

MAYA ROSSIGNAC-MILON
Management Division, Columbia Business School
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ACADEMIC POSITIONS

Columbia Business School, New York, NY

Post-Doctoral Research Scholar, Management Division (2019-Present)

EDUCATION

Columbia University, New York, NY

Ph.D., Psychology (2019)

M. Phil., Psychology (2017)

M.A., Psychology (2015)

Advisors: Profs. E. Tory Higgins & Niall Bolger

Dissertation: *Merged Minds: Generalized Shared Reality in Interpersonal Relationships*

McGill University, Montréal, Canada

B.A., Psychology (2012)

Thesis Advisors: Profs. Mark W. Baldwin & John Lydon

RESEARCH INTERESTS

Shared reality, interpersonal relationships, conversational dynamics, dyadic interactions, cognitive synchrony, epistemic needs, intensive longitudinal methods, natural language processing

GRANTS, AWARDS, & HONORS

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| SPSP Heritage Dissertation Research Award (\$2,000) | 2019 |
| GSAS Teaching Scholars Fellowship, Columbia University (\$29,350) | 2018 |
| APA Dissertation Research Grant (\$1,000) | 2017 |
| Behavioral Research Lab Fellowship Grant (\$900) | 2017 |
| GSAC Travel Award, Columbia University (\$300) | 2017 |
| SPSP Graduate Student Travel Award (\$500) | 2017 |
| Psychology Department Travel/Research Award, Columbia University (\$500) | 2017 |
| Society of Multivariate Experimental Psychology Dissertation Research Grant (\$5,000) | 2016 |
| APAGS Basic Psychological Science Research Grant (\$1,000) | 2016 |
| IARR Conference Student Submission Award (\$100) | 2016 |
| Psychology Department Travel/Research Award, Columbia University (\$500) | 2016 |
| Richard Christie Memorial Award in Social-Personality Psychology, Columbia University (\$1,000) | 2015 |
| Psychology Department Travel/Research Award, Columbia University (\$500) | 2014 |
| Dean Fellowship, Columbia University | 2013 |
| Graduated with Distinction, McGill University | 2012 |

JOURNAL ARTICLES

- Higgins, E. T.,* **Rossignac-Milon, M.***, Echterhoff, G. (in press). Shared Reality: From Sharing-is-Believing to Merging Minds. *Current Directions in Psychological Science*.
[*first authorship shared]
- Rossignac-Milon, M.**, Higgins, E. T. (in press). Grounding Together: Shared Reality and Cleansing Practices. Commentary on “Grounded procedures: A proximate mechanism for the psychology of cleansing and other physical actions” by Lee, S., Schwarz, N. *Behavioral and Brain Sciences*.
- Higgins, E. T., Nakkawita, E., **Rossignac-Milon, M.**, Pinelli, F., Jun, Y. (2020). Making the Right Choice: Intensifying the Worth of a Chosen Option. *Journal of Consumer Psychology*. Advance Online Publication.
- Rossignac-Milon, M.**, Bolger, N., Zee, K. S., Boothby, E., Higgins, E. T. (2020). Merged Minds: Generalized Shared Reality in Dyadic Relationships. *Journal of Personality and Social Psychology*. Advance online publication.
- Rossignac-Milon, M.**, Pinelli, F. Higgins, E. T. (2020). Shared Reality and Abstraction: The Social Nature of Predictive Models. Commentary on “Above and Beyond the Concrete: The Diverse Representational Substrates of the Predictive Brain” by Gilead, M., Trope, Y., Liberman, N. *Behavioral and Brain Sciences*.
- Bolger, N., Zee, K. S., **Rossignac-Milon, M.**, Hassin, R. (2019). Causal processes in psychology are heterogeneous. *Journal of Experimental Psychology: General*, 148(4), 601.
- Chen, C. **Rossignac-Milon, M.**, Higgins, E. T. (2018). Feeling Distressed From Making Decisions: Assessors’ Need to Be Right. *Journal of Personality and Social Psychology*, 115(4), 743-761.
- Debrosse, R., Destin, M., **Rossignac-Milon, M.**, Taylor, D. M., Rogers, L. O. (2018). Immigrant adolescents’ roots and dreams: Perceived mismatches between ethnic identities and aspirational selves predict engagement. *Self and Identity*, 1-15.
- Debrosse, R., **Rossignac-Milon, M.**, Taylor, D.M., Destin, M. (2018). Could identity conflicts impede ethnic minority students’ success? The role of discrepancies between ethnic minority students’ ethnic and ideal selves. *Personality and Social Psychology Bulletin*, 44(12), 1725–1738.
- Rossignac-Milon, M.**, Higgins, E. T. (2018). Epistemic Companions: The Development of Shared Reality in Close Relationships. *Current Opinion in Psychology*, 23, 66-71.
- Rossignac-Milon, M.**, Higgins, E. T. (2018). Beyond Intrapersonal Cognitive Consistency: Shared Reality and the Interpersonal Motivation For Truth. *Psychological Inquiry*, 29(2), 86-93.
- Debrosse, R., **Rossignac-Milon, M.**, Taylor, D.M. (2017). When ‘who we are’ and ‘who I desire to be’ seem disconnected: Introducing collective/personal self-discrepancies and investigating their relations with minority students’ psychological health. *European Journal of Social Psychology*. 48(3), 255-268.
- Jackson, J. C., Bilkey, D., Jong, J., **Rossignac-Milon, M.**, Halberstadt, J. (2017). Strangers in a Stadium: Studying Group Dynamics with In-Vivo Behavioral Tracking. *Social Psychological and Personality Science*. 8(5), 509-518.
- Webb, C., Coleman, P., **Rossignac-Milon, M.**, Tomasulo, S., Higgins, E. T. (2017). Moving on or Digging Deeper: Regulatory Mode Effects on Conflict Resolution. *Journal of Personality and Social Psychology*, 112(4), 621-641.
- Webb, C., **Rossignac-Milon, M.**, Higgins, E. T. (2017). Stepping Forward Together: Could Walking Facilitate Interpersonal Conflict Resolution? *American Psychologist*, 72(4), 374-385.

