

VITA

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Education

Ph.D. Yale University, 1979

Experience

2011 -present Annenberg University Professor, School of Arts and Sciences (Psychology) and Wharton School (Management), University of Pennsylvania.

2002- 2010 Mitchell Endowed Professorship, Haas School of Business, University of California Berkeley (affiliated with psychology and political science)

2005-2006 Russell Sage Scholar

1996-2001 Burt Professor of Psychology and Political Science, The Ohio State University

1993-1994 Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford

1993-1995 Distinguished Professor, University of California, Berkeley

1988-1995 Director, Institute of Personality and Social Research, University of California, Berkeley

1987-1996 Professor, Department of Psychology, University of California, Berkeley

1984-1987 Associate Professor, Department of Psychology, University of California, Berkeley

1980-1995 Research Psychologist, Survey Research Center, University of California, Berkeley

1979-1984 Assistant Professor, Department of Psychology, University of California, Berkeley

Awards and Honors

Philip Converse Book Award for outstanding book in the field published five or more years ago, 2011, American Political Science Association (for co-authored book, *Reasoning and choice: Explorations in political psychology*, 1992)

Fellow, American Academy of Arts and Sciences, 2009

Harold Lasswell Award for Distinguished Scientific Contribution in the Field of Political Psychology, 2008, International Society of Political Psychology

Grawemeyer World Order Prize, 2007

Woodrow Wilson Award for best book published on government, politics, or international affairs, 2006, American Political Science Association (for solo-authored *Expert political judgment: How good is it? How can we know?*)

Robert E. Lane Award for best book in political psychology, American Political Science Association, 2006 (for solo-authored *Expert political judgment: How good is it? How can we know?*)

National Academy of Sciences Award for Behavioral Research Relevant to the Prevention of War, 1999

Nevitt Sanford Award for Distinguished Professional Contributions to Political Psychology, International Society of Political Psychology, 1997

Woodrow Wilson Book Award, American Political Science Association (co-recipient with P. Sniderman & R. Brody, for *Reasoning and choice: Explorations in political psychology*), 1992

American Association for the Advancement of Science Prize for Behavioral Science Research, 1988

MacArthur Fellow in International Security and Conflict Resolution, 1987-1989; 1999-2001

Fellow of Division 8 of the American Psychological Association, 1987

Erik H. Erikson Award of the International Society of Political Psychology, 1987

Fellow at the Center for Advanced Study in the Behavioral Sciences, 1987

Distinguished Scientific Award for Early Career Contribution to Social Psychology, American Psychological Association, 1986

Canada Council Doctoral Fellowship, 1977-1979

Yale University Fellowship, 1976-1977

Governor-General's Gold Medal, Award for Undergraduate Academic Excellence, 1975

British Columbia Psychological Association Gold Medal, 1975

Books and Edited Volumes

Tetlock, P. E. & Gardner, D. (forthcoming). *Superforecasting: The Art and Science of Prediction*. New York: Crown.

Tetlock, P.E., Lebow, R.N., & Parker, G. (Eds.) (2006). *Unmaking the West: What-if scenarios that rewrite world history*. Ann Arbor, MI: University of Michigan Press.

Tetlock, P.E. (2005). *Expert political judgment: How good is it? How can we know?* Princeton: Princeton University Press.

Tetlock, P.E., & Belkin, A. (Eds.) (1996). *Counterfactual thought experiments in world politics*. Princeton: Princeton University Press.

Sniderman, P., Fletcher, J., Russell, P., & Tetlock, P.E. (1996). *The clash of rights: Liberty, equality, and legitimacy in liberal democracy*. New Haven: Yale University Press.

Sniderman, P., Tetlock, P.E., & Carmines, E.G. (Eds.) (1993). *Prejudice, politics, and the American dilemma*. Stanford: Stanford University Press.

Suedfeld, P., & Tetlock, P.E. (Eds.) (1991). *Psychology and social policy*. Washington, D.C.: Hemisphere.

Sniderman, P.M., Brody, R., & Tetlock, P.E. (1991). *Reasoning about politics: Explorations in political psychology*. Cambridge University Press.

Breslauer, G., & Tetlock, P.E. (Eds.), (1991). *Learning in U.S. and Soviet foreign policy*. Boulder: Westview Press.

Tetlock, P.E., Husbands, J., Jervis, R., Stern, P., & Tilly, C. (Eds.) *Behavior, society, war*. Oxford: Oxford University Press. Volume 1 (1989), Volume 2 (1991), Volume 3 (1993).

Journal Articles, Chapters, and Reviews

2015

Mellers, B.A., Stone, E., Murray, T., Minster, A., Rohrbaugh, N., Bishop, M., Chen, E., Baker, J., Hou, Y., Horowitz, M., Ungar, L., & Tetlock, P.E. (in press). Identifying and Cultivating “Superforecasters” as a Method of Improving Probabilistic Predictions. *Perspectives in Psychological Science*.

