

VITA

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**ACADEMIC EXPERIENCE**

**University of Notre Dame**

Rex & Alice A. Martin Professor of Business Ethics (*August 2010-Present*)

Professor (*August 2006-Present*)

Arthur F. and Mary J. O'Neil Co-director, Ethical Institute for Business Worldwide,  
(*August 2003-2010*)

Associate Professor (*August 1999-August 2006*)

Assistant Professor (*August 1995-August 1999*)

**Leiden University**

Kurt Lewin Visiting Scholar (*March 2003*)

**EDUCATION**

**Kellogg Graduate School of Management, Northwestern University**

Ph.D. in organization behavior (*June, 1995*).

Master of Business Administration in marketing, finance and international business  
(*December, 1989*).

**University of Michigan**

Bachelor of Science in Industrial and Operations Engineering, Summa Cum Laude (*May, 1986*).

## **PUBLICATIONS**

- Diekmann, K.A., Sillito Walker, S.D., Galinsky, A.D., and Tenbrunsel, A.E. (2013). Double-victimization in the workplace: Why observers condemn passive victims of sexual harassment. Organization Science, 24, 614-628. .
- Northcraft, G.B. and Tenbrunsel, A.E. (2012). Publications, contributions, and the social dilemma of scholarly productivity. Academy of Management Learning and Education, 11, 2, 303-308
- Northcraft, G.B. and Tenbrunsel, A.E. (2011) Effective matrices, decision frames, and cooperation in volunteer dilemmas: A theoretical perspective on academic peer review. Organization Science, 22, 1277-1285.
- Bazerman, Max H., and Tenbrunsel, A.E. (2011). Ethical Breakdowns. Harvard Business Review, 89, no. 4 (April).
- Tenbrunsel, A.E. and Bazerman, M.H. (2011). Blind spots in our ethical behavior: Part 2. Ethisphere, Q1, 32-33.
- De Cremer, D., van Dick, R., Tenbrunsel, A., Pillutla, M. and Murnighan, J. K. (2011). Understanding Ethical Behavior and Decision Making in Management: A Behavioural Business Ethics Approach. British Journal of Management, 22, S1–S4.
- Bazerman, M.H. and Tenbrunsel, A.E. (2011). Stumbling Into Bad Behavior, The New York Times, April 20.
- De Cremer, D., Tenbrunsel, A. and van Dijke, M. (2011). Regulating Ethical Failures: Insight from Psychology. Journal of Business Ethics, 95, 1, 1-6.
- Tenbrunsel, A.E., Diekmann, K.A., Wade-Benzoni, K.A., and Bazerman, M.H. (2010). The ethical mirage: A temporal explanation as to why we aren't as ethical as we think we are. Research in Organizational Behavior, 30, 153-173.
- Bazerman, Max H., and Tenbrunsel, A.E. (2010). Blind spots in our ethical behavior: Part 1. Ethisphere, Q4, 20-21.
- Tenbrunsel, A.E. (2009). New ideas for ethics research: Thoughts from accounting, finance, management, and marketing. Journal of Business Ethics, 89, 1-2.
- Tenbrunsel, A.E. (2009). Issues worthy of our attention: Perspectives on current business ethics issues from accounting, finance, management and marketing scholars. Journal of Business Ethics, 90, 117-118.
- Leliveld, M., van Beest, I., van Dijk, E., Tenbrunsel, A. E. (2009). Understanding the Influence of Outcome Valence in Bargaining: A Study on Fairness Accessibility, Norms, and Behavior. Journal of Experimental Social Psychology, 45, 505-514.

- Tenbrunsel, A.E., Wade-Benzoni, K.A., Tost, Leigh P., Medvec, V.H., Thompson, L.L., & Bazerman, M.H., The reality and myth of sacred issues in negotiations. Negotiation and Conflict Management Research, 2, 3, 263-284.
- Tenbrunsel, A. E., and Northcraft, G. (2009). In the eye of the beholder: Payoff structures and decision frames in social dilemmas. (vol. 1, pp. 95-116). In R. Kramer, A. Tenbrunsel and M. Bazerman (Eds.), Social Decision Making: Social Dilemmas, Social Values and Ethical Judgments. (vol. 1). Psychology Press/Routledge/Taylor and Francis Group.
- Tenbrunsel, A. E., & Smith-Crowe, K. (2008). Ethical decision making: Where we've been and where we're going. Academy of Management Annals, 2, 545-607.
- Bazerman, M.H., Tenbrunsel, A.E., and Wade-Benzoni, K.A. (2008). When sacred issues are at stake. Negotiation Journal, January, 113-117.
- Tenbrunsel, A.E. (2008). Ethics in today's business world: Reflections from scholars. Journal of Business Ethics, 80, 1-4.
- Tenbrunsel, A.E., & Diekmann, K.A. (2007). When you are tempted to deceive. Negotiation, 10(7), 1-3.
- Tenbrunsel, A.E. (2007). Today's ethical issues: A perspective from accounting, finance, management, and marketing. Journal of Business Ethics, 70, 1-3.
- Diekmann, K.A. & Tenbrunsel, A.E. (2006). Break through the tough talk. Negotiation, 9, 4-6.
- Tenbrunsel, A.E. (2005). Ethics in groups. In Mannix, E., Neale, M. and Tenbrunsel, A.E. (Eds.), Research on Managing Groups and Teams: Ethics. Volume 8, London: Elsevier Science Press.
- Tenbrunsel, A.E., (2005). From corporate governance to mutual funds and IPOs to music piracy to value statements: Contemporary ethical issues as identified by the business academic community", Journal of Business Ethics, 62, 99-100.
- Tenbrunsel, A.E. (2005). Are you too powerful for your own good? Negotiation, 8, 9, 1-4.
- Tenbrunsel, A.E. (2005). Commentary: Bounded ethicality and conflicts of interest  
In D.A. Moore, G. Loewenstein, D.M. Cain, and M.H. Bazerman (Eds.),  
Conflicts of interest : challenges and solutions in business, law, medicine, and public policy. Cambridge, MA: Cambridge University Press, 2005.
- Tenbrunsel, A.E. & Messick, D.M. (2004). Ethical fading: The role of self-deception in unethical behavior. Social Justice Research, 17, 223-236.
- Tenbrunsel, A.E. (2004). Ethical issues in business: Perspectives from the business academic community. Journal of Business Ethics, 52, 2, 141.

