

## Hannah Riley Bowles

hannah\_bowles@hks.harvard.edu

### ACADEMIC APPOINTMENTS

2019-Present Roy E. Larsen Senior Lecturer in Public Policy and Management, Harvard Kennedy School  
 2013-2019 Senior Lecturer in Public Policy and Management, Harvard Kennedy School  
 2013 Visiting Associate Professor, Fletcher School of Law & Diplomacy, Tufts University  
 2007-2013 Associate Professor in Public Policy and Management, Harvard Kennedy School  
 2002-2007 Assistant Professor in Public Policy and Management, Harvard Kennedy School

### Academic Leadership Roles

2014-Present Chair, [Management, Leadership, & Decision Sciences Area](#), Harvard Kennedy School  
 2021-Present Co-Director, [Center for Public Leadership](#) (CPL), Harvard Kennedy School  
 2018-Present Co-Director, [Women and Public Policy Program](#) (WAPPP) Harvard Kennedy School

### EDUCATION

DBA, Harvard Business School, Boston, MA  
 MPP, Harvard Kennedy School, Cambridge, MA  
 BA, Smith College, Northampton, MA

### AWARDS AND HONORS

2023 Runner-Up, *Journal of Applied Behavioral Science* McGregor Award 2022 for the Best Article  
 2020 Rosabeth Moss Kanter Award for Excellence in Work-Family Research  
 2015 Most Influential Article Award, Conflict Management Division, Academy of Management  
 2010 Award for Distinguished Service for Outstanding Research and Teaching on Women and Leadership in the Public, Nonprofit, and Private Sectors from Massachusetts League of Women Voters  
 2006 Best Paper Proceedings of the Academy of Management Meeting  
 2006 Runner-Up, Dorothy Harlow Best Paper Award, Gender & Diversity in Organizations Division, Academy of Management Meeting  
 2003 Manuel Carballo Award for Excellence in Teaching, Harvard Kennedy School

### GRANTS AND FELLOWSHIPS

2020 Jessica Brennan Research Fund for Research on Gender & Covid-19  
 2019 Carol J. Hamilton Research Fund on Gender, Negotiation, and Conflict  
 2019 Hewlett Foundation (PI Sponsor)  
 2018 Social Trends Institute, Experts Meeting on Engaged Fatherhood  
 2018 Women & Public Policy Program Grant for Research on Women in STEM  
 2017 Women & Public Policy Program Grant for Research on Gender in Negotiation  
 2016 HKS SLATE Teaching Innovation Grant for Measure of Leadership  
 2015 Women & Public Policy Program Grant for Research on Gender & Risk Propensity  
 2014 HKS SLATE Teaching Innovation Grant for Core Curriculum Reform  
 2011-2012 Women & Public Policy Program Grant for Research on Gender in Arab Gulf  
 2010-2011 Center for Public Leadership Faculty Research Grant  
 Women & Public Policy Program “Closing the Gender Gap” Research Grant  
 2009-2010 Center for Public Leadership, Research Assistant Funds  
 Women & Public Policy Program, Summer Support  
 Dean’s Research Fund Award  
 Center for Public Leadership, Faculty Research Award  
 2007-2008 Dean’s Research Fund Award

	Middle East Initiative, Faculty Research Grants
	Mossavar-Rahmani Center for Business & Government, Seed Funding
	Shorenstein Center Press & Politics, Faculty Research Funds
	Women and Public Policy Program, Small Grants Program
2006-2007	Dean's Research Fund Award
	Women and Public Policy Program, Small Grants Program
2005-2006	Program on Negotiation, Next Generation Research Grant
	Harvard Medical School and Harvard School of Dental Medicine Joint Committee on the Status of Women Grant
2004-2005	Center for Public Leadership, Faculty Research Awards
	Dean's Research Fund Award
	Program on Negotiation, Next Generation Research Grants
	Women and Public Policy Program, Small Grants Program
2003-2004	Center for Public Leadership, Faculty Research Award
	Dean's Research Fund Award
	Women and Public Policy Program, Small Seed Grants
2002-2003	Center for Public Leadership, Faculty Research Award
	Women and Public Policy Program, Small Seed Grants
2002-2006	National Science Foundation (Award No.: SES-0213474, \$102,423), Principal Investigator, Subprogram: A Contextual Perspective on Gender and Negotiation
2001-2002	Dean's Research Fund Award
2000-2001	Program on Negotiation Graduate Fellowship
1997-1998	Marion Gislason Obernauer Fellowship for doctoral study
1994-1995	Oxford Forestry Institute, Oxford University, England, Harvard University Knox Fellowship

## PUBLICATIONS

### Edited Book and Journal Section

Grau-Grau, M., Las Heras, M., & Bowles, H. R. (Eds.). (2022). *Engaged Fatherhood for Men, Families, and Gender Equality: Healthcare, Social Policy, and Work Perspectives*. Berlin: Springer.

<https://bit.ly/EngagedFatherhood> (open access)

Bohnet, I., & Bowles, H. R. (2008). Special section: Gender in negotiation. *Negotiation Journal*, 24(4), 389–392.

### Academic Articles

Bowles, H. R., Mazei, J., & Liu, H. (in press). "When" versus "whether" gender/sex differences: Insights from psychological research on negotiation, risk taking, and leadership. *Perspectives on Psychological Science*.

Galinsky, A. D., Turek, A., Agarwall, G., Ancich, E. M., Rucker, D. D., Bowles, H. R., Liberman, N., Levin, C., & Magee, J. C. (in press). Are many sex/gender differences really power differences? *PNAS Nexus*.

Martínez Orbeago, E. F., De Jong, J., Bowles, H. R., Edmondson, A., Nahhal, A., & Cox, L. (2022). Entry points: Gaining momentum in early-stage cross-boundary collaborations. *Journal of Applied Behavioral Science* (first published online August 9).

