

NATALIA KARELAIA

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[Google scholar profile](#)

ACADEMIC APPOINTMENTS

INSEAD, France

- Full Professor of Decision Sciences, 2025-now
- Associate Professor of Decision Sciences (with tenure), 2015-2025
- 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

EDITORIAL WORK

Journals

- Associate Editor, *Management Science* (Behavioral Economics and Decision Analysis Department), Nov 2024-present (handling editor)
- Consulting Editor, *Decision* (APA), Jan 2024-present (handling editor)
- Associate Editor, *Organizational Behavior and Human Decision Processes*, July 2020-present (handling editor making decisions on submissions)
 - Made over 125 decisions during my term, which involved over 290 reviewers
 - Outgoing AE – still handling papers on my desk

- Member of the *Organizational Behavior and Human Decision Processes* New Editor Search Committee, Spring 2023-Fall 2023
- Guest Co-Editor, *Mind & Society: Adaptive Behaviours under Risk and Uncertainty*, special issue “Adaptive Biases in the Wild”, Oct 2023-present (handling editor)
- Editorial Board Member, *Organizational Behavior and Human Decision Processes*, Jan 2020-present
- Consulting Editor, *Journal of Mathematical Psychology*, 2018-2025 (handling editor making decisions on submissions)
- Guest Co-Editor, *Organizational Behavior and Human Decision Processes*, special issue “Authenticity at work”, 2017-2020 (handling editor)
- Editorial Review Board, *Academy of Management Review*, special topic forum “Diversity at a critical juncture: New theories for a complex phenomenon”, 2017

EDUCATION

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

HONORS AND AWARDS

Dean’s Commendation for Excellence in MBA teaching, INSEAD, 2018-2019, 2021-2022

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

Articles in Academic Journals

1. Karelaia, N., Guillén, L., & Leroy, H. (2022). When being oneself is socially rewarded: Social identification qualifies the effect of authentic behavior at work. *Human Relations*, 75(11), 2058-

2090. (Authorship order is by contribution. On FT50 journal list (top 10). Impact Factor = 4.5, 5-year Impact Factor = 6.1).
2. Hewlin, P. F., Karelaia, N., Kouchaki, M., & Sedikides, C. (2020). Authenticity at work: Its shapes, triggers, and consequences. *Organizational Behavior and Human Decision Processes*, 158, 80-82. (Alphabetic authorship order. On FT50 journal list. Impact Factor = 3.4, 5-year Impact Factor = 5.9).
 3. 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. (Alphabetic authorship order, first and second author contributed equally. On FT50 journal list. Impact Factor = 3.4, 5-year Impact Factor = 5.9).
 4. 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. (Authorship order is determined chronologically based on time joining the project. On FT50 journal list. Impact Factor = 6.0, 5-year Impact Factor = 7.0).
 5. 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. (Alphabetic authorship order, all authors contributed equally. Impact Factor = 6.7, 5-year Impact Factor = 7.4).
 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. (Authorship order is by contribution. On FT50 journal list. Impact Factor = 3.4, 5-year Impact Factor = 5.9).
 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. (Alphabetic authorship order, all authors contributed equally. Impact Factor = 3.2, 5-year Impact Factor = 4.1).
 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. (Alphabetic authorship order, all authors contributed equally. Impact Factor = 1.8, 5-year Impact Factor = 2.5).
 9. Keck, S., & Karelaia, N. (2012). Does competition foster trust? The role of tournament incentives. *Experimental Economics*, 15(1), 204-228. (Authorship order is by contribution. Impact Factor = 1.7, 5-year Impact Factor = 2.5).
 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. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 2.3, 5-year Impact Factor = 2.4).
 11. Hogarth, R. M., & Karelaia, N. (2012). Entrepreneurial success and failure: Confidence and fallible judgment. *Organization Science*, 23(6), 1733-1747. (Alphabetic authorship order, first and second author contributed equally. On FT50 journal list. Impact Factor = 4.9, 5-year Impact Factor = 6.3).
 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. (Authorship order is by contribution. Impact Factor = 1.3, 5-year Impact Factor = 3.1).

