

## **Iris Bohnet**

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### **Education**

1997 Doctor in economics (Dr.oec.publ., summa cum laude)  
University of Zurich, Switzerland  
1992 Masters Degree in economic history, economics and political science  
(lic.phil.I)  
University of Zurich, Switzerland  
1986 Matura, Kantonsschule Reussbühl

### **Research Interests**

Behavioral Economics, Trust, Gender and Culture

### **Academic Positions**

2018 – present Academic Dean  
Harvard Kennedy School  
2018 – present Albert Pratt Professor of Business and Government  
Harvard Kennedy School  
2006 – 2017 Professor of Public Policy  
Harvard Kennedy School  
2016 Dr. honoris causa, University of Luzern  
2016 Visiting Professor  
Harvard Business School  
2015 Visiting Professor  
University of Sydney  
2011 – 2014 Academic Dean  
Harvard Kennedy School  
2003 – 2006 Associate Professor of Public Policy  
Harvard Kennedy School  
1998 – 2003 Assistant Professor of Public Policy  
Harvard Kennedy School  
1997 – 1998 Visiting Scholar  
Haas School of Business, University of California at Berkeley

### **Professional Responsibilities**

Co-Director Women and Public Policy Program, HKS (2018-present)  
Director Women and Public Policy Program, HKS (2007-2018)  
Co-Chair Behavioral Insights Group, HKS (2013-2018)  
Global Future Council on Behavioral Science, WEF (2016-2018)  
Advanced Leadership Initiative, Harvard University (2014-2018)  
Faculty Co-Chair “Global Leadership and Public Policy for the 21<sup>st</sup> Century” executive  
program for the WEF Young Global Leaders, HKS (2018-present)

Faculty chair	“Global Leadership and Public Policy for the 21 <sup>st</sup> Century” executive program for the WEF Young Global Leaders, HKS (2007-2018)
Vice-Chair	Program on Negotiation, Harvard Law School (2005-2011)
Faculty Associate	Center for Business and Government, HKS Center for Basic Research in the Social Sciences, Harvard University Center for Research in Economics, Management and the Arts, Basel Center for Public Leadership, HKS
Member of the board	Credit Suisse Group Applied MBA for Women Foundation University of Luzern, Switzerland (2014-2016) Graduate Institute for International and Development Studies, Geneva, Switzerland (2003-2012) Economic Science Association (2003-2005)
Associate editor	Review of Economics and Statistics
Member of the editorial board	Review of Law and Economics Journal für Betriebswirtschaft (2010-2017)
Member of the advisory board	Decision Making and Negotiations Journal EDGE, Economic Dividends for Gender Equality The Behavioural Insights Team We Shape Tech Global Institute for Women’s Leadership, King’s College London Radcliffe Institute Dean’s Advisory Council University of Zurich Publicis Groupe GenEquality (2018-2020) Vienna University of Economics and Business Administration (2006-2012)
Advisor	UK Government Equalities Office Snap Inc. Academic and Industry Think Tank Working Group
Patron	Women in Banking and Finance
Member	Global Agenda Council on Behavior, World Economic Forum (2015-2016) Global Agenda Council on Women’s Empowerment, World Economic Forum (2008-2014)

### **Grants and Awards**

2019	Gender Equality Top 20 in Academia, Most Influential People in Gender Policy, Apolitical
2018	Gender Equality Top 20 in Academia, Most Influential People in Gender Policy, Apolitical
2017	Pivotal Ventures (grant for research on gender and technology)
2016	Best book lists: Financial Times, Forbes, LinkedIn, New Scientist, Quartz, 800-CEO-Read, Times Higher Education, Washington Post, Weltwoche
2016 - 2019	Leading Thinker, VicHealth
2012	Julius Adams Stratton Prize for Intercultural Achievement
2010 - 2016	Exxon Mobil Foundation’s Educating Women and Girls Initiative (grant for research on gender equality nudges)
2008 - 2011	Multidisciplinary University Research Initiative: Dynamic Models of the Effect of Culture on Collaboration and Negotiation (grant for research on culture, gender and negotiation in the Middle East)

