, A.*, Yeomans, M., Yoon, J., & Whillans, A. Feedback seeker's folly: Requesting advice rather than feedback yields more developmental input. *Both authors contributed equally to this manuscript. *Invited for revision at Management Science*.
- Blunden, H.** & Brodsky, A. From Timing to Typos: A Review of Virtual Impression Management Strategies and Pitfalls. *Invited for revision to Review Issue at Journal of Management*.
- Cho, J., Morris, M.W., & **Blunden, H.** Thinking like a chameleon: How diversity ideology shapes cultural adaptation. *Invited for revision at Journal of Applied Psychology*.

Manuscripts Under Review

Blunden, H., Kirgios, E., Rai, A., Chang, E., & Milkman, K. When does flattery fail?: Flattery backfires for those perceived as inauthentic. *Under review at Academy of Management Journal*.

Voelkel, J. G., Stagnaro, M. N., Chu, J., Pink, S. L., Mernyk, J. S., Redekopp, C., Ghezze, I., Cashman, M., Adjodah, D., Allen, L., Allis, V., Baleria, G., Ballantyne, N., Van Bavel, J., **Blunden, H.**, ... Willer, R. Megastudy identifying effective interventions to strengthen Americans' democratic attitudes. *Under review at Science*.

Working Papers

Brodsky, A., **Blunden, H.**, & Burris, E. The information needed to voice: How frequency, mode, and target of employee interactions foster voice. Target: *Organization Science*.

Blunden, H. & Brodsky, A. When time is on your side: The influence of virtual communication on conflict escalation and de-escalation. Target: *Academy of Management Annals*.

Blunden, H.*, Sohn, W.*, Brodsky, A., & Bernstein, E. Time pressure and transitions in a new age of virtual work. *Both authors contributed equally to this manuscript. Target: *Organization Science*.

Guenoun, B., **Blunden, H.**, & Zhang, T. When curiosity is generosity: Social curiosity increases advice quality. Target: *Journal of Applied Psychology*.

Selected Work in Progress

Blunden, H., Abi-Esber, N., & Guenoun, B. How racial and gender diversity affect the developmental information delivered to entrepreneurial startup teams. Data collection.

Blunden, H., Zhang, T., & Huang, L. When advice conflicts: How entrepreneurs manage competing suggestions. Data collection.

Blunden, H. Interpersonal consequences of emotion expression in seeking advice. Data collection.

Kristal, A., **Blunden, H.**, Yoon, J., & Whillans, A. Closing the feedback gender gap by changing the meaning of feedback. Data collection.

Longmire, N., **Blunden, H.** & Sherf, E. Explaining closeness and critical feedback delivery. Data collection.

Practitioner Articles

Bernstein, E., **Blunden, H.**, Brodsky, A., Sohn, W., & Waber, B. (2020, July 15) "The Implications of Working Without an Office." *Harvard Business Review Big Idea*. <https://hbr.org/2020/07/the-implications-of-working-without-an-office>
*Most read article of the *Harvard Business Review Big Idea Series*.

Yoon, J., **Blunden, H.**, Kristal, A., & Whillans, A.V. (2019, September 20) "Why Asking for Advice Is More Effective Than Asking for Feedback." *Harvard Business Review Digital Article*. <https://hbr.org/2019/09/why-asking-for-advice-is-more-effective-than-asking-for-feedback>

Blunden, H., Logg, J. M., Brooks, A. W., John, L. K., & Gino, F. (2019, May 10) "How Asking Multiple People for Advice Can Backfire." *Harvard Business Review Digital Article*. <https://hbr.org/2019/05/how-asking-multiple-people-for-advice-can-backfire>

John, L. K., **Blunden, H.**, & Liu, H. (2019, April 17) "Research Confirms: When Receiving Bad News, We Shoot the Messenger." *Harvard Business Review Digital Article*. <https://hbr.org/2019/04/research-confirms-when-receiving-bad-news-we-shoot-the-messenger>

Bernstein, E. & **Blunden, H.** (2015, March 27) "The Sales Director Who Turned Work into a Fantasy Sports Competition." *Harvard Business Review Digital Article*. <https://hbr.org/2015/03/the-sales-director-who-turned-work-into-a-fantasy-sports-competition>