\* Runner-Up Award for the *Journal of Applied Behavioral Science* McGregor Award for the best paper published in 2022. JABS Animation: <https://www.youtube.com/watch?v=Oq1PrNggDmE>

Bowles, H. R., Thomason, B., & Macias-Alonso, I. (2022). When gender matters in organizational negotiations. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 199–223.

- Bowles, H. R., Thomason, B. & Bear, J. B. (2019). Reconceptualizing what and how women negotiate for career advancement. *Academy of Management Journal*, 62(6), 1645–1671.
- \* Winner of 2020 Rosabeth Moss Kanter Award for Excellence in Work-Family Research
- Al Dabbagh, M., Bowles, H. R., & Thomason, B. (2016). Status reinforcement in emerging economies: The psychological experience of local candidates striving for global employment. *Organization Science*, 27(6), 1453-1471.
- Bowles, H. R., & Babcock, L. (2013). How can women escape the compensation negotiation dilemma? Relational accounts are one answer. *Psychology of Women Quarterly*, 37(1), 80–96.
- Lai, L., Bowles, H. R., & Babcock, L. (2013). Social costs of setting high aspirations in competitive negotiation. *Negotiation and Conflict Management Research*, 6(1), 1-12.
- Bowles, H. R. (2012). Claiming authority: How women explain their ascent to top business leadership positions. *Research in Organizational Behavior*, 32, 189-212.
- Bowles, H. R. & Flynn, F. (2010). Gender and persistence in negotiation: A dyadic perspective. *Academy of Management Journal*, 53, 4, 769–787.
- Bowles, H. R. & Gelfand, M. (2010). Status and the evaluation of workplace deviance. *Psychological Science*, 21, 1, 49-54
- Bowles, H. R., & McGinn, K. L. (2008). Gender in job negotiations: A two-level game. *Negotiation Journal*, 24, 393-410.
- Bowles, H. R., & McGinn, K. L. (2008). Untapped potential in the study of negotiation and gender inequality in organizations. *Academy of Management Annals*, 2(1), 99-132.
- Waisbren, S., Bowles, H. R., Hasan, T, et al. (2008). Gender differences in research grant applications and funding outcomes for medical school faculty. *Journal of Women's Health*, 17, 207-214.
- Bowles, H. R., Babcock, L., & Lai, L. (2007). Social incentives for gender differences in the propensity to initiate negotiation: Sometimes it does hurt to ask. *Organizational Behavior and Human Decision Processes*, 103, 84-103.
- \* Winner of 2015 Most Influential Article Award, AOM Conflict Management Division
- Patt, A., Bowles, H. R., & Cash, D. (2006). Mechanisms for enhancing the credibility of an adviser: Prepayment and aligned incentives. *Journal of Behavioral Decision Making*, 19, 347-359.
- Bowles, H.R., Babcock, L., & McGinn, K. L. (2005). Constraints and triggers: Situational mechanics of gender in negotiation. *Journal of Personality and Social Psychology*, 89, 951-965.
- Hoffman A. J., Riley, H. C., Troast, J. G., & Bazerman, M H. (2002). Cognitive and institutional barriers to new forms of cooperation on environmental protection, *The American Behavioral Scientist*, 45, 820-845.

### Book Review/Scholarly Tribute

- Bowles, H.R. (2014). Melody Rose, ed.: Women and executive office: Pathways and performance. *Administrative Science Quarterly*, 59(4), NP39–NP41.
- Bazerman, M. H., Bohnet, I., Bowles, H. R., & Loewenstein, G. (2018). Linda Babcock: Go-getter and do-gooder. *Negotiation and Conflict Management Research*, 11(2), 130–145.

### Conference Proceedings

- Bowles, H. R. & Kray, L. (2013). Negotiation is a man's game: Ultimate truth or enduring myth? *Proceedings of the HBS Research Symposium on Gender & Work: Challenging Conventional Wisdom*.
- Bowles, H. R. & Babcock, L. (2009). Are outside offers an answer to the compensation negotiation dilemma for women? *Academy of Management Proceedings*.
- Bowles, H. R. & Gelfand, M. (2006). Are Jamal, Latoya, and Kristen Really More Deviant than Greg? Status and the Social Construction of Workplace Deviance. *Academy of Management Proceedings*.

### Academic Book Chapters

- Bowles, H. R., Kotelchuck, M., & Grau-Grau, M. (2022). Reducing barriers to engaged fatherhood: Three

- principles for promoting gender equity in parenting. In M. Grau-Grau et al. (Eds.), *Engaged Fatherhood for Men, Families, and Gender Equality: Healthcare, Social Policy, and Work perspectives* (pp. 299-325). Berlin: Springer.
- Grau-Grau, M. & Bowles, H. R. (2022). Launching a cross-disciplinary and cross-national conversation on engaged fatherhood. In M. Grau-Grau et al. (Eds.), *Engaged Fatherhood for Men, Families, and Gender Equality: Healthcare, Social Policy, and Work Perspectives* (pp. 1-12). Berlin: Springer.
- Trombini, C., Berg, L. A., & Bowles, H. R. (2020). Anger and anxiety in masculine-stereotypic and male-dominated (MSMD) negotiating contexts. In M. Olekalns & J. A. Kennedy (Eds.), *Research Handbook on Gender in Negotiation* (pp. 186-206). Northampton, MA: Edward Elgar Publishing.
- Bowles, H. R., & Thomason, B. (2015). Using research to generate advice for women: Examples from negotiation research. In I. M. Welppe, P. Brosi, L. Ritzenhöfer, & T. Schwarzmüller (Eds.), *Auswahl von Männern und Frauen als Führungskräfte: Perspektiven aus Wirtschaft, Wissenschaft, Medien und Politik* (pp. 357–366). Wiesbaden: Springer Fachmedien.
- Bowles, H. R. (2013). Psychological perspectives on gender in negotiation. In M.K. Ryan, & N.R. Branscombe (Eds.), *The Sage Handbook of Gender and Psychology* (pp. 465-483). Thousand Oaks, CA: Sage.
- Babcock, L., Bowles, H., & Bear, J. (2012). A model of when to negotiate. *The Oxford Handbook of Economic Conflict Resolution* (pp. 313-331). Oxford, UK: Oxford University Press.
- Bowles, H. R. & McGinn, K. L. (2005). Claiming authority: Negotiating challenges for women leaders. In D. M. Messick & R. Kramer (Eds.), *The Psychology of Leadership: Some New Approaches* (pp. 191-208). Mahway, NJ: Erlbaum.
- Bowles, H. R. (2005). What could a leader learn from a mediator? Dispute resolution strategies for organizational leadership. In M. Moffitt & R. Bordone (Eds.), *Handbook of Dispute Resolution* (pp. 409-424). San Francisco, CA: Jossey-Bass.
- Troast, J. G., Hoffman, A. J., Riley, H. C., & Bazerman, M. H. (2002). Institutions as barriers and enablers to negotiated agreements: Institutional entrepreneurship and the Plum Creek Habitat Conservation Plan. In A. Hoffman & M. Ventresca (Eds.), *Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives* (pp. 235-261). Stanford, CA: Stanford University Press.