Debrosse, R., de la Sablonnière, R., **Rossignac-Milon, M.** (2015). Marginal and Happy? The Need for Uniqueness Predicts the Adjustment of Marginal Immigrants. *British Journal of Social Psychology*, 54(4), 748-766.

MANUSCRIPTS UNDER REVIEW

Cornwell, J., **Rossignac-Milon, M.**, Pinelli, F., Franks, B., Higgins, E. T. (under review). Faith in Others' Truths: Shared Reality and Susceptibility to Social Influence.

Rossignac-Milon, M., Boothby, E. J., Clark, M. S., Higgins, E. T. (under review). More Real Together: Conversation Enhances Perceptions of Realness Through Shared Reality.

MANUSCRIPTS IN PREP

Rossignac-Milon, M. (in prep). Joint Cognition: Cognitive Synchrony, Cognitive Mimicry, and Merged Minds.

Rossignac-Milon, M., Dickstein, S., Bolger, N., Zee, K. S., McClure, J., Higgins, E. T. (in prep). This Conversation Turns Me On: Shared Reality During Speed-Dating.

Rossignac-Milon, M., Matz, S., Pinelli, F., Shafran, A., Higgins, E. T. (in prep). An Integrative Framework for Shared Reality in Organizations.

Rossignac-Milon, M., Pillemer, J., Horton, C., Iyengar, S. (in prep). Shared Reality and Authenticity in Initial Interpersonal Encounters.

Rossignac-Milon, M., Matz, S., Pinelli, F., Ames, D. (in prep). Shared Reality and Well-Being during COVID-19.

SELECT DATA COLLECTION IN PROGRESS

Rossignac-Milon, M., Cormier, G., Pillemer, J., Norton, M. (data collection in progress). Shared Glances: Shared Reality between Close Colleagues.

Rossignac-Milon, M., Matz, S., Cerf, M., (data collection in progress). On the Same Wavelength: Shared Reality and Neural Alignment.

Rossignac-Milon, M., Matz, S. (data collection in progress). Shared Reality, Diversity and Team Performance.

Rossignac-Milon, M., Akbulut, C., Matz, S., Ting, S., Higgins, E. T. (data collection in progress). Posting-is-Believing: Shared Reality on Social Media.