2007	Program on Negotiation (grant for third conference on “Gender and Negotiation”) Women and Public Policy Program (grant for third conference on “Gender and Negotiation”)
2005	Provost’s Fund for Interfaculty Collaboration, Harvard University (grant for second research seminar on “Gender and Negotiation”). Women and Public Policy Program, Kennedy School of Government (grant for research on gender and cooperation).
2004	Provost’s Fund for Interfaculty Collaboration, Harvard University (grant for first research seminar on “Gender and Negotiation”). Kuwait Fund, Kennedy School of Government (grant for research on trust and betrayal in the Islamic world). Kokkalis Program, Kennedy School of Government (grant for research on trust in Turkey) Program on Negotiation, Harvard University (grant for research on trust and institutions).
2003	TESS (Time-sharing Experiments in the Social Sciences), National Science Foundation (grant for research on trust using a representative sample). Program on Negotiation, Harvard University (grant for research on trust and loss aversion). Kuwait Fund, Kennedy School of Government (grant for research on trust and culture in the Gulf region).
2002	Women and Public Policy Program, Kennedy School of Government (grant for research on trust and gender). Radcliffe Institute for Advanced Studies (grant for a conference on trust and institutions).
2001	Russell Sage Foundation (grant for research on trust and institutions).
2000	Center for Public Leadership, Kennedy School of Government (grant for research on trust in South Africa, Russia and the United States).
2000	Visions of Governance for the 21 <sup>st</sup> Century Project (grant for research on incentives and work performance).
1998//01/03	Kennedy School of Government Dean's Research Fund (grants for experiments on cooperation and sorting; trust and gender; decision theory and trust).
1997	Swiss National Science Foundation (grant for research on cooperation and fairness).

### **Teaching**

#### Degree and Executive Programs

2016 – 2018	Behavioral Economics for Inclusive Organizations
2016 – present	Designing Diversity and Inclusion
2010 – 2011	Closing the Global Gender Gap
2007 – present	Faculty chair, Global Leadership and Public Policy for the 21 <sup>st</sup> Century executive program for the World Economic Forum’s Young Global Leaders
1998 - present	Behavioral Decision Analysis and Game Theory
1998 - present	Negotiation Analysis

*PhD students (current and former)*

Mohamad Al-Issis; Katie Baldiga Coffman; Jeffrey Bielicki; Fiona Greig; Kessely Hong; Kelsey Jack; Ariella Kristal; Heidi Liu; Johanna Mollerstrom; Maliheh Paryavi; Farzad Saidi; Alexandra van Geen

### **Working Papers**

1. Supply- and Demand-Side Effects in Performance Appraisals: Gender and Race (with Oliver Hauser and Ariella Kristal).
2. Gender and Promotions (with Oliver Hauser).
3. Does Gender Matter in Interview Evaluations? (with Ashley Craig and Clémentine van Effenterre).

### **Publications**

1. Foreword. In: Babcock, Linda and Sara Laschever. *Women Don't Ask: Negotiation and the Gender Divide*. Princeton University Press, 2021.
2. How to Best Use Data to Meet Your DE&I Goals. *Harvard Business Review*, December 3, 2020 (with Siri Chilazi).
3. "Overcoming the Small-N problem." In: Pedulla, David. *What Works: Evidence-Based Ideas to Increase Diversity, Equity, and Inclusion in the Workplace*, UMass Amherst: Center for Employment Equity, 2020 (with Siri Chilazi).
4. "Be like an orchestra: how to eliminate gender bias in venture capital funding." In: *Essays on Equality*. King's College London's Global Institute for Women's Leadership, 2019 (with Anisha Asundi, Siri Chilazi, and Lili Gil Valletta).
5. Tackling the Underrepresentation of Women in Media. *Harvard Business Review*, June 6, 2019 (with Aneeta Rattan, Siri Chilazi, and Oriane Georgeac).
6. Venture Capitalists Are Using the Wrong Tools to Improve Gender Diversity, *Behavioral Scientist*, March 12, 2019 (with Siri Chilazi and Anisha Asundi).
7. We can't get rid of bias—but we can disrupt it by design. *Evoke*, March 5, 2019.
8. "Informational Inequity Aversion and Performance." *Journal of Economic Behavior & Organization* 159, 2019: 181-191 (with Farzad Saidi).
9. "Descriptive Norms and Gender Diversity: Reactance from Men." *Journal of Behavioral Public Administration*, 2 (1), 2019 (with Maliheh Paryavi and Alexandra van Geen).
10. This is how companies can close the gender pay gap. *Financial Times*, April 1, 2018.
11. "Linda Babcock: Go-getter and Do-gooder." *Negotiation and Conflict Management Research*, 11 (2), 2018: 130-145 (with Max Bazerman, Hannah Riley Bowles and George Loewenstein).
12. Increasing Gender Diversity in the Boardroom: The United Kingdom in 2011 (A and B). Case Study. Boston. Harvard Business Publishing, 2017.

