

MODUPE NYIKOALE AKINOLA

Curriculum Vitae
(617) 233-4020
makinola@columbia.edu

EDUCATION

Ph.D.	Harvard University	Organizational Behavior	2009
M.A.	Harvard University	Social Psychology	2006
M.B.A.	Harvard Business School	General Management	2001
B.A.	Harvard University	Psychology	1996

ACADEMIC APPOINTMENTS

<i>Columbia Business School (Management Division)</i>			
Barbara and David Zalaznick Professor of Business			2022-present
Associate Professor (with tenure)			2018-2022
Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics			2016-2018
Assistant Professor of Management			2009-2016
<i>Sloan School of Management (Organization Studies Group)</i>			
Visiting Assistant Professor			2013-2014

PUBLICATIONS

*indicates graduate student or post-doctoral trainee

*Sun, K., Slepian, M., & Akinola, M. (2025). The look of a leader. *PloS One*, 20(4), e0320836.

Casto, K.V., Farah, S., Castro, A., Akinola, M., & Mehta, P.H. (2025). Hormonal contraceptive use in relation to basal and reactive testosterone, DHEAS, and cortisol. *Hormones & Behavior*, 175, 105806.

Ader, J., Bell, M., Raymundo, I., Akinola, M., Galinsky, A. (2025). A behavioral intervention to improve group-based diagnostic quality and educational experience among neurology trainees: a feasibility study. *Neurology: Education*, 4(2), e200216.

Akinola, M., Opie, T., Ho, G., Unzueta, M., Castel, S., Kristal, A., Brief, A., & Zambrotta, N. (2024). Does broadening the term “diversity” correlate with a lowered representation of racial minorities and women in organizations? *Academy of Management Discoveries*, 10 (4), 568–588.

Bailey, E., White, M., Akinola, M., & Iyengar, S. (2024). Americans overestimate the frequency and format of political debate. *Scientific Reports*, 14, 5565.

Patel, M.S., Milkman, K.L., Gandhi, L., Graci, H.N., Gromet, D., Ho, H., Kay, J.S., Lee, T.W., Rothschild, B.A., Akinola, M...(2023). A randomized trial of behavioral nudges delivered through text messages to increase influenza vaccination among patients with an upcoming primary care visit. *American Journal of Healthcare Promotion*, 37 (3), 324-332.

*Goyer, J. P., Akinola, M., *Grunberg, R., & *Crum A.J. (2022). Thriving under pressure: The effects of stress-related wise interventions on affect, sleep, and exam performance for college students from disadvantaged backgrounds. *Emotion*, 22(8), 1755-1772.

Milkman, K.L., Patel, M.S., Gandhi, L., Graci, H.N., Gromet, D., Ho, H., Kay, J.S., Lee, T.W., Akinola, M...(2021). A mega-study of text-based nudges encouraging patients to get vaccinated at an upcoming doctor's appointment. *Proceedings of the National Academy of Sciences*, 118 (20), e2101165118.

Gruber, J., Mendle, J., Lindquist, K.A., Schmader, T., Clark, L.A., Bliss-Moreau, E., Akinola, M...(2021). The future of women in psychological science. *Perspectives on Psychological Science*, 16(3), 483-516.

*Casto, K.V., Edwards, D.A., Akinola, M., Davis, C., & Mehta, P.H. (2020). Testosterone reactivity to competition and competitive endurance in men and women. *Hormones & Behavior*, 123, 104665.

*Crum, A.J., Jamieson, J.P., & Akinola, M. (2020). Optimizing stress: An integrated intervention for regulating stress responses. *Emotion*, 20(1), 120-125.

*Chang, E.H., Milkman, K.L., Chugh, D. & Akinola, M. (2019). Diversity thresholds: How social norms, visibility, and scrutiny relate to group composition. *Academy of Management Journal*, 62(1), 144-171.

Akinola, M., *Kapadia, C., *Lu, G.J., & Mason, M.F. (2019). Incorporating physiology into creativity research and practice: The effects of bodily stress responses on creativity in organizations. *Academy of Management Perspectives*, 33(2), 163-184.

Akinola, M., *Martin, A., & Phillips, K. (2018). To delegate or not to delegate: Gender differences in affective associations and behavioral responses to delegation. *Academy of Management Journal*, 61(4), 1467-1491.

Akinola, M., Page-Gould, E., Mehta, P., & *Liu, Z. (2018). Hormone-diversity fit: Collective testosterone moderates the effect of diversity on group performance. *Psychological Science*, 29(6), 859-867.

*Crum, A., Akinola, M., Turnwald, B., Kaptchuk, T., & Hall, K. (2018). Catechol-O-Methyltransferase moderates effect of stress mindset on affect and cognition. *PLoS One*, 13(4), e0195883.

