

# ALISON R. FRAGALE

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## PROFESSIONAL EXPERIENCE

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**University of North Carolina, Kenan-Flagler Business School, Chapel Hill, NC**

- Mary Farley Ames Lee Fellow, 2007 – present
- Associate Professor (with tenure) of Organizational Behavior, 2011 - present
- Assistant Professor of Organizational Behavior, 2004 – 2011

**McKinsey & Company, Inc., Chicago, IL (1997-1999)**

## EDUCATION

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**Stanford University Graduate School of Business, Stanford, CA**

- Ph.D., Organizational Behavior, 2004

**Dartmouth College, Hanover, NH**

- B.A., Mathematics and Economics, 1997
- Magna Cum Laude, Phi Beta Kappa

## RESEARCH INTERESTS

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Determinants and consequences of power and status positions; Verbal and nonverbal communication; Impression formation; Negotiation and conflict resolution

## PUBLICATIONS

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- Fragale, A. R., Grant, A. M. (2015). Busy brains, boosters' gains: Self-promotion effectiveness depends on audiences cognitive resources. *Journal of Experimental Social Psychology*, 58, 63-76.
- Fragale, A. R., Sumanth, J. J., Tiedens, L. Z., & Northcraft, G. B. (2012). Appeasing equals: Lateral deference in organizational communication. *Administrative Science Quarterly*, 57, 373-406.
- Fragale, A. R., Overbeck, J., & Neale, M. A. (2011). Resources versus respect: Social judgments based on targets' power and status positions. *Journal of Experimental Social Psychology*, 47, 767-775.
- Fragale, A. R., Rosen, B., Xu, C., & Merideth, I. (2009). The higher they are, the harder they fall: The effects of wrongdoer status on observer punishment recommendations and intentionality attributions. *Organizational Behavior and Human Decision Processes*, 108, 53-65.  
*Featured in:* "The higher they are, the harder they fall." December 22, 2008. *Washington Post*.
- Fragale, A. R. (2006). The power of powerless speech: The effects of speech style and task interdependence on status conferral. *Organizational Behavior and Human Decision Processes*, 101, 243-261.  
*Featured on:* "The power of powerless speech." January 23, 2007. BBC Radio, *All in the Mind*.  
*Reported in:* "Power of the powerless." Research Digest (2007). *Negotiation Journal*, 23, 215-217.  
*Reported in:* "The perils of powerful speech." Research Summaries (2007). *Negotiation*, 10, 12.

Neale, M. A., & Fragale, A. R. (2006). Social cognition, attribution, and perception in negotiation: The role of uncertainty in shaping negotiation processes and outcomes. In A. W. Kruglanski, J. P. Forgas (Series Eds.), & Thompson, L. (Vol. Ed.), *Frontiers in Social Psychology: Conflict and Negotiation* (pp. 27-54). New York: Psychology Press.

Kim, P. H., Pinkley, R. L., & Fragale, A. R. (2005). Power dynamics in negotiation. *Academy of Management Review*, 30, 799-822.

*Award:* Earlier version awarded "Outstanding Conceptual Paper". International Association for Conflict Management (2000).

*Reported in:* "The many faces of power and its use." Research Digest (2006). *Negotiation Journal*, 22, 117-118.

Fragale, A. R. (2005). To be smart or to be social? The effect of communication styles on individual status advancement in task groups. In M. A. Neale, E. A. Mannix (Series Eds.), & M. Thomas-Hunt (Vol. Ed.), *Research on Managing Groups and Teams: Vol. 7. Status in Groups* (pp. 93-119). Stamford, CT: JAI Press.

Kim, P. H., & Fragale, A. R. (2005). Choosing the path to bargaining power: An empirical comparison of BATNAs and contributions in negotiation. *Journal of Applied Psychology*, 90, 373-381.

Fragale, A. R., & Heath, C. (2004). Evolving informational credentials: The (mis)attribution of believable facts to credible sources. *Personality and Social Psychology Bulletin*, 30, 225-236.

Tiedens, L. Z., & Fragale, A. R. (2003). Power moves: Complementarity in dominant and submissive nonverbal behavior. *Journal of Personality and Social Psychology*, 84, 558-568.