13. Tackling the ‘Thin’ File that Can Prevent a Promotion. *New York Times*, October 3, 2017.
14. Start-Ups Use Technology to Redesign the Hiring Process. *New York Times*, October 3, 2017.
15. Frauen, versteckt euch! *Frankfurter Allgemeine Zeitung*, September 8, 2017.
16. "Improving Outcomes in the Trust Game: The Games People Choose in Oman, the United States, and Vietnam." In: Van Lange, A.M., Bettina Rockenbach and Toshio Yamagishi. *Trust in Social Dilemmas*. Oxford: Oxford University Press, 2017. (with Benedikt Herrmann, Maliheh Paryavi, Anh Tran and Richard Zeckhauser).
17. *What Works: Gender Equality By Design*. Cambridge, MA: Harvard University Press, 2016. *Translated into German (2017), Spanish (2018), Japanese (2018), Korean (2019), Thai (2020)*.
18. Gefahr für die Demokratie: Wie der Frust abgehängter weisser Männer den Populismus schürt. *WirtschaftsWoche*, August 19, 2016.
19. Interviewing Job Candidates? Try Doing It Blindly. *WIRED UK*, May 20, 2016.
20. How to Take the Bias Out of the Job Interviews. *Harvard Business Review*. April 18, 2016.
21. Equality Takes Work. *The Atlantic*, April 12, 2016.
22. "Risk Mitigation and Trust. Experimental Evidence from Jordan and the United States." *Journal of Economic Psychology* 53, 2016: 83-98 (with Mohamad Al-Ississ).
23. Mit Big Data zum perfekten Team. *WirtschaftsWoche*, March 22, 2016.
24. "When Performance Trumps Gender Bias. Joint Versus Separate Evaluation." *Management Science*, 62 (5), 2016: 1225-1234 (with Alexandra van Geen and Max Bazerman).
25. "Trust, Distrust and Bargaining." In: Bolton, Gary E. and Rachel T.A. Croson (eds.), *The Oxford Handbook of Economic Conflict Resolution*. Oxford: Oxford University Press, 2012, pp. 183-198 (with Stephan Meier).
26. "Overcoming Gender Bias Through Behavioral Science." In: Czerny, Steffi (ed.). *New Rules, New Values*. Muenchen: Hubert Burda Media, 2012, pp. 172-173.
27. "The Elasticity of Trust: How to Promote Trust in the Arab Middle East and in the United States" In: Kramer, R. and T. Pittinsky (eds.). *Restoring Trust*. Oxford: Oxford University Press, 2012, pp. 151-170 (with Benedikt Herrmann, Mohamad Al-Ississ, Andrea Robbett, Khalid Al-Yahya and Richard Zeckhauser).
28. "Ask What You Can Do." *Neue Zürcher Zeitung*, June 15, 2011.
29. "Gender Equality: A Nudge in the Right Direction." *The Financial Times*, October 13, 2010.
30. "Trust and the Reference Points for Trustworthiness in Gulf and Western Countries." *Quarterly Journal of Economics* CXXV (2), May 2010: 811-828 (with Benedikt Herrmann and Richard Zeckhauser)