HONORS AND AWARDS

Student Poster Award Finalist	2020
Awarded at the Society for Personality and Social Psychology Annual Convention for: "The impersonal touch: Improving feedback giving with interpersonal distance"	
Student Poster Award Runner Up	2018
Awarded at the Annual Meeting of the Society for Judgment and Decision Making for: "The impersonal touch: Improving feedback giving with interpersonal distance"	
Raiffa Doctoral Student Paper Award	2017
Awarded to a doctoral student author of the best research paper on a topic relating to negotiation, competitive decision making, dispute resolution, or mediation for: "Seeker beware: The relational costs of ignoring advice"	
Google PiLab (People Analytics People and Innovation Lab) gDNA Scholar	2016
One of four doctoral students selected in competitive application process to collaborate with Google PiLab	
Outstanding Reviewer, Academy of Management Organizational Behavior Division	2016
Awarded to selected volunteer reviewers of conference submissions	
Wyss Fellowship	2014-2020

Fellowship to support graduate student research	
Beta Gamma Sigma Alumni Award	2013
Awarded to one of 752 Columbia Business School graduates on the basis of outstanding character, scholastic achievement, participation in School affairs and potential for civic, business and professional leadership	
Benjamin Michaelson Prize	2012
Top honor awarded to one of 752 second year Columbia Business School students for strong academic achievement and leadership in student activities	
H.R. Young Graduate Scholarship	2012
One of five graduate student recipients selected on the basis of academic and professional potential	
Raven Society	2008
One of twenty students selected each semester from The University of Virginia's School of Arts & Sciences to honor scholastic and extracurricular achievement	
Phi Beta Kappa	2008
Selective honor society to recognize academic rigor and depth	
Golden Key International Honour Society	2007
Selective honor society to recognize strong academics, leadership and service	
Marshall Jevons Economics Grant	2006
Competitive grant to fund student research	

ORGANIZED SYMPOSIA

- Blunden, H. & Zhang, T. (2023, August). *In the Eye of the Beholder: Advancing Feedback Research With a Focus On Perceptions*. Symposium presented at the Academy of Management Conference, Boston, MA.
- Blunden, H. & Abi-Esber, N. (2022, August). *How Contextual Cues Shape Employee Voice*. Symposium presented at the Academy of Management Conference, Seattle, WA.
<https://doi.org/10.5465/AMBPP.2022.12638symposium>
- Blunden, H. (2021, August). *Navigating Interpersonal Workplace Communication Challenges: An Interaction-Focused Perspective*. Symposium presented at the Academy of Management Conference, Virtual.
<https://doi.org/10.5465/AMBPP.2021.11484symposium>
- Blunden, H. (2020, August). *It's Personal: Advancing Advice Research with an Interpersonal Lens*. Symposium presented at the Academy of Management Conference, Virtual.
<https://doi.org/10.5465/AMBPP.2020.13670symposium>
- Blunden, H. (2019, August). *Beyond Taking and Accuracy: Advancing Advice Research with New Perspectives*. Symposium presented at the Academy of Management Conference, Boston, MA.
<https://doi.org/10.5465/AMBPP.2019.11619symposium>
- Blunden, H. & Yoon, J. (2019, August). *The Giver's Perspective: Advancing Feedback Research with a New Focus*. Symposium presented at the Academy of Management Conference, Boston, MA.
<https://doi.org/10.5465/AMBPP.2019.10175symposium>
- Blunden, H. (2018, August). *You Need to Hear This: Improving the Exchange of Unwelcome (But Important) Information*. Symposium presented at the Academy of Management Conference, Chicago, IL.
<https://doi.org/10.5465/AMBPP.2018.11946symposium>
***Selected as Showcase Symposium**
- Blunden, H. (2016, August). *Advancing Research on Distributed Virtual Work: New Discoveries and Theoretical Developments*. Symposium presented at the Academy of Management Conference, Anaheim, CA.
<https://doi.org/10.5465/ambpp.2016.16416symposium>

