

# Adina D. Sterling

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July 2024

## Employment

- 2023-present Katherine W. Phillips Associate Professor of Management  
Columbia University, Graduate School of Business
- 2018-present Founder and Director of the Equity by Design Lab
- 2019-2023 Associate Professor of Organizational Behavior  
Stanford University, Graduate School of Business and by courtesy,  
Sociology
- 2015-2019 Assistant Professor of Organizational Behavior  
Stanford University, Graduate School of Business
- 2011-2015 Assistant Professor of Strategy  
Washington University in St. Louis, Olin Business School

## Education

- 2006-2011 **Emory University, Goizueta Business School**  
Atlanta, Georgia  
PhD in Organization and Management, 2011  
Dissertation: Who You Know: Pre-Entry Contacts and Post-Entry  
Social Structure (Published)  
Doctoral Committee: Peter Roberts (Chair), Jill Perry-Smith, Chris  
Rider, Kathleen O'Connor
- 1997-2002 **The Ohio State University**  
Columbus, Ohio  
B.S. in Chemical Engineering, Minor in Economics  
*Magna Cum Laude*

## Peer Reviewed Publications<sup>†</sup>

**12. A. D. Sterling.** 2024. This is Why I Leave: Race and Voluntary Departure. A. D. Sterling. Accepted, *Administrative Science Quarterly*.

**11. A. D. Sterling** and J. Merluzzi. 2021. Tryouts as Alternative Hiring Arrangements in Organizations. *Research in Organizational Behavior*.

Note: In published in press in 2021; backdated by the publisher to 2019.

**10.** Gender Pay Gap Among STEM Graduates. *Proceedings of the National Academy of Sciences*, 117 (48) 30303-30308.

**9.** R. Galperin, O. Hahl, **A. D. Sterling**, and J. Guo\*. 2020. Too Good to Hire? Capability and Commitment Inference in Labor Markets. *Administrative Science Quarterly*, 65(2): 275-313.

**8.** D. Elfenbein and **A. D. Sterling**. 2018. (When) Is Hiring Strategic? Human Capital Acquisition in the Age of Machines. *Strategy Science*, 3(4):668-682.

**7.** **A. D. Sterling** and R. M. Fernandez. 2018. Once in the Door: Gender, Tryouts and the Initial Salaries of Managers. *Management Science*, 64(11): 5444-5460.

**6A.** J. Merluzzi and **A. D. Sterling**. 2017. Lasting Effects? Referrals and Career Mobility of Demographic Groups in Organizations. *Industrial Labor Relations Review*, 70(1): 105-131.

**Revised and expanded version:**

**6B.** **A.D. Sterling**. 2022. Race and the Enduring Effects of Labor Market Networks on Careers in the Workplace. Forthcoming in the 5th edition of *Social Stratification*, edited by David B. Grusky, Nima Dahir, and Claire Daviss.

**5.** **A. D. Sterling**. 2015. Pre-Entry Contacts and the Generation of Nascent Networks in Organizations. *Organization Science*, 26(3): 650- 667.

**4.** **A. D. Sterling**. 2014. Friendships and Search Behavior in Labor Markets. *Management Science*, 60(9): 2341-2354.

**3.** M. Bidwell, F. Briscoe, I. Fernandez-Mateo and **A.D. Sterling**. 2013. The Employment Relationship and Inequality: How and Why Changes in Employment Practices are Reshaping Rewards in Organizations. *Annals of the Academy of Management*, 7: 61-121.

**2.** P. Roberts and **A. D. Sterling**. 2012. Network progeny? Pre-founding social ties and the success of new entrants. *Management Science*, 58(7): 1292-1304.

**1.** C. I. Rider, **A. D. Sterling** and D. Tan. 2016. Career Mobility and Racial Diversity in Law. Diversity in Practice, Chapter 12. Race, Class, and Gender in Legal and Professional Careers, Cambridge Univ. Press in American Bar Foundation's Research Group on Legal Diversity.

## Other Publications

3. **A. D. Sterling.** 2018. Gender and Networks. *State of the Union Report*. Stanford Poverty and Inequality Center.
2. J. Merluzzi and **A.D. Sterling.** 2017. Black Employees Are More Likely to Be Promoted When They Were Referred by Another Employee. *Harvard Business Review*.
1. **A. D. Sterling.** 2016. How Having an MBA vs. a Law Degree Shapes Your Network. *Harvard Business Review*.

