
Laura J. Kray

PERSONAL INFORMATION

Organizational Behavior & Industrial Relations Group 510-642-0829
Haas School of Business 510-643-1412 (fax)
University of California, Berkeley *kray@haas.berkeley.edu*

ACADEMIC POSITIONS

2007-present Harold Furst Chair of Management Philosophy and Values
Associate Professor
Haas School of Business
University of California, Berkeley

2005-2007 Associate Professor
Haas School of Business
University of California, Berkeley

2002-2005 Assistant Professor
Haas School of Business
University of California, Berkeley

1999-2002 Assistant Professor
Eller College of Business and Public Administration
University of Arizona

1997-1999 Post-Doctoral Fellow, Dispute Resolution Research Center
Kellogg Graduate School of Management
Northwestern University

EDUCATION

1993-1997 University of Washington, Seattle
Ph.D., Psychology (Social)

1989-1993 University of Michigan, Ann Arbor
Bachelor of Arts, Organizational Studies

AWARDS AND FELLOWSHIPS

Co-winner of “Most Influential Paper Award: 2000-2003;” Conflict Management Division,
Academy of Management Meeting, Anaheim, CA, 2008.

Schwabacher Fellowship (Highest honor for Assistant Professors), Haas School of Business,
2004-2005.

“Club 6,” Recognition for Excellence in Teaching, Haas School of Business, 2003-present.

Best Empirical Paper Award, *International Association of Conflict Management Meeting*, Cergy, France, June, 2001.

Robbins Fellowship in Management and Policy, University of Arizona, 2001-2004.

Best Paper Award, *Academy of Management Meetings, Conflict Management Division*, San Diego, CA, August, 1998.

Post-Doctoral Research Award, *Dispute Resolution Research Center*, J. L. Kellogg Graduate School of Management, Northwestern University, 1997-1999.

Best Empirical Paper Award, *International Association of Conflict Management Meetings*, Bonn, Germany, June, 1997.

RESEARCH GRANTS

National Science Foundation

- *The Role of Counterfactual Mind-sets in Debiasing Group Decisions*. Decision, Risk, & Management Sciences program. June, 2002. (\$200,000) (Collaborative project with Adam Galinsky).
- *Gender Stereotypes and the Gender Gap: A New Look at Female-Male Negotiations*. Co-funded by the POWRE and Decision, Risk, & Management Sciences programs. July, 2000. (\$75,000)

Institute of Industrial Relations Research Grant, University of California

- 2008-2009; 2006-2007; 2004-2005.

Faculty Research Grant, Committee on Research, University of California

- 2008-2009; 2007-2008; 2006-2007; 2005-2006.

Junior Faculty Research Grant, Committee on Research, University of California, 2004-2005.

Office of the President's Academic Enrichment Grant, University of California, 2002-2003.

Foreign Travel Grant, University of Arizona Office of International Affairs. Summer, 2001.

Dispute Resolution Research Center Grant, Kellogg Graduate School of Management.

- *Accountability and risk preference in self choice-advice discrepancy*. Spring, 1999.
- *Self-interest, social identity and the social construction of injustice*. Fall, 1999.

