

Anyi Ma

Positions Held

University of Wisconsin-Madison, School of Business	
Associate Professor	2026
Assistant Professor	2023
Tulane University, Freeman School of Business	2020
Assistant Professor	

Education

Duke University, Fuqua School of Business	2020
PhD, Management and Organizations	
National University of Singapore	2014
B.B.A., Business Administration with Honors	

Research Interests

Broadly, I study *agency* from two directions.

The first is how perceptions of agency shape women's leadership opportunities, when traits like ambition and dominance constrain women, when they become sources of advantage, and how those penalties shift across cultural contexts.

The second is what happens when people lose a sense of personal control, how they compensate by seeking predictability, in ways that shape stereotyping and ambiguity intolerance to how managers treat the people who report to them.

Peer-Reviewed Publications

1. Feng, Z., **Ma, A.**, Dwivedi, P., Liu, F. (2025) The competence shield: Exploring how competent agency buffers the dominance penalty. Advance online publication at *Journal of Applied Psychology*. First two authors share first authorship.
2. **Ma, A.**, Paek, J.J.W., Liu, F., & Kim, J.Y. (2024). Threats to personal control fuel similarity attraction. *Proceedings of the National Academy of Sciences*, 121(43), Article e2321189121.
3. Sheetal, A., **Ma, A.**, Infurna, F.J. (2024). Searching for solutions using machine learning: Preparing for future adversities by investigating resilience against Covid-19. *American Psychologist*, 79(8), 1139-1154.
4. **Ma, A.**, Ponce de Leon, R., & Rosette, A. S. (2024) Asking for more (but receiving nothing): An exploration of gender, negotiation offer assertiveness, and likelihood of getting a deal in distributive negotiations. *Journal of Applied Psychology*, 109(7), 1145-1158.
5. **Ma, A.**, Savani, K., Liu, F., Tai, K., & Kay, A. C. (2023). On the mutual constitution of person and culture: Examining the link between perceived control and cultural tightness-

- looseness. *Journal of Personality and Social Psychology*, 124(5), 901-916.
- Selected as “Editor’s Choice” article for offering “an unusually large potential impact to the field and/or elevates an important future direction for science”
6. Madan, S., **Ma, A.**, Pandey, N., Rattan, A., & Savani, K. (2023). Support for increasing low wage workers’ compensation: The role of fixed-growth mindsets about intelligence. *Journal of Experimental Psychology: General*, 152(4), 935-955.
 7. Chakraborty, S., **Ma, A.**, & Swinney, R. (2023). Designing rewards-based crowdfunding campaigns for strategic (but distracted) contributors. *Naval Research Logistics*, 70(1), 3-20.
 8. **Ma, A.**, Rosette, A. S, & Koval, C. Z. (2022). Reconciling female agentic advantage and disadvantage with the CADDIS measure of agency. *Journal of Applied Psychology*, 107(12), 2115-2148.
 - Published as a monograph for making an exceptional contribution to the literature; “a rare and high distinction”
 - Selected as “Editor’s Choice” article for being “outstanding, noteworthy, and impactful for the field”
 - Winner of the Alvah H. Chapman Jr. Outstanding Dissertation Award for making an “outstanding contribution to the field of leadership”
 - Scale has been translated and validated in German samples.
 9. Fath, S. B., **Ma, A.**, & Rosette, A. S. (2022). Exploring perceptions of disadvantage and success as interwoven antecedents to White privilege acknowledgement. *Organizational Behavior and Human Decision Processes*, 169, Article 104114. First two authors share first authorship.
 10. **Ma, A.**, Yang, Y., & Savani, K. (2019). “Take It or Leave It!” A choice mindset leads to greater persistence and better outcomes in negotiations. *Organizational Behavior and Human Decision Processes*, 153, 1-12.
 11. **Ma, A.**, Tang, S., & Kay, A. C. (2019). Reactance as a function of thought versus behavioral control. *Journal of Experimental Social Psychology*, Article 103825.
 12. **Ma, A.**, Axt, J. R., & Kay, A. C. (2019). A control-based account of stereotyping. *Journal of Experimental Social Psychology*, Article 103819.
 13. **Ma, A.**, & Kay, A. C. (2017). Compensatory control and ambiguity intolerance. *Organizational Behavior and Human Decision Processes*, 140, 46-61.
 14. **Ma, A.**, Landau, M. J., Narayanan, J., & Kay, A. C. (2017). Thought-control difficulty motivates structure seeking. *Journal of Experimental Psychology: General*, 146, 1067-1072.
 15. Rosette, A. S., Koval, C. Z., **Ma, A.**, & Livingston, R. (2016). Race matters for women leaders: Intersectional effects on agentic deficiencies and penalties. *The Leadership Quarterly*, 27, 429-445.

