

BRIAN J. LUCAS

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POSITIONS

Cornell University, Industrial & Labor Relations School (2017-)

- Assistant Professor of Organizational Behavior

University of Chicago, Booth School of Business (2015-17)

- Adjunct Assistant Professor of Behavioral Science
- Postdoctoral Research Professional, Center for Decision Research

Northwestern University, Kellogg School of Management (2013-14)

- Lecturer of Management & Organizations

EDUCATION

Ph.D. Northwestern University, Management & Organizations (2015)

M.A. Columbia University, Social–Organizational Psychology (2010)

B.A. Bucknell University, Psychology (2008)

GRANTS, HONORS, AND AWARDS

- Outstanding Research Award winner (lead author Zachariah Berry), Society for Social and Personality Psychology, 2020
- Theme Project Grant, ILR School (PI: \$2k). *(Anti-)Egalitarian Attitudes Influence Willingness to Evaluate Ideas of Creators from High-Status Versus Low-Status Backgrounds*. Cornell University, 2019
- Working Group Grant, Institute for the Social Sciences (Co-PI with Angus Hildreth: \$3k). *Moral psychology, social class, and inequality*. Cornell University, 2019
- Theme Project Grant, ILR School (PI: \$20k). *Using experience sampling technology to increase creativity in the workplace*. Cornell University, 2017
- Independent Research Grant, Center for Decision Research (PI: \$3k). *Creativity in everyday life*. University of Chicago, 2017
- Best Empirical/Theoretical Paper Award winner, CM Division, Academy of Management, 2016
- Best Paper Proceedings, Academy of Management, 2016
- Polsky Center for Entrepreneurship & Innovation Grant (PI: \$6.8k). *Understanding beliefs about creativity over time*. University of Chicago, 2015
- Best Student Poster Award winner, Society for Social and Personality Psychology, 2014
- Dispute Resolution Research Center Grant (Co-PI with Rachel Ruttan: \$2k). *The social and motivational consequences of money*. Northwestern University, 2012
- Senior Thesis Honors Distinction, Dept. of Psychology, Bucknell University, 2008

RESEARCH INTERESTS

Creativity & Performance
Morality & Ethics
Judgment & Decision Making
Social Psychology
Organizational Behavior

JOURNAL ARTICLES

Data and materials of first authored pubs available on the Open Science Framework: osf.io/ksdgh

†Student or postdoc working under my supervision at the time the project began

O'Connor, K., Effron, D. A., & **Lucas, B. J.** (conditionally accepted). Moral cleansing as hypocrisy: When private acts of charity make you feel better than you deserve. *Journal of Personality and Social Psychology*.

Wilson, E. R., Thompson, L. L., & **Lucas, B. J.** (2020). Pride and pratfalls: Recounting embarrassing stories increases creativity. *International Journal of Design Creativity and Innovation*, 8, 21-30.

Lucas, B. J. & Kteily, N. S. (2018). (Anti-)Egalitarianism differentially predicts empathy for members of advantaged versus disadvantaged groups. *Journal of Personality and Social Psychology*, 114, 665-692.

➤ Winner of Best Empirical/Theoretical Paper Award, AOM CM Division

Effron, D. A., O'Connor, K., Leroy, H., & **Lucas, B. J.** (2018). From inconsistency to hypocrisy: When does "saying one thing but doing another" invite condemnation? *Research in Organizational Behavior*, 38, 61-75.

Carton, A. M. & **Lucas, B. J.** (2018). How can leaders overcome the blurry vision bias? An antidote to the paradox of vision communication. *Academy of Management Journal*, 61, 2106-2129.

➤ Featured in HBR Magazine's Idea Watch (2018). Creating a vivid vision. *Harvard Business Review*, September-October, 26.

Ruttan, R. L. & **Lucas, B. J.** (2018). Cogs in the machine: The prioritization of money and self-dehumanization. *Organizational Behavior & Human Decision Processes*, 149, 47-58.

Lucas, B. J., Galinsky, A. D., & Murnighan, J. K. (2016). An intentions-based account: Why perspective-taking can both decrease and increase moral condemnation. *Personality and Social Psychology Bulletin*, 42, 1480-1489.

