

Scott S. Wiltermuth

Professor of Management and Organization
University of Southern California • HOH-431
701 Exposition Boulevard • Los Angeles, CA • 90089
Tel: 703.304.3075
wiltermu@usc.edu

ACADEMIC POSITIONS

Professor of Management and Organization, Marshall School of Business, University of Southern California, 2022 – present

Associate Professor of Management and Organization, Marshall School of Business, University of Southern California, 2015 – 2022

Management and Organization PhD Program Coordinator, Marshall School of Business, University of Southern California, 2017 – present

Assistant Professor of Management and Organization, Marshall School of Business, University of Southern California, 2009 – 2015

EDUCATION

Ph.D., Organizational Behavior, Stanford University, 2009.

A.M., Psychology, Stanford University, 2007.

M.B.A., INSEAD, 2003.

A.B., Economics, Harvard College, 1996.

RESEARCH INTERESTS

Morality / Ethics, Forgiveness, Coordination in Groups and Dyads, Negotiations, Emotions

PUBLICATIONS

Wiltermuth S. S., Gubler, T., & Pierce. L. In Press. Anchoring on historical round number reference points: Evidence from durable goods resale prices. *Organization Science*.

Raj, M. & Wiltermuth, S. S. (2022). Better now than later: The cost of victims' delayed accusations. *Organizational Behavior and Human Decision Processes*, 168, 104110.

Yam, K. C., Reynolds, S. J., Wiltermuth, S. S. (2021). The benefits and perils of job candidates' morality in selection decisions. *Personnel Psychology*, 74(3), 477-503.

Kim, P. H., Wiltermuth, S. S., & Newman, D. T. (2021). A theory of ethical accounting and its implications for hypocrisy in organizations. *Academy of Management Review*, 46(1),

172-191.

- Raj, M., Wiltermuth, S. S., & Adams, G. S. (2020). The social costs of forgiving following multiple-victim transgressions. *Journal of Personality and Social Psychology*, 119(2), 344.
- Wiltermuth, S. S., Han, A. J. (2019). How Next-Generation Teams and Teaming May Affect the Ethics of Working in Teams. In A. E. Abbas (Ed.), *Next Generation Ethics: Engineering a Better Society*. Cambridge University Press. 158.
- Wiltermuth, S. S., Raj, M. & Wood, A. (2018). More for us or more for me? How power influences the consequences of dominance expressions in negotiations. *Organizational Behavior and Human Decision Processes*, 146, 14-30.
- Wiltermuth, S. S. & Newman, David, T. (2018). Moral clarity. In K. J. Gray and J. Graham (Ed.), *The Atlas of Moral Psychology*, pp. 493 - 501. New York: Guilford Press.
- Wiltermuth, S. S., Vincent, L. C., & Gino, F. (2017). Creativity in unethical behavior attenuates condemnation and breeds social contagion when transgressions seem to create little harm. *Organizational Behavior and Human Decision Processes*, 139, 106-126.
- Raj, M. & Wiltermuth, S. S. & (2016). Barriers to forgiveness. *Social and Personality Psychology Compass*, 10(11), 279-290.
- Wiltermuth, S. S. & Raj, M. (2016). Not for my sake: Preventing others from using potential beneficiaries' benefits as justifications for dishonesty. In J.W. Prooijen and P. A. M. Van Lange (Ed.), *Cheating, Corruption, and Concealment*. Cambridge University Press.
- Wiltermuth, S. S., Newman, David, T., & Raj, M. (2015). The consequences of dishonesty. *Current Opinion in Psychology*, 6, 20-24.
- Wiltermuth, S. S. (2015). When you shouldn't try to dominate a negotiation. *Harvard Business Review*. <https://hbr.org/2015/08/when-you-shouldnt-try-to-dominate-a-negotiation>
- Wiltermuth, S. S., Tiedens, L. Z., & Neale, M. A. (2015). The benefits of dominance complementarity in negotiations. *Negotiations and Conflict Management Research*, 8(3), 194-205.
- Wiltermuth, S. S. & Cohen, T. R. (2014). "I'd only let you down": Guilt proneness and the avoidance of harmful interdependence. *Journal of Personality and Social Psychology*, 107(5), 925-942.
- Gino, F. & Wiltermuth, S. S. (2014). "Evil Genius? How dishonesty can lead to greater creativity. *Psychological Science*, 25(4), 973-981.
- Schaumberg, R. L., & Wiltermuth, S. S. (2014). Desire for a positive moral self-regard exacerbates escalation of commitment to initiatives that benefit others. *Organizational Behavior and Human Decision Processes*, 123(2), 110-123.