Book Chapter

16. Rosette, A. S., Akinola, M., & **Ma, A.** (2017). Subtle discrimination in the workplace:

Individual-level factors and processes. In E. King & A. Colella (Eds.), Oxford handbook on discrimination.

Practitioner Publications

17. **Ma, A.**, Paek, J.J.W. , Liu, F. , & Kim, J.Y. (2025). Craving similarity in times of unrest. *Character & Context Blog*. March 5, 2025.
18. **Ma, A.**, Paek, J.J.W., Liu, F., & Kim, J.Y. (2025) Why forming diverse teams is harder in uncertain times. *Harvard Business Review Digital Articles*.
19. Madan, S., **Ma, A.**, Rattan, A., & Savani, K. (2023) A growth mindset can boost support for increasing the minimum wage. *Harvard Business Review Digital Articles*.
20. **Ma, A.**, Fath, S., & Rosette, A. S. (2022). How reflecting on experiences of disadvantage can lead White men to perceive racial privilege. *Harvard Business Review Digital Articles*.
21. **Ma, A.**, Yang, Y., & Savani, K. (2020). How to respond to “Take it or leave it,” *Harvard Business Review Digital Articles*.
 - Also featured in Ideas Watch section of the September-October 2020 print issue of Harvard Business Review

Awards and Honors

APS Rising Star	2026
Best Symposium, MOC Division, AOM conference	2025
Selected as “Editor’s Choice” article, Journal of Personality and Social Psychology	2023
Selected as “Editor’s Choice” article, Journal of Applied Psychology	2022
Lepage Equity, Diversity, Inclusion Faculty Award, Tulane University	2022
Journal of Applied Psychology Monograph	2022
Alvah H. Chapman Jr. Outstanding Dissertation Award	2020
Ottis Green Fellowship, Duke University (\$23,000) • Sole recipient across all graduate programs at Duke University	2019

Conference Presentations

I have chaired or co-chaired 6 symposia, and my research has been presented over 30 times at interdisciplinary and interdisciplinary conferences in management, organizational behavior, and psychology conferences. A complete list of conference presentations is available upon request.

Invited Seminars, Workshops, Conferences

Invited Academic Presentations

Lehigh University (virtual), 2026
University of Macau, 2026
Western University, Ivey Business School, 2025

Polytechnic University of Hong Kong, 2024
Peking University, HSBC Business School, 2024
York University (GEDI Lab, PI: Ivona Hideg, virtual), 2023
New York University, 2022
University of Michigan, 2022
University of Wisconsin–Madison, 2022
Metropolitan State University (virtual), 2021
Florida International University (virtual), 2021
UC San Diego, 2019
Tulane University, 2019
City University of Hong Kong, 2019
National University of Singapore, 2019
Yale University, 2019
Fudan University, 2019
Shanghai Jiaotong University, 2019

Invited Conference Presentations

Harvard Business School, Gender and Work Conference, 2019
London Business School, Transatlantic Doctoral Conference, 2019

