

Prof. Dr. Lauren C. Howe – CV (updated October 2025)

Department of Business Administration, University of Zurich, Plattenstrasse 14, 8032 Zurich, Switzerland

EDUCATION AND EXPERIENCE

Associate Professor in Management with a focus on the Future of Work

University of Zurich, Zurich, Switzerland, *06/2024 – present*

Assistant Professor in Management with a focus on the Future of Work

University of Zurich, Zurich, Switzerland, *10/2020 – 05/2024*

Center for Leadership in the Future of Work

University of Zurich, Zurich, Switzerland, *10/2020 – present*

Deputy Director, *05/2025 – present*

Head of Research, *10/2020 – 05/2025*

Postdoctoral Scholar

Department of Business Administration, University of Zurich, Zurich, Switzerland, *01/2019 – 09/2020*

Department of Psychology, Stanford University, Stanford, California, *10/2017 – 01/2019*

Ph.D. in Social Psychology, Department of Psychology

Stanford University, Stanford, California, *09/2011 – 09/2017*

B.A. in Psychology (with highest distinction) and German Language & Literature

University of Virginia, Charlottesville, Virginia, *08/2006 – 05/2010*

HONORS AND AWARDS

Academy of Management Organizational Behavior (OB) Division Best Reviewer Award, *2024*

Academy of Management OB Division Best Paper with Entrepreneurship Implications Award for “Investors increase financial support to entrepreneurs who share a personal shortcoming”, *2022*

Academy of Management Best Paper for “Investors increase financial support to entrepreneurs who share a personal shortcoming” (top 10% of all papers accepted to conference), *2022*

Finalist, *frank* Research Prize for Public Interest Communications for paper “Acknowledging uncertainty impacts public acceptance of climate scientists’ predictions”, *2020*

Academy of Management Improving Leadership Research Personal Development Workshop, “Most Promising Faculty Research Proposal,” *2019*

Finalist, *frank* Research Prize for Public Interest Communications for paper “Healthier than thou? ‘Practicing what you preach’ backfires by increasing anticipated devaluation”, *2018*

Social Personality and Health Network Outstanding Research Award, *2016*

Graduate Student Teaching Award for excellence in teaching graduate statistical methods, *2014*

Society for Personality and Social Psychology Graduate Student Travel Award, *2014*

Fulbright English Teaching Assistantship Grant to Germany, *2010*

University of Virginia Research Excellence Award in Psychology, *2010*

Phi Beta Kappa Honor Society, University of Virginia, *2010*

Induction into the Raven Society, the University of Virginia’s oldest honor society, *2009*

Psi Chi International Honor Society in Psychology, *2009*

Echols Scholar Program, University of Virginia, *2006*

RESEARCH GRANTS

Swiss National Science Foundation (SNSF) Starting Grant for “Flaw free or be me? Exploring the intersection of diversity and disclosure in leadership” (CHF 1,410,996), 2025-2029

Digital Society Initiative Funding for “Testing digital mini-interventions for fostering emotional intelligence in work groups” (CHF 24,000), 2021

DIZH Infrastructure & Labs Grant for Future of Work Virtual Reality Lab (CHF 300,000), 2021

Digital Society Initiative Funding for “Mapping global visions of the future of work” (CHF 25,000), 2020

University of Zurich Postdoc Forschungskredit Fellowship for “The power of flaws: How exposing shortcomings can benefit leaders” (CHF 110,274), 2019

Robert Wood Johnson Foundation (\$504,857, PI: Dr. Alia Crum), 2017

Stanford School of Medicine Presence Center Research Grant (\$4,500), 2016

Stanford Vice Provost for Graduate Education Graduate Research Opportunity (\$4,500), 2016

Stanford Psychology Department Dissertation Research Funds (\$4,000), 2016

Stanford Diversity Dissertation Research Opportunity (\$5,000), 2016

Foundation for the Science of the Therapeutic Encounter Research Grant (\$5,000), 2016

Norman H. Anderson Research Fund Grant (\$1,000), 2015

Stanford School of Medicine Presence Center Research Grant (\$4,450), 2015

Stanford Psychology Department Pilot Data Research Grant (\$8,000), 2015

Shaper Family Stanford Interdisciplinary Graduate Fellowship (\$200,000), 2014

National Science Foundation Graduate Research Fellowship (\$126,500), 2011

University of Virginia Undergraduate Research Grant for independent psychology research (\$500), 2010

EDITORIAL EXPERIENCE

Guest Editor for Academy of Management Discoveries, Special Research Forum on “The Human Side of the Future of Work”, 2022-2024

Editorial Board member of the Journal of Personality and Social Psychology, 2023 - present

Ad-hoc reviewer (selected):

- Academy of Management Discoveries
- Journal of Business Ethics
- Journal of Organizational Behavior
- Leadership Quarterly
- Psychological Science
- Journal of Personality and Social Psychology
- Journal of Experimental Social Psychology
- Personality and Social Psychology Bulletin
- Health Psychology
- Journal of Applied Social Psychology
- PLOS One
- Scientific Reports (a *Nature* journal)
- PNAS Nexus
- Journal of Environmental Psychology
- Personality and Individual Differences
- Learning and Individual Difference

