

## **Oliver J. Sheldon**

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### **EDUCATION:**

- 2007            Ph.D., Management & Organizations  
                  Johnson Graduate School of Management, Cornell University
- 2000            B.S., Psychology  
                  University of Washington

### **PROFESSIONAL EXPERIENCE:**

- 2016-Present    Associate Professor  
                  Rutgers Business School, Rutgers University
- 2017-2017      Visiting Associate Professor  
                  Columbia Business School, Columbia University
- 2009-2016      Assistant Professor  
                  Rutgers Business School, Rutgers University
- 2008-2009      Visiting Scholar/Post-Doc Fellow  
                  Kellogg Graduate School of Management, Northwestern University
- 2006-2009      Adjunct Assistant Professor  
                  Booth School of Business, University of Chicago
- 2004-2005      Part-Time Lecturer, Management and Organizations  
                  Graduate School of Management, Cornell University
- 2000-2001      Full-Time Research Assistant  
                  Graduate School of Business, Stanford University

### **HONORS, AWARDS, AND RESEARCH GRANTS:**

Rutgers Business School Dean's Meritorious Research Award. Award given to faculty members whose research quality/productivity over prior 3 years has most impacted RBS's quest for academic prominence, 2016 (\$1,000)

Rutgers Business School Research Resources Committee Grant. Internal research grant for various projects currently underway, 2011 (\$5,000)

Rutgers Business School Research Resources Committee Grant. Internal research grant for various projects currently underway, 2010 (\$5,000)

Kauffman Foundation Grant. Research grant for: *The micro-social bases and evolution of early stage entrepreneurial collaborations* with Duncan Duke, Kevyn Yong and Linda Darragh, 2008-2009 (\$10,000)

## RESEARCH INTERESTS:

Cooperation, Competition, and Conflict in Teams and Organizations  
Managerial Influences on Team Processes and Outcomes  
Judgment and Decision-Making in Managerial Life  
Behavioral Ethics

## JOURNAL PUBLICATIONS:

Stillman, P., Fujita, K., Sheldon, O.J., & Trope, Y. (2018) From “me” to “we”: The role of construal level in promoting maximized joint outcomes. *Organizational Behavior and Human Decision Processes*, 147, 16-25.

Sheldon, O.J., Plaks, J.E., Sridharan, V. & Shoda, Y. (2018). Strategic actors' *in situ* impressions of systematically- versus unsystematically- variable counterparts. *Social Cognition*, 38, 324-344.

Chen, M., Chen, C.C., & Sheldon, O.J. (2016). Relaxing moral reasoning to win: How organizational identification relates to unethical pro-organizational behavior. *Journal of Applied Psychology*, 10, 1082-1096.

Lount, R.B., Sheldon, O.J., Rink, F. & Phillips, K.W. (2015). How much conflict really exists? Biased perceptions of racially diverse teams. *Organization Science*, 26, 1351-1364.

- Media coverage includes: *Harvard Business Review Online (Invited Research Synopsis)*

Sheldon, O.J., & Fishbach, A. (2015). Anticipating and resisting the temptation to behave unethically. *Personality and Social Psychology Bulletin*. 41, 962-975.

- Media coverage includes: *CNN, Scientific American*

Sheldon, O.J., Dunning, D., & Ames, D.R. (2014). Emotionally unskilled, unaware, and uninterested in learning more: Reactions to feedback about deficits in emotional intelligence. *Journal of Applied Psychology*, 99, 125-137.

Menon, T., Sheldon, O.J., & Galinsky, A.D. (2014). Barriers to transforming hostile relationships: Why friendly gestures can backfire. *Negotiation and Conflict Management Research*, 7, 17-37.

Kuwabara, K., & Sheldon, O.J. (2012). Temporal dynamics of social exchange and the development of solidarity: “Testing the waters” or “taking a leap of faith”? *Social Forces*, 91, 253-273.

Sheldon, O.J., & Fishbach, A. (2011). Resisting the temptation to compete: The role of self-control in overcoming barriers to cooperation. *Journal of Experimental Social Psychology*, *47*, 403-410.

Morris, M.W., Sheldon, O.J., Ames, D.R., & Young, M.J. (2007). Metaphor in stock market commentary: Consequences and preconditions of agentic descriptions of price trends. *Organizational Behavior and Human Decision Processes*, *102*, 174-192.

