

Allison Louise Elias

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ACADEMIC APPOINTMENTS

2021 - Present	<i>Assistant Professor</i> Darden School of Business, University of Virginia
2019-2021	<i>Senior Fellow and Lecturer</i> The Wharton School, University of Pennsylvania
2019-2020	<i>Visiting Assistant Professor</i> SC Johnson College of Business, Cornell University
2017-2019	<i>Postdoctoral Research Scholar</i> Owen Graduate School of Management, Vanderbilt University
2017-2019	<i>Fellow</i> Provost's Office for Inclusive Excellence, Vanderbilt University
2014-2017	<i>Visiting Assistant Professor</i> ILR School, Cornell University

EDUCATION

2013	<i>Ph.D. History</i> University of Virginia
2002	<i>B.A. with Distinction Studies in Women & Gender</i> University of Virginia (Echols Scholar)

TEACHING ACTIVITIES

Teaching Experience

Master of Business Administration
Negotiation, Leadership Communication, Women, Gender, and Work

Master of Management in Hospitality
Leadership and Ethics

Master's in Education
Women and Leadership

Executive Education
Storytelling, Persuasion, Leadership Identity, Negotiation

Undergraduate

Introduction to Management and Organizations, Women, Gender, and Capitalism,
Introduction to U.S. Labor and Business History, The American Dream

Virtual courses and webinars

- 2026 Darden Executive Education Negotiation Essentials.
- 2025 Darden Executive Education Core Communication, Persuasion.
- 2016 eCornell Emerging Leaders Certificate Course.
- 2016 eCornell Developing Internal Talent (webinar).
- 2016 eCornell Women in Leadership (webinar).

Darden Business Publishing Cases and Technical Notes (selected)

- 2025 Elias, A. (2025). *Listening: A Negotiator's Playbook*. Case Number: BC-0330

Videos to accompany the technical note (filmed by Darden Media):

- Elias interview with Robert Emery
- Elias interview with Jerald Barnes
- Elias interview with Jenny Phillips

Media coverage in Darden's *Ideas to Action* and *Forbes India*

Diaz, C., Elias A. (2025). *When Does a Negotiation End? Applying Implementation Science to the Negotiation Process*. Case Number: BC-0323

- 2024 Mead, J., Elias, A., Freeman, R. Edward, Grushka-Cockayne, Y., Liedtka, J. M., (2024). *Transgender Athletes: What Are the Rules of the Road? (A)*. Case Number: E-0503

Mead, J., Elias, A., Freeman, R. Edward, Grushka-Cockayne, Y., Liedtka, J. M., (2024). *Transgender Athletes: What Are the Rules of the Road? (B)*. Case Number: E-0504

Debaere, P., Elias, A., (2024). *A Servant, a Secretary, and a Consultant: Women's Changing Labor Market Status and the Writings of Claudia Goldin*. Case Number: GEM-0230

Debaere, P., Elias, A., (2024). *A Servant, a Secretary, and a Consultant: Women's Changing Labor Market Status and the Writings of Claudia Goldin (TN)*. Case Number: GEM-0230TN

Elias, A., Kosher, R., Yemen, G. (2024). "A Wise Latina": *Sonia Sotomayor's Journey to the Supreme Court (A)*. Case Number: OB-1429

Elias, A., Kosher, R. (2024). "A Wise Latina": *Sonia Sotomayor's Journey to the Supreme Court (A), (B), and (C) (TN)*. Case Number: OB-1429TN

Elias, A., Kosher, R. (2024). "A Wise Latina": *Sonia Sotomayor's Journey to the Supreme Court (B)*. Case Number: OB-1430

Elias, A., Kosher, R., (2024). *A Wise Latina": Sonia Sotomayor's Journey to the Supreme Court (C)*. Case Number: OB-1431