## **SELECTED MEDIA MENTIONS**

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- **Why workers are deferential to colleagues – but not to bosses. April 28, 2014. *Wall St. Journal*.** <http://online.wsj.com/news/articles/SB10001424052702304179704579461230125669474>
- **How to...say you're running late. January 9, 2013. *Fast Company*.** <http://www.fastcompany.com/3004503/how-to-say-youre-running-late>
- **Something for the weekend. July 30, 2010. *Financial Times.com*.** <http://www.ft.com/cms/s/0/c44a047a-9a5b-11df-87fd-00144feab49a.html>
- **Out of Line. June 21, 2010. *The Boston Globe*.** [http://www.boston.com/bostonglobe/ideas/articles/2010/06/27/out\\_of\\_line/?page=full](http://www.boston.com/bostonglobe/ideas/articles/2010/06/27/out_of_line/?page=full)
- **The higher they are, the harder they fall. December 22, 2008. *Washington Post*.** [http://www.washingtonpost.com/wpdyn/content/article/2008/12/21/AR2008122101636\\_pf.html](http://www.washingtonpost.com/wpdyn/content/article/2008/12/21/AR2008122101636_pf.html)
- **The power of powerless speech. January 23, 2007. Interview for BBC Radio 4 *All in the Mind*.** [http://www.bbc.co.uk/radio4/science/allinthemind\\_20070123.shtml](http://www.bbc.co.uk/radio4/science/allinthemind_20070123.shtml)

## **CONFERENCE PRESENTATIONS**

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Fragale, A. R., Sumanth, J. J., Tiedens, L. Z., & Northcraft, G. B. (2014, February). *Appeasing equals: Lateral deference in organizational communication*. Paper presented in the "Ubiquity of Social Hierarchies: How Status, Class, and Power shape Behavioral and Neural Processes in Multiple Social Contexts" symposium at the 15<sup>th</sup> annual meeting of the Society for Personality and Social Psychology, Austin, Texas.

- Snyder, D., & Fragale, A. R. (2012, August). *Deaf ears: The effect of an advice giver's power and status on receptiveness to advice*. Paper to be presented at the 71<sup>st</sup> annual meeting of the Academy of Management, Boston, MA.
- Sumanth, J. J., Fragale, A. R., Tiedens, L. Z., & Northcraft, G. B. (2010, August). *Appeasing equals: Lateral deference in e-mail communication at Enron*. Paper presented at the 69<sup>th</sup> annual meeting of the Academy of Management, Montreal, Canada.
- Fragale, A. R., & Neale, M. A. (2009, August). *Power prerequisites: The legitimating effects of status on power possession and use*. Paper presented at the 68<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL.
- Fragale, A. R., Overbeck, J.R., & Neale, M.A., (2008, June). *Power prerequisites: The legitimating effects of status on power possession and use*. Paper presented in the "Adaptive Effects of Power Hierarchies" symposium at the 15<sup>th</sup> general meeting of the European Association of Experimental Social Psychology, Opatija, Croatia.
- Onyphuk, I., Fragale, A. R., Rosen, B., & Xu, C. (2007, August). *Halos or horns? The effects of a wrongdoer's status on attributions of wrongdoing and punishments*. Paper presented at the 67<sup>th</sup> annual meeting of the Academy of Management, Philadelphia, PA.
- Tiedens, L. Z. & Fragale, A. R. (2003, October). *Power moves: Complementary nonverbal behavior as an automatic form of hierarchical differentiation*. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Boston, MA.
- Fragale, A. R., & Heath, C. (2003, August). *Evolving informational credentials: The (mis)attribution of believable facts to credible sources*. Paper presented at the 63<sup>rd</sup> annual meeting of the Academy of Management, Seattle, WA.
- Fragale, A. R. (2003, August). *To be smart or to be social? The effect of assertive communication styles on status conferral*. Paper presented at the 63<sup>rd</sup> annual meeting of the Academy of Management, Seattle, WA.
- Fragale, A. R. (2003, May). *Communication, culture, and status: The importance of competence and affiliation in the status conferral processes of groups*. Paper presented at the 7<sup>th</sup> annual conference on Research on Managing Groups and Teams, Ithaca, NY.
- Fragale, A. R., Kim, P. H., & Neale, M. A. (2002, August). *When self-interest leads to group benefit: Power, orientation, and integrative agreements*. Paper presented at the 62<sup>nd</sup> annual meeting of the Academy of Management, Denver, CO.
- Tiedens, L. Z., & Fragale, A. R. (2002, June). *Power moves: The affective consequences of dominant and submissive non-verbal behavior*. Paper presented in the "Emotions in Social Context" symposium at the 13<sup>th</sup> general meeting of the European Association of Experimental Social Psychology, San Sebastian, Spain.
- Kim, P. H., & Fragale, A. R. (2001, April). *A theoretical analysis of power tactics*. Paper presented at the 42<sup>nd</sup> annual meeting of the Western Academy of Management, Sun Valley, ID.
- Kim, P. H., & Fragale, A. R. (2001, August). *The importance of BATNAs versus contributions for power and performance in negotiations*. Paper presented at the 61<sup>st</sup> annual meeting of the Academy of Management, Washington, D.C.