Merkle, E., Steyvers, M., Mellers, B. & Tetlock, P.E. (in press). Item Response Models of Probability Judgments: Application to a Geopolitical Forecasting Tournament. *Decision*.

Fincher, K. & Tetlock, P. E. (2015). Brutality Under Cover of Ambiguity: Activating, Perpetuating and De-Activating Covert Retributivism. *Personality and Social Psychology Bulletin*.

Oswald, F., Mitchell, G., Blanton, H., Jaccard, J., & Tetlock, P.E. (2015s), Revisiting the Predictive Validity of the Implicit Association Test. *Journal of Personality and Social Psychology*.

Tetlock, P.E. & Mitchell, G. (in press). Why so few conservatives and should we care? *Society*.

Mitchell, G., & Tetlock, P.E. (in press). Implicit attitude measures. In R.A. Scott & S.M. Kosslyn (Eds.), *Emerging trends in the social and behavioral sciences*. Thousand Oaks, CA: Sage Publications.

2014

Tetlock, P. E. & Mellers, B. (2014), Judging political judgment. *Proceedings of National Academy of Sciences*, 111 (32), 11574-11575.

Tetlock, P.E., Mellers, B., Rohrbaugh, N., & Chen, E. (2014). Forecasting tournaments: Tools for increasing transparency and the quality of debate. *Current Directions in Psychological Science*, 23(4), 290-295

Duarte, J., Crawford, J., Jussim, L. Haidt, J., Stern, C. & Tetlock, P.E. (2014). Ideological diversity will improve social psychological science. *Behavioral and Brain Sciences*.

Duarte, J., Crawford, J., Jussim, L. Haidt, J., Stern, C. & Tetlock, P.E. (2014). A Reply to the Commentaries. *Behavioral and Brain Sciences*.

Patil, S. & Tetlock, P.E. (2014). Punctuated incongruity: A new approach to managing trade-offs between conformity and deviation. In B. Staw and A. Brief (eds), *Research in organizational behavior*, 34, 155-171. JAI Press, Greenwich, CT.

Tetlock, P.E. & Fincher, K. (2014). Social functionalism. In Gawronski, B., & Bodenhausen, G. V. (Eds.). (in press). *Theory and explanation in social psychology*. New York: Guilford Press.

Suedfeld, P & Tetlock, P.E. (2014). Integrative complexity at Forty: Steps toward resolving the scoring dilemma. *Political Psychology, 35*(5), 597-601.

Tetlock, P.E., Metz, S.E., Scott, S., & Suedfeld, P. (2014). Integrative complexity coding raises integratively complex issues. *Political Psychology, 35*(5), 625-634.

Mellers, B. A., Ungar, L., Baron, J., Ramos, J., Gurcay, B., Fincher, K., Scott, S., Moore, D., Atanasov, P., Swift, S., Murray, T., & Tetlock, P. (2014). Psychological strategies for winning a geopolitical tournament. *Psychological Science, 25*(5), 1106-1115.

Mellers, B. A., Ungar, L., Fincher, K., Horowitz, M., Atanasov, P., Swift, S., Murray, T., & Tetlock, P. (2014). The Psychology of Intelligence Analysis: Drivers of Prediction Accuracy in World Politics. *Journal of Experimental Psychology: Applied*.

Satopaa, V.A., Baron, J., Foster, D.P., Mellers, B.A., Tetlock, P.E., & Ungar, L.H. (2014). Combining multiple probability predictions using a simple Logit model. *International Journal of Forecasting, 30*(2), 344-356.

Baron, J., Ungar, L. Mellers, B. & Tetlock, P.E. (2014). Two reasons to make aggregated probabilities more extreme. *Decision Analysis 11*(2), 133-145.

Satopaa, V., Jensen, S., Mellers, B.A., Tetlock, P.E. & Ungar, L. (2014). Probability aggregation in the time-series dynamic, hierarchical modeling of sparse expert beliefs. *Annals of Applied Statistics, 8*(2), 1256-1280.

Inchauspe, J., Atanasov, P., Mellers, B, Tetlock, P. E., & Ungar, L. (2014). A Behaviorally Informed Survey-Powered Market Agent. *Prediction Markets*,

Blanton, H., Jaccard, J., Strants, E., Mitchell, P.G., & Tetlock, P. E. (2014). Toward a meaningful metric of implicit prejudice. *Journal of Applied Psychology*.

2013

Tetlock, P.E., Mitchell, P.G., & Anastasopoulos, J. (2013). Detecting and punishing unconscious bias. *The Journal of Legal Studies, 42*, 83-110.

Tetlock, P.E., Vieider, F., Patil, S.V., & Grant, A. (2013). Accountability and ideology: When left looks right and right looks left. *Organizational Behavior and Human Decision Processes*, 122, 22-35.

