

ZACHARIAH BERRY

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EDUCATION

Cornell University (Ithaca, NY), *Expected* May 2024

Ph.D. in Organizational Behavior

M.S. in Organizational Behavior, 2020

Committee: Brian Lucas (Chair & Advisor), Neil Lewis Jr. (Advisor), Vanessa Bohns, & Jon Jachimowicz

University of Chicago (Chicago, IL), 2017

M.A. in Psychology

Bethel University (St. Paul, MN), 2015

B.A. in Psychology, B.A. in Philosophy

RESEARCH INTERESTS & DISSERTATION SUMMARY

Ethics & Morality, Loyalty, and Diversity, Equity, & Inclusion

Dissertation: My dissertation explores how people think and behave after learning that someone to whom they are loyal has engaged in wrongdoing at work. When people learn that someone to whom they are loyal has engaged in wrongdoing at work, they are put into a loyalty dilemma, where their loyalty to the individual is at odds with some other moral value (e.g., honesty) and acting upon either moral value is morally justifiable. I find that being in this dilemma reduces one's moral clarity about what their loyal tie did (i.e., they are less certain that what their loyal tie did is itself immoral), which in turn leads them to ruminate more about the morality of the wrongdoing to make sense of it. As a result, people withdraw more from their work as a way to recuperate from the cognitively taxing processes that they went through to make sense of the wrongdoing, but simultaneously engage in more helping behaviors at work as a way to preserve their moral self-concept which is threatened when someone to whom they are loyal engages in wrongdoing (Writing paper for submission to *Academy of Management Journal*).

PEER-REVIEWED PUBLICATIONS

Berry, Z., Silver, I., & Shaw, A. (Accepted). Moral Paragons, but Crummy Friends: The Case of Snitching. *Journal of Experimental Psychology: Applied*. [[link to accepted version](#)]

Berry, Z. & Lucas, B.J. (2023). How Much is Enough? The Relationship Between Prosocial Effort and Moral Character Judgments. *Personality and Social Psychology Bulletin*.
<https://doi.org/10.1177/01461672221135954>

Proudfoot, D., **Berry, Z.**, Chang, E., & Kay, M. (2023). The diversity heuristic: How team demographic composition influences judgments of team creativity. *Management Science*.
<https://doi.org/10.1287/mnsc.2023.4862>

Huber, C., Druber, A., Huber, J.,...**Berry, Z.**,...& Holzmeister, F. (2023). Competition and moral behavior: A meta-analysis of 45 crowd-sourced experimental designs. *Proceedings of the National Academy of Sciences*. <https://doi.org/10.1073/pnas.2215572120>

Berry, Z., Lewis Jr., N.A., & Sowden, W.J. (2021). The Double-Edged Sword of Loyalty. *Current Directions in Psychological Science*. <https://doi.org/10.1177/09637214211010759>

Lucas, B.J., **Berry, Z.**, Giurge, L.M., & Chugh, D. (2021). A longer shortlist increases the consideration of female candidates in male-dominant domains. *Nature Human Behaviour*. <https://doi.org/10.1038/s41562-020-01033-0>

MANUSCRIPTS UNDER REVIEW AND IN REVISION

Berry, Z. & Hildreth, J.A.D. (Revise & Resubmit). When Your Friend is My Friend: How Loyalty Prompts Support for Indirect Ties in Ethical Dilemmas. *Organization Science*.

Berry, Z., Lucas, B.J., & Jachimowicz, J.M. (Reject & Resubmit). Social Impediments to the Pursuit of Passion: People Overestimate How Harshly They Are Judged for Giving Up on Their Passion. *Journal of Personality and Social Psychology*.

Berry, Z., Lewis Jr., N.A., Merkel, S., & Ostermann, E. (in revision). Achieving Together: Peer Mentorship Increased Academic Performance of First-Generation College Students in the Life Sciences. (Preparing for submission to *Contemporary Educational Psychology*)

Lucas, B.J., O'Connor, K., Effron, D., & **Berry, Z.** (in revision). Intergenerational Hypocrisy: When an Organization's Past Limits its Legitimacy to Act in the Present. (Preparing for submission to *Personality and Social Psychology Bulletin*)

Tang, S., Schlund, R.J., & **Berry, Z.** (in revision). Framing Organizations as Underdogs Increase Empathy for Them Through Perceived Suffering. (Preparing for submission to *Journal of Personality and Social Psychology*)

Krautter, K., Gorges, M., **Berry, Z.**, Ward, S., & Jachimowicz, J.M. (in revision). [passion and gender]. (Preparing for submission to *Academy of Management Journal*)

SELECTED RESEARCH IN PROGRESS

*denotes equal authorship

Berry, Z. & Lucas, B.J. (data collection). Witnesses of Workplace Wrongdoing Overestimate Transgressors' Silence Expectations.

