

## Sunny Lee, Ph.D.

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### ACADEMIC EMPLOYMENT

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#### School of Management, University College London (UCL), UK

Oct 2019– | Associate Professor in Organizational Behavior (with tenure)

##### *Leadership appointments*

- Senior Management Team & Deputy Director for EDI (2020–)
- Academic Director/Developer for MSc in People Analytics (2023–)

Sept 2014–2019 | Assistant Professor in Organizational Behavior

### EDUCATION

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2014 | **London Business School, UK**

PhD. in Organizational Behavior

2003 | **University of Chicago, USA**

Master of Public Policy (Harris Fellowship)

2000 | **Seoul National University, South Korea**

BA. in English Literature and Language (Cum Laude)

### RESEARCH INTERESTS

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Biases in Organizational Decision Making, Gender Differences, Organization Design, Social Networks

### PUBLICATIONS

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*Underlined names denotes doctoral students at the time each project started*

#### Peer-Reviewed Academic Journals and Conference Best Proceedings

1. 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* [\[Link\]](#)
2. Lee, JW., Quintane, E., **Lee, SY.**, Kilduff, M., & Ruiz, C. (2024). The strain of spanning structural holes: How brokering leads to burnout and abusive behavior. *Organization Science*, 35, 177–194. [\[Link\]](#)
3. 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. [\[Link\]](#)
4. Kesebir, S., **Lee, SY.**, Elliot, E., & Pillutla, MM. (2019). Gender differences in lay beliefs about competition. *Motivation and Emotion*, 43, 719–739. [\[Link\]](#)
5. 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. [\[Link\]](#)
6. **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. [\[Link\]](#)

7. 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. [\[Link\]](#)
8. **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. [\[Link\]](#)
9. **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. [\[Link\]](#)
10. 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. [\[Link\]](#)
11. Tolsa-Caballero, N. & **Lee, SY.** (2022). The downside of ranking systems: Qualified contenders may quit. [Academy of Management Best Paper Proceedings](#). [\[Link\]](#)
12. Lee, JW. & **Lee, SY.** (2017). The dark side of brokerage: Brokers' energy depletion and unethicity. [Academy of Management Best Paper Proceedings](#). [\[Link\]](#)
13. **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 Chapters and Working Papers

*Underlined names denotes doctoral students at the time each project started*

14. **Lee, SY.**, Kinias, Z., & Vanneste, BS. (2021). in groups we trust: Lower betrayal aversion toward a group than toward an individual. [Working Paper, available at SSRN](#) [\[Link\]](#)
15. 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. [\[Link\]](#)

## Practitioner-Oriented Publications

*+ indicates the shared first authorship, and names are presented in an alphabetical order by last name*

- 1) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2024). Peter Principle: Why Competent Workers Can Become Incompetent Managers. [Fast Company](#). [\[Link\]](#)
- 2) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2024). Why Are Difficult Conversations Difficult and What Organizations Can Do About It?. [Fast Company](#). [\[Link\]](#)
- 3) Quintane, E., **Lee, SY.**, Lee, JW., Ruiz, C., & Kilduff, M. (2024). The dark side of collaborating across silos. [Harvard Business Review](#). [\[Link\]](#)
- 4) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2023). Workers fall into two camps of competence and confidence. Here's how to manage both. [Fast Company](#). [\[Link\]](#)
- 5) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2023). If we don't develop these 4 human traits, ChatGPT can replace us, psychologists say. [Fast Company](#). [\[Link\]](#)
- 6) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2022). The science of resting well. [Fast Company](#). [\[Link\]](#)
- 7) Lee, SY. (2022). Negotiation: Tackling our misconceptions. [The Guardian](#). [\[Link\]](#)
- 8) Chamorro-Premuzic, T. <sup>+</sup> & **Lee, SY.** <sup>+</sup> (2021). The surprising behavioral science behind effective job negotiations. [Fast Company](#). [\[Link\]](#)
- 9) Featured Interview by Kim, S.H & Cho, C.H. (2021). The importance of leadership vision in hybrid working. [Money Today](#). [\[Link\]](#).
- 10) **Lee, SY.** (2021). The art of negotiating salary and why it is important for everyone to take part. [HR Review](#). [\[Link\]](#)
- 11) **Lee, SY.** (2021). It's time we reconsidered our approach to imposter syndrome. [HR Director](#). [\[Link\]](#)

- 12) **Lee, SY.** (2020). What has 2020 meant for female leadership? [Management Today](#). [\[Link\]](#)
- 13) **Lee, SY.** (2020). Female academics need to embrace competition. [The Higher Education](#). [\[Link\]](#)

## KEY RESEARCH IN PROGRESS

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*Full title and authors are removed to protect blind review*