- Media coverage includes: *The Economist*, NPR, *Financial Times*, *Washington Post*

Sheldon, O.J., Thomas-Hunt, M.C., & Proell, C.A. (2006). When timeliness matters: The effect of status on reactions to time delay within distributed collaboration. *Journal of Applied Psychology*, *91*, 1385-1395.

Jost, J.T., Pelham, B.W., Sheldon, O., & Sullivan, B.N. (2003). Social inequality and the reduction of ideological dissonance on behalf of the system: Evidence of enhanced system justification among the disadvantaged. *European Journal of Social Psychology*, *33*, 13-36.

#### **BOOK CHAPTERS:**

Sheldon, O.J. & Fishbach, A. (2018). Anticipating and overcoming unethical temptation. In G. Oettingen, A.T. Sevincer, & P.M. Gollwitzer, (Eds.), *The Psychology of Thinking about The Future* (pp.455-472). New York, NY: Guilford Press.

Kuwabara, K., Luo, J., & Sheldon, O. (2010). Multiplex exchange relations. In S. Thye & E. J. Lawler, M (Eds.), *Advances in Group Processes* (Vol. 27; pp 239-268). Stamford, CT: JAI. (Refereed annual chapter)

#### **MANUSCRIPTS IN PREPARATION:**

Chen, M., Chen, C.C., & Sheldon, O.J. For the sake of the ingroup: Double-edged effects of collectivism on unethical behavior in the workplace. Working Paper. Target Journal: *Academy of Management Journal*

Sheldon, O.J. The dark side of talent development: How bosses inadvertently turn teammates into rivals. Working Paper. Target Journal: *Journal of Management*.

Sackett, A. & Sheldon, O.J. Entrepreneurial over entry? The perceived costs (and benefits) of entrepreneurial errors. Working Paper. Target Journal: *Management Science*.

#### **WORK IN PROGRESS:**

Sheldon, O.J., Harutyunyan, G., & Fishbach, A. Resisting social pressure in the context of financial decision-making.

Sheldon, O.J., & Thomas Hunt, M.C. Team leader behavior under conditions of status loss or gain: The use of controlling versus inclusive team meeting tactics and their differential effects on team member responses.

Levin, D.Z., & Sheldon, O.J. How network structure influences the self-regulation of anger in organizational settings.

Sheldon, O.J., Duke, D., Robinson, J. & Darragh, L. The micro-social bases and evolution of early stage entrepreneurial collaborations.

Levin, D.Z., Nagpal, M., Sheldon, O.J., & Kurtzberg, T. Unnoticed ridiculousness: How to look smart, win friends, and succeed in business without really trying.

Chen, C., Sheldon, O.J., & Gaspar, J. Perceived relational conflicts of interest in leader-follower relations and their impact on followers' work and team related behavior.

### **CONFERENCE PRESENTATIONS:**

Chen, M., Chen, C. C., & Sheldon, O.J. (2016). The double-edged effects of collectivism on unethical behavior in the workplace. Paper presented at the Annual Meeting of the Academy of Management. Anaheim, C.A., August.

Chen, M., Chen, C.C., & Sheldon, O.J. (2015). Relaxing moral reasoning to win: How organizational identification leads to unethical pro-organizational behavior. Paper presented at the annual meeting of the Academy of Management, Vancouver, B.C., August.

Sheldon, O.J., & Fishbach, A. (2014). Anticipating and resisting the temptation to behave unethically. Paper presented at the annual meeting of the Academy of Management, Philadelphia, PA, August.

Sheldon, O.J., & Fishbach, A. (2014). Resisting the temptation to behave badly: Anticipating temptation promotes ethical decisions, but only when the self-control conflict is apparent. Paper presented at the general meeting of the European Association for Social Psychology, Amsterdam, The Netherlands, July.

Menon, T., Sheldon, O.J., & Galinsky, A.D. (2014). Barriers to transforming hostile relationships: Why friendly gestures can backfire. Paper presented at the annual meeting of the Society for Personality and Social Psychology, Austin, TX, January.

Sheldon, O.J., Ames, D.R., & Dunning, D. (2013). Emotionally unskilled, unaware, and uninterested in learning more: Reactions to feedback about deficits in emotional intelligence. Paper presented at the annual meeting of the Academy of Management, Orlando, FL, August.