Oswald, F., Mitchell, G., Blanton, H., Jaccard, J., & Tetlock, P. (2013). Predicting ethnic and racial discrimination: A meta-analysis of IAT research. *Journal of Personality and Social Psychology*, 105(2), 171-192.

Tetlock, P.E. (2013). How to win a forecasting tournament. In J. Brockman (ed.), *Thinking: The new science of decision-making, problem-solving and prediction*. New York: Harper.

2012

Tetlock, P.E. (2012). Rational and irrational prejudices: How problematic is the ideological lopsidedness of social-personality psychology? *Perspectives in Psychological Science*, 7, 519-521.

McGraw, P., Schwartz, J. & Tetlock, P.E. (2012). From the commercial to the communal: Reframing taboo trade-offs in religious and pharmaceutical marketing. *Journal of Consumer Research*, 39, 157-173.

Patil, S.V., Vieider, F., & Tetlock, P.E. (2012). Process and outcome accountability. *Oxford Handbook of Public Accountability*. New York: Oxford University Press.

Singh, R., Simons, J., Self, W., Tetlock, P.E., Zemba, Y., Yamaguchi, S., & Osborn, C. (2012). Association, culture and collective imprisonment: Tests of a two-route causal-moral model. *Basic and Applied Social Psychology*, 34, 269-277.

Tetlock, P.E., Horowitz, M., & Herrmann, R. (2012). Should systems thinkers accept the limits on political forecasting—or push the limits? *Critical Review*, 24, 375-391.

Horowitz, M., & Tetlock, P.E. (2012) Trending upward: How the intelligence community can better see into the future." *ForeignPolicy.com*. September 6, 2012: http://www.foreignpolicy.com/articles/2012/09/06/trending_upward

Ungar, L.H., Mellers, B., Satopaa, V.A., Tetlock, P.E., & Baron, J. (2012). The Good Judgment Project: A large-scale test of different methods of combining expert judgment. In *2012 AAAI Fall Symposium Series*.

2011

Tetlock, P.E., & Mellers, B.A. (2011). Intelligent management of intelligence agencies: Beyond accountability ping-pong. *American Psychologist*, 66(6), 542-554.

Baker, M.R., Hughes, H.D., III, Mitchell, G., & Tetlock, P.E. (2011). Proactive Responses to second-generation risks in labor and employment cases. *Employment Relations Law Journal*, 37, 28-53.

Schoemaker, P., & Tetlock, P.E. (2011). Taboo scenarios: How to think about the unthinkable. *California Management Review*, 54(2), 5-24.

Wong, E., Ormiston, M., & Tetlock, P.E. (2011). The effects of top management team integrative complexity and decentralized decision making on corporate social performance. *Academy of Management Journal*, 54(6), 1207-1228.

Committee on Behavioral and Social Science Research to Improve Intelligence Analysis for National Security (2011). *Intelligence analysis for tomorrow: Advances from the behavioral and social sciences*. The National Academies Press. Washington D.C.

Tetlock, P.E. (2011) Vying for rhetorical high ground in accountability debates: It is easy to look down on those who look soft on.... *Administration and Society*, 43(6), 693-703.

Tetlock, P.E., & Mellers, B.A. (2011). Structuring accountability systems in organizations: Key trade-offs and critical unknowns. In B. Fischhoff & C. Chauvin, (Eds.). *Intelligence Analysis: Behavioral and Social Scientific Foundations*. National Research Council, Committee on Behavioral and Social Science Research to Improve Intelligence Analysis for National Security. Board on Behavioral, Cognitive, and Sensory Sciences, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press. (pp. 249-270).

2010

Tetlock, P.E. (2010). Second thoughts about expert political judgment. Reply to symposium on "Expert political judgment: How good is it? How can we know?" *Critical Review*, 22(4), 467-488.

Tetlock, P.E., Self, W.T., & Singh, R. (2010). The punitiveness paradox: When is external pressure exculpatory – And when a signal just to spread blame? *Journal of Experimental Social Psychology*, 46, 388-395.

Kray, L.J., George, L.G., Liljenquist, K.A., Galinsky, A.D., Tetlock, P.E., & Roese, N.J. (2010). From what *might* have been to what *must* have been: Counterfactual thinking creates meaning. *Journal of Personality and Social Psychology*, 98, 106-118.

Tetlock, P.E., & Mitchell, G. (2010). Situated social identities constrain morally-defensible choices: Commentary on Bennis, Medin, & Bartels (2010). *Perspectives in Psychological Science*. 5, 206-208.

Mellers, B.A., Haselhuhn, M., Tetlock, P., Silva, J., Isen, A. (2010). Predicting behavior in economic games by looking through the eyes of the players. *Journal of Experimental Psychology: General*, 139, 743-755.

2009

Tetlock, P.E., & Mitchell, G. (2009). Implicit bias and accountability systems: What must organizations do to prevent discrimination? In B.M. Staw & A. Brief (Eds.), *Research in organizational behavior* (vol. 29). New York: Elsevier. Pp. 3-38.