31. "Exploring gendered behavior in the field with experiments: Why public goods are provided by women in a Nairobi slum." *Journal of Economic Behavior and Organization* 70(1), May 2009: 1-9 (with Fiona Greig).
32. "Experiments." In: Bearman, P. and P. Hedstrom (eds.). *The Oxford Handbook of Analytical Sociology*. Oxford: Oxford University Press, 2009, pp. 639-665.
33. "Fairness." In: Sander, David and Klaus R. Scherer (eds.). *The Oxford Companion to Emotion and the Affective Sciences*. Oxford: Oxford University Press, 2009, pp. 179-180 (with Stephan Meier).
34. "Benefiting from Reciprocity in Negotiation." *La Tribune*, June 17, 2009.
35. Gender and Negotiation. *Negotiation Journal*. Special Issue, October 2008 (guest editor, with Hannah Riley Bowles).
36. "Betrayal Aversion: Evidence from Brazil, China, Oman, Switzerland, Turkey, and the United States." *American Economic Review* 98(1), March 2008: 294-310 (with Fiona Greig, Benedikt Herrmann and Richard Zeckhauser)
37. "Is There Reciprocity in a Reciprocal-Exchange Economy? Evidence of Gendered Norms from a Slum in Nairobi, Kenya." *Economic Inquiry* 46(1), January 2008: 77-83 (with Fiona Greig)
38. "Trust in experiments." In: Durlauf, S.N. and L.E. Blume (eds.). *The New Palgrave Dictionary of Economics*. Second Edition. Palgrave Macmillan, 2008. The New Palgrave Dictionary of Economics Online.
39. "Gender in Negotiation." Introduction to special issue. *Negotiation Journal* 24(4), 2008, pp. 389-392.
40. "Pushing for Better Results." *Negotiation* 11(8), Program on Negotiation, 2008, p. 8.
41. "Status and Distrust: The Relevance of Inequality and Betrayal Aversion." *Journal of Economic Psychology* 28, 2007: 197-213. (with Kessely Hong)
42. "Institutions and Trust: Implications for Preferences, Beliefs and Behavior." *Rationality and Society*, 19(1), February 2007: 99-135. (with Yael Baytelman)
43. "Why Women and Men Trust Others." In: Frey, Bruno S. and Alois Stutzer (eds.). *Economics and Psychology*. Cambridge, MA: MIT Press, 2007, pp. 89-110.
44. "Gender Matters in Workplace Decisions." *Negotiation* 10(4), Program on Negotiation, 2007, pp. 4-6 (with Fiona Greig).
45. "Decomposing Trust and Trustworthiness." *Experimental Economics*, Special Issue on Behavioral Economics, 9(3), September 2006, pp. 193-208. (with Nava Ashraf and Nikita Piankov)
46. "How Institutions Affect Behavior: Insights from Economics and Psychology." In: De Cremer, David, Marcel Zeelenberg and Keith J. Murnighan (eds.). *Social Psychology and*