- Van Dijk, E., & Tenbrunsel, A. (2004). The battle between self-interest and fairness in bargaining: Ultimatum, dictator, and delta games. In Research in Social Issues in Management. Series Editors: S.W. Gilliland, D. D. Steiner, & D. P. Skarlicki. Greenwich CT: Information Age Publishing.
- Diekmann, K.A., Tenbrunsel, A.E., & Galinsky, A.D. (2003). From self-prediction to self-defeat: Behavioral forecasting, self-fulfilling prophecies, and the effect of competitive expectations. Journal of Personality and Social Psychology, 85, 672-683.
- Awarded Best Paper at the 2002 Academy of Management Conference, Conflict Management Division.*
- Tenbrunsel, A.E., Smith-Crowe, K. & Umphress, E.E. (2003). Building houses on rocks: The role of the ethical infrastructure in organizations. Social Justice Research, 16, 285-307.
- Kim, P.H., Diekmann, K.A., and Tenbrunsel, A.E. (2003). Flattery may get you somewhere: The strategic implications of providing positive vs. negative feedback about ability vs. ethicality in negotiation. Organizational Behavior and Human Decision Processes, 90, 225-243.
- Tenbrunsel, A.E. and Diekmann, K.A. (2002). Job decision inconsistencies involving social comparison information: The role of dominating alternatives. Journal of Applied Psychology, 87, 1149-1158.
- Wade-Benzoni, K.A., Tetsu, Brett, J.M., Moore, D.M., Tenbrunsel, A.E. and Bazerman, M.H. (2002). Behavior and expectations in asymmetric social dilemmas: A comparison of two cultures. Journal of Applied Psychology, 87, 87-95.
- Barsness, Z.I., Tenbrunsel, A.E., Michael, J.H., and Lawson, L. (2002). Why am I here? The influence of group and relational attributes on member-initiated team selection. In E. Mannix, H. Sondak, and M. Neale (Eds.), Research on Managing Groups and Teams, Volume 4.
- Tenbrunsel, A.E. and Messick, D.M. (2001). Power, asymmetries, and the ethical climate in negotiations. In J. Walsh and A. Brief (Eds.), Social Influences on Ethical Behavior in Organizations, pp201-216. New Jersey: Earlbaum Associates.
- Tenbrunsel, A.E., Wade-Benzoni, K.A., Messick, D.M. and Bazerman, M.H. (2000). Understanding the influence of environmental standards on judgments and choices. Academy of Management Journal, 43, 854-866.
- McGill, A.L. and Tenbrunsel, A.E. (2000). Mutability and propensity in the causal selection process. Journal of Personality and Social Psychology, 79, 677-689.
- Tenbrunsel, A.E. (2000). A behavioral perspective on codes of conduct: The ambiguity-specificity paradox. In O. F. Williams (Ed.), Global Codes of Conduct. Notre Dame, In: University of Notre Dame Press.

Tenbrunsel, A.E. and Messick, D.M. (1999). Sanctioning systems, cooperation and decision construals. Administrative Science Quarterly, 44, 684-707.

Reprinted in M.H. Bazerman (ed.), Negotiation, Decision Making and Conflict Management, Edward Elgar Publishing, 2005

Tenbrunsel, A.E., Wade-Benzoni, K.A., Moag, J., and Bazerman, M.H. (1999). The negotiation matching process: Relationships and partner selection. Organizational Behavior and Human Decision Processes, 80: 252-283.

Reprinted in M.H. Bazerman (ed.), Negotiation, Decision Making and Conflict Management, Edward Elgar Publishing, 2005.

Tenbrunsel, A.E. (1999). Trust as an obstacle in environmental-economic disputes. American Behavioral Scientist, 42: 1350-1367.

Tenbrunsel, A.E. and Messick, D.M. (1999). Sanctioning systems, decision frames, and cooperation. Academy of Management Proceedings, Chicago, IL.

Diekmann, K.A., Tenbrunsel, A.E., and Bazerman, M.H. (1999). Escalation and negotiation: Two central themes in the work of Jeffrey Z. Rubin. In D.M. Kolb (Ed.), Negotiation Eclectics, pp. 179-192, Cambridge: PON Books.

Bazerman, M.H., Moore, D.A. Tenbrunsel, A.E., Wade-Benzoni, K.A., Blount, S.A. (1999). Explaining how preferences change across joint versus separate evaluation. Journal of Economic Behavior and Organization, 39: 41-58.

Reprinted in M.H. Bazerman (ed.), Negotiation, Decision Making and Conflict Management, Edward Elgar Publishing, 2005.

Tenbrunsel, A.E. (1998). Misrepresentation and expectations of misrepresentation in an ethical dilemma: The role of incentives and temptation. Academy of Management Journal, 41: 330-339.

Bazerman, M.H., Tenbrunsel, A.E. and Wade-Benzoni, K.A. (1998). What I want to do versus what I should do: A theoretical explanation for preference reversals. Academy of Management Review, 23: 225-241.

Bazerman, M.H. and Tenbrunsel, A.E. (1998). The role of social context on decisions: Integrating social cognition and behavioral decision research. Basic and Applied Social Psychology, 20: 87-91.

Tenbrunsel, A.E. (1997). Auditor independence. Invited commentary in Sloan Management Review, Fall.

Tenbrunsel, A.E., Barsness, Z.I. and Hirsch, P.M. (1997). Sara Lee corporation and

