

## ORIANE A. M. GEORGEAC

Yale School of Management  
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### ACADEMIC POSITIONS

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2020 –	<b>Assistant Professor of Organizational Behavior</b> Yale School of Management, Yale University	New Haven, CT, USA
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### EDUCATION

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2020	<b>London Business School</b> Ph.D., Organisational Behaviour <ul style="list-style-type: none"> <li>• Dissertation: “<i>The business case backfires: Detrimental effects of organizations’ instrumental diversity rhetoric for underrepresented group members’ sense of belonging and performance</i>”</li> <li>• Committee: Aneeta Rattan, Miguel Unzueta, Simona Botti</li> </ul>	London, UK
2014	<b>University Paris Descartes (Paris V)</b> M.Sc., Cognitive Science, <i>cum laude</i>	Paris, France
2013	<b>HEC Paris</b> M.Sc., Management ( <i>Grande Ecole</i> diploma) <ul style="list-style-type: none"> <li>• Exchange program at the University of Southern California (USC)</li> </ul>	Paris, France  Los Angeles, CA, USA
2009	<b>Lycée Henri IV</b> <i>Classe préparatoire</i> : an intensive 2-year course specialized in Mathematics, Philosophy and Geopolitics, preparing for the entrance exam into top French business schools	Paris, France

### RESEARCH INTERESTS

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Keywords: diversity in the workplace, cases for diversity, intergroup relations, perceptions of social progress, gender inequality, attitudes towards women, motivation, mindsets and lay theories.

My research interests focus on how people respond to organizational messages about diversity. One stream of my research investigates the effects of organizations’ justifications for why they value diversity on underrepresented group members and team managers. In another stream of research, I examine how people respond to organizational communications celebrating progress on women’s representation in top leadership. My research across these two streams offers novel insights into how organizations’ efforts to support diversity may paradoxically prevent them from advancing toward their diversity goals.

### ACADEMIC PUBLICATIONS

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\* denotes equal authorship

**Georgeac, O. A. M., & Rattan, A.** (2021). Perceiving progress toward social equality: A model of signals and sense-making. *Current Opinion in Psychology*. Advanced online publication. doi: 10.1016/j.copsyc.2021.08.012

van Kleef, G. A., Heerdink, M. W., Cheshin, A., Stamkou, E., Wanders, F., Koning, L. F., Fang, X., & **Georgeac, O. A. M.** (2021). No guts, no glory? How risk-taking shapes dominance, prestige, and leadership endorsement. *Journal of Applied Psychology*. Advanced online publication. doi: 10.1037/apl0000868

**Georgeac, O. A. M., & Rattan, A.** (2019). Progress in women's representation in top leadership weakens people's disturbance with gender inequality in other domains. *Journal of Experimental Psychology: General*, 148(8),

1435-1453. doi: 10.1037/xge0000561

- *Finalist of the Responsible Research in Management Award*
- *Featured in Harvard Business Review*

**Georgeac, O. A. M.\***, Rattan, A.\*, & Effron, D. A. (2019). An exploratory investigation of Americans' expression of gender bias before and after the 2016 presidential election. *Social Psychological and Personality Science*, 10(5), 632-642. doi: 10.1177/1948550618776624

Rattan, A., & **Georgeac, O. A. M.** (2017). Understanding intergroup relations through the lens of implicit theories (mindsets) of malleability. *Social and Personality Psychology Compass*, 11(4), e12305. doi: 10.1111/spc3.12305

Rattan, A., & **Georgeac, O. A. M.** (2017). Mindsets about malleability and intergroup relations. In C. M. Zedelius, B. C. N. Müller & J. W. Schooler (Eds.), *The science of lay theories – How beliefs shape our cognition, behavior, and health*. doi: 10.1007/978-3-319-57306-9\_6

## **MANUSCRIPTS SUBMITTED OR IN PREPARATION TO BE SUBMITTED**

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**Georgeac, O. A. M.**, & Rattan, A. The business case for diversity undermines LGBT individuals' and women's sense of belonging and interest in joining organizations (R&R at *Journal of Personality and Social Psychology (JPSP)*).