- Willemuth, S. S., Bennett, V. M., & Pierce, J. L. (2013). Doing as they would do: How the perceived ethical preferences of third-party beneficiaries impact ethical decision-making. *Organizational Behavior and Human Decision Processes*, 122, 280-290.
- Willemuth, S. S., & Gino, F. (2013). "I'll have one of each": How separating rewards into (meaningless) categories increases motivation. *Journal of Personality and Social Psychology*, 104(1), 1 - 13.
- Willemuth, S. S., & Flynn, F. J. (2013). Power, moral clarity, and severity of punishment in the workplace. *Academy of Management Journal*, 56(4), 1001 - 1023.
- Lovett, B. J., Jordan, A. H., & Willemuth, S. S. (2012). Individual differences in the moralization of everyday life. *Ethics & Behavior*, 22(4), 248-257.
- Willemuth, S. S. (2012b). Synchrony and destructive obedience. *Social Influence*, 7(2), 78-89.
- Willemuth, S. S. (2012a). Synchronous activity boosts compliance with requests to aggress. *Journal of Experimental Social Psychology*, 48 (1), 453 - 456.
- Bohns, V. K., & Willemuth, S. S. (2012). It hurts when I do this (or you do that): Posture and pain tolerance. *Journal of Experimental Social Psychology*, 48 (1), 341 - 345. (Authors listed alphabetically).
- Willemuth, S. S., & Tiedens, L. Z. (2011). Anger and the appeal of evaluating others' ideas. *Organizational Behavior and Human Decision Processes*, 116(1), 55-65.
- Willemuth, S. S. (2011). Cheating more when the spoils are split. *Organizational Behavior and Human Decision Processes*, 115(2), 157-168.
- Willemuth, S. S., & Neale, M. A. (2011). Too much information: The adverse impact of non-diagnostic information in negotiations. *Journal of Applied Psychology*, 96(1), 192-201.
- Willemuth, S. S., Monin, B. & Chow, R. M. (2010). The orthogonality of praise and condemnation in moral judgment. *Social Psychological and Personality Science*, 2 (4), 302 - 310.
- Flynn, F., & Willemuth, S. S. (2010). Who's with me? False consensus and ethical decision making." *Rotman Magazine*, (Fall): 35 - 39.
- Flynn, F., & Willemuth, S. S. (2010). "Who's with me?" False consensus bias, social networks, and ethical decision making in organizations. *Academy of Management Journal*, 53 (5), 1074 - 1089.
- Willemuth, S. S. (2009). Dominance complementarity and group creativity. In E. Mannix, J. Goncalo, and M. Neale (Ed.), *Research on Managing Groups and Teams: Creativity in Groups, Volume 12*, pp. 87-110. Emerald Group Publishing Limited.
- Willemuth, S. S., & Heath, C. (2009). Synchrony and cooperation. *Psychological Science*, 20, 1-5.

SELECTED MANUSCRIPTS UNDER REVIEW AND IN PREPARATION

Schaumberg, R. L., Wiltermuth, S. S., & Adams, G. To Forgive or to Show Integrity? Forgiveness Decreases Integrity but Increases Benevolence.

Schaumberg, R. L. & Wiltermuth, S. S. Too busy to feel shame: Cognitive job demands improve the task focus and performance of the highly shame-prone.

Ram, H., Wakslak, C. J., & Wiltermuth, S. S. Demand for Harmful Information in a Decision Making Context.

Schaumberg, R. L. & Wiltermuth, S. S. Who benefits from a hard day's work? The benefits of task demands for people who are high in trait procrastination.

REFEREED PRESENTATIONS

* presentation made by co-author

Wiltermuth, S.S., Gubler, T. & Pierce. L. (2022). Anchoring on Historical Round Number Reference Points: Expert Experience Corrects for Pricing Bias while Market Forces Do Not. Paper presented at the International Association for Conflict Management Conference, Ottawa, Canada.

Schaumberg, R..L., Wiltermuth, S.S., & Adams, G. (2022). To Forgive or to Show Integrity? Forgiveness Decreases Integrity but Increases Benevolence. Paper presented at the International Association for Conflict Management Conference, Ottawa, Canada.

Wiltermuth, S.S., Gubler, T. & Pierce. L. (2022). Anchoring on Historical Round Number Reference Points. Paper presented at the Academy of Management Conference, Seattle, WA.

Schaumberg, R..L., Wiltermuth, S.S., & Adams, G. (2022). To Forgive or to Show Integrity? Forgiveness Decreases Integrity but Increases Benevolence. Paper presented at the Academy of Management Conference, Seattle, WA.