KEY PEER-REVIEWED PUBLICATIONS

* denotes equal first authorship

- Howe, L.C.,** & Menges, J.I. (2025). Pitch imperfect: How investors respond to entrepreneur disclosure of personal flaws. *Organizational Behavior and Human Decision Processes*, 186, 104388.
- Howe, L.C.,*** Giurge, L.M.,* Wagner, A.F., & Menges, J.I. (2024). CEOs showing humanity: Human care statements in conference calls and stock market performance during crisis. *Academy of Management Discoveries*, 10(4), 589-610.
- McBride, A., **Howe, L.C.,** Gooty, J. & Banks, G. (2024). Seeing with counterfactual lenses: Alternative assumptions at the intersection of leadership and identity. *The Leadership Quarterly*, 35(2), 101769.
- Menges, J.I., **Howe, L.C.,** Hall, E., Jachimowicz, J.M., Parker, S.K., Takeuchi, R., Vadera, A.K., Whillans, A., & Cohen, S.K. (2024). From the guest editors: The human side of the future of work: Understanding the role people play in shaping a changing world of work. *Academy of Management Discoveries*, 10(3), 307-318.
- Vlasceanu, M., Doell, K., Bak-Coleman, J., Grayson, S., Pei, Y., Pronizius, E., ... **Howe, L.C.,** ... & Van Bavel, J. (2024). Addressing climate change with behavioral science: A global intervention tournament in 63 countries. *Science Advances*, 10(6), eadj5778.
- Howe, L.C.,** Shepherd, S., Warren, N.B., Mercurio, K.R., & Campbell, T.H. (2023). Expressing dual concern in criticism for wrongdoing: The persuasive power of criticizing with care. *Journal of Business Ethics*, 191(2), 305-322.
- Howe, L.C.,** Hardebeck, E.J., Eberhardt, J., Markus, H., & Crum, A.J. (2022). Patients' physical responses to healthcare treatments are influenced by provider race and gender. *Proceedings of the National Academy of Sciences*, 119(27), e2007717119.
- Howe, L.C.,** & Menges, J.I. (2022). Remote work mindsets predict emotions and productivity in home office: A longitudinal study of knowledge workers during the Covid-19 pandemic. *Human-Computer Interaction*, 37(6), 481-507.
- Howe, L.C.,** Carr, P.B., & Walton, G.M. (2021). Normative appeals motivate people to contribute to collective action problems more when they invite people to work together toward a common goal. *Journal of Personality and Social Psychology*, 121(2), 215-238.
- Khan, S.*, & **Howe, L.C.*** (2021). Concern for the transgressor's consequences: An explanation for why wrongdoing remains unreported. *Journal of Business Ethics*, 173, 325-344.
- Howe, L.C.,** MacInnis, B., Krosnick, J.A., Markowitz, E., & Socolow, R. (2019). Acknowledging uncertainty impacts public acceptance of climate scientists' predictions. *Nature Climate Change*, 9, 863-867.
- Howe, L.C.,** Goyer, J.P., & Crum, A.J. (2017). Harnessing the placebo effect: Exploring the influence of physician characteristics on placebo response. *Health Psychology*, 36(11), 1074-1082.
- Howe, L.C.,** & Krosnick, J.A. (2017). Attitude strength. *Annual Review of Psychology*, 68, 6.1-6.25.
- Howe, L.C.,** & Monin, B. (2017). Healthier than thou? "Practicing what you preach" backfires by increasing anticipated devaluation. *Journal of Personality and Social Psychology*, 112(5), 718-735.

PAPERS UNDER REVIEW OR REVISION [Note: titles redacted for blind review]

Howe, L.C., Hentrup, L.J., & Menges, J.I. (3rd round invited minor revision at the *Journal of Management Studies*). [Narratives about technology and the future of work.]

Gloor, J.L., Bajet Mestre, E., **Howe, L.C.**, Miller, R.M., Hernandez Bark, A.S., Meister, A., & Junker, N.M. (2nd round invited revision at *Academy of Management Journal*). [Mothers in leadership positions.]

Howe, L.C.*, Hausfeld, M.*, Wilhelmy, A., Caza, B.B., Walther, N., Hariri, L., & Menges, J.I. (under review at *Organization Science*). [Authenticity when using video calls for work.]

Bekbergenova, A., Driebergen, P., Gioaba, I., **Howe, L.C.**, & Schmid Mast, M. (under review at the *Journal of Organizational Behavior*). [Evaluations of women's leadership effectiveness.]

Van Zelderen, A., Masters-Waage, T., ... **Howe, L.C.**, ... Hubbard, T.D. (under review at *Proceedings of the National Academy of Sciences*). [Using virtual reality in research.]

Cologna, V., Freundt, J., Mede, N.G., **Howe, L.C.**, Gloor, J.L., Bertsou, E., Bajet Mestre, E., Oreskes, N., Knutti, R. & Schäfer, M.S. (2nd round invited minor revision at *Global Environmental Psychology*). [Pluralistic ignorance and climate policies.]