13. Karelaia, N., & Hogarth, R. M. (2008). Determinants of linear judgment: A meta-analysis of lens studies. *Psychological Bulletin*, 134(3), 404-426. (Authorship order is by contribution. Impact Factor = 17.3, 5-year Impact Factor = 24.1).
14. Hogarth, R. M., & Karelaia, N. (2007). Heuristic and linear models of judgment: Matching rules and environments. *Psychological Review*, 114(3), 733-758. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 5.1, 5-year Impact Factor = 7.4).
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. (On FT50 journal list. Impact Factor = 3.4, 5-year Impact Factor = 5.9)
16. Hogarth, R. M., & Karelaia, N. (2006). Regions of rationality: Maps for bounded agents. *Decision Analysis*, 3(3), 124-144. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 2.5, 5-year Impact Factor = 2.0).
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. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 0.9, 5-year Impact Factor = 1.0).

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. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 4.6, 5-year Impact Factor = 6.1).
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. (Alphabetic authorship order, first and second author contributed equally. Impact Factor = 2.2, 5-year Impact Factor = 2.8).

Peer-Reviewed Chapters in Books

20. 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. (Alphabetic authorship order, first and second author contributed equally.)

Other Articles

21. 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.
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.

Peer-Reviewed Conference Proceedings

24. Cornelissen, G., Karelaia, N., Soyer, E. (2013). Clicktivism or slacktivism? Impression management and moral licensing. In G. Cornelissen, E. Reutskaja, & A. Valenzuela (Eds.), *European Advances in Consumer Research*, Vol. 10, pp. 244, Duluth, MN: Association for Consumer Research. (Alphabetic authorship order, first and second author contributed equally.)
25. Cojuharenco, I., Cornelissen, G., & Karelaia, N. (2011). Self-construal and socially responsible consumer behavior. In D.W. Dahl, G.V. Johar, & S.M.J. van Osselaer (Eds.), *Advances in Consumer Research*, Vol. 38, pp. 897-898, Duluth, MN: Association for Consumer Research. (Alphabetic authorship order, all authors contributed equally.)

AOM Proceedings:

26. Lawson A., Karelaia N. (2024). When Women Ask, Do We Tell? Gendered Responses to Questions. *Academy of Management Annual Meeting Proceedings*. 2024(1):N.PAG. doi:10.5465/AMPROC.2024.20204abstract
27. Cojuharenco I., Karelaia N., Malafronte O. (2023). On Respectful Inquiry and Seeing Human: The Case of Technology-mediated Developmental Conversation. *Academy of Management Annual Meeting Proceedings*. 2023(1):153. doi:10.5465/AMPROC.2023.10430abstract
28. Karelaia N., Guillén L., Leroy H. (2019). Authentic (Mis)Fit: When Being Oneself Reduces Conflict and Improves Performance. *Academy of Management Annual Meeting Proceedings*. doi:10.5465/AMBPP.2019.14420abstract
29. Cojuharenco I., Karelaia N. (2019). When leaders ask questions: The effect of competence penalties and humility premiums. *Academy of Management Annual Meeting Proceedings*. doi:10.5465/AMBPP.2019.11299abstract
30. Guillén L., Karelaia N., Mayo M. (2016). Is being competent enough to influence others? It depends on whether you are a man or a woman. *Academy of Management Annual Meeting Proceedings*. doi:10.5465/AMBPP.2016.13601abstract
31. Buckman, B. R., Leroy, H., Steckler, E.L., Avolio, B. J., Devine, B.A., Dimotakis, N., Guillén, L., Hannah, S., Karelaia, N., Kouchaki, M., Sweeney, P. J., Van den Broeck, A., Vangronsveld, K. (2016). Feeling Good about Me or Influence Others Positively? Exploring Tensions in Authenticity Research. *Academy of Management Annual Meeting Proceedings*. doi:10.5465/AMBPP.2016.14083symposium
32. Guillén L., Karelaia N. (2013). When Opposites Hurt: Charismatic Leadership and Contextual Performance Evaluations. *Academy of Management Annual Meeting Proceedings*. doi:10.5465/AMBPP.2013.16104abstract

Practitioner-Oriented Articles

33. Olbert, S., & Karelaia, N. (2024). [High-Stakes Leadership: How CEOs Navigate Critical Decisions](#). *INSEAD Knowledge*, June 13.
34. Karelaia, N. (2021). [When Authenticity Means Conflict: Towards a Truly Inclusive Organization](#). *INSEAD Knowledge*, Sept 7.