PUBLICATIONS: ARTICLES

1. Kray, L. J., & Gelfand, M. (In press). Relief versus regret: The impact of gender and negotiating norm ambiguity on reactions to having one's first offer accepted. *Social Cognition, Special Issue on Negotiations*.
2. Kray, L. J., Paddock, L., & Galinsky, A. D. (2008). The effect of past performance on expected control and risk attitudes in integrative negotiations. *Negotiation and Conflict Management Research, 1*, 161-178.
3. Kray, L. J., & Haselhuhn, M. (2007). Implicit negotiation beliefs and performance: Longitudinal and experimental evidence. *Journal of Personality and Social Psychology, 93*, 49-64.
4. Markman, K. D., Lindberg, M. J., Kray, L. J., & Galinsky, A. D. (2007). Implications of counterfactual structure for creative generation and analytical problem solving. *Personality and Social Psychology Bulletin, 33*, 312-324.
5. Kray, L. J., Galinsky, A. D., & Wong, E. (2006). Thinking inside the box: The relational processing style elicited by counterfactual mind-sets. *Journal of Personality and Social Psychology, 91*, 33-48.
6. Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2006). Different wrongs, different remedies? Reactions to organizational remedies after procedural and interactional injustice. *Personnel Psychology, 59*, 31-64.
7. Haines, E. L., & Kray, L. J. (2005). Self-power associations: The possession of power affects women's self-concepts. *European Journal of Social Psychology, 35*, 643-662.
8. Kray, L. J., Thompson, L., & Lind, E. A. (2005). It's a bet! A problem solving approach promotes the construction of contingent agreements. *Personality and Social Psychology Bulletin, 31*, 1039-1051.
9. Liljenquist, K., Galinsky, A. D., & Kray, L. J. (2004). Exploring the rabbit hole of possibilities with myself or with my group: The benefits and liabilities of activating counterfactual mind-sets for information sharing and group coordination. *Journal of Behavioral Decision Making, 17*, 263-279.
10. Kray, L. J., Reb, J., Galinsky, A., & Thompson, L. (2004). Stereotype reactance at the bargaining table: The effect of stereotype activation and power on claiming and creating value. *Personality and Social Psychology Bulletin, 30*, 399-411.
 - Reprinted in "Negotiation: Theory and Practice" legal textbook (M.L. Nelken, 2007).

11. Galinsky, A., & Kray, L. J. (2004). From thinking about what might have been to sharing what we know: The role of counterfactual mind-sets on information sharing in groups. *Journal of Experimental Social Psychology, 40*, 606-618.
12. Kray, L. J., & Galinsky, A. D. (2003). The debiasing effect of counterfactual mind-sets: Increasing the search for disconfirmatory information in groups. *Organizational Behavior and Human Decision Processes, 91*, 69-81.
13. Kray, L. J., & Lind, E. A. (2002). The injustices of others: Social reports and the integration of others' experiences in organizational justice judgments. *Organizational Behavior and Human Decision Processes, 89*, 906-924.
14. Kray, L. J., Galinsky, A. D., & Thompson, L. (2002). Reversing the gender gap in negotiations: An exploration of stereotype regeneration. *Organizational Behavior and Human Decision Processes, 87*, 386-410.
15. Kray, L., & Robinson, R. (2001). Partisanship and the status quo. *European Journal of Social Psychology, 31*, 321-335.
16. Kray, L. J., Thompson, L., & Galinsky, A. (2001). Battle of the sexes: Gender stereotype confirmation and reactance in negotiations. *Journal of Personality and Social Psychology, 80*, 942-958.
 - Co-Recipient of "Most Influential Paper Award: 2000-2003," Conflict Management Division, Academy of Management
 - Reprinted in "Negotiation: Theory and Practice" legal textbook (M.L. Nelken, 2007).
17. Lind, E. A., Kray, L., & Thompson, L. (2001). Primacy effects in justice judgments: Testing predictions from fairness heuristic theory. *Organizational Behavior and Human Decision Processes, 85*, 1-22.
18. Kray, L. J. (2000). Contingent weighting in self-other decision making. *Organizational Behavior and Human Decision Processes, 83*, 82-106.
19. Kray, L., & Gonzalez, R. (1999). Differential weighting in choice versus advice: I'll do this, you do that. *Journal of Behavioral Decision Making, 12*, 207-217.
20. Lind, E. A., Kray, L., & Thompson, L. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Organizational Behavior and Human Decision Processes, 75*, 1-22.
21. Thompson, L., Kray, L., & Lind, E. A. (1998). Cohesion and respect: An examination of group decision making in social and escalation dilemmas. *Journal of Experimental Social Psychology, 34*, 289-311.

