

**NATALIA KARELAIA**

INSEAD

Boulevard de Constance, 77305 Fontainebleau, France

Phone: + 33 1 6072 4511; Fax: + 33 1 6074 5500

[natalia.karelaia@insead.edu](mailto:natalia.karelaia@insead.edu)<http://faculty.insead.edu/natalia-karelaia/>[Google scholar profile](#)**ACADEMIC APPOINTMENTS**

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**INSEAD, France**

- Associate Professor of Decision Sciences (with tenure), 2015-now
- Assistant Professor of Decision Sciences, 2008-2015

**Harvard Business School, Cambridge, USA**

- Visiting Scholar, Negotiation, Organizations & Markets Unit, 2016-2017

**Harvard University, Cambridge, USA**

- Visiting Scholar, The Program on Negotiation, 2008

**HEC, Université de Lausanne, Switzerland**

- Assistant Professor, 2005-2008

**École Nationale des Ponts et Chaussées (ENPC), Paris, France**

- Visiting MBA Professor, 2005-2007

**IES, Barcelona, Spain**

- Adjunct Professor, 2004-2005

**Universitat Pompeu Fabra (UPF), Barcelona, Spain, Department of Economics and Business**

- Adjunct Professor, 2003-2008
- Teaching Assistant, 1999-2002

**OTHER ACADEMIC POSITIONS**

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**Journals**

- Organizational Behavior and Human Decision Processes, Editorial Review Board (2020-now)
- Organizational Behavior and Human Decision Processes, special issue “Authenticity at work”, Guest Co-Editor (2017-now)
- Journal of Mathematical Psychology, Consulting Editor, (2018-now)

**EDUCATION**

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**Master**, Consulting and Coaching for Change (Clinical Organizational Psychology), INSEAD, with distinction, 2013

**PhD** in Economics, Finance, and Management, Universitat Pompeu Fabra, Barcelona, Spain. *Specialization*: Behavioral Decision Making, with distinction, 2005, Chair: Robin Hogarth

Summer Institute on Bounded Rationality in Psychology and Economics, Max Planck Institute for Human Development, Berlin, Germany, 2001

**Master in Science** in Economics, Finance, and Management, Universitat Pompeu Fabra, Barcelona, Spain, with distinction, 2000

**Bachelor** in Economics, Belarusian State Economic University, Minsk, Belarus, with distinction, 1998

## HONORS AND AWARDS

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Dean's Commendation for Excellence in MBA teaching, INSEAD, 2018-2019

Outstanding Reviewer Award, Academy of Management, Gender and Diversity in Organizations Division, 2014

Outstanding Reviewer Award, Academy of Management, Gender and Diversity in Organizations Division, 2012

Graduate fellowship, Department of Economics and Business, Universitat Pompeu Fabra, Barcelona, Spain, 1999-2002

## PUBLICATIONS

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### Journal articles

1. Hewlin, P. F., Karelaia, N., Kouchaki, M., & Sedikides, C. (in press). Authenticity at work: Its shapes, triggers, and consequences. *Organizational Behavior and Human Decision Processes*.
2. Cojuharenco, I., & Karelaia, N. (2020). When leaders ask questions: Can humility premiums buffer the effects of competence penalties?. *Organizational Behavior and Human Decision Processes*, 156, 113-134.
3. Guillén, L., Mayo, M., & Karelaia, N. (2018). Appearing self-confident and getting credit for it: Why it may be easier for men than women to gain influence at work. *Human Resource Management*, 57(4), 839-854.
4. Cojuharenco, I., Cornelissen, G., & Karelaia, N. (2016). Yes, I can: Feeling connected to others increases perceived consumer effectiveness and socially responsible behavior. *Journal of Environmental Psychology*, 48, 75-86.
5. Karelaia, N., & Reb, J. (2015). Improving decision making through mindfulness. In *Mindfulness in Organizations*, Reb, J., & Atkins, P. (Eds.), pp. 163-189. Cambridge University Press.
6. Karelaia, N., & Guillén, L. (2014). Me, a woman and a leader: Positive social identity and identity conflict. *Organizational Behavior and Human Decision Processes*, 125, 204-219.