Lucas, B. J. & Nordgren, L. F. (2015). People underestimate the value of persistence for creative performance. *Journal of Personality and Social Psychology*, 109, 232-243.

Effron, D. A., **Lucas, B. J.**, & O'Connor, K. (2015). Hypocrisy by association: When organizational membership increases condemnation for wrongdoing. *Organizational Behavior and Human Decision Processes*, 130, 147-159.

- Lucas, B. J.** & Galinsky, A. D. (2015). Is utilitarianism risky? How the same antecedents and mechanism produce both utilitarian and risky choices. *Perspectives on Psychological Science*, *10*, 541-548.
- Lucas, B. J.** & Livingston, R. W. (2014). Feeling socially connected increases utilitarian choices in moral dilemmas. *Journal of Experimental Social Psychology*, *53*, 1-4.
- Yap, A. J., Wazlawek, A. S., **Lucas, B. J.**, Cuddy, A. J. C., & Carney, D. R. (2013). The incidental ergonomics of life and work can lead to stealing, cheating, and traffic violations. *Psychological Science*, *24*, 2281-2289.
- Lucas, B. J.**, Schubert, E., & Halpern, A. R. (2010). Perception of emotion in sounded and imagined music. *Music Perception*, *27*, 399-412.
- Gais, S., **Lucas, B.** & Born, J. (2006). Sleep after learning aids memory recall. *Learning & Memory*, *13*, 259-262.

UNDER REVIEW, R&R, & WORKING PAPERS

- Lucas, B. J.**, †Berry, Z., †Giurge, L., & Chugh, D. [Topic: Shortlists and gender diversity]. (revise & resubmit, *Nature: Human Behaviour*)
- Lucas, B. J.** & Nordgren, L. F. [Topic: Creativity beliefs]. (reject & resubmit, *Proceedings of the National Academy of Sciences*)
- Chui, C. & **Lucas, B. J.** [Topic: Relational models and creativity]. (working paper)
- Lucas, B. J.** & Epley, N. [Topic: Group size and creativity]. (working paper)
- Lucas, B. J.**, O'Connor, K., †Berry, Z., & Effron, D. A. [Topic: Intergenerational hypocrisy]. (working paper)
- Lucas, B. J.** & Waytz, A. [Topic: Moral and amoral attitudes and empathy]. (working paper)
- Yap, A. J., **Lucas, B. J.**, et. al. [Topic: Power and stress]. (working paper)

POPULAR ARTICLES

- Lucas, B.** & Nordgren, L. (Dec 1, 2015). Giving up is the enemy of creativity. *Harvard Business Review*.

CHAPTERS

- Lucas, B. J.** & Kteily, N. S. (2016). High SDO individuals display moral concern for harm to high status (but not low status) targets. *AOM Best Paper Proceedings*.
- Thompson, L. & **Lucas, B. J.** (2014). Judgmental biases in conflict resolution and how to overcome them. In P. T. Coleman, M. Deutsch, & E. C. Marcus (eds.). *Handbook of Conflict Resolution*, (pp. 255-282). San Francisco, CA: Jossey-Bass.

Thompson, L., **Lucas, B. J.**, & Hall, E.V. (2014). Negotiation bandwidth. In N. M. Ashkanasy, O. B. Ayoko, & K. Jehn (eds.). *Handbook of Research in Conflict Management*, (pp. 461-479).UK: Edward Edgar Publishing.

Thompson, L. **Lucas, B.**, & Hall, E.V. (2012). Upstream and downstream negotiation research. In R. Croson & G. Bolton (eds.). *Oxford Handbook of Economic Conflict Resolution*, (pp. 372-388). New York: Oxford University press.

Thompson, L., Richardson, E.V., & **Lucas, B.** (2012). Integrating Negotiation Research with Team Dynamics. In Goldman and D. Shapiro (eds.). *The Psychology of Negotiations in the 21st Century workplace*. SIOP Frontiers Series.

ORGANIZED SYMPOSIA & CONFERENCES

2016 Lucas, B. J. (Organizer & Chair; OB, MOC Divisions). *Creativity Motivated: New Investigations of Creativity's Motivational Antecedents and Consequences*, Academy of Management annual conference, Anaheim, CA.