BEST PAPER PROCEEDINGS

Howe, L.C., & Menges, J.I. (2022). Investors increase financial support to entrepreneurs who share a personal shortcoming. *Academy of Management Best Paper Proceedings*, 1, 14777.

ADDITIONAL PEER-REVIEWED PUBLICATIONS (COMPUTER SCIENCE)

Ruvimova, A., Lill, A., **Howe, L.C.**, Huang, E., Murphy, G.C., & Fritz, T. (2025). Remote workplace interactions and extraversion: A field study on wellbeing and productivity among knowledge workers. *Proceedings of the 28th ACM Conference on Computer-Supported Cooperative Work and Social Computing (CSCW'25)*, Bergen, Norway, 18 October 2025 – 22 October 2025.

Fritz, T., Lill, A., Meyer, A.N., Murphy, G.C., & **Howe, L.C.** (2023). Cultivating a team mindset about productivity with a nudge: A field study in hybrid development teams. *Proceedings of the 26th ACM Conference on Computer-Supported Cooperative Work and Social Computing (CSCW'23)*, Minneapolis, MN, USA, 14 October 2023 – 18 October 2023.

Ruvimova, A., Lill, A., Gugler, J., **Howe, L.C.**, Huang, E., Murphy, G., & Fritz, T. (2022). An exploratory study of productivity perceptions in software teams. *Proceedings of the International Conference on Software Engineering (ICSE'22)*, Pittsburgh, PA, USA, 22 May 2022 – 27 May 2022.

ADDITIONAL PEER-REVIEWED PUBLICATIONS (PSYCHOLOGY)

Cologna, V., Freundt, J., Mede, N.G., **Howe, L.C.**, Bertsou, E., Gloor, J.L., Oreskes, N., Knutti, R. & Schäfer, M.S. (2025). How scientists' collective climate advocacy affects public trust in scientists and voting behavior. *Environmental Research Letters*, 20, 014043.

ADDITIONAL PEER-REVIEWED PUBLICATIONS (PSYCHOLOGY), *continued*

- Doell, K., Todorova, B., Vlasceanu, M. ... **Howe, L.C.**, ... & Van Bavel, J. (2024). The International Climate Psychology Collaboration: Climate-change related data collected from 63 countries. *Scientific Data*, 11(1), 1066.
- Howe, L.C.**, Schumann, K., & Walton, G.M. (2022). “Am I not human?” Reasserting humanness in response to group-based dehumanization. *Group Processes & Intergroup Relations*, 25(8), 2042-2065.
- Sparkman, G., **Howe, L.C.**, & Walton, G.M. (2021). How social norms are often a barrier to addressing climate change but can be part of the solution. *Behavioural Public Policy*, 5(4), 528-555.
- Abeles, A., **Howe, L.C.**, Krosnick, J.A., MacInnis, B. (2019). Perception of public opinion on global warming and the role of opinion deviance. *Journal of Environmental Psychology*, 63, 118-129.
- Howe, L.C.**, & Dweck, C.S. (2016). Changes in self-definitions impede recovery from rejection. *Personality and Social Psychology Bulletin*, 42(1), 54-71.

ADDITIONAL PEER-REVIEWED PUBLICATIONS (HEALTH & MEDICINE)

- Leibowitz, K.A., **Howe, L.C.**, Winget, M., Brown-Johnson, C., Safaeinili, N., Shaw, J.G., Thakor, D., Kwan, L., Mahoney, M., & Crum, A.J. (2024). Medicine plus mindset: A mixed-methods evaluation of a novel mindset-focused training for primary care teams. *Patient Education and Counseling*, 122, 108130.
- Telaak, S.H., **Howe, L.C.**, & Persky, S. (2023). Physician weight influences responses to a public health message about the genetics of obesity. *Patient Education and Counseling*, 115, 107853.
- Leibowitz, K.A., **Howe, L.C.**, & Crum, A.J. (2021). Changing mindsets about side effects. *BMJ Open*, 11(2), e040134.
- Hughes, G., Musco, P., Caine, S., & **Howe, L.C.** (2020). Lower limb asymmetry after anterior cruciate ligament reconstruction in adolescent athletes: A systematic review and meta-analysis. *Journal of Athletic Training*, 55(8), 811-825.
- Bradway, M., Leibowitz, K., Garrison, K.A., **Howe, L.C.**, & Årsand, E. (2020). Qualitative evaluations of mHealth interventions: Current gaps and future directions. *Studies in Health Technology and Informatics*, 270, 1041-1045.
- Howe, L.C.**, Leibowitz, K.A., Perry, M.A., Bitler, J., Block, W., Kaptchuk, T., Nadeau, K., & Crum, A.J. (2019). Changing patient mindsets about non-life-threatening symptoms during oral immunotherapy: A randomized clinical trial. *Journal of Allergy and Clinical Immunology: In Practice*, 7(5), 1550-1559.
- Howe, L.C.**, Leibowitz, K.A., & Crum, A.J. (2019). When your doctor “gets it” and “gets you”: The critical role of competence and warmth in the patient-provider interaction. *Frontiers in Psychiatry*, 10, 475.
- Howe, L.C.**, Hardebeck, E.J., Leibowitz, K.A., & Crum, A.J. (2019). Provider demeanor impacts perceptions of visit length. *Journal of General Internal Medicine*, 34(2), 182-182.