7. Karelaia, N., & Keck, S. (2013). When deviant leaders are punished more than non-leaders: The role of deviance severity. *Journal of Experimental Social Psychology*, 49(5), 783-796.
8. Evgeniou, T., Fang, L., Hogarth, R. M., & Karelaia, N. (2013). Competitive dynamics in forecasting: The interaction of skill and uncertainty. *Journal of Behavioral Decision Making*, 26(4), 375-384.
9. Keck, S., & Karelaia, N. (2012). Does competition foster trust? The role of tournament incentives. *Experimental Economics*, 15(1), 204-228.
10. Hogarth, R. M., Karelaia, N., & Trujillo, C. (2012). When should I quit? Gender differences in exiting competitions. *Journal of Economic Behavior and Organization*, 83(1), 136-150.
11. Hogarth, R. M., & Karelaia, N. (2012). Entrepreneurial success and failure: Confidence and fallible judgment. *Organization Science*, 23(6), 1733-1747.
12. Karelaia, N., & Hogarth R. M. (2010). The attraction of uncertainty: Interactions between skill and levels of uncertainty in market-entry games. *Journal of Risk and Uncertainty*, 41(2), 141-166.
13. Karelaia, N., & Hogarth, R. M. (2008). Determinants of linear judgment: A meta-analysis of lens studies. *Psychological Bulletin*, 134(3), 404-426.
14. Hogarth, R. M., & Karelaia, N. (2007). Heuristic and linear models of judgment: Matching rules and environments. *Psychological Review*, 114(3), 733-758.
15. Karelaia, N. (2006). Thirst for confirmation in multi-attribute choice: Does search for consistency impair decision performance? *Organizational Behavior and Human Decision Processes*, 100, 128-143.
16. Hogarth, R. M., & Karelaia, N. (2006). Regions of rationality: Maps for bounded agents. *Decision Analysis*, 3(3), 124-144.
17. Hogarth, R. M., & Karelaia, N. (2006). Take-the Best and Other Simple Strategies: Why and When They Work 'Well' in Binary Choice. *Theory and Decision*, 61, 205-249.

*Reprinted in:*

Abdellaoui, M., Luce, D. R., Machina, M. J., and Munier, B. (Eds.) (2007). *Uncertainty and risk: Mental, formal, experimental representations*. Theory and Decision Library. Springer.

18. Hogarth, R. M., & Karelaia, N. (2005). Simple models for multi-attribute choice with many alternatives: When it does and does not pay to face tradeoffs with binary attributes. *Management Science*, 51(12), 1860-1872.
19. Hogarth, R. M., & Karelaia, N. (2005). Ignoring information in binary choice with continuous variables: When is less "more"? *Journal of Mathematical Psychology*, 49/2, 115-124.

### **Other publications**

20. Karelaia, N. (2013). Book review: "Ecological Rationality: Intelligence in the World," by Peter M. Todd, Gerd Gigerenzer, and The ABC Research Group. Oxford University Press, *Journal of Economic Psychology*, 34, 306-308.
21. Cojuharenco, I., Cornelissen, G., & Karelaia, N. (2011). Self-construal and socially responsible consumer behavior. *NA - Advances in Consumer Research*, Vol. 38, eds. Darren W.

Dahl, Gita V. Johar, & Stijn M.J. van Osselaer. Duluth, MN: Association for Consumer Research.

22. Karelaia, N. (2009). Book review: "Predictably irrational: The hidden forces that shape our decisions," by Dan Ariely. Harper, 2008. *Academy of Management Perspectives*, 23(1), 86-88.
23. Karelaia, N. (2008). Book review: "Straight choices. The psychology of decision making," by Newell, B. N., Lagnado, D. A., and Shanks, D. R. Psychology Press, Taylor & Francis Group, Hove and New York, 2007. *Journal of Economic Psychology*, 29(3), 372-374.