## Articles for Practice

- de Jong, J., Orbegozo, E. F. M., Cox, L., Bowles, H. R., Edmondson, A. C., & Nahhal, A. (2023). Cross-boundary collaborations in cities: Where to start. *Stanford Social Innovation Review*.  
<https://doi.org/10.48558/D74P-TG75>
- Bowles, H. R. (2023, March 8). How women can negotiate for the academic career they truly want: A four-step framework to better advocate for what you need. *Harvard Business School Publishing Education: Inspiring Minds*. <https://bit.ly/2023HBRforEds>
- \* Reprinted in adapted form by Harvard Business Publishing Education's *The Faculty Lounge*
- Valentine, K. & Bowles, H. R. (2022, October 4). 3 negotiation myths still harming women's careers. *Harvard Business Review* online. <https://hbr.org/2022/10/3-negotiation-myths-still-harming-womens-careers>
- Purushothaman, D., Kolb, D. M., Bowles, H. R., & Purdie-Greenaway, V. (2022, January 14). Negotiating as a woman of color. *Harvard Business Review*. <https://hbr.org/2022/01/negotiating-as-a-woman-of-color>
- De Jong, J., Edmondson, A., Moore, M., Bowles, H. R., Rivkin, J., Martínez Orbegozo, E. F., & Pulido-Gomez, S. (2021). Building cities' collaborative muscle. *Stanford Social Innovation Review* (Spring), 51-56.
- Bowles, H. R., & Thomason, B. (2021). Negotiating your next job. *Harvard Business Review*, 99(1), 68–75.  
<https://hbr.org/2021/01/negotiating-your-next-job>
- \* Reprinted in *HBR's 10 Must Reads 2022: The Definitive Management Ideas of the Year*
- Bowles, H. R., Thomason, B., & Dabbagh, M. A. (2017, September 8). Research: When men have lower status at work, they're less likely to negotiate. *Harvard Business Review*.

<https://hbr.org/2017/09/research-low-status-men-hesitate-to-negotiate-their-salaries>

Bowles, H. R. (2014, June 19). Why women don't negotiate their job offers. *Harvard Business Review*.

<https://hbr.org/2014/06/why-women-dont-negotiate-their-job-offers>

\* Reprinted in *HBR Guide for Women at Work* (2019), Harvard Business Review Press

Babcock, L., Tinsley, C. H., Bowles, H., Schneider, A., & Kray, L. (2014, April 4). Why leaning in can backfire.

*BostonGlobe.com*. <https://www.bostonglobe.com/opinion/2014/04/04/why-leaning-can-backfire/gW61trOPmttf49ITdPOHaP/story.html?event=event12>

Bowles, H. R. (2011). Negotiating the gender gap. *Negotiation Briefings*, 14, 8.

Bowles, H. R. (2008). A closer look at the gender gap. *Negotiation Briefings*, 11, 8.

Bowles, H. R. (2007). Lead the way: Resolving in-house disputes. *Negotiation Briefings*, 10, 7-9.

Riley, Hannah. (2001). When does gender matter in negotiation? Implications for public leadership. *Leadership*, 1, 13-14.

Riley, H. C. & Sebenius, J. K. (1995). Stakeholder negotiations over third-world natural resource projects. *Cultural Survival Quarterly*, 19, 39-43.

### Working Papers

Hart, E., & Bowles, H.R. Negotiating the work rather than the pay may be more motivating to employees (under review).

Reschke, B., Minson, J., Bowles, H., De Vaan, M., & Srivastava, S. Friends on the other side: Receptiveness to opposing views predicts formation of politically heterogeneous relationships (under review).

Trombini, C., Akinola, M., & Bowles, H. R. Self-affirmation increases men's openness to women's dominance behaviors (under review).

### Manuscripts in Preparation

Bowles, H. R. Why should you want your employees to be good negotiators? (manuscript in preparation)

Bowles, H.R., Wu, D., Thomason, B., Ben Abdelkarim, O., Setia, A., Thanawala, R., & Dasgupta, N. Negotiation as self-determination: Developing the agency of young professionals from historically marginalized groups (manuscript in preparation).

Shan, W., Chew, J. Y. Q., Wang, Z., Bowles, H. R., Sharma, A., Ng, A. B., & See, S. From words to walls: Deciphering cultural impact on gender bias in job descriptions (manuscript in preparation).

Thomason, B., Grau-Grau, M., & Bowles, H. R. When do dads ask? A qualitative study of fathers negotiating workplace flexibility (manuscript in preparation).

### Research in Progress

Bowles, H. R., Modestino, A., & Holtzman, T. Informal relational supports for working mothers' paid-labor participation and well-being.