INVITED TALKS

Negotiation, Organizations, and Markets Unit, Harvard Business School. (2020, November)

Van Bavel Lab, New York University. (2020, November)

Clark and Bargh Labs, Yale University. (2020, May)

Lydon Lab, McGill University. (2019, June)

West Lab, New York University. (2019, May)

LIRSM Lab, Columbia University. (2019, April)

Trope Lab, New York University. (2019, February)

Emerging Scholars of Psychological Science Speaker Series, Princeton University. (2019, February)

Management Division, Columbia Business School. (2018, May)

Toronto Relationships Interest Group, University of Toronto. (2015, July)

CHAIRED PRECONFERENCES AND SYMPOSIA

- Rossignac-Milon, M.,** Pinelli, F., Horton, B. (2021, February). *Shared Reality and Authenticity*. Preconference to be conducted at the 22nd annual meeting of the Society for Personality and Social Psychology. *Speakers: Serena Chen, Ximena Garcia-Rada, E. Tory Higgins, Maryam Kouchaki, Julianna Pillemer, Maya Rossignac-Milon.*
- Rossignac-Milon, M.,** Clark., M. S. (2020, February). *Merged Minds: Shared Reality and the Transformative Effects of Co-Experience*. Symposium conducted at the 21st annual meeting of the Society for Personality and Social Psychology, New Orleans, LA. *Speakers: Margaret S. Clark, Maya Rossignac-Milon, Ximena Garcia-Rada, Garry Shteynberg.*
- Rossignac-Milon, M.,** Pinelli, F., Horton, B. (2020, February). *Shared Reality and Authenticity*. Preconference conducted at the 21st annual meeting of the Society for Personality and Social Psychology, New Orleans, LA. *Speakers: Michael Hogg, Katrina Jongman-Sereno, Namkje Koudenburg, Constantine Sedikides, Rebecca Schlegel, Chadly Stern, Bill Swann.*
- Rossignac-Milon, M.,** Pinelli, F., Horton, B. (2019, February). *Shared Reality and Authenticity*. Preconference conducted at the 20th annual meeting of the Society for Personality and Social Psychology, Portland, OR. *Speakers: Roy Baumeister, Gerald Echterhoff, William Hirst, Sheena Iyengar, Arie Kruglanski, John Levine, Elizabeth Pinel, Elizabeth Przybylinski, Maya Rossignac-Milon, Garry Shteynberg, Rima Touré-Tillery.*
- Rossignac-Milon, M.** (2016, July). *Merged Minds: Shared Reality and Epistemic Needs in Close Relationships*. Symposium conducted at the 2016 International Association for Relationship Research Conference, Toronto, ON, Canada. *Speakers: Maya Rossignac-Milon, Elizabeth Przybylinski, Emily Auger, Matthew Goldberg. Discussant: John Lydon.*
- Rossignac-Milon, M.,** Boothby, E. (2016, May). *Close Relationships*. Preconference conducted at the Four Colleges Conference, New Haven, NJ. *Speakers: Marika Yip-Bannicq, Katherine Zee, Qi Xu, Maya Rossignac-Milon. Discussants: Patrick Shrout, Niall Bolger, Margaret S. Clark.*

CONFERENCE TALKS

- Rossignac-Milon, M.,** Bolger, N., Higgins, E. T. (2021, February). “*Merged Minds: Shared Reality in Interpersonal Relationships*.” In M. Rossignac-Milon, F. Pinelli, & C. Horton (Organizers), *Shared Reality and Authenticity Preconference*. Paper to be presented at the 22nd annual meeting of the Society for Personality and Social Psychology.
- Rossignac-Milon, M.,** Boothby, E. J., Clark., M. S., Higgins, E. T. (2020, February). *More Real Together: Shared Reality Enhances Perceptions of Realness During Co-Experience*. In M. Rossignac-Milon (Chair), *Merged Minds: Shared Reality and the Transformative Effects of Co-Experience*. Paper presented at the 21st annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.
- Rossignac-Milon, M.,** Bolger, N., Higgins, E. T. (2019, February). “*We just clicked: Shared reality in interpersonal relationships*.” In M. Rossignac-Milon, F. Pinelli, & C. Horton (Organizers), *Shared Reality and Authenticity Preconference*. Paper presented at the 20th annual meeting of the Society for Personality and Social Psychology, Portland, OR.
- Rossignac-Milon, M.** (2018, July). *Epistemic Companions: Shared reality development in interpersonal relationships*. Paper presented at the Shared Reality Expert Workshop, Münster, Germany.
- Rossignac-Milon, M.** (2018, May). *Merged Minds: Shared reality in interpersonal relationships*. Paper presented at the Five Colleges Conference, Princeton, NJ.