- Economics*. London: Lawrence Erlbaum, 2006, pp. 213-238.
47. "What to Do When They Say "Not in My Backyard!" *Negotiation* 9(8), Program on Negotiation, 2006, pp. 6-9.
  48. "How Much Should You Trust?" *Negotiation* 9(3), Harvard Business School Publishing and Program on Negotiation, 2006, pp. 7-9. (with Stephan Meier)
  49. "Learning Trust," *Journal of the European Economic Association* 3(2-3), April-May 2005, pp. 322-329. (with Heike Harmgart, Steffen Huck and Jean-Robert Tyran)
  50. "Compensating the Cooperators: Is Sorting in the Prisoner's Dilemma Possible?" *Journal of Economic Behavior and Organization* 56(1), 2005, pp. 61-76. (with Dorothea Kübler)
  51. "Status Anxiety." *Negotiation* 8(11), Harvard Business School Publishing and Program on Negotiation, 2005, pp. 4-6.
  52. "Did You Give at the Office? Leveraging the Power of Reciprocity." *Negotiation* 8(7), Harvard Business School Publishing and Program on Negotiation, 2005, pp. 7-9.
  53. "Trust and Trustworthiness." Introduction to Special Issue. *Journal of Economic Behavior and Organization*, 55(4), December 2004, pp. 443-445. (And guest editor, with Rachel Croson)
  54. "Social Comparisons in Ultimatum Bargaining." *Scandinavian Journal of Economics*, Special Issue on Behavioral Economics, 106(3), 2004, pp. 495-510. (with Richard Zeckhauser)
  55. "Trust, Risk and Betrayal." *Journal of Economic Behavior and Organization* 55(4), 2004, pp. 467-484. (with Richard Zeckhauser)
  56. "The Payoff of Trust." *Negotiation* 7(7), Harvard Business School Publishing and Program on Negotiation, 2004, pp. 9-11.
  57. "Vertrauen und Vertrauensbruch." *Im Brennpunkt*, No. 2, June 2004.
  58. "Repetition and Reputation: Implications for Trust and Trustworthiness When Institutions Change." *American Economic Review* 94(2), May 2004, pp. 362-366. (with Steffen Huck)
  59. "Instinct or Incentive to be Trustworthy? The Role of Informational Institutions." In: Holler, Manfred J., Hartmut Kliemt, Dieter Schmidtchen and Manfred Streit (eds.), *Jahrbuch für Neue Politische Ökonomie* 21, Tübingen: Mohr Siebeck, 2003, pp. 213-221. (with Steffen Huck and Jean-Robert Tyran)
  60. "Does Performance Pay Perform? Conditions for Success in the Public Sector." In: Donahue, John and Joseph Nye (eds.). *For the People: Can We Fix Public Service?* Brookings, 2003, pp. 238-254. (with Susan Eaton)
  61. "Die Ursachen für Vertrauen." *Basler Zeitung*, No. 71, March 25, 2002.
  62. "Führen heisst: Die Spielregeln bestimmen." In: Eidgenössisches Personalamt (ed.). *Führen lehren- Führen lernen*. Band 15. Bern: Eidgenössisches Personalamt 2002, pp. 53-57.

63. "More Order with Less Law: On Contract Enforcement, Trust and Crowding." *American Political Science Review* 95(1), 2001, pp. 131-144. (with Bruno S. Frey and Steffen Huck)  
a. Reprinted: *Foundations of Law and Economics*, edited by Robert D. Cooter and Francesco Parisi, The International Library of Critical Writings in Economics, 2009.
64. "Pay for Performance: Motivation and Selection Effects. In: Frey, Bruno and Margit Osterloh (eds.). *Successful Management by Motivation. Balancing Extrinsic and Intrinsic Incentives*. Berlin: Springer, 2001, pp. 119-139. (with Felix Oberholzer-Gee)
65. "Recht und Vertrauen: Evolutionäre Spieltheorie in der Rechtswissenschaft". In: Usteri, Martin, Wolfgang Fikentscher and Wolfgang Wickler (eds.). *Gene, Kultur und Recht*. Schriften zur Rechtspsychologie, Band 5, Bern: Staempfli, 2000, pp. 61-78. (with Bruno S. Frey and Steffen Huck)
66. "Leistungslohn: Motivations- und Selektionseffekte." *Zeitschrift Führung und Organisation* 69(2), 2000, pp.77-82. (with Felix Oberholzer-Gee)
67. "Social Distance and Other-Regarding Behavior in Dictator Games: Comment." *American Economic Review* 89(1), 1999, pp. 335-340. (with Bruno S. Frey)
68. "The Sound of Silence in Prisoner's Dilemma and Dictator Games." *Journal of Economic Behavior and Organization* 38, 1999, pp. 43-57. (with Bruno S. Frey)  
a. Reprinted in: *Experimental Economics in Germany, Austria and Switzerland*, edited by Sadrieh Abdolkarim and Joachim Weimann. Marburg: Metropolis, 2008, pp. 191-206.
69. "Solidarität durch Salienz." In: Gaertner, Wulf (ed.). *Wirtschaftsethische Perspektiven IV*. Berlin: Duncker&Humblot, 1998, pp. 173-194 (refereed).
70. *Kooperation und Kommunikation. Eine ökonomische Analyse individueller Entscheidungen*. Tübingen: Mohr (Siebeck), 1997.
71. "Fairness and Competence in Democratic Decisions." *Public Choice* 91(1), 1997, pp. 89-105. (with Bruno S. Frey and Felix Oberholzer-Gee)
72. "Diskurs - die Protektion der Kommunikation." *Analyse und Kritik* 19(1), 1997, pp. 15-32.
73. "Rent Leaving." *Journal of Institutional and Theoretical Economics* 153, 1997, pp. 711-721. (with Bruno S. Frey)
74. "Identifikation als institutionelle Bedingung individueller Kooperation: Theorie und Experimente." In: Aufderheide, Detlef und Martin Dabrowski (eds.). *Wirtschaftsethik und Moralökonomik. Normen, soziale Ordnung und der Beitrag der Ökonomie*. Berlin: Duncker&Humblot, 1997, pp. 235-258.