- *Winner of the Outstanding Research Award; Society for Personality and Social Psychology*
- *Winner of the Best Paper Based on a Dissertation Award; GDO Division of the Academy of Management*
- *Top 3 Finalist of the Annual Dissertation Award; Society of Experimental Social Psychology*
- *Top 3 Finalist of the Best Dissertation Award; Society for Business Ethics*

**Georgeac, O. A. M.**, & Rattan, A. Does instrumentality affect performance in evaluative settings?

**Georgeac, O. A. M.**, & Rattan, A. Instrumental approaches to diversity create performance contingencies in managers' commitment to diversity.

**Georgeac, O. A. M.**, Rutjens, B., Greenaway, K., & van Kleef, G. A comparative review of the effects of power and control.

## **RESEARCH IN PROGRESS**

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**Georgeac, O. A. M.**, Brands, R., & Rattan, A. Does an instrumental approach to diversity predict the structure and diversity of people's networks?

**Georgeac, O. A. M.**, Rattan, A., Lin, E., & Adams, G. Does the business case pay? Testing how instrumental diversity rhetoric relates to organizations' gender pay gaps.

## **PRACTITIONER-ORIENTED PUBLICATIONS**

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Rattan, A., Chilazi, S., **Georgeac, O. A. M.**, & Bohnet, I. (2019, June). Tackling the underrepresentation of women in the media. *Harvard Business Review*. <https://hbr.org/2019/06/tackling-the-underrepresentation-of-women-in-media>

**Georgeac, O. A. M.**, & Rattan, A. (2019, March). When people see more women at the top, they're less concerned about gender inequality elsewhere. *Harvard Business Review*. <https://hbr.org/2019/03/research-when-people-see-more-women-at-the-top-theyre-less-concerned-about-gender-inequality-elsewhere>

## **CASE AND TEACHING NOTES**

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Rattan, A., **Georgeac, O. A. M.**, & Chilazi, S. (2020). Ros Atkins and the BBC 50:50 Project. *Harvard Business School & London Business School*.

## SELECTED MEDIA MENTIONS

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*Yale Insights* (November 19, 2021). Are leaders rewarded for taking risks?  
*Work Magazine* (Spring 2021). The bittersweet success of female leaders.  
*Forbes* (March 8, 2021). The power and pitfalls behind the way we talk about women's achievements.  
*Think@LBS Podcast* (February 18, 2021). Leadership playbook – Am I doing diversity wrong?  
*University of Amsterdam Review* (February 1, 2021). No guts, no glory? The link between risk-taking and leadership.  
*London Business School Review* (December 9, 2020). One groundbreaking success does not solve gender inequality.  
*Yale Insights* (September 11, 2020). What Kamala Harris's nomination means for women's equality.  
*Harvard Business Review* (June 6, 2019). Tackling underrepresentation of women in the media.  
*PsyPost* (March 20, 2019). Trump supporters held more sexist views after his election than they did before.  
*Harvard Business Review* (March 7, 2019). When people see more women at the top, they're less concerned about gender inequality elsewhere.  
*INSEAD Knowledge* (October 14, 2019). Enabling productive thinking to develop gender balance.

## INVITED PRESENTATIONS

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October 2021 University of Virginia, Batten School of Leadership & Public Policy  
 March 2021 European Commission, Joint Research Centre  
 February 2021 Queen's University, Smith School of Business  
 April 2020 Harvard University, Harvard Kennedy School – Cancelled due to COVID-19  
 March 2018 University of Bergen, Norway

## CHAired SYMPOSIA

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**Georgeac, O. A. M., & Kaplan, S.** (Co-chairs, 2019). Reevaluating the business case for diversity: Consequences for advocates, women, leaders, & scholars. Academy of Management Annual Meeting, Boston, MA.

**Georgeac, O. A. M., & Starck, S.** (Co-chairs, 2019). Instrumental diversity rhetoric: Paradoxical effects on commitment to diversity and inclusion. International Convention of Psychological Science, Paris, France.

**Georgeac, O. A. M., & Rattan, A.** (Co-chairs, 2019). Instrumental approaches to diversity: Consequences for organizations, schools, and society. Society for Personality and Social Psychology Convention, Portland, OR.

**Georgeac, O. A. M.** (Chair, 2018). Business or fairness case for social issues? Influencing stakeholders in organizations. Academy of Management Annual Meeting, Chicago, IL.

