

# MARY L. STEFFEL

## CURRICULUM VITAE

D'Amore-McKim School of Business  
Northeastern University  
202F Hayden Hall, 360 Huntington Avenue  
Boston, MA 02115

Cell: 646-831-6508  
Office: 617-373-4564  
[m.steffel@neu.edu](mailto:m.steffel@neu.edu)  
[www.marysteffel.com](http://www.marysteffel.com)

### EMPLOYMENT

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#### NORTHEASTERN UNIVERSITY

Assistant Professor of Marketing, July 2015–present

#### OFFICE OF EVALUATION SCIENCES | GENERAL SERVICES ADMINISTRATION

Fellow, October 2016–present

#### WHITE HOUSE SOCIAL AND BEHAVIORAL SCIENCES TEAM

Fellow, October 2016–January 2017

#### UNIVERSITY OF CINCINNATI

Assistant Professor of Marketing, July 2012–July 2015

### EDUCATION

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#### UNIVERSITY OF FLORIDA

Ph.D. Marketing, August 2012, Postdoctoral Fellowship  
Dissertation: “Social Comparison In Decisions For Others”  
Committee: Robyn LeBoeuf, Chris Janiszewski, Lyle Brenner, and John Chambers

#### PRINCETON UNIVERSITY

Ph.D. Psychology, June 2009, M.A. Psychology, December 2006  
Dissertation: “The Impact Of Choice Difficulty On Self And Social Inferences”  
Committee: Daniel M. Oppenheimer, Eldar Shafir, Daniel Kahneman,  
Emily Pronin, Deborah Prentice, and Susan Fiske

#### COLUMBIA UNIVERSITY

B.A. Psychology (Honors), Summa Cum Laude, May 2004  
Thesis: “The Impact Of Regulatory Focus On Decision Making Under Ambiguity”  
Advisers: Elke U. Weber and E. Tory Higgins

### RESEARCH INTERESTS

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My research is dedicated to the study of social judgment and decision-making. I employ experimental research methods to examine when people call upon others to help them make decisions, what are the barriers to accurately gauging others’ preferences and effectively choosing on their behalf, and how to help people make better decisions for themselves and others. My goal is to broaden the social context in which we understand consumer judgment and decision-making and leverage these insights to address substantive problems in the marketing and policy domains.

## AWARDS AND HONORS

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Finalist, Ronald Copeland Best Paper Award (2016)  
Transformative Consumer Research Grant Winner (2015)  
MSI Research Competition on “Social Interactions and Social Media Marketing” Winner (2014)  
Georgetown Consumer Market Insights Challenge Award Winner (2014)  
Carl H. Lindner College of Business Diversity and Inclusion Research Grant (2014)  
Carl H. Lindner College of Business Harold J. Grilliot Award for Service to Undergraduate Organizations (2014)  
Carl H. Lindner College of Business Dean’s List of Teaching Excellence (2013, 2014, 2015)  
University of Florida Office of Research Graduate Student Travel Grant (2012)  
University of Florida Graduate Student Council Travel Grant (2012)  
Society for Consumer Psychology Dissertation Proposal Competition Winner (2011)  
Society for Personality and Social Psychology Student Travel Award (2011)  
University of Florida Graduate Student Council Travel Grant (2010)  
University of Florida Graduate Student Council Research Grant (2010)  
Graduate School and Association of Princeton Graduate Alumni Teaching Award (2008)  
Princeton University Dean’s Fund for Scholarly Travel (2008)  
Centennial Scholar Fellowship, Princeton University (2004-2009)  
National Science Foundation Graduate Fellowship Honorable Mention (2004, 2005, 2006)  
Phi Beta Kappa (2004)

## ACADEMIC PUBLICATIONS

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**Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), “Ethically Deployed Defaults: Transparency and Consumer Protection Through Disclosure and Preference Articulation.” *Journal of Marketing Research*, 53 (5), 865-80.**

*\* Transformative Consumer Research Grant Winner (2015)*

*\* Featured in Harvard Business Review, The Conversation, Policy Shop Blog, Scholarly Insight Blog*

Marketers and policy makers are increasingly leveraging defaults to influence consumer choices. Critics argue that deploying defaults without informing those affected is unethical because of their power to guide choices, but proponents caution that the proposed solutions, such as disclosing what the defaults are intended to do, could render them ineffective. Four experiments show that defaults can be effective when the intention behind them is disclosed, even when the disclosure informs consumers that the default serves the interests of the business instituting it rather than the individual’s or society’s interests, and even when consumers are especially motivated and able to make an active choice. However, an intervention designed to weaken the default by encouraging consumers to articulate their preferences before choosing can attenuate the effect of defaults serving the interests of the party instituting them while leaving intact defaults serving society’s interests, providing a potential solution for consumer protection.