### **WORKING PAPERS / PAPERS UNDER REVIEW**

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24. Cojuharenco, I., & Karelaia, N. (2020). To ask or not to ask: A gendered question? *Early draft*.
25. Cojuharenco, I., & Karelaia, N. (2019). Will virtue ethicists from a distance turn consequentialists up close? Testing whether psychological distance may shift criteria of moral judgment. *Early draft*.
26. Guillén, L., Karelaia, N., & Leroy, H. (2019). Authentic (Mis)Fit: When being oneself reduces conflict and improves performance (and when it does not). *Submitted to a journal*.
27. Cornelissen, G., Karelaia, N., Soyer, E., Imas, A., Gneezy, A. (2018). Moral licensing online: Clicktivism or activism. *Being revised – additional experiments being run*.
28. Guillén, L., & Karelaia, N. (2015). Who leads the leader? Job performance of mid-level visionary leaders depends on who leads them. *Being revised*

### **WORK-IN-PROGRESS (selected)**

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- Understanding helping: Why help-giving is more helpful than help-seeking. (with Irina Cojuharenco and Zahra Murad). *Experiments are being run*
- Connected to who? Anthropomorphizing work objects. (with Irina Cojuharenco). *Experiments are being run*
- Dyadic (dis)similarity in negotiations. (with Jordi Quiodbach). *Data analysis in process*
- The effectiveness of affirmative action and diversity policies. (with Katherine deCelles)
- Outcome bias in moral dynamics. (with Steffen Keck).
- When are in-group deviants rejected? The role of moral self-image and the severity of misbehavior. (with Steffen Keck).
- On mindfulness and socially responsible behavior: Why future orientation does not imply more prosocial choices. (with Irina Cojuharenco and Gert Cornelissen).

### **POPULAR PRESS ARTICLES**

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- [When in Doubt, Leaders Should Ask Questions](#). INSEAD Knowledge, Feb 1, 2020
- [Negotiating as a Woman](#). The Salamander magazine, Feb 2018
- [Why "Believe in Yourself" Is Bad Advice for Women](#). INSEAD Knowledge, Aug 4, 2017
- [Empowerment, Not Punishment, Fuels Ethical Behaviour](#). INSEAD Knowledge, Oct 25, 2016

[Careful What You Say About Anti-Social Acts](#). INSEAD Knowledge, Nov 16, 2016

[When Authenticity Doesn't Translate](#). INSEAD Knowledge, May 6, 2016

[Resolving the Conflict Between "Woman" and "Leader"](#). INSEAD Knowledge, June 1, 2015

[Why Mindful Individuals Make Better Decisions](#). INSEAD Knowledge, July 23, 2014

## CITATIONS

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Google Scholar citations (*Jan 2020*): 1527

Google Scholar h-index: 17

Google Scholar i10-index: 18

## TEACHING

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**Professor** (*taught in English unless indicated otherwise*):

### I. Executive Education:

**Judgment and Decision Making, Negotiation, Change**, INSEAD, France, Singapore, USA, Japan:

*Various open-enrollment and company-specific programs:*

- International Women's Forum: Women Leading Global Change' Program (also *Program Director*)
- Mizuho Executive Leadership Program
- INSEAD Executive Master in Consulting and Coaching for Change
- Transition to General Management Program
- Pernod Ricard
- SWIRE Advanced Management Program
- DANFOSS Accelerated Development Program
- INSEAD Leadership Program for Senior Indian Executives (ILPSIE)
- Macquarie-INSEAD Advanced Finance Program

### II. MBA:

**Negotiation**, INSEAD, France and Singapore:

*Spring 2020, Spring 2019, Spring 2018, Spring 2017, Spring 2016, Spring 2015, Spring 2014, Spring 2013, Spring 2012, Spring 2011, Fall 2010, Spring 2010*

**Management Decision Making**, INSEAD, France:

*Spring 2020, Fall 2019, Spring 2019, Spring 2014, Fall 2013, Spring 2013, Spring 2012, Spring 2011, Spring 2010, Spring 2009*

**Business Statistics**, École Nationale des Ponts et Chaussées (ENPC), Paris, France:

*2007, 2005*

**Mathematics Review**, *Universitat Pompeu Fabra, Barcelona, Spain:*

2004, 2003, 2002

III. Undergraduate level:

**Decision Analysis**, *HEC Université de Lausanne, Lausanne, Switzerland:*

2007, 2006, 2005 *(taught in French)*

**Business Strategy**, *Universitat Pompeu Fabra, Barcelona, Spain:*

2008, 2007, 2006, 2005, 2004, 2003 *(taught in Spanish)*

**Cross-Cultural Management**, *IES (The Institute for the International Education of Students), Barcelona, Spain:*

2005, 2004

Teaching Assistant *(taught in English unless indicated otherwise):*

*Universitat Pompeu Fabra, Barcelona, Spain, 1999-2002:*

I. PhD and MSc level:

**Managerial (Micro)Economics**

**Decisions and Games**

II. Undergraduate level:

**Negotiation**

**Business Economics**

**Financial Economics** *(taught both in English and Spanish)*

**Applied Economics** *(taught in Spanish)*

**Corporate Finance**

**SERVICE**

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**PhD Dissertation committees:**