- Elias, A., Velasquez, V., Elliott, A., (2024). *A Dream Job? Alyssa Smith's Challenges in Motherhood and MBB (A)*. Case Number: OB-1469
- Elias, A., Velasquez, V., Elliott, A., (2024). *A Dream Job? Alyssa Smith's Challenges in Motherhood and MBB (B)*. Case Number: OB-1470
- 2023 Freeman, R. Edward, Mead, J., Liedtka, J. M., Grushka-Cockayne, Y., Elias, A., (2023). *Looking for the Fast Break: The WNBA Nears a Quarter Century*. Case Number: E-0491
- Freeman, R. Edward, Mead, J., Liedtka, J. M., Grushka-Cockayne, Y., Elias, A., (2023). *Norwegian Women's Beach Handball: Bucking the Bikini Bottoms*. Case Number: E-0492
- 2022 Elias, A. (2022, rev. 2023), *Gender and Negotiation: Review of Research and Implications for Practitioners*. Case Number: BC-0289
- Elias, A. & Sesia, A. (2022). *A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A)*. Case Number: E-0477
- Elias, A. (2022). *A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A) and (B) (TN)*. Case Number: E-0477TN
- Elias, A., Sesia, A. (2022). *A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (B)*. Case Number: E-0481
- 2024 Wells Fargo Award for Excellence in Course Materials
Featured in Voice of the Instructor, From Page to Practice video, Darden Business Publishing
- 2017 Dmytriyev, S., Brownlee, R., & Elias, A., (2017). "Integrative Stakeholder Engagement," in R. Edward Freeman, Johanna Kujala, and Sybille Sachs, editors, *Stakeholder Engagement: Clinical Research Cases*, Springer
- 2015 Behfar, K., Yemen, G., & Elias, A., *Sold – to the Highest Bidder in Japan: Operational Challenges and Culture*. Case Number: OB-1064.
- 2014 Behfar, K., Brett, J., Sanchez-Burks, J., & Elias, A. (2014). *Confronting Directly and Indirectly: Are You Attuned to Notice?* Case Number: OB-1055.

SCHOLARLY RESEARCH ACTIVITIES

Peer-Reviewed Journal Publications

- 2025 **Elias, A.L.** (2025). Where do we go from here? The future of gender and negotiation research. *Social and Personality Psychology Compass*, 19(1), 1-9.
- 2023 Meuris, J., & **Elias, A. L.** (2023). Task interdependence and the gender wage gap: The role of the gender composition of an occupation. *Journal of Organizational Behavior*, 44(4), 606-620.
- 2021 Amdam, R. P. & **Elias, A. L.** (2021). Business Schools and the Role of the Executives' Wives, *Academy of Management Learning & Education*, 20 (3), 300-319

- Featured in *Poets and Quants*, *Quartz.com*, and on Brain for Business podcast

- 2020 **Elias, A. L.** (2020). 'Measured by two yardsticks': women in bank management training, 1960s to 1990s. *Management & Organizational History*, 15(2), 132–153.
- 2018 **Elias, A. L.** (2018). "Outside the Pyramid": Clerical Work, Corporate Affirmative Action, and Working Women's Barriers to Upward Mobility. *Journal of Policy History*, 30(2), 301–333.

Books

- 2022 **Elias, A. L.** (2022). *The Rise of Corporate Feminism: Women in the American Office, 1960-1990*, Columbia University Press.
- Listed in Best Summer Books of 2023: Business (A *Financial Times* list of best books at mid-year)
 - Finalist for the Hagley Prize in Business History (The Business History Conference's Annual Award for Best Book in Business History)
 - Reviewed in *Financial Times*, *The New Republic*, *Administrative Sciences Quarterly*, *Business History Review*, *ILR Review*, *American Studies*

Book Chapters and Practitioner Articles

- 2024 **Elias, A. L.**, Thomas-Hunt, M. & Green, T. G. (2024). Expanding the pie: How to drive alignment on inclusion. *People + Strategy*, 47(1), 2-6.
- 2022 Werhane, P. & **Elias, A. L.** (2022). (Mis)using historical texts to humanize commerce: Evidence from Smith, Marx, and Spencer. In M. Dion, E. Freeman, & S. Dmytriyev (Eds.), *Humanizing business: What humanities can say to business* (Vol. 53). Springer.
- Elias, A. L.** Gender and bargaining power in historical perspective. In M. Oleklans & J. A. Kennedy (Eds.), *Handbook on gender and negotiation*. Edward Elgar.
- 2019 Maffie, M., & **Elias, A. L.** (2019). Platform design as a managerial act: Analyzing sexual harassment in the gig economy. *Perspectives on Work* (Practitioner publication of the Labor and Employment Relations Association), 23(1).
- Elias, A. L.** (2019). Feminism at Work, in Jo Reger, editor, *Nevertheless They Persisted: Feminisms and Continued Resistance in the U.S. Women's Movement*, Routledge.
- 2017 Boris, E., & **Elias, A. L.** (2017). Workplace inequities: An intersectional approach. In H. J. McCammon, L. A. Banaszak, V. Taylor, & J. Reger (Eds.), *The Oxford handbook of U.S. women's social movement activism*. Oxford University Press.
- Elias, A. L.** (2017). Equality As A Result? in Roger Biles and Mark H. Rose, editors, *The President and American Capitalism Since 1945*, University of Florida Press.