Whillans, A. & Bowles, H. R. Asking for time: Gender and status in informal negotiations.

Bowles, H.R., Gonzalez, A., Thomason, B., & Ben Abdelkarim, O. Negotiating for parental support for professional advancement.

### Teaching Materials

#### ***Negotiate WELL (Work, Education, Life, & Leadership) Case Collection***

Evidence-based multimedia materials for teaching and learning about gender in negotiation and career-related negotiations. The collection is inclusive of life experiences from early career to executive leadership, the boundaries of work and family, and historically marginalized perspectives.

For Educators: <https://case.hks.harvard.edu/negotiate-well-case-collection/>

For Negotiators, Managers, and Educators: <https://bit.ly/NegotiateWELLatCPL>

### **Instructional Videos, Webinars, and Podcasts**

*Negotiate WELL Podcast* (hosted by Jesus Murillo with content direction by Hannah Riley Bowles)

Ep. 1: Be SURE Framework Introduction

Ep. 2: Understand What You're Negotiating For

Ep. 3: Reducing Ambiguity about What, How, and with Whom You Might Negotiate

Ep. 4: Enhancing Your Negotiations Through Relationship AND Your Relationships Through Negotiations

<https://podcasts.apple.com/us/podcast/the-negotiate-well-podcast/id1702017820>

*When Gender Matters in Negotiation* (2022). Program on Negotiation at Harvard Law School.

<https://www.pon.harvard.edu/free-videos/when-gender-matters-in-negotiation/>

*When Gender Matters in Negotiation* (2022). Office of the Vice Provost for Advances in Learning, Harvard

Initiative for Learning & Teaching (HILT). <https://vpal.harvard.edu/when-gender-matters-negotiation>

*Salary Negotiation for Women: Latest Research & Cutting-Edge Best Practices* (panelist). (2022). Utah

Women & Leadership Project. <https://www.youtube.com/watch?v=EgToNthUCL0>

*Strategic Negotiation Preparation*, 5-Part Video Set (2021). Harvard Kennedy School Case Program.

Accessible through: <https://case.hks.harvard.edu/negotiate-well-case-collection/>

*Three Things You Should Know about the Gender Pay Gap* (2019). Women and Public Policy Program,

Harvard Kennedy School. <https://www.facebook.com/watch/?v=529538224336859>

*Thinking Strategically about Your Career Negotiations* (2018). Harvard Alumni Association.

<https://www.youtube.com/watch?v=BLCP0RQfVlo>

### **Harvard Kennedy School Teaching Publications**

*Evelyn Diop (A-E)*. (2023, #2257-2261; Teaching Note, 2022, #2257.2) with O. Ben Abdelkarim.

*Be SURE You are Prepared to Negotiate WELL* (2022, #2230.4; videos) with Z. Williams.

*Teaching Note: When Gender Matters in Organizational Negotiations* (2022, #2240.2).

*Negotiation WELL: A Strategic Preparation Workbook* (Rev. 2022, #2230; Teaching Note, 2022, #2230.2; videos) with Z. Williams.

*Self-Advocating in Early Career* (2021, #2203) with Z. Williams.

*Angel Torres (A-B)* (2021, #2202-2202.1; Teaching Note, 2022, #2202.2) with J. Moon & A. Suero.

*Priya Iman* (2021, #2205; Teaching Note, 2022, #2205.2) with J. Moon.

*Maryam Hassan* (2021, #2207; Teaching Note, 2023, #2207.2) with U. Iqbal, J. Moon, & O. Ben Abdelkarim.

*Shahana Patel* (2021, #2206) with U. Iqbal & J. Moon.

*Using Integrative Complexity as a Measure of Student Learning* (2020, SLATE Report).

*Nadine Vogel: Negotiating Work and Life* (2019, #2160; Teaching Note, 2022, #2160.2; videos).

*Briefing Sheet on Common Biases in Group Decision Making* (2019, #2162) with L. Berg, A. Gounden Rock, & S. Skowronek.

*What Public Sector Management Is, and Why It Matters* (2015) with S. Strauss (drafted for internal use).

*Marketing: A Tool to Create Public Value* (2015, #2030.4) with S. Strauss & N. Laidler-Kylander.

*The Geography of Poverty: Exploring the Role of Neighborhoods in the Lives of Urban, Adolescent Poor* (2013, #2007.0).

*The Accidental Statesman: General Petraeus and the City of Mosul, Iraq* (2006, #1834.0), Epilogue (2006, #1834.1) with P. Zimmerman.

*Leadership in Moral Conflict: Simone Veil and Abortion Reform in France* (2003, #1716.0; Teaching Note 2005, #1716.2).

*Rudy Giuliani: The Man and His Moment* (2003, #1681.0; Teaching Note, 2003, #1681.2) plus *Preparedness* video (2004, #1732.9) and *Leadership* video (2004, #1733.9).

*Aung San Suu Kyi: "Icon of Hope" in Burma (A-B)* (2003, #1685; Teaching Note 2005, #1685.2).



### **Harvard Business School Cases**

*Mariam Braimah: Netflix to Kimoyo* with L. Ramarajan, M. Norris, and R. Thanawala (in press).  
*Making Progress Advancing Gender Equity in Tech: Supporting Career Conversations* with K. Baldiga Coffman & A. Gendron (in press).  
*Nadine Vogel: Transforming the Marketplace, Workplace, and Workforce for People with Disabilities* (2020, N9-420-062) with L. Ramarajan.  
*RetailSoft: Role for Kessel/Archer* (2005, #905003-4) with Kathleen McGinn & D. Witter.  
*Plum Creek Timber (A)* (2000, #801131) with J. Troast, D. Brachfeld, & M. Bazerman.  
*Plum Creek Timber (B-C)* (2001, #801399-400) with J. Troast, M. Bazerman, & N. Nasser.  
*Teaching Note: Jerry Sanders* (2000, #400008) with D. Burton & S. Woerner.  
*Case Brief: Stone Container in Costa Rica and Honduras* (1999, #800137) with J. Sebenius.  
*Stone Container in Costa Rica (A-B)* (1997, #897140-141) with J. Sebenius.  
*Stone Container in Honduras (A-C)* (1997, #897172-174) with J. Sebenius.