**Kriti Jain** (member, INSEAD, 2013; 1<sup>st</sup> placement: IE Business School, Madrid, Spain)

**Marta Maras** (member, Universitat Pompeu Fabra, 2012; 1<sup>st</sup> placement: Bocconi University, Milan, Italy)

**Emre Soyer** (member, Universitat Pompeu Fabra, 2012; 1<sup>st</sup> placement: Ozyegin University, Istanbul, Turkey)

**Steffen Keck** (co-chair, INSEAD, 2012; 1<sup>st</sup> placement: Carnegie Mellon University, Pittsburgh, USA)

**Dolchai La-Ornuat** (member, INSEAD, 2010; 1<sup>st</sup> placement: Mahidol University, Thailand)

**Mitja Pirc** (member, Universitat Pompeu Fabra, 2008; placement: management consulting)

**Irina Cojuharenco** (member, Universitat Pompeu Fabra, 2007; 1<sup>st</sup> placement: Católica Lisbon School of Business and Economics, Lisbon, Portugal)

Carlos Trujillo (member, Universitat Pompeu Fabra, 2007; 1<sup>st</sup> placement: Universidad de los Andes, Bogotá, Colombia)

**@INSEAD:**

**Member** of the R&D Committee (2018-...)

**Member** of the Advisory Board of the Executive Master in Consulting and Coaching for Change (2013-...)

**Member** of the Academic Committee of the Social Science Research Center (2010-...)

**Coordinator** of the Decision Sciences Research Seminar series (2008-2015)

**Thesis reader** for the Executive Master in Consulting and Coaching for Change (2013)

**Member** of the MBA Admission Committee (2011-2012)

## **REVIEWING AND OTHER PROFESSIONAL ACTIVITIES**

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### **Editorial Review Board**

*Academy of Management Review*, special topic forum “Diversity at a critical juncture: New theories for a complex phenomenon”, 2017

### **Reviewing for Conferences**

SJDM (The Society for Judgment and Decision Making) Annual Meeting, 2019

Academy of Management Annual Meeting, 2010, 2012-...

SJDM (The Society for Judgment and Decision Making) Annual Meeting, 2018

BDRM (Behavioral Decision Research in Management) Conference, Harvard Business School, 2018

SJDM (The Society for Judgment and Decision Making) Annual Meeting, 2017 – reviewer for the 2017 SJDM Student Poster Award

SJDM (The Society for Judgment and Decision Making) Annual Meeting, 2014

SPUDM (European Association for Decision Making) Bi-annual Meeting, 2013

### **Reviewing for Grant Programs**

US National Science Foundation

Social Sciences and Humanities Research Council of Canada

Swiss National Science Foundation

### **Reviewing for Journals (selected):**

*Cognition, Decision Analysis, Economics Bulletin, Experimental Economics, International Journal of Forecasting, Judgment and Decision Making, Journal of Behavioral Decision Making, Journal of Economic Behavior and Organization, Journal of Economic Psychology, Management Science, Organizational Behavior and Human Decision Processes, Organization Science, Personality and Social Psychology Bulletin, Psychological Science, Theory and Decision*

**Organizing Academic Events:**

Annual Meeting of the *European Collaborative Research Project “Decision Making: “Exploiting” Bounded Rationality”* (INSEAD, 2009)

**INVITED TALKS**

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University of the Balearic Islands, Palma de Mallorca (2020, scheduled)

INSEAD, Singapore, Women at Work 2019 Conference (discussant)

Harvard University, John F. Kennedy School of Government, USA (2018)

IMD, Lausanne, Switzerland (2016)

ESSEC, Paris, France (2014)

ESMT, Berlin, Germany (2013)

Universitat Pompeu Fabra, Barcelona Economics Decision Group, Barcelona, Spain (2012)

Singapore Management University, Singapore (2012)