PUBLICATIONS: INVITED ARTICLES

22. Kray, L. J., & Locke, C. (2008). To flirt or not to flirt? Sexual power at the bargaining table. *Negotiation Journal*.
23. Kray, L. J. (2007). Leading through negotiation: Harnessing the power of gender stereotypes. *California Management Review*, 50, 159-173.
24. Kray, L. J., & Thompson, L. (2005). Gender stereotypes and negotiation performance: A review of theory and research. In B. Staw & R. Kramer (Eds.), *Research in Organizational Behavior Series*, 26, 103-182.

PUBLICATIONS: CHAPTERS, BOOK REVIEWS, AND PROCEEDINGS

25. Wong, E., Galinsky, A. D. & Kray, L. J. (In press). The counterfactual mind-set: A decade of research. To appear in K. Markman, B. Klein, & J. Suhr (Eds.), *The Handbook of Simulation and Imagination*. NY: Psychology Press.
26. Kray, L. J., & Haselhuhn, M. P. (2008). What it takes to succeed: An examination of the relationship between negotiators' implicit beliefs and performance. In D. Forsyth, A. Goethals, and C. Hoyt (Eds.), *Social Psychology and Leadership*. West Port, CT: Praeger.
27. Kray, L. J., & Babcock, L. (2005). Gender in negotiations: A motivated social cognitive analysis. In A. Kruglanski & J. Forgas (Eds.), *Frontiers in Social Psychology*. NY: Psychology Press.
28. Galinsky, A. D., Liljenquist, K. A., Kray, L. J., & Roese, N. R. (2005). Finding meaning from mutability: Making sense and deriving meaning from counterfactual thinking. In D. R. Mandel, D. J. Hilton, & P. Catellani (Eds.), *The Psychology of Counterfactual Thinking*, 110-125. London: Routledge.
29. Kray, L. J. (2005). Review of M. Gelfand & J. Brett (Eds.), *The handbook of negotiation and culture*. *Administrative Science Quarterly*, 50, 157-159.
30. Kray, L. J., & Lind, E. A. (2002). The integration of others' experiences in organizational justice judgments. *Academy of Management Best Paper Proceedings*, Conflict Management Division.
31. Robinson, R. J., & Kray, L. (2001). Status vs. quo: Naïve realism and the search for social change and perceived legitimacy. In John T. Jost and Brenda Major (Eds.), *The Psychology of Legitimacy: Emerging Perspectives on Ideology, Justice, and Intergroup Relations*. Oxford: Blackwell.

32. Kray, L., & Thompson, L. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Academy of Management Best Paper Proceedings*, Conflict Management Division.
33. Thompson, L., Peterson, E., & Kray, L. (1995). Social context in negotiation: An information-processing perspective. In R. Kramer and D. Messick (Eds.), *Negotiation as a Social Process*. New York: Russell Sage.

MANUSCRIPTS UNDER REVIEW

- Haselhuhn, M. P., Schweitzer, M. E., & Kray, L. J. Beyond belief: How implicit beliefs influence trust.
- Kray, L. J., George, L., Liljenquist, K., Galinsky, A., Tetlock, P., & Roese, N. From what *might* have been to what *must* be: The relationship between counterfactuals, fate, and meaning in personal narratives.
- Kray, L. J., & Locke, C. Negotiating flirts: Likable losers.
- Wong, E., Kray, L. J., Galinsky, A. D., & Markman, K. Stimulating creativity in groups: The role of counterfactuals.

WORK IN PROGRESS

- Brion, S., Kray, L. J., & Overbeck, J. The interplay of dyad gender composition and power in negotiations.
- Gelfand, M., & Kray, L. J. Physical attractiveness and backlash in negotiations.
- Haselhuhn, M., Kray, L. J., & Schweitzer, M. Implicit person theories and willingness to deceive.
- Kray, L. J. Queen bees in organizations.
- Kray, L. J. It depends on the size of the hurdle: Gender and implicit beliefs at the bargaining table.
- Kray, L. J., Galinsky, A. D., & Markman, K. Adding versus subtracting what might have been: The impact of counterfactual thinking on integrative negotiations.
- Kray, L. J., Locke, C., & Haselhuhn, M. In the words of Larry Summers: Stereotype impotence in competitive contexts.
- Wong, E., Haselhuhn, M. P., & Kray, L. J. The relationship between implicit negotiation beliefs and the generation of upward counterfactuals.