Tetlock, P.E., & Mitchell, G. (2009). A renewed plea for adversarial collaboration. In B.M. Staw & A. Brief (Eds.), *Research in organizational behavior* (vol. 29). New York: Elsevier. Pp. 71-72.

Tetlock, P.E., & Mitchell, G. (2009). Adversarial collaboration aborted, but our offer still stands. In B.M. Staw & A. Brief (Eds.), *Research in organizational behavior* (vol. 29). New York: Elsevier. Pp. 77-79.

Blanton, H., Jaccard, J., Klick, J., Mellers, B.A., Mitchell, G., & Tetlock, P.E. (2009). Strong claims and weak evidence: Reassessing the predictive validity of the race IAT. *Journal of Applied Psychology*, 29, 567-582.

Blanton, H., Jaccard, J., Klick, J., Mellers, B.A., Mitchell, G., & Tetlock, P.E. (2009). Transparency should trump trust: Rejoinder to McConnell and Leibold (2009) and Ziegert and Hanges (2009). *Journal of Applied Psychology*, 29, 598-603.

Mitchell, G., & Tetlock, P.E. (2009). Facts do matter: A reply to Bagenstos. *Hofstra Law Review*, 37, 937-953.

Mitchell, G., & Tetlock, P.E. (2009). Disentangling reasons and rationalizations: Exploring perceived fairness in hypothetical societies. In J. Jost, A.C. Kay & H. Thorisdottir (Eds.), *Social and psychological bases of ideology and system justification*. New York: Oxford University Press. Pp. 126-157.

Tadmor, C.T., & Tetlock, P.E. (2009). Accountability. In D. Matsumoto (Ed.), *Cambridge Dictionary of Psychology*. New York: Cambridge University Press. P. 8.

Tadmor, C.T., Tetlock, P.E., & Peng, K. (2009). Acculturation strategies and integrative complexity: The cognitive implications of biculturalism. *Journal of Cross-Cultural Psychology*, 40(2), 105-139.

2008

Tetlock, P.E., & Mitchell, G. (2008). Calibrating prejudice in milliseconds. *Social Psychology Quarterly*, 71, 12-16.

Tetlock, P.E., Mitchell, G., & Murray, T.L. (2008). The challenge of debiasing personnel decisions: Avoiding both under- and overcorrection. *Industrial and Organizational Psychology*, 1, 439-443.

Tetlock, P.E., & Oppenheimer, M. (2008). The boundaries of the thinkable: Environmentalism in the early twenty-first century. *Daedalus*, 137(2), 59-70.

2007

Goldgeier, J., & Tetlock, P.E. (2007). Psychological approaches complement – rather than contradict – international relations theories. In C. Reus-Smit & D. Snidal (Eds.) *The Oxford handbook of international relations*. New York: Oxford University Press.

Henik, E., & Tetlock, P.E. (2007). How experts think about counterfactuals in business history: The role of theoretical commitments and disciplinary perspectives. *Management and Organizational History*, 2(4), 331-350.

Mitchell, P.G., & Tetlock, P.E. (2007). Experimental political philosophy: Justice judgments in the hypothetical society paradigm. In J. Krosnick & I. Chiang (Eds.), *New explorations in political psychology*. New York: Taylor and Francis.

Reich, D., Green, M., Brock, T.C., & Tetlock, P.E. (2007). Biases in research evaluation: Inflated assessment, oversight or error-type weighting. *Journal of Experimental Social Psychology*, 43, 633-640.

Tadmor, C.T., & Tetlock, P.E. (2007). Integrative complexity. In R.F. Baumeister & K.D. Vohs (Eds.), *Encyclopedia of social psychology*. Thousand Oaks, CA: Sage.

Tadmor, C.T., & Tetlock, P.E. (2007). Value pluralism model. In R.F. Baumeister & K.D. Vohs (Eds.), *Encyclopedia of social psychology*. Thousand Oaks, CA: Sage.

Tetlock, P.E. (2007). Diversity paradoxes: Review of Scott Page's "The difference: How the power of diversity creates better groups, firms, schools, and societies." *Science*, 316, 984.

Tetlock, P.E. (2007). Psychology and politics: The challenges of integrating levels of analysis in social science. In E.T. Higgins & A. Kruglanski (Eds.), *Social psychology: Handbook of basic principles*. New York: Guilford.

Tetlock, P.E., Visser, P., Singh, R., Polifroni, M., Elson, B., Mazzocco, P., & Rescober, P. (2007). People as intuitive prosecutors: The impact of social control motives on attributions of responsibility. *Journal of Experimental Social Psychology*, 43, 195-209.