***Berry, Z.**, *Schlund, R.J., & Tang, S. (data collection). [topic: moral but nepotistic organizations]

Berry, Z. & Bohns, V.K. (data collection). [topic: sexual harassment and HR policies]

PRACTITIONER-ORIENTED ARTICLES

Berry, Z. & Jachimowicz, J.M. (November 18, 2021). [When Following Your Passion Turns Toxic](#). *Harvard Business Review*.

Berry, Z., Lewis Jr., N.A., & Sowden, W.J. (September 21, 2021). [Are You Too Loyal to Your Organization?](#) *Harvard Business Review*.

Berry, Z. (May 6, 2021). [The Tricky Role of Loyalty at Work](#). *Ethical Systems*.

Lucas, B.J., Giurge, L.M., Berry, Z., & Chugh, D. (February 16, 2021). [To Reduce Gender Bias in Hiring, Make Your Shortlist Longer](#). *Harvard Business Review*.

HONORS, AWARDS, AND SCHOLARSHIPS

Promising Young Scholar Research Excellence Award, The PhD Project - 2023

Dissertation Research Award, Cornell University ILR School - 2022

VITAL Scholar, University at Buffalo, (1 of 2 scholars selected) - 2022

Robert S. Hatfield Award for the Study of Ethics in Business and Organizations, Cornell University - 2021

Conference Fee Waiver for outstanding service, Academy of Management MOC Division - 2021,2022

Graduate Registration Award, Society for Personality and Social Psychology - 2021

Outstanding Research Award, Society for Personality and Social Psychology - 2020

Selected for Single Paper Session, Society for Personality and Social Psychology (top 3% of submissions selected) - 2020

M.S. Thesis Award, Cornell University ILR School - 2019

Travel Award, Cornell University ILR School - 2018–2023

Travel Award, University of Chicago Graduate Council - 2017

HSF Scholar, Hispanic Scholarship Foundation - 2016

University of Chicago Social Sciences Merit Scholarship (50% tuition) - 2016

ORGANIZED SYMPOSIA

Berry, Z. & Lucas, B.J. (Co-Organizer & Co-Chair; CM, MOC, OB Divisions; 2023). Centering the Relational Context of Moral Transgressions in Morality Research. *Academy of Management annual conference*, Boston, MA.

Speakers: Zachariah Berry, Daniel Yudkin, Logan Balfantz, Jillian Jordan, Sam Skowronek

Berry, Z. & Jachimowicz, J.M. (Co-Organizer & Co-Chair; 2021). Pursuing passion: Why does it propel and hold people back? *Society for Personality and Social Psychology*, Austin, TX. [Virtual Symposium].

Speakers: Zachariah Berry, Jon Jachimowicz, Monica Gamez-Djokic, Patricia Chen

Berry, Z. (Organizer & Chair; CM, MOC, OB Divisions; 2020). Recasting Loyalty Dilemmas: Theoretical and Empirical Insights from Social Contexts. *Academy of Management annual conference*, Vancouver, BC. [Virtual Symposium].

Speakers: Zachariah Berry, Sam Skowronek, Angus Hildreth

CONFERENCE PRESENTATIONS

Berry, Z. (2023). The Unexpected Burden of Loyalty. *Paper presentation at the Academy of Management annual conference*, Boston, MA.

Berry, Z., & Lucas, B.J. (2023). Witnesses of Wrongdoing Overestimate Transgressors' Silence Expectations at Work. *Paper presentation at the Academy of Management annual conference*, Boston, MA.

Berry, Z. (2023). The Unexpected Burden of Loyalty. *Paper presentation at the International Association for Conflict Management*, Thessaloniki, Greece.

Berry, Z., & Lucas, B.J. (2023). The Unexpected Burden of Loyalty. *Data Blitz at the Intragroup Processes Pre-Conference at the annual meeting of the Society for Personality and Social Psychology*, Atlanta, GA.

Berry, Z., Lucas, B.J., & Jachimowicz, J.M. (2022). What Will They Think? People that give-up on a passion overestimate the negativity of observers' judgments. *Paper presentation at the Academy of Management annual conference*, Seattle, WA.

Berry, Z., Lucas, B.J., & Jachimowicz, J.M. (2022). What Will They Think? People that give-up on a passion overestimate the negativity of observers' judgments. *Paper presentation at International Association for Conflict Management*, Ottawa, ON.

Berry, Z., & Hildreth, J.A.D (2022) Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. *Data blitz presentation at the East Coast Doctoral Conference at Columbia University*, New York, NY. [Virtual Talk].

Berry, Z., & Hildreth, J.A.D (2022) Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. *Data Blitz at the Social Cognition Pre-Conference at the annual meeting of the Society for Personality and Social Psychology*, San Francisco, CA. [Virtual Talk].

Berry, Z., & Hildreth, J.A.D (2022) Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. *Data Blitz at the Intragroup Processes Pre-Conference at the annual meeting of the Society for Personality and Social Psychology*, San Francisco, CA. [Virtual Talk].