2015 Lucas, B. J. & Schroeder, J. (Organizer & Chair; OB, CM, MOC Divisions). *Dangerously Close: The Reciprocal Link Between Social Closeness and Bad Behavior*, Academy of Management annual conference, Vancouver, BC.

2013 Lucas, B. J. & Schroeder, J. (Conference Organizer). Kellogg-Booth Student Symposium, first annual, Chicago, IL.

INVITED PRESENTATIONS

- 2019 Columbia University, Psychology, New York, NY
 INSEAD, Organisational Behavior, Singapore
 National University of Singapore, NUS Business School, Singapore
- 2018 New York University, Stern School of Business, New York, NY
 Cornell University, Social Psychology, Ithaca, NY
- 2017 Cornell University, BEDR seminar series, Ithaca, NY
- 2016 Emory University, Goizueta Business School, Atlanta, GA
 Cornell University, ILR School, Ithaca, NY
 Rutgers University, Rutgers Business School, Newark, NJ
- 2015 University of Chicago, Booth School of Business, Chicago, IL
- 2014 University of California–Berkeley, Haas School of Business, Berkeley, CA
- 2013 Northwestern University, Morality & Ethics Brownbag, Evanston, IL
- 2012 University of Illinois at Chicago, Social Psychology, Chicago, IL

CONFERENCE PRESENTATIONS

- 2020 Berry, Z. & Lucas, B. J. *When less is enough: The relationship between prosocial effort and moral character judgments*. Talk given at the Society for Personality and Social Psychology, New Orleans, LA.
- 2020 Lucas, B. J. *The Longer Shortlist Effect: Cognitive Persistence Increases the Gender Diversity of Candidate Shortlists*. Poster presented at the Society for Personality and Social Psychology, New Orleans, LA.
- 2019 Lucas, B. J. *The Longer Shortlist Effect: Cognitive Persistence Increases the Gender Diversity of Candidate Shortlists*. Talk given at the Wharton OB Junior Faculty Conference, Philadelphia, PA.