Lount, R.B., Sheldon, O.J., Rink, F. & Phillips, K.W. (2012). How much conflict really exists? Biased perceptions of racially diverse teams. Paper presented at the annual meeting of Interdisciplinary Network for Group Research, Chicago, IL, July.

Sheldon, O.J., Plaks, J.P., & Shoda, Y. (2011). The role of sense-making in strategic interaction: Contingently-varying counterparts are preferred to randomly varying counterparts. Paper presented at the annual meeting of the International Association of Conflict Management, Istanbul, Turkey, July.

Stillman, P., Fujita, K., & Sheldon, O.J. (2011). Taking one for the team: A contrual level theory take on social dilemmas. Poster presented at the annual meeting of the Society for Personality and Social Psychology, San Antonio, TX, January.

Sheldon, O.J. (2010). Playing favorites: Differentially allocated social support and the cultivation of rivalry in teams. Paper presented at the annual meeting of the Academy of Management, Montreal, Canada, August.

Sheldon, O.J., & Fishbach, A. (2010). Resisting the temptation to compete: The role of self-control in overcoming barriers to cooperation. Paper presented at the annual meeting of the International Association of Conflict Management, Boston, MA, June.

Kuwabara, K., & Sheldon, O.J. (2009). Testing the water or taking leaps of faith: Cohesion and patterns of exchange in repeated mixed-motive interactions. Paper presented at the 13<sup>th</sup> annual International Conferences on Social Dilemmas, Kyoto, Japan, August.

Sackett, A., & Sheldon, O.J. (2008). Entrepreneurial over entry? The perceived costs (and benefits) of entrepreneurial errors. Poster presented at the annual meeting of the Society for Judgment and Decision Making, Chicago, IL, November.

Menon, T., & Sheldon, O.J. (2008). Controlling the competition: Why friendly gestures backfire in rivalry. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA, August.

Sheldon, O.J., & Fishbach, A. (2008). Getting even versus getting paid: The role of self-control in overcoming barriers to cooperation. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Palm Springs, CA, January.

Menon, T., & Sheldon, O.J. (2007). Trash mouths versus sweet talkers: Avoiding the Evil Eye in rivalry. Paper presented at the Conference on Identity, Innovation, and Organizational Learning, Carnegie Mellon University, Pittsburgh, PA, June.

Sheldon, O.J., Shoda, Y., & Plaks, J.E. (2006). The social costs of being consistent: Responses to strategic behavior within conflict situations. Poster presented at the annual meeting of the Society for Personality and Social Psychology, Palm Springs, CA, January.

Morris, M.W., Sheldon, O.J., Ames, D.R., & Young, M.J. (2005). Metaphor in stock market commentary: Consequences and preconditions of agentic descriptions of price trends. Paper presented at the annual meeting of the Academy of Management, Honolulu, HI, August.

Sheldon, O.J., & Thomas-Hunt (2004). When timeliness matters: The moderating effect of status on reactions to time delay. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA, August.

Sheldon, O.J., & O'Connor (2004). Getting down to business: Evaluative and behavioral consequences of conversational approach in negotiation. Paper presented at the annual meeting of the International Association for Conflict Management, Pittsburgh, PA. June.

O'Connor, K.M., Sheldon, O.J., & Sally, D.F. (2003). Spanning holes and spinning deals: The effects of network structure and negotiator status on tactics and outcomes. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL, April.

**INVITED PRESENTATIONS:**

2006 Fall University of Illinois, Urbana Champaign (Business School, OB)  
2009/2013 Fall Rutgers University, New Brunswick (Department of Psychology)

**PROFESSIONAL AFFILIATIONS:**

Academy of Management  
International Association of Conflict Management  
Society for Personality and Social Psychology

**PROFESSIONAL SERVICE:**

Ad Hoc Reviewer: *Journal of Behavioral Decision Making, Group Processes and Intergroup Relations, Group and Organization Management, Journal of Personality and Social Psychology, Social Cognition, British Journal of Social Psychology, Negotiation and Conflict Management Research*

Conference Program Reviewer: Academy of Management (Organizational Behavior and Conflict Management Divisions); International Association for Conflict Management