**Georgeac, O. A. M., & A. Rattan** (Co-chairs, 2017). Making a case for diversity in organizations: Pros, cons, and complexities. Academy of Management Annual Meeting, Atlanta, GA.  
 ❖ Sponsored as a "Showcase Symposium" by the OB Division

**Georgeac, O. A. M., & E. Chang** (Co-chairs, 2017). A new generation of diversity hurdles: Shifting definitions, thresholds, backsliding, and threat. Society for Personality and Social Psychology Convention, San Antonio, TX.  
 ❖ Sponsored as the "Diversity Symposium of the Year" by the SPSP Diversity and Climate Committee

## CONFERENCE PRESENTATIONS

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**Georgeac, O. A. M., & Rattan, A.** (2021). The business case for diversity backfires: Detrimental consequences of instrumentality for underrepresented group members' sense of belonging and attraction to organizations. Talk presented at the Annual Meeting of the Society of Experimental Social Psychology, Santa Barbara, CA.

**Georgeac, O. A. M.** (2021). Detrimental effects of the 'business case for diversity' for underrepresented groups' belonging. Talk presented at the Virtual Academy of Management Annual Meeting.

**Georgeac, O. A. M., & Rattan, A.** (2021). Evidence that organizations' instrumental diversity rhetoric undermines

African Americans' sense of belonging and women's job interview performance. Talk presented at the Virtual Society for Personality and Social Psychology Convention.

**Georgeac, O. A. M., & Rattan, A. (2020).** The business case undermines sense of belonging at work among underrepresented groups: Generalizability and consequences. Talk presented at the Virtual Academy of Management Annual Meeting.

**Georgeac, O. A. M., & Rattan, A. (2020).** Instrumentality undermines women's and minorities' psychological sense of belonging and attraction to organizations. Talk presented at the Society for Personality and Social Psychology Convention, New Orleans, LA.

**Georgeac, O. A. M., & Rattan, A. (2019).** The business case undermines women's sense of belonging at work: Mechanisms and consequences. Talk presented at the Academy of Management Annual Meeting, Boston, MA.

**Georgeac, O. A. M., & Rattan, A. (2019).** In good times and in bad? Instrumentality produces performance-contingent commitment to diversity. Talk presented at the International Convention of Psychological Science, Paris, France.

**Georgeac, O. A. M., & Rattan, A. (2019).** In good times and in bad? Instrumentality produces performance-contingent commitment to diversity. Talk presented at the Society for Personality and Social Psychology Convention, Portland, OR.

**Georgeac, O. A. M., & Rattan, A. (2019).** Does the "business case for diversity" work or hurt? Talk presented at the Gender Pre-Conference of the Society for Personality and Social Psychology Convention, Portland, OR.

**Georgeac, O. A. M., & Rattan, A. (2018).** Adverse effects of the business case for diversity on diversity attitudes and inclusion. Talk presented at the Academy of Management Annual Meeting, Chicago, IL.

**Georgeac, O. A. M., & Rattan, A. (2018).** Does the "business case for diversity" work or hurt? Talk presented at the Society for Personality and Social Psychology Convention, Atlanta, GA.

**Georgeac, O. A. M., & Rattan, A. (2017).** How to make a case for diversity in organizations? What is out there, and what works versus hurts? Talk presented at the Academy of Management Annual Meeting, Atlanta, GA.

**Georgeac, O. A. M., & Rattan, A. (2017).** As women progress in one domain of gender inequality, do people become more or less disturbed by gender inequality in another? Talk presented at the Trans-Atlantic Doctoral Conference, London, UK.

**Georgeac, O. A. M., & Rattan, A. (2017).** As women advance in society, do people get more or less sexist? Talk presented at the Society for Personality and Social Psychology Convention, San Antonio, TX.

**Georgeac, O. A. M., & Rattan, A. (2016).** As women advance in society, do people get more or less sexist? Talk presented at the Academy of Management Annual Meeting, Anaheim, CA.

