

ORIANE A. M. GEORGEAC

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ACADEMIC POSITIONS

2020 – **Assistant Professor of Organizational Behavior** New Haven, CT, USA
 Yale School of Management, Yale University

EDUCATION

2020 **London Business School** London, UK
 Ph.D. in Organisational Behaviour
 • Dissertation: “*The business case backfires: Detrimental effects of organizations’ instrumental diversity rhetoric for underrepresented group members’ sense of belonging and performance*”
 • Committee: Aneeta Rattan, Miguel Unzueta, Simona Botti

2017 M.Phil. in Organisational Behaviour

2014 **University Paris Descartes (Paris V)** Paris, France
 MS in Cognitive Science, *magna cum laude*

2013 **HEC Paris** Paris, France
 MS in Management (*Grande Ecole*)
 • Exchange program at the University of Southern California (USC) Los Angeles, CA, USA

2009 **Lycée Henri IV** Paris, France
 Classe préparatoire in Mathematics, Philosophy, and Geopolitics
 • An intensive 2-year program preparing for the competitive entrance exams of top French business schools

RESEARCH INTERESTS

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

* denotes equal authorship

Georgeac, O. A. M., & Rattan, A. (2022) The business case for diversity backfires: Detrimental effects of organizations’ instrumental diversity rhetoric for underrepresented group members’ sense of belonging. *Journal of Personality and Social Psychology*. Advance online publication. doi: 10.1037/pspi0000394

- Finalist (top 3) for the 2022 *William C. Frederick Dissertation Award*; Academy of Management, SIM Division
- Winner of the 2021 *Best Paper Based on a Dissertation Award*; Academy of Management, GDO Division
- Finalist (top 3) for the 2021 *Annual Dissertation Award*; Society of Experimental Social Psychology
- Finalist (top 3) for the 2021 *Best Dissertation Award*; Society for Business Ethics

- Winner of the 2020 Outstanding Research Award; Society for Personality and Social Psychology
- Featured in *Harvard Business Review*, *Forbes*, *The Economist*, *The Telegraph*, *The Hill*, and more

Georgeac, O. A. M., & Rattan, A. (2022). Perceiving progress toward social equality: A model of signals and sense-making. *Current Opinion in Psychology*, 44, 12-17. 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*, 106(11), 1673-1694. 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 2020 Responsible Research in Management Award; IACMR-RRBM
- Featured in *Harvard Business Review*, *Forbes*, and more

Georgeac, O. A. M.*, Rattan, A.*, & Efron, 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

Georgeac, O. A. M., & Rattan, A. (a). Does instrumentality affect performance in evaluative settings? (target journal: *Academy of Management Journal*).

Georgeac, O. A. M. Why versus how to pursue diversity: A theoretical framework of diversity constructs. (target journal: *Academy of Management Review*).

RESEARCH IN PROGRESS

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

Georgeac, O. A. M., Methot, J., Hubbard, A., Brands, R. Do people's instrumental networking motives predict their social network's diversity?

Georgeac, O. A. M., Gutierrez, L., Trawalter, S. Failure to diversify: How does instrumental diversity rhetoric shape people's perceptions of non-diverse organizations?

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.

Langdon, J. A., **Georgeac, O. A. M.**, & Rattan, A. Moral duties versus moral values: Disabled prospective employees' responses to organizational messaging on disability.

Ozgunus, E., **Georgeac, O. A. M.**, Lin, E., & Rattan, A. D&I reporting: The case for an intersectional lens.

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

PRACTITIONER-ORIENTED PUBLICATIONS

Georgeac, O. A. M., & Rattan, A. (2022, June). Stop making the business case for diversity. *Harvard Business Review*.

Rattan, A., Chilazi, S., **Georgeac, O. A. M.**, & Bohnet, I. (2019, June). Tackling the underrepresentation of women in the media. *Harvard Business Review*.

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*.

CASE STUDIES & TEACHING MATERIALS

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

- Finalist of the 2022 *Outstanding Case Writer Competition*; The Case Centre
- Featured in *Harvard Business Review*

AWARDS & HONORS

2022	Outstanding Case Writer Competition – Finalist The Case Centre <i>“Ros Atkins and the BBC 50:50 Project”</i>
2022	William C. Frederick Doctoral Dissertation Award – Finalist (top 3) Academy of Management (AOM), Social Issues in Management (SIM) Division
2021	Best Paper Based on a Dissertation Award – Winner Academy of Management (AOM), Gender and Diversity in Organizations (GDO) Division <i>“Detrimental effects of the ‘business case for diversity’ for underrepresented groups’ belonging”</i>
2021	Annual Dissertation Award – Finalist (top 3) Society of Experimental Social Psychology (SESP)
2021	Best Dissertation Award – Finalist (top 3) Society for Business Ethics (SBE)
2020	Outstanding Research Award – Winner Society for Personality and Social Psychology (SPSP) <i>“Instrumentality undermines underrepresented group members’ psychological sense of belonging and attraction to organizations”</i>
2020	Responsible Research in Management Award – Finalist The Community for Responsible Research in Management (RRBM) & the 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>
2017	Showcase Symposium Academy of Management (AOM), Organizational Behavior (OB) Division
2017	Diversity Symposium of the Year Society for Personality and Social Psychology (SPSP), Diversity and Climate Committee
2010	HEC Paris Dean’s List
2009	HEC Paris Ranked 18 out of 380 students admitted to HEC Paris (4,193 candidates)