- corporate citizenship: Unity in diversity. In N.M. Tichy, A.R. McGill, and L. St. Clair (Eds.), Corporate Global Citizenship: Doing Business in the Public Eye, Jossey-Bass.
- Tenbrunsel, A.E., Wade-Benzoni, K.A., Messick, D.M. and Bazerman, M.H. (1997). The dysfunctional aspect of environmental standards. In M.H. Bazerman, D.M. Messick, A.E. Tenbrunsel and K.A. Wade-Benzoni (Eds.), Environment, Ethics, and Behavior, San Francisco: The New Lexington Press.
- Wade-Benzoni, K.A., Tenbrunsel, A.E. and Bazerman, M.H. (1997). Egocentric interpretations of fairness as an obstacle to just resolution of environmental conflict. In R.J. Lewicki, R.J. Bies, and B.H. Sheppard, (Eds.) Research on Negotiation in Organizations, Volume 6, p 189-206.
- Diekmann, K.A., Tenbrunsel, A.E. and Bazerman, M.H. (1997). A psychological perspective on fairness, justifiability and dispute resolution. In S. Gleason (Ed.), Frontiers in Dispute Resolution in Labor Relations and Human Resources, East Lansing: MSU Press.
- Wade-Benzoni, K.A., Tenbrunsel, A.E. and Bazerman, M.H. (1996). Egocentric interpretations of fairness in environmental asymmetric social dilemmas: Explaining harvesting behavior and the role of communication. Organizational Behavior and Human Decision Processes, 67: 111-126.
- Tenbrunsel, A.E. and Messick, D.M. (1996). Integrating Behavioral Research and Business Ethics. Social Justice Research, 9, 1-6.
- Diekmann, K.A., Tenbrunsel, A.E., Shah, P.P., Schroth, H.A. and Bazerman, M.H. (1996). The descriptive and prescriptive use of previous purchase price in negotiations. Organizational Behavior and Human Decision Processes, 66: 179-191.
- Tenbrunsel, A.E., Galvin, T.L., Neale, M.A. and Bazerman, M.H. (1996). Cognitions in Organizations. In S. Clegg, C. Hardy and W. Nord (Eds.), Handbook of Organization Studies, Sage Publications. *Book awarded The Academy of Management's George Terry Award.*
- Northcraft, G.B., Neale, M.A., Tenbrunsel, A.E. and Thomas, M.C. (1996). The allocation of benefits and burdens: Does it really matter what we allocate? Social Justice Research, 9, 27-45.
- Messick, D.M. and Tenbrunsel, A.E. (1996) Behavioral research and business ethics: An Introduction. In D.M. Messick and A.E. Tenbrunsel (Eds.), Codes of Conduct: Behavioral Research into Business Ethics, New York: Russell Sage.
- Tenbrunsel, A.E., Brett, J.M., Maoz, E., Stroh, L.K., and Reilly, A.H. (1995). Dynamic and static work-family relationships. Organizational Behavior and Human Decision Processes, 63, 233-246.

Bazerman, M.H., Schroth, H.A., Shah, P.P., Diekmann, K.A. and Tenbrunsel, A.E. (1994). The inconsistent role of social comparison and procedural justice in reactions to hypothetical job descriptions: Implications for job acceptance decisions. Organizational Behavior and Human Decision Processes, 60, 326-352.

## **BOOKS**

Bazerman, M. H., and Tenbrunsel, A. E. (2011). Blind Spots: Why You Don't Do What's Right and What to Do About It. Princeton University Press.

*Translated:*

*Antietico, eu? (Brazil: Portugese)*

*Puntos ciegos (Spanish)*

*Chinese Simplified*

*Audio: Audible (Amazon)*

*Paperback Release: 2012*

*Recipient of the 5th Annual Axiom Business Book Awards, Silver Medalist, Business Ethics Title, Independent Publishers, The Jenkins Group. 2012.*

DeCremer, D., and Tenbrunsel, A. E. (2011). Behavioral Business Ethics: Ideas on an Emerging Field. Psychology Press/Routledge.

Kramer, R., Bazerman, M.H., and Tenbrunsel, A.E. (Eds.) (2009). Social Decision Making: Social Dilemmas, Social Values and Ethical Judgments. Psychology Press/Routledge/Taylor and Francis Group.

Mannix, E., Neale, M. and Tenbrunsel, A.E. (2005). Research on Managing Groups and Teams: Ethics. Volume 8, London: Elsevier Science Press.

Bazerman, M.H., Messick, D.M., Tenbrunsel, A.E. and Wade-Benzoni, K.A. (Eds.) (1997). Environment, Ethics, and Behavior, San Francisco: The New Lexington Press.

Messick, D.M. and Tenbrunsel, A.E. (Eds.) (1996). Codes of Conduct: Behavioral Research into Business Ethics, New York: Russell Sage.

*Recipient of the Choice award for Outstanding Academic Book*

## **PAPERS UNDER REVIEW**

Moore, C. and Tenbrunsel, A.E. Just think about it? Cognitive complexity and moral choice, *Under revise and resubmit.*

## **WORKING PAPERS**

Tenbrunsel, A.E., Diekmann, K.A., and Naquin, C. E. Target type and lying behavior: The impact of plurality and personalization on misrepresentation.

Tenbrunsel, A.E., Vadera, A., and Diekmann, K.A. An investigation of the role of ethical infrastructure in facilitating whistle-blowing intentions and behaviors.

Tenbrunsel, A.E. and Messick, D.M. The ethical implications of power: Normative standards, behavior and expectations.

Smith-Crowe, K., Umphress, E., Brief, A.P., Chan, S. and Tenbrunsel, A.E. Hierarchy and the desire to support it: A lethal combination in the hands of corrupt organizational authorities.

Tenbrunsel, A.E. Justifying unethical behavior: The relationship between uncertainty and misrepresentation.

Jordan, J. Gino, F., Tenbrunsel, A.E., and Leliveld, M. Moral self-image: Measuring the malleability of the moral self.

Tenbrunsel, A.E., Chan-Serafin, S., Smith-Crowe, K., Brief, A.P., Umphress, E.E., and Joseph, J. If it ain't broke should you fix it?: The tension between the informal push to do wrong and the formal pull to do right.

Sillito-Walker, S.D., Diekmann, K.A., Galinsky, A.D. and Tenbrunsel, A.E., and Diekmann, K.A.  
Forecasting errors in negotiations.