IE, Madrid, Spain (2011)

ESMT, Berlin, Germany (2010)

Universitat Pompeu Fabra, Barcelona Economics Decision Group, Barcelona, Spain (2009)

Universitat Autònoma de Barcelona, Department of Business Economics, Barcelona, Spain (2009)

Universität Basel, Cognitive and Decision Sciences, Fakultät für Psychologie, Switzerland (2008)

Harvard University, John F. Kennedy School of Government, Laboratory for Decision Science, USA (2008)

New York University, Stern School of Business, USA (2008)

Duke University, Fuqua School of Business, USA (2008)

Harvard University, Harvard Business School, USA (2008)

INSEAD, France (2005, 2008)

Universitat Pompeu Fabra, Barcelona, Spain (2008)

London Business School, London, UK (2008)

Carnegie Mellon University, Center for Behavioral Decision Research, USA (2007)

Charles University, Center for Economic Research and Graduate Education (CERGE), Prague, Czech Republic (2007)

Max-Planck Institute for Human Development, Berlin, Germany (2006)

Universitat Pompeu Fabra, Statistics Seminar Series, Barcelona, Spain (2005)

IESE, Barcelona (Economics) Decision Group, Spain (2005)

HEC Lausanne, Switzerland (2005)



Universitat Pompeu Fabra: Management and Organization Studies Seminar Series, Barcelona, Spain (2003)

## CONFERENCES

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- Cojuharenco, I., & **Karelaia**, N. (2019). When leaders ask questions: Can humility premiums buffer the effects of competence penalties? *Academy of Management Meeting 2019*, Boston, USA
- Guillén, L., **Karelaia**, N., & Leroy, H. (2019). Authentic (Mis)Fit: When Being Oneself Reduces Conflict and Improves Performance. *Academy of Management Meeting 2019*, Boston, USA
- Cojuharenco**, I., & **Karelaia**, N. (2019). When leaders ask questions: The effect of competence penalties and humility premiums. *International Convention of Psychological Science (ICPS), Association of Psychological Science*, 2019, Paris, France
- Cojuharenco, I., & Karelaia, N. (2017). When leaders ask questions: Competence penalties and humbleness premiums. *Academy of Management Meeting 2017*, Atlanta, USA
- Cojuharenco, I., & **Karelaia**, N. (2016). When leaders ask questions: Competence penalties and humbleness premiums. *Society for Judgment and Decision Making Annual Meeting*, Boston, USA
- Guillén**, L., Mayo, M., & Karelaia, N. (2016). The competence-confidence gender gap: Being competent is not (always) enough for women to appear confident. *Academy of Management Meeting 2016*, Anaheim, USA
- Guillén, L., **Karelaia**, N., & Leroy, H. (2016). The authenticity gap: When authentic individuals are not regarded as such and why it matters. *Academy of Management Meeting 2016*, Anaheim, USA
- Cojuharenco, I., Cornelissen, G., & **Karelaia**, N. (2014). (*Invited talk*). Yes I can! Feeling connected with others and perceived individual effectiveness in socially responsible choices. *Judgment and Decision Making Pre-Conference, the European Association of Social Psychology Meeting*, Amsterdam, Netherlands
- Guillén, L., & **Karelaia**, N. (2013). When opposites hurt: Charismatic leadership and contextual performance evaluations. *Academy of Management Meeting 2013*, Orlando, USA
- Cornelissen**, G., Karelaia, N., & Soyer, E. (2013). Clicktivism or slactivism? Impression management and moral licensing. *2013 La Londe Conference in Marketing Communications and Consumer Behavior*, La Londe les Maures, France
- Cojuharenco, I., Cornelissen, G., & **Karelaia**, N. (2013). One person in the battlefield is not a warrior: Self-construal, perceived ability to make a change, and prosocial decision making. *The Fourteenth Annual Meeting of the Society for Personality and Social Psychology*, New Orleans, USA.
- Cojuharenco, I., Cornelissen, G., & **Karelaia**, N. (2012). One person in the battlefield is not a warrior: Self-construal, perceived ability to make a change, and prosocial decision making. *Behavioural Environmental Economics Conference*, Toulouse, France.
- Karelaia**, N., & Guillén, L. (2012). Identity challenges of women leaders: Antecedents and consequences of identity interference. *Academy of Management Meeting 2012*, Boston, USA

