

# MODUPE NYIKOALE AKINOLA

Curriculum Vitae

(617) 233-4020

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## EDUCATION

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Ph.D.	Harvard University	Organizational Behavior	2009
M.A.	Harvard University	Social Psychology	2006
M.B.A.	Harvard Business School	General Management	2001
B.A.	Harvard University	Psychology	1996

## ACADEMIC APPOINTMENTS

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*Columbia Business School (Management Division)*

Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics 2016-present  
Assistant Professor of Management 2009-2016

*Sloan School of Management (Organization Studies Group)*

Visiting Assistant Professor 2013-2014

## PUBLICATIONS

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\*indicates graduate student or post-doctoral trainee

Akinola, M., \*Martin, A., & Phillips, K. Gender differences in delegation (conditional accept). *Academy of Management Journal*.

\*Lu, G.J., Akinola, M., & Mason, M.F. (2017). "Switching on" creativity: Task switching increases creativity by reducing cognitive fixation. *Organizational Behavior and Human Decision Processes*, 136, 63-74.

\*Crum, A.J., Akinola, M., \*Martin, A., & \*Fath, S. (2017). The benefits of a stress is enhancing mindset in both challenging and threatening contexts. *Anxiety, Stress, and Coping*, 4, 379-395.

Akinola, M., Page-Gould, E., Mehta, P., & Lu, G.J. (2016). Collective hormonal profiles predict group performance. *Proceedings of the National Academy of Sciences*, 113 (35), 9774-9779.

Akinola, M., \*Fridman, I., \*Mor, S., Morris, M., & \*Crum, A. (2016). Adaptive appraisals of anxiety moderate the association between cortisol reactivity and performance in salary negotiations. *PLoS ONE* 11(12), e0167977.

\*Crum, A.J., Phillips, D.J., Goyer, J.P., Akinola, M., & Higgins, E.T. (2016). Transforming water: Social influence moderates psychological, physiological, and functional response to a placebo product. *PLoS ONE*. 11(11), e0167121.

Rosette, A.S., Akinola, M., & Ma, A. (forthcoming). Subtle discrimination in the workplace: Individual-level factors and processes. In E. King & A. Colella (Eds.), *Oxford Handbook on Discrimination*.

Milkman, K., Akinola, M. & Chugh, D. (2015). What happens before? A field experiment exploring how pay and representation differentially shape bias on the pathway into organizations. *Journal of Applied Psychology*, 100(6), 1678-1712.

Muhtadie, L., Koslov, K., Akinola, M., & Mendes, W.B. (2015). Vagal flexibility: A physiological predictor of social sensitivity. *Journal of Personality and Social Psychology*, 109(1), 106–120.

Page-Gould, E. & Akinola, M. (2015). Incorporating neuroendocrine methods into intergroup relations research. *Group Processes and Intergroup Relations*, 18(3), 366–383.

Akinola, M. & Mendes, W.B. (2013). It's good to be the king: Neurobiological benefits of higher social standing. *Social Psychological and Personality Science*, 5(1), 43-51.

Ayduk, O., Gyurak A., Akinola, M., & Mendes, W.B. (2013). Consistency over flattery: Self-verification processes revealed in implicit and behavioral responses to feedback. *Social Psychological and Personality Science*, 4(5), 538-545.

Milkman, K., Akinola, M. & Chugh, D. (2012). Temporal distance and discrimination: An audit study in academia. *Psychological Science*, 23(7), 710-717.

Akinola, M. & Mendes, W.B. (2012). Stress-induced cortisol facilitates threat-related decision making among police officers. *Behavioral Neuroscience*, 26(1), 167-174.

Akinola, M. (2010). Measuring the pulse of an organization: Integrating physiological measures into the organizational scholar's toolbox. *Research in Organizational Behavior*, 30, 203-223.

Akinola, M. & Mendes, W.B. (2008). The dark side of creativity: Biological vulnerability and negative emotions lead to greater artistic creativity. *Personality and Social Psychology Bulletin*, 34 (12), 1677-1686.

## **MANUSCRIPTS UNDER REVIEW**

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Akinola, M., Page-Gould, E., Mehta, P., & Liu, Z.. Hormone-diversity fit: Collective testosterone moderates the effect of diversity on group performance. Revise and Resubmit. *Psychological Science*.

Chang, E., Milkman, K.L., Chugh, D., & Akinola, M. "Tweekenism" is the New Tokenism: Gender Diversity on U.S. Corporate Boards. Revise and Resubmit. *Academy of Management Journal*.

Akinola, M., Townsend, S., McCluney, C. Be still our beating hearts: A body-centric approach to the study of diversity in organizations. Under Review. *Academy of Management Review*.

Akinola, M., Lu, G.J., Mason, M.F. Incorporating Physiology into Creativity Theories. Under Review. *Academy of Management Perspectives*.