- 2019 Berry, Z. & Lucas, B. J. *When less is enough: The relationship between prosocial effort and moral character judgments*. Poster presented at the Society for Judgment and Decision Making, Montreal, Canada.
- 2019 Ellis, L. & Lucas, B. J. *Take the seed or the fruit?: (Mis)predicting idea thieves' preference for taking early-stage vs. late-stage ideas*. Data Blitz talk given at the Society for Personality and Social Psychology, Portland, OR.
- 2019 Bae, S., Lucas, B. J., & Woolley, K. *The intrinsic motivation penalty: Intrinsically motivated workers are assigned undesirable tasks*. Poster presented at the Society for Personality and Social Psychology, Portland, OR.
- 2019 Lucas, B. J. & Nordgren, L. F. *The creative cliff illusion*. Poster presented at the Society for Personality and Social Psychology, Portland, OR.
- 2018 Bae, S., Woolley, K. R. & Lucas, B. J. *The intrinsic motivation penalty: Intrinsically motivated workers are assigned undesirable tasks*. Talk given at the Wharton OB Junior Faculty Conference, Philadelphia, PA.
- 2018 Lucas, B. J. *The creative cliff illusion*. Talk given at the Creativity Collaboratorium, Storrs, CT.
- 2018 Lucas, B. J. & Epley, N. *The power of brainstorming: Dyads balance performance and enjoyment goals in brainstorming groups*. Talk given at the Academy of Management, Chicago, IL.
- 2018 Ellis, L. M. & Lucas, B. J. *Creators mispredict idea thieves' preferences for stealing early-stage versus late-stage ideas*. Talk given at the International Association for Conflict Management, Philadelphia, PA.
- 2018 O'Connor, K., Effron, D. A., & Lucas, B. J. *Charity as hypocrisy: When good deeds seem less praiseworthy*. Talk given at the Society for Personality and Social Psychology, Atlanta, GA.
- 2017 Lucas, B. J. *Assessing intuitions about creativity in everyday life*. Talk given at the Creativity Collaboratorium, Storrs, CT.
- 2017 O'Connor, K., Effron, D. A., & Lucas, B. J. *Charity as hypocrisy: When good deeds seem less praiseworthy*. Talk given at the Academy of Management, Atlanta, GA.
- 2017 Chiu, C. & Lucas, B. J. *Relational models in organizations: Communal sharing schemas, creative process engagement, and creativity*. Talk given at the Academy of Management, Atlanta, GA.
- 2017 Chiu, C. & Lucas, B. J. *Relational models in organizations: Communal sharing schemas, creative process engagement, and creativity*. Talk given at the Frontiers in MOC & TIM Conference, Zurich, Switzerland.
- 2017 Lucas, B. J. *People undervalue persistence in creative tasks: A unique challenge of self-regulating the creative domain*. Talk given at the Self-Regulation Preconference at the Society for Personality and Social Psychology, San Antonio, TX.
- 2016 Lucas, B. J. *Capturing the creative benefits of persistence*. Talk given at the Creativity Collaboratorium, Boston, MA.
- 2016 Lucas, B. J. & Nordgren, L. F. *Novelty neglect: The misunderstood relationship between time and creativity*. Talk given at the Academy of Management, Anaheim, CA.
- 2016 Lucas, B. J. & Kteily, N. *Moral judgment as hierarchy dependent: Egalitarianism differentially predicts moral concern for low-status versus high-status targets*. Talk given at the Academy of Management, Anaheim, CA.
- 2016 Lucas, B. J., O'Connor, K., & Effron, D.A. *Intergenerational hypocrisy: When an organization's past erodes legitimacy*. Talk given at the International Society for Justice Research, Canterbury, UK.
- 2016 Lucas, B. J. & Kteily, N. *Social dominance orientation and target social status predict moralization*. Talk given at the Midwestern Psychological Association, Chicago, IL.
- 2016 Lucas, B. J. & Nordgren, L. F. *Persistence is an undervalued route to creative performance*. Poster presented at the Society for Personality and Social Psychology, San Diego, CA.
- 2015 Lucas, B. J. & Carton, A. M. *Addressing biases in vision communication*. Talk given at the Academy of Management, Vancouver, BC.
- 2015 Lucas, B. J. & Nordgren, L. F. *People underestimate the value of persistence for creative performance*. Talk given at the Academy of Management, Vancouver, BC.
- 2015 Lucas, B. J. & Livingston, R.W. *Social connection increases utilitarian choice in moral dilemmas*. Talk given at the Academy of Management, Vancouver, BC.
- 2015 Lucas, B. J., Galinsky, A. G., & Murnighan, J. K. *When and why perspective-taking increases moral condemnation*. Talk given at the Midwestern Psychological Association, Chicago, IL.
- 2015 Lucas, B. J., Galinsky, A. G., & Murnighan, J. K. *An Intention-Based Account of Perspective-Taking: When and Why Perspective-Taking Increases Moral Condemnation*. Talk given at the Society for Personality and Social Psychology, Long Beach, CA.

