

SUNNY LEE

University College London, School of Management
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ACADEMIC EMPLOYMENT

University College London, UK

Oct 2019– | Tenured Associate Professor in Organisational Behaviour

Sep 2014–Sep 2019 | Assistant Professor in Organisational Behaviour

Leadership appointments

- Senior Management Team & Deputy Director for Equality, Diversity, and Inclusion (2020–2024)
- Academic Director for MSc in People Analytics and Human Centric Management (2023–)

EDUCATION

Jul 2014 | London Business School, UK

PhD. In Organisational Behaviour (Doctoral Fellowship: 2008–2014)

Academic Advisors: Madan Pillutla and Stefan Thau

Jul 2003 | University of Chicago, USA

Master of Public Policy (Harris Fellowship: 2001–2023)

Aug 2000 | Seoul National University, South Korea

BA. In English Literature and Language (Graduated Cum Laude)

RESEARCH INTERESTS

Stereotypes and Biases, Gender Dynamics, Social Networks, & Organizational Design

PUBLICATIONS

*+ denotes equal authorship. * denotes the authors who were doctoral students at the time each project started*

Stereotypes and Biases

1. Moore, M., **Lee, SY.**, Kim, K.*, & Cable, D. (2017). The advantage of being oneself: The role of applicant self-verification in organizational hiring decisions. **Journal of Applied Psychology**, 102, 1493–1513. [\[Link\]](#)
2. **Lee, SY.**, Pitesa, M., Thau, S., & Pillutla, MM. (2015). When beauty helps and it hurts: An organizational context model of attractiveness discrimination in selection decisions. **Organizational Behavior and Human Decision Processes**, 128, 15–28. [\[Link\]](#)
3. **Lee, SY.**, Pitesa, M., Thau, S., & Pillutla, MM. (2014). Discrimination in selection decisions: Integrating stereotype fit and interdependence theories. **Academy of Management Journal**, 53, 789–812. [\[Link\]](#)
4. Inesi, E., **Lee, SY.**, & Rios, K. (2014). Objects of desire: Subordinate ingratiation triggers self-objectification among the powerful. **Journal of Experimental Social Psychology**, 53, 19–30. [\[Link\]](#)

Gender Dynamics

1. Kniffin, K. et al (among the selectively invited 24 scholars) (2021). COVID-19 and the workplace: A review and preview of impacts for employees, teams, and organizations. **American Psychologist**, 76, 63–77. [\[Link\]](#)

2. Kesebir, S., **Lee, SY.**, Qiu, J.*, & Pillutla, MM. (2020). Same-sex peer norms: Implications for gender differences in negotiation. In Olekalns, M., & Kennedy, J. (Eds.), **Handbook on Gender and Negotiation**, London, England, Edward Elgar. [\[Link\]](#)
3. Kesebir, S., **Lee, SY.**, Elliot, E., & Pillutla, MM. (2019). Gender differences in lay beliefs about competition. **Motivation and Emotion**, 43, 719–739. [\[Link\]](#)
4. **Lee, SY.**, Kesebir, S., & Pillutla, MM. (2016). Gender differences in response to competition with same-gender coworkers: A relational perspective. **Journal of Personality and Social Personality**, 110, 869–886. [\[Link\]](#)

Social Networks

1. Quintane, E., **Lee, SY.**, Lee, JW., Ruiz, C., & Kilduff, M. (2024). The dark side of collaborating across silos. **Harvard Business Review**. [\[Link\]](#)
2. Kilduff, M., Wang, K.*, **Lee, SY.**, Tsai, WP., Chaung YT., & Tsai FS. (2024). Hiding and seeking knowledge providing ties from rivals: A strategic perspective on network perceptions. **Academy of Management Journal** [\[Link\]](#)
3. Lee, JW.*, Quintane, E., **Lee, SY.**, Kilduff, M., & Ruiz, C. (2023). The strain of spanning structural holes: How brokering leads to burnout and abusive behavior. **Organization Science**, 35, 177–194. [\[Link\]](#)
4. Birkinshaw, J., Crilly, D., Bouquet, C., & **Lee, SY.** (2015). How do firms manage strategic dualities? A process perspective. **Academy of Management Discoveries**, 2, 51–78. [\[Link\]](#)

Best Conference Proceedings

1. Tolsa-Caballero, N.* & **Lee, SY.** (2022). The downside of ranking systems: Qualified contenders may quit. Academy of Management Best Paper Proceedings. [\[Link\]](#)
2. Lee, JW.* & **Lee, SY.** (2017). The dark side of brokerage: Brokers' energy depletion and unethicity. Academy of Management Best Paper Proceedings. [\[Link\]](#)
3. **Lee, SY.** & Pillutla, MM. (2013). Racial discrimination taking both ways: moderation of social goal and task-type. Academy of Management Best Paper Proceedings. [\[Link\]](#)