## **RESEARCH GRANTS, FELLOWSHIPS AND AWARDS**

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| 2021 | <b>Best Paper Based on a Dissertation Award – Winner</b><br>Gender and Diversity in Organizations (GDO) Division, Academy of Management (AOM)<br><i>"Detrimental effects of the 'business case for diversity' for underrepresented groups' belonging"</i> |
| 2021 | <b>Annual Dissertation Award – Finalist (Top 3)</b><br>Society of Experimental Social Psychology (SESP)   |
| 2021 | <b>Best Dissertation Award – Finalist (Top 3)</b><br>Society for Business Ethics (SBE)  |

2020	<b>Outstanding Research Award – Winner</b> Society for Personality and Social Psychology (SPSP) <i>“Instrumentality undermines underrepresented group members’ psychological sense of belonging and attraction to organizations”</i>
2020	<b>Responsible Research in Management Award – Finalist</b> The Community for Responsible Research in Management (RRBM) & International Association for Chinese Management Research (IACMR) <i>“Progress in women's representation in top leadership weakens people's disturbance with gender inequality in other domains”</i>
2020	<b>Merit-based bursary to attend the Oxford Spring School 2021 – £335</b> University of Oxford, Department of Politics and International Relations
2018	<b>Leadership Institute Research Grant – £8,000</b> Leadership Institute, London Business School <i>“When diversity does not deliver: Does the business case undermine people’s commitment to diversity when diverse teams’ performance declines?”</i>
2017	<b>SPSP Student Travel Award – \$500</b> Society for Personality and Social Psychology (SPSP)
2016	<b>Leadership Institute Research Grant – £15,000</b> Leadership Institute, London Business School <i>“How to lead diversity effectively? Testing the consequences of the business case for diversity in the workplace”</i>
2014 – 2019	<b>ESRC PhD Research &amp; Training Support Grant – £750/year</b> Economic and Social Research Council (ESRC)
2014	<b>ENS International Travel Grant – €600</b> Ecole Normale Supérieure (ENS), Department of Cognitive Studies
2013	<b>Eole Excellence Scholarship – €500</b> French-Dutch Network (Réseau Franco-Néerlandais)
2010	<b>HEC Paris</b> Dean’s List
2009	<b>HEC Paris</b> Ranked 18 <sup>th</sup> on 380 admitted candidates at the national entrance exam of HEC Paris (4,193 candidates nationwide in 2009)

## **TEACHING EXPERIENCE**

Spring 2022	<b>Yale School of Management</b> Global Virtual Teams (Full-time MBA)
Fall 2021	<b>Yale School of Management</b> Managing Groups & Teams (Full-time MBA)
Spring 2021	<b>Yale School of Management</b> Global Virtual Teams (Full-time MBA)

Fall 2020	<b>Yale School of Management</b> Managing Groups & Teams (Full-time MBA)
Spring 2018	<b>London Business School</b> Managing Organisational Behaviour (Full-time MBA), Teaching Assistant for Dr Aneeta Rattan
Spring 2017	<b>London Business School</b> <ul style="list-style-type: none"> <li>Managing Organisational Behaviour (Full-time MBA), Teaching Assistant for Dr Aneeta Rattan</li> </ul>
Summer 2016	<b>London Business School</b> <ul style="list-style-type: none"> <li>Negotiation and Bargaining (Full-time MBA), Teaching Assistant for Dr Ena Inesi</li> </ul>
Spring 2015	<b>London Business School</b> <ul style="list-style-type: none"> <li>Managerial Negotiations (Executive MBA), Teaching Assistant for Dr Ena Inesi</li> </ul>

## SERVICE

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2021	Invited Mentor at the Student Mentoring Lunches of the Society for Personality and Social Psychology (SPSP) Convention. <ul style="list-style-type: none"> <li>Topic covered: “Giving research talks with the best results: Navigating in-person and online talks for personality and social psychologists”.</li> </ul>
2018 – Present	Ad-hoc reviewer, <i>Organization Science</i> Ad-hoc reviewer, <i>Journal of Experimental Psychology: General (JEP:G)</i> Ad-hoc reviewer, <i>Personality and Social Psychology Bulletin (PSPB)</i> Ad-hoc reviewer, <i>European Journal of Social Psychology (EJSP)</i> Ad-hoc reviewer, <i>Frontiers in Psychology</i> Ad-hoc reviewer, <i>Psychological Reports</i> Ad-hoc reviewer, <i>Race and Social Problems (RASP)</i> Ad-hoc reviewer, <i>International Journal of Intercultural Relations (IJIR)</i> Ad-hoc reviewer, <i>PLOS ONE</i>
2016	Co-organizer of the Trans-Atlantic Doctoral Conference, London Business School
2015-2020	Reviewer for the Trans-Atlantic Doctoral Conference, London Business School
2015-2017	Coordinator of student lunches with OB Seminar series guest speakers, London Business School
2015	Co-organizer of the OB PhD recruitment events, London Business School
2014	Volunteer at the European Association for Social Psychology (EASP) General Meeting