Jamieson, J.P., *Crum A.J., *Goyer, J.P., Marotta, M.E., & Akinola, M. (2018). Optimizing stress responses with reappraisal and mindset interventions: An integrated model. *Anxiety, Stress, & Coping*, 31(3), 245-261.

Rosette, A.S., Akinola, M., & Ma, A. (2018). Subtle discrimination in the workplace: Individual-level factors and processes. In E. King & A. Colella (Eds.), *Oxford Handbook on Discrimination* (pp.7-24). New York, NY: Oxford University Press.

*Lu, G.J., Akinola, M., & Mason, M.F. (2017). "Switching on" creativity: Task switching increases creativity by reducing cognitive fixation. *Organizational Behavior and Human Decision Processes*, 136, 63-74.

*Crum, A.J., Akinola, M., *Martin, A., & *Fath, S. (2017). The role of stress mindset in shaping cognitive, emotional, and physiological responses to challenging and threatening stress. *Anxiety, Stress, and Coping*, 4, 379-395.

Akinola, M., Page-Gould, E., Mehta, P., & *Lu, G.J. (2016). Collective hormonal profiles predict group performance. *Proceedings of the National Academy of Sciences*, 113 (35), 9774-9779.

Akinola, M., *Fridman, I., *Mor, S., Morris, M., & *Crum, A. (2016). Adaptive appraisals of anxiety moderate the association between cortisol reactivity and performance in salary negotiations. *PLoS ONE*, 11(12), e0167977.

*Crum, A.J., Phillips, D.J., *Goyer, J.P., Akinola, M., & Higgins, E.T. (2016). Transforming water: Social influence moderates psychological, physiological, and functional response to a placebo product. *PLoS ONE*, 11(11), e0167121.

Milkman, K., Akinola, M. & Chugh, D. (2015). What happens before? A field experiment exploring how pay and representation differentially shape bias on the pathway into organizations. *Journal of Applied Psychology*, 100(6), 1678-1712.

Muhtadie, L., Koslov, K., Akinola, M., & Mendes, W.B. (2015). Vagal flexibility: A physiological predictor of social sensitivity. *Journal of Personality and Social Psychology*, 109(1), 106–120.

Page-Gould, E. & Akinola, M. (2015). Incorporating neuroendocrine methods into intergroup relations research. *Group Processes and Intergroup Relations*, 18(3), 366–383.

Akinola, M. & Mendes, W.B. (2013). It's good to be the king: Neurobiological benefits of higher social standing. *Social Psychological and Personality Science*, 5(1), 43-51.

Ayduk, O., Gyurak A., Akinola, M., & Mendes, W.B. (2013). Consistency over flattery: Self-verification processes revealed in implicit and behavioral responses to feedback. *Social Psychological and Personality Science*, 4(5), 538-545.

Milkman, K., Akinola, M. & Chugh, D. (2012). Temporal distance and discrimination: An audit study in academia. *Psychological Science*, 23(7), 710-717.

Akinola, M. & Mendes, W.B. (2012). Stress-induced cortisol facilitates threat-related decision making among police officers. *Behavioral Neuroscience*, 26(1), 167-174.

Akinola, M. (2010). Measuring the pulse of an organization: Integrating physiological measures into the organizational scholar's toolbox. *Research in Organizational Behavior*, 30, 203-223.

Akinola, M. & Mendes, W.B. (2008). The dark side of creativity: Biological vulnerability and negative emotions lead to greater artistic creativity. *Personality and Social Psychology Bulletin*, 34 (12), 1677-1686.

MANUSCRIPTS UNDER REVIEW

*Zhang, T., *White, M.W., Hayirli, T., & Akinola, M. Mixed messages: Under-represented minorities receive more conflicting aggregated feedback. Revise and Resubmit. *Administrative Science Quarterly*.

Bergemann, P., Heinemann, Z., Iyengar, S.S., Akinola, M., & Galinsky, A.D. Are diverse ties durable when induced? The surprising formation and dissolution of diverse ties in teams. Revise and Resubmit. *Academy of Management Discoveries*.

Wang, D., *Hwang, K.J., & Akinola, M. How knowledge specialization and diversity jointly influence entrepreneurial entry: The complementary role of social groups. Revise and Resubmit. *Strategic Management Journal*.

MANUSCRIPTS IN PREPARATION

Akinola, M., Trombini, C., Ingram, P., Kinias, Z., Casto, K. & Mehta, P. Gender differences in the biological profiles of effective leaders. Manuscript in preparation.

*Ward, S. & Akinola, M. Conquering stress meaningfully: Meaning in life is linked to lower occupational stress. Manuscript in preparation.

*Liu, Z., Greenaway, K., Kalokerinos, E., Akinola, M., Slepian, M. The stress of secrecy. Manuscript in preparation.