Book

1. **Lee, SY.** (2025-2026). Negotiate Up. [Quarto Group](#)
- For inquiries, please contact Jack Fogg, my literary agent and the co-founder of [DunnFogg](#)

SELECTED WORKING PAPERS

Stereotypes and Biases

- Liu, L.*, Kilduff, M., **Lee, SY.**, & Fisher, C. (2025). Buffered by Reflected Glory? The Effects of Star Connections on Career Outcomes. Under 3rd review at **Journal of Applied Psychology**
- Organizational Commitment (single-author paper)
- Nepotism (with Kenny Ching, Worcester Polytechnic Institute)
- Impression Management in Job Interviews (with Bart Dietz, Rotterdam School of Management)

Organizational Design

- Accountability and Managerial Decision Making (with David Faro, LBS, and Nazli Gurdamar-Okutur, Koc University)
- Gender Differences in Organizational Design (with Phanish Puranam, INSEAD)
- Psychological Impacts of Organizational Structure (with Selin Kesebir and Yoon Hyuk, LBS)

Social Networks

- Brokerage Flexibility (with Kun Wang, Martin Kilduff, UCL, and Eric Quintane, ESMT)

Other Topics

- In groups we trust: Lower betrayal aversion toward a group than toward an individual (with Zoe Kinias, Ivey Business School, and Bart Vanneste, UCL), available at SSRN [\[Link\]](#)

SELECTED RESEARCH PRESENTATIONS

Research Talks

- 2025 | Warwick Business School, UK
- 2025 | Surrey Business School, UK
- 2024 | Ewha University, South Korea
- 2024 | SKK Graduate School of Business, South Korea
- 2023 | Amazon, UK
- 2023 | Sainsbury Wellcome Centre, UK
- 2023 | Singapore Management University, Singapore
- 2022 | Singapore Management University, Singapore
- 2022 | Management Consulting Student Association, Seoul National University, South Korea
- 2021 | KAIST College of Business, South Korea
- 2018 | Georgia Institute of Technology, USA
- 2016 | Singapore Management University, Singapore
- 2014 | University College London, UK
- 2014 | Erasmus University, the Netherlands

Academy of Management Annual Conferences

- 2024. Lee, SY. & Dietz, B. Interviewer selling revisited: The effects of promoting extrinsic incentives in attracting job applicants (Chicago, USA)
- 2024. Wang, K.*, Kilduff, M., Quintane, E., & Lee, SY. Flexibility in social network brokering (Chicago, USA)
- 2024. Goh, K. et al. Organizing for inclusion: integrating and extending research on diversity and organization design (Chicago, USA)
- 2022. Tolsa-Caballero, N., & Lee, SY. The downside of ranking systems: Qualified candidates may quit (Seattle, USA)
- 2022. Wang, K.*, Lee, SY., & Kilduff, M. Disappoint friends or downplay organizational norms? The influence of workplace friendship trajectory (Seattle, USA)
- 2021. Wang, K.*, Lee, SY., & Kilduff, M. How referrals affect employees' reactions to new hires they have referred (Seattle, USA)
- 2019. Lee, J.*, Lee, SY., & Kilduff, M. Hidden costs of brokerage: Brokerage behavior and broker exhaustion. Presented at a symposium "Brokers Behaving Badly" (Boston, USA)
- 2018. Liu, L.*, Lee, SY., Fisher, C., & Kilduff, M. Great expectations? The effect of high-reputation connections on evaluations of employees (Chicago, USA)
- 2017. Lee, J.*, & Lee, SY. The dark side of brokerage: Brokers' energy depletion and unethicity (Atlanta, USA)
- 2016. Ha, J.*, Lee, SY., & Ku, G. The effects of self-promotion on self-promoters' self-beliefs and job satisfactions. Presented at a symposium of the conference (Anaheim, USA)

- 2015. Lee, SY., Wakeman, W.*, & Sivanathan, N. Unwelcome compliments: The psychological costs of successful deception (Vancouver, Canada)
- 2014. Moore, C., Lee, SY., Kim, K.*, & Cable, D. Authenticity in the workplace: Highlighting costs and bridging conceptualizations (Philadelphia, USA)
- 2013. Lee, SY., & Pillutla, MM. Racial discrimination taking both ways: Moderation of social goal and task type (Orlando, USA)
- 2012. Lee, SY., Pillutla, MM., Thau, S., & Pitesa, M. Fundamental social goals and the attractiveness bias in selection decisions (Boston, USA)
- 2011. Birkinshaw, J., Lee, SY., & Bouquet, C. Implementing global strategy: Insights from a dual-core headquarters experiment (San Antonio, USA)