**Steffel, Mary, Elanor F. Williams, and Jaclyn Perrmann-Graham (2016), “Passing the Buck: Delegating Choices to Others to Avoid Responsibility and Blame.” *Organizational Behavior and Human Decision Processes*, 135, 32-44.**

*\* Featured in Harvard Business Review, Fast Company, Academic Minute, Quartz*

Although past research shows that people highly value the freedom to make their own choices and prefer to maintain that freedom even when it is costly, we find that people readily delegate choices to others when faced with choosing on behalf of others. In a series of experiments, we show that people are more likely to delegate choices for others than for themselves when there is the potential for being blamed for negative outcomes, but that people are equally likely to delegate when there is the potential for taking credit for positive outcomes. We further show that people only avoid these choices when they can transfer responsibility to another person. Thus, people only delegate to others who are in a position to assume blame if the choice turns out poorly, and nonsocial forms of choice avoidance like flipping a coin cannot substitute for delegation.

**Williams, Elanor F., and Mary Steffel (2014), “Legitimate Enablement or Unfair Embellishment?: Double Standards In The Use of Enhancing Products by Self and Others.” *Journal of Consumer Research*, 41 (2), 506-25.**

*\* Featured in TIME Business*

Technological advances have provided new opportunities for otherwise normal, healthy adults to improve themselves, raising questions about the ethical use of products with such effects. Our research shows that the same product or service will be believed to enable the self but enhance others, in part because people see their potential abilities as a part of who they are but see others’ potential abilities as external to who they are. This belief creates an ethical double standard: people believe that it is less morally acceptable to enhance traits, and thus less acceptable for other people to use such products than it is for themselves to do so.

**Steffel, Mary, and Robyn LeBoeuf (2014), “Over-Individuation in Gift Giving: Shopping for Multiple Recipients Leads Givers to Choose Unique but Less Preferred Gifts.” *Journal of Consumer Research*, 40 (6), 1167-80.**

*\* Society for Consumer Psychology Dissertation Proposal Competition Winner (2011)*

*\* Featured in USA Today, NBC News, Today Show, TIME Magazine, Scientific American, Harvard Business Review, The Guardian, New York Magazine, The Guardian, The Conversation, The Huffington Post, Bloomberg View, Real Simple, Women’s Health Magazine, Redbook Magazine, WalletHub, New England Public Radio, WBEZ Chicago Public Radio, KGO San Francisco: Consumer Talk, Main Street: Smart Spending, Yahoo! News, Daily Mail*

When people select gifts for multiple recipients, they tend to pass up gifts that would be better liked in favor of gifts that are uniquely suited to each recipient. This over-individuation arises because givers try to appear thoughtful, and not simply because givers perceive recipients differently when they are considered together versus separately. Consistent with this, over-individuation is exacerbated when givers are more motivated to put thought into their gift selections (such as when selecting gifts for close friends). Focusing attention on recipient liking reduces over-individuation and can help givers to select better liked gifts.

**Steffel, Mary, and Daniel M. Oppenheimer (2009), “Happy By What Standard? The Role Of Interpersonal And Intrapersonal Comparisons In Ratings Of Happiness,” *Social Indicators Research*, 92 (1), 69-80.**

*\* Summarized in an invited entry in the Encyclopedia of Quality of Life Research*

We demonstrate that people’s happiness ratings reliably differ depending on whether they adopt intrapersonal or interpersonal comparison standards. Happiness ratings were reliably lower when participants adopted an intrapersonal comparison standard versus an interpersonal comparison standard, both when the standard of comparison was self-chosen and when it was experimentally manipulated. This research has important methodological implications for studies of subjective wellbeing by suggesting that, in the absence of an experimenter-specified comparison standard, differences in happiness across time or across people may often end up diluted or misrepresented.

**Pronin, Emily, John J. Fleming, and Mary Steffel (2008), “Value Revelations: Disclosure Is In The Eye Of The Beholder,” *Journal of Personality and Social Psychology*, 95 (4), 795-809.**

In interactions ranging from job interviews to romantic dates, it is common for people discuss what they value in an effort to communicate who they are. Six experiments demonstrate that people view their disclosures about their values as more revealing than do others. This asymmetry is rooted in actors’ feeling that their values are intensely important to them as opposed to beliefs that their values are especially unique. The asymmetry is specific to value revelations—actors do not view their off-the-cuff responses or disclosures of non-values as more revealing. Our results suggest that attempts to establish intimacy via value revelations may often fall short due to self-other differences in perceptions of what constitutes meaningful self-disclosure.

