

Christopher To

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ACADEMIC POSITIONS

Rutgers University, School of Management and Labor Relations
Assistant Professor, Human Resource Management Department 2022 – Present

Northwestern University, Kellogg School of Management
Visiting Assistant Professor, Management and Organizations Department 2019 - 2022

EDUCATION

New York University, Stern School of Management
Ph.D. in Management 2019

Rutgers University, Rutgers Business School
B.S. in Business Analytics and Information Technology; B.A. in Psychology

RESEARCH INTERESTS

Hierarchy and inequality
Competition and motivation

PUBLICATIONS

- [1] **To, C.**, Sherf, E., & Kouchaki, M. (2024). How much inequity do you see? Structural power, perceptions of inequity, and support for diversity initiatives. *Academy of Management Journal*, 67(1), 126-149. doi:10.5465/amj.2022.0253 [hierarchy, inequality]
- [2] **To, C.**, Wiwad, D., & Kouchaki, M (2023). Economic inequality reduces sense of control and increases the acceptability of self-interested unethical behavior. *Journal of Experimental Psychology: General*, 152(10), 2747-2774. doi:10.1037/xge0001423 [inequality]
- [3] **To, C.**, Yan, T., & Sherf, E (2022). Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation. *Organization Science*, 33(6), 2346-2363. doi:10.1287/orsc.2021.1528 [competition, hierarchy]
- [4] Doyle, S.P., Pettit, N.C., Kim, S., **To, C.**, & Lount, R.B (2022). Surging Underdogs and Slumping Favorites: How Recent Streaks and Future Expectations Drive Competitive Transgressions. *Academy of Management Journal*, 65(5), 1507-1540. doi:10.5465/amj.2019.1008 [competition]
- [5] **To, C.**, Kilduff, G.J., & Rosikiewicz, B (2020). When interpersonal competition helps and when it harms: An integration via challenge and threat. *Academy of Management Annals*, 14(2), 908-934. doi:annals.2016.0145 [competition]
- [6] **To, C.**, Leslie, L.M., Torelli, C., & Stoner, J (2020). Culture and social hierarchy: Collectivism as a driver of the relationship between power and status. *Organizational Behavior and Human Decision Processes*, 157, 159-176. doi:10.1016/j.obhdp.2019.12.006 [hierarchy]
- [7] Torelli, C.J., Leslie, L.M., **To, C.**, & Kim S (2020). Power and status across cultures *Current Opinion in Psychology*, 33, 12-17. doi:10.1016/j.copsyc.2019.05.005 [hierarchy]
- [8] Jachimowicz, J., **To, C.**, Agasi, S., Côté, S., & Galinsky, A.D. (2019). The gravitational pull of passion: Why and when people admire and support individuals who express passion. *Organizational Behavior and Human Decision Processes*, 153, 41-62. doi:10.1016/j.obhdp.2019.06.002 [competition]
- [9] **To, C.**, Kilduff, G.J., Ordóñez, L., & Schweitzer, M. (2018). Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. *Academy of Management Journal*, 61(4), 1281-1306. doi:10.5465/amj.2016.0850 [competition]

- [10] Pettit, N.C., Doyle, S.P., Lount, R.B., & To, C.. (2016). Cheating to get ahead or to avoid falling behind? The effect of potential negative versus positive status change on unethical behavior. *Organizational Behavior and Human Decision Processes*, 137, 172-183. doi:10.1016/j.obhdp.2016.09.005 [hierarchy]

TEACHING

RUTGERS UNIVERSITY

Compensation and Total Rewards(Undergraduate; In-person)

Fall 2022 (4.93); Spring 2023 (4.82, 4.89) (School-Wide Course Average as of Fall 2022: 3.92/5.00)

Compensation and Total Rewards (Undergraduate; Online)

Fall 2023 (4.67) (School-Wide [Online] Course Average as of Fall 2023: 3.50/5.00), Spring 2024 (TBD)

NORTHWESTERN UNIVERSITY

Negotiation Skills and Strategies (Full-time & Evening MBAs)

Summer 2020 (5.9); Fall 2021 (5.0, 5.5); Spring 2022 (5.6) (School-Wide Course Average as of Summer 2020: 5.2/6.0)

NEW YORK UNIVERSITY

Negotiations and Consensus Building (Undergraduate)

Winter 2018 (7.0) (School-Wide Course Average as of Winter 2018: 6.4/7.0)

SERVICE

AD-HOC REVIEWING

Academy of Management Journal, Administrative Science Quarterly, American Sociological Review, Business Ethics Quarterly, Journal of Experimental Psychology General, Journal of Experimental Social Psychology, Journal of Personality and Social Psychology, Journal of Management, Management Science, Motivation Science, Organizational Behavior and Human Decision Processes, Organization Science, Science Advances, Strategy Science, Personality and Social Psychology Bulletin.