### **Program on Negotiation at Harvard Law School Case**

*Christiana Figueres and the Collective Approach to Negotiating Climate Action* with J. Sebenius, A. Green, L. SanPietro, & M. Subramanian (2023).

### **Cases in Production**

*New Zealand Prime Minister Jacinda Ardern and the M.bovis Crisis* with R. Wilkinson & L. Winig.  
*Bernadette Black and the BRAVE Foundation: Advocating for Teen Parents* with L. Winig.  
*Negotiation Coaching for New Parents in [Professional Services Firm]* with Z. Williams.  
*Raafi-Karim Alidina: Negotiating a Job Offer in Diversity, Equity, & Inclusion* with Z. Williams.

## **MEDIA COVERAGE**

### **Examples of Recent News Coverage and Interviews about Research**

Coulson, J. (2023, November 6). Busting Common Myths About Dads. *Institute for Family Studies*.  
<https://ifstudies.org/blog/busting-common-myths-about-dads>  
Iqbal, S. (2023). Myth – Women don't negotiate. *Busted Podcast* (Episode No. 8).  
<https://www.gendereconomy.org/busted/> (Transcript: <https://www.gendereconomy.org/wp-content/uploads/2023/05/Busted-episode-7-Show-Notes.pdf>)  
Ottaway, A. (2023, March 24). Will pay transparency laws make salary negotiations fairer? *Law360.com Employment Authority*. <https://www.law360.com/employment-authority/articles/1589294/will-pay-transparency-laws-make-salary-negotiations-fairer>  
Levin, M. (2022, July 29). How inflation is impacting salary negotiations. *Marketplace.org* (Minnesota Public Radio). <https://www.marketplace.org/2022/07/29/how-inflation-is-impacting-salary-negotiations/>  
Carpenter, J. (2022, July 8). So, what's a good raise right now? *Wall Street Journal*.  
<https://www.wsj.com/articles/so-whats-a-good-raise-right-now-11657282651>  
Shonk, K. (2022, February 22). Ask a Negotiation Expert: There's more to the wage gap than women negotiating salary. Program on Negotiation at Harvard Law School.  
<https://www.pon.harvard.edu/daily/salary-negotiations/ask-a-negotiation-expert-to-narrow-the-wage-gap-take-a-wider-view-nb/>  
Escobar, P. (2022, January 14). Hannah Riley Bowles: "Es difícil para hombres y mujeres hacer algo que parezca fuera del estereotipo"—La Tercera. La Tercera Sabado. <https://www.latercera.com/la-tercera-sabado/noticia/hannah-riley-bowles-es-dificil-para-hombres-y-mujeres-hacer-algo-que-parezca-fuera-del-estereotipo/3LNYK6Z2AJBEVEL43LXN5RSNQQ/>  
Hug, C. (2021, November 25). What can business schools do to reduce the MBA gender pay gap?

- BusinessBecause. <https://www.businessbecause.com/news/women-in-business/7929/mba-gender-pay-gap>
- Varagur, K. (2021, February 28). When should you think twice about salary negotiation? *Wall Street Journal*. <https://www.wsj.com/articles/when-should-you-think-twice-about-salary-negotiation-11614513601>
- Dunn, J. (2021, February 4). Know your workplace rights. *The New York Times*. <https://www.nytimes.com/2021/02/04/parenting/workplace-rights-parents-covid.html>
- Onex. (2021, January). Leading with care: Impacts of Covid.
- Cowles, C. (2020, September 4). My friend asked for a discount. Should I give it to her? *New York magazine*, The Cut.com. <https://www.thecut.com/article/should-i-give-my-friend-a-discount.html>
- Shonk, K. (2020, September 1). Ask a Negotiation Expert: Job negotiations In the COVID-19 Era. Program on Negotiation at Harvard Law School. <https://www.pon.harvard.edu/daily/salary-negotiations/ask-a-negotiation-expert-job-negotiations-in-the-covid-19-era-nb/>
- Wheeler, M., & Leary, K. (2020, July 30). Her place at the bargaining table: Gender and negotiation. One Step Ahead Podcast (No. 18). <https://1stepahead.blubrry.net/2020/07/30/18-her-place-at-the-bargaining-table-gender-and-negotiation/>
- Nova, A. (2020, June 1). How to persuade your boss to let you work from home—Even after the pandemic ends. *CNBC*. <https://www.cnbc.com/2020/06/01/how-to-convince-your-boss-to-let-you-work-from-home-indefinitely.html>

### Examples of News Coverage and Interviews about Teaching

- Nilsson, P. (2018, May 11). Public leadership: Harvard helps women step up. *Financial Times*. <https://www.ft.com/content/fded57a2-48ba-11e8-8c77-ff51caedcde6>
- Smoot, B. (2010). Hannah Riley Bowles, professor, executive education programs. In *Conversations with great teachers* (pp. 236–240). Indiana University Press.
- Kohut, M. & Lenihan. (2008). Strength through diversity: Harvard’s Women & Power Program. *Enterprising Women*, pp. 26-29.
- Sun, Y., Wang, Y., & Zhou, W. (2004) Chinese translation of case *Rudy Giuliani: The Man and His Moment* (with interview) in *Zhimian Weiiji: Shijie Jingdian Anli Pouxu (Facing emergency: Analysis of Classic Cases)*.