Academic Conference Presentations (selected)

- 2025 Invited presentation, Eisenman, M., Wilcox-King, A., & **Elias, A.**, Oregon's Memory Mycelia: Competing Narratives and the Strategic Governance of Psychedelic Therapy's Market Emergence, 45th Annual Strategic Management Society, San Francisco, CA, October 2025.
- Invited paper presentation, Eisenman, M., Wilcox-King, A., & **Elias, A.**, Oregon's Memory Mycelia: How Contested Pasts Shaped Therapeutic Futures in the Emerging Field of Psychedelics, Sub-theme 51: Leveraging the Past for Innovation and Entrepreneurship, 41st European Group for Organizational Studies (EGOS) Colloquium, Athens, Greece, July 2025.
- Invited discussant, Gender, Sexuality, and the World of Work, Business History Conference, Atlanta, GA, March 2025.
- 2024 Invited presentation, Eisenman, M., Wilcox-King, A., & **Elias, A.**, Purpose and Profits at a Crossroads: Establishing Expertise in the Field of Psychedelic Assisted Therapy, 44th Annual Strategic Management Society, Istanbul, Turkey, October 2024.
- Invited presentation, Eisenman, M., Wilcox-King, A., & **Elias, A.**, Establishing Expertise in the Field of Psychedelic Assisted Therapy, 17th Annual People and Organizations Conference Wharton School, Center for Human Resources, September 2024.
- Invited presentation, Eisenman, M., Wilcox-King, A., & **Elias, A.**, The Psychedelic-Assisted Therapy Ecosystem: Charting New Scholarship in Value Creation and Distribution, Academy of Management Annual Meeting, Chicago, IL, August 2024.
- 2023 Invited speaker, Women's Business History, Business History Conference Midyear Program, virtual panel, September 2023.
- Invited presentation, Possibilities in Valuing Complex Human Capital in Organizations, part of Psychedelic-Assisted Therapy: Refreshing Assumptions of What's Possible Through and In Organizations, 83rd Annual Meeting of the Academy of Management, Boston, MA, August 2023.
- 2021 Poster, Han, I., **Elias, A.**, & Thomas-Hunt, M., You Can't Get What You Don't Ask For, Really?: The Status Advantage and Negotiation Outcomes, Annual Convention of the Society for Personality and Social Psychology, virtual conference, February 2021.
- 2020 Paper, Roach, M., **Elias, A.**, Sauermann, H., Do Women Prefer Different STEM Jobs from Men? Gender and the Preference for Academic Science Careers, Presented at the 13th Annual People & Organizations Conference (virtual), Center for Human Resources, The Wharton School, Philadelphia, PA, October 2020.
- Discussion Session, Park, K., **Elias, A.**, Lee, D., Sustainability and Diversity Leadership: The Role of Firm Structure in Achieving Organizational Outcomes, Presented at the Annual Conference of the International Association for Business & Society (virtual), Lisbon, Portugal, June 2020
- 2019 Paper, Meuris, J., & **Elias, A.**, Gender (De)segregation as a Cyclical Process: A Dynamic Model of Occupational Demography in Medicine, Presented at:
- 12th Annual People & Organizations Conference, Center for Human Resources, The Wharton School, Philadelphia, PA, September 2019
 - 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019

Paper, **Elias, A.**, Thomas-Hunt, M., & Green, T., Negotiating Difference: Applying a Negotiation Lens to Diversity Management, Presented at:

- Wharton IDEAS Lab, Organizational Behavior Group, The Wharton School, Philadelphia, PA, October 2019
- International Association for Conflict Management (IACM) Annual Conference, Dublin, Ireland, July 2019