INVITED ADDRESSES

- 2008 *London Business School*
University of Rome, Italy
Anderson School of Management, UCLA
The Wharton School, University of Pennsylvania
- 2007 *Eller College of Business, University of Arizona*
Kennedy School of Government, Harvard University
University of Rome, Italy
University of California, Hastings School of Law
University of California, San Francisco
Harvard Business School, Harvard University
Graduate School of Business, Stanford University
Stern School of Business, New York University
Ross School of Business, University of Michigan
McCombs School of Business, University of Texas
- 2006 *Institute of Industrial Relations, UC Berkeley*
Graduate School of Business, Columbia University
- 2005 *London Business School*
McCombs School of Business, University of Texas, Austin
Boalt School of Law, University of California, Berkeley
Graduate School of Business, University of Chicago
Tepper School of Business, Carnegie Mellon University
INSEAD
- 2004 *Kennedy School of Government, Harvard University*
- 2002 *Australian Graduate School of Management, University of New South Wales*
University of California, Riverside
Department of Psychology, University of California, Santa Cruz
Haas School of Business, University of California, Berkeley
Fuqua School of Business, Duke University
- 2001 *David Eccles School of Business, University of Utah*
Marshall School of Business, University of Southern California
- 2000 *Graduate Women in Business Association, University of Arizona*
- 1999 *Women in Science and Engineering, Northwestern University*
- 1998 *Eller College of Business and Public Administration, University of Arizona*
Cox School of Business, Southern Methodist University
Kellogg School of Management, Northwestern University
- 1997 *Department of Psychology, New York University*

CONFERENCE PRESENTATIONS

- Kray, L. J. & Locke, C. (2008). Negotiating flirts: Likable losers. *Academy of Management Meetings*, Anaheim, CA.
- Kray, L. J., & Gelfand, M. (2008). Negotiating norm ambiguity and gender impact reactions to having a first offer accepted. *Academy of Management Meetings*, Anaheim, CA.

- Kray, L. J., & Brion, S. (2007). Interplay between power and gender in negotiations. *American Psychological Association Convention*. San Francisco, CA.
- Kray, L. J., Locke, C., & Haselhuhn, M. (2007). In the words of Larry Summers: Gender stereotypes and implicit negotiation beliefs. *Academy of Management Meetings*, Philadelphia, PA.
- Kray, L. J., & Gelfand, M. (2007). Relief versus regret: The impact of gender on reactions to having one's first offer accepted. *Academy of Management Meetings*, Philadelphia, PA.
- Kray, L., Galinsky, A., & Markman, K. (2007). Adding versus subtracting what might have been: The impact of counterfactual thinking on integrative negotiations. *International Association of Conflict Management*, Budapest, Hungary.
- Kray, L., Locke, C., & Haselhuhn, M. (2007). Gender stereotypes and implicit negotiation beliefs. *International Association of Conflict Management*, Budapest, Hungary.
- Kray, L. (2007). Thinking within the box: The relational processing style elicited by counterfactual mind-sets. *3rd European Spring Conference on Social Psychology*, St. Moritz (Champf er), Switzerland.
- Markman, K. D., Lindberg, M. J., Kray, L. J., & Galinsky, A. D. (2007). "If only I had versus if only I had not." Implications of counterfactual structure for creative generation and analytical problem solving. *Society of Personality and Social Psychology Meetings*, Memphis, TN.
- Kray, L. (2006). Antecedents and consequences of procedural justice. *Academy of Management Meetings*, Atlanta, GA.
- Kray, L. & Gelfand, M. (2006). Gender and first offers: The role of stereotype threat. *International Association of Conflict Management*. Montreal, Canada.
- Kray, L. & Locke, C. (2006). Flirting at the bargaining table: Differential effects for men and women. *International Association for Conflict Management*. Montreal, Canada.
- Kray, L. & Haselhuhn, M. (2005). Implicit negotiation theories. *Academy of Management Meetings*, Honolulu, HI.
- Liljenquist, K., Galinsky, A., & Kray, L. (2004). The differential impact of individual and group level activation of counterfactual mind-sets. *Academy of Management Meetings*, New Orleans, LA.
- Kray, L. J., & Paddock, L. (2004). Historical frames: How a consideration of past successes and failures affects strategic and contractual risk in integrative negotiations. *Academy of Management Meetings*, New Orleans, LA.