### Sample List of Other Media Coverage

ABC News, <i>Good Morning America</i>	<i>Forbes Magazine</i>	<i>New Yorker</i>
ABC, <i>Katie Couric Show</i>	<i>Glamour</i>	<i>Personeelsnet</i> (The Netherlands)
<i>Atlantic Monthly</i>	<i>Globe &amp; Mail</i> (Canada)	<i>Slate</i>
<i>Boston Globe</i>	<i>Huffington Post</i>	<i>Tages-Anzeiger</i> (Switzerland)
BBC	<i>HR Magazine</i>	<i>Times Live</i> (South Africa)
CNN	<i>La Tercera</i> (Chile)	<i>Washington Post</i>
<i>Chicago Tribune</i>	National Public Radio, <i>Day to Day</i>	<i>The Week</i>
<i>El Tiempo</i> (Colombia)	National Public Radio	<i>Wamda</i> (MENA region)
<i>Fairness.com</i>	<i>New York Times</i>	<i>Working Mother</i>

### RECENT PRESENTATIONS (\*refereed submissions)

#### Gender & Privilege in Negotiation

- December 2023. Program on Negotiation at Harvard Law School, 40<sup>th</sup> Anniversary Symposium

#### Women in Leadership

- November 2023. Technical Committee on Gender Equality, UN Office of the Special Adviser of the Secretary General on Cyprus (Presenter on panel)



Negotiate WELL: Work, Education, Life, & Leadership

- November 2023. Women in Renal Cell Carcinoma (RCC), International Kidney Cancer Symposium

How Gender and Status Shape Informal Negotiations

- August 2023. Academy of Management Meeting (Co-author on paper presented and co-chair of symposium on “New Directions for the Study of Gender and Identity in Negotiation Interactions”)\*
- July 2023. International Association of Conflict Management Conference (Co-author on paper presented and co-organizer of symposium on “When and How Gender Affects Organizational Outcomes and Relationships in Negotiation”)\*

When Do Dads Ask? A Qualitative Study of Fathers Negotiating Workplace Flexibility

- August 2023. Academy of Management Meeting (Co-author on paper presented in symposium)\*

Negotiating the Work of Diversity, Equity, and Inclusion

- July 2023. International Association of Conflict Management Conference (Presenter on symposium)\*

Pushing the Boundaries: Negotiation as a Tool of Self-Determination

- July 2023. 10<sup>th</sup> International Conference of Work and Family, IESE Business School (Keynote address)

When Gender Matters: The Case of Advocacy for Self versus Other

- June 2023. Negotiation and Team Resources (NTR)/iDecisionGames Panel (IDG) Online Conversation Series. (Presenter on panel on Gender in Negotiation)

Positive Parenting

- April 2023. Women in Power Conference, Harvard Kennedy School. (Panelist)

“When” versus “Whether” Gender Matters in Leadership, Negotiation, and Risk Taking

- February 2023. Work in Progress Seminar, Kahneman-Treisman Center for Behavioral Science & Public Policy, Princeton University

Explaining When Gender Matters: A Framework of Contextual Moderators of Gender Differences

- February 2023. Fletcher School of Law & Diplomacy, Tufts University
- November 2022. Faculty Research Seminar, Harvard Kennedy School
- February 2022. Management Dept. Speaker Series, Whitman School of Management, Syracuse University
- December 2021. Program on Negotiation at Harvard Law School, Research Lab

When Gender Matters in Organizational Negotiations

- April, 2023. Women and Friends of Longroad Energy (WAFFLE), Longroad Energy Corporation
- April, 2023. MIT Women in Computer Science and Artificial Intelligence
- November 2022. Program on Negotiation at Harvard Law School, Online Classroom
- September 2022. Research Seminar on Intersectional Perspectives on Gender in Negotiation, co-hosted by Harvard Kennedy School WAPPP and Program on Negotiation at Harvard Law School
- April 2022. Harvard Diversity & Equity Research in Economics Seminar
- March 2022. U.S. Department of Defense, Defense Personnel and Family Support Center

Gender, Leadership, and Negotiation

- Alliance for Women in Medicine and Science (AWIMS), SIU School of Medicine

Gender and Leadership: Exploring Novel Questions, Theories, and Boundary Conditions

- August 2022. Academy of Management Meeting (Symposium discussant)\*

When Do Men Ask? Fathers Negotiating Work-Family in Chronic and Shock Situations

- June 2022. Work Family Research Network (Co-author on paper presented in symposium)\*

Negotiation as a Tool for Persistence in Counter-stereotypical Fields

- August, 2021. Academy of Management Meeting\*
- July, 2021. International Association of Conflict Management Conference\*

Long-Term Impacts of a Cohort Model: Providing Leadership Development to Underrepresented Students in Technology and Engineering

- June 2021. STEM Diversity Summit hosted by UMASS President and Institute of Diversity Sciences, UMASS Amherst

Prospects for Gender Equity in The Pandemic Recovery: Risks and Opportunities

- March 2022. L'Oreal Equity Day
- December 2021. California Commission on the Status of Women and Girls
- September 2021. Boston Women's Workforce Council (with Victoria Ying)
- November 2020. Gender, Family, Home, and Work, Harvard College, GenEd 1170: Confronting Covid-19: Science, History, and Policy (Panelist)

Gender in Organizational Negotiations

- May 2021. Boston College Center for Work & Family (Keynote address, Kanter Award)

Gender in Negotiation

- November 2019, 2017. Fletcher School of Law & Diplomacy, Tufts University

Asking, Bending, and Shaping: A Reconceptualization of Women's Career Negotiations

- August 2019. Academy of Management Conference\*
- July 2019. International Association of Conflict Management Conference\*
- February 2018. INSEAD Business School, Women at Work Conference
- April, 2017. Behavioral Policy Research Seminar, Woodrow Wilson School, Princeton University

Thinking Strategically About Your Career Negotiations

- September 2019. InfluenceHer
- February 2019. Yale Symposium on Equity in the Job Search
- December 2018. Technische Universität München, Conference on "Frauen in der Digitalen Zukunft: Stereotype Durchbrechen"