CONFERENCE PRESENTATIONS

- Blunden, H., Kirgios, E., Rai, A., Chang, E., & Milkman, K. (2023, August). When does flattery fail?: Flattery backfires for those perceived as inauthentic. Talk given at the Academy of Management Annual Meeting, Boston, MA.
- Blunden, H., Green Jr., P., & Gino, F. (2023, February). *Distance and Detail: Psychological Distance Enhances the Specificity of Feedback*. Talk given at the Annual Meeting of the Society for Personality and Social Psychology, Atlanta, GA.
- Blunden, H. (2022, November). *Barriers and Bridges to Developmental Information Transfer*. Talk given at the New Directions in Leadership Research Conference, Arlington, VA.
- Blunden, H., Green Jr., P., & Gino, F. (2022, July). *Distance and Detail: Psychological Distance Enhances the Specificity of Feedback*. Talk given at the International Association for Conflict Management Conference, Ottawa, CA.
- Blunden, H., Sohn, W., Brodsky, A., & Bernstein, E. (2021, August). *Time Pressure and Transitions in a New Age of Virtual Work*. Talk given at the Academy of Management Annual Meeting, Virtual.

- Blunden, H., Yoon, J., Kristal, A., & Whillans, A. (2021, July). *Feedback Seekers' Folly: Requesting Advice (vs. Feedback) Yields Input that is More Developmental*. Talk given at the International Association for Conflict Management Conference, Virtual.
- Blunden, H., Yoon, J., Kristal, A., & Whillans, A. (2020, December). *Feedback Seekers' Folly: Requesting Advice (vs. Feedback) Yields Input that is More Developmental*. Talk given at the Annual Meeting of the Society for Judgment and Decision Making, Virtual.
- Blunden, H., Logg, J. M., & Gino, F. (2020, August). *Wise Crowd Disavowed: The Ironic Competence Penalty of Leveraging the Wisdom of Crowds*. Talk given at the Academy of Management Conference, Virtual.
- Blunden, H. & Steffel, M. (2020, July). *The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices*. Talk given at the International Association for Conflict Management Conference, Virtual.
- Blunden, H., Green, P., & Gino, F. (2020, February). *The Impersonal Touch: Improving Feedback-Giving with Interpersonal Distance*. Poster presented at the Society for Personality and Social Psychology Annual Convention, New Orleans, LA. ***Student Poster Award Finalist**
- Blunden, H. & Steffel, M. (2019, November). *The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, Montreal, Canada.
- Blunden, H. & Steffel, M. (2019, August). *The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices*. Talk given at the Academy of Management Annual Meeting, Boston, MA.
- Blunden, H., Green, P., & Gino, F. (2019, May). *The Impersonal Touch: Promoting Feedback-Giving with Interpersonal Distance*. Talk given at the Distance in Organizations Workshop, New York, NY.
- Blunden, H., Green, P., & Gino, F. (2019, April). *The Impersonal Touch: Promoting Feedback-Giving with Interpersonal Distance*. Talk given at the East Coast Doctoral Conference, New York, NY.
- Blunden, H., Green, P., & Gino, F. (2018, November). *The Impersonal Touch: Improving Feedback-Giving with Interpersonal Distance*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, New Orleans, LA. ***Student Poster Award Runner Up**
- Blunden, H., Green, P., & Gino, F. (2018, August). *The Impersonal Touch: Improving Feedback-Giving with Interpersonal Distance*. Talk given at the Academy of Management Annual Meeting, Chicago, IL.
- Blunden, H., Logg, J. M., & Brooks, A. W. (2017, November). *Wise Crowd Disavowed: The Ironic Competence Penalty of Leveraging the Wisdom of Crowds*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, Vancouver, Canada.
- Blunden, H., Brodsky, A., & Burris, E. (2017, November). *Speaking Up or Writing Down?: Employee Voice in the Technology-Enabled Workplace*. Talk given at the Psychology of Technology Conference, Berkeley, CA.
- Blunden, H., Logg, J. M., Brooks, A. W., John, L. K., & Gino, F. (2017, September). *The Interpersonal Consequences of Advice-Seeking Strategies*. Talk given at the Program on Negotiations Meeting, Boston, MA.
- Blunden, H., Brooks, A. W., John, L. K., & Gino, F. (2017, August). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at the Academy of Management Annual Meeting, Atlanta, GA.
- Blunden, H. & Brodsky, A. (2017, May). *Speaking Up or Writing Down?: Employee Voice in the Technology-Enabled Workplace*. Talk given at the East Coast Doctoral Conference, New York, NY.
- Blunden, H., Brooks, A. W., John, L. K., & Gino, F. (2017, April). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at Boston Judgment and Decision Making Day, Boston, MA.
- Blunden, H., John, L. K., Gino, F., & Brooks, A. W. (2017, January). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at the Society for Personality and Social Psychology Annual Convention, San Antonio, TX.
- Blunden, H., Gino, F., John, L. K., & Brooks, A. W. (2016, November). *Seeker Beware: Follow My Advice or Pay the Price*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, Boston, MA.
- Blunden, H. & Brodsky, A. (2016, August). *In Between the Mind and Screen: Perception and Virtual Communication*. Talk given at the Academy of Management Annual Meeting, Anaheim, CA.
- Blunden, H., Gino, F., John, L. K., & Brooks, A. W. (2016, June). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at the International Association for Conflict Management Conference, New York, NY.
- Blunden, H., Gino, F., John, L. K., & Brooks, A. W. (2016, May). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at the Harvard Business School Doctoral Research Symposium, Boston, MA.
- Blunden, H., Gino, F., John, L. K., & Brooks, A. W. (2016, April). *Seeker Beware: Follow My Advice or Pay the Price*. Talk given at the NYU/Columbia Doctoral Conference, New York, NY.