Zambrotta, N.D., Ponce de Leon, R., White, M.W., Boland, F.K., & Akinola, M. Value similarity, more so than racial similarity, closes the racial authenticity gap in teams. Manuscript in preparation.

Akinola, M., Loschelder, D., Swaab, R., Galinsky, A., & Inesi, E. Location and stress impact global negotiations more than cultural differences. Manuscript in preparation.

*White, M.W., Kim, Y., & Akinola, M. Awe in the mundane: Savoring everyday experiences elicits more awe than people expect. Manuscript in preparation.

Overbeck, J.R., Howe, D., Meikle, N.L., & Akinola, M. The loyal lieutenant as kingmaker: Subtle cues of deference determine hierarchy development. Manuscript in preparation.

INVITED TALKS

Boston University (2008), University of Michigan (2008, 2017), University of California at Berkeley (2008, 2024), London Business School (2009), Kellogg (2009), Columbia Teachers College (2011), Harvard University (2011, 2018), Harvard Kennedy School (2012, 2018), MIT Sloan School of Management (2014), University of Utah (2014), Stanford Graduate School of Business (2014), Fuqua School of Business (2014), The Wharton School (2014, 2017), Carnegie Mellon University (2014), UCLA Anderson School of Management (2015), Rotman School of Management (2015), Olin Business School (2016), McGill University (2017), Johns Hopkins Carey Business School (2018), Union College (2018), Chicago Booth (2018), Yale School of Management (2019), Melbourne Business School (2020), Victoria Business School (2020), INSEAD (2019, 2020), NYU (2022), University College London (2023), University of North Carolina at Chapel Hill (2023), Carnegie Mellon Tepper School (2024), Vanderbilt Owen School of Management (2025)

TEACHING EXPERIENCE

- Leadership Development (Columbia Business School, average rating 4.8/5.0)
- Success Satisfaction and Sustainability (Columbia Business School, average rating 4.9/5.0)
- Global Immersion: Lessons from Rwanda on Conflict, Leadership, and Business Opportunities (Columbia Business School, average rating 4.8/5.0)
- Dissertation Committee Member for Columbia Business School PhD Candidates Mike White, James Carter, Ashli Carter, Jon Jachimowicz, Ashley Martin, William Welch and Shira Mor.
- Supervision of Psychology Honors Thesis for Columbia undergraduates Jordan Cline (2019).

- Teaching Fellow for Introduction to Social Psychology at Harvard University (2007).
- Supervision of Psychology Honors Thesis for Harvard undergraduates Marina Nasman (2006), Shimon Sapphire-Bernstein (2007), Amanda Willis (2008), and Erin Blackstock (2008).
- Extensive corporate training and coaching experience, with consistently high teaching ratings, for organizations including Disney, Goldman Sachs, American Express, Bain & Company, CoreNet Global, Harvard Divinity School's Summer Leadership Institute, Harvard Business School's Public Education Leadership Project, and KIPP Schools Summer Leadership Program.

GRANTS

- Tamer Center Climate Change and Business Grant. Project Title: *Buying Green Starts in the Body: Exploring Communication Strategies to Increase Green Consumerism via Psychophysiology*. Co-PI with Sheena Iyengar (PI). Grant Amount: \$160,000 (2021)
- Provost Grant for Mid-Career Faculty Who Contribute to the Diversity Goals of the University. Project Title: *Hormones in Groups: The Effects of Collective Testosterone-Environmental Fit on Group Performance*. Grant Amount: \$37,500 (2019)
- Eugene M. Lang Support Fund Supplemental Research Grant. Project Title: *Hormones and Leadership Development*. Grant Amount: \$15,000 (2010)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Project Title: *A Study of Discrimination and Intertemporal Choice*. Co-PI with Katherine Milkman (PI) and Dolly Chugh (Co-PI). Grant Amount: \$5,000 (2010)
- Columbia University Professional Schools Diversity Research Fellowship. Project Title: *Power and its Embodiment*. Grant Amount: \$10,000 (2009)
- Fellowship Recipient, NIMH/NRSA. Project Title: The Disjunction between Mental and Physical Health Outcomes for African Americans (F31). Grant Amount: \$85,076 (2007)
- Women and Public Policy Program Grant, Harvard Kennedy School of Government. Project Title: *Joint Separate Preference Reversals and Gender Diversity*. Grant Amount: \$9,000 (2007)