Rossignac-Milon, M., Bolger, N., Higgins, E. T. (2018, March). *Merged minds: Shared reality and interpersonal closeness*. Data Blitz presented at the 19th annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Rossignac-Milon, M., Bolger, N., Higgins, E. T. (2016, July). *Shared reality increases explicit and implicit closeness in romantic and unacquainted dyads*. In M. Rossignac-Milon (Chair), *Merged Minds: Shared Reality and Epistemic Needs in Close Relationships*. Paper presented at the International Association for Relationship Research Conference, Toronto, ON, Canada.

Rossignac-Milon, M., Boothby, E. (2016, April). *Experience amplification and shared reality*. In M. Rossignac-Milon & E. Boothby (Organizers), *Close Relationships Pre-Conference*. Paper presented at the Four Colleges Conference, New Haven, CT.

Rossignac-Milon, M. (2016, April). *Shared reality increases explicit and implicit closeness*. Paper presented at the Four Colleges Conference, New Haven, CT.

Rossignac-Milon, M., Bolger, N., Higgins, E. T. (2016, January). *Shared reality increases closeness in romantic and unacquainted dyads*. Data Blitz presented at the Close Relationships Pre-Conference at the 17th annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Rossignac-Milon, M., (2015, May). *Shared Reality, Interpersonal Closeness, and Meaningfulness*. Paper presented at the Close Relationships Pre-Conference for the Four Colleges Conference, New York City, NY.

Rossignac-Milon, M. (2015, May). *Fostering Interpersonal Closeness by Manipulating Shared Reality*. Data Blitz presented at the Four Colleges Conference, New York City, NY.

REPRESENTATIVE CONFERENCE POSTERS *Undergraduate or post-baccalaureate mentees

Dickstein*, S., **Rossignac-Milon, M.,** & Higgins, E. T. (2021, February). *This Conversation Turns Me On: Shared Reality During Speed-Dating*. Poster to be presented at the 21st annual meeting of the Society for Personality and Social Psychology.

Mottola*, A., **Rossignac-Milon, M.,** & Higgins, E. T. (2020, February). *Is Shared Reality an Illusion?* Poster presented at the 21st annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.

Olmstead*, E., **Rossignac-Milon, M.,** Higgins, E. T. (2019, February). *What's Our Age Again?: Perceived Similarity of Traits Predicts Projection of Demographics*. Poster accepted to the 20th annual meeting of the Society for Personality and Social Psychology, Portland, OR.

Ting*, S., **Rossignac-Milon, M.,** Higgins, E. T. (2019, February). *Shared Reality on Facebook*. Poster accepted to the 20th annual meeting of the Society for Personality and Social Psychology, Portland, OR.

Horton*, C., **Rossignac-Milon, M.,** Higgins, E. T. (2018, March). *Just Scribbles on a Page: Comparing the Influence of Shared Beliefs and Shared Feelings*. Poster presented at the 19th annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Mikelic*, M., Zee, K. S., **Rossignac-Milon, M.,** Bolger, N., & Higgins, E. T. (2018, March). *Capitalization Support and Shared Reality in Romantic Dyads*. Poster presented at the 19th annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Ting*, S., **Rossignac-Milon, M.,** Higgins, E. T. (2018, March). *Posting-is-Believing: The Creation of Shared Reality on Facebook*. Poster presented at the 19th annual meeting of the Society for Personality and Social Psychology, Atlanta, GA.

Rossignac-Milon, M., Yoo*, S., Higgins, E. T. (2017, January). *Vicarious Shared Reality: Adopting Shared Reality by Witnessing its Creation*. Poster presented at the 18th annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.

Victor*, K., **Rossignac-Milon, M., Higgins, E. T.** (2017, January). *Putting the "Saying" back in Saying-is-believing: linguistic concomitants of shared reality*. Poster presented at the 18th annual meeting of the Society for Personality and Social Psychology, San Antonio, TX.