## Working Papers (manuscripts available)

5. Setting Up the Gap? Gender Differences in Initial Salary Offers in Hiring (with S. Wang). Revision Requested, *Organization Science*.
4. Is It the Expression that Counts? Gender and Hiring in a Global Sales Firm (with N. Overmeyer). Revision Requested, *American Sociological Review*.
3. Breaking Down Information Inequality: Evidence from a Field Experiment in the Technology Industry (with J. Choi and S. Ireokomos).
2. Signals and Proof: Examining Mechanisms to Narrow the Gender Pay Gap at Workforce Entry. A. D. Sterling, S. Gilmartin and S. Sheppard.
1. The Price of Entry? Race, Internships and Good Jobs in Early Careers (with M. Thompson and D. Rojas). Under Review, *Industrial Labor Relations Review*.

## Work-in-Progress

3. Under Scrutiny: An Assessment of Hiring Decisions Using Eye-tracking Software.
2. Gendered Persistence after Rejection (with Laura Doering and Yixi Chen)
1. Race, Health, and Hiring. Experimental Design Stage

## **Teaching Experience**

### **Courses Taught**

Spring 2024	Equity by Design: Building Diverse and Inclusive Organizations, MBA Elective, Columbia University
Winter/Spring 2018-2023	Equity by Design: Building Diverse and Inclusive Organizations, MBA Elective, Stanford GSB - Note: Selected as a GSB Super Round class (2020-2023)
Summer 2016, 2017, 2018	Organization Design (Core MSx Course), Stanford GSB
Spring 2018, 2019, 2021, 2022	Economic Sociology of Markets and Organizations - PhD Level Course, Stanford GSB Note: Cross-listed as a PhD Sociology Course
Spring 2017	Introduction to Organizational Behavior, Stanford Law School
Fall 2011-2014	The Individual in the Managerial Environment (BSBA core course), Washington University Olin Business School
Spring 2010	Teaching Assistant, Leading & Managing Change (MBA/BSBA course), Emory University Goizueta Business School
Spring 2009	Teaching Assistant, Leading Organizations and Strategy (MBA core course), Emory University Goizueta Business School
Fall/Winter/Spring 1999-2001	Mathematics Teaching Assistant, Department of Mathematics, The Ohio State University

### **Cases Authored**

GoDaddy and the Holy Grail:  
Equal Access to Top Performance Reviews (2020)  
Cases: SM-318A, SM-318B, SM-318C

### *Editorial Work*

Management Science, Associate Editor, 2019-Present  
Organization Science, Editorial Review Board, 2016-Present  
American Sociological Review, Ad Hoc Reviewer, 2012-Present  
Administrative Science Quarterly, Ad Hoc Reviewer, 2012-Present  
Academy of Management Journal, Ad Hoc Reviewer, 2014-Present  
Industrial Relations Review, Ad Hoc Reviewer, 2015-Present  
American Journal of Sociology, Ad Hoc Reviewer, 2012-Present  
Proceedings of the National Academy of Sciences, 2021-Present

*Professional  
Affiliations*

Academy of Management 2006-Present  
American Sociological Association 2008-Present  
PhD Project Minority Faculty of Color Association 2011-Present

**Invited Seminar Presentations**

2022 Cornell University, Industrial Labor Relations School  
2022 Harvard Business School, Technology and Operations  
2022 Columbia Business School, Columbia University  
2022 University of Wisconsin Department of Management  
2022 Harvard Business School, Organizational Behavior Group  
2021 University of Minnesota Carlson School of Management  
2021 Olin Business School, Washington University in St. Louis  
2021 Stanford University SCANCOR  
2021 Bocconi University, Bocconi School of Management  
2020 UCLA Anderson School of Management  
2020 University of Chicago, Booth School of Business  
2020 MIT Sloan School of Management  
2020 Columbia Business School, Columbia University  
2019 New York University, Leonard N. Stern School  
2019 Berkeley Sociology Department, University of California  
2019 Carnegie Mellon University Tepper School of Business  
2019 Dartmouth University Tuck School of Business  
2018 Northwestern University, Kellogg Business School  
2018 MIT Sloan School of Management  
2018 Cornell University Industrial Labor Relations School  
2018 University of Washington Foster School of Business  
2018 University of Maryland Smith School of Business  
2018 University of Pennsylvania Wharton School  
2018 University of Toronto Rotman School  
2017 Yale School of Management Yale University  
2017 Sociology Department, Stanford University  
2017 University of British Columbia Sauder School of Management  
2017 McGill University Desautels School of Management  
2017 University of Santa Clara Leavey Business School  
2016 Berkeley Haas Business School MORS Colloquium  
2016 Psychology Department, Stanford University  
2016 IE Business School (Madrid, Spain)  
2014 Duke University Fuqua School of Business  
2014 Stanford Graduate School of Business  
2013 MIT Sloan School of Management  
2013 University of Illinois at Urbana Champaign