**Johnson, Eric J., Mary Steffel, and Daniel G. Goldstein (July, 2005), “Making Better Decisions: From Measuring To Constructing Preferences,” *Health Psychology*, 24 (4 Suppl), S17-22.**

We examine how a constructive preferences perspective might change the prevailing view of medical decision making by suggesting that the methods used to measure preferences for medical treatments can change the preferences that are reported. We focus on two techniques that may assist in the optimal construction of preferences: the use of defaults that encourage selection of treatment options clinically proven to be best for most people and the use of environments that facilitate patients’ ability to understand and represent probabilities and outcomes.

**Elkin, Elena B., Mark E. Cowen, Daniel Cahill, Mary Steffel, and Michael W. Kattan (2004), “Preference Assessment Method Affects Decision Analytic Recommendations: A Prostate Cancer Treatment Example,” *Medical Decision Making*, 24 (5), 504-10.**

This research explored how preference assessment methods affect treatment recommendations for early prostate cancer. Health state preferences were elicited by time tradeoff, rating scale, and a power transformation of the rating scale, and used to determine whether radical prostatectomy or watchful waiting yielded the greater quality-adjusted life expectancy. Time tradeoff and transformed rating scale utilities differed widely in their treatment recommendation for 21% to 52% of men, and the mean difference in quality-adjusted life years varied from less than 0.5 to greater than 1.0. This research suggests that the methods used to measure preferences for medical treatments can influence the preferences that are reported and treatments that are recommended.

## ACADEMIC MANUSCRIPTS UNDER REVIEW

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**Steffel, Mary, and Elanor F. Williams. “Delegating Decisions: Recruiting Others to Make Difficult Choices.” *Under second round review at the Journal of Consumer Research.***

People often walk away from difficult choices empty-handed. Yet choosing or walking away are not people’s only options: they can often ask others to choose for them. In a series of experiments, we show that people delegate difficult choices to others, and giving people the option to delegate reverses the tendency to walk away empty-handed from difficult choices. This research shows that whether or not shoppers have someone to whom they can delegate is a key determinant of purchase behavior and that giving greater consideration to the social contexts in which people make choices may change what we know about how people make difficult choices.

## ACADEMIC MANUSCRIPTS UNDER REVISION

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**Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf. “Overly Specific Gift Giving: Givers Choose Personalized but Less-Versatile and Less-Preferred Gifts.” *Under revision at the Journal of Consumer Research.***

\* *Georgetown Consumer Market Insights Challenge Award Winner (2014)*

\* *Featured in The New York Times, New York Magazine, The Washington Post, ABC News Radio, New England Public Radio, The Conversation, The Guardian, The Huffington Post, TIME Magazine, Real Simple Magazine, Men’s Health Magazine, Yahoo! Health, Consumer Affairs, Psychologie Heute*

Gift cards are extremely popular gifts, yet many go unredeemed. Across six experiments, this research identifies a giver-recipient discrepancy in judgment that can help explain why: givers focus on what their recipients are like, which is salient to them as givers, and fail to focus enough on recipients’ current wants and needs, which is more salient to recipients. Consequently, while recipients prefer and are more likely to redeem gift cards that can be redeemed anywhere, givers tend to give cards that are personalized but limited in where they can be redeemed, even when they first consider what they themselves would prefer to receive.

## ACADEMIC MANUSCRIPTS IN PREPARATION

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**Steffel, Mary, and Elanor F. Williams. “Empowering Patients to Be Consumers of Their Own Medical Care: Increasing the Subjective Ease of Medical Decisions Increases Patient Participation.”**

The current trend in health policy is to facilitate an increasingly consumerist approach to healthcare and encourage doctors to actively involve patients in medical treatment decisions. And yet, the disfluent manner in which treatment options are often presented may prevent patients from feeling empowered to participate. This research shows that increasing the subjective ease with which medical information may be processed can increase patient participation. In several experiments, participants were more likely to assume an active role when the choices were presented in ways that superficially made them easier to process, such as an easy-to-read font or in plain language rather than jargon. The relationship between subjective ease and participation was driven by confidence and had an effect beyond issues of comprehension or attention.

**Steffel, Mary. “From Personal Choices To Perceived Popularity: Increasing the Subjective Ease of Choices Via Repetition Exacerbates False Consensus.”**

Successful decision-making requires accurately gauging the preferences of those affected by a decision, and yet, people often overestimate the extent to which others share their preferences. Three experiments demonstrate that increasing the subjective ease of choices via repetition exacerbates false consensus, the tendency to assume that a greater proportion of others shares one’s preferences than is truly the case. The influence of repetition on false consensus is predicated on repeated choice rather than mere exposure and is rooted in strengthening feelings of preference fluency rather than by increasing liking for the chosen option. Thus, relying on our own inclinations, however fluent, may be easy and compelling, but can lead us astray.