## **INVITED PRESENTATIONS**

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### **Appeasing equals: The form and function of deference in organizational communication**

- Washington University in St. Louis, Olin Business School, 2011
- University of Virginia, Darden School of Business, 2011
- Wharton OB Junior Faculty Conference, 2010

### **Getting ahead and staying put: Communication as a tool for changing and stabilizing hierarchies**

- UNC Kenan-Flagler Business School, Cutting Edge speaker series, 2010
- Carnegie Mellon University, Tepper School of Business, 2010

### **High status halos or high status horns? The effects of wrongdoer status on punishments, attributions, and strategies for redemption**

- Harvard Business School, 2008

### **Power prerequisites: The effects of power and status on stereotypes and self-interest**

- Emory University, Goizueta Business School, 2009
- Duke University, Fuqua School of Business, *New Directions in Leadership Research Conference*, 2008
- UNC, Department of Psychology, 2007
- UCLA, Anderson School of Management, 2007
- Northwestern University, Kellogg School of Management, 2006

### **The power of powerless speech: The effects of speech style and task interdependence on status conferral**

- Duke University, Fuqua School of Business, 2005

### **Sorting the status hierarchy: The process of status conferral in task groups**

- University of Utah, David Eccles School of Business, 2004
- Yale School of Management, 2004
- University of Texas at Austin, McCombs School of Business, 2004
- University of Illinois at Urbana-Champaign, College of Business, 2004
- Harvard Business School, 2004
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School, 2003

## **FELLOWSHIPS AND AWARDS**

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- Gerald Barrett Award for Contributions to MBA Program, University of North Carolina, Kenan-Flagler Business School, 2011
- Class of 2009 Distinguished Core Faculty Award for Outstanding Dedication in MBA Core Curriculum, University of North Carolina, Kenan-Flagler Business School, 2008
- Weatherspoon Award for Excellence in Undergraduate Teaching, University of North Carolina, Kenan-Flagler Business School, 2006
- Outstanding Teaching Contribution Award, University of North Carolina, Kenan-Flagler Business School, 2005, 2006, 2007
- State Farm Doctoral Dissertation in Business Award, 2002
- Jaedicke Merit Award, Stanford University, 2000 and 2001 – Award for outstanding academic performance in the Ph.D. program

## **TEACHING EXPERIENCE IN DEGREE PROGRAMS**

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**Negotiation (MBA@UNC):**

- Developed an online MBA Negotiation course (elective); taught 2014 at University of North Carolina, Kenan-Flagler Business School
- Taught three sections of 18 students each
- Average Instructor Evaluations (out of 5.00): 4.93

**Negotiation (MBA, EMBA):**

- MBA-level elective course; taught 2005 – 2008; 2013-present at University of North Carolina, Kenan-Flagler Business School
- Each year, teach two sections of approximately 40 students each
- Average Instructor/Course Evaluations (out of 5.00): 4.76/4.67

**Leading and Managing (MBA):**

- MBA-level core OB course; taught 2007 – 2010 at University of North Carolina, Kenan-Flagler Business School
- Each year, taught approximately 290 students a year, in four sections of 75 students each
- Average Instructor/Course Evaluations (out of 5.00): 4.61/4.41