2006

- Bazerman, M. Moore, D., Tetlock, P.E., & Tanlu, L. (2006). Report of solving the conflicts of interest in auditing are highly exaggerated. *Academy of Management Review, 31*, 43-49.
- Mitchell, P.G., & Tetlock, P.E. (2006). An empirical inquiry into the relation of corrective justice to distributive justice. *Journal of Empirical Legal Studies, 3*, 421-466.
- Mitchell, P.G., & Tetlock, P.E. (2006). Anti-discrimination law and the perils of mind reading. *The Ohio State University Law Review, 67*, 1023-1121.
- Moore, D., Tetlock, P.E., Tanlu, L., & Bazerman, M. (2006). Conflicts of interest and the case of auditor independence: Moral seduction and strategic issue cycling. *Academy of Management Review, 31*, 10-29.
- Parker, G., & Tetlock, P.E. (2006). Counterfactual history: Its advocates, its critics and its uses. In P.E. Tetlock, R.N. Lebow & G. Parker (Eds) (2006). *Unmaking the West: What-if scenarios that rewrite world history*. Ann Arbor, MI: University of Michigan Press.
- Tetlock, P.E., & Parker, G. (2006). Counterfactual thought experiments: Why we can't live with them and how we must learn to live with them. In P.E. Tetlock, R.N. Lebow & G. Parker (Eds.) (2006). *Unmaking the West: What-if scenarios that rewrite world history*. Ann Arbor, MI: University of Michigan Press.
- Suedfeld, P., Tetlock, P.E., & Jhangiani, R. (2006). The Bush Doctrine and the psychology of alliances. In S.A. Renshon and P. Suedfeld (Eds.), *Understanding the Bush Doctrine: Psychology and strategy in an age of terrorism*. New York: Routledge Press.
- Tadmor, C., & Tetlock, P.E. (2006). Biculturalism: A model of the effects of second-culture exposure on integrative complexity. *Journal of Cross-Cultural Psychology, 37*, 173-190.
- Tadmor, C.T., & Tetlock, P.E. (2006). "Value pluralism model" and "Integrative complexity" entries. In R.F. Baumeister & K.D. Vohs (Eds.), *Encyclopedia of social psychology*. Thousand Oaks, CA: Sage.
- Tadmor, C.T., Tetlock, P.E., & Peng, K. (2006). Biculturalism and integrative complexity: Testing the acculturation complexity model. In K.M. Weaver (Ed.), *Proceedings of the Sixty-fifth Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.
- Tetlock, P.E. (2006). Factors promoting forecasting accuracy among experts: Some multi-method convergence. *Interfaces, 37*, 297.

Tetlock, P.E. (2006). Observing political observers: Biases in judgments of possible pasts and probable futures. Pp. 58-79 in Garling, T., Backenroth-Ohsako, T., & Ekehammar, B. (Eds.), *Diplomacy and psychology: Prevention of armed conflicts after the cold war*. Singapore: Marshall Cavendish.

2005

McGraw, P., & Tetlock, P.E. (2005). Taboo trade-offs, relational framing, and the acceptability of exchanges. *Journal of Consumer Psychology, 15*(1), 35-38.

Tetlock, P.E. (2005). Gauging the heuristic value of heuristics. *Behavioral and Brain Sciences, 28*, 562-563.

Tetlock, P.E., & McGraw, P. (2005). Theoretically framing relational framing. *Journal of Consumer Psychology, 15*(1), 2-16.

2004

Arkes, H., & Tetlock, P.E. (2004) Attributions of implicit prejudice, or "Would Jesse Jackson 'fail' the Implicit Association Test?" *Psychological Inquiry, 15*(4), 257-278.

Tetlock, P.E., & Arkes, H. (2004). The implicit-prejudice exchange: Islands of consensus in a sea of controversy. *Psychological Inquiry, 15*(4), 311-321.

McGraw, P., Mellers, B.A., & Tetlock, P.E. (2004). Expectations and emotions of Olympic athletes. *Journal of Experimental Social Psychology, 41*, 438-446.

Rucker, D., Polifroni, M., Tetlock, P.E., & Scott, A. (2004). On the assignment of punishment: The impact of general societal threat and the moderating role of severity. *Personality and Social Psychology Bulletin, 30*(6), 673-684.

Tetlock, P.E. (2004). Political psychology: The challenges of sustaining interdisciplinary research programs. *Contemporary Psychology, 49*(2), 170-173.

Tetlock, P.E., & Henik, E. (2004). Accountability. In Nicholson, N., Audia, P., & Pillutla, M. (Eds.). *Blackwell encyclopedic dictionary of organizational behavior*. Cambridge, MA: Blackwell Publishers.

Tetlock, P.E., & Henik, E. (2004). Theory-driven versus imagination-driven reasoning about what could have been: Are we fated to be prisoners of our preconceptions? In D. Mandel, D. Hilton, & P. Catellani (Eds), *The psychology of counterfactual thinking*. London: Routledge.

Tetlock, P.E., McGraw, A.P., & Kristel, O. (2004). Proscribed forms of social cognition: Taboo trade-offs, blocked exchanges, forbidden base rates, and heretical counterfactuals. In N. Haslam (Ed.), *Relational models theory: A contemporary overview*. Mahway, NJ: Erlbaum.