INVITED TALKS

American University Kogod School of Business, 2021

Georgetown University McDonough School of Business, 2021

University of Texas McCombs School of Business, 2021

University of North Carolina Kenan-Flagler Business School, 2021
 Rice University Jones Graduate School of Business, 2021
 Harvard Program on Negotiations, 2020
 Tuck School of Business Judgment in Managerial Decision Making Research Workshop, 2019

TEACHING EXPERIENCE

<p>American University, <i>Research University</i>, Washington, DC Instructor, Management and Organizational Behavior (MGMT-353) <i>Evaluation Rating 4.83/5 [73% student response rate]</i></p> <ul style="list-style-type: none"> • Led semester-long survey course covering topics in Management, Organizational Behavior, and Human Resources • Taught both in-person and virtual sections 	2022
<p>Harvard Business School, <i>Research University</i>, Boston, MA Instructor, Program for Research in Markets & Organizations (PRIMO) Case Program <i>Evaluation Rating 4.98/5 [59% student response rate]</i></p> <ul style="list-style-type: none"> • Independently prepared and taught a Harvard Business School case to a cohort of undergraduate research assistants from 15 universities • Designed and managed interactive participation in a hybrid (virtual and in-person) learning environment 	2021
<p>Harvard Extension School, <i>School of Continuing Education</i>, Boston, MA Instructor, The Art of Communication <i>Evaluation Rating 4.83/5 [78% student response rate]</i></p> <ul style="list-style-type: none"> • Independently designed, sourced reading materials for, and taught semester-long course on business communication • Piloted doctoral student instructor advising relationship with Harvard Business School Christensen Center for Teaching and Learning 	2016
<p>Harvard Business School, <i>Research University</i>, Boston, MA Participant, Business Education for Teachers and Scholars Program</p> <ul style="list-style-type: none"> • Harvard Business School Professor-led program focused on developing teaching skills for business academia 	2015-2016
<p>Columbia Business School, <i>Research University</i>, New York, NY Teaching Assistant, Entrepreneurship in Large Enterprises</p> <ul style="list-style-type: none"> • Facilitated small group discussion and coordinated with instructor to deliver M.B.A. elective course 	2014
<p>Columbia Business School, <i>Research University</i>, New York, NY Peer Advisor, MBA Program</p> <ul style="list-style-type: none"> • Advised incoming MBA students on norms and expectations, including development and delivery of modules on recruiting and career expectations 	2014
<p>TheLadders, <i>Mid-sized Human Capital Technology Company</i>, New York, NY Instructor, Finance & Strategy Team</p> <ul style="list-style-type: none"> • Developed and taught ‘Excel Tips’ and ‘Revenue and Expense Recognition’ trainings to Finance and Accounting Teams • Developed curriculum and organized quarterly job search preparation events for adult students at Per Scholas, an IT workforce development program for underserved communities 	2010-2012
<p>Madison House, <i>Volunteer Organization</i>, Charlottesville, VA English as a Second Language Teacher</p> <ul style="list-style-type: none"> • Taught weekly ESL classes to Spanish-speaking migrant workers and their families 	2006-2008
<p>University of Virginia Department of Economics, <i>Research University</i>, Charlottesville, VA Economics Club Tutor</p> <ul style="list-style-type: none"> • Tutored students in Microeconomics and Macroeconomics coursework 	2006