### Papers with RRs or Under Review

1. Career Outcomes Paper (2<sup>nd</sup> author). Being revised for 3<sup>rd</sup> resubmission at [Journal of Applied Psychology](#)
2. Job Search Paper (1<sup>st</sup> author). Under review at [Journal of Applied Psychology](#)
3. Work Competition Paper (2<sup>nd</sup> author).. Under review at [Journal of Applied Psychology](#)

### Other Key Projects

<sup>+</sup> indicates the shared first authorship. Underlined names denotes doctoral students at the time each project started

4. **Lee, SY.<sup>+</sup>** & Puranam, P.<sup>+</sup> Org Design Project 1. Data Collection
5. **Lee, SY.** Work Motivation Project. Data Collection
6. **Lee, SY.,** Diez, B. & Pitesa, M. Job Attraction Project. Data Collection.
7. **Lee, SY.<sup>+</sup>** & Forti, E.<sup>+</sup> Org Design Project 2. Ideation
8. **Lee, SY.<sup>+</sup>** & Ching, K.<sup>+</sup> Nepotism Project. [Manuscript in Preparation](#)
9. Wang, K., **Lee, SY.** & Kilduff, M. HR Outcomes Project 2. [Manuscript in Preparation](#)
10. Wang, K., Kilduff, M, Quintane, E., & **Lee, SY.** Brokering Flexibility Project. [Manuscript in Preparation](#)

## RESEARCH IMPACT ACTIVITIES

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- 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– | Producing commissioned research work for the **UK Civil Service** on their leadership standards
- 2024–25 | President of **Association of Korean Management Scholars** (as part of AoM)
- 2023 | Offered advice and produced commissioned research work for the **UK Civil Service** on their new performance management system for middle managers (with Professors Ravasi and Seppala)
- 2023 | Offered advice and guidance to **Canary Wharf Group** on their cultural transformation endeavors

## HONORS, AWARDS, FUNDING & FELLOWSHIP

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*I am in the process of applying to several research grants*

- 2023 | **Best Reviewer Award**, Academy of Management Discoveries
- 2023 | **Best Teaching Award (5.0/5.0)**, UCL School of Management
- 2022 | **Best Teaching Award (4.9/5.0)**, UCL School of Management

2020 | **Athena SWAN Bronze Award** (Institutional award), awarded by Advance HE

2013, 2017, 2022 | **Best Paper Proceedings**, selected by the Academy of Management Annual Conferences

2015 | **Student Appointed Best Author To Meet**, Society for Personality and Social Psychology Annual Conference

2014–2023 | **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

## KEY RESEARCH PRESENTATIONS

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### Invited Talks

- 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 | UCL, UK
- 2014 | Erasmus University, the Netherlands

### Academy of Management Annual Conferences

- 2024 Lee, SY. & Diez, 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** (UK)
- 2020. Lee, JW., Quintane, E., Lee, SY., Kilduff, M., & Ruiz, C. How brokerage leads to burnout and abusive behavior at the **EGOS Colloquium** (Hamburg, Germany)
- 2020. Liu, L., Lee, SY., Fisher, C., & Kilduff, M. How connections to star managers help and hurt careers at the **EGOS Colloquium** (Hamburg, Germany)
- 2015. Inesi, M.E., Lee, SY., & Rios, R. Power impacts social identity and the self-concept at the **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 at the **Society for Personality and Social Psychology Annual Conference** (Austin, USA)

## TEACHING EXPERIENCE

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### Degree Course (MBA, Executive MBA, and postgraduate)

2025 (expected) | **People Analytics**, [SKK Graduate School of Business, Korea](#)

- Global MBA students comprising of internal MBA students
- Contracted faculty member (by invitation)

2025 (expected) | **People Analytics**, [INSEAD, France](#)

- Contract in progress

2015– | **Influence and Negotiations**, [UCL, UK](#)

- Master's students
- Average Instructor Effectiveness Rating: **4.7/5.0** (top rating 5.0 in 2023)
- **Best Teaching Award (2022 & 2023)**
- On break in 2024/25 for the development of the MSc People Analytics program

2023– | **Negotiations and Bargaining**, [London Business School, UK](#)

- MBA students, executive MBA students, and master's students
- Contracted faculty member (by invitation)
- Average Instructor Effective Rating: **4.3/5.0** (top rating: 4.5 in 2024)

2018–2020 | **Negotiation and Cross-Cultural Management**, [UCL/Peking University, China](#)

- o I voluntarily stepped down at the request of another faculty member who wanted to teach the course to uphold the spirits of inclusion and diversity
  - Executive MBA students
  - Average Instructor Effectiveness Rating: **4.6/5.0** (top rating: 4.7 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 developer (with Nina Seppala and Paolo Taticchi) and instructor

## Executive Education

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

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, 2024- | **Succeed as a Board Member**, UCL