2003

McGraw, P., Tetlock, P.E., & Kristel, O. (2003). The limits of fungibility: Relational schemata and the value of things. *Journal of Consumer Research*, *30*, 219-229.

Mitchell, P.G., Tetlock, P.E., Newman, D., & Lerner, J. (2003). Experiments behind the veil: A hypothetical societies approach to the study of social justice. *Political Psychology*, *24*, 519-547.

Suedfeld, P., & Tetlock, P.E. (2003). President Clinton: Cognitive manager in trouble. In J. Post (Ed.) *The psychological assessment of political leaders*. Ann Arbor: University of Michigan Press.

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Tetlock, P.E. (2003). Thinking about the unthinkable: Coping with secular encroachments on sacred values. *Trends in Cognitive Science*, *7*, 320-324.

2002

Peterson, R., & Tetlock, P.E. (2002). Review of M. Turner (Ed.). Groups at work: Theory and research. *Administrative Science Quarterly*, *47*, 178-181.

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Tetlock, P.E. (2002). Social-functionalist frameworks for judgment and choice: The intuitive politician, theologian, and prosecutor. *Psychological Review*, *109*, 451-472.

Tetlock, P.E., & Mellers, B. (2002). The great rationality debate: The impact of the Kahneman and Tversky research program. *Psychological Science*, *13*, 94-99.

2001

Goldgeier, J., & Tetlock, P.E. (2001). Psychology and international relations theory. In N. Polsby (Ed.), *Annual Review of Political Science*, (vol. 4). Palo Alto: Annual Reviews Press.

Herrmann, R., Tetlock, P.E., & Diascro, M. (2001). How Americans think about trade: Resolving conflicts among money, power, and principles. *International Studies Quarterly*, 45, 191-218.

Lerner, J., & Tetlock, P.E. (2001). The impact of accountability on cognitive bias: Bridging individual, interpersonal, and institutional approaches to judgment and choice. In S. Schneider & J. Shanteau (Eds.), *Emerging perspectives in judgment and decision-making*. New York: Cambridge University Press.

Sniderman, P.M., Tetlock, P.E., & Elms, L. (2001). Public opinion and democratic politics: The problem of non-attitudes and the social construction of political judgment. In J. Kuklinski (Ed.), *Citizens and politics: Perspectives from political psychology*. New York: Cambridge University Press.

Suedfeld, P., & Tetlock, P.E. (2001). Individual differences in information processing. In A. Tesser & N. Schwartz (Eds.), *Blackwell international handbook of social psychology: Intra-individual processes*, (Vol. 1). London: Blackwell Publishers.

Tetlock, P.E. (2001). The virtues of cognitive humility: For us as well as them. In R. Gowda & J. Fox (Eds.), *Judgments, decisions, and public policy: Behavioral decision theoretic perspectives and applications*. New York: Cambridge University Press.

Tetlock, P.E., & Lebow, R.N. (2001). Poking counterfactual holes in covering laws: Cognitive styles and historical reasoning. *American Political Science Review*, 95, 829-843.

2000

Conway, L., Suedfeld, P., & Tetlock, P.E. (2000). Integrative complexity and political decisions that lead to war or peace. In R. Wagner & D. Christie (Eds.), *Handbook of peace psychology*. Hillsdale, NJ: Erlbaum.

Green, M., Visser, P., & Tetlock, P.E. (2000). Coping with accountability cross-pressures: Low-effort evasive tactics and high-effort quests for complex compromises. *Personality and Social Psychology Bulletin*, 26, 1380-1392.

Markman, K.D., & Tetlock, P.E. (2000). Accountability and close-call counterfactuals: The loser who almost won and the winner who almost lost. *Personality and Social Psychology Bulletin*, 26, 1213-1224.

Markman, K.D., & Tetlock, P.E. (2000). "I couldn't have known": Accountability, foreseeability and counterfactual denials of responsibility. *British Journal of Social Psychology*, 39, 313-325.

Sniderman, P., Fletcher, J., Russell, P., Tetlock, P.E., & Prior, M. (2000). The theory of democratic elitism revisited. *Canadian Journal of Political Science*, 33, 569-581.

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Tetlock, P.E. (1983). Cognitive style and political ideology. *Journal of Personality and Social Psychology: Personality Processes and Individual Differences*, 45, 118-126.

Tetlock, P.E. (1983). Policy-makers' images of international conflict. *Journal of Social Issues*, 39, 67-86.

Tetlock, P.E. (1983). Psychological research on foreign policy: A methodological overview. In L. Wheeler (Ed.), *Review of personality and social psychology*.

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Tetlock, P.E., & Levi, A. (1982). Attribution bias: On the inconclusiveness of the cognition-motivation debate. *Journal of Experimental Social Psychology*, 18, 68-88. Reprinted in E. Aronson & A. Pratkanis (Eds., 1991), *International library of critical readings in psychology*. London: Elgar Publishing Co.

