

Allison Louise Elias

Darden School of Business
University of Virginia
Charlottesville, VA 22906
EliasA@darden.virginia.edu

Academic positions and affiliations

2021-present Assistant Professor, Darden School of Business, University of Virginia
2019-2021 Senior Fellow and Lecturer, The Wharton School, University of Pennsylvania
2019-2020 Visiting Assistant Professor, SC Johnson College of Business, Cornell University
2017-2019 Postdoctoral Research Scholar, Owen Graduate School of Management, Vanderbilt University
2017-2019 Fellow, Provost's Office for Inclusive Excellence, Vanderbilt University
2014-2017 Visiting Assistant Professor, ILR School, Cornell University

Education

2013 Ph.D. History, University of Virginia
2002 B.A. with Distinction, Studies in Women & Gender, University of Virginia
(Echols Scholar)

Peer-reviewed publications

- 2023 Task Interdependence and the Gender Wage Gap: The Role of the Gender Composition of an Occupation, *Journal of Organizational Behavior*, vol. 44, issue 4: 606-620 (with Jirs Meuris).
- 2022 *The Rise of Corporate Feminism: Women in the American Office, 1960-1990*, Columbia University Press.
- Listed in Best Summer Books of 2023: Business (A *Financial Times* list of best mid-year books)
 - Finalist for the Hagley Prize in Business History (The Business History Conference's Award for Best Book in Business History for 2023)
 - Reviewed in *Financial Times*, *The New Republic*, *Administrative Sciences Quarterly*, *Business History Review*, *ILR Review*, *American Studies*
- 2021 Business Schools and the Role of the Executives' Wives, *Academy of Management Learning & Education*, vol. 20, no. 3: 300-319 (with Rolv Petter Storvik Amdam).
- Featured in *Poets and Quants*, *Quartz.com*, and on Brain for Business podcast
- 2020 'Measured by Two Yardsticks': Women in Bank Management Training, 1960s-1990s, *Management & Organization History*, vol. 15, issue 2: 132-153.
- 2018 'Outside the Pyramid': Corporate Affirmative Action and Working Women's Barriers to Upward Mobility, *Journal of Policy History*, vol. 30, no. 2: 301-333.
- 2015 Learning to Lead: Women and Success in Corporate America, in *Business and Economic History – Online*, vol. 13.

Book chapters and practitioner articles

- 2024 Expanding the Pie: How to Drive Alignment on Inclusion, *People + Strategy*, Practitioner publication of the Society for Human Resource Management, vol. 47, issue 1: 2-6 (with Melissa Thomas-Hunt and Tiffany Galvin Green).
- 2022 (Mis)using Historical Texts to Humanize Commerce: Evidence from Smith, Marx, and Spencer, in Michel Dion, Edward Freeman, and Sergiy Dmytryiev, *Humanizing Business: What Humanities Can Say to Business*, vol. 53, Springer (with Patricia Werhane).
- Gender and Bargaining Power in Historical Perspective, in Mara Oleklans and Jessica A. Kennedy, editors, *Handbook on Gender and Negotiation*, Edward Elgar.
- 2019 Platform Design as a Managerial Act: Analyzing Sexual Harassment in the Gig Economy, *Perspectives on Work*, Practitioner publication of the Labor and Employment Relations Association, vol. 23, no. 1 (with Michael Maffie).
- Feminism at Work, in Jo Reger, editor, *Nevertheless They Persisted: Feminisms and Continued Resistance in the U.S. Women's Movement*, Routledge.
- 2017 Workplace Inequities: An Intersectional Approach, in Holly J. McCammon, Lee Ann Banaszak, Verta Taylor, and Jo Reger, editors, *The Oxford Handbook of U.S. Women's Social Movement Activism* (with Eileen Boris).
- Equality As A Result? in Roger Biles and Mark H. Rose, editors, *The President and American Capitalism Since 1945*, University of Florida Press.

Working papers and research in process

- Sustainability and Diversity Leadership: The Role of Firm Structure in Achieving Organizational Outcomes (with Kendall Park and Dasom Lee), Under review
- Where Do We Go From Here? The Past, Present, and Future of Gender and Negotiation Research and Advice, invited submission to *Social and Personality Psychology Compass*
- It Doesn't Hurt to Ask – or Does It? Racial Stereotypes and Negotiation Penalties (with Inhyun Han and Melissa Thomas-Hunt), Working paper
- Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Working paper

Conference presentations (selected)

- 2023 Invited panelist, AOM Scholars On... "Conflict Management Best Practices in the Workplace," Academy of Management, virtual panel, September 2023.
- Invited speaker, Using Public History for Women's Business History, Business History Conference Midyear Program, virtual panel, September 2023.