**Steffel, Mary, and Elanor F. Williams. “Do Our Choices Tell Us Who We Are? It Depends on How Easy They Were to Make.”**

The notion that people’s choices reveal something about who they are is fundamental to theories of self-perception, self-signaling, and preference construction, and yet, relatively little is known about the impact of the metacognitive experiences that accompany those choices. The present research explores how the ease or difficulty associated with choosing influences the extent to which people infer that they are likely to make similar choices in other situations. We find that people generalize their preferences to a greater extent when the initial choices were made to feel superficially easy versus difficult. This research suggests that people infer who they are not just from their choices, but also from how easy those choices were to make.

**Tal Eyal, Mary Steffel, and Nicholas Epley. “Perspective Mistaking: Accurately Understanding the Mind of Another Requires Getting Perspective, Not Taking Perspective.”**

*\* Featured in Mindwise: How We Understand What Others Think, Feel, and Want (2014)*

We investigate the effectiveness of two strategies for gauging others’ preferences—projecting one’s own preferences onto others versus trying to take others’ perspectives—and find both to be wanting. In several experiments, we encouraged people to project or perspective take in order to make predictions of others’ preferences and recommendations on their behalf. Projection impaired predictions of spouses’ consumer preferences and movie recommendations for fellow students, while perspective taking, even when it reduced egocentrism, failed to improve predictions or recommendations. We suggest and demonstrate the merits of a simpler solution: perspective getting (i.e., explicitly asking others for their preferences).

**Williams, Elanor F., and Mary Steffel. “Does Sharing Signal Caring? Asymmetric Interpretations of the Informativeness of Own and Others’ Social Media Communications.”**

*\* Marketing Science Institute Research Competition on “Social Interactions and Social Media Marketing” Winner (2014)*

Although people know that their thoughts and behavior may not always match, they often assume that other people’s thoughts and behavior correspond. We explore whether people realize that they often share information via social media for instrumental or self-presentational reasons (e.g., liking a brand because they have been incentivized to do so), but assume that others do so largely or solely because they truly like or mean it. This may lead marketers to misutilize social networks, in particular, by failing to foresee the effects of incentives for self vs. other on liking for brands.

**Wu, Ruomeng, Mary Steffel, and Sharon Shavitt. “Individuating Gifts Out of Liking and Respect: Expanding Gift Giving Theory with a Cross-Culture Perspective.”**

Gift givers who shop for multiple recipients at once often pass up gifts that they know would be better liked in favor of different gifts for each recipient. We find that overindividuation is not a uniquely Western phenomenon, but rather, occurs in Eastern cultures as well. However, different cultural contexts influence how givers individuate gifts. Whereas Western values emphasize choosing based on personal preferences, Eastern cultures emphasize choosing based on social hierarchy and status. Consequently, Westerners individuate multiple recipients by choosing the favorite gift for personally preferred recipients, and Easterners individuate by choosing the most preferred gift for higher-status recipients.

**Grewal, Lauren, Mary Steffel, and Dhruv Grewal. “How Shall I Thank Thee? A Giver-Recipient Mismatch in Preferences for Public or Private Expressions of Gratitude.”**

The advent of social media has opened up new, previously unavailable options for recipients to thank givers not only privately but also publicly. This research examines how people in today’s digital age prefer to give and receive gratitude, and whether recipients accurately predict and respond to givers’ preferences for receiving thanks. We find that gift recipients express their gratitude publicly less often than givers would prefer. Recipients incorrectly believe that givers will like public (versus private) expressions of gratitude less and feel less close. This is because recipients overestimate how impersonal givers perceive public expressions

## **PRACTITIONER PUBLICATIONS**

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Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2017), “‘Default’ Choices Have Big Impact, but How to Make Sure They’re Used Ethically?,” *The Conversation*.

Steffel, Mary (2017), “How to Nudge Your Consumers Without Pushing Them Away,” *Harvard Business Review Webinar*.

Steffel, Mary and Elanor F. Williams (2016), “Psychology Explains Why So Many Leaders Pass the Buck – And Who Is Really to Blame,” *Quartz*.

Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), “How to Nudge Your Consumers Without Pushing Them Away,” *Harvard Business Review (Online)*.

Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), “Managing Defaults: Transparency and Consumer Protection,” *Scholarly Insights (American Marketing Association Blog)*.

Steffel, Mary, Elanor F. Williams, and Jaclyn Permann-Graham (2016), “Research on Delegating Shows How Uncomfortable We Are Making Choices for Others,” *Harvard Business Review (Online)*.

Steffel, Mary, and Elanor F. Williams (2016), “Ethically Deployed Defaults,” *Policy Shop Blog (Behavioral Science and Policy Association)*.

Steffel, Mary, and Elanor F. Williams (2015), “Gift Giving Taboos that Aren’t As Bad As You Think,” *The Conversation (reprinted in The Huffington Post)*.