## PROFESSIONAL MEMBERSHIPS

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Academy of Management (AOM)  
Society for Personality and Social Psychology (SPSP)  
Society of Experimental Social Psychology (SESP)  
Society for Business Ethics (SBE)

## PROFESSIONAL EXPERIENCE

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Apr.-Aug. 2012	<b>L'Oréal</b> Strategic Marketing intern for North America, the UK and Ireland	Paris, France
Sep.-Feb. 2012	<b>KPMG</b> Financial Audit intern (Consumer Markets business unit)	Paris, France
Jun.-Sep. 2011	<b>Futures Sport + Entertainment</b> Sports & Media graduate analyst	London, United Kingdom

Jul.-Sep. 2010	<b>Le Vin Qui Danse</b> Marketing intern	Paris, France
May-Jul. 2010	<b>Maggie Norris Couture</b> Marketing & Public Relations intern	New York City, United States

## **WORKSHOPS & TRAINING ATTENDED**

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Fall 2021	<b>Using R Markdown to Communicate Your Data</b> Marx Science & Social Science Library, Yale University
Summer 2021	<b>Data Visualization in R With Ggplot2</b> Marx Science & Social Science Library, Yale University
Summer 2021	<b>Manipulating Data in R Using Tidyverse</b> Marx Science & Social Science Library, Yale University
Spring 2021	<b>Spring School in Machine Learning</b> Oxford Spring School 2021 in Advanced Research Methods (1 week)
Spring 2021	<b>Learning about Machine Learning: An Introduction</b> Deep Dive Workshop, Society for Personality and Social Psychology Convention 2021
Spring 2019	<b>Spring School in Computerized Text Analysis, Reproducibility Techniques in R, &amp; Fieldwork</b> Oxford Spring School 2019 in Advanced Research Methods (1 week)
Spring 2019	<b>Reproducible Data Analysis and Paper Writing in R</b> Deep Dive Workshop, Society for Personality and Social Psychology Convention 2019
Spring 2019	<b>Latent Growth Modelling Using MPlus</b> Figure it out – A statistical consultancy
Spring 2019	<b>Structural Equation Modelling Using MPlus</b> Figure it out – A statistical consultancy
Fall 2018	<b>Intelligent Speed Reading</b> The Oxford Centre for the Mind
Fall 2018	<b>ANOVAs, Regressions, and Tests of Assumptions in R</b> PS statistics
Summer 2018	<b>Media Training</b> The Economic and Social Research Council (ESRC) & Inside Edge Media
Spring 2018	<b>Introduction to Bayesian Statistics</b> Figure it out – A statistical consultancy
Summer 2017	<b>Summer School in Diversity Research</b> Arison School of Business 2017 Ph.D. Summer School on Diversity (2 weeks)
Spring 2017	<b>Spring School in Causal Inference, Data Visualization in R, &amp; Process Tracing</b> Oxford Spring School 2017 in Advanced Research Methods (1 week)
Spring 2017	<b>Open Science Framework: Practical Steps to Increase Reproducibility</b> Deep Dive Workshop, Society for Personality and Social Psychology Convention 2017

Summer 2016	<b>Introduction to Social Network Analysis</b> Professional Development Workshop, Academy of Management Annual Meeting 2016
Fall 2016	<b>Introduction to R</b> University College London, Centre for Applied Statistics Courses
Fall 2016	<b>Multilevel Modelling Analysis Using SPSS</b> Figure it out – A statistical consultancy
Spring 2015	<b>Testing Mediation and Moderation Using SPSS</b> Figure it out – A statistical consultancy

## **LANGUAGES**

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French:	Native	
English:	Fluent	Certificate: TOEFL – 117/120, Level C2 (2013)
Spanish:	Advanced	Certificate: DELE of the Instituto Cervantes – Level C2 (2011)
Greek:	Advanced	Certificate: Kleis Workshop for Greek Language and Culture – Level B2 (2015)
Italian:	Intermediate	Level B1 (2006)