Invited presentation, Possibilities in Valuing Complex Human Capital in Organizations, part of Psychedelic-Assisted Therapy: Refreshing Assumptions of What's Possible Through and In Organizations, 83rd Annual Meeting of the Academy of Management, Boston, MA, August 2023.

Facilitator, Nevertheless She Persisted: Supporting Women's Success as Academics, Professional Development Workshop, 83rd Annual Meeting of the Academy of Management Boston, MA, August 2023.

- 2022 Invited panelist, AOM Scholars On... "The Pendulum Shift Toward the Worker," Academy of Management, virtual panel, June 2022.
- 2021 Poster, You Can't Get What You Don't Ask For, Really?: The Status Advantage and Negotiation Outcomes (with Inhyun Han and Melissa Thomas-Hunt), To be presented at the Annual Convention of the Society for Personality and Social Psychology, virtual conference, February 2021
- 2020 Paper, Do Women Prefer Different STEM Jobs from Men? Gender and the Preference for Academic Science Careers (with Michael Roach and Henry Sauermann), Presented at the 13th Annual People & Organizations Conference (virtual), Center for Human Resources, The Wharton School, Philadelphia, PA, October 2020
- Discussion Session, Sustainability and Diversity Leadership: The Role of Firm Structure in Achieving Organizational Outcomes (with Kendall Park), Presented at the Annual Conference of the International Association for Business & Society (virtual), Lisbon, Portugal, June 2020
- 2019 Paper, Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine (with Jirs Meuris), Presented at:
- 12th Annual People & Organizations Conference, Center for Human Resources, The Wharton School, Philadelphia, PA, September 2019
 - 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019
- Paper, Negotiating Difference: Applying a Negotiation Lens to Diversity Management (with Melissa Thomas-Hunt and Tiffany Galvin Green), Presented at:
- Wharton IDEAS Lab, Organizational Behavior Group, The Wharton School, Philadelphia, PA, October 2019
 - International Association for Conflict Management (IACM) Annual Conference, Dublin, Ireland, July 2019
- Paper, Moving Women into U.S. Banking Management, 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019
- Paper, Regulating Sexual Harassment in the Gig Economy (with Michael Maffie), Labor and Employment Relations Association (LERA), Cleveland, OH, June 2019
- Invited article in *Perspectives on Work*, Annual publication of the Labor and Employment Relations Association
- 2018 Paper, Before the Business Case: Moving Women into Financial Management, Business History Conference, Baltimore, MD, April 2018

- 2016 Paper, *Women, Gender, and the 'Vanishing Corporation,'* Histories of Capitalism 2.0, Cornell ILR School, Ithaca, NY, September 2016
- Panelist, Author-Meets-Critic Session, *Raising the Race: Black Career Women Redefine Marriage, Motherhood, and Community*, Work and Family Researchers Network, Washington D.C., June 2016
- 2015 Book chapter, *Fair Employment Laws and Sex-Segregated Work*, U.S. Women and Gender History Seminar, New York University, New York City, NY, December 2015
- Paper, *Learning to Lead: Women and Success in Corporate America*, Joint Meeting of the Business History Conference and the European Business History Association, Miami, FL, June 2015
- 2014 Paper, *How to Succeed in a Man's World*, Cornell Conference on the Histories of American Capitalism, Cornell ILR School, Ithaca, NY, November 2014
- Paper, *A Cooperative Approach to Employee Relations: Office Automation and Human Resources in the 1970s and 1980s*, Business History Conference, Frankfurt, Germany, March 2014

Other Invited Talks and Events (selected)