Steffel, Mary (2015), “How to Avoid Overthinking Your Holiday Shopping,” *Leaders At Work Blog (Northeastern University)*.

Williams, Elanor F., and Mary Steffel (2015), “Are Performance Enhancing Products Always Unfair?” *Capital Ideas Blog (University of Chicago)*.

## **CHAired SYMPOSIA**

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Steffel, Mary, and Lisa Cavanaugh (Co-Chairs), Evan Polman, and Laurence Ashworth (October, 2015), “The Pleasures and Perils of Gift-Giving,” Symposium presented at the Association for Consumer Research Conference, New Orleans, Louisiana.

Williams, Elanor F., and Mary Steffel (Co-Chairs), Christopher W. Bauman, Daniel M. Bartels, and Evan Polman (January, 2012), “Moral Ironies,” Symposium presented at the Society for Personality and Social Psychology Conference, San Diego, California.

Steffel, Mary (Chair), Yan Zhang, George Newman, and Susan Broniarczyk (October, 2011), “When Gifts Go Unappreciated.” Symposium presented at the Association for Consumer Research Conference, St. Louis, Missouri.

Steffel, Mary (Chair), Jongmin Kim, Michael I. Norton, and George Newman (February, 2011), “Gift Giving Gone Wrong: Discrepancies Between Giver And Recipient Perspectives Lead To Suboptimal Gift-Giving Decisions.” Symposium presented at the Society for Consumer Psychology Conference, Atlanta, Georgia.

Steffel, Mary (Chair), David A. Kenny, Jason P. Mitchell, and Kenneth Savitsky (February, 2009), “The Difference Between You and Me: Comparing Social and Self Perception.” Symposium presented at the Society for Personality and Social Psychology Conference, Tampa, Florida.

## **CONFERENCE PRESENTATIONS**

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Pogacar, Ruth, Frank Kardes, and Mary Steffel (June, 2017), “Debiasing Inaction Inertia to Encourage Retirement Savings.” Paper to be presented at the American Marketing Association Marketing and Public Policy Conference, Washington DC.

Pogacar, Ruth, Mary Steffel, and Frank Kardes (June, 2017), “Debiasing Default Effects With Accountability.” Working paper to be presented at the American Marketing Association Marketing and Public Policy Conference, Washington DC.

Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (January, 2017), “Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation.” Paper presented at the Society for Personality and Social Psychology, San Antonio, TX.

Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (November, 2016), “Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation.” Paper presented at the Preconference on Debiasing Decision Makers at the Society for Judgment and Decision Making, Boston, MA.

Grewal, Lauren, Mary Steffel, and Dhruv Grewal (November, 2016), “How Shall I Thank Thee?”



Giver-Recipient Discrepancies in Preferences for Public or Private Expressions of Gratitude” Poster to be presented at the Society for Judgment and Decision Making, Boston, MA.

Grewal, Lauren, Mary Steffel, and Dhruv Grewal (September, 2016), “How Shall I Thank Thee? Giver-Recipient Discrepancies in Preferences for Public or Private Expressions of Gratitude” Poster to be presented at the Association for Consumer Research Conference, Berlin, Germany.

Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (February, 2016), “Overly Specific Gift Giving: Givers Choose Personalized but Less-Versatile and Less-Preferred Gifts.” Paper to be presented at the Society for Consumer Psychology Conference, St. Pete Beach, FL.

Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (November, 2015), “Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation.” Paper presented at the Society for Judgment and Decision Making Conference, Chicago, IL.

Wu, Ruomeng, Mary Steffel, and Sharon Shavitt (November, 2015), “Individuating Gifts out of Liking and Respect: Expanding Gift Giving Theory with a Cross-Culture Perspective,” Poster presented at the Society for Judgment and Decision Making Conference, Chicago, IL.

Williams, Elanor F., Mary Steffel, and Daniel Grossman (October, 2015), “Does Sharing Signal Caring? Asymmetric Interpretations of the Informativeness of Own and Others’ Social Media Communications.” Paper presented at the Association for Consumer Research Conference, New Orleans, LA.

Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (October, 2015), “Overly Specific Gift Giving: Givers Choose Personalized but Less-Versatile and Less-Preferred Gifts.” Paper presented at the Association for Consumer Research Conference, New Orleans, LA.

Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (August, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper to be presented at the Subjective Probability, Utility and Decision Making Conference, Budapest, Hungary.

Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (June, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Association for Consumer Research Asia-Pacific Conference, Hong Kong, PRC.

Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (June, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Behavioral Science and Policy Association Conference, New York, NY.

Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (May, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Association for Psychological Science Conference, New York, NY.

Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (February, 2015), “Giver-Recipient Discrepancies Contribute to Gift Card Non-redemption: Givers Choose Personalized but More-

Restrictive and Less-Preferred Gift Cards.” Paper presented at the Society for Personality and Social Psychology Conference, Long Beach, CA

Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (November, 2014), “Giver-Recipient Discrepancies Contribute to Gift Card Non-redemption: Givers Choose Personalized but More-Restrictive and Less-Preferred Gift Cards.” Paper presented at the Society for Judgment and Decision Making Conference, Long Beach, CA.

Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (October, 2014), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Poster presented at the Association for Consumer Research Conference, Baltimore, MD.

Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (August, 2014), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the American Marketing Association Conference, San Francisco, CA.

Steffel, Mary, and Elanor F. Williams (July, 2014), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Behavioral Decision Research in Management, London, United Kingdom.

Steffel, Mary, and Elanor F. Williams (January, 2014), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Marketing EDGE Professors’ Institute, Cincinnati, OH.

Steffel, Mary, and Elanor F. Williams (February, 2013), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Society for Consumer Psychology Conference, San Antonio, TX.

Steffel, Mary, and Eldar Shafir (October, 2012) “From Personal Choices To Perceived Popularity: The Impact Of Choice Difficulty On Estimated Consensus,” Paper presented at the Association for Consumer Research Conference, Vancouver, British Columbia.

Williams, Elanor F., and Mary Steffel (October, 2012) “Double Standards in the Use of Enhancing Products by Self and Others,” Paper presented at the Association for Consumer Research Conference, Vancouver, British Columbia.

Steffel, Mary, and Robyn LeBoeuf (February, 2012), “Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts.” Paper presented at the Society for Consumer Psychology Conference, Las Vegas, Nevada.

Steffel, Mary, and Elanor F. Williams (January, 2012), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Poster presented at the Judgment and Decision Making Preconference at the Society for Personality and Social Psychology Conference, San Diego, CA.

Steffel, Mary, and Robyn LeBoeuf (January, 2012), “Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts.” Paper presented at the Judgment and Decision Making Preconference at the Society for Personality and Social Psychology Conference, San Diego, CA.

Williams, Elanor F., and Mary Steffel (January, 2012) “Double Standards in the Use of Enhancing Products by Self and Others,” Paper presented at the Society for Personality and Social Psychology Conference, San Diego, CA.

Steffel, Mary, and Elanor F. Williams (November, 2011), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Society for Judgment and Decision Making Conference, Seattle, Washington.

Williams, Elanor F., and Mary Steffel (November, 2011), “Double Standards in the Use of Enhancing Products by Self and Others,” Paper presented at the Society for Judgment and Decision Making Conference, Seattle, WA.

Steffel, Mary, and Robyn LeBoeuf (October, 2011), “Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts.” Paper presented at the Association for Consumer Research Conference, St. Louis, MO.

Steffel, Mary, and Robyn LeBoeuf (February, 2011), “Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts.” Paper presented at the Society for Consumer Psychology Conference, Atlanta, GA.

Williams, Elanor F. and Mary Steffel. (January, 2011), “The Ethics Of Enhancement Are In The Eye Of The Beholder: Double Standards In The Use Of Neuroenhancing Drugs By Self And Others.” Poster presented at the Judgment and Decision Making Preconference at Society for Personality and Social Psychology Conference, San Antonio, TX.

Eyal, Tal, Mary Steffel, and Nicholas Epley (January, 2011), “How To Enable Mind Reading: Perspective-Taking Versus Matching Construal.” Paper presented at the Society for Personality and Social Psychology Conference, San Antonio, TX.

Steffel, Mary, and Robyn LeBoeuf (January, 2011), “Social Comparison In Decisions for Others: Considering Multiple Gift Recipients Leads To Overly Individualized Gifts.” Poster presented at the Society for Personality and Social Psychology Conference, San Antonio, TX.

Steffel, Mary, Nicholas Epley, and John Chambers (November, 2010), “The Impact Of Projection Versus Perspective Taking On Judgmental Accuracy.” Paper presented at the Society for Judgment and Decision Making Conference, St. Louis, MO.

Steffel, Mary, Christopher Janiszewski, and Daniel M. Oppenheimer (October, 2010), “Choice Difficulty Moderates Inferences About Preference Generalizability.” Paper presented at the Association for Consumer Research Conference, Jacksonville, FL.

Steffel, Mary, and Daniel M. Oppenheimer (February, 2009), “Actor-Observer Differences In Preference Inferences Based On Choices.” Paper presented at the Society for Personality and Social Psychology Conference, Tampa, FL.

Steffel, Mary and Daniel M. Oppenheimer (November, 2008), “Actor-Observer Differences In Preference Inferences Based On Choices.” Poster presented at the Society for Judgment and Decision Making Conference, Chicago, IL.