35. Karelaia, N., & Van der Heyden, L. (2020). [Leadership in Wicked Times](#). *INSEAD Knowledge*, Oct 13.
36. Karelaia, N. (2020). [The advantages of being \(seen\) as authentic](#). *INSEAD Knowledge*, July 20.
37. Karelaia, N. (2020). [When in Doubt, Leaders Should Ask Questions](#). *INSEAD Knowledge*, Mar 9.
38. Karelaia, N. (2018). [Negotiating as a Woman](#). *INSEAD Salamander magazine*, Feb 7
39. Karelaia, N. (2017). [Why “Believe in Yourself” Is Bad Advice for Women](#). *INSEAD Knowledge*, Aug 4.
40. Karelaia, N. (2016). [Empowerment, Not Punishment, Fuels Ethical Behavior](#). *INSEAD Knowledge*, Oct 26.
41. Karelaia, N. (2016). [Careful What You Say About Anti-Social Acts](#). *INSEAD Knowledge*, Nov 16.
42. Karelaia, N. (2016). [When Authenticity Doesn’t Translate](#). *INSEAD Knowledge*, May 6.
43. Karelaia, N. (2015). [Resolving the Conflict Between "Woman" and "Leader"](#). *INSEAD Knowledge*, June 1.
44. Karelaia, N. (2014). [Why Mindful Individuals Make Better Decisions](#). *INSEAD Knowledge*, July 23.

WORKING PAPERS / PAPERS UNDER REVIEW

45. Jin, P., Lawson A., Karelaia, N., Chun, S.Y., & Uhlmann, E. (2025). Fading of bias or pervasive backlash? Cross-temporal ecological replications of gendered responses to expressions of anger. *Working paper*.
46. Karelaia, N., & Lawson, A. (2025). When women ask, do they receive? Gender bias in the relevance and tone of responses to women’s questions. *Working paper*.
47. Cojuharenco, I., Karelaia, N., & Malafronte, O. (2025). The role of questions in human versus AI-mediated developmental conversations. *Early draft/Working paper*.
48. Cojuharenco, I., Karelaia, N., Hammond, M., & Eubanks, D. (2025) To ask or not to ask: A gendered question? *Early draft*.
49. Karelaia, N., & Van der Heyden, L. (2020). Leading in wicked times: A shift to inquiry, humility, and fairness. – *Permanent Working Paper (INSEAD WP No. 2020/55/DSC/TOM)*.
50. Cojuharenco, I., & Karelaia, N. Will virtue ethicists from a distance turn consequentialists up close? Testing whether psychological distance may shift criteria of moral judgment. *Early draft*.
51. Guillén, L., & Karelaia, N. Who leads the leader? Job performance of mid-level visionary leaders depends on who leads them. – *Permanent Working Paper*.

WORK-IN-PROGRESS (selected)

52. Karelaia, N., & Lobo, M. (in progress). Humility in teams, diversity of knowledge, and team performance.
53. Karelaia, N., & Plassmann, H. (in progress). Gender differences in decision making under stress.

54. Wallmueller, P., & Karelaia, N. (in progress). Why we select overconfident leaders at our own cost.
55. Karelaia, N., & Wallmueller, P. (in progress). Group-identity uncertainty and the approval of escalating leaders.
56. Karelaia, N., Reb, J., & Reutskaja, E. (in progress). Mindset of broad awareness.
57. Guillén, L., Liu, Y., & Karelaia, N. (in progress). Future anxiety, activism, and leadership preferences.

CITATIONS

Google Scholar citations (August 28, 2025): 3,069

Google Scholar h-index: 20

Google Scholar i10-index: 21

TEACHING

I. Executive Education:

Judgment and Decision Making, Leadership Decision Making, Decision Making in Teams, Gender and Decision Making, Negotiation, Conflict Resolution, Change,
INSEAD, France, Singapore, USA, Japan:

Various Open Enrollment and Company Specific Programs:

- ABF Executive Leadership program – scheduled for 2026/27
- Agrifood Leadership program – scheduled for 2025/26
- Chiesi DEAL7 – 2024/25
- Learning Successful Change (OEP) – 2024/25
- Arkema Executive Academy Program – 2024/25, scheduled for 2025/26
- Ericsson Ignite Leadership Development Program – 2024/25, scheduled for 2025/26
- Women Leading Global Change Program (INSEAD-International Women's Forum), also **Program Director** – 2020-2025 (*at least one cohort each year, two cohorts in 2022*)
- Shell Managing Mergers, Acquisitions & Divestments Program – 2023/24, 2024/25, scheduled for 2025/26
- Healthcare Compliance Implementation Leadership Program (OEP) – 2023/24, 2024/25, scheduled for 2025/26
- Fidelity Leadership Program – 2023, 2024/25, scheduled for 2025/26
- MAOZ Fellow Program – 2023/24 (new module on Conflict Resolution)
- TeamViewer Next Gen Leadership Development Program – 2023/24 (*also two cohorts in 2022*)
- Leading Teams Program (OEP) – 2023/24