- 2023 Invited speaker and moderator, *What's Next for Me and for Us? From Partner to Student panel*, Co-hosted by Graduate Women in Business, Allies for Gender Equity, and Darden Partners Association, Darden School of Business, November 2023.
- Invited speaker, *Ideas to Action* faculty session, Darden Admissions Diversity Conference, Darden School of Business, October 2023.
- Invited moderator and host, *Leadership Unscripted* with Katherine Neebe, Duke Energy Chief Sustainability & Philanthropy Officer, Darden School of Business, March 2023.
- Co-moderator with Lauren Kaufmann, *Graduate Women in Business Lunch and Learn* featuring UVA law faculty Naomi Kahn and Gregg Straus, Hosted by Graduate Women in Business, Darden School of Business, February 2023.
- 2022 Invited moderator, *The New World of Work, Women in Leadership Summit*, Darden School of Business, September 2022.
- Invited moderator, *Revising the Narrative: Women's Journey to Darden & Beyond*, Darden Reunion Weekend, Darden School of Business, April 2022.
- Invited speaker, *ESG Leadership and Firm Performance*, Business Ethics Society and Institute for Business in Society, Darden School of Business, March 2022.
- Invited speaker, *Rethinking Women and Negotiation*, FinTech conference in partnership with Graduate Women in Business, Darden School of Business, February 2022.
- 2020 Speaker, *Lunch & Learn for MBA students, Women's Leadership Initiative*, McNulty Leadership Program, The Wharton School, March 2020

- 2019 Invited talk, Teaching Business with Humanity in Mind, Carey Business School, Johns Hopkins University, April 2019
- Invited talk, The Roots of Corporate Feminism, The Hotel School, SC Johnson College of Business, Cornell University, March 2019
- Invited talk, Secretaries, Self-Help, and Social Change, The ILR School, Cornell University, March 2019
- Speaker, Lunch & Learn for MBA students, Human and Organizational Performance Association, Owen Graduate School of Management, Vanderbilt University, March 2019
- Moderator, Women in Finance Panel, Owen Graduate School of Management, Vanderbilt University, February 2019
- Speaker, Empowering Women & Girls, Turner Family Center for Social Ventures, Owen Graduate School of Management, Vanderbilt University, February 2019
- 2018 Speaker, Women in Banking: Before the Business Case, Live Webinar Presentation for Celebrating Our Differences Week, Human Resource Diversity & Inclusion Council, PNC Financial Services Group, Inc., November 2018
- Invited attendee, NSF Workshop, Fostering Gender and Work-Life Integration for Faculty in Understudied Contexts: An Organizational Science Lens, Krannert School of Management, Purdue University, October 2018
- Invited talk, An Intersectional Approach to Salary Negotiations, Fogelman College of Business & Economics, University of Memphis, September 2018
- Speaker, Negotiation Tools and Frameworks for Success, Summer Workshop for the Office of Postdoctoral Affairs, Vanderbilt University, July 2018
- Speaker, Before #MeToo: Histories of Sexual Harassment, Gender/Sexuality Matters Speaker Series, Women's and Gender Studies Program, Vanderbilt University, March 2018
- 2017 Co-moderator (with Melissa Thomas-Hunt), Women's Symposium, Owen Graduate School of Management, Vanderbilt University, October 2017
- Guest speaker, Examining the Past to Understand the Present, in Professor Melissa Thomas-Hunt's "Women & Leadership: Global Opportunities & Challenges," University of Virginia, February 2017
- 2016 Co-moderator, Women's Caucus Lunch at the Student-Alumni Career Pathways Program, Sponsored by the ILR Alumni Association, Cornell University, Ithaca, NY, October 2016
- Moderator, Career Advice Panel at the Toward a More Equal Workplace Summit, Sponsored by the ILR Women's Caucus, Cornell University, Ithaca, NY, April 2016
- Panelist, The First Generation Perspective, Sponsored by the ILR Student Government, Cornell University, Ithaca, NY, April 2016

Panelist, Women and Organizational Change, Sponsored by the Cornell Political Union and Women in Public Policy, Cornell University, Ithaca, NY, March 2016

2015 Moderator, Women and Leadership Panel, Sponsored by the Center for Advanced Human Resource Studies, Cornell University, Ithaca, NY, November 2015

Speaker, ILR Women's Caucus Power Hour, Sponsored by the Society for Human Resource Management, Minority Industrial and Labor Relations Student Organization, ILR Women's Caucus, Cornell University, Ithaca, NY, October 2015

Co-facilitator (with Melissa Thomas-Hunt), Allyship Workshop at the Annual Graduate Women in Business Conference, Darden School of Business, Charlottesville, VA, September 2015

Participant, White House Summit on Women in Business, Sponsored by the White House Council for Women and Girls and the Council of Economic Advisers, Washington D.C., August 2015

Panelist, CNN Original Series *The Seventies*, 'Battle of the Sexes' Episode Discussion, Sponsored by CNN at the Museum of Sex, New York City, NY, July 2015

Moderator, Power, Privilege, and Oppression Simulation, Inclusive Education Workshop, Dyson Business Inclusion and Diversity Program, Cornell University, Ithaca, NY, April 2015