PRACTITIONER-ORIENTED PUBLICATIONS

Howe, L.C. (2025). Why AI empathy won't replace human leaders (yet). *Forbes*.

Howe, L.C. (2025). Three ways managers can make teams more productive. *Forbes*.

Howe, L.C. (2025). How criticizing with care makes leaders more persuasive. *Forbes*.

Howe, L.C., & Menges, J. (2024). Research: How family motivates people to do their best at work. *Harvard Business Review* (digital edition).

*** featured in a Special Issue of *Harvard Business Review* top articles from their archives**

Giurge, L.M., **Howe, L.C.**, Belovai, Z., Lindemann, G., & O'Connor, S. (2024). Research: More people use mental health benefits when they hear that colleagues use them too. *Harvard Business Review* (digital edition).

Howe, L.C., Jachimowicz, J., & Menges, J.I. (2022). To retain employees, support their passions outside work. *Harvard Business Review* (digital edition).

*** featured in the [*HBR Guide to Retaining Your Best People*](#)**

Howe, L.C., Menges, J.I., & Monks, J. (2021). Leaders, don't be afraid to talk about your fears and anxieties. *Harvard Business Review* (digital edition).

Howe, L.C., Jachimowicz, J., & Menges, J.I. (2021). Your job doesn't have to be your passion. *Harvard Business Review* (digital edition).

Khan, S., & **Howe, L.C.** (2020). When work feels like family, employees keep quiet about wrongdoing. *Harvard Business Review* (digital edition).

Gloor, J.L., **Howe, L.C.**, De Cremer, D., & Yam, K.C. (2020). The funny thing about robot leadership... *European Business Review*.

Howe, L.C., Whillans, A., & Menges, J.I. (2020). How to (actually) save time when you're working remotely. *Harvard Business Review* (digital edition).

OP-ED ARTICLES

Howe, L.C., Howe, L.B., & Whillans, A. (2023). The secret tax on women's time. *TIME Magazine*.

Howe, L.C., & Leibowitz, K.A. (2019). Can a nice doctor make treatments more effective? *The New York Times*.

Howe, L.C. (2017). When your doctor is fitter than you are. *The New York Times*.

Howe, L.C. (2016). Why is it so tough for some to exercise the ghosts of their romantic pasts? *The Conversation*.

Howe, L.C. (2016). A self-improvement secret: Work on strengths. *Scientific American*.

Howe, L.C. (2016). Why some people take break-ups harder than others. *The Atlantic*.

WHITE PAPERS AND REPORTS

The Chief People Officer of the Future: How is the top people management role changing as the world of work evolves? Report jointly authored by the University of Zurich and The Adecco Group.

BOOK CHAPTERS

Howe, L.C., & Krosnick, J.A. (2022). The psychology of public opinion. In Osborne, D., & Sibley, C.G. (Eds.), *Cambridge Handbook of Political Psychology* (pp. 104-117). Cambridge, England: Cambridge University Press.

WORKING PAPERS

Howe, L.C., Menges, J.I., & Côté, S. When the CEO used to take your order: CEO disclosures of experiences in low-prestige jobs and employee approval.

Kahn, S.*, **Howe, L.C.***, Hausfeld, M.M. & Dang, T. Targeted signaling: Young women using uptalk and hiring discrimination.

Bernays, F., **Howe, L.C.,** & Menges, J.I. From valence to preference: The role of emotional fit for work performance and well-being.

Hampel, V., **Howe, L.C.,** Rutishauser, R., Fritz, T., & Menges, J.I. The role of emotional intelligence in shaping conflict and collaboration in software development.

Hu, D., **Howe, L.C.,** Giurge, L.M., & Menges, J.I. A multi-country investigation of mindsets about empathy.

Menges, J.I., **Howe, L.C.,** De Schutter, L., & Kern, S. The well-being effects of small social interactions with leaders at work.

Rogiers, P., van Zelderen, A., & **Howe, L.C.** Overcoming employees hiding GenAI use at work.

Whillans, A., Flynn, E., & **Howe, L.C.** Monetizing benefits shapes employment preferences.

SELECTED WORKS IN PROGRESS

† denotes predoctoral or postdoctoral supervisee

Dolenc, L.†, **Howe, L.C.***, Bastardo, N.*, & Menges, J.I. Disclosing flaws and leaders' perceived charisma.

Miller, R.†, & **Howe, L.C.** The dynamics of leader flaw disclosure in the workplace.

Howe, L.C. An individualistic lens to productivity predominates over a relational lens.

Howe, L.C.*, Giurge, L.* What well-being means in management research.

Singh, A., Giurge, L., **Howe, L.C.,** Encouraging uptake of mental health support at work.

Bajet Mestre, E., Gloor, J.L., Lee-Yoon, A., Whillans, A., & **Howe, L.C.** The gendered dynamics of flexibility at work and well-being.