### **Recent Press Coverage (January 2020 – Present)**

1. [Taking systemic racism from a solvable problem to an achievable solution](#) Harvard Gazette (February 2021)
2. [Black Lives Matter: have ad agencies followed through on their promises?](#) The Drum (January 2021)
3. [Using Data to Advance Diversity and Inclusion for the Long Haul](#) Bloomberg Law (November 2020)



4. [ET Evoke: Firms keen to fight 'unconscious biases against women' must be firm about gender-neutral decor, role models](#) The Economic Times (November 2020)
5. [Opinion: During crises, diversity and inclusion should lead the way](#) Devex (October 2020)
6. [Unconscious gender bias in the workplace: what it is, what it does and what to do about it](#) Ericsson Blog (October 2020)
7. [Review: SIBOS 2020 Virtual Conference Thursday 8th October](#) The Fintech Times (October 2020)
8. [Embracing DESIGN for Gender Equality: What Works](#) Gearing Roles (October 2020)
9. [Gender Balance and Inclusive Cultures: A Guide for CEOs](#) The B Team (September 2020)
10. [Report: COVID and D&I - Time for Radical Action](#) New Financial (September 2020)
11. [How a Lack of Negative Criticism Can Make NGO Employees Feel Unsafe](#) Stanford Social Innovation Review (September 2020)
12. [3 cognitive biases perpetuating racism at work - and how to overcome them](#) World Economic Forum (August 2020)
13. [How Capitalism Drives Cancel Culture](#) The Atlantic (July 2020)
14. [Corporate Australia can run but it can't hide from new anti-harassment push](#) The Sydney Morning Herald (July 2020)
15. [Five things MLB can do right now to confront systemic racism](#) ESPN (July 2020)
16. ["It's a pandemic of racism": the failure of data, implicit bias and systemic discrimination](#) Applied Blog (July 2020)
17. [Job ad cuts macho words to flush out female recruits](#) The Times (June 2020)
18. [Buried treasures and missed opportunities in Victorian sports reporting](#) VicHealth (May 2020)
19. [Diversity and Inclusion Efforts That Really Work](#) Harvard Business Review (May 12, 2020)
20. [How Should We Allocate Scarce Medical Resources?](#) Harvard Business Review (April 29, 2020)
21. [A message from our founder Kate Glazebrook](#) Applied (April 19, 2020)
22. [22 Must-Read Books Written by Women](#) GadgetMatch (March 23, 2020)
23. [Conquer Bias: 5 Strategies to Hire Fair](#) Thrive Global (March 17, 2020)
24. [Algorithms Learn Our Workplace Biases. Can They Help Us Unlearn Them?](#) New York Times (March 10, 2020)
25. [Inside Unilever's 'gender-balanced' leadership](#) Human Resources Director Magazine (March 4, 2020)
26. [Unilever N : Nine ways we're making Unilever a more gender-balanced business](#) MarketScreener (March 3, 2020)
27. [WAPPP Q&A: Evidence-based gender policy solutions made easy](#) Harvard Kennedy School (February 20, 2020)
28. [The behavioural approach to gender equality: changing how we think about workplace culture](#) LSE Business Review (January 21, 2020)

### **Personal**

Married to Michael Zürcher; two sons, Dominik (25.5.2001) and Luca (14.6.2006); Swiss citizen, US resident