Other Conferences

- 2024. Qiu, J., Lee, SY. & Kesebir, S. Gender and the decline of leader-directed help seeking over time. **International Association for Conflict Management Annual Conference** (Singapore)
- 2022. Lee, SY. Gender difference in help-related behaviors. **UCL Diversity Research Conference** (London, UK)
- 2020. Lee, JW., Quintane, E., Lee, SY., Kilduff, M., & Ruiz, C. How brokerage leads to burnout and abusive behavior. **EGOS Colloquium** (Hamburg, Germany)
- 2020. Liu, L., Lee, SY., Fisher, C., & Kilduff, M. How connections to star managers help and hurt careers. **EGOS Colloquium** (Hamburg, Germany)
- 2015. Inesi, M.E., Lee, SY., & Rios, R. Power impacts social identity and the self-concept. **Society for Personality and Social Psychology Annual Conference** (Long Beach, USA)
- 2014. Lee, SY., Kesebir, S., & Pillutla, MM. Gender differences in responses to same-sex competition. **Society for Personality and Social Psychology Annual Conference** (Austin, USA)

RESEARCH IMPACT ACTIVITIES

Advisory Roles

- 2024– | Academic Advisor to **RSAD Limited** on the topics of organizational behavior and leadership
- 2024– | Academic Advisor to **See Talent Limited** on the topics of diversity and inclusion
- 2024 | Offered advice to the **UK Civil Service** on their new leadership dimensions
- 2023 | Offered advice to and produced commissioned research work for the **UK Civil Service** on their new performance management system for middle managers
- 2023 | Offered advice to **Canary Wharf Group** on their cultural transformation endeavours

Practitioner-Oriented Publications

- 1) Chamorro-Premuzic, T.⁺ & Lee, SY.⁺ (2024). Peter Principle: Why competent workers can become incompetent managers. *Fast Company*. [\[Link\]](#)
- 2) Chamorro-Premuzic, T.⁺ & Lee, SY.⁺ (2024). Why are difficult conversations difficult and what organizations can do about it? *Fast Company*. [\[Link\]](#)
- 3) Chamorro-Premuzic, T.⁺ & Lee, SY.⁺ (2023). Workers fall into two camps of competence and confidence. Here's how to manage both. *Fast Company*. [\[Link\]](#)
- 4) Chamorro-Premuzic, T.⁺ & Lee, SY.⁺ (2023). If we don't develop these 4 human traits, ChatGPT can replace us, psychologists say. *Fast Company*. [\[Link\]](#)
- 5) Chamorro-Premuzic, T.⁺ & Lee, SY.⁺ (2022). The science of resting well. *Fast Company*. [\[Link\]](#)
- 6) Lee, SY. (2022). Negotiation: Tackling our misconceptions. *The Guardian*. [\[Link\]](#)

- 7) Chamorro-Premuzic, T.+ & **Lee, SY.**+ (2021). The surprising behavioral science behind effective job negotiations. Fast Company. [\[Link\]](#)
- 8) **Lee, SY.** (2021). The art of negotiating salary and why it is important for everyone to take part. Human Resources Review. [\[Link\]](#)
- 9) **Lee, SY.** (2021). It's time we reconsidered our approach to imposter syndrome. HR Director. [\[Link\]](#)
- 10) **Lee, SY.** (2020). What has 2020 meant for female leadership? Management Today. [\[Link\]](#)
- 11) **Lee, SY.** (2020). Female academics need to embrace competition. The Higher Education. [\[Link\]](#)

AWARDS, FELLOWSHIPS & FUNDING

Awards

- 2023 | **Best Reviewer Award**, Academy of Management Discoveries
- 2023 | **Best Teaching Award (5.0/5.0)**, UCL
- 2022 | **Best Teaching Award (4.9/5.0)**, UCL
- 2020 | **Athena SWAN Bronze Award** (Institutional award), awarded by Advance HE
- 2018 | **Best Reviewer Award**, Academy of Management Annual Conferences
- 2013, 2017, 2022 | **Best Paper Proceedings**, Academy of Management Annual Conferences
- 2015 | **Student Appointed Best Author To Meet**, Society for Personality and Social Psychology Annual Conferences