GRANTS & SCHOLARSHIPS

2020	2021 Oxford Spring School Merit-Based Bursary – £335 University of Oxford, Department of Politics and International Relations
2018	Leadership Institute Research Grant – £8,000 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	SPSP Student Travel Award – \$500 Society for Personality and Social Psychology (SPSP)
2016	Leadership Institute Research Grant – £15,000 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	PhD Research & Training Support Grant – £750/year Economic and Social Research Council (ESRC)
2014	International Travel Grant – €600 Ecole Normale Supérieure (ENS), Department of Cognitive Studies
2013	Eole Excellence Scholarship – €500 French-Dutch Network (Réseau Franco-Néerlandais)

SELECTED MEDIA MENTIONS & INTERVIEWS

The Economist (August 25, 2022). Workplace diversity programmes often fail, or backfire.

London Business School Review (August 4, 2022). The hidden dangers of the business case for diversity.

Forbes (June 20, 2022). The business case for diversity may be backfiring, a new study shows.

Harvard Business Review (June 15, 2022). Stop making the business case for diversity.

Yale Insights (June 10, 2022). Making the ‘business case for diversity’ can backfire with underrepresented groups.

Washington Examiner (June 10, 2022). Companies pushing for diversity may scare off minority candidates: Study.

The Hill (June 9, 2022). Companies risk alienating employees when diversity messages focus on bottom line, study finds.

The Express (June 10, 2022). Companies told their push for diversity ‘does more harm than good’ in a new study.

The Telegraph (June 9, 2022). Diversity drives repel minority groups because they ‘don’t want to be hired on identity grounds’.

The Daily Mail (June 9, 2022). Going woke can do companies more harm than good! Firms who say they value diversity because it will ‘improve their bottom line’ put diverse candidates OFF applying, study finds.

Communications of the Association for Computing Machinery (June 9, 2022). Why companies’ diversity messages may backfire.

American Psychological Association (June 9, 2022). Diversity messages may backfire when companies focus on diversity’s benefits for the bottom line.

Charter (February 5, 2022). How to talk about diversity.

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.

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

Scheduled Feb. 2023	Yale University, Department of Psychology	USA
Scheduled Dec. 2022	Headtorch, The Wellbeing Hour	UK
Scheduled Sept. 2022	University of Maryland, Social Decision & Organizational Sciences area	USA
October 2021	University of Virginia, Batten School of Leadership & Public Policy	USA
March 2021	European Commission, Joint Research Centre	Belgium
February 2021	Queen's University, Smith School of Business	Canada
April 2020	Harvard University, Harvard Kennedy School – Cancelled due to COVID-19	USA
November 2019	Yale School of Management	USA
November 2019	HEC Paris, Management and Human Resources Department	France
November 2019	IESE, Managing People in Organizations Department	Spain
October 2019	George Mason University, School of Business, Management Area	USA
March 2018	University of Bergen	Norway

CHAired SYMPOSIA

Georgeac, O. A. M., & Adler, L. (Co-chairs, 2022). Organizational dynamics of the status quo: Micro and macro implications for social change. Academy of Management Annual Meeting, Seattle, WA.

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

Georgeac, O. A. M., & Rattan, A. (2022). Framing diversity as instrumental to performance undermines organizations' diversity efforts. Talk presented at the Academy of Management Annual Meeting, Seattle, WA.

Georgeac, O. A. M., & Rattan, A. (2022). The business case for diversity backfires: Detrimental effects of organizations' instrumental diversity rhetoric for underrepresented group members' sense of belonging. Talk presented at the Joint Meeting of the Society for Philosophy and Psychology & the European Society for Philosophy and Psychology, Milan, Italy.

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.

PROFESSIONAL MEMBERSHIPS

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

TEACHING EXPERIENCE

Yale School of Management

- Scheduled Spring 2023 • The Innovator, Guest lecture: “Social Innovation From the Bottom Up” (Full-time MBA)
- Spring 2021 – Present • Global Virtual Teams (Full-time MBA)
- Fall 2020 – Present • Managing Groups & Teams (Full-time MBA)

London Business School

- Spring 2019 • Performing in Organizations (Masters in Management), Guest panellist
- Spring 2019 • Capstone (Full-time MBA), Teaching assistant
- Spring 2017 – 2018 • Managing Organisational Behaviour (Full-time MBA), Teaching assistant
- Spring 2017 – 2018 • Paths to Power (Full-time MBA), Teaching assistant
- Summer 2016 • Negotiation and Bargaining (Full-time MBA), Teaching assistant
- Spring 2015 • Managerial Negotiations (Executive MBA), Teaching assistant