Steffel, Mary, Emily Pronin, and John J. Fleming (April, 2008), “A Roadblock To Rapport: Why Revealing Personal Values Is Viewed As Unrevealing.” Poster presented at the Society for Behavioral Decision Research in Management Conference, La Jolla, CA.

Steffel, Mary, and Daniel M. Oppenheimer (January, 2008), “Happy By What Standard? The Role Of Interpersonal And Intrapersonal Comparisons In Happiness Ratings.” Poster presented at the Society for Personality and Social Psychology Conference, Albuquerque, NM.

Steffel, Mary, and Eldar Shafir (November, 2007), “Inferences From Decision Difficulty: False Consensus Or Uniqueness As A Function Of Choice Conflict.” Paper presented at the Society for Judgment and Decision Making Conference, Long Beach, CA.

Steffel, Mary, and Daniel M. Oppenheimer (November, 2006), “Consensus, Consistency, And Distinctiveness As A Framework For Self And Social Judgment.” Poster presented at the Society for Judgment and Decision Making Conference, Houston, TX.

Steffel, Mary, and Eldar Shafir (May, 2006), “Decision Conflict as a Heuristic for Predicting Choice.” Presented at the Association for Psychological Science Annual Meeting, New York, NY.

Steffel, Mary, and Eldar Shafir (January, 2006), “Decision Conflict as a Heuristic for Predicting Choice.” Poster presented at the Society for Personality and Social Psychology Conference, Palm Springs, CA.

Steffel, Mary, and Eldar Shafir (November, 2005), “Decision Conflict as a Heuristic for Predicting Choice.” Poster presented at the Society for Judgment and Decision Making Conference, Toronto.

## **INVITED PRESENTATIONS**

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Dartmouth College, Marketing Department, June 2016

Harvard Business School, GiNorton Lab, May 2016

University of Massachusetts, Amherst, Marketing Department, April 2016

Northeastern University, Social and Personality Psychology Group, October 2015

University of California, San Diego, Marketing Group, April 2013

Ohio State University, Judgment & Decision Making Research Group, February 2013

Ohio State University, Group for Attitudes and Persuasion, February 2013

Cincinnati Children’s Hospital, Chronic Disease Research Group, September 2012

## **TEACHING**

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NORTHEASTERN UNIVERSITY (My instructor rating: 4.4 / D’Amore-McKim average: 4.3)

Consumer Behavior (MBA), Instructor (Spring 2016)

Consumer Behavior (Undergraduate), Instructor (Spring 2016)

UNIVERSITY OF CINCINNATI (My instructor rating: 7.4 / Lindner average: 6.6)

Consumer Behavior, Instructor (Spring 2013, 2014, 2015)

Understanding European Business, Instructor (Spring 2014, 2015)

Marketing Research Assistant Program, Coordinator (Spring 2014, Summer 2014)

UNIVERSITY OF FLORIDA (My instructor rating: 4.79 / Warrington average: 4.19)

Marketing Management, Instructor (Fall 2010)

PRINCETON UNIVERSITY (My instructor rating: 4.23 / Department average: 3.82)

Judgment, Decision Making, and Well-Being, AI to Daniel Kahneman (Spring 2009)

Interpersonal Perception, AI to Emily Pronin (Fall 2008)

Introduction to Psychology, AI to Joel Cooper (Spring 2008)

Social Psychology, AI to Deborah Prentice (Fall 2007)

Theories of Psychotherapy, AI to Ronald Comer (Spring 2007)

Judgment and Decision Making, AI to Eldar Shafir (Fall 2006)

Introduction to Psychology, AI to Sam Glucksburg (Spring 2006)

Introduction to Psychology, AI to Daniel Oppenheimer and Elizabeth Gould (Fall 2005)

## COLUMBIA UNIVERSITY

Leadership, TA to Daniel Ames (Summer 2004)

## **ADVISING**

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Adviser for MBA Research Assistants, Northeastern University: Matteo Prandi (Fall 2015), Apurva Kadam (Spring 2016-Summer 2016), Apoorva Siddhi Sudhir (Summer 2016)

Adviser for Undergraduate Research Assistants, Northeastern University: Julia Le (Spring 2016-Summer 2016), Daniela De Aguiar (Summer 2016), Stephan Carney (Summer 2016), Isabella Mozdierz-Monico (Summer 2016), Liza Gourion (Summer 2016)

Adviser for PhD Students, University of Cincinnati: Ruth Pogacar (Summer 2012-present), Ruomeng Wu (Summer 2014-present), Jaclyn Perrmann (Fall 2013-Summer 2016), Daniel Grossman (Fall 2014-Spring 2015)