Fellowships & Funding

In the process of applying for research grants

- 2014– | **Internal Research Fellowship (£100,000)**, UCL School of Management
- 2008–2014 | **Ph.D. Fellowship (£144,000)**, London Business School
- 2013 | **Best Doctoral Student Paper (\$2,000)**, Samsung Global Research/AKMS (as part of the 73th Academy of Management Annual Conferences)
- 2001–2003 | **Irving B. Harris Fellowship (\$46,000)**, University of Chicago
- 1997–2000 | **Faculty Fellowship (\$8,000)**, Seoul National University

TEACHING EXPERIENCE

Degree Course (MBAs and postgraduates)

- 2025 | **People Analytics**, SKK Graduate School of Business, Korea
 - MBA students
 - Contracted faculty member
- 2024 | **Negotiations**, SKK Graduate School of Business, Korea
 - MBA students
 - Contracted faculty member
 - Average Instructor Effectiveness Rating: **4.5/5.0**
- 2023– | **Negotiations and Bargaining**, London Business School, UK
 - MBA students, executive MBA students, and master's students
 - Contracted faculty member
 - Average Instructor Effective Rating: **4.3/5.0** (top rating: 4.5/5.0 in 2024)
- 2015– | **Influence and Negotiations**, UCL, UK

- MBA students and master's students
- Average Instructor Effectiveness Rating: **4.7/5.0** (top rating 5.0/5.0 in 2023)
- Best Teaching Award (2022 & 2023)

2018–2020 | **Negotiation and Cross-Cultural Management**, UCL/Peking University, China

- Executive MBA students
- Average Instructor Effectiveness Rating: **4.6/5.0** (top rating: 4.7/5.0 in 2018)

2022– | **Global Business Mindset**, UCL, UK

- The School's compulsory primer for master's students on global teams, ethics, and communication, diversity, and regional intelligence
- Module co-developer and key instructor

Executive Education

2023–2024 | **Transformational Leadership**, UCL, UK

A six-day custom program for directors at Canary Wharf Group, UK; the program director and main instructor of a two-day session on change management and organizational culture

2023– | **Succeed as a Board Member**, UCL, UK (repeating programs)

A three-day open program; the main instructor of a session on strategizing diversity and inclusion

2023– | **Sustainable Transformation of Business**, UCL/Bocconi University (repeating programs)

A three-day custom program for directors at Leonardo, Italy; the main instructor of a session on diversity, equity, and inclusion

2023– | **Negotiation and Conflict Resolution**, UCL Academic Office, UK

A two-day workshop for mid-career researchers in the medical sciences

2021 | **The Guardian One-Day MBA: Essentials of Business Success**. London, UK

A one-day workshop for managers and executives recruited by *The Guardian*

2018–2020 | **Management Skills for Police Leaders**, UCL, UK

A one-week custom program for senior police officers in the London Metropolitan Police; the main instructor for a session on managerial negotiations and leadership

2021,2022 | **HR Analytics, Performance Management, and Team Effectiveness**, South Korea

A custom program for senior managers at GB Style Ltd; the program director and one of the two main instructors

2021 | **Negotiations for Executives**, Online

A custom program for the selected alumni of Seoul National University. Attendees included executives at JP Morgan New York and Facebook South Korea

Other Invited Teaching Experience

2023, 2024 | **Driving Sustainable Success through People**, UCL, UK

2024 | **How to Disagree Well**, UCL Astrea, UK

2024 | **Leading Diversity in Academia**, UCL Faculty of Medical Sciences, UK

2024 | **Getting Your Voice Heard**, UCL Astrea, UK

2023 | **Succeeding as Minorities**, UCL Faculty of Medical Sciences, UK

2022 | **Surviving on Challenges Together: Teamwork and Team Resilience**, UCL-Japan Challenge, UK

2021 | **Leadership in a Crisis**, UCL, UK

2018, 2019 | **Knowledge Economy**, UCL, UK

2009 | **Organizational Strategy**, London School of Economics and Politics, UK

ACADEMIC ADVISING

Doctoral Student Supervision

2020–2025 | **Kun Wang**. Doctoral Supervisor & Co-Chair of the Dissertation Committee: She will be an assistant professor at **Hong Kong Polytechnic University**, China

2020–2023 | **Swati Thampan**. Doctoral Supervisor & Co-Chair of the Dissertation Committee: She quit the program due to her personal situation and successfully defended her Dissertation for master's in research degree. She is now a senior associate at **PWC, UK**.