Three Things You Should Know About the Gender Pay Gap

- September 2019. TimesUp Now Conference

Advancing Women's Leadership

- March 2020. Bristol Myers Squibb, Devens Campus
- January 2020. Golden Seeds Angel Investors
- March 2019. Women in Emergency Medicine, MGH/Harvard Medical School
- March 2019. Northeastern U., Presenter on panel on Advancing Women in Leadership, Entrepreneurship, and Policy

Closing the Gender Pay Gap

- September 2018. *New York Times*, New Rules Conference

Reconceptualizing Gender in Career Negotiations

- August 2018. Academy of Management Conference (Invited paper presentation)\*
- January, 2017. Program on Negotiation Research Lab, Harvard Business School

Gender in Negotiation: Strategies that Work for Women

- January, 2018. U.S. State Department

Can Values Affirmation Reduce Gender Bias? Decreasing Men's Backlash Toward Women

- August 2018. Academy of Management Conference\*

**Selection of Recent Panel Moderation and Fireside Chats**

Interviewer, [Conversation on A Life in the American Century with Joseph Nye](#), former Assistant Secretary of Defense, Dean of the Harvard Kennedy School, and Harvard University Distinguished Service Professor. February 2024. Institute of Politics Forum, Harvard University.

Interviewer, [Conversation with former New Zealand Prime Minister, the Rt Honorable Dame Jacinda Ardern](#). November 2023. Institute of Politics Forum, Harvard University.

Interviewer, [Conversation with Dr. Rochelle Walensky, former Director, U.S. Center for Disease Control](#). November 2023. Institute of Politics Forum, Harvard University.

Co-Interviewer, [Conversation with Christiana Figueres, former Executive Secretary of the United Nations Framework Convention on Climate Change](#). April, 2022. Program on Negotiation at Harvard Law School Great Negotiator Award.

Panelist on “Positive Parenting.” April 2023. Women in Power Conference, Harvard Kennedy School.

Moderator of panel on “Women’s Leadership in Philanthropy.” March 2023. Center for Public Leadership Series on Leadership through Philanthropy, Harvard Kennedy School.

Interviewer of David Gergen about newly released book, *Hearts Touched with Fire*. May 2022. Harvard Kennedy School.

Interviewer of Former MA Governor Deval Patrick on “Public Leadership across the Sectors.” May 2022. Meeting of the Women’s Leadership Board, Harvard Kennedy School.

Moderator of panel on “Gender and Inequality.” April 2022. 13<sup>th</sup> Annual Global Empowerment Meeting.

Moderator of panel on “Hardwiring Gender Parity into the New Economy.” October 2020. World Economic Forum, The Jobs Reset Summit 2020.

Interviewer, [Conversation with international disability rights activist Judith Heumann](#) on “Harnessing the Power of the Disability Rights Community: Our Fight for Equality.” November 2019. Institute of Politics Forum, Harvard University

## TEACHING EXPERIENCE

### HKS Degree Programs

MLD-670 Gender and Public Policy (GAPP) Seminar: Promoting Gender Equality at Work

MLD-501M Conflict and Collaboration: Intra- and Inter-group Dynamics (course head)

MLD-101 Management, Leadership, and Decision Making (course head)

API-901 Doctoral Research Seminar (Dissertation Topic Development)

API-902 Doctoral Research Seminar (Prospectus Preparation)

PAL-109 Leadership in the Face of Conflict

PAL-120M Leadership

STM-199 Doctoral Seminar in Management & Leadership (including Qualify Exam)

Reading & Research (supervised many independent study courses on gender or leadership development)

Teaching by the Case Method (Preparatory Summer Program for Mid-Career Students)

[Certificate in Management, Leadership, & Decision Sciences](#) (led design and implementation; awarded to 40+% of HKS graduating classes since 2016)

### Other Professional Degree Program

EIB-292: Nonprofit Management, Fletcher School of Law & Diplomacy, Tufts University

### Selected HKS Advising

MPP Master Thesis “Policy Analysis Exercise” (PAE) and MPAID Thesis Second-Year Policy Analysis (SYPA)

- Advised more than two-dozen PAEs and SYPAs. Sample award-winning examples include:
  - “Alone but not forgotten: Support Boston’s female solopreneurs in the wake of Covid-19” by Charlotte O’Herron
    - 2021 Winner of the Taubman Center Urban Prize and Susan Eaton Memorial Prize
  - “Gender mainstreaming in the Australian government” by Sibella Matthews
    - 2018 Jane Mansbridge Research Award
  - “Gender equality in the Mexican Foreign Service” by Tania del Rio
    - 2016 Winner Outstanding Policy Analysis Exercise Award and Jane Mansbridge Research Award

### Doctoral Dissertation Committees

- Elizabeth Good, “Women’s descriptive and substantive representation in peace negotiations” (Political Science PhD, Northwestern University)
- Heidi Liu, “Essays in behavioral economics, gender and employment” (Harvard Law School JD, Harvard Kennedy School PhD)
- Chiara Trombini, “Self-affirmation as an intervention to mitigate gender effects in organizational decision making” (Business Management and Administration PhD, Bocconi University)
- Ekaterina Natchaeva, “Developing a model of jealousy expression and manifestation in organizational settings within same-and mixed-sex triads” (Management PhD, David Eccles School of Business, University of Utah)
- Julia Bear, “Gender and negotiation avoidance” (Organizational Behavior PhD, Tepper School of Business, Carnegie Mellon University)

### Kennedy School Executive Programs

Achieving Excellence in Community Development  
American Council of Young Political Leaders  
Crisis Management  
E-Government  
Evidence for Equity  
International Women’s Forum  
Leaders for Tomorrow (Ireland)  
Leaders in Development  
Leadership for the 21<sup>st</sup> Century  
Leadership in a Changing World (Ireland)  
Leadership in Counter Terrorism  
Leadership in Crises  
Leadership in a Networked World  
Massachusetts Cultural Council  
Mastering Negotiations  
National and International Security  
National Hispana Leadership Institute  
National Preparedness Leadership Institute  
National Security Fellows  
Newly Elected Speakers of State Legislatures