- Cojuharenco, I., Cornelissen, G., & **Karelaia**, N. (2011). One person in the battlefield is not a warrior: Self-construal, perceived ability to make a change, and pro-social decision making. *SPUDM23: The Biennial Subjective Probability, Utility, and Decision Making Conference* (European Association for Decision Making), Kingston University, London, UK
- Karelaia, N., & **Keck**, S. (2011). Punishing deviant leaders: The role of transgression severity and perceived betrayal. *Academy of Management Meeting 2011*, San Antonio, USA
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. (2010). When should I quit? Gender differences in exiting competitions. *MOVE workshop "Gender Differences in Competitiveness and Risk Aversion"*, Barcelona, Spain
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. (2010). When should I quit? Gender differences in exiting competitions. *Academy of Management Meeting 2010*, Montreal, Canada
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. (2009). Underachievement and the glass ceilings. *Society for Judgment and Decision Making Annual Meeting*, Boston, USA
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. (2009). Underachievement and the glass ceilings. *Economic Science Association, European Meeting*, University of Innsbruck, Austria
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. Underachievement and the glass ceilings. (2009). *SPUDM22: The Biennial Subjective Probability, Utility, and Decision Making Conference* (European Association for Decision Making), University of Trento, Italy
- Hogarth, R. M., **Karelaia**, N., & Trujillo, C. (2009). Underachievement and the glass ceilings. *Annual workshop of the European Collaborative Research Project "Decision Making: "Exploiting" Bounded Rationality"*, Fontainebleau, France
- Karelaia**, N. (2008). Presentation at the *Annual workshop of the European Collaborative Research Project "Decision Making: "Exploiting" Bounded Rationality"*, Lausanne, Switzerland
- Hogarth, R. M., & **Karelaia**, N. (2007). Excess entry: The roles of judgmental fallibility and overconfidence. *Society for Judgment and Decision Making Annual Meeting*, Long Beach, USA
- Hogarth, R. M., & **Karelaia**, N. (2007). Determinants of linear judgment: How good is human judgment. *23rd Annual Meeting of the Brunswik Society*, Long Beach, USA
- Hogarth, R. M., & **Karelaia**, N. (2007). Risk taking and excess entry: The roles of confidence and fallible judgment. *SPUDM21: The Biennial Subjective Probability, Utility and Decision Making Conference* (European Association for Decision Making), Warsaw, Poland
- Hogarth, R. M., & **Karelaia**, N. (2007). Risk taking and excess entry: The roles of confidence and fallible judgment. *The Society for the Advancement of Economic Theory Conference*, Kos, Greece
- Hogarth R. M., & **Karelaia**, N. (2007, invited talk). Determinants of linear judgment: How good is human judgment. *Annual meeting of the European Group for Process Tracing Studies in Decision Making*, Barcelona, Spain
- Hogarth R. M., & **Karelaia**, N. (2007). Determinants of linear judgment: How good is human judgment. *The 10th Congress of The Swiss Society of Psychology*, Zürich, Switzerland
- Karelaia**, N. (2006). Thirst for confirmation and heuristic decision making. *Annual workshop of the European Collaborative Research Project "Decision Making: "Exploiting" Bounded Rationality"*, Barcelona, Spain

- Hogarth R. M., & **Karelaia**, N. (2006). Regions of rationality: Maps for bounded agents. *FUR-12: The 12<sup>th</sup> Conference on the Foundations and Applications of Utility, Risk and Decision Theory*, LUISS, Rome, Italy
- Karelaia**, N. (2006). Thirst for confirmation in multi-attribute choice: Does search for consistency impair decision performance? *LAREP-SABE 2006 Conference (International Association for Research in Economic Psychology and Society for the Advancement of Behavioral Economics)*, Sorbonne-Panthéon, Paris, France
- Karelaia**, N. (2005). Consistency or accuracy: How good is a decision-making strategy that looks for confirming evidence? *SPUDM20: The Biennial Subjective Probability, Utility and Decision Making Conference* (European Association for Decision Making), Stockholm University, Sweden
- Hogarth R. M., & **Karelaia**, N. (2004). Simple models for multi-attribute choice with many alternatives: When it does and does not pay to face tradeoffs with binary attributes. *FUR-11: The 11<sup>th</sup> Conference on the Foundations and Applications of Utility, Risk and Decision Theory*, Paris, France
- Karelaia**, N. (2003). Redundancy, preferences, and confidence in preferences. *SPUDM19: The Biennial Subjective Probability, Utility and Decision Making Conference* (European Association for Decision Making), ETH Zurich, Switzerland

