

# Ashli B. Carter

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## ACADEMIC POSITIONS

### Columbia Business School, Columbia University

2025 – Senior Lecturer in the Discipline of Management

2022 – 2025 Lecturer in the Discipline of Management

### Stern School of Business, New York University

2019 – 2022 Assistant Professor/Faculty Fellow of Management and Organizations

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## EDUCATION

### Columbia Business School, Columbia University

2019 Ph.D. in Management  
Dissertation: Abstract versus concrete construal in decision-making groups: How seeing “a group” versus “individuals” shapes information processing within homogeneous and diverse teams

2016 M.A. in Management

### Stanford University

2013 B.A. (with honors) in Psychology

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## WRITING AND PUBLICATIONS

**Carter, A. B.**, Danbold, F., & Wiesenfeld, B. M. (2026). Construal Level Stereotypes: Perceived Differences in Groups' Abstract Versus Concrete Cognitive Tendencies. *Personality and Social Psychology Bulletin*, 0(0).  
<https://doi.org/10.1177/01461672251406462>

Toma, C., **Carter, A. B.**, & Phillips, K. W. (2025). Diversity? Great for Most Just Less So for Me: How Cognitive Abstraction Affects Diversity Attitudes and Choices. *Behavioral Sciences*, 15(5), 585.  
<https://doi.org/10.3390/bs15050585>

Kirby, T. A., Gündemir, S., **Carter, A. B.**, Schwanold, E., & Ketzitidou-Argyri, E. (2023). The role of intraminority relations in perceptions of cultural appropriation. *Journal of Personality and Social Psychology: Interpersonal Relations and Group Processes*, 125(6), 1373–1393. <https://doi.org/10.1037/pspi0000428>.

Turetsky, K. M., Curley, J. P., **Carter, A. B.**, & Purdie-Greenaway, V. (2022). Explaining the gender gap in negotiation performance: Social network ties outweigh internal barriers. *Journal of Social Issues*,  
<https://doi.org/10.1111/josi.12536>.

Kinias, Z., Akinola, M., **Carter, A. B.**, Norton, M., Phillips, K. W. (2019, September 16). Integrating Diversity into Business Education. INSEAD Knowledge Blog.  
[https://knowledge.insead.edu/blog/insead-blog/integrating-diversity-into-business-education-12406?from=2019-07-3&to=2019-07-3&calendar\\_month=12&calendar\\_year=2017](https://knowledge.insead.edu/blog/insead-blog/integrating-diversity-into-business-education-12406?from=2019-07-3&to=2019-07-3&calendar_month=12&calendar_year=2017)

**Carter, A. B.**, Bobocel, D. R., & Brockner, J. (2019). When to explain why or how it happened: Tailoring accounts to fit observers' construal level. *Journal of Experimental Psychology: Applied*, <https://doi.org/10.1037/xap0000236>.

‡ **Carter, A. B., & Phillips, K. W.** (2017). The double-edged sword of diversity: Toward a dual pathway model. *Social and Personality Psychology Compass*, <https://doi.org/10.1111/spc3.12313>.

‡ **Top 20 most downloaded recent articles at SPPC**

Moore, D. A., **Carter, A. B.**, & Yang, H. H. J. (2015). Wide of the mark: Evidence on the underlying causes of overprecision in judgment. *Organizational Behavior and Human Decision Processes*, <https://doi.org/10.1016/j.obhdp.2015.09.003>.

Brockner, J. & **Carter, A. B.** (2014). Towards the fifth wave: Justice as a dependent variable. In D. D. Steiner, S. W. Gilliland, & D. Skarlicki (Eds.), *The Social Dynamics of Organizational Justice* (pp. 251-286). Charlotte, NC: Information Age Publishing, Inc, <https://doi.org/10.1016/j.riob.2015.07.002>.

### Working Manuscripts

Rigolizzo, M. & **Carter, A. B.** The Shape Game: An exercise in raising awareness of privilege based on group status [under third-round review at *Journal of Management Education*]