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

2023, 2024- | **Sustainable Transformation of Business**, UCL/Bocconi University

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

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

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

2018, 2019 | **Management Skills for Police Leaders**, UCL

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

2022 | **HR Analytics, Performance Management, and Team Effectiveness**

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

2021 | **Negotiations for Executives**

A custom program for the selected alumni of the Management Consulting Student Association. Attendees included executives from JP Morgan New York and Facebook South Korea

## Other Invited Teaching Experience

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

A half-day workshop for master students participating UCL Summer Immersion Programme

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

A half-day workshop for professional services staff members across UCL

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

A half-day workshop for early-career researchers in the medical sciences

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

A half-day workshop for professional services staff members across UCL

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

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

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

A half-day workshop for early-career researchers in the medical sciences

2022 | **Surviving on Challenges Together: Teamwork and Team Resilience**, UCL

A half-day workshop for UCL-Japan-Youth Challenge participants

2021 | **Leadership in a Crisis**, UCL School of Management  
A half-day workshop for the MBA students

2018, 2019 | **Knowledge Economy**, UCL Department of Arts and Sciences  
A half-day workshop for undergraduate students

2009 | **Organizational Strategy**, London School of Economics and Politics, UK  
As part of the summer school organized by the London School of Economics and Politics

## ACADEMIC ADVISING

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### Doctoral Student Supervision

*Serving as a doctoral supervisor since 2015 to help four students get academic placements*

2025 | Kun Wang. [Doctoral Supervisor & Co-Chair of the Dissertation Committee](#)

2021 | Swati Thampan. [Doctoral Supervisor & Co-Chair of the Dissertation Committee](#): She quitted 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](#).

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](#)

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

2020 | Lei Liu. [Doctoral Supervisor & Co-Chair of the Dissertation Committee](#): She is now [an assistant professor at Exeter University, UK](#)

2019 | Jung Won Lee. [Doctoral Supervisor & Co-Chair of the Dissertation Committee](#): She is now [an assistant professor at the ESSEC Business School, France](#)

- Members for Other Doctoral Committees: Numerous and the details available on request
- Supervisors for undergraduate and postgraduate dissertations (2015–): The supervision of over 50 dissertations, and all students' theses passed

## PROFESSIONAL SERVICES

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### 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- )
- UCL Ethical Approval Review Board (2015-)
- Academy of Management Annual Conferences (Occasionally)
- London Business School Organizational Behavior Research Day for Doctoral Students (2018, 2019)
- UK Korean Embassy Contest on World Peace (2017)
- Samsung Global Research Scholarship for Korean Doctoral Students in Management (2020)
- Intramural Grants Program at Northern Illinois University (2015)

## INSTITUTIONAL SERVICES

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### School Board, Growth and External Engagement

2023- | **Academic Director** for *MSc People Analytics and Human-Centric Management*

- o Co-development with Anthony Klotz)

2020-2024 | **Senior Management Team** Member

2023, 2024 | Took the lead in securing **commissioned research projects for the UK Civil Service**

- o The team (including Davide Ravasi and Nina Seppala) successfully completed the project

2023 | Played a key role in building **multi-faceted collaborations with Canary Wharf Group**

- o Contributed to the development of exec-ed program titled 'Transformational Leadership Program' with Paolo Taticchi, Tim Ruthven, and Adam Kingl

2023- | Impact Manager for the **UCL Centre for Sustainable Business**

- o Played an essential role in initiating the UCL-Mulberry Sustainability Summit (2024) with Steve Yoo and Paolo Taticchi

### 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- | Developer and Chair for UCL's 30% Scholarship in liaison with 30% Club

2022- | Founder and Member for UCL Diversity Research Conference

- Initiated and founded the conference in collaboration with Drs. Felix Danbold and Clarissa Cortland; transferred the leadership to junior faculty members from 2023 to uphold the spirits of inclusion and diversity

### Faculty and Research-related Services

2019-2022 | Research Committee Member

2020, 2021, 2022 | Faculty Promotion Committee Member

2015, 2020, 2021 | Faculty Recruitment Committee Member

2021-2022 | Research Ethics Committee Taskforce Team

2015-2018 | Research Seminar Series Chair

2016-2022 | Research Assistant Recruitment Committee Co-Chair (2016) and Member

2015-2021 | Reading Group Chair



### **Other Services for UCL**

2024 | Panellist for Probation Hearing, UCL

2014– | Reading Group Member, UCL

2019–2023 | Doctoral Student Lunch Meetings Member, UCL

2015, 2017 | Doctoral Student Recruitment Committee Member, UCL

2021 | External Assessor for Faculty Promotion at Goldsmiths University

### **INDUSTRY EMPLOYMENT**

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

Business Analyst, Management Consulting Division (full-time)

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

Long-term Intern (full-time)

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

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