## **MEDIA PUBLICATIONS/MENTIONS**

On Wall Street a Culture of Greed Won't Let Go. 7/15/2013. *New York Times*.  
<http://dealbook.nytimes.com/2013/07/15/on-wall-st-a-culture-of-greed-wont-let-go/>



## Sexual Harrassment (2012)

MarketWatch.. [Study Shows Sexual Harassment Leads to Double-Victimization in ...](#)  
CNBC... [Study Shows Sexual Harassment Leads to Double ... - CNBC.com](#)  
Businesswire... [Study Shows Sexual Harassment Leads to Double ... - Business Wire](#)  
NewsBlaze... [Study Shows Sexual Harassment Leads to Double ... - NewsBlaze](#)  
iStockAnalyst... [Study Shows Sexual Harassment Leads to Double ... - iStockAnalyst](#)  
Smart Grid... [Study Shows Sexual Harassment Leads to Double ... - Smart Grid](#)  
Vancouver Sun... [Study Shows Sexual Harassment Leads to Double ... - Vancouver Su](#)  
Canada.com.... [Study Shows Sexual Harassment Leads to Double ... - Canada.com](#)  
Calgary Herald... [Study Shows Sexual Harassment Leads to Double ... - Calgary Herald](#)  
Ottawa Citizen... [Study Shows Sexual Harassment Leads to Double ... - Ottawa Citizen](#)

Live Science... [Would You Stand Up to a Sexual Harasser? Think Again](#)  
Yahoo! News... [Would You Stand Up to a Sexual Harasser? Think Again](#)  
Signs of the Times... [Would you stand up to a sexual harasser? Think again -- Science of ...](#)  
Everyday Health... [Women Tend to Let Sexual Harassment Pass](#)

Michiana News Channel.... [ND study shows people are more passive sexually ... - 95.3 MNC](#)

## Sandusky Trial (2012)

AP... [Testimony at Sandusky trial shows missed chances](#)  
ESPN... [PSU trial shows missed chances; cover-up suspected ... - ESPN](#)  
Sports Illustrated... [PSU trial shows missed chances; cover-up suspected](#)  
Huffington Post... [Testimony at Sandusky trial shows missed chances](#)  
Yahoo! News... [PSU trial shows missed chances; cover-up suspected - Yahoo! News](#)  
Fox News... [Testimony at Sandusky trial shows missed chances](#)  
MSNBC.... [Testimony at Sandusky trial shows missed chances](#)  
NBC... [PSU trial shows missed chances; cover-up suspected - College ...](#)  
ABC... [Testimony at Sandusky Trial Shows Missed Chances - ABC News](#)  
Washington Post... [Sandusky trial shows missed opportunities to stop alleged abuse; trustee nowsuspects cover-up](#)  
NPR... [PSU Trial Shows Missed Chances; Cover-Up Suspected](#)

US News and World Report... [Testimony at Sandusky trial shows missed chances - US News and ...](#)  
Washington Examiner... [PSU trial shows missed chances; cover-up suspected](#)  
Miami Herald... [PSU trial shows missed chances; cover-up suspected - Miami Herald](#)  
Houston Chronicle... [PSU trial shows missed chances; cover-up suspected - Houston ...](#)  
Boston.com... [PSU trial shows missed chances; cover-up suspected - Boston.com](#)  
Atlanta Journal Constitution... [PSU trial shows missed chances; cover-up suspected |  
ajc.com](#)  
Philadelphia Inquirer..... [Testimony at Sandusky trial shows missed chances](#)  
The Globe and Mail.... [PSU trial shows missed chances; cover-up suspected - The  
Globe ...](#)  
SanDiego... [Testimony at Sandusky trial shows missed chances | UTSanDiego ...](#)  
Star Tribune... [Sandusky trial shows missed opportunities to stop ... - Star Tribune](#)  
Kansas City Star... [AP: Sandusky trial shows missed chances; cover-up suspected](#)  
MassLive.com... [PSU trial shows missed chances; cover-up suspected | masslive.com](#)  
PennLive.com... [PSU trial shows missed chances; cover-up suspected | pennlive.com](#)  
Cleveland.com... [PSU trial shows missed chances; cover-up suspected | cleveland.com](#)  
Newsday... [Testimony at Sandusky trial shows missed chances](#)  
Seattle Times... [Testimony at Sandusky trial shows missed chances](#)  
Seattle Post Intelligencer... [Testimony at Sandusky trial shows missed chances -  
seattlepi.com](#)  
Syracuse.com... [PSU trial shows missed chances; cover-up suspected | syracuse.com](#)  
Sacramento Bee... [Testimony at Sandusky trial shows missed chances - Wire Sports ...](#)  
Fresno Bee... [PSU trial shows missed chances; cover-up suspected - AP Pro ...](#)

McClatchy Newspapers... [Why did suspicions about Jerry Sandusky yield no action for  
so long?](#)  
Miami Herald... [Multiple allegations against Sandusky went unanswered for years ...](#)  
Kansas City Star... [Multiple allegations against Sandusky went unanswered for years](#)  
Sacramento Bee... [Why did suspicions about Jerry Sandusky yield no action for so long?](#)  
The Republic... [Multiple allegations against Sandusky went unanswered for years](#)  
Lexington Herald Leader... [Multiple allegations against Sandusky went unanswered for  
years](#)  
Direct Global Media... [Multiple allegations against Sandusky went unanswered for  
years ...](#)

Let's All Feel Superior, November 14, 2011, *The New York Times*  
[http://www.nytimes.com/2011/11/15/opinion/brooks-lets-all-feel-superior.html?\\_r=1](http://www.nytimes.com/2011/11/15/opinion/brooks-lets-all-feel-superior.html?_r=1)

Penn State, Motivated Blindness and the Dark Side of Loyalty, November 11, 2011, *Chronicle  
of Higher Education*  
[http://chronicle.com/blogs/percolator/penn-state-motivated-blindness-and-the-dark-side-of-loyalty/27932?sid=pm&utm\\_source=pm&utm\\_medium=en](http://chronicle.com/blogs/percolator/penn-state-motivated-blindness-and-the-dark-side-of-loyalty/27932?sid=pm&utm_source=pm&utm_medium=en)

Beyond Greed, We All Have Blind Spots, October 25, 2011, *Forbes*

<http://www.forbes.com/sites/walterpavlo/2011/10/25/beyond-greed-we-all-have-blind-spots/>

Honestly, That's Not a Very Ethical Way to Do Things, October 1, 2011, *The Age*  
<http://www.theage.com.au/business/honestly-thats-not-a-very-ethical-way-to-do-things-20110930-111ij.html>

Blind Spots, September 2011, *The Montreal Review*  
<http://www.themontrealreview.com/2009/Blind-Spots-Bazerman-and-Tenbrunsel.php>

Face Down Ethical Issues, August 9, 2011, *Investors Business Daily*  
<http://www.investors.com/NewsAndAnalysis/Article/580879/201108091342/Face-Down-Ethical-Issues.htm>