Wiltermuth, S.S., Raj, M., & Adams, G. (2019). Multiple-Victim Transgressions. Paper presented at the Academy of Management Conference, Boston, MA.

Wiltermuth S. S., Gino, F., & Vincent, L. C. (2019). The Addictive Allure of Creativity and Dishonesty. Paper presented at the Society for Personality and Social Psychology. Portland, Oregon.

Wiltermuth, S.S., Raj, M., & Adams, G. (2017). The Social Cost of Forgiving Following Multiple-Victim Transgressions. Behavioral Ethics Conference. Fayetteville, Arkansas.

*Raj, M. & Wiltermuth, S. S. (2016). The power of forgiveness. Paper presented at the Academy of Management Conference, Anaheim, CA.

*Raj, M. & Wiltermuth, S. S. (2016). The social cost of forgiveness following multiple-victim transgressions. Paper presented at the Academy of Management Conference, Anaheim, CA.

- * Schaumberg, R.L., & Wiltermuth, S.C. (2016, August). The benefits of job demands for employees low in self-esteem and high in trait procrastination. Paper presented at the Academy of Management conference, Anaheim, CA.
- Vincent, L. C., Wiltermuth, S. S., & Gino, F., & (2015). Creativity in Unethical Behavior Attenuates Condemnation and Increases Social Contagiousness. Paper presented at the Academy of Management Conference, Vancouver, BC.
- *Raj, M., Wiltermuth, S. S., & Yue, L. Q. (2015). The Role of Guilt Proneness in Failing Partnerships. Paper presented at the Academy of Management Conference, Vancouver, BC.
- Wiltermuth, S. S., Gino, F., & Vincent, L. C. (2015). Cheating, Creativity, and the Social Contagiousness of Creative Cheating. Paper presented at the Society for Personality and Social Psychology, Long Beach, CA.
- Schaumberg, R. A. & Wiltermuth, S. S. (2014). Moral concerns increase escalation of commitment. Paper presented at the conference for the Association for Moral Education, Pasadena, CA.
- Wiltermuth, S. S. & Cohen, T. R. (2014). Guilt proneness and the avoidance of interdependence. Paper presented at the Academy of Management Conference, Philadelphia, PA.
- Wiltermuth, S. S. & Valdesolo, P., & Harmon, D. J. (2014). Synchrony protects against embarrassment. Paper presented at the European Association for Social Psychology Conference, Amsterdam.
- Wiltermuth, S. S. & Cohen, T. R. (2014). Guilt proneness and the avoidance of interdependence. Paper presented at the Society for Personality and Social Psychology, Austin, TX.
- Wiltermuth, S. S. & Cohen, T. R. (2013). Guilt proneness and the avoidance of interdependence. Paper presented at International Association of Conflict Management Conference, Tacoma, WA.
- Gino, F. & Wiltermuth, S. S. (2012). Evil Genius? How Dishonesty Can Lead to Greater Creativity. Paper presented at Society for Experimental Social Psychology Conference, Austin, TX.
- *Schaumberg, R. A. & Wiltermuth, S. S. (2012). Moral concerns increase escalation of commitment. Paper presented at Academy of Management Conference, Boston, MA.
- Wiltermuth, S. S. & Gino, F. (2012). "I'll have one of each": How separating rewards into (meaningless) categories increases motivation. Paper presented at Academy of Management Conference, Boston, MA.
- Wiltermuth, S. S. & Tiedens, L. Z., & Neale, M. A. (2012). How dominance complementarity improves value creation in negotiations. Paper presented at International Association of Conflict Management Conference, Stellenbosch, South Africa