- Berry, Z., Lucas, B.J., & Jachimowicz, J.M. (2021).** What Will They Think? People that give-up on a passion overestimate the negativity of observers' judgments. *Data blitz presentation at the East Coast Doctoral Conference at Columbia University, New York, NY.* [Virtual Talk].
- Berry, Z. & Lucas, B.J. (2021).** What Will They Think? People that give-up on a passion overestimate the negativity of observers' judgments. *Paper presentation at the annual meeting of the Society for Personality and Social Psychology, Austin, TX.* [Virtual Talk].
- Berry, Z. (2020).** Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. *Paper presentation at the Academy of Management annual conference, Vancouver, BC.* [Virtual Talk].
- Berry, Z., Silver, I., & Shaw, A. (2020).** The upstanding snitch: Lay intuitions when loyalty and morality conflict. *Paper presentation at the Academy of Management annual conference, Vancouver, BC.* [Virtual Talk].
- Berry, Z., Silver, I., & Shaw, A. (2020).** The upstanding snitch: Lay intuitions when loyalty and morality conflict. *Paper presentation at the East Coast Doctoral Conference at Columbia University, New York, NY.*
- Berry, Z., Silver, I., & Shaw, A. (2020).** The upstanding snitch: Lay intuitions when loyalty and morality conflict. *Flash Talk at the Justice & Morality Pre-Conference at the annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.*
- Berry, Z., & Lucas, B.J. (2020).** When less is enough: The relationship between prosocial effort and moral character judgments. *Paper presentation at the annual meeting of the Society for Personality and Social Psychology (top 3% submissions selected), New Orleans, LA.*
- Berry, Z., & Lucas, B.J. (2019).** When less is enough: The relationship between prosocial effort and moral character judgments. *Poster presentation at Society for Judgment and Decision Making, Montreal, Canada.*
- Berry, Z., & Lucas, B.J. (2019).** When less is enough: The relationship between prosocial effort and moral character judgments. *Paper presentation at the East Coast Doctoral Conference at Columbia University, New York, NY.*
- Berry, Z., & Shaw, A. (2017).** Epistemic vigilance in a social context: Recognizing when allegiances distort the truth. *Poster presentation at the Association for Psychological Science, Boston, MA.*
- Berry, Z., & Shaw, A. (2017).** Epistemic vigilance in a social context: Recognizing when allegiances distort the truth. *Poster presentation at the University of Chicago MAPSS Academic Conference, Chicago, IL.*

PREVIOUS RESEARCH EXPERIENCE

Research Assistant, 2016–2017

- *Epley Lab*, University of Chicago Booth School of Business, PI: Nicholas Epley
- *Center for Decision Research*, University of Chicago Booth School of Business
- *DIBS Lab*, University of Chicago, PI: Alex Shaw

TEACHING EXPERIENCE

Course Instructor

Social Psychology, Bethel University, Fall 2021, Fall 2022, Spring 2023

- Instructor rating: 4.5/5, 5.0/5, 4.3/5
- Adjunct Professor of Psychology (undergraduate)

Teaching Assistant

Cornell University, ILR School

- **Psychology of Work (I and II)**, Fall 2022
 - Instructor rating: 4.76/5, 4.71/5
 - Lecturer for 2 sections of case-based teaching (undergraduate)
- **Introduction to Organizational Behavior**, Spring 2021
 - Instructor rating: 4.81/5
 - Lecturer for 3 sections of case-based teaching (undergraduate)

Cornell University, SC Johnson School of Business

- **Managing and Leading Organizations** (EMBA), Summer 2021
- **Digital Marketing Platforms** (MBA), Fall 2018
- **Global Marketing** (MBA), Fall 2019

SERVICE, MENTORSHIP, AND LEADERSHIP

Director, SPSP Student Committee's Peer Advising Program, 2020–2021

Member-at-Large, Society for Personality and Social Psychology Student Committee, 2020–2021

Mentor, Mi Comunidad Mentorship Program, LatinX Graduate Student Coalition of Cornell, 2019–2020

Mentor, GSMU Mentor Program, Cornell University Office of Academic Diversity Initiatives, 2019–2020

Committee Member, Service Committee, The PhD Project, 2019–2021

Committee Member, Membership Committee, The PhD Project, 2019–2020

ACADEMIC AFFILIATIONS

The PhD Project

Academy of Management (AOM)

International Association for Conflict Management (IACM)

Society for Judgment and Decision Making (SJDM)
Society for Personality and Social Psychology (SPSP)

PROFESSIONAL EXPERIENCE

Project Manager, Epic Systems (Madison, WI), 2017–2018

Analyst, SPS Commerce (Minneapolis, MN), 2015–2016

REFERENCES

Brian J. Lucas

Assistant Professor of Organizational Behavior
Cornell University, ILR School
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Neil A. Lewis Jr.

Associate Professor of Communication and Social Behavior
Cornell University
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Jon M. Jachimowicz

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Alex Shaw

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University of Chicago
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