Phone Hacking: A Classic Case of Corporate Failure? July 18, 2011, *The Guardian*  
<http://www.guardian.co.uk/commentisfree/2011/jul/18/>

Ethics Become Blurred When Ends Justifies the Means, 2011, *The Globe and Mail*  
<http://www.ctv.ca/generic/generated/static/business/article2095111.html>

Does Buying Products Reduce Giving? July 12, 2011. *The Huffington Post*  
[http://www.huffingtonpost.com/art-markman-phd/charities-and-products\\_b\\_894583.html?ref=tw](http://www.huffingtonpost.com/art-markman-phd/charities-and-products_b_894583.html?ref=tw)

Et cetera: Steven Poole's non-fiction reviews, May 21, 2011, *The Guardian*  
<http://www.guardian.co.uk/books/2011/may/21/steven-poole-nonfiction-choice-reviews>

Launching Into Unethical Behavior: Lessons from the *Challenger* Disaster, June 1, 2011  
*Freakonomics.com*  
<http://www.freakonomics.com/2011/06/01/launching-into-unethical-behavior-lessons-from-the-challenger-disaster/>

A Lesson for Warren Buffet about Ethical Blind Spots, May 31, 2011, *Harvard Business Review*  
<http://blogs.hbr.org/hbsfaculty/2011/05/a-lesson-from-warren-buffet-ab.html>

Et cetera: Steven Poole's non-fiction reviews, May 21, 2011, *The Guardian*  
<http://www.guardian.co.uk/books/2011/may/21/steven-poole-nonfiction-choice-reviews>

Blind Spots: The Roots of Unethical Behaviour in Life and Work, May 1, 2011, *Rotman Magazine*  
<http://hbr.org/product/blind-spots-the-roots-of-unethical-behaviour-in-li/an/ROT140-PDF-ENG?Ntt=blind%2520spots>

Hidden Explanations for Unethical Company Behavior, April 21, 2011, *Forbes*  
<http://www.forbes.com/sites/susanadams/2011/04/21/hidden-explanations-for-unethical-company-behavior/>

Ethics and Capitalism: Stumbling into Bad Behavior, April 21, 2011, *San Francisco Chronicle*  
<http://blog.sfgate.com/manderson/2011/04/21/ethics-and-capitalism-stumbling-into-bad->

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Stumbling Into Bad Behavior, April 20, 2011, *The New York Times*

<http://nyti.ms/ij9pnh>

What Behavioral Ethics Means for Compliance and Ethics Programs, April 12, 2011, *Corporate Compliance Insights* <http://www.corporatecomplianceinsights.com/what-behavioral-ethics-means-for-compliance-and-ethics-programs/>

Politics: Why Can't We All Just Get Along? February 15, 2011, *Psychology Today*

<http://www.psychologytoday.com/blog/blind-spots/201102/politics-why-cant-we-all-just-get-along>

Ethics Now: When the Worst is Done, Intended or Not, January 17, 2011, *Notre Dame Magazine*

<http://magazine.nd.edu/news/18097-ethics-now-when-the-worst-is-done-intended-or-not>

## **INTERVIEWS**

*MSNBC*, Dylan Ratigan Show, November 18, 2011

<http://www.msnbc.msn.com/id/31510813/#45360986>

*NPR* 10/19/2011

<http://ideastations.org/radio/archive/2011-10-19-business-ethics-expert-to-speak-at-science-museum>.

*Failure Magazine*, Ethical Blindspots, 2011

[http://failurmag.com/index.php/feature/article/ethical\\_blind\\_spots/](http://failurmag.com/index.php/feature/article/ethical_blind_spots/)

*Heron & Crane: The Invisible Hand Podcast*, Blind Spots, May 30, 2011

<http://www.heronandcrane.com/TIH-2011.html>

## **PRESENTATIONS**

Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited presentation.

Ernst and Young Ireland Entrepreneur of the Year. University of Notre Dame, Indiana. June 2013.

Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited Presentation.

University of Utah, Salt Lake City, April 2013.

Tenbrunsel, A.E. What I've Learned: A behavioral perspective on unethical behavior. Invited

Presentation. University of Illinois, Champaign-Urbana, April 2013.

- Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited Presentation. University of Colorado at Colorado Springs. March 2013..
- Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited Presentation. CFA Society of Indianapolis. Indianapolis, Indiana. March 2013.
- Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited Presentation. League of California City Managers Annual Department Meeting. San Francisco, CA, January 2013.
- Tenbrunsel, A. E. Preventing and determining misconduct: How to create a culture of integrity within your organization. Invited Presentation, Corporate Whistleblowing Forum, Thomas Reuters, New York City, New York, December 2012.
- Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited presentation, Fidelity, Boston, MA, October 2012.
- Tenbrunsel, A. E Promoting quality: How blind spots influence ethical decision making. Invited Presentation, APA Education Leadership Conference, American Psychological Association, Washington D.C. September 2012.
- Tenbrunsel, A. E. Bringing organizational context back into behavioral ethics research. Academy of Management, Boston, MA, August 2012.
- Moore, C. and Tenbrunsel, A. E. Me thinks she doth think too much? Cognitive complexity and moral choice. Academy of Management, Boston, MA, August 2012.
- Vadiera, A. Tenbrunsel, A. E., and Diekmann, K.A. The effect of ethical infrastructure on whistle-blowing intentions and behaviors. Academy of Management, Boston, MA, August 2012.
- Tenbrunsel, A. E. Blind spots: Why we aren't as ethical as we think we are. Invited Presentation, Ethics Resource Center Fellows Meeting, Ethics Resource Center, Washington DC, July 2012.
- Tenbrunsel, A.E. Ethical blind spots: Why we don't do what's right and what to do about it. Invited presentation, United Nations Leaders Programme. Turin, Italy, June 2011.
- Tenbrunsel, A. E. Blindspots and biases: How decision-making impacts ethics in organizations. Invited Presentation, Business Ethics and Compliance Conference, The Conference Board, Chicago, IL, May 2012.
- Tenbrunsel, A.E. Ethical blind spots: Why we fail to do what's right. Invited Presentation, The Conference Board – Canada, Montreal, Canada, May 2012.