- Kray, L. J., & Babcock, L. (2004). Gender and negotiations: A motivated social cognitive analysis. *Kellogg Frontiers in Negotiations Conference*, Chicago, IL.
- Kray, L. J., & Galinsky, A. D. (2003). The debilitating effect of counterfactual mind-sets on creativity. *Academy of Management Meetings*, Seattle, WA.
- Kray, L. J., Thompson, L., & Lind, E. A. (2003). It's a bet! Instrumental and relational influences in the construction of contingent agreements. *Academy of Management Meetings*, Seattle, WA.
- Reb, J., Goldman, B., Kray, L. J., & Hale, J. (2003). A different way to “get even:” Organizational remedies to procedural and interactional injustices. *Academy of Management Meetings*, Seattle, WA.
- Kray, L., & Galinsky, A. (2002). The debiasing effect of counterfactual mind-sets on group decisions. *Academy of Management Meetings*, Denver, CO.
- Kray, L., & Lind, E. (2002). The injustices of others: Social reports and organizational justice. *Academy of Management Meetings*, Denver, CO.
- Kray, L., Reb, J., Galinsky, A., & Thompson, L. (2002). Power and stereotype activation in mixed-gender negotiations. *International Association of Conflict Management*. Park City, UT.
- Reb, J., Goldman, B., & Kray, L. (2002). A different way to “get even” after unjust terminations: Remedies, not retaliation as a means to restore organizational justice. *International Association of Conflict Management*. Park City, UT.
- Kray, L., Thompson, L., & Galinsky, A. (2001). The gender gap in negotiations: An exploration of stereotype confirmation, regeneration, and reactance. *Society of Experimental Social Psychology*, Spokane, WA.
- Kray, L., Galinsky, A., & Thompson, L. (2001). Reversing the gender gap in negotiations: An exploration of stereotype regeneration. *International Association of Conflict Management*, Cergy, France.
- Galinsky, A., Kray, L., & Thompson, L. (2001). Reacting against stereotypes: Reversing the gender gap in negotiations. *Western Psychological Association*, Maui, HI.
- Kray, L., Thompson, L., & Galinsky, A. (2001). Gender stereotype confirmation and reactance in negotiations. *Western Psychological Association*, Maui, HI.
- Kray, L. (2000). Battle of the sexes: The role of gender stereotypes in negotiations between men and women. *Wharton Organizational Behavior Conference*, Philadelphia, PA.