### SELECTED INVITED TALKS/WORKSHOPS

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- Columbia Business School's Senior Executive Program Networking Event: Morning Keynote—*Growth Mindsets in Action: Transforming Difficulty in Opportunities for Learning and Compassion* (December 2025)
- Spotlight On: Women of CBS by Columbia Business School's Admission Office in partnership with Columbia Women in Business (CWIB) Faculty Speaker—*Empowered to Ask: More Effective Negotiating* (November 2024)
- The Samberg Institute for Teaching Excellence in partnership with Columbia Business School's Digital Future Initiative's Faculty Development Day: *Unleash the Power of Generative AI for Teaching* (April 2024)
- The Metropolitan Museum of Art's 10<sup>th</sup> Annual Executive Development Program: *Leading Teams and Fostering Learning Conversations* (March 2024)
- Women's Business Leadership in Technology Annual Conference in partnership with Columbia Business School's Alumni Association: *Fireside Chat* faculty moderator with guest Sallie Krawcheck, CEO & Co-Founder of Ellevest (February 2024)
- National Association of Hispanic Journalists (NAHJ) Latina Leaders Program in partnership with Columbia's School of Journalism: *Inspiring Teams and Effective Coalition Building* (February 2024)
- Center for Curatorial Leadership in partnership with Columbia Business School's Tamer Institute for Social Enterprise: *Leading Teams—Harnessing Collective Intelligence* (January 2024)
- Columbia University, Columbia Business School, Senior Executive Program Networking Event: *Morning Keynote: Workplace Experiences, Leadership & Professional Ethics* (September 2023)
- Columbia University, Staff Professional Development Workshop DEI Series: *Difficult Conversations Across Cultures & Demographics* (February 2023)
- Columbia University, Columbia Business School, Orientation: *Meet the Moment: Diversity, Equity, Inclusion and Anti-Racism Orientation* (January 2023)
- Columbia University, Columbia Business School, Managerial Negotiations Guest Lecture: *Identity in Negotiations* (November 2022)
- University of Southern California, Marshall School of Business: *Translating Management Research to Shape Current and Future Leaders* (January 2022)
- Center for Curatorial Leadership: *Leading and Managing Teams: Collective Intelligence* (January 2022)
- University of Virginia, Batten School of Leadership and Public Policy: *Translating Social Science Research to Shape Future Leaders* (November 2021)
- University of North Carolina, Kenan-Flagler Business School Speaker Series: *When to Give the Why or How: Tailoring Explanations to Fit Observers' Construal* (March 2021)
- Duke University, Fuqua Management Seminar Series: *When to Give the Why or How: Tailoring Explanations to Fit Observers' Construal* (August 2020)
- Columbia University, Vagelos College of Physicians and Surgeons: *Developing, Managing, and Leading Yourself and Others During the Major Clinical Year* (January 2018)
- Columbia University, Leadership in Organizations Guest Lecture: *Gender and Culture* (November 2017, 2018)

TEACHING

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**Columbia Business School, Columbia University**

Spring 2023 – Spring 2026

Managerial Negotiations (MBA &amp; EMBA)

- Course Instructor
- This course aims to help students improve their skills in two fundamental ways. One is knowledge-oriented: students learn concepts and frameworks for analyzing and preparing for bargaining. A second route is practice-oriented: students engage in a sequence of hands-on activities, practicing and reflecting, building self-awareness, and honing their skills for creating and claiming value.

Fall 2022 – Spring 2026

Lead: People, Teams, &amp; Organizations (MBA)

- Course Instructor
- This course focuses on the skills sets needed to elicit high commitment and productivity from people and groups. Awareness of one's own values, beliefs, decision-making tendencies and behaviors is seen as a crucial first step in becoming a leader. Thus, a significant portion of the course consists of activities designed to enhance students' self-awareness. The course provides students with the interpersonal skills needed to motivate key actors in the workplace and to manage group dynamics so as to create synergy among group members. Methods of instruction include individualized feedback, cases, role-plays and experiential exercises.

**Columbia Business School Executive Education (representative examples)**

Fall 2022 – present

High Impact Leadership

- Session Facilitator: *Leadership Lifeline* – In this session, executives reflect on their life's path, examining ways in which their life history shapes their current leadership behaviors.
- Session Facilitator: *Group Dynamics* – Session objectives include understanding how group processes connect to group performance, as well as how executives' leadership behaviors impact group outcomes.
- Faculty Director: Joel Brockner

Executive Development Program: Leading into The Future

- Session Instructor: *Negotiations and Persuasion* – In this highly interactive session, executives learn key frameworks to properly diagnose various negotiation situations, expand their negotiating toolkits to better create and claim value, and learn tactics to ethically influence others.
- Faculty Directors: Stephan Meier, Dan Wang

Museum Leadership Program

- Session Instructor: *Collective Intelligence and Leading Teams* – In this highly interactive session, executives learn about factors that promote effective teamwork, develop skills and tools to effectively collaborate with others, and reflect on own leadership development.
- Faculty Director: Kent Daniel

## Stern School of Business, New York University

Fall 2021

Leadership in Organizations (MBA)

- Course Instructor
- This core management course helps students recognize the key factors that contribute to effectiveness within an organization and the role they can play in helping their organizations be successful. Students develop the skills needed to analyze and navigate current and future organizational lives using their past, current, and potential work experiences as key learning material.

Spring 2021– Spring 2022

Management &amp; Organizations (undergraduate)

- Course Instructor
- This core management course prompts students to explore how organizational leaders develop winning strategies, and then design their organization in a way that aligns structures, social relationships, tasks, and people to achieve those strategies.

Professional Responsibility &amp; Leadership (undergraduate)

- Course Instructor
- This capstone seminar of the Social Impact Core allows students to reflect on why they are embarking on a career in business, and how they intend to act as business professionals; to think systematically about the risks and sources of resilience relevant to their professional lives; and, to cultivate the habit of engaging in reflective dialogue with diverse stakeholders.