## **MANUSCRIPTS IN PREPARATION**

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Akinola, M., Opie, T., Ho, G., Unzueta, M., Castel, S., & Brief, A. Diversity isn't what it used to be: The consequences of the broadening of diversity. Manuscript in preparation.

Akinola, M., Loschelder, D., Swaab, R., Galinsky, A., & Inesi, E. Location and stress impact global negotiations more than cultural differences. Manuscript in preparation.

Overbeck, J.R., Howe, D., Meikle, N.L., & Akinola, M. The loyal lieutenant as kingmaker: Subtle cues of deference determine hierarchy development. Manuscript in preparation.

\*Crum, A., Akinola, M., Turnwald, B., Kaptchuk, T., & Hall, K. Catechol-O-Methyltransferase moderates effect of stress mindset on affect and cognition. Manuscript in preparation.

## **PRESENTATIONS**

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Akinola, M. (May 2017). Implicit bias in policing: Applying stress management strategies to help reduce racial disparities in policing. Paper presented at the Association for Psychological Science Conference, symposium on Real World Implications of Implicit Bias, Boston, MA.

Akinola, M. (April 2017). Diversity isn't what it used to be: The consequences of the broadening of diversity. Paper presented at the National Diversity Equity Workshop, session on The Organization and Management of Diversity, Washington, DC.

Akinola, M. (August 2016). Collective hormonal profiles predict performance in groups. Paper presented at the Academy of Management Conference, symposium on Revealing the Hidden: Psychophysiology Provides New Insights to Individuals' Workplace Experiences (S. Smallets, chair), Anaheim, CA.

Akinola, M. (May 2015). Temporal distance and discrimination: An audit study in academia. Paper presented at the Association for Psychological Science Conference, symposium on Intergroup contact: Advances and nuances (E. Page-Gould, chair), New York, NY.

Akinola, M. (February 2015). It's good to be the king: Neurobiological benefits of higher social standing. Paper presented at the Society for Personality and Social Psychology Conference, symposium on The psychophysiology of high social standing: (Dys)functional responses to power and status (A. Scholl and D. Scheepers, chairs), Long Beach, CA.

Akinola, M. (October 2014). Intergroup contact: Can positive social contact enhance performance for cross-race relative to same-race dyads? Paper presented at the Society for Experimental Social Psychology Conference, symposium on Leveraging the Value of Diversity in Teams: Four Useful Processes (T. Vacharkulksemsuk and K. Phillips, chairs), Columbus, OH.

Akinola, M. (August 2013). Inspiration is facilitated by positive mood and vagal withdrawal. Paper presented at the Academy of Management Conference, symposium on The Heart of the Matter: Cardiovascular Measures in Organizational Research (A. Passarelli, chair), Orlando, FL.

Akinola, M. (January 2013). Heterogeneity in discrimination? A field experiment with university faculty. Paper presented at the Society for Personality and Social Psychology Conference, symposium on Turning the Tables: Social Psychologists as Subjects of Research (A. Tomiyama, chair), New Orleans, LA.

Akinola, M. (August 2012). Heterogeneity in discrimination? A field experiment with university faculty. Paper presented at the Academy of Management Conference, Diversity Research Publishing Workshop (R. Ely and B. Ragins, chairs), Boston, MA.

Akinola, M. (August 2011). Measuring the pulse of an organization. Paper presented at the Academy of Management Conference, symposium on Implicit Measures in Management Research (W. Becker, B. Hardy, and J. Menges, chairs), San Antonio, TX.

Akinola, M. & Mendes, W.B. (May 2011). Accuracy is in the eye of the beholder: Physiological responses influence emotion detection among police officers. Paper presented at the

Association for Psychological Science Conference, symposium on Hierarchy, Judgmental Accuracy, and the Person-In-Context (M. Kraus, chair), Washington, DC.

Akinola, M. & Mendes, W.B. (August 2010). Decision making under threat. Paper presented at the Academy of Management Conference, symposium on Wisdom through Emotions: Multi-Cultural, Multi-level Analyses of How Emotions Can Make Us Wiser (L. Rees and J. Sanchez-Burks, chairs), Montreal, Canada.

Akinola, M. & Thomas, D.A. (August 2008). Defining the attributes and processes that enhance the effectiveness of diversity initiatives. Paper presented at the Academy of Management Conference, Anaheim, CA.

Akinola, M. & Mendes, W.B. (August 2008). Biological and Psychological Factors Linked to Creativity. Paper presented at the Academy of Management Conference, symposium on Using Physiological Measures to Explore the Questions We Ask (M. Akinola and M. Zyphur, chairs), Anaheim, CA.

Akinola, M. & Mendes, W.B. (January 2008). Vigilance and intergroup interactions. Paper presented at the Society for Personality and Social Psychology Conference, symposium on Taking a Relational Approach to Intergroup Contact: When Stigmatized and Non-Stigmatized Group Members' Experiences Diverge and Converge (J. Richeson and S. Neuberg, chairs), Albuquerque, NM.