- Tenbrunsel, A. E. Ethical blindspots: The psychology of unethical behavior. Invited Presentation, 2012 Day Family Ethics Lecturer, Johnson School and the Cornell Law School, Cornell University, Ithaca, New York, April 2012.
- Tenbrunsel, A. E. Ethical fading: The role of compliance systems in promoting institutional corruption. Invited Presentation, Institutional Corruption Conference, Saffra Center for Ethics, Harvard University, Cambridge, MA. February 2012.
- Tenbrunsel, A. E. Ethical blindspots: A behavioral ethics perspective on unethical behavior. Invited Presentation, University of Virginia, Darden School of Business, Charlottesville, Virginia, February 2012.
- Tenbrunsel, A.E. Blind spots: Using the science of psychology to understand our unethical behavior. Invited presentation, Science Museum of Virginia, Science: Living Ethics Fall Lecture Series, October 2011.
- Tenbrunsel, A.E. Ethical blindspots: A behavioral approach to understanding unethical behavior. Seminar Series, University of Notre Dame, October 2011.
- Tenbrunsel, A.E. and Bazerman, M.H. Blind spots: A new direction in ethics. Invited Presentaion, Ethics & Compliance Officers Associations, Seattle WA, September 2011.
- Tenbrunsel, A.E. Cognitive approaches to behavioral ethics. Academy of Management, Symposium Discussant, San Antonio, TX, August 2011.
- Tenbrunsel, A.E. Ethical blindspots. Invited presentation, United Nations Leaders Programme. Turin, Italy, July 2011.
- Tenbrunsel, A.E. What makes people moral: 5 common fallacies. Invited presentation, University of Utah, Making People Moral Conference, May 2011.
- Tenbrunsel, A.E. The ethical mirage: Why we don't behave as ethically as we think we do. Invited Presentation, Behavioral Ethics in Negotiation and Decision Making Conference, Harvard University, January 2011.
- Tenbrunsel, A.E. A behavioral ethics approach to understanding antecedents of (un) ethical behavior in organizations. Academy of Management, Symposium Discussant, Montreal, August 2010.
- Tenbrunsel, A.E. The ethical mirage: Why we don't behave as ethically as we think we do. Invited presentation, University of Michigan, January 2010.
- Tenbrunsel, A. E., The ethical mirage: Why you may not be as ethical as you think you are, Invited presentation, Rotterdam School of Management, Erasmus Research Institute of Management, The Netherlands, October 2009.

Tenbrunsel, A. E., Behavioral insights into the nature of morality and ethics, Academy of Management, Symposium Discussant, Chicago, August 2009.

*Symposium awarded the OB Division, Academy of Management "Making Connections" Award*

Tenbrunsel, A. E., The Ethical Mirage: Why you aren't as ethical as you think you are. Invited presentation, London Business School, April 2009.

Tenbrunsel, A.E. The ethical mirage: Why you aren't as ethical as you think you are. Invited presentation, University of Utah, February 2009.

Tenbrunsel, A.E. The ethical mirage: Why you aren't as ethical as you think you are. Invited presentation, University of Central Florida, January 2009.

Tenbrunsel, A.E. Why you aren't as ethical as you think you are: A temporal examination of the ethical decision making process. Invited presentation, University of Toronto, May 2008.

Smith-Crowe, K., Umphress, E., Brief, A. P., Chan-Serafin, S., & Tenbrunsel, A. The Effects of Employee Accountability to Corrupt Authority Figures. Society for Industrial and Organizational Psychology, San Francisco, CA, April 2008.

Tenbrunsel, A.E. Where did I go wrong? A cautionary tale of ethical fading. Invited presentation, American Bar Association Conference on Social Responsibility, Chicago, May 2007.

Smith-Crowe, K., Chan-Serafin, S., Brief, A. P., & Tenbrunsel, A. E. When Good Eggs Go Bad: Conscientious Deviants. Academy of Management Conference, Atlanta, GA. August 2006

Tenbrunsel, A.E. Ethics and networks in the context of social capital. Invited presentation, Social Capital Conference, University of Notre Dame, April 2006.

Tenbrunsel, A.E. Ethical fading: The bleaching of morality. Invited presentation, University of Illinois, February 2006

Chan-Serafin, S., Smith-Crowe, K., Tenbrunsel, A.E., Brief, A., Umphress, E.E., and Joseph, J. What you can't see can hurt you: An examination of the ethical infrastructure of organizations. Academy of Management Conference, Joint Symposium with OB, OMT and SIM, Honolulu, August 2005.

Diekmann, K.A., Galinsky, A.D., Sillito, S. and Tenbrunsel, A.E. The causes and consequences of behavioral forecasting errors: Examples from two conflict situations. Academy of Management Conference, Conflict Management Division, Honolulu, August 2005.

Tenbrunsel, A.E. Ethical Fading: The Bleaching of Morality. Invited presentation, University of

Chicago, May 2005.

Tenbrunsel, A.E. Ethical Fading: The Bleaching of Morality. Invited presentation, Duke University, March 2005.

Tenbrunsel, A.E. The organization made me do it: Situational influences on unethical behavior. Invited presentation, Leiden University, The Netherlands, March 2003.

Tenbrunsel, A.E. The organization made me do it: Situational influences on unethical behavior. Invited presentation for the Murphy Institute, Center for Ethics and Public Affairs, Tulane University, November 2002.

Diekmann, K.A., Tenbrunsel, A.E., & Galinsky, A.D. From self-prediction to self-defeat: The effect of expecting a competitive opponent on negotiators' predictions, behaviors, and outcomes. Academy of Management Conference, Denver, August 2002.

Tenbrunsel, A.E. and Messick, D.M. The ethical dimensions of power. Academy of Management, All-Academy Symposium, Toronto, Canada. August, 2000.

Barsness, Z.I., Tenbrunsel, A.E., Michael, J.H., and Lawson, L. Why am I here? The influence of group and relational attributes on member-initiated team selection. Groups and Small Teams Conference. Stanford University, Palo Alto, CA. May, 2000.

Tenbrunsel, A.E. and Messick, D.M. Sanctioning systems, decision frames, and cooperation. Academy of Management, Organizational Behavior Division, Chicago. August, 1999.

Wade-Benzoni, K.A., Okumura, T., Brett, J.M., Moore, D.A, Tenbrunsel, A.E., and Bazerman, M.H. Harvesting behavior in asymmetric social dilemmas: A comparison of two cultures. Academy of Management, Conflict Management Division, San Diego. August, 1998.