Rossignac-Milon, M., Bolger, N., Higgins, E. T. (2016, January). *Shared reality increases closeness in romantic and unacquainted dyads*. Poster presented at the 17th annual meeting of the Society for Personality and Social Psychology, San Diego, CA.

Rossignac-Milon, M., Jun*, Y., Higgins, E. T. (2015, May). *Moving on with Life: Recalling an Intentionally Dissolved Close Relationship Increases Locomotion*. Poster presented at the 27th annual meeting of the Association for Psychological Science, New York City, NY.

Rossignac-Milon, M., Neugut*, D., Higgins, E. T. (2015, February). *Fostering Interpersonal Closeness by Manipulating Shared Reality*. Poster presented at the 16th annual meeting of the Society for Personality and Social Psychology, Longbeach, CA.

Debrosse, R., **Rossignac-Milon, M., Taylor, D. M.** (2015, February). *Minority Students with Cultural Self-Discrepancies Report Higher Academic Disengagement, Lower Competence and Lower Grades*. Poster presented at the 16th annual meeting of the Society for Personality and Social Psychology, Longbeach, CA.

Debrosse, R., **Rossignac, M., Taylor, D.** (2014, February). *When "Who We Are" Hinders "Who I Aspire To Be": Bicultural Students with Cultural Self-Discrepancies Experience Poorer Mental Health and Higher Academic Disengagement*. Poster presented at the 15th Society for Personality and Social Psychology, Austin, TX.

Rossignac-Milon, M., Etchison, S., Baldwin, M. (2013, January). *If You're Happy and I Know It: Relational Expectancies Following an Emotion-Suppression Contingent Relationship Prime*. Poster presented at the 14th Society for Personality and Social Psychology, New Orleans, LA.

Sawada, N., Lydon, J., & **Rossignac-Milon, M.** (2012, January). *Hunger and Belonging: Experimental Evidence of Bi-Directional Spreading Activation Between Needs When One Need is Threatened*. Poster presented at the 13th Society for Personality and Social Psychology, San Diego, CA.

TEACHING EXPERIENCE

Columbia Business School

Managerial Negotiations Spring 2020
Role: Instructor of Record
(mean rating: 4.44/5, median: 4/5)

Columbia University

Interpersonal Cognition Seminar: Close Relationships, Identity, and Memory Spring 2019
Role: Instructor of Record, Teaching Scholars Program
(mean rating: 4.93/5, median: 5/5)

Introduction to Psychology Fall 2018
Role: Head Teaching Assistant
Guest Lectures: Social Psychology Part I; Social Psychology Part II
(mean rating: 4.40/5, median: 5/5)

Thinking and Decision-Making

Spring 2018

Role: Head Teaching Assistant

(mean rating: 4.33/5, median: 5/5)

Introduction to Social Psychology

Fall 2016, Fall 2014

Role: Head Teaching AssistantGuest Lecture (2016): Shared Reality and Interpersonal ClosenessGuest Lecture (2014): Shared Reality

2016: (mean rating: 4.35/5, median: 5/5)

2014: (mean rating: 4.03/5, median: 4/5)

Research Methods

Spring 2016

Roles: Teaching Assistant and Lab Section Instructor (2hr/weekly)

(mean rating: 4.76/5, median: 5/5)

Introduction to Social Cognition

Spring 2014

Role: Teaching Assistant

(mean rating: 3.54/5, median: 4/5)

PEDAGOGICAL TRAINING

Courses*Innovative Teaching Summer Institute (Summer 2018)**Teaching Practicum (Fall 2013)***Workshops (Columbia Center for Teaching & Learning)***Teaching in the Replication Crisis Workshop (Apr 2018)**Learning Through Discussion Workshop (Mar 2018)**Syllabus from Scratch Workshop (Jan 2018)**Mental Health in the Classroom Workshop (Nov 2017)**Microteaching Practice Session (Apr 2017)***MENTORING EXPERIENCE**

Undergraduate Honors Theses AdvisedCanfer Akbulut (2018-Present) - *Shared Reality on Social Media*Samantha Ting (2015-2017) - *Posting-is-Believing: Shared Reality on Facebook*Sahng-Ah Yoo (2014-2016) - *Vicarious Shared Reality*Kalman Victor (2013-2015) - *The Psycho-linguistic Concomitants of Shared Reality: Putting the 'Saying' Back into 'Saying-is-Believing'*Dana Neugut (2013-2014) - *Shared Reality and Regulatory Mode***Supervised Individual Thesis Mentees**