## GRANTS

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- 2008-now INSEAD **Research grants**, diverse projects and amounts.
- 2011-2014 Ministry of Science and Innovation (*Ministerio de Ciencia e Innovación*), Spain, **Research grant** "The role of time in decision making: Learning and expectations." 49,500€, with Universitat Pompeu Fabra and IESE
- 2007 Swiss National Science Foundation **Research grant** No. PI0I1-120987/1
- 2006-2009 Swiss National Science Foundation **Research grant**: European Collaborative Research Project "Decision making: "Exploiting" bounded rationality," 164,874CHF. The author of the Swiss team research proposal. Other institutions involved: Spain (IESE, Universitat Pompeu Fabra, Universitat Politècnica de Catalunya), France (INSEAD), Germany (University of Mannheim)
- 2002 Ministry of Science and Innovation (*Ministerio de Ciencia e Innovación*), Spain; **Doctoral grant** "MOBILITY"

## PROFESSIONAL MEMBERSHIP

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- Academy of Management
- Society for Judgment and Decision Making
- Society for Personality and Social Psychology
- European Association for Decision Making

**MEDIA/POPULAR PRESS COVERAGE (selected)**

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Podcast [Confidence and influence strategies for women leaders](#). Host: Penny de Valk, “Grit in the oyster”, Nov 2019

[Creating More Economic Equality for Women](#), INSEAD Knowledge, March 2019

Mindfulness Sessions at Work, Singapore-The Straits Times, 9 Dec 2018

[Is the Confidence Gap Between Men and Women a Myth?](#) Harvard Business Review, March 2018

Women Only Gain Influence When They Exhibit ‘Feminine’ Behaviors in the Workplace

[Hong Kong – CFO Innovation](#), Aug 2017

[Hong Kong – Enterprise Innovation](#), Aug 2017

[Confident women less influential than male colleagues](#). Singapore – HRM Asia, Aug 2017

[Why “Believe in Yourself” Is Bad Advice for Women](#). Global Network for Advanced Management, Aug 2017

[Women Must Be Nice to Gain Influence at Work. For men, it’s optional](#). UK – Huffington Post, Aug 3, 2017

Reprinted at:

[Vietnam – OIA News](#), Aug 2017

[Women have to appease gender stereotypes to be influential](#), Euractiv, Aug 2017

[Est-on plus responsable quand on évolue sur les réseaux sociaux ?](#) Influencia, Nov 27, 2016

[Make Better Decisions by Using Stress to Your Advantage](#). Financial Times, Aug 28, 2016

[To Seem Confident, Women Have to Be Seen as Warm](#), Harvard Business Review, July 2016

[Resolving the Conflict Between "Woman" and "Leader"](#). The Jakarta Post, June 13, 2015

[“Show Me how to Lead, Like a Woman”: Why Positive Gender Identity Matters in Leadership](#). The Glass Hammer, March 12, 2015

[Positive Perceptions of Women may Empower Female Leaders](#). Association for Psychological Science, Dec 2, 2014

[When "Hallowed" Leaders Fall, They Fall Very Hard](#), March 11, 2013

[The Worst Enemy can Lie within](#). Feb 28, 2013

[Enabling Women to Be Authentic Fuels the Desire to Lead](#). Feb 14, 2013

[Morons and Oxymorons: Undermining Women in Leadership](#). INSEAD Knowledge, Feb 7, 2013

[Deviant Leaders: Falling Hard](#). INSEAD Knowledge, Feb 7, 2013

[What Leadership Means to Women](#). MBA Channel, June 2, 2012

## **OTHER INFORMATION**

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**Sabbaticals:** Academic year 2015-2016

**Maternity leave:** Academic year 2014-2015

**Languages:** English (*fluent*), Spanish (*fluent*), French (*fluent*), Catalan (*fluent*), Russian (*fluent*), Belarusian (*fluent*)