Adina D. Sterling

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Employment

2023-present	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[†]

11. A. D. Sterling and J. Merluzzi. 2021.Tryouts as Alternative Hiring Arrangements in Organizations. *Research in Organizational Behavior.*
Note: In press in 2021; backdated by the publisher to 2019.

10. A. D. Sterling, M. Thompson*, S. Wang*, A. Kusimo*, S. Gilmartin, and S. Sheppard. 2020. The Confidence Gap Predicts the

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.

Edited Volumes

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)**

6. This is Why I Leave: Race and Voluntary Departure. A. D. Sterling. 2023. Second Revision Requested, *Administrative Science Quarterly.*

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 Technoloy Industry (with J. Choi and S. Ireokomos). Under Review, *Management Science.*

2. Signals and Proof: Examining Mechanisms to Narrow the Gender Pay Gap at Workforce Entry. A. D. Sterling, S. Gilmartin and S. Sheppard. **Preparing to submit.**

2. Explaining the Race and Gender Gap in Internships for Early Career Stage Workers (with M. Thompson). **Preparing to submit.**

1. Fairness of Job Fairs: How Race and Gender Influence Relational Opportunities among Early Career Job-Seekers (with *M. Cummins and E. Tak). **Preparing to submit.**

Work-in-Progress

3. Under Scrutiny: An Assessment of Hiring Decisions Using Eye-tracking Software.

2. Pre-Employment and the Early Career: Race and the Pursuit of Tryouts. Experimental design stage.

1. Race, Health, and Hiring. Experimental design stage.

Teaching Experience

Courses Taught

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	Academy of Management 2006-Present
Affiliations	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

2022-2023	• 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)
2013	• Academy of Management Conference (Orlando, Florida)
	• Ghoshal Conference (London Business School)
	• DRUID Conference (Barcelona, Spain)

	• American Bar Foundation Conference of the Research Group on Legal Diversity (Chicago, IL)
	• Work, Family, and Public Policy Series (Wash U in St. Louis)
	• Strategy Conference at Duke University (Raleigh-Durham, North Carolina)
	• LERA (labor and employment relations) Annual Meeting (St. Louis, MO)
2012	• Academy of Management Conference (Boston, MA)
	• People and Organizations Conference (Wharton Business School)
	• Intra-Organizational Networks Conference (Lexington, Kentucky)
	• European Group for Organizational Studies (Helsinki, Finland)
2011	• Strategic Research Initiative – ASQ Workshop (Baltimore, Maryland)
	• Wharton's People and Organizations Conference (Philadelphia, Pennsylvania)
	• Strategic Management Society Annual Meeting (Miami, Florida)
	• Academy of Management Meeting (San Antonio, Texas)
2010	• Consortium for Competitiveness and Competition (University of Michigan)
	• Academy of Management Meeting (Montreal, Canada)
	• European Groups and Organizations Conference (Lisbon, Portugal)
	• Darden Entrepreneurship Conference (Charlottesville, VA)
	• INFORMS Dissertation Competition (Austin, Texas)

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***

Industry
Experience   Procter and Gamble
                   Senior Engineer, Research and Development, Global Baby Care and Beauty
                   Care

Outside Activities   2018-present, Research Talks
                           Airbnb, Genentech, Cooley LLP, Google, Maxim Integrated,
                           Emerson Collective, Alfred P. Sloan Foundation