Paper, **Elias, A.**, Moving Women into U.S. Banking Management, 79th Annual Meeting of the Academy of Management, Boston, MA, August 2019

Paper, Maffie, M., & **Elias, A.**, Regulating Sexual Harassment in the Gig Economy, Labor and Employment Relations Association (LERA), Cleveland, OH, June 2019

- Invited article in *Perspectives on Work*, Annual publication of the Labor and Employment Relations Association

Practitioner Talks (selected)

2025 Invited panelist, Women in Business panel, Poets & Quants Perspectives, P&Q YouTube Channel, April 2025.

Invited instructor, New Approaches to Negotiation, Leadership in Academic Matters, Center for Faculty Wellbeing and Development, University of Virginia, February 2025.

2024 Invited speaker, Ideas to Action faculty session, Darden Admissions Women's Symposium and Diversity Conference, Darden School of Business, November, 2024.

Invited discussant, AOM Scholars On... "How to Pursue Work-Life Balance Without Sacrificing Career Ambition," Academy of Management, virtual panel, May 2024.

2023 Invited speaker and moderator, What's Next for Me and for Us? From Partner to Student panel, Co-hosted by Graduate Women in Business, Allies for Gender Equity, and Darden Partners Association, Darden School of Business, November 2023.

Invited speaker, Ideas to Action faculty session, Darden Admissions Diversity Conference, Darden School of Business, October 2023.

Invited panelist, AOM Scholars On... "Conflict Management Best Practices in the Workplace," Academy of Management, virtual panel, September 2023.

Facilitator, Nevertheless She Persisted: Supporting Women's Success as Academics, Professional Development Workshop, 83rd Annual Meeting of the Academy of Management Boston, MA, August 2023.

Invited moderator and host, Leadership Unscripted with Katherine Neebe, Duke Energy Chief Sustainability & Philanthropy Officer, Darden School of Business, March 2023.

2022 Invited moderator, The New World of Work, Women in Leadership Summit, Darden School of Business, September 2022.

Invited panelist, AOM Scholars On... "The Pendulum Shift Toward the Worker," Academy of Management, virtual panel, June 2022.

Invited moderator, Revising the Narrative: Women's Journey to Darden & Beyond, Darden Reunion Weekend, Darden School of Business, April 2022.

Invited speaker, ESG Leadership and Firm Performance, Business Ethics Society and Institute for Business in Society, Darden School of Business, March 2022.

Invited speaker, Rethinking Women and Negotiation, FinTech conference in partnership with Graduate Women in Business, Darden School of Business, February 2022.

2020 Speaker, Lunch & Learn for MBA students, Women's Leadership Initiative, McNulty Leadership Program, The Wharton School, March 2020

2019 Invited talk, Teaching Business with Humanity in Mind, Carey Business School, Johns Hopkins University, April 2019

Invited talk, The Roots of Corporate Feminism, The Hotel School, SC Johnson College of Business, Cornell University, March 2019

Speaker, Lunch & Learn for MBA students, Human and Organizational Performance Association, Owen Graduate School of Management, Vanderbilt University, March 2019

Moderator, Women in Finance Panel, Owen Graduate School of Management, Vanderbilt University, February 2019

Speaker, Empowering Women & Girls, Turner Family Center for Social Ventures, Owen Graduate School of Management, Vanderbilt University, February 2019

MEDIA PRESENCE

2026 Interviewed for "Want to Be a Better Negotiator? Learn to Listen." *Ideas to Action*, January 20, 2026.

- Reprinted in *Forbes India*, January 22, 2026.

2025 Quoted in "Why Women on LinkedIn are Masquerading as Men," *The Washington Post*, December 29, 2025.

Q&A with Glenn Ruffenach, "Why HR Departments Often Don't Live Up to Employees' Expectations," USA250 series, *The Wall Street Journal*, December 12, 2025.

Podcast guest, The Future of Work for Women. Women Advancing Hosted by Kate Byrne, March 18, 2025.

2024 Interviewed for "Voice of the Instructor: From Page to Practice," Darden Business Publishing video, September 19, 2024.

Interviewed for "Take the Lead: Educating and Empowering Women," *Ideas to Action*, September 6, 2024.