INVITED BUSINESS TALKS

DigitalSwitzerland, panel on “AI in Learning & Development”
Webrepublic marketing agency, talk on “AI and Leadership: Can Robots Be the Boss?”
Innovation Park Zurich, talk at community event on “Leadership: Science Meets Implementation”
HR Innovation Roundtable, Copenhagen, Denmark
2023 Future of Work Conference, Cyprus
RiseUp Summit, Zurich, Switzerland
2023 Future of Work Conference, Athens, Greece
Andermatt Dialog, talk on “Why fundamentally human skills matter for leaders in the future of work”
aspaara Algorithmic Solutions AG, talk as part of AI Resource Planning Summit
British-Swiss Chamber of Commerce, panel on “Transforming work”
Curve, panel on “Humanity through the pandemic: Business as unusual”
Microsoft, EMEA Meeting
Lumos Labs, San Francisco
National Press Club, Washington, D.C.

INVITED ACADEMIC TALKS

London School of Economics and Political Science
ETH Zurich
Melbourne Business School
Stockholm School of Economics
University of Pennsylvania, Social Action Lab
Digitalization Initiative of Zurich Universities (DIZH) Exchange Days
Harvard University, Behavioral Insights Group PhD Workshop
Stanford University, Political Psychology Research Group
University of San Francisco, USF Honors College
University of Exeter Business School
Rotterdam School of Management, Erasmus University
Western Washington University, Department of Psychology
University of San Francisco, Cognitive Psychology
University of British Columbia, Health Psychology
University of Washington, Tacoma, Department of Nursing & Healthcare Leadership
Southern Oregon University, Department of Psychology
University of Virginia, Frank Batten School of Leadership and Public Policy
California State University, Los Angeles, Department of Psychology
Chapman University, Department of Psychology
University of Washington, Social Psychology
Stanford University, Department of Psychology

ORAL CONFERENCE PRESENTATIONS

- Gloor, J.L., Bajet Mestre, E., Hernandez Bark, A.S., **Howe, L.C.**, & Junker, N. (07/2025). *Leveraging motherhood for leadership? Family-to-work enrichment for women's career progression*. Annual meeting of the Academy of Management.
- Flynn, E., Whillans, A. & **Howe, L.C.** (07/2025). *How quantifying work-life benefits can advance diversity goals*. Annual meeting of the Academy of Management.
- Flynn, E., Whillans, A. & **Howe, L.C.** (07/2025). *How quantifying work-life benefits can increase organizational attraction*. Annual conference of the International Association for Conflict Management.
- Hampel, V., & **Howe, L.C.** (08/2024). *Making emotional intelligence work at work? An experimental intervention to unlock emotion abilities*. Annual meeting of the Academy of Management.
- Bernays, F., **Howe, L.C.**, & Menges, J.I. (08/2024). *Beyond happiness: Toward a resource-based understanding of emotional preferences*. Annual meeting of the Academy of Management.
- Howe, L.C.**, Shepherd, S., Warren, N.B., Mercurio, K.R., & Campbell, T.H. (05/2024). *When leaders criticize with care: Using dual concern messaging to bridge sociopolitical divides*. 7th Interdisciplinary Perspectives on Leadership Symposium.
- Giurge, L.M., & **Howe, L.C.** (08/2023). *A field experiment on how to support mental health at work*. Annual meeting of the Academy of Management.
- Bernays, F., **Howe, L.C.**, & Menges, J.I. (08/2023). *Find your fit from within: Towards a resource-based understanding of emotional fit*. Annual meeting of the Academy of Management.
- Howe, L.C.**, Hardebeck, E.J., Eberhardt, J.L., Markus, H.M., & Crum, A.J. (05/2023). *White patients' physical responses to healthcare treatments are influenced by provider race and gender*. 4th conference of the Society for Interdisciplinary Placebo Studies.
- Howe, L.C.**, Giurge, L.M., & Menges, J.I. (05/2023). *Fixed mindsets about socioemotional attributes versus cognitive attributes: A global study in 25 countries*. 21st Congress of the European Association of Work and Organizational Psychology.
- Howe, L.C.**, & Menges, J.I. (05/2023). *When does being less than perfect pay off? Investors and financial support to entrepreneurs who share a personal shortcoming*. 6th Interdisciplinary Perspectives on Leadership Symposium.
- Howe, L.C.**, & Menges, J.I. (08/2022). *Investors increase financial support to entrepreneurs who share a personal shortcoming*. Annual meeting of the Academy of Management.
- * **won the OB Division Best Paper with Entrepreneurship Implications Award**
- * **selected as a Best Paper (top 10% of all papers accepted to conference)**
- Howe, L.C.**, Giurge, L.M., Wagner, A.F., & Menges, J.I. (08/2022). *The economic value of acknowledging human costs: CEO crisis response, analyst trust, and company performance on the stock market*. Annual meeting of the Academy of Management.
- Howe, L.C.**, Giurge, L.M., Wagner, A.F., & Menges, J.I. (07/2022). *The human cost of Covid-19: CEO acknowledgment of the costs of crisis and its effect on company value during economic turbulence*. Wellbeing Research & Policy Conference, University of Oxford.