Akinola, M. & Mendes, W.B. (August 2007). Intergroup contact: Can positive social contact reduce threat during cross race encounters? Paper presented at the Academy of Management Conference, symposium on Diversity's Embeddedness (M. Akinola and B. Ragins, chairs), Philadelphia, PA.

Akinola, M. & Mendes, W.B. (August 2006). The effects of social contact on enhancing performance and reducing intergroup tension in organizations. Paper presented at the Academy of Management Conference, symposium on Managing across Difference in Organizations (M. Akinola, chair), Atlanta, GA.

Akinola, M., Mendes, W.B. & Amabile, T. (August 2005). Benign stress and cognitive performance in organizations. Paper presented at the Academy of Management Conference, symposium on Integrating Biopsychological Measures and Outcomes into a New Vision of Management (E. Heaphy, chair), Honolulu, HI.

## **INVITED TALKS**

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Boston University (2008), University of Michigan (2008), University of California at Berkeley (2008), London Business School (2009), Kellogg (2009), Columbia Teachers College (2011), Harvard University (2011), Harvard Kennedy School (2012), MIT Sloan School of Management (2014), University of Utah (2014), Stanford Graduate School of Business (2014), Fuqua School of Business (2014), The Wharton School (2014), Carnegie Mellon University (2014), UCLA Anderson School of Management (2015), Rotman School of Management (2015), Olin Business School (2016), The Wharton School (2017), University of Michigan (2017), McGill University (2017)

## **TEACHING EXPERIENCE**

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- Leadership Development (Columbia Business School, average rating 4.7/5.0)

- Dissertation Committee Member for Columbia Business School PhD Candidates Ashley Martin, William Welch and Shira Mor.
- Teaching Fellow for Introduction to Social Psychology at Harvard University (2007).
- Supervision of Honors Thesis for Harvard undergraduates Marina Nasman (2006), Shimon Saphire-Bernstein (2007), Amanda Willis (2008), and Erin Blackstock (2008).
- Extensive corporate training and coaching experience, with consistently high teaching ratings, for organizations including Bain & Company, CoreNet Global, Harvard Divinity School's Summer Leadership Institute, Harvard Business School's Public Education Leadership Project, and KIPP Schools Summer Leadership Program.

## **GRANTS**

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- Women and Public Policy Program Grant, Harvard Kennedy School of Government. Project Title: *Joint Separate Preference Reversals and Gender Diversity*. Grant Amount: \$9,000 (2007)
- Fellowship Recipient, NIMH/NRSA. Project Title: The Disjunction between Mental and Physical Health Outcomes for African Americans (F31). Grant Amount: \$85,076 (2007)
- Columbia University Professional Schools Diversity Research Fellowship. Project Title: *Power and its Embodiment*. Grant amount: \$10,000 (2009)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Project Title: *A Study of Discrimination and Intertemporal Choice*. Co-PI with Katherine Milkman (PI) and Dolly Chugh (Co-PI). Grant Amount: \$5,000 (2010)
- Eugene M. Lang Support Fund Supplemental Research Grant. Project Title: *Hormones and Leadership Development*. Grant amount: \$15,000 (2010)

## **AWARDS & HONORS**

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- Dean's Award for Teaching Excellence, Columbia Business School (2015)
- SSRN Honor: Author of One of the 10 Most Downloaded Papers of the Year (2014)
- Massachusetts Institute of Technology Dr. Martin Luther King Jr. Fellowship (2013-2014)
- Association for Psychological Science Rising Star (2011)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Co-PI with Katy Milkman and Dolly Chugh (2010)
- Eugene M. Lang Support Fund Supplemental Research Grant (2010)
- Columbia University Professional Schools Diversity Research Fellowship (2010)
- Society for Personality and Social Psychology Best Graduate Student Paper Award (2009)
- Wyss Award for Excellence in Doctoral Research (2009)
- Society for Psychophysiological Research Student Poster Award (2008)
- Society for Personality and Social Psychology Diversity Fund Award (2006)
- Wyss Fellowship for Graduate Study (2004 to 2009)

## **EDITORIAL BOARD**

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International Journal of Stress Management

## **AD HOC REVIEWER**

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Journal of Personality and Social Psychology; Personality and Social Psychology Bulletin; Journal of Experimental Social Psychology; Academy of Management Journal; Academy of Management Review; Organization Science; Organizational Behavior and Human Decision Processes; Group Processes and Intergroup Relations; Small Group Research; Plos One; Psychoneuroendocrinology; International Journal of Psychophysiology; European Journal of Social Psychology; Anxiety Stress and Coping; Motivation and Emotion; Biological Psychology; Human Relations; California Management Review