Senior Executive Fellows  
Senior Executive Fellows Alumni Program  
Senior Managers in Government  
State and Local Government  
State Health Officials  
Strategic Management of Regulatory and Enforcement Agencies  
Strategies for Building and Leading Diverse Organizations  
Strategic Public Sector Negotiations  
Taiwan Executive Leadership Development  
United Way  
Urban Leadership in the 21<sup>st</sup> Century  
Women Leading Change (Faculty Chair)  
Women & Power (Founding Faculty Chair 2001-2021; 2022 Current Co-Chair)  
Women & Security  
Young Global Leaders  
Young Presidents’ Organization

### Sample of Other Executive Education Experience

Advanced Leadership Initiative, Harvard Business School  
Alpha & Gender Diversity, CFA Institute  
Bank of America  
Citizens Bank  
Developing Country Health Officials, Harvard School of Public Health  
Executive Fire Officers Program, Federal Emergency Management Agency, U.S. Government  
Habitat for Humanity, Harvard Business School  
Leading Women Executives  
MIT Women’s Program  
Oxford Programme on Negotiation, Saïd Business School, Oxford University  
Program on Negotiation Executive Education, Women & Career Negotiations  
Program for Leaders in Real-Estate Development, Harvard Graduate School of Design  
Rockefeller Center Leadership Fellows, Dartmouth College

Simmons School of Management, EMC Program  
Smith College Leadership Consortium  
Strategic Perspectives in Nonprofit Management, Harvard Business School  
Women Leaders in Real-Estate Forum, Harvard Graduate School of Design  
United Nations Development Programme  
Young Black Women's Society  
Young Presidents' Organization Spouses Program, Harvard Business School

### **Undergraduate Educational Experience**

[Leadership Academy](#), Co-founder and chair of Negotiation Track of summer program for college students in tech and engineering from historically marginalized backgrounds in those fields (2020-present)

### **PROFESSIONAL SERVICE**

#### **Recent Service at Harvard** (not including formal leadership roles listed above)

Harvard University, Faculty Escort to Commencement Speaker, New Zealand Prime Minister Ardern (2022)  
HKS Appointments Committee (2018-present)  
HKS Faculty Steering Committee (2013-present)  
Program on Negotiation at Harvard Law School Executive Committee (2018-present)  
Harvard Kennedy School Negotiation Collaboratory, Faculty Contributor (2016-present)  
Harvard University Advanced Leadership Initiative (ALI) Faculty Board (2018-2021)

#### **Other Professional Service**

Board Member, Consensus Building Institute (2014-present); Board Chair (2016-2019)  
Editorial Review Board: *Negotiation Journal* (2019-present), *International Journal of Public Management* (2012-2020), *Academy of Management Journal* (2012-2019)  
Ad Hoc Reviewer: Academy of Management Meeting, *Administrative Science Quarterly*, *American Economic Review*, *American Sociological Review*, *Canadian Journal of Behavioural Science*, Columbia University Press, *Gender & Society*, *Group Decision and Negotiation*, Harvard Business School Press, Icelandic Research Fund, International Academy of Conflict Management Conference, *Industrial Relations*, *International Journal of Conflict Management*, *International Public Management Journal*, Israel Science Foundation, *Journal of Applied Psychology*, *Journal of Applied Social Psychology*, *Journal of Conflict Resolution*, *Journal of Economic Behavior and Organization*, *Journal of Family Research*, *Journal of Personality and Social Psychology*, *Journal of the European Economic Association*, *Management Science*, National Science Foundation, *Organizational Behavior and Human Decision Processes*, *Organization Science*, Oxford University Press, *Personality and Social Psychology Bulletin*, *Perspectives on Politics*, *Psychological Science*, *Psychology of Women Quarterly*, *Sex Roles*, Society of Industrial and Organizational Psychology Conference, Stanford University Press, Work Family Research Network Kanter Award  
Most Influential Article Award Committee, Conflict Management Division, Academy of Management (2021)

### **OTHER WORK EXPERIENCE**

#### **Research Associate**

Harvard University, Graduate School of Business Administration, Boston, MA (1995). Published two case studies on conflicts over foreign investments in commercial forestry in Central America, 1995.  
Strategic Environmental Associates, Underwood, WA (1995). Conducted market research on alternatives to wood-based products in pulp & paper and building & construction industries.

Conflict Management Group, Cambridge, MA (1990-92). Directed research for not-for-profit that conducted negotiation training and consulting for government officials, political and business leaders, and community activists in Latin America, South Africa, Asia, Europe, and United States.

Harvard Negotiation Project, Harvard Law School, Cambridge, MA (1990). Conducted research on negotiating foreign investment contracts in the mineral sectors of developing countries, improving Japan-U.S. relations, and mediating peace in the internal conflict in El Salvador.

#### **Technical Adviser**

Ministry of Natural Resources, Energy, and Mines, San José, Costa Rica (1994-95). Advised Minister on implementation of sustainable development agenda, with special emphasis on UN Climate Change negotiations and joint implementation (carbon-offset exchange) policy. Served on Costa Rican delegation in UN Climate Change negotiations.

#### **Mediator**

Harvard Mediation Program, Harvard Law School, Cambridge, MA (1991-94). Mediated small claims and child/family disputes and served one year as court liaison.

#### **Government Fellowships**

National Institute of Public Administration (INAP), Buenos Aires, Argentina (1993). Advised development of negotiation training programs for Argentinean government officials.

West German Parliament, Bonn, Germany (1989). Wrote reports on defense policy, German-U.S. relations, and the Four Power Agreement on Berlin for use by Members of Parliament.