- Learning to Lead Program (OEP) – 2023/24, 2024/25 (and earlier years; *several cohorts per year*)
- Transition to General Management Program (OEP) – *several cohorts per year, including 2023/24, 2024/25, scheduled for 2025/26*
- Deloitte Executive Education Program – 2023
- Trane Technologies Leadership Development Program – 2021/22
- LEAP (Leadership Excellence through Awareness and Practice) Program (OEP) – 2022
- Infineon Leadership Development Program (*two cohorts in 2022*)
- INSEAD Leadership Program for Senior Executives – India (ILPSIE), (OEP) – 2022 and earlier (France and Singapore)
- Mizuho Executive Leadership Program (Tokyo)
- Pernod Ricard Mixers Program (Chicago)
- INSEAD Executive Master in Change (OEP)
- SWIRE Advanced Management Program
- DANFOSS Accelerated Development Program
- Macquarie-INSEAD Advanced Finance Program

II. MBA:

Negotiation, INSEAD, France and Singapore:

Spring 2025 (2 sections), Spring 2024 (2 sections), Spring 2023 (2 sections), Spring 2022 (2 sections), Spring 2021 (3 sections), 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 2023 (2 sections), Spring 2022 (2 sections), Spring 2021, 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

SERVICE

Award Committees:

Jane Beattie Memorial Scholarship Award - joint award by the Society for Judgment and Decision Making and the European Association for Decision Making:

- *Committee Chair* for 2023-24
- *Committee member*, 2021-24

PhD Supervision and Dissertation Committees:

Alexis Du, co-advisor, INSEAD, entry: 2025

Cristina Dogot, co-advisor, INSEAD, entry: 2025

Qiong Xia, dissertation committee member, INSEAD, entry: 2020

Peter Wallmueller, co-advisor, INSEAD, entry: 2022

Kriti Jain, dissertation committee member, INSEAD, 2013; 1st placement: IE Business School, Madrid, Spain

Marta Maras, dissertation committee member, Universitat Pompeu Fabra, 2012; 1st placement: Bocconi University, Milan, Italy

Emre Soyer, dissertation committee member, Universitat Pompeu Fabra, 2012; 1st placement: Ozyegin University, Istanbul, Turkey

Steffen Keck, co-advisor, dissertation co-chair, INSEAD, 2012; 1st placement: Carnegie Mellon University, Pittsburgh, USA

Dolchai La-Ornuat, dissertation committee member, INSEAD, 2010; 1st placement: Mahidol University, Thailand

Mitja Pirc, dissertation committee member, Universitat Pompeu Fabra, 2008; placement: management consulting

Irina Cojuharenco, dissertation committee member, Universitat Pompeu Fabra, 2007; 1st placement: Católica Lisbon School of Business and Economics, Lisbon, Portugal

Carlos Trujillo, dissertation committee member, Universitat Pompeu Fabra, 2007; 1st placement: Universidad de los Andes, Bogotá, Colombia,

Other Dissertation Committees:

Henry Bradford, president of the DBA dissertation committee, IE (Instituto de Empresa) Madrid, 2024

Invited Professional Development Workshops:

Panelist and Senior Faculty Fellow, OB Division Junior Faculty Workshop, *Academy of Management Meeting*, Boston, 2023

@INSEAD:

Internal Rapporteur/Reviewer, Faculty Evaluation Committee & Affiliate Review Committee, 2018-present

Member, **Faculty Recruitment Committee**, DS Area, 2023/24, 2024/25 (and earlier years: 6 previous hires)

Junior Faculty Mentor, DS Area, 2024/25 (and earlier years)

PhD Coordinator, DS Area, Jan 2024-Aug 2025

Member, **INSEAD PhD Committee**, Jan 2024-Aug 2025

RA/Pre-doc Coordinator, DS Area, Spring 2022-Dec 2023

Member, **INSEAD R&D Committee**, 2018-Dec 2023

RA/pre-doc coordinator, DS Area, Spring 2022-Dec 2023

Member, **Advisory Board of the INSEAD Executive Master** in Consulting and Coaching for Change, 2013-2017