- Wiltermuth, S. S. & Wood, A. (2012). How power influences the consequences of dominance expressions in negotiations. Paper presented at International Association of Conflict Management Conference, Stellenbosch, South Africa
- Wiltermuth, S. S., Valdesolo, P., & Harmon, D. J. (2012). Synchrony diminishes the self. Paper presented at Society for Personality and Social Psychology Conference, San Diego, CA.
- Wiltermuth, S. S. (2012). Cheating more when the spoils are split. Paper presented at Society for Personality and Social Psychology Conference, San Diego, CA.
- *Bohns, V. K. & Wiltermuth, S. S. (2012). Embodied power and complementarity in interpersonal interactions. Paper presented at Society for Personality and Social Psychology Conference, San Diego, CA.
- *Wiltermuth, S. S. & Gino, F. (2012). "I'll have one of each": How separating rewards into (meaningless) categories increases motivation. Paper presented at Academy of Consumer Research Conference, St. Louis, MO.
- Wiltermuth, S. S. & Flynn, F. J. (2011). Beyond a shadow of a doubt: Power, moral clarity, and severity of punishment in the workplace. Paper presented at Academy of Management Conference, San Antonio, TX.
- *Wiltermuth, S. S. & Wood, A. (2011). How Power Influences the Consequences of Dominance Expressions in Negotiations. Paper presented at Academy of Management Conference, San Antonio, TX. Accepted for *Academy of Management Best Papers Proceedings*.
- Wiltermuth, S. S. (2011). Synchrony, compliance, and destructive obedience. Paper presented at European Association for Social Psychology Conference, Stockholm, Sweden.
- Wiltermuth, S. S. (2010). Synchrony, compliance, and destructive obedience. Paper presented at International Conference on Music Perception and Cognition, Seattle, WA.
- Wiltermuth, S. S. (2010). Synchrony and compliance. Paper presented at Society for Personality and Social Psychology Conference, Minneapolis, MN.
- Wiltermuth, S. S. (2010). Splitting the spoils licenses cheating. Paper presented at Academy of Management Conference, Montreal, Quebec.
- Wiltermuth, S. S. (2010). Synchrony, compliance, and destructive obedience. Paper presented at Academy of Management Conference, Montreal, Quebec. Accepted for *Academy of Management Best Papers Proceedings*.
- Wiltermuth, S. S., Tiedens, L.Z., & Neale, M.A. (2009). The benefits of submissive behaviors in negotiations. Paper presented at Academy of Management Conference, Anaheim, CA.
- Wiltermuth, S. S. and Heath, C. (2009). Synchrony and cooperation. Paper presented at Association for Psychological Science, San Francisco, CA.
- Wiltermuth, S. S. (2008). Value-destructive concessions: Deadweight loss and good intentions. Paper presented at Academy of Management Conference, Anaheim, CA.

- Wiltermuth, S. S. (2008). Anger and the appeal of evaluating others' ideas. Paper presented at Academy of Management Conference, Anaheim, CA.
- Flynn, F. J. & Wiltermuth, S. S. (2008). "Who's with me?" False consensus bias, social networks, and ethical decision making in organizations. Paper presented at Academy of Management Conference, Anaheim, CA.
- *Tiedens, L. Z., Wiltermuth, S. S., & Neale, M. A. (2008). The material benefits of informal social hierarchy. Paper presented at the 15th General Meeting of European Association of Experimental Social Psychology, Opatija, Croatia.
- Wiltermuth, S. S., Tiedens, L.Z., & Neale, M.A. (2008). The benefits of dominant behaviors in cooperative negotiations. Paper presented at Transatlantic Doctoral Conference, London, UK.
- Wiltermuth, S. S., Monin, B. & Chow, R. M. (2007). Praise and denigration: Moral identity and judgments of behavior. Paper presented at Academy of Management Conference, Philadelphia, PA.
- Wiltermuth, S. S. & Neale, M. A. (2007). Powerful mindsets and improved negotiation outcomes. Paper presented at Academy of Management, Philadelphia, PA.
- Wiltermuth, S. S., Tiedens, L. Z. & Neale, M. A. (2007). Benefits of complementarity in negotiations. Paper presented at Academy of Management Conference, Philadelphia, PA.
- Wiltermuth, S. S. & Neale, M. A. (2006). Knowing too much: The adverse impact of perceived competitive advantage in negotiations. Paper presented at the meeting of the Academy of Management, Atlanta, GA.

INVITED TALKS

- Oregon State (February 2022)
Arizona State (February 2019)
National University of Singapore (April 2016)
Wharton (March 2016)
Kellogg (April 2015)
Power, Status, and Influence Conference (March 2015)
UCLA Behavioral, Evolution, and Culture Series (October 2014)
Columbia (October 2014)
University of California, Berkeley (March 2014)
UCLA Human Resources Roundtable (September 2013)
Claremont Graduate University (February 2013)
University of Toronto (February 2012)
Society for Experimental Social Psychology Conference (October 2011)
Society for Experimental Social Psychology Conference (October 2010)
INSEAD (February 2009)
University of North Carolina (January 2009)
Rutgers Business School (January 2009)
Wharton (January 2009)

Harvard Business School (January 2009)
University of Southern California (November 2008)
University of Virginia Darden School (November 2008)

TEACHING EXPERIENCE

Negotiations and Influence for MBAs, Masters of Accounting Students, Undergrads, and Executives.