Speaker, How to Succeed in a Man's World: Women's Work and Upward Mobility, Sponsored by Ellevest: A Global Professional Women's Network, Cornell University, Ithaca, NY, February 2015

2014 Panelist, Women in the Workplace: Negotiation, Conflict Resolution, and Skills for Professional Empowerment, Sponsored by University Mediation Services, Newcomb Hall Commonwealth Room, University of Virginia, Charlottesville, VA, April 2014

Moderator, Women and Entrepreneurship, Sponsored by the University Women's Forum, McIntire School of Commerce, University of Virginia, Charlottesville, VA, February 2014

Moderator, Women and Leadership, UVa TEDx Short Course, University of Virginia, Charlottesville, VA, February 2014

Teaching experience

MBA (University of Pennsylvania, Vanderbilt, University of Virginia)

Negotiations

Women and Leadership

Leadership Communications

Women, Gender, and Work

MMH, Master of Management in Hospitality (Cornell)

Leadership and Ethics I

Leadership and Ethics II

M.Ed. (Vanderbilt)

Women and Leadership

Executive Education (Vanderbilt, University of Virginia)
Negotiation Strategies for Women
Women in Leadership
Leading Diversity

Undergraduate Business (Cornell)
Introduction to Management and Organizations

Undergraduate Social Science/History (selected from Cornell and University of Virginia)
Women, Gender, and Capitalism in Historical Perspective
Introduction to U.S. Labor and Business History
The American Dream: Opportunities and Constraints
Introduction to Women's Studies

eCornell courses and webinars

2016 Emerging Leaders Certificate Course (with M. Diane Burton).
2016 Developing Internal Talent (webinar).
2016 Women in Leadership (webinar).

Darden Business Publishing cases and technical notes

2024 (in editing) A Wise Latina: Sonia Sotomayor's Journey to the Supreme Court, (A), (B), (C), (TN)

2023 Norwegian Women's Beach Handball: Bucking the Bikini Bottoms. E-0492 (with Ed Freeman, Jenny Mead, Jeanne Liedtka, Yael Grushka-Cockayne).

2023 Looking for the Fast Break: The WNBA Nears a Quarter Century. E-0491 (with Ed Freeman, Jenny Mead, Jeanne Liedtka, Yael Grushka-Cockayne).

2022 Gender and Negotiation: Review of Research and Implications for Practitioners. Case Number: BC-0289 (rev. 2023)

2022 Elias, Allison and Sesia, Aldo. A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A). Case Number: E-0477

2022 Elias, A. A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A) and (B) (TN). Case Number: E-0477TN

2022 Elias, A., Sesia, A. A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (B). Case Number: E-0481

2022 Harborco Exercise. Case Number: BC-0290 (internal use only)

2017 Integrative Stakeholder Engagement, in R. Edward Freeman, Johanna Kujala, and Sybille Sachs, editors, *Stakeholder Engagement: Clinical Research Cases*, Springer (with Richard Brownlee and Segiy Dmytriyev).

- 2015 *Sold – to the Highest Bidder in Japan: Operational Challenges and Culture*. Organizational behavior case study, OB-1064 (with Kristin Behfar and Gerry Yemen).
- 2014 *Confronting Directly and Indirectly: Are You Attuned to Notice?* Organizational behavior technical note, OB-1055 (with Kristin Behfar, Jeanne Brett, and Jeffrey Sanchez-Burks).
- Chevy Volt: Pricing and Capacity Decisions in Response to Government Incentives for the Electric Vehicle Industry*. Operations management case study, OM-1519 (with Gal Raz and Anton Ovchinnikov).
- NaanDanJain: Every Drop of Water Counts*. Global economies and markets case study, GEM-0122 (with Peter Debaere).
- World Wildlife Fund and The Coca-Cola Company: A Global Partnership for Freshwater Conservation*. Social entrepreneurship case study, ENT-0204 (with Richard Brownlee)
- 2013 *Embedding Sustainability: Refreshing First Coffee at Darden*. Entrepreneurship and innovation case study, ENT-0199 (with Richard Brownlee).
- Eastman Tritan*. Operations Management case study, OM-1540 (with Tim Kraft and Gal Raz).
 Won First Place in the Institute for Operations Research and the Management Sciences (INFORMS) Case and Teaching Materials Competition at the 2013 INFORMS Annual Meeting