**Organizational Behavior (Undergraduate):**

- Undergraduate-level core OB course; taught 2004 – 2006 at University of North Carolina, Kenan-Flagler Business School
- Each year, taught two sections of approximately 50 students each
- Average Instructor/Course Evaluations (out of 5.00): 4.81/4.77

**TEACHING EXPERIENCE IN EXECUTIVE PROGRAMS**

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- Motivating High Performance Teams
- Effective Leadership
- Influence Without Authority
- Negotiation Skills for Effective Managers
- Cross-Cultural Negotiations
- Managerial Decision Making
- Persuasion and Influence
- Managing Organizational Change

Clients include ExxonMobil, Bayer CropScience, Eastman Chemical, the National Multi-Housing Council, AvalonBay, Post Properties, the U. S. Department of Veterans Affairs, the U.S. Army, the U.S. Marine Corps, and the U.S. Navy

**UNIVERSITY SERVICE**

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**Ph.D. Advising:**

- Erin Cooke Long (Dissertation committee member, UNC Organizational Behavior, 2016)
- Tali Kapadia (Dissertation committee member, UNC Organizational Behavior, 2016)
- Deirdre Snyder (Dissertation advisor, UNC Organizational Behavior, 2014)
- Jim Berry (Dissertation committee member, UNC Organizational Behavior, 2011)
- John Sumanth (Dissertation committee member, UNC Organizational Behavior, 2011)
- Tina Juillerat (Dissertation committee member, UNC Organizational Behavior, 2010)
- Trevor Yu (Dissertation committee member, UNC Organizational Behavior, 2007)
- Lisa Jones (Dissertation committee member, UNC Organizational Behavior, 2006)

**Undergraduate Advising:**

- Chris Myers (Honors Thesis reader, UNC, 2010)

- Daron Sharps (Honors Thesis reader, UNC, 2010)
- Janine Martinez (Honors Thesis chair, UNC, 2007)

#### **Committees and Positions:**

- Kenan-Flagler Program Advisory Committee (2013-present)
- OB area Ph.D. program coordinator (2012-present)
- Faculty director of Kenan-Flagler Behavioral Lab (2005 - 2014)
- Local Faculty Coordinator for UNC Behavioral IRB (2006 - present)
- MBA Academic Ineligibility Committee (2011-2015)
- MBA@UNC Academic Ineligibility Committee (2012-2015)
- KFBS Dean's Review Committee (2012)
- UNC Morehead-Cain Scholar Central Selection Committee Member (2010-2013)
- Faculty Advisor, Carolina Women in Business (2008 - present)
- MBA Core Coordination Committee (2007 - 2010)
- KFBS Leadership Initiative: Leadership Immersion co-creator and instructor (2009 - 2012)
- KFBS Leadership Initiative: Game of Leadership (2007-2011)
- BSBA Weatherspoon Award Committee (2006 – 2010, 2012)
- OB Faculty Recruiting Co-Chair (2006-2008)
- BSBA Admissions Interviewer (2004 - 2008)
- BSBA (undergraduate business) Program Committee (2004 - 2007)
- Organizational Behavior Area Subject Pool Coordinator (2004 - 2007)

### **PROFESSIONAL SERVICE**

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#### **Editorial Boards**

- *Social Psychological and Personality Science* (2010-present)
- *Organizational Behavior and Human Decision Processes* (2007-2013)

#### **Ad-hoc Reviewer**

- *Academy of Management Journal*
- *Administrative Science Quarterly*
- *Organization Science*
- *Management Science*
- *Journal of Personality and Social Psychology*
- *Psychological Bulletin*
- *Journal of Experimental Social Psychology*
- *Psychological Science*
- *Group Processes and Intergroup Relations*
- *Social Influence*
- *European Journal of Social Psychology*
- *Journal of Nonverbal Behavior*
- *Journal of Applied Social Psychology*
- *Human Relations*

#### **Board Memberships**

- Advisory Board (Chair), Center for Faculty Excellence, University of North Carolina (2012 – 2015)
- Board of Visitors, Nelson A. Rockefeller Center for Public Policy and the Social Sciences, Dartmouth College (2008-present)

### **PROFESSIONAL AFFILIATIONS**

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Academy of Management