SERVICE

Reviewer
 Organizational Behavior and Human Decision Processes
 Management Science
 Management Science Reproducibility Project
 Journal of Experimental Social Psychology
 Personality and Social Psychology Bulletin
 Group Processes & Intergroup Relations
 Behavioral Sciences
 Journal of Business Research

Work, Aging and Retirement
Academy of Management Conference
Society of Judgment and Decision Making Conference

Committee Member

American University Kogod School of Business OB/HR Tenure Track Search Committee

Organizer

Kogod Management Seminar Series
Advice & Wisdom of Crowds Social Roundtable, Society for Judgment and Decision Making Conference
Advice Networking Lunch, Society for Judgment and Decision Making Conference

Advising and Mentoring

Co-Lead, DevelopMENTOR Research Lab
Senior Graduate Student Mentor for Micro-Organizational Behavior PhD 2023 Cohort
Mentor for Harvard Business School Research Associates
Research Sponsor for Harvard Business School Undergraduate PRIMO Summer Research Program
Mentor for Undergraduate Research Assistants

Outreach

Keynote Speaker, New York Practitioner Alumni Event, Harvard Alumni Association
Speaker, HBS Club of Japan Alumni Event, Harvard Business School Alumni Association

PROFESSIONAL AFFILIATIONS

Academy of Management (AOM)
International Association for Conflict Management (IACM)
Society of Judgment and Decision Making (SJDJ)
Society for Personality and Social Psychology (SPSP)
Psychology of Technology Institute

PROFESSIONAL EXPERIENCE

Columbia Business School , <i>Research university</i> , New York, NY, Research Assistant	2013-2014
TheLadders , <i>Startup subscription-only career e-business</i> , New York, NY, Senior Analyst	2010-2012
Cornerstone Research , <i>Economic and financial consulting firm</i> , Washington, DC, Analyst	2009-2010
Hitachi Consulting , <i>Midsized management and IT consulting firm</i> , Washington, DC, Analyst	2008-2009
Barclays Capital , <i>Investment Bank</i> , New York, NY, Leveraged Finance Summer Analyst	2008
Development Alternatives Inc. , <i>International development consulting firm</i> , Bethesda, MD, Summer Intern	2007
University of Virginia Department of Economics , <i>Research university</i> , Charlottesville, VA, Research Assistant	2006

ADDITIONAL QUALIFICATIONS & VOLUNTEER EXPERIENCE

Somerset Elementary School Foundation, Board member of foundation to support the school community
85 Broads, Alumna of application-only global women's network
Lead, Engage, Act, Develop, Alumna of Columbia Business School leadership and human capital management association
Peer Advisor Cluster Leader, Led team of nine others to onboard and mentor incoming Columbia M.B.A. students
Cluster Career Representative, Elected to serve as Columbia Business School career center liaison for cluster of 66 students
Columbia Business School Interviewer, Conducted admissions interviews for M.B.A. applicants
Hermes Society Member, Led informational discussions for potential M.B.A. applicants
Organization & Human Development Consulting Club, Alumna of Teacher's College organizational psychology society
Coordinator of Events, Cornerstone Research, Organized several charity events for outreach program
International Teaching Assistant Cultural Adjustment Volunteer, Counseled UVA TAs on U.S. classroom norms
Passed Level I of the Chartered Financial Analyst Program, Achieved in highest reported bracket in all sections