Shana Dickstein (2018-Present)

Cansu Yavascaoglu (2016-2018)

James Quay (2017-2018)

Blaine Horton (2015-2017)

Tatini Mal-Sarkar (2015-2017)

Federica Pinelli (2015-2016)

Maya Zundel (2015-2016)

Samantha Chase (2014-2015)

Niklas Schulte (2014)

Youjung Jun (2013-2015)

Research Assistant Mentees

Sebastian Preising (2020-Present)
Lea Beresford (2020-Present)
Eric Mao (2020-Present)
Lauren Koralnik (2019-Present)
Allie Shafran (2019-Present)
Lourdes Rohan (2019)
Luca Bremner (2019)
Lauryn Kim (2019)
Alice Mottola (2018-2020)
Coleman Sherry (2018-2019)
Sam Pitasky (2016-2018)
Emily Olmsted (2018-2019)
Giuliana Berry (2018-2019)
Yang Li (2017-2018)
Emily Nakkawita (2017-2018)
Ekin Orhun (2017-2018)

Thomas Wilson (2017-2018)
Madeline Gartenberg (2017-2018)
Isaac Jean-Francois (2016-2017)
Alexander Fulmer (2016-2017)
Ariane Singh (2015-2017)
Matthew Sharkey (2015-2017)
Lynne M Krohn (2015-2016)
Alkin Evelyn Rebecca (2016)
Alex Kleinman (2015-2016)
Ariel Rosario (2015-2016)
Alice Finnerty (2015-2016)
Joshua Nagel (2015)
Minae Kwon (2015)
Nicole Bernstein (2014-2015)
Youval Aberman (2014-2015)
Marina Mainescu (2014-2015)

PROFESSIONAL SERVICE & ACTIVITIES

Service and Leadership

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| <i>Behavioral Research Lab Committee</i> , Management Division, Columbia University | 2019-Present |
| <i>Graduate Lab Manager</i> , Higgins Lab, Columbia University | 2014-2018 |
| <i>Annual Five Colleges Conference Organizer</i> , Columbia University | 2015-2016 |
| <i>Motivation Science Interdisciplinary Conference Organizer</i> , Columbia University | 2015 |
| <i>Psychology Colloquium Series Coordinator</i> , Columbia University | 2014-2015 |
| <i>Co-founder</i> , Columbia Association for Social Psychological Research, Columbia University | 2014-2015 |
| <i>Lab Manager</i> , Intergroup Relations and Aboriginal Peoples Lab, McGill University | 2012-2013 |

Ad-hoc Reviewer

Journal of Personality and Social Psychology, Journal of Experimental Social Psychology, Journal of Social and Personal Relationships, Journal of Family Psychology, Personal Relationships

Other Reviewing Experience

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| <i>Reviewer</i> , NSF Career Grant | 2019, 2020 |
| <i>Graduate Student Poster Award Reviewer</i> , Society for Personality and Social Psychology | 2018 |
| <i>Outstanding Research Award Reviewer</i> , Society for Personality and Social Psychology | 2018 |

Professional Memberships

Society for Personality and Social Psychology, International Association for Relationships Research, Motivation Science Center, American Psychological Association, American Psychological Society

REFERENCES

E. Tory Higgins

Stanley Schachter Professor of Psychology
and Professor of Business
Columbia University
eth1@columbia.edu

Niall Bolger

Professor of Psychology
Columbia University
bolger@psych.columbia.edu

Margaret Clark

John M. Musser Professor of Psychology
Yale University
margaret.clark@yale.edu

John Lydon

Professor of Psychology
McGill University
jlydon@psych.mcgill.ca

Sandra Matz

David W. Zalaznick Associate Professor of Business
Columbia Business School
sm4409@gsb.columbia.edu

Sheena Iyengar

S.T. Lee Professor of Business
Columbia Business School
ss957@gsb.columbia.edu

Michael Norton

Harold M. Brierley Professor of Business Administration
Harvard Business School
mnorton@hbs.edu