ORAL CONFERENCE PRESENTATIONS, *continued*

- Howe, L.C.**, Menges, J.I., & Côte, S. (05/2022). *When CEOs used to take your order: The effect of CEO disclosure of experience in “unglamorous” jobs on CEO approval ratings*. 5th Interdisciplinary Perspectives on Leadership Symposium.
- Howe, L.C.**, Carr, P.B., & Walton, G.M. (02/2022). *Normative appeals are more effective when they invite people to work together toward a common cause*. Annual Meeting of the Society for Personality and Social Psychology.
- McBride, A., Gooty, J., & **Howe, L.C.** (11/2021). *Social identity theory and leadership in the neoliberal organization: Challenges and new directions*. Southern Management Association Annual Meeting.
* **won the Best Doctoral Paper award for the Human Resources/Careers track**
- Mercurio, K., Warren, N., Campbell, T., **Howe, L.C.**, & Shepard, S. (10/2021). *Showing dual concern: The world needs to learn how to criticize with care*. Association for Consumer Research Conference.
- Howe, L.C.**, Hentrup, L.J., & Menges, J.I. (08/2021). *The future of work: Mental representations of a changing world of work*. Annual meeting of the Academy of Management.
- Menges, J.I., **Howe, L.C.**, De Schutter, L. & Kern, S. (04/2021). *Emotional capital at work: Positive interactions buffer employees against set-backs*. Annual conference of the Society for Industrial and Organizational Psychology.
- Howe, L.C.**, & Menges, J.I. (08/2020). *Mindsets about remote work, but not intelligence, predict emotional adjustment to remote work during the COVID-19 pandemic*. Academy of Management Rapid Research Plenary: COVID-19 and Organizational Behavior.
- Howe, L.C.**, & Menges, J.I. (08/2020). *Mindsets about remote work predict employee well-being in home office: Evidence from the COVID-19 pandemic*. Microsoft New Future of Work Conference.
- Howe, L.C.**, Hentrup, L.J., & Menges, J.I. (08/2020). *More human than machine? The effects of depicting the future of work as relational or technological*. Annual meeting of the Academy of Management.
- Howe, L.C.** (08/2020). *When it pays to be less than perfect: Entrepreneurs sharing flaws with investors can attract funding*. Annual meeting of the Academy of Management.
- Menges, J.I., **Howe, L.C.**, De Schutter, L., & Kern, S. (08/2020). *Relational investments: Daily positive supervisor interactions buffer employees against setbacks*. Annual meeting of the Academy of Management.
- Campbell, T., **Howe, L.C.**, Shepard, S., Warren, N., & Mercurio, K. (05/2020). *Criticizing with care: The persuasive power of dual concern messages*. AMA Marketing and Public Policy Conference.
- Kahn, S., **Howe, L.C.**, & Rawson, R. (08/2019). *Concern for the transgressor and the self: Two explanations for why transgressions remain unreported*. Annual meeting of the Academy of Management.
- Kahn, S., Dang, T., **Howe, L.C.**, & Nielssen, J. (08/2019). *Stereotypical impressions and job discrimination against the female Southern California accent*. Annual meeting of the Academy of Management.
- Campbell, T., Shepard, S., **Howe, L.C.**, Warren, N., & Mercurio, K. (06/2019). *Start with care: The importance of dual concern in activist messages*. AMA Marketing and Public Policy Conference.
- Howe, L.C.**, & Monin, B. (05/2019). *The threat of flawless leaders: Leader role model behavior can paradoxically turn off those leaders try to inspire*. 4th Interdisciplinary Perspectives on Leadership Symposium.