Member, **Academic Committee of the Social Science Research Center**, 2010-2017

Faculty Coordinator, Decision Sciences Research Seminar series, 2008-2015

Faculty Thesis Reader, INSEAD Executive Master in Consulting and Coaching for Change, 2013

Member, **INSEAD MBA Admission Committee**, 2011-2012

REVIEWING AND OTHER PROFESSIONAL ACTIVITIES

Reviewing for Conferences

SJDM (Society for Judgment and Decision Making) Annual Meeting and Best Paper Award, 2025, 2024, 2023, 2022, 2021, 2020, 2019, 2018, 2014 – invited reviewer

Academy of Management Annual Meeting, 2010, 2012-2020

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

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

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

Reviewing for Grant Programs

Chilean National Research Agency (ANID)

Dutch Research Council (NWO), Social Sciences and Humanities

US National Science Foundation

Social Sciences and Humanities Research Council of Canada

Swiss National Science Foundation

Reviewing for Journals (selected)

Cognition, Decision, 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

Conference “*Decision Making: “Exploiting” Bounded Rationality*” (INSEAD, 2009)

INVITED TALKS

Gender Research Lab (GRL) Meeting, INSEAD (2020): To Ask or Not to Ask: A Gendered Question?

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

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)

PEER-REVIEWED CONFERENCE PRESENTATIONS

(Presenter's name appears in **bold**.)

Karelaia, N., & Lobo, M. (2025). Harnessing humility for better team decisions: The critical mass effect. *SPUDM: The Biennial Subjective Probability, Utility, and Decision Making Conference* (European Association for Decision Making), Lucca, Italy.

Jin, P., Lawson A., **Karelaia**, N., Chun, S.Y., & Uhlmann, E. (2025). Fading of bias or pervasive backlash? Cross-temporal ecological replications of gendered responses to expressions of anger. – invited as a presenter in the symposium “Navigating Gendered Norms: Emotional Expression, Perception, and Regulation in Organizations”. Other participants include: Alicia A. Grandey (Penn State University), Ronit Kark (Bar-Ilan University), Elisabeth Kelan (King's College London). *Academy of Management Meeting 2025*, Copenhagen, Denmark.

Lawson, A., & **Karelaia**, N. (2025). When Women Ask, Do We Tell? Gendered Responses to Questions. *The 8th Interdisciplinary Perspectives on Leadership Symposium*, Greece (Symposium Organizer: Olga Epitropaki, Durham University Business School, UK)

Lawson, A., & **Karelaia**, N. (2024). When Women Ask, Do We Tell? Gendered Responses to Questions. *Academy of Management Meeting 2024*, Chicago, USA

Cojuharenco, I., & **Karelaia**, N. (2023). On respectful inquiry and seeing human: The case of technology-mediated developmental conversation. *Academy of Management Meeting 2023*, Boston, USA

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.
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- Karelaia**, N., & Guillén, L. (2012). Identity challenges of women leaders: Antecedents and consequences of identity interference. *Academy of Management Meeting 2012*, Boston, USA
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- 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
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- 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 12th 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 11th 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

- 2008-present INSEAD **Research grants**, various 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. P10I1-120987/1
- 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

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

COVERAGE IN PRACTITIONER-ORIENTED OUTLETS (selected)

- [Leading in wicked times](#), *Forbes India*, October 2020
- [The advantages of being \(Seen as\) authentic](#), *Forbes*, July 2020
- [Le secret du leadership enfin découvert et prouvé!](#), *Les Affaires*, June 2020
- [Is this the secret of smart leadership?](#) *BBC.com*, June 2020
- [The Fine Line Between Helpful and Harmful Authenticity](#), *The New York Times*, April 2020
- Podcast [Confidence and influence strategies for women leaders](#). Host: Penny de Valk, “*Grit in the oyster*”, Nov 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

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To Seem Confident, Women Have to Be Seen as Warm, *Harvard Business Review*, July 2016

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Enabling Women to Be Authentic Fuels the Desire to Lead. *The Glass Hammer*, Feb 14, 2013

OTHER INFORMATION

Sabbaticals: Academic year 2025/26, 2015/16

Maternity leave: Academic year 2014/15

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