Invited Practitioner / Outreach Presentations

Dalio Philanthropies (virtual), 2025
Strategic Human Resource Conference, 2023
Newcombe Institute, Tulane University, 2021
Randstad RiseSmart, 2020

Mentorship

PhD

Alexis Avery (UW-Madison, committee member)
Yixin Tian (Singapore Management University, committee member)
Tanishka Jain (UW-Madison, marketing, committee member)
Stella Huang (UW-Madison)

Pre-Doctoral

Crystal Jiang (UW-Madison)
Carol Huang (NYU)

Undergraduate

Grace Gallic (Tulane)
Dian Gu (Tulane)
Ruotong Xiong (UW-Madison)

Teaching Experience

Instructor, Wisconsin School of Business, UW-Madison

Negotiations, Undergraduate and MBA, 2025
Introduction to Organizational Behavior, Undergraduate, 2023, 2024, 2025

Instructor, Freeman School of Business, Tulane University

Negotiations, Undergraduate, 2020, 2021, 2022

Instructor, Fuqua School of Business, Duke University

Summer Doctoral Academy, *Negotiations*, 2018
Psychological Methods Workshop using *R*, 2018
Leadership and Data Analytics, 2018

Guest lecturer, Fuqua School of Business, Duke University

LEAD program, Leadership and Data Analytics, 2019

Teaching Assistant, Fuqua School of Business, Duke University

Managing Innovation in Global Organizations, MBA
Leadership, Ethics, & Organization, MBA
Leadership, MBA
Negotiations, MBA
Managerial Decision Making, MBA

Service and Professional Affiliations

Service to the University of Wisconsin-Madison

External speaker seminar, Committee Member	2025–2026
Recruiting committee for Assistant Professor of OB	2024
Strategic Human Resource Centre, APC	2024–2026
PhD Admissions, Committee Member	2025

Service to Tulane University

External speaker seminar	2020–2022
Recruiting committee, Professor of Practice in OB	2022
Strategy for Tomorrow Taskforce for Equity, Diversity, and Inclusion	2023

Service to Duke University

External and student speaker seminars	2016
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Service to the Academy of Management

Elected to the Diversity, Equity, and Inclusion Division Executive Committee Representative-at-Large	2025
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Editorial Boards

Organization Science	2025
Journal of Personality and Social Psychology	2025
Organizational Behavior and Human Decision Processes	2026

Ad-hoc Reviewer

Academy of Management Journal
Academy of Management Review
Behavioural Public Policy
Equality, Diversity and Inclusion: An International Journal
Social Psychological and Personality Science
Journal of Applied Psychology
Journal of Experimental Social Psychology
Journal of Experimental Psychology: General
Scientific Reports

PNAS-Nexus
Proceedings of the National Academy of Sciences
Psychology of Women Quarterly
European Journal of Social Psychology
Personality and Social Psychology Bulletin
INFORMS Dissertation Competition
Alvah H. Chapman Jr. Dissertation Award
Academy of Management Annual Meeting
National Science Foundation

Professional Affiliations

Society for Personality and Social Psychology
Academy of Management
International Association of Conflict Management

Other Professional Experience

PricewaterhouseCoopers LLP, Assurance	2012
Millward Brown, Marketing research	2011
SPRING Singapore, Compliance	2009

Media Mentions

[When Women May Be Better Negotiators Than Men - Forbes India](#)
[Women Are Better Negotiators Than Men in Some Cases: Study - Bloomberg](#)
[Opinion | How Women's 'Weak Language' Is a Source of Strength - The New York Times](#)
[Elizabeth Warren's Charisma-Competence Double-Bind - The Atlantic](#)
[Best States for Working from Home in 2025 – WalletHub](#)
[Here are the best states for remote work, if you can still find it – USA Today](#)
[Women's Relational Orientation in Negotiations: A Blessing or a Curse? - IO at work](#)
[Women are Both Penalized and Rewarded for Showing Agency at Work – IO at work](#)
[Low sense of personal control increases people's affinity for tighter, rules-based culture – APA](#)