Tetlock P.E. (1982). Accounting for failure: A social psychological perspective. In R. Room & G. Collins (Eds.), *Alcohol and disinhibition*. National Institute for Alcohol Abuse and Alcoholism Research Monograph Series. Washington, DC: USGPO.

1981

Tetlock, P.E. (1981). The influence of self-presentation goals on attributional reports. *Social Psychology Quarterly*, 44, 300-311.

Tetlock, P.E. (1981). Personality and isolationism: Content analysis of senatorial speeches. *Journal of Personality and Social Psychology: Personality Processes and Individual Differences*, 41, 737-743.

Tetlock, P.E. (1981). Pre- to post-election shifts in presidential rhetoric: Impression management or cognitive adjustment? *Journal of Personality and Social Psychology: Attitudes and Social Cognition*, 41, 207-212.

Tetlock, P.E., Crosby, F., & Crosby, T. (1981). Political psychobiography. *Micropolitics*, 1, 191-213.

1980

Tetlock, P.E. (1980). Explaining teacher explanations of pupil performance: A self-presentation interpretation. *Social Psychology Quarterly*, 43, 283-290.

Levi, A., & Tetlock, P.E. (1980). A cognitive analysis of Japan's 1941 decision for war. *Journal of Conflict Resolution*, 24, 195-211.

Tetlock, P.E. (1980). No easy solutions. Review of A.L. George, Presidential decision-making in foreign policy: On the effective use of information and advice. *Political Psychology*, 2, 138-141.

1979

Tetlock, P.E. (1979). Identifying victims of groupthink from public statements of decision makers. *Journal of Personality and Social Psychology*, 37, 1314-1324.

1977

Suedfeld, P., & Tetlock, P.E. (1977). Integrative complexity of communications in international crises. *Journal of Conflict Resolution*, 21, 169-184.

Suedfeld, P., Tetlock, P.E., & Ramirez, C. (1977). War, peace and integrative complexity: United Nations speeches on the Middle East problem, 1974-1976. *Journal of Conflict Resolution*, 21, 427-442.

1976

Tetlock, P.E., & Suedfeld, P. (1976). Inducing belief stability without a persuasive message: The roles of attitude centrality, individual cognitive differences, and sensory deprivation. *Canadian Journal of Behavioral Science*, 8, 324-333.

Publications in Mass Media

Horowitz, M. & Tetlock, P. E. (September, 2012). Trending upward: How intelligence agencies can see better into the future. *ForeignPolicy.com*

Tetlock, P.E. (November-December, 2010). Experts all the way down. *The National Interest*, 76-86.

Tetlock, P.E. (September-October, 2009). Playing tarot on K Street, *The National Interest*, 57-67.

Tetlock, P.E. Perchance to scream. Review of Drew Westen's "The political brain." *Times Literary Supplement*, December 14, 2007, p. 23 (No. 5463).

Tetlock, P.E. How accurate are your pet pundits? Project Syndicate website, with publication in following affiliated newspapers between May 11 and May 20, 2006: *Daily Times*, Pakistan; the *Korea Herald*; the *Taipei Times*; *Ziua* (Romania); *Rzeczpospolita* (Poland), *RevistaPresei.rol.ro* (Romania), *El Nuevo Diario* (Nicaragua), *Prensa* (Panama); *Clarín* (Uruguay); and *La Vanguardia Digital*, Spain.

Wax, A., & Tetlock, P.E. We are all racists at heart. *Wall Street Journal*, Op-ed, A 15, December 1, 2005. Reprinted as Issue # 15 in: *Taking sides: Clashing views in social psychology* (2nd ed.). Nier, Jason A.; New York, NY, US: McGraw-Hill, 2007. pp. 314-323.

Weber, S., & Tetlock, P.E. New Economy: The Pentagon's plan for futures trading. *New York Times*, Business Section, August 11, 2003, C3.

Tetlock, P.E. (1998). The what-if school of history. *TIME*, 151, 163.

Tetlock, P.E. (1989). Gorbachev: His thinking is complex. *Washington Post*, Outlook Section, December 17, 1989, B5.

Papers Given at Scientific and Professional Meetings

Tetlock, P.E. (October 2010). The shaky social-science underpinnings of expert testimony in second-generation employment-discrimination class actions. Invited address to the American Employment Law Council, Naples, Florida.

Tetlock, P.E. (January 2007). Good judgment in intelligence analysis. Invited address to conference on "evidence-based organizations" sponsored by Office of the Director of National Intelligence, Reston, Virginia.

Tetlock, P.E. (November 2006). The sound of one hand clapping: The perils of premature value judgments. Invited address to the Society for Judgment and Decision Making, Houston, Texas.

Tetlock, P.E. (October 2006). Unconscious prejudice and anti-discrimination law: The perils of mind reading. Invited address to the American Employment Law Council, Naples, Florida.