SELECTED CONFERENCE PRESENTATIONS *\*presenting author*

(2023, August). Discussant, *Teaching Diversity, Equity, and Inclusion*. Professional Development Workshop at the meeting of the Academy of Management, Boston, Massachusetts.

Carter, A. B.\*, Danbold, F., & Wiesenfeld, B. M. (2023, March). *Construal Level Stereotypes: Perceived Differences in Groups' Abstract versus Concrete Cognitive Style*. Paper presented at the International Convention of Psychological Science, Brussels, Belgium.

Carter, A. B.\*, Talbot, T., Dodson, S., Diekmann, T., & Wiesenfeld, B. M. (2022, August). *Coupling Big-Picture and Detailed-Oriented Roles in Working Dyads: Subjective Costs and Objective Benefits*. Paper presented at the meeting of the Academy of Management, Seattle, Washington.

Carter, A. B.\*, Danbold, F., & Wiesenfeld, B. M. (2021, October). *Construal Level Stereotypes: Perceived Differences in Groups' Abstract versus Concrete Cognitive Style*. Paper presented at the meeting of the Society of Experimental Social Psychology, Santa Barbara, California.

‡ Gündemir, S., Carter, A. B.\*, Galinsky, A. D., & Kirby, T. A. (2020, February). *Connection through distinction: The causes and consequences of whites' adoption of minority cultures*. Paper presented at the meeting of the Society for Personality and Social Psychology, New Orleans, Louisiana.

‡ **Interviewed & featured in podcast episode of [NPR's Hidden Brain](#)**

Carter, A. B.\*, Toma, C., & Phillips, K. W. (2019, October). *Diversity is great! Just less so for me: Self-Other asymmetries in pro-diversity attitudes and choices*. Paper presented as an Early Career Scholar Data Blitz at the meeting of the Society of Experimental Social Psychology, Groups Preconference, Toronto, CA.

‡ Carter, A. B.\* (2018, May). *The cognitive consequences of group composition: A construal level framework*. Paper presented at the Distances in Organizations Workshop, Montreal, CA.

‡ **Best Student Paper Award**

## FELLOWSHIPS AND AWARDS

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| 2025 – 2030 | National Science Foundation 23-564, <i>National Synthesis Center for Organismal Resilience to Environmental Change (NSCORE)</i> with Principal Investigator Dustin R. Rubenstein, Columbia University Professor of Ecology, Evolution and Environmental Biology ( <b>Senior Personnel—Team Science Lead</b> )                               |
| 2023 – 2025 | Columbia University Provost’s Science of Learning Research (SOLER) Seed Grant for project titled, <i>Collaborative Art &amp; Play as Practice: Learning Inclusive Leadership Skills with AI-Generated Art</i> ( <b>Principal Investigator</b> )                                                                                             |
| 2023 – 2024 | Columbia Business School’s Bernstein Center Reuben Mark Initiative for Organizational Character and Leadership’s Course Development Grant for project titled, <i>Fostering Inclusive Team Cultures with Art and Collaborative Play: Redesigning the Leading Teams Course Module with AI-generated Art</i> ( <b>Principal Investigator</b> ) |
| 2023 – 2024 | Columbia University Provost’s Innovative Course Module Design Teaching and Learning Grant for project titled, <i>Collaborative Art &amp; Play as Inclusive Practice: Redesigning the Leading Teams Course Module with AI-generated Art</i> ( <b>Principal Investigator</b> )                                                                |
| 2019 – 2022 | New York University Provost's Postdoctoral Fellowship                                                                                                                                                                                                                                                                                       |
| 2018        | Promising Young Educator Award, presented by The PhD Project Management Doctoral Students Association                                                                                                                                                                                                                                       |

## RELATED EXPERIENCE

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| 2020 – | Freelance Leadership Coach <ul style="list-style-type: none"> <li>I work with professionals one-on-one and in small groups to share simple, research-backed strategies that help individuals better understand themselves and others, align their everyday behaviors with their underlying values, and expand into their highest potential self.</li> <li>Clients: Columbia Business School, NYU Stern Leadership Accelerator, Vortex Games</li> </ul> |
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## RECENT SERVICE

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| 2025 –      | Global Family Enterprise Conference (Faculty Moderator)                                                             |
| 2024 – 2025 | AI in the Curriculum at Columbia Business School Committee; Subcommittees: Vision, AI Content                       |
| 2023 –      | Columbia Undergraduate Business Scholarship (CUBS) Program by Office of the Vice Dean for Research (Faculty Mentor) |
| 2023 – 2024 | Management Faculty of Color Association NYC Regional Representative                                                 |
| 2022        | CBS Marketing Association Conference (Faculty Moderator)                                                            |

## PROFESSIONAL AFFILIATIONS

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Academy of Management · Society of Personality and Social Psychology · PhD Project Management Faculty of Color Association

## OUTSIDE ACTIVITIES

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None