- Kray, L., Thompson, L., & Galinsky, A. (2000). Battle of the sexes: Gender stereotype confirmation and reactance in negotiations. *Academy of Management Meetings*, Toronto, Canada.
- Galinsky, A., Kray, L., & Thompson, L. (2000). Power, gender, and integrative bargaining. *Academy of Management Meetings*, Toronto, Canada.
- Kray, L., Lind, E. A., & Thompson, L. (1999). Primacy effects in justice judgments. *Academy of Management Meetings*, Chicago, IL.
- Kray, L., Thompson, L., & Lind, E. A. (1999). Resolving differences under the organizational limelight: A matter of common bonds. *International Association of Conflict Management*, San Sebastian, Spain.
- Kray, L., Thompson, L., & Lind, E. A. (1998). The social construction of injustice: Fairness judgments in response to own and others' unfair treatment by authorities. *Academy of Management Meetings*, San Diego, CA.
- Robinson, R. J., & Kray, L. J. (1998). Status vs. quo: The search for social change and perceived legitimacy. *Psychology of Legitimacy Conference*, Palo Alto, CA.
- Kray, L., & Robinson, R. (1997). Negotiator construal and the status quo. *International Association of Conflict Management Meetings*, Bonn, Germany.
- Lind, E. A., Kray, L., & Thompson, L. (1996). Adversity in organizations: Reactions to injustice. *Psychology of Adversity Conference*, Amherst, MA.
- Kray, L., & Gonzalez, R. (1995). Decision making strategies and self/other perspectives. *Society for Judgment and Decision Making Meetings*, Los Angeles, CA. (poster)
- Kray, L., Lind, E. A., & Thompson, L. (1995). Evaluating the injustices of others: Group responses to unfair treatment. *International Association of Conflict Management Meetings*, Elsinore, Denmark.
- Lind, E. A., Kray, L., & Thompson, L. (1995). Socially-shared conceptions of justice at the workplace: An experimental analysis. *Social Justice Conference Meetings, Ethics Symposium*, Reno, NV.
- Thompson, L., Kray, L., & Lind, E. A. (1994). The bright and dark side of group identity. *Society of Experimental Social Psychologists Meetings*, Lake Tahoe, NV.
- Kray, L., Thompson, L., & Lind, E. A. (1994). Group identity in social dilemma and entrapment situations. *International Association of Conflict Management Meetings*, Eugene, OR.

TEACHING (MBA and EXECUTIVE)*Negotiations**Leadership**Leading High Impact Teams***PROFESSIONAL ACTIVITIES**

| | |
|------------------------|---|
| Member | Academy of Management American Psychological Association Association for Psychological Science International Association of Conflict Management Society of Experimental Social Psychology Society for Judgment and Decision Making Society for Personality and Social Psychology Western Psychological Association |
| Editorial Board Member | <i>Journal of Personality and Social Psychology</i> <i>Organizational Behavior and Human Decision Processes</i> |
| Ad-Hoc Reviewer | <i>Academy of Management Journal</i> <i>Academy of Management Review</i> <i>California Management Review</i> <i>European Journal of Social Psychology</i> <i>Group Decision and Negotiation Journal</i> <i>Group Dynamics: Theory, Research, and Practice</i> <i>International Journal of Conflict Management</i> <i>Journal of Applied Psychology</i> <i>Journal of Applied Social Psychology</i> <i>Journal of Behavioral Decision Making</i> <i>Journal of Economic Psychology</i> <i>Journal of Experimental Social Psychology</i> <i>Learning and Individual Differences</i> <i>Management Science</i> <i>National Science Foundation</i> <i>Personality and Social Psychology Bulletin</i> <i>Psychological Review</i> <i>Psychological Bulletin</i> <i>International Association of Conflict Management Meetings</i> <i>Academy of Management Meetings, Conflict Management</i> |
| Administration | Chair, Organizational Behavior and Industrial Relations Group, 2008-present. |

Chair & Member, School-Wide Hiring Committee, Haas School of Business, University of California, Berkeley, 2005-2007.

Chair & Member, MBA Program Committee, Haas School of Business, University of California, Berkeley, 2003-2006.

Teaching Mentor, Haas School of Business, University of California, Berkeley, Fall, 2003.

Member, Faculty Diversity Committee, Haas School of Business, University of California, Berkeley, 2003-2005.

Doctoral Program Field Advisor, OBIR group, Haas School of Business, University of California, Berkeley, 2002-2006.

Presenter, Conflict Management Division Doctoral Student Consortium, Academy of Management meetings, Denver, CO, June, 2002.

Faculty Recruiting Committee Chair, Department of Management and Policy, University of Arizona, 2001-2002

Program Committee, International Association of Conflict Management Meeting, 2001

Ph.D. Program Committee, Department of Management and Policy, University of Arizona, 2000-2001

MEDIA COVERAGE

Financial Times

Business Week

Associated Press

National Public Radio

The Business Shrink

Montreal Gazette

Harvard Crimson

Washington Post

Royal Gazette