SERVICE

2018 – Present

Ad-hoc reviewer

- *Academy of Management Journal (AMJ)*
- *Organizational Behavior and Human Decision Processes (OBHDP)*
- *Management Science*
- *Organization Science*
- *Psychological Science*
- *Journal of Experimental Psychology: General (JEP:G)*
- *Personality and Social Psychology Bulletin (PSPB)*
- *European Journal of Social Psychology (EJSP)*
- *Frontiers in Psychology*
- *Psychological Reports*
- *Race and Social Problems (RASP)*
- *International Journal of Intercultural Relations (IJIR)*
- *PLOS ONE*

Yale School of Management

- 2021 – Present • OB Junior Faculty Hiring Committee
- 2021 – Present • PhD admissions
- 2020 • Guest speaker at the OB PhD Students Seminar (Topic: “Insights from the job market”)

Society for Personality and Social Psychology (SPSP) Annual Convention

- 2021 • Invited mentor for the Student Mentoring Lunches (Topic: “Giving research talks with the best results: Navigating in-person and online talks for personality and social psychologists”)

London Business School

- 2020 • Guest speaker at the OB PhD Students Seminar (Topic: “Behind the publication”)
- 2017 – 2020 • Speaker at the Mindsets & Diversity Lab (Topics: “Doing a literature review”, “Navigating the job market”)
- 2015 – 2020 • Trans-Atlantic Doctoral Conference
 - Co-organizer
 - Reviewer
- 2015 – 2017 • Coordinator of the speaker-students lunches for the OB Seminar Series
- 2015 • Co-organizer of student events during PhD recruitment

European Association for Social Psychology (EASP) General Meeting

- 2014 • Volunteer

WORKSHOPS & TRAINING ATTENDED

Spring 2022	Analyzing Twitter Data Oxford Spring School 2022 in Advanced Research Methods (3 days)
Fall 2021	Using R Markdown to Communicate Your Data Marx Science & Social Science Library, Yale University
Summer 2021	Data Visualization in R With Ggplot2 Marx Science & Social Science Library, Yale University
Summer 2021	Manipulating Data in R Using Tidyverse Marx Science & Social Science Library, Yale University
Spring 2021	Machine Learning Oxford Spring School 2021 in Advanced Research Methods (1 week)
Spring 2021	Learning about Machine Learning: An Introduction Deep Dive Workshop, Society for Personality and Social Psychology Convention 2021
Spring 2019	Computerized Text Analysis, Reproducibility Techniques in R, & Fieldwork Oxford Spring School 2019 in Advanced Research Methods (1 week)
Spring 2019	Reproducible Data Analysis and Paper Writing in R Deep Dive Workshop, Society for Personality and Social Psychology Convention 2019
Spring 2019	Latent Growth Modelling Using MPlus Figure it out – A statistical consultancy
Spring 2019	Structural Equation Modelling Using MPlus Figure it out – A statistical consultancy
Fall 2018	Intelligent Speed Reading The Oxford Centre for the Mind
Fall 2018	ANOVAs, Regressions, and Tests of Assumptions in R PS statistics
Summer 2018	Media Training The Economic and Social Research Council (ESRC) & Inside Edge Media
Spring 2018	Introduction to Bayesian Statistics Figure it out – A statistical consultancy
Summer 2017	Diversity Research Arison School of Business 2017 Ph.D. Summer School on Diversity (2 weeks)
Spring 2017	Causal Inference, Data Visualization in R, & Process Tracing Oxford Spring School 2017 in Advanced Research Methods (1 week)
Spring 2017	Open Science Framework: Practical Steps to Increase Reproducibility Deep Dive Workshop, Society for Personality and Social Psychology Convention 2017
Summer 2016	Introduction to Social Network Analysis Professional Development Workshop, Academy of Management Annual Meeting 2016

Fall 2016	Introduction to R University College London, Centre for Applied Statistics Courses
Fall 2016	Multilevel Modelling Analysis Using SPSS Figure it out – A statistical consultancy
Spring 2015	Testing Mediation and Moderation Using SPSS Figure it out – A statistical consultancy

PROFESSIONAL EXPERIENCE

Apr. – Aug. 2012	L'Oréal Strategic Marketing intern for the U.S., Canada, UK & Ireland Cosmétique Active Division (La Roche-Posay)	Paris, France
Sept. – Feb. 2012	KPMG Financial Audit intern in Consumer Markets business unit	Paris, France
Jun. – Sept. 2011	Futures Sport + Entertainment Sports & Media graduate analyst	London, UK
Jul. – Sept. 2010	Le Vin Qui Danse Marketing intern	Paris, France
May – Jul. 2010	Maggie Norris Couture Marketing & Public Relations intern	New York City, NY, USA

LANGUAGES

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)