Tenbrunsel, A.E. Power, asymmetries, and the ethical climate in negotiations. Social Influence and Ethics, Northwestern University. January, 1998

Tenbrunsel, A.E. A behavioral perspective on codes of conduct: The ambiguity-specificity paradox. Global Codes of Conduct Conference, University of Notre Dame. October, 1997.

Tenbrunsel, A.E. and Diekmann, K.A. The attraction effect: Preference reversals involving social comparison revisited. Academy of Management, OB Division, Boston. August, 1997.

Bazerman, M.H., Moore, D., Tenbrunsel, A.E., Wade-Benzoni, K.A. and Blount, S. Joint Versus separate preference reversals: Alternative explanations. Conference on the interaction between Psychology and Experimental Economics, Vancouver. June, 1997.

Tenbrunsel, A.E., Wade-Benzoni, K.A., Moag, J. and Bazerman, M.H. When is a friend not a



friend?: A look at relationships and partner selection in negotiations. OB Conference, The Wharton School, University of Pennsylvania, Philadelphia. November, 1996.

Bazerman, M.H., Diekmann, K.A. and Tenbrunsel, A.E. Escalation and negotiation: Two central themes in the work of Jeffrey Z. Rubin. The Jeff Rubin Memorial Conference, Program on Negotiation at Harvard Law School, Boston. October, 1996.

Tenbrunsel, A.E. An eye for an eye: A look at the influence of temptation on misrepresentation and expectations of misrepresentation. Academy of Management, OB Division, Cincinnati. August, 1996.

Tenbrunsel, A.E., Wade-Benzoni, K.A., Messick, D.M. and Bazerman, M.H. The dysfunctional aspect of environmental standards. Psychological Perspectives to Environmental and Ethical Issues in Management. Northwestern University, Evanston. December, 1995.

Wade-Benzoni, K.A., Tenbrunsel, A.E. and Bazerman, M.H. Egocentric interpretations of fairness in asymmetric social dilemmas: Explaining harvesting behavior and the role of communication. Academy of Management, OB Division, Vancouver. August, 1995.

Diekmann, K.A., Tenbrunsel, A.E., Shah, P.P., Schroth, M.A. and Bazerman, M.H. Descriptive and prescriptive use of sunk costs in negotiations. Academy of Management, OB Division, Vancouver. 1995.

Tenbrunsel, A.E. Justifying unethical behavior: The role of expectations of others' behavior. 5th Annual Conference on Social Justice Research. University of Nevada, Reno. June, 1995.

Wade-Benzoni, K.A., Tenbrunsel, A.E., Brett, J.M. and Bazerman, M.H. Asymmetric environmental social dilemmas: Egocentric interpretations of fairness, expectations of others' and the role of neutral parties. 5th Annual Conference on Social Justice Research. University of Nevada, Reno. June, 1995.

Tenbrunsel, A.E., Wade-Benzoni, K.A., Moag, J. and Bazerman, M.H. When is a friend not a friend? The effects of strong ties on matching efficiency, individual effectiveness and barriers to learning. Academy of Management Conference. August 1994.

Tenbrunsel, A.E., Diekmann, K.A., Shah, P.P., Schroth, H.A. and Bazerman, M.H. The prescriptive and descriptive use of historical costs in hypothetical real estate negotiations. TIMS/ORSA Conference. April 1994.

Brett, J.M., Tenbrunsel, A.E. and Moaz, E. Work and family involvement. RMD Conference on Causal Modeling. March 1994.

Pradhan, P.P., Schroth, H.A., Diekmann, K.A., Tenbrunsel, A.E. and Bazerman, M.H.

Inconsistent influence of procedural justice on job choice. Academy of Management Conference. August 1992.

Diekmann, K.A., Bazerman, M.H., Schroth, H.A., Pradhan, P.P. and Tenbrunsel, A.E.  
The inconsistent role of social comparison in individual's evaluation of job offers. Fifth Conference of the International Association for Conflict Management. June 1992.

Bazerman, M.H., Diekmann, K.A., Loewenstein, G.F., Pradhan, P.P., Schroth, H.A., Tenbrunsel, A.E. and White, S.B. (1992). Reversals of preference in interpersonal contexts: The difference between judging an alternative and choosing between multiple alternatives. Behavioral Decision Research in Management Conference. May 1992.

### **WORK-IN-PROGRESS**

Informal systems and unethical behavior in law firms (w/ J. Darley)

Forecasting errors in ethical dilemmas (w/ K.A. Diekmann, K. Smith-Crowe and A. Galinsky)

Leadership and negotiations (w/ C. Naquin, A. Colbert and B. Vecchio)

Collective punishment and the role of perceived control of in-group members (w/ K. Diekmann, R. Wolfe, J. Darley)

Misrepresentation as a function of inquiry type (w/ K.A. Diekmann and P. Kim)

Group perceptions of ethicality (w/ C. Naquin and K.A. Diekmann)

Why am I here? The influence of group and relational attributes on member-initiated team selection: An empirical test (w/ Z. Barsness, J. Michael, J., L. Lawson)

Third-order expectations (w/ K.A. Diekmann)

### **ACADEMIC TEACHING EXPERIENCE**

#### ***University of Notre Dame***

EMBA: Negotiations

MBA: Negotiations  
Negotiations and Team Management

Undergraduate: Principles of Management  
Leadership and Negotiations  
Negotiations

*Northwestern University*

MBA: Negotiations

MBA: Decision Making D75 - Teaching Assistant (1992-1995)

**EXECUTIVE TRAINING** (*sample*)

May Company

Household International

Ernst and Young Partners

Newspaper Association of America

National Association of Broadcasters

Astra Merck

Bayer

Encore/Starz

Hearst

Sports Management Institute

APPA Executive Institute

IFMA

NSSTA

Baxter

Office Max

**CASE MATERIALS**

"Moms.com" (w/ M.H. Bazerman), a negotiations case demonstrating integrative bargaining.

"Working Women" (with M.H. Bazerman), an advanced negotiation case that illustrates the concepts of trading off issues, adding in issues and contingent contracts.

"S.H.A.R.C." (with K.A. Wade-Benzoni and M.H. Bazerman), a negotiation case that addresses social dilemmas in an environmental context.