ORAL CONFERENCE PRESENTATIONS, *continued*

- Howe, L.C.,** Goyer, J.P., & Crum, A.J. (05/2018). *Harnessing the placebo effect: The influence of physician characteristics on placebo response*. Annual meeting of the Association for Psychological Science.
- Howe, L.C.,** Leibowitz, K.A., Perry, M.A., Block, W., Kaptchuk, T., Nadeau, K. & Crum, A.J. (05/2018). *Patient symptom levels moderate the impact of an oral immunotherapy mindset intervention*. Annual meeting of the Association for Psychological Science.
- Howe, L.C.,** Leibowitz, K.A., Perry, M.A., Block, W., Kaptchuk, T., Nadeau, K., & Crum, A.J. (03/2018). *Symptoms are positive signals: Changing mindsets about side effects to improve oral immunotherapy*. Social Personality and Health Pre-Conference for the annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** Carr, P.B., & Walton, G.M. (03/2018). *Normative appeals are more effective when they invite people to work together toward a common cause*. Annual meeting of the Society for Personality and Social Psychology.
- Abeles, A., **Howe, L.C.,** Krosnick, J.A., MacInnis, B. (03/2018). *How political partisanship shapes perceptions of public opinion on global warming*. Annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** Goyer, J.P., & Crum, A.J. (07/2017). *Positive relationships strengthen the impact of expectations on patient treatment outcomes*. Fifth World Congress on Positive Psychology.
- Howe, L.C.,** & Monin, B. (03/2017). *Physicians who expose unhealthy habits are more effective for overweight patients*. International Convention for Psychological Science.
- Howe, L.C.,** & Goyer, J.P., & Crum, A.J. (02/2017). *Physiological effects of treatment, patient expectations, and practitioner interaction style*. Annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** & Dweck, C.S. (08/2016). *Changes in self-definition impede recovery from rejection*. American Psychological Association's Annual Convention.
- Howe, L.C.,** & Monin, B. (01/2016). *Healthier than thou? When "practicing what you preach" backfires by increasing expected judgment*. Social Personality and Health Pre-Conference for the annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** & Monin, B. (02/2015). *Physician health behavior as a cue of potential judgment in doctor-patient interactions*. Annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** & Monin, B. (02/2014). *Healthier than thou? How physician health affects patient fear of judgment*. Annual meeting of the Society for Personality and Social Psychology.
- Walton, G.M., Carr, P.B., & **Howe, L.C.** (02/2014). *Cues of working together fuel intrinsic motivation and can contribute to the solution of collective action problems*. Annual meeting of the Society for Personality and Social Psychology.
- Howe, L.C.,** MacInnis, B., Krosnick, J. A., Markowitz, E., & Socolow, R. (09/2013). *Confidently uncertain: When expressing uncertainty enhances trust and persuasion*. Annual meeting of the Society of Experimental Social Psychology.

ACADEMIC WORKSHOPS

Miller, R., Giurge, L.M., **Howe, L.C.**, & Menges, J.I. (organizers). (07/2025). *Publishing rigorous and impactful research on the future of work*. Personal Development Workshop at the annual meeting of the Academy of Management.

Howe, L.C. (panelist, organizers: Harari, D., Giurge, L.M., & Lee, M.Y.). (08/2023). *Making the most of it: Being successful in a post-doc and beyond*. Personal Development Workshop at the annual meeting of the Academy of Management.

Howe, L.C., Giurge, L.M., & Menges, J.I. (organizers). (08/2023). *Shaping the research agenda on the future of work*. Personal Development Workshop at the annual meeting of the Academy of Management.

Howe, L.C., Giurge, L.M., & Menges, J.I. (organizers). (08/2022). *Shaping the research agenda on the future of work*. Personal Development Workshop at the annual meeting of the Academy of Management.

Howe, L.C., & Menges, J.I. (organizers). (08/2021). *Shaping a new research agenda on the future of work*. Personal Development Workshop at the annual meeting of the Academy of Management.

SELECTED MEDIA COVERAGE * *denotes an article written by me about my research*

How to improve productivity and well-being during (remote) work

What's the best plan for a radical new workday? BBC Worklife, 01/2021.

Why focusing on people matters for the future of work

So much for emotionless! Harvard Business Manager (German edition of Harvard Business Review), 01/2025.

Four strategies for improving the employee experience and bringing in profits, too. Forbes, 05/2022.

The case for managerial decency. The Economist, 04/2022.

Meet the new Chief People Officer – Protector of Culture, Change, and now Data. Forbes, 03/2022.

When being flawed can bring benefits and appearing exemplary can backfire

Why admitting your flaws may earn your start up more investment. The Times, 09/2022.

Should experts practice what they preach? New research shows a snag in leading by your own example. Insights by Stanford Business, 12/2017.

Warum das Vorbild nicht zu vorbildlich sein darf [Why role models shouldn't be too exemplary]. Süddeutsche Zeitung, the largest German subscription daily newspaper, 03/2017.

How relationships with medical providers can enhance treatment effectiveness

White people who got placebo from white doctors felt better, study says. Vice, 08/2022.

What's known as 'mental reframing' can help us with all sorts of physical and psychological challenges. Washington Post, 01/2020.

Could your mindset affect how well a treatment works? NPR, 03/2019.

**Improving healthcare by harnessing the social context.* Character & Context, 01/2017.

How beliefs about the self shape whether the pain of rejection lingers

What does 'closure' even mean, anyways? The Science of Us, New York Magazine, 02/2017.

How breakups change your personality. BBC, 12/2016.

To recover faster from rejection, shift your mindset. Harvard Business Review, 04/2016.

If past breakups still hurt, it may be because of how you see yourself. The Washington Post, 01/2016.

This may be why breakups are harder for some people than others. The Huffington Post, 01/2016.

When scientists communicating uncertainty enhances trust and persuasion

**Can acknowledging uncertainty make scientists more persuasive?* Nature Research Blog, 10/2019.

To encourage climate action, talk up the benefits of adaptation. Scientific American, 10/2019.

Climate worst-case scenario may backfire in activists' campaign: Study. The Huffington Post, March 2013.

TEACHING EXPERIENCE

Executive teaching

CAS on Game Changer AI, instructor, *Spring 2026*

CAS on Stakeholder Management, guest lecture, *Fall 2024*

Graduate teaching

People Innovation Mindset: Building a Human-Centered Innovation Ecosystem (Masters)

Fall 2023 (Evaluation: 5.2/6): University of Zurich.