Media

- 2023 Guest, *Experience Darden* podcast, October 18, 2023.
- Listed in Best Summer Books of 2023: Business (A *Financial Times* list of best mid-year books), June 19, 2023.
- Quoted in “AOM Research and Resources Related to Gender (International Women’s Day), Academy of Management News, March 6, 2023.
- 2022 Guest (with Rolv Petter Amdam), *The Curious History of Business School Classes for Executives’ Wives*, Brain for Business podcast, December 14, 2022.
- Quoted in “Here are the 5 Things You Should Do When You Get a Bad Performance Review and Your Boss Isn’t In Your Corner,” *The Business Insider*, November 30, 2022.
- Quoted in “To Boost Gender Diversity on Corporate Boards, Investor Pressure Works,” *NPR’s Marketplace*, November 23, 2022.
- Guest, *The Stakeholder Podcast*, August 29, 2022.
- Research featured in *The Surprising History of Business School Classes for Executive Wives*, *Quartz.com*, June 1, 2022.
- Research featured in *Women’s History Month: The Fascinating Role of Executive Wives in Business Education*, *Poets & Quants*, March 28, 2022.

- 2020 Quoted in Goldman Sachs Pushes for More Diverse Boards of Directors, NPR's Marketplace, January 23, 2020.
- 2015 Featured speaker in The Seventies, "Battle of the Sexes" episode, CNN Original Series, first aired July 23, 2015.
- 2014 Coauthored three articles in *The Washington Post's* Case in Point series

Honors and awards (selected)

Teaching

- 2022 Nominee, Outstanding Faculty Award, Darden Student Association, University of Virginia
- 2016 MacIntyre Award for Exemplary Teaching, ILR School, Cornell University
- 2008 Finalist, Seven Society Graduate Fellowship for Superb Teaching, Awarded by the Teaching Resource Center and the Seven Society, University of Virginia

Research

- 2023 Finalist, Hagley Prize in Business History, The Business History Conference's Best Book in Business History
- 2017 Undergraduate Research Fellows Funding, ILR Research Committee, Cornell University
- 2016 Finalist, Clayman Institute for Gender Research Fellowship, Stanford University
- 2012 Henry Berlin duPont Fellowship, Awarded by the Hagley Museum and Library

Travel

- 2013-2014 Alfred Chandler Travel Grants, Awarded by the Business History Conference

Other

- 2016, 2017 Nominee, International Women's Day Leadership Award, Women's Resource Center, Cornell University

Theses, projects, independent studies advised

Darden School of Business

- 2022-present Advised 10 independent studies (case development and research projects)

Cornell University ILR School

- 2014-2017 Advised 8 honors theses and independent studies as well as 7 credit internship projects concerning diversity, gender, public policy, and conflict management

University of Virginia Department of History

- 2009-2010 Advised 25 senior theses papers concerning gender and work in history

Professional service (selected)

- 2023 Academic reviewer for Columbia University Press and University of Massachusetts Press
- 2022 Academic reviewer for *Journal of Women's History* and *Gender & History*
- 2017 Faculty Advisor, Every1 Campaign, Cornell University

2016-2017 Faculty Fellow, Balch Hall (residence for freshman women), Office of the Vice Provost for Undergraduate Education, Cornell University

2016-2017 Faculty Advisor, ILR Women's Caucus, Cornell University

2014-2018 Member, Women's Leadership Council, Office for Diversity and Equity, University of Virginia

2012-2015 Member, Young Alumni Council, Alumni Association, University of Virginia

2012-2013 Chair, Scholarship Committee, Raven Society, University of Virginia

2011-2012 Member, Class of 2002 Reunions Committee, University of Virginia

2011-2012 Language Consultant, Center for American English Language and Culture, University of Virginia

Other relevant professional experience

2006-2012 Graduate Assistant, Summer Transition Program (first-generation students), University of Virginia

2005-2007 Mediator, Community Mediation Center, Charlottesville, VA

2002-2003 Assistant to the Director, Conflict Resolution Center, Roanoke, VA

Additional professional training

2018 Everyday Bias, Certified Trainer, Cook Ross Inc., Vanderbilt University

2016 Faculty Institute for Diversity, Cornell University

2013 Women's Leadership Program, Darden School of Business, University of Virginia

2005-2007 Certified Mediator for General District Court, Supreme Court of Virginia

2002 McIntire Business Institute, McIntire School of Commerce, University of Virginia

Languages

Spanish (reading and writing proficiency)

Professional memberships

Academy of Management
 Business History Conference
 International Association for Conflict Management
 Labor and Employment Relations Association
 Work and Family Researchers Network