Adviser for Masters Student Research Assistants, University of Cincinnati: Nicholas Williams (Summer 2013), Diptayan Datta (Fall 2013), Sayed Sahazuddin Mohammad (Fall 2013), Rachel Bucalo (Summer 2014), Ruomeng Wu (Fall 2013-Spring 2014), Sha Sa (Fall 2013-Fall 2014), Megan Parin (Spring 2014-Summer 2015)

Adviser for Undergraduate Research Assistants, University of Cincinnati: Michael Maloof (Fall 2012), Allison Hanes (Spring 2013), Paige Bausch (Spring 2013; Fall 2013), Emily Ornella (Spring 2013), Jacob Fortner (Summer 2013), Olivia Perez (Summer 2013), Priyanka Sanjeev (Summer 2013-Fall 2013), Kruti Gandhi (Summer 2013-Fall 2014), Aidan Dolan (Fall 2013), Cory Francis (Fall 2013), Eric Fash (Spring 2014), Kara Svenson (Spring 2014-Fall 2014), Jiaoyao Liu (Summer 2014-Fall 2014), Xiang Li (Fall 2014-Spring 2015), Joseph Levers (Spring 2015), Mark Havens (Spring 2015), Xioayi Xie (Spring 2015), and Hayley Coldiron (Spring 2015)

Senior Thesis Adviser, University of Florida: Ana Figueras (2010-2011). Thesis: “Disclaiming Defaults: Knowledge About Choice Architecture And Its Effects On Decision-Making”

Supervisor for Independent Study, University of Florida: Ana Figueras (2010-2011), Danielle King (2010-2011), Mercedes Castro (2010-2012), Peter Chami (2011-2012), Dominic Cador (2011-2012), Georgina Uresti (2012), Kelsey Ingerto (2012), and Brielle Martinez (2012)

Student Adviser, Princeton University: Mark Starks, Princeton Summer Undergraduate Research Experience (PSURE), Princeton Office of Academic Affairs and Diversity and The Leadership Alliance (2008).

Student Adviser, Princeton University: Robert Grote, Justin Hawver, and Ahmed Meleis, The Mellon Minority Undergraduate Fellowship Program, Princeton University and the Andrew W. Mellon Foundation (2005, 2006)

## **PROFESSIONAL DEVELOPMENT**

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New Faculty Institute Fellow, University of Cincinnati (2012-present)

University of Houston Doctoral Symposium in Marketing (April 2010)

University of California–Berkeley Behavioral Camp (April 2010)

Dyadic Data Analysis Summer Workshop, University of Connecticut (June 2009)

National Cancer Institute’s Summer Institute on Social/Personality Psychology and Health (July 2009)

## **PROFESSIONAL SERVICE**

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Ad hoc reviewer for *Basic and Applied Social Psychology*, *Behavioral Decision Making*, *Cognition*, *Group Processes and Intergroup Relations*, *Journal of Consumer Research*, *Journal of Marketing Research*, *Journal of Public Policy and Marketing*, *Journal of Personality and Social Psychology*, *Management Science*, *Marketing Letters*, *Nature: Human Behavior*, *Personality and Social Psychology Bulletin*, *Psychological Science*, *Social and Personality Psychology Compass*, and *Social Science in Medicine*

Ad hoc reviewer for *Association for Consumer Research Conference*, *Society for Consumer Psychology Conference*, and *Society for Judgment and Decision Making Conference*

Co-Chair: Consumer Psychology Track, American Psychological Association (2018)

Planning Committee, Society for Consumer Psychology (2016)

Co-Chair: Judgment and Decision Making Preconference, Society for Personality and Social Psychology (2015-2018)

Undergraduate Marketing Curriculum Committee, Northeastern University (2015-2016)

Recruiting Committee, Marketing Department, University of Cincinnati (2013-2015)

PhD Program Committee, Marketing Department, University of Cincinnati (2012-2015)

Undergraduate Research Committee, University of Cincinnati (2013-2015)

Undergraduate Research Assistantship Program Coordinator, University of Cincinnati (2012-2014)

Faculty Attendee, The PhD Project Reception and Dinner, AMA Summer Conference (2013)

Faculty Attendee, Mittelstaedt Symposium (2013)

Judge for Nielsen Case Competition, University of Florida (2011, 2012)

Judge for AMA Marketing Plan Competition, University of Florida (2010, 2011)

Planning Committee: Women in Judgment and Decision Making Networking Event, Society for Judgment and Decision Making (2007, 2008, 2009)

Campus Representative: Association for Psychological Science Student Caucus, Association for Psychological Science (2005-2009)

Planning Committee: Four-College Conference (Columbia University, New York University, Yale University, and Princeton University, 2007)

## **PROFESSIONAL AFFILIATIONS**

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Association for Consumer Research  
Behavioral Science and Policy Association  
Society for Consumer Psychology  
Society for Judgment and Decision Making  
Society for Personality and Social Psychology