2018–2021 | **Nuria Tolsa-Cabellero**. Doctoral Supervisor & Co-Chair of the Dissertation Committee: She is now a visiting assistant professor at the **University of Indiana, Bloomington, USA**

2014–2020 | **Lei Liu**. Doctoral Supervisor & Co-Chair of the Dissertation Committee: She is now an assistant professor at the **University of Exeter Business School, UK**

2014–2019 | **Jung Won Lee**. Doctoral Supervisor & Co-Chair of the Dissertation Committee: She is now an assistant professor at **ESSEC Business School, France**

Doctoral Student Committee Members

2021 | Kira Choi (London Business School). External Examiner & Member of the Dissertation Committee: She is now an assistant professor at EM Lyon Business School, France

2015– | Members for Other Doctoral Committees: Numerous and the details available on request

Postgraduate Thesis Supervision

2015– | Supervisors for postgraduate dissertations (masters in management): I have supervised over 50 dissertations, with all students successfully passing.

PROFESSIONAL SERVICES

Journal Editorial Board Member

2022– | **Organizational Behavior and Human Decision Processes**

2022– | **Motivation and Emotion**

Journal Ad-hoc Reviewer

- *Academy of Management Discoveries* (**Best Reviewer Award in 2023**)
- *Academy of Management Journal*
- *Academy of Management Review*
- *Economic Letters*
- *Journal of Organizational Behavior*
- *Journal of Personality and Social Psychology*
- *Management Science*
- *Motivation and Emotion*
- *Organizational Behavior and Human Decision Processes*
- *Organization Science*

Other Reviewer Roles

- UCL Reading Group (2015–2024)
- Academy of Management Annual Conferences (2014)
- London Business School Organizational Behavior Research Day for Doctoral Students (2018–2020)

- UK Korean Embassy Contest on World Peace (2017)
- Samsung Global Research Scholarship for Korean Doctoral Students in Management (2020-)

Examiner Roles (Tenure, Promotion and Grant)

- 2025 | External Assessor for **Faculty Tenure Case at Smurfit Business School, University of College Dublin, Ireland**
- 2025 | External Assessor for **Faculty Tenure Case at IE Business School, Spain**
- 2021 | External Assessor for **Faculty Tenure Case at Goldsmiths, University of London, UK**
- 2024 | Panellist for Probation Hearing, UCL
- 2015 | Intramural Grants Program at Northern Illinois University, USA

INSTITUTIONAL SERVICES

School Board, Growth, and External Engagement

- 2023- | Founder & Academic Director for MSc People Analytics and Human-Centric Management
- 2019-2024 | Member for the School's Senior Management Team
- 2023, 2024 | Took the lead in securing/conducting commissioned research projects for the UK Civil Service
 - o The team (Davide Ravasi, Nina Seppala and myself) successfully completed the project
- 2023 | Played a key role in building multi-faceted collaborations with Canary Wharf Group
 - o Played a key role in the development of exec-ed program titled 'Transformational Leadership Program' with Paolo Taticchi and Tim Ruthven
- 2023-2024 | Impact Manager for the UCL Centre for Sustainable Business
 - o Played an essential role in initiating the UCL-Mulberry Sustainability Summit (2024) by inviting their CEO to the event

Diversity, Equity, and Inclusion

- 2020-2024 | Deputy Director for Equality, Diversity, and Inclusion
- 2019-2020 | Athena SWAN Leader (Acquired the Bronze Award in 2020)
- 2021-2024 | Founder and Chair for UCL's 30% Scholarship in liaison with 30% Club
- 2022- | Founder and Member for UCL Diversity Research Conference

Faculty and Research-related Services

- 2019-2022 | Research Committee Member
- 2020-2023 | Faculty Promotion Committee Member
- 2015, 2020, 2021 | Faculty Recruitment Committee Member
- 2020- | Research Ethics Committee Member
- 2021-2022 | Research Ethics Committee Taskforce Team
- 2014-2018 | Research Seminar Series Chair
- 2014-2021 | Reading Group Chair

INDUSTRY EMPLOYMENT

Mar 2006–Jun 2008 | **Hewlett Packard, South Korea**

Senior Marketing Program Manager (full-time)

Jan 2005–Feb 2006 | **LG Ad, South Korea**

Senior Researcher for Consumer Behavior and Brand Strategy (full-time)

Jan 2004–Dec 2004 | **Accenture, South Korea**

Business Analyst, Management Consulting Division (full-time)

Aug 2003–Dec 2003 | **EY Parthenon, South Korea**

Long-term Intern (full-time)

Jan 2000–Dec 2000 | **Asian Pacific Economic Cooperation**

Research Assistant to the Chairman of Investment Experts' Group (part-time)