PH.D. COMMITTEES

Masters Thesis Committee Member: June Shin (2024), Thomas Raineri (2024)

PhD Reading Committee: June Shin (2024), Yixiao Shen (2024)

Dissertation Committee Member: Xueqing (Sky) Fan (2023)

PH.D. SERVICE

PhD Interviewer, 2022-2024

PhD Open House Panel, 2022-2023

PhD Orientation Panel, 2022-2023

PhD Student Professional Seminar Speaker, 2022, 2024 (Scheduled)

PhD Student Professional Seminar Organizer (Northwestern University), 2020 - 2021

OTHER SERVICE

Peer Teaching Evaluation, 2023

University Commencement Gonfonalier, 2023

CONFERENCE OR WORKSHOP ORGANIZED

"2017 East Coast Doctoral Conference." Management PhD conference organized (with Jon Jachimowicz and Dana Kanze) in New York, NY, 2017.

"Scraping 'Big Data' with Your Laptop: A Hands-On Introduction." Hands on development workshop organized (with Hemant Kakkar) at the Academy of Management Annual Meeting Specialized Conference: Big Data and Digital Economy, Surrey, UK, 2018.

MEDIA COVERAGE

How much inequity is there? Structural power, perceptions of inequity, and support for diversity initiatives. (*Academy of Management Journal*, 2023)

Harvard Business Review: Why Managers Deny Inequity in Their Own Organizations

AOM Insights: Managers' "Not Here" Bias Undermines Diversity

Charter/Time: Why Managers Resist Diversity

Surging Underdogs and Slumping Favorites: How Recent Streaks and Future Expectations Drive Competitive Transgressions. (*Academy of Management Journal*, 2022)

Harvard Business Review: Hot streaks and bad ethical decisions

AOM Insights: Most Likely to Cheat: Rising Underdogs, Slumping Favorites

Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation (*Organization Science*, 2022)

Wall Street Journal: The downside to success? It can lead to failure

When interpersonal competition helps and when it harms: An integration via challenge and threat (*Academy of Management Annals*, 2020)

BBC Work-life: The Positive Power of Competitive Friendship

The Economist: When Your Colleagues Are Also Your Rivals

The Gravitational Pull of Expressing Passion: When and How Expressing Passion Elicits Status Conferral and Support from Others (*Organizational Behavior and Human Decision Processes*, 2020)

Harvard Working Knowledge: When Your Passion Works Against You

Rivalry increases risk-taking, physiological arousal, and promotion focus (*Academy of Management Journal*, 2018)

Harvard Business Review: We Take More Risks When We Compete Against Rivals

OTHER MEDIA COVERAGE

Will NJ impose 'salary transparency' on employers? (USA Today Network, 2022)

The Annual State of Motivation 2024 (Attuned.AI, 2024)

CONFERENCE PRESENTATIONS

To, C., Sherf, E., & Kouchaki, M. Managers and perceptions of inequity.

Paper presented at the Academy of Management Annual Meeting, Boston, MA, 2023

Poster presented at Annual Meeting of the Society for Personality and Social Psychology, Atlanta, GA, 2023

To, C., Wiwad, D., & Kouchaki, M. Income inequality and acceptability of others' dishonest behavior.

Paper presented at Annual Meeting of the Society for Personality and Social Psychology, Virtual, 2021

Symposium presentation at Academy of Management Annual Meeting, Virtual, 2021

To, C., Yan, T., & Sherf, E. Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation.

Paper presented at Academy of Management Annual Meeting, Virtual, 2021

Paper presented at International Association of Conflict Management, Virtual, 2020

To, C., Leslie, L., Torelli, C., & Stoner, J. Culture and social hierarchy: Collectivism as a driver of the relationship.

Poster presented at Cultural Psychology pre-conference at the Annual Meeting of the Society for Personality and Social Psychology, Atlanta, GA, 2018

Paper presented at the INGroup annual conference, St. Louis, MO, 2018

Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2018

Jachimowicz, J., To, C., Agasi, S., Côté, S., & Galinsky, A.D. The gravitational pull of passion: Why and when people admire and support individuals who express passion.

Paper presented at the Society for Study of Motivation, Boston, MA, 2018

Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017

To, C., Pettit, N., & Eggers, J. Rank change in competition and risk-taking.

Poster presented at Annual Meeting of the Society for Personality and Social Psychology, San Antonio, TX, 2017

Symposium presentation at the Academy of Management Annual Meeting, Atlanta, GA, 2017

Paper presented at the Transatlantic Doctoral Conference, London, UK, 2017

To, C., Kilduff, G.J., Ordóñez, L., & Schweitzer, M. Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus.

Poster presented at Annual Meeting of the Society for Personality and Social Psychology, San Diego, CA, 2016

Symposium presentation at the Academy of Management Annual Meeting, Anaheim, CA, 2016

PERSONAL

Professional Membership: Academy of Management, International Association of Conflict Management, Society of Personality and Social Psychology

Tech Stack: Python, R, SQL, Qualtrics, Tableau, PowerBI

Hobbies: Drums, dogs

[February 2024]