**JOURNAL REVIEW**

Editorial Board:

*Organizational Behavior and Human Decision Processes*

*Journal of Applied Psychology*

*Business Ethics Quarterly*

*Journal of Business Ethics*

Ad-Hoc Reviewer:

*Academy of Management Journal*

*Administrative Science Quarterly*

*Group Decision and Negotiation*

*Journal of Experimental Social Psychology*

*Journal of Applied Social Psychology*  
*Journal of Personality and Social Psychology*  
*National Science Foundation*  
*Organization Science*  
*Psychological Science*

## **OTHER PROFESSIONAL RESPONSIBILITIES**

### ***Dissertation Committee Member/External Examiner***

- Danielle Warren, “A multimethod examination of constructive and destructive deviance in organizations, Wharton Business School, Chair: Thomas Dunfee, Advisor: Karen Jehn, 2000-2001.
- Suzanne Chan-Serafin, Tulane University, Chair: Art Brief. 2006-2008
- Celia Moore, University of Toronto.

### ***Conference Organizer***

- *Cognitions versus Emotions in Ethical Behavior* (w/ M. Rotundo), Rotman School of Management, University of Toronto, 2012.
- *Behavioral Business Ethics: Ideas on an Emerging Field* (w/ D. De Cremer), University of Notre Dame, Chicago, May 2010.
- *Understanding Ethical Failures: A Behavioral Ethics Approach* (w/ D. De Cremer), Rotterdam School of Management, Erasmus Research Institute of Management, The Netherlands, October 2009.
- *Ethical Dimensions in Business: Perspectives from the Business Academic Community*, University of Notre Dame, November 2008.
- *Ethical Dimensions in Business: Perspectives from the Business Academic Community*, University of Notre Dame, November 2007.
- *Ethical Dimensions in Business: Perspectives from the Business Academic Community*, University of Notre Dame, October 2006.
- *Ethical Dimensions in Business: Perspectives from the Business Academic Community*, University of Notre Dame, November 2005
- *Ethical Dimensions in Business: Perspectives from the Business Academic Community*, University of Notre Dame, November 2004
- *Research on Managing Groups and Teams: Groups and Ethics*, with Maggie Neale and Beta Mannix, Stanford University, May 2004.
- *Ethical Dimensions in Business: Reflections from Scholars*, University of Notre Dame, November 2003
- *Psychological Perspectives to Environmental and Ethical Issues in Management*, with Max Bazerman, Dave Messick and Kim Wade-Benzoni, Northwestern University, December 1995.
- *Behavioral Research into Business Ethics*, with Dave Messick, Northwestern University, July, 1994.

### ***Guest Editor***

- *Journal of Business Ethics*, “Today's Ethical Issues: Perspectives from the Business Academic Community”, Volume 80, No.1.
- *Journal of Business Ethics*, “Today's Ethical Issues: Perspectives from the Business Academic Community”, Volume 70, No. 2.
- *Journal of Business Ethics*, “Ethical Issues in Business: Perspectives from the Business Academic Community”, Volume 62, No. 2.
- *Journal of Business Ethics*, "Ethical Issues in Business: Perspectives from the Business Academic Community", Volume 52, No 2.
- *Social Justice Research*, Volume 9, 1996.

### ***Dissertation Competition Organizer***

- “*Excellence in Ethics: Dissertation Competition*”, 2010.
- “*Excellence in Ethics: Dissertation Competition*”, 2008.
- “*Excellence in Ethics: Dissertation Competition*”, 2007.
- “*Excellence in Ethics: Dissertation Competition*”, 2006.
- “*Excellence in Ethics: Dissertation Competition*”, 2005.
- “*Excellence in Ethics: Dissertation Competition*”, 2004.

## **GRANTS**

### ***National Science Foundation Grants:***

Environmental Degradation: Benign Attitudes and Destructive Decisions (\$158,060).  
Cosponsors: Max Bazerman, Dave Messick, Jeanne Brett, Kim Wade-Benzoni, Ann Tenbrunsel, Leigh Thompson, George Loewenstein.

Psychological Perspectives and Ethical Issues in Management (\$23,162). Cosponsors:  
Max Bazerman, Dave Messick, Kim Wade-Benzoni and Ann Tenbrunsel.

### ***Law School Admission Grant, Princeton University***

Law Firm Culture Project (\$164, 000), Law School Admissions Council, Princeton University, John Darley and Ann Tenbrunsel (Co-Principal Investigators)

### ***Dispute Resolution Research Center: Northwestern University:***

Justifying unethical behavior: The role of expectations of others= behavior and uncertainty.

The costs of friendship: The effects of strong ties on matching efficiency, individual effectiveness and barriers to learning. (w/ Kim Wade-Benzoni, Joe Moag and Max

Bazerman.

### **AWARDS/SCHOLARSHIPS**

2012 Axiom Business Book Awards, Silver Medalist, Independent Publishers  
2010 OB Division of the Academy of Management Making Connections Award  
2010 Aspen Institute Faculty Pioneer Finalist  
2009 Aspen Institute Faculty Pioneer Finalist  
2008 Aspen Institute Faculty Pioneer Finalist  
2002 Notre Dame Presidential Award  
2002 Academy of Management Best Paper Award  
Kellogg Graduate School of Management Doctoral Teaching Award  
State Farm Doctoral Dissertation Award (\$10,000 + \$3,000 for Northwestern University)  
TIMS/ORSA Dissertation Award Finalist  
AACSB Scholarship Winner (tuition and stipend for one year of doctoral study)  
James B Angell Scholar (University of Michigan, March, 1985)  
Deans List (University of Michigan, 1983-1986).

### **NON-ACADEMIC EXPERIENCE**

*September 1989 - August 1991.* Consultant and Engagement Manager at ZS Associates.  
Consulted to a variety of clients in several countries in the pharmaceutical, telecommunications and office equipment industries on marketing and sales force strategies and personnel allocation.  
Responsible for study design and implementation, client relations, budget accountability and the management of analysts.

*August 1986 - August 1989.* Engineer, Senior Engineer and Sales Support System Analyst at S.C. Johnson and Son, Inc. Utilized computer simulations, expert systems and industrial engineering techniques to analyze distribution and logistic patterns and determine areas for productivity improvements within the plant. Assisted sales personnel in technology use via training and system development.