- 2015 Lucas, B. J. & Nordgren, L. F. *People underestimate the value of persistence for creative performance*. Poster presented at the Society for Personality and Social Psychology, Long Beach, CA.
- 2014 Lucas, B. J. & Nordgren, L. F. *People underestimate the value of persistence for creative performance*. Talk given at the Society for Judgment and Decision Making, Long Beach, CA.
- 2014 Lucas, B. J. & Waytz, A. *Moralization and amoralization predict empathy and perceptions of bias in contentious social domains*. Talk given at the Academy of Management, Philadelphia, PA.
- 2014 Lucas, B. J. & Waytz, A. *Curvilinear morality: Moralization and amoralization predict interpersonal empathy and perceived bias*. Talk given at the International Society for Justice Research, New York, NY.
- 2014 Lucas, B. J. & Galinsky, A. D. *Utilitarian choices are processed as risky choices*. Talk given at the Midwestern Psychological Association, Chicago, IL.
- 2014 Lucas, B. J. & Waytz, A. *Curvilinear morality: Moralization and amoralization predict interpersonal empathy and perceived bias*. Poster presented at the Society for Personality and Social Psychology, Austin, TX.
- 2013 Lucas, B. J. *Motivated mental imagery: The role of visual-spatial distance in the mental simulation of threatening outcomes*. Talk given at the Society for Judgment and Decision Making, Toronto, Canada.
- 2013 Lucas, B. J. & Thompson, L.L. *Embarrassment, pride, and group creativity*. Talk given at the Academy of Management, Orlando, FL.
- 2013 Lucas, B. J. *When friends promote ends: Social connection increases utilitarian choice in moral dilemmas*. Talk given at the Trans-Atlantic Doctoral Conference, London, UK.
- 2013 Lucas, B. J. & Livingston, R.W. *When friends promote ends: Social connection increases utilitarian choice in moral dilemmas*. Talk given at the Midwestern Psychological Association, Chicago, IL.
- 2013 Lucas, B. J. & Livingston, R.W. *When friends promote ends: Social connection increases utilitarian choice in moral dilemmas*. Talk given at the Morality & Justice Preconference at the Society for Personality and Social Psychology, New Orleans, LA.
- 2013 Lucas, B. J. & Waytz, A. *Mind the gaps: The curvilinear relationship between attitude moralization and interpersonal empathy*. Poster presented at the Society for Personality and Social Psychology, New Orleans, LA.
- 2012 Lucas, B. J. & Livingston, R.W. *When friends promote 'ends': Social connection increases utilitarian choice in moral dilemmas*. Poster presented at the Society for Judgment and Decision Making, Minneapolis, MN.
- 2012 Lucas, B. J. & Nordgren, L. F. *Threat looks better from a distance: The role of spatial distance in the simulation of threatening outcomes*. Poster presented at the Behavioral Decision Research in Management, Boulder, CO.
- 2012 Lucas, B. J., Galinsky, A. G., & Murnighan, J. K. *The mind and heart of a scoundrel: The differential impact of cognitive and emotional perspective taking on the perception of unethical behavior*. Poster presented at the Mind Perception Preconference at the Society for Personality and Social Psychology, San Diego, CA.

TEACHING EXPERIENCE

Course Instructor

ILR School, Cornell University

Introduction to OB, Undergraduate, 2018-

Leading and Managing Teams, Master's, 2018-

Managing for Creativity, Undergraduate, 2017-

Booth School of Business, University of Chicago

Leading and Managing Teams, MBA, 2015-17

Kellogg School of Management, Northwestern University

Leading and Managing Teams, MBA, 2013

Executive Education

Masters of Professional Studies, ILR School, Cornell University, 2018-

Advanced Management Program, Booth School of Business, University of Chicago, 2016

Other Seminars

Glasgow Caledonian New York College, New York, NY, 2018

PURPLE Peer Mentor Program, Evanston, IL, 2015

Prentice Women's Hospital, Feinberg School of Medicine, Chicago, IL, 2014

Teaching Assistant

Kellogg School of Management, Northwestern University

Values-Based Leadership, MBA, Adam Waytz, 2013, 2015

Negotiations, MBA, Nicole M. Stephens, 2013

Leading High-Impact Teams, EMBA, Leigh Thompson, 2012-13

Leading High-Impact Teams, MBA, Erika Hall, 2013

Bargaining, MBA, Keith Murnighan, Hajo Adam, 2012

Leadership in Organizations, MBA, Loran Nordgren, 2011-13

Graduate School of Business, Columbia University

Managerial Negotiations, MBA, Pranjal H. Mehta, 2010

Leadership Development, MBA, Malia F. Mason, 2009

MEDIA MENTIONS (SELECTED)