Organizational Behavior and Leadership for MBAs

Organizational Behavior for PhD Students

Leading Organizations for Undergraduates

Team Dynamics for MBAs

Ethics in Executive Education Classes

Group Dynamics in Executive Education Classes

Decision-Making in Executive Education Classes

Managing a Matrix in Executive Education Classes

Managing Groups and Teams at Stanford Graduate School of Business

STUDENT SUPERVISION & DISSERTATION COMMITTEE MEMBERSHIP

David T. Newman (Dissertation Committee Co-Chair)

Medha Raj (Dissertation Committee Chair)

Adam Wood (Dissertation Committee Co-Chair)

Sam Skowronek (Dissertation Committee Member)

Aner Zhou (Dissertation Committee Member)

Peter Meindl (Dissertation Committee Member)

Beverly Rich (Dissertation Committee Member)

Alyssa Han (Dissertation Committee Member)

Priyanka Joshi (Dissertation Committee Member)

Derek J. Harmon (Dissertation Committee Member)

Mayuki Onuki (Dissertation Committee Member)

Kate Johnson (Dissertation Committee Member)

Lucas Carden (Dissertation Committee Member)

Fang Tian (Dissertation Committee Member)

Samantha Martinez

Jacob Roberson

Patrycja Arundel

Albert Han

Enlan Wang (Secondary/Career Advisor)

Jino Lu (Secondary/Career Advisor)

Bo Yang (Secondary/Career Advisor)

CORPORATE EXPERIENCE

Airline Planning Group, LLC.

2000-2002, 2004

Senior Associate

- Assessed the value of strategic alliance options for a large international airline alliance.
- Created air service development campaigns for numerous major airports.
- Redesigned major elements of US Airways' route network in preparation for bankruptcy.

- Contributed to the design and development of APGNet, a network planning model that forecasts traffic, revenue and profitability for airline networks.

1999-2000 New World Air Holdings Inc. 1999-2000

Director, Marketing Department

- Created the marketing plan for the launch of an airline.
- Cultivated strategic partnerships with intermediaries including travel agencies serving professional service firms as well as community consortiums.

US Airways Inc. 1997-1999

Project Manager, Strategic Planning Department

- Evaluated financial and operational impact of new growth strategies.
- Formulated MetroJet expansion package, recommending strategic growth opportunities for US Airways' low cost division.

Senior Analyst, Marketing Planning Department

- Wrote marketing plan for the launch of MetroJet. Coordinated the implementation of the plan and recommended modifications in response to competitive reaction.
- Analyzed US Airways' performance in key markets to aid marketing allocations.

Piper Jaffray Inc. 1996-1997

Corporate Finance Analyst, Corporate Finance Department

- Performed quantitative analysis of corporate finance transactions, including: mergers and acquisitions; leveraged buyouts; public offerings; private placements; and venture capital investments.
- Conducted due diligence research in order to create prospectuses used to market newly issued public securities to potential investors. Played key role in drafting prospectuses, selling memoranda, and presentation documents.

HONORS & AWARDS

Department of Management and Organization Award for Excellence in Service, 2018, 2019
 Department of Management and Organization Award for Excellence in Teaching, 2017
 Outstanding Reviewer Award – OB Division of Academy of Management, 2014
 Certificate of Reviewing Excellence --Journal of Experimental Social Psychology, 2014
 USC Marshall Dean's Award for Research Excellence, 2011
 Department of Management and Organization Award for Excellence in Research, 2011, 2014
 Judgment and Decision-Making Pre-Conference Travel Award, 2007, 2008
 Fellowships, Stanford University, Graduate School of Business, 2002-2009.
 Stanford Center on International Conflict and Negotiation Fellowship, 2006-2007.
 Interdisciplinary Behavioral Research Fund Award, 2006.

SELECTED MEDIA MENTIONS

The Economist, The New York Times, The Los Angeles Times, Washington Post, Boston Globe, Fortune, Time, Scientific American, Le Monde, La Repubblica, Die Welt, Science Daily, The Guardian, Popular Science, Harvard Business Review, The New Scientist, Soundcheck, The Telegraph, Cosmopolitan, Fitness, Shape, MensHealth, Readers Digest, The Irish Times, Business Insider, and Health

PROFESSIONAL AFFILIATIONS AND ROLES

International Association for Conflict Management Board of Directors (2022 -)

Organizational Behavior and Human Decision Processes

- Associate Editor (2017 – 2020)
- Editorial Review Board (2013 – 2015, 2020 -)

Academy of Management Journal Editorial Review Board (2013 -)

Academy of Management

Society for Experimental Social Psychology