2011 University of Pennsylvania Wharton School  
2010 Washington University in St. Louis Olin Business School

### **Selected Conferences and Presentations**

- 2024
- Socio-Cognitive Perspectives in Entrepreneurship and Strategy (SCOPES), Barcelona, Spain
  - European Groups and Organizations Conference (EGOS), Milan
  - Relationships Across Differences (RAD), Wharton
  - Academy of Management Meeting
  - Equitable Opportunities Conference, University of Michigan
- 2023
- Academy of Management Meeting
  - Wharton People and Organizations Conference
- 2022
- American Sociological Association Meeting
  - European Groups and Organizations Conference (EGOS), Austria
  - EGOS Plenary on Race, Austria
  - Wharton People and Organizations Conference
  - Academy of Management Annual Meeting
- 2021
- Stanford Center for Comparative Studies in Race and Ethnicity
  - American Sociological Association Meeting Plenary Session
  - Academy of Management Annual Meeting
- 2020
- European Groups and Organizations Conference (EGOS)
  - American Sociological Association Meeting
  - People and Organizations Conference, Wharton Business School
- 2019
- INSEAD Women and Work Conference (Singapore)
  - Academy of Management Meeting (Boston, MA)
  - Economic Sociology Conference (Atlanta, GA)
- 2018
- Stanford Hiring and Organizations Conference
  - European Groups and Organizations Conference (Tallin, Estonia)
  - Stanford State of the Union Presenter, Center on Poverty and Inequality
- 2017
- Junior Organization Theory Conference (Yale University)
  - Academy of Management Meeting (Atlanta, GA)
  - Wharton's People and Organizations Conference (University of Pennsylvania)
- 2016
- European Groups and Organizations Conference (Naples, Italy)
  - Academy of Management Meeting (Los Angeles, CA)
  - Wharton's People and Organizations Conference (University of Pennsylvania)
  - Economic Sociology Conference (Northwestern University)
  - Economic Sociology Workshop (Stanford)
- 2015
- What Works ILRR Conference (New York, NY)
  - Academy of Management Conference (Vancouver, Canada)
  - American Sociological Association Conference (Chicago, IL)
- 2014
- Academy of Management Conference (Philadelphia, PA)
  - European Group for Organizational Studies Conference (Netherlands)
  - Midwest Strategy Conference (University of Wisconsin)
  - Strategy Research Forum (Santa Fe, New Mexico)

- BYU-Strategy Conference (Salt Lake City, Utah)
- Wharton's People and Organizations Conference (University of Pennsylvania)
- Junior Organizational Theory Conference (Berkeley)

### Service

- Artificial Intelligence and Governance Faculty Reading Group, Stanford University, 2022
- Cofounder and organizer of Junior Black Faculty Group at Stanford, 2020-2021
- American Sociological Association (ASA) Work and Occupations Committee, 2019-2021
- ASA Best Doctoral Dissertation Competition Committee, 2020
- Organization and Management Theory (OMT) Best Paper Research Committee, 2015-2019
- Strategic Management Research Committee, 2016-2018
- Symposium Organizer, AOM Meetings, 2010-2021
- Stanford Hiring and Organizations Conference Organizer, 2018
- Co-Organizer of Macro OB Seminar Series, Stanford GSB, 2016-2018
- Macro OB Brown Bag Seminar Series Organizer, Stanford GSB, 2016-2019

### Selected Media Coverage

Just 2.7% of Top Roles in Big Tech Held by Black Executives, *The Information*  
 The 'Overqualified' Trap Can Hit You at Any Time, *Wall Street Journal*  
 The Cost of Fitting In, *Fast Company*  
 "Young Profs" Selectee: Social Network Effects in Hiring *Business + Strategy*  
 Friendships and Search Behavior, *Forbes*, Short Thoughts on Big Data, In Perspectives, A Newsletter of the *American Sociological Association* Short Thoughts on Big Data, In Perspectives, A Newsletter of the *American Sociological Association*

### Industry Experience

Procter and Gamble, Senior Engineer

### Outside Activities (2018-present)

AirBnB, Genentech, Cooley, Google, Maxim Integrated, Emerson, Alfred P. Sloan Foundation, SFDPH