- *Forge* (February 7, 2020). An embarrassing story is a secret weapon at work: The benefits of looking a little ridiculous in front of your colleagues.
- *Business Insider* (December 6, 2019). Beginning a brainstorming session with an embarrassing story generates better ideas – here's why.
- *Kellogg Insight* (December 2, 2019). Why your next brainstorm should begin with an embarrassing story.
- *Fast Company* (September 20, 2019). Go ahead and tell your most embarrassing story. It will boost your creativity.
- *Wharton Magazine* (Fall/Winter 2019). Crafting vision statements that inspire.
- *Knowledge@Wharton* (July 15, 2019). So your company has a vision: Why can't everyone see it?
- *Cornell Chronicle* (January 23, 2019). What happens when bosses don't practice what they preach?
- *Bloomberg Law HR Buzz* (December 28, 2018). Your money or your life.
- *Cornell Chronicle* (November, 13, 2018). People who focus too much on money may sacrifice their humanity.
- *The Boston Globe* (September 28, 2018). Uncommon knowledge: Materialism, fiscal rules, and misogyny.
- *Kellogg Insight* (June 4, 2018). How much empathy do you feel when powerful people suffer?
- *Cornell Chronicle* (May 25, 2018). Level of empathy for misfortunate based in social status.
- *National Affairs* (January 02, 2018). Making the manager great again.
- *Harvard Business Review* (October 2, 2017). Research: For better brainstorming, tell an embarrassing story.
- *Kellogg Insight* (March 7, 2016). Think you're out of creative ideas? Think again.
- *Harvard Business Review* (March 2016 issue). How to build a culture of originality.
- *Inc.* (December 7, 2015). This is the real key to generating creativity.
- *Lifehacker* (December 3, 2015). Creativity thrives when you resist the urge to give up.
- *New York Magazine* (August 13, 2015). People underestimate their creative potential.
- *Pacific Standard* (August 12, 2015). Creativity's most underappreciated component: Persistence.
- Thompson, L. L. (2013). *Creative conspiracy: The new rules of breakthrough collaboration*. Harvard Business Review Press.

- *Scientific American* (November 21, 2013). The dark side of power posing: Cape or Kryptonite?
- *NPR* (August 23, 2013). Can your car make you an unethical driver?
- *The Atlantic* (July 9, 2013). How power corrupts the mind.
- *Business Insider* (May 28, 2013). Power posing can also make you more dishonest.

ACADEMIC SERVICE

Ad-Hoc Reviewer

- *Academy of Management Journal*
- *Journal of Experimental Social Psychology*
- *Management Science*
- *Negotiation and Conflict Management Research*
- *Organizational Behavior and Human Decision Processes*
- *Personality and Social Psychology Bulletin*
- *Perspectives on Psychological Science*
- *Social Psychological and Personality Science*

Service to the Field

- AOM “Conflict Management Doctoral Consortium” PDW panelist, AOM conference, 2020
- SPSP Single Presenter Session reviewer, 2018-present
- SPSP Outstanding Research Award & Student Poster Award reviewer, 2017-19
- AOM “Halfway There, But Now What?” symposium volunteer, AOM conference, 2017
- MPA Volunteer session chair, MPA conference, 2016
- AOM Volunteer session chair, AOM conference, 2014, 2016
- AOM annual meeting reviewer, OB and CM divisions, 2012-present

University Service

- ILR Micro Happy Hour Workshop, organizer, 2018-present
- Psychology of Work Subcommittee, member, ILR, 2019-2020
- Academic Standards Committee, member, ILR, 2019-22
- UChicago Bioscience Postdoctoral Association, Career Development Panelist, 2016
- Kellogg MORS PhD Recruitment Committee, student member, 2013
- Research Assistant Coordinator for Keith Murnighan, 2012-15
- Kellogg MORS Social Committee, student member, 2011-13

Student Advising/Committee Work

- Expected. Zachariah Berry, Cornell ILR Ph.D., Primary Advisor
- Expected. Wayne Johnson, Cornell JCB Ph.D., Dissertation Committee Member
- 2020. Jesse Proctor, Cornell ILR MILR, Research Supervisor (now a PhD student at Boston College)
- 2018. Dominic J. LaBell, Cornell ILR B.A., Honors Thesis Second Reader
-

MEMBERSHIPS

Academy of Management
International Association for Conflict Management
International Society for Justice Research
Society for Judgment and Decision Making
Society for Personality and Social Psychology

REFERENCES

Loran F. Nordgren
Associate Professor of Management & Organizations
Kellogg School of Management, Northwestern University

Adam D. Galinsky
Vikram S. Pandit Professor of Business
Columbia Business School, Columbia University

Andrew M. Carton
Associate Professor of Management
Wharton, University of Pennsylvania

Nour S. Kteily
Associate Professor of Management & Organizations
Kellogg School of Management, Northwestern University

J. Keith Murnighan
Harold H. Hines Jr. Distinguished Professor of Risk Management
Kellogg School of Management, Northwestern University