Quoted in "America's Companies are Being Forced to Reveal your Salary," Newsweek.com, August 13, 2024.

Guest, New Books in Women's History, New Books Network. Podcast, June 18, 2024.

Discussant, Conversations with PBS American Experience, "Past Forward: Women's Appearance in the Workplace." March 11, 2024.

Coauthor, "Expanding the Pie to Drive Alignment Around Inclusion Efforts: 3 Tactics," *Ideas to Action*, January 28, 2024.

2023 Guest, *Experience Darden* podcast, October 18, 2023.

Listed in Best Summer Books of 2023: Business (A *Financial Times* list of best mid-year books), June 19, 2023.

Quoted in AOM Research and Resources Related to Gender (International Women's Day), Academy of Management News, March 6, 2023.

2022 Guest, The Curious History of Business School Classes for Executives' Wives, Brain for Business podcast, December 14, 2022.

Quoted in "Here are the 5 Things You Should Do When You Get a Bad Performance Review and Your Boss Isn't In Your Corner," *The Business Insider*, November 30, 2022.

Quoted in "To Boost Gender Diversity on Corporate Boards, Investor Pressure Works," *NPR's Marketplace*, November 23, 2022.

Guest, *The Stakeholder Podcast*, August 29, 2022.

Interviewed for "Strategies for Negotiation: Women in Leadership," *Ideas to Action*, July 6, 2022.

Research featured in The Surprising History of Business School Classes for Executive Wives, *Quartz.com*, June 1, 2022.

Research featured in Women's History Month: The Fascinating Role of Executive Wives in Business Education, *Poets & Quants*, March 28, 2022.

Interviewed for "Women at Work: The Past, Present and Future," *Ideas to Action*, March 8, 2022.

2020 Quoted in Goldman Sachs Pushes for More Diverse Boards of Directors, National Public Radio's *Marketplace*, January 23, 2020.

2015 Featured speaker in The Seventies, "Battle of the Sexes" episode, CNN Original Series, first aired July 23, 2015.

HONORS AND AWARDS (Selected)

2024 Recipient, Curriculum Innovation Grant
University of Virginia Center for Transformational Learning, Darden School of Business,
\$10,000.00

Award, Top 10% Course Rating

Recognized for outstanding course content and instructor quality among Darden MBA second-year electives

Wells Fargo Award for Excellence in Course Material Development for A Dolphin Bullied: Jonathan Martin's NFL Experience in Miami (A) (B) (TN)
From the selection committee: "one of the best teaching notes ever encountered"
Darden School of Business, University of Virginia

2023 *Finalist, Hagley Prize in Business History*
The Business History Conference's Best Book in Business History

Award, Top 10% Course Rating
Recognized for outstanding course content and instructor quality among Darden MBA second-year electives

2022 *Nominee, Outstanding Faculty Award*
Darden Student Association, University of Virginia

2016 *MacIntyre Award for Exemplary Teaching*
ILR School, Cornell University

Nominee, International Women's Day Leadership Award,
Women's Resource Center, Cornell University

SERVICE ACTIVITIES

Professional Service (selected)

Ad-hoc Academic Reviewer

Book series

Columbia University Press, Histories of U.S. Capitalism series. (2023 - Present).

University of Massachusetts Press, Gender and Sexuality series. (2023 - Present).

Journals

Journal of Business Ethics (2024 to present)

Enterprise and Society (2024-present)

Modern American History (2024-present)

Journal of Women's History (2022-present)

Gender & History (2022-present)

Other

Austrian Science Fund (similar to National Science Foundation) (2025-present)

TRAINING AND SKILLS

Professional Training

2025	Coursework completed for Recertification, Mediator, General District Court, Supreme Court of Virginia Managing Complex Negotiations, Program on Negotiation, Harvard University Teaching Negotiations the Kellogg Way, Dispute Resolution Research Center, Kellogg School of Management, Northwestern University GlobeSmart Profile Advanced Practitioner Certification, Aperian
2018	Everyday Bias, Certified Trainer, Cook Ross Inc., Vanderbilt University
2016	Faculty Institute for Diversity, Cornell University
2013	Women's Leadership Program, Darden School of Business, University of Virginia
2005-2007	Certified Mediator for General District Court, Supreme Court of Virginia

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- Business History Conference
- International Association for Conflict Management