UZH Innovathon on the Future of Work (Masters/PhD)

Fall 2022 (Evaluation: 4.9/6): University of Zurich. See the results at:

<https://www.youtube.com/watch?v=wsrZixkNeRk>

The “Silicon Valley for People”: Using Insights from Global Tech Hubs To Build a Human-Centered Innovation Ecosystem (Masters/PhD)

Fall 2021 (Evaluation: 5.9/6): University of Zurich. See the results at: <https://vimeo.com/643416676>

Leadership Research (Masters)

Spring 2020 (Evaluation: 5.8/6), *Spring 2021* (Evaluation: 5.6/6): University of Zurich.

Contemporary Readings on Behavior in Organizations (PhD)

Fall 2019 (Evaluation: 6/6), *Spring 2020* (N/A*), *Fall 2020* (N/A*), *Spring 2021* (Evaluation: 5.8/6), *Fall 2021* (N/A*), *Spring 2022* (Evaluation: 6/6), *Fall 2022* (Evaluation: N/A*), *Spring 2023* (Evaluation: 6/6), *Fall 2023* (N/A*), *Spring 2024* (N/A*), *Fall 2025*: University of Zurich.

Social Psychology and Public Policy (Masters/PhD)

Spring 2015 (Evaluation: 4.3/5): Stanford University, Teaching Assistant.

Social Psychology (PhD)

Winter 2014, *Winter 2015*: Stanford University, Teaching Assistant.

Statistical Methods for the Behavioral Sciences (Masters/PhD)

Fall 2013 (Evaluation: 4.2/5): Stanford University, Teaching Assistant.

Undergraduate teaching

Human Resource Management and Organizational Behavior

Fall 2019, *Fall 2020*, *Fall 2021*, *Fall 2022*, *Fall 2023*: Guest lecture on “The Future of Work”

Introduction to Social Psychology

Spring 2017 (Evaluation: 5.7/6), *Spring 2016* (Evaluation: 5.6/6), *Fall 2015* (Evaluation: 5.6/6): University of San Francisco, Adjunct Professor.

Summer 2014 (Evaluation: 4.5/5): Stanford University, Co-Instructor.

Spring 2013 (Evaluation: Section 1, 4.6/5, Section 2, 4.6/5): Stanford University, Head Teaching Assistant.

Introduction to Psychology

Fall 2016 (Evaluation: 5.5/6): University of San Francisco, Adjunct Professor.

Summer 2017, *Summer 2016*: Stanford University, Co-Instructor.

Winter 2014 (Evaluation: 4.7/5), *Winter 2013* (Evaluation: 4.7/5), *Fall 2012* (Evaluation: section co-taught with undergraduate, 4.1/5; section solo-taught, 5/5): Stanford University, Teaching Assistant.

Wise Interventions

Fall 2012 (Evaluation: 4.3/5): Stanford University, Teaching Assistant

* not evaluated as there were not enough student ratings available for a report to be created.

TEACHING GRANTS

University of Zurich Competitive Teaching Fund (CHF 33,100), 2020

University of San Francisco College of Arts & Sciences Teaching Development Fund (\$968), 2016

THESIS SUPERVISION

Supervised 22 Bachelors theses at the University of Zurich, 02/2019 – *present*

*** awarded the Semester Prize in Spring 2024 for outstanding scholarly work for Lina Widmer's Bachelor thesis "What does well-being mean in management research?"**

Supervised 16 Masters theses at the University of Zurich, 02/2019 - *present*

Supervised 1 Masters theses at the University of Mannheim, 05/2024 - 02/2025

Supervised 1 eMBA thesis at the University of Zurich, 03/2020 - 04/2021

ADDITIONAL ACTIVITIES

UZH.ai Champion, recognized as a researcher leveraging, using, and studying AI and its impacts, 2025 – *present*

Forbes Contributor, columnist on the topic of Leadership Strategies, 2025 – *present*

UZH Innovation Ambassador, supporting the UZH Innovation Hub in activities related to science entrepreneurship and the innovation ecosystem, 2020 – *present*

Co-Leader of the Digital Society Initiative Community "Work" at the University of Zurich, Fall 2020 – Fall 2025

- Led interdisciplinary community of scholars researching the effect of digitalization on work, developed and executed program of events for the public

Selection Committee for the Academy of Management, Organizational Behavior Division Best Paper with Entrepreneurship Implications Award, 2023

Member of the CareerElixir Women's Peer Mentoring Group at the University of Zurich, Spring 2019 – Fall 2021

- Supported and organized events for female scholars pursuing an academic career

Contributing Editor, Society for Personality and Social Psychology's "Character & Context" Blog, Spring 2016 – Fall 2018

- Recruited science writers and edited posts, assisted managing editors with curation and development of content

Identity in the Classroom Learning Community Member, Fall 2015 – Spring 2016

- Participated in year-long learning community on identity and diversity in the classroom

PROFESSIONAL AFFILIATIONS

Academy of Management

Society for Industrial and Organization Psychology

Society for Personality and Social Psychology