AWARDS & HONORS

- International Academy of Management Fellow (2026)
- Columbia Business School BRIDGE Fellow (2024)
- Dorothy Harlow/McGraw Hill Best Paper Award (Zhang, Hayirli, White, & Akinola)(2024)
- Columbia University Faculty Service Award (2023)
- Thinkers50 Radar List of 30 Thinkers to Watch (2022)
- Society for Personality and Social Psychology Fellow (2021)
- Association for Psychological Science Fellow (2020)
- Academy of Management Journal Best Paper Award (Chang, Milkman, Chugh, & Akinola) (2020).
- Dean's Award for Teaching Excellence, Columbia Business School (2015)
- SSRN Honor: Author of One of the 10 Most Downloaded Papers of the Year (2014)
- Massachusetts Institute of Technology Dr. Martin Luther King Jr. Fellowship (2013-2014)
- Association for Psychological Science Rising Star (2011)
- Russell Sage Foundation Small Grant in Behavioral Economics Research. Co-PI with Katy Milkman and Dolly Chugh (2010)
- Eugene M. Lang Support Fund Supplemental Research Grant (2010)
- Columbia University Professional Schools Diversity Research Fellowship (2010)
- Society for Personality and Social Psychology Best Graduate Student Paper Award (2009)
- Wyss Award for Excellence in Doctoral Research (2009)
- Society for Psychophysiological Research Student Poster Award (2008)

- Society for Personality and Social Psychology Diversity Fund Award (2006)
- Wyss Fellowship for Graduate Study (2004 to 2009)

ASSOCIATE EDITOR

Personality and Social Psychology Bulletin (2019-2023)

EDITORIAL BOARD

International Journal of Stress Management (2014-2019)

AD HOC REVIEWER

Proceedings of the National Academy of Sciences, Journal of Personality and Social Psychology; Personality and Social Psychology Bulletin; Journal of Experimental Social Psychology; Journal of Experimental Psychology; Academy of Management Journal; Academy of Management Review; Academy of Management Perspectives; Organization Science; Organizational Behavior and Human Decision Processes; Group Processes and Intergroup Relations; Small Group Research; Plos One; Psychoneuroendocrinology; International Journal of Psychophysiology; European Journal of Social Psychology; Anxiety Stress and Coping; Motivation and Emotion; Biological Psychology; Human Relations; California Management Review

ASSOCIATION MEMBERSHIPS

Academy of Management
 Society for Personality and Social Psychology
 Society for Experimental Social Psychology
 Association for Psychological Science
 Society for Psychophysiological Research
 International Association for Conflict Management

MEDIA COVERAGE

The New York Times, National Public Radio (NPR), Wall Street Journal, Washington Post, The Economist, Huffington Post, Financial Times, U.S. News & World Report, The Chronicle of Higher Education, Scientific American, Nature, Slate.com

OUTSIDE ACTIVITIES

Columbia Business School requires faculty members to disclose any activities that might present a real or apparent conflict of interest. The list below complies with this requirement.

Consulting

- Provide expertise on leadership, organizational behavior, and stress to: Bain & Company, The Walt Disney Company, 21 CP Solutions, LA28/Co-Creat LA

Speaking Engagements

- 10% Happier (2019-present)
- TED Business Podcast Host (2020-present)
- Insight Timer (2021-present)
- Numerous one-time speaking engagements with for profit and nonprofit organizations

Non-profit Volunteer Service

- Harvard University Board of Overseers (2024-present)
- The Brearley School Trustee and Trustee Emerita (2010-present)
- Center for the Science of Moral Understanding (2021-present)
- Gifted Savings (2025-present)

CORPORATE AND NON-PROFIT WORK EXPERIENCE

Harvard Business School Research Associate 2003-2004

Developed an Executive Education program (The Public Education Leadership Project) for urban superintendents and their leadership teams to build on principles at the intersection of general management and education management to help schools deliver improved student achievement. Collaborated and co-authored academic materials with nine professors from Harvard Business School and Harvard Graduate School of Education as part of a dedicated research team. Conducted sophisticated remote and on-site field research on selected school districts across the country.

Bain & Company Consultant & Head of Diversity 2001-2003
Associate Consultant 1997-1999

Member of management consulting client service teams. Conducted analysis, managed associates, interacted with clients, developed conclusions, and assisted in implementing recommendations. Key industries: Retail, Consumer Products, High Technology, Utilities, and Manufacturing. Received and accepted offer to return to firm post-MBA with business school funded. Led the firm's diversity recruiting and professional development efforts.

Merrill Lynch Summer Associate, Investment Banking 2000

Conducted analyses for clients in retail and apparel industry. Work included financial modeling, comparable company analysis, due diligence, and development of marketing and roadshow materials.

Street Babies Project Founder 1996-1997

Awarded national fellowships to create a public service project reflecting an entrepreneurial vision in Accra, Ghana. Designed project aimed at providing child care for underprivileged babies, teaching literacy to homeless mothers and children, and offering them the opportunity to learn a trade or receive formal education. Established four centers in one year. Generated \$700,000 in funding to sustain project for six years.