Tadmor, C.T., Tetlock, P.E., & Peng, K. (August 2005). Biculturalism and integrative complexity: Testing the acculturation complexity model. Paper presented at the annual meeting of the Academy of Management. Atlanta, Georgia.

Tetlock, P.E. (May 2005). Implicit prejudice and moral cleansing: Original sin is to Christianity as implicit prejudice is to...? Invited address to conference on "neuroscience, human agency and legal responsibility" sponsored by the American Enterprise Institute, Washington, D.C.

McGraw, P., & Tetlock, P.E. (November 2004). Taboo trade-offs, relational framing, and the acceptability of exchanges. Paper presented at Society for Judgment in decision-making, November 2004.

Wong, E., Ormiston, M., & Tetlock, P.E. (August 2004). Illegal corporate behavior: The effect of CEO integrative complexity. Paper presented at International Society for the Study of Work & Organizational Values. New Orleans, August 2004.

Tadmor, C., & Tetlock, P.E. (August 2004). Acculturation strategies as predictors of success in overseas assignment. Paper presented at Academy of Management, Honolulu, Hawaii.

Tadmor, C., & Tetlock, P.E. (August 2004). Biculturalism: The plus side of leaving home? A model of the effects of second-culture exposure on cognitive complexity. Paper presented at Academy of Management, Honolulu, Hawaii.

Ormiston, M., Wong, E., & Tetlock P.E. (August 2004). The effect of CEO and executive team decision making style on corporate social responsibility. Paper presented at Academy of Management, Honolulu, Hawaii.

Henik, E., & Tetlock P.E. (August 2004). Close-call counterfactuals and organizational learning. Paper presented at Academy of Management, Honolulu, Hawaii.

Tetlock, P.E. (March 2004). Expert political judgment: How good is it? How can we know? Carl Hovland Memorial Lecture, Yale University.

Arkes, H., & Tetlock, P.E. (April 2003). A JDM perspective on social psychological work on prejudice. Invited address to the Western Psychological Association, Vancouver, Canada.

Tetlock, P.E. (February 2003). Defending sacred values against secular encroachment. Paper presented at Society for Personality and Social Psychology, Los Angeles, CA.

Elson, S.B., Tetlock, P.E., & Mellers, B.A., (June 2002). Accountability reduces biases in probability judgment. Paper presented at the American Psychological Society Annual Meeting, New Orleans, Louisiana.

Polifroni, M., Rucker, D.D., & Tetlock, P.E., (February 2002). Threats to social order and the intuitive prosecutor. Poster presented at the 3rd Annual Meeting of the Society for Personality and Social Psychology, Savannah, GA.

McGraw, A.P., & Tetlock, P.E. (November 2001). The limits of fungibility: Relational schemata and the value of things. Society for Judgment and Decision Making; Orlando, FL.

McGraw, A.P., & Tetlock, P.E. (October 2001). The limits of fungibility: Relational schemata and the value of things. Association for Consumer Research; Austin, TX.

McGraw, A. P., Kristel, O., & Tetlock, P. (June 1999). A social relational approach to object ownership: The effect of value tradeoffs. American Psychological Society; Denver, CO.

Kristel, O., McGraw, A.P., & Tetlock, P. (June 1999). Relational schemata and the meaning of things: The limits of fungibility. American Psychological Society; Denver, CO.

Tetlock, P.E. (November 1999). Ideological variation in willingness to trust (Or why many conservatives believe that the fundamental attribution error is neither fundamental nor erroneous). Graduate School of Business, Stanford, CA.

Tetlock, P.E. (August 1998). Social psychology and world politics: Bridging the theory-policy gap. Invited address to Organizing Committee of XXVII International Congress of Psychology. Stockholm, Sweden.

Tetlock, P.E. (July 1998). Close-call counterfactuals and belief-system defense. Invited address to International Society of Political Psychology, Montreal, Canada.

Tetlock, P.E. (September 1996). Good judgment in world politics: Historical counterfactuals, conditional forecasts, and policy preferences. Paper presented at the annual meeting of the American Political Science Association, San Francisco, CA.

Tetlock, P.E. (June 1996). The empirical and normative status of the dilution effect: The joint impact of accountability and conversational norms. Paper presented at the annual meeting of the American Psychological Society, San Francisco, CA.

Tetlock, P.E. Logical, methodological and psychological issues in judging counterfactual claims.

Tetlock, P.E. (September 1995). Revising the value pluralism model of ideological reasoning: Ten years of hindsight. Paper presented at the annual meeting of the American Political Science Association, Chicago, IL.

Tetlock, P.E. (June 1995). Counterfactual thought experiments in world politics. Paper presented at the European Community Conference on Reasoning and Choice, University of Siena, Italy.

Tetlock, P.E. (July 1994). Good judgment in world politics: Who gets what right, when, and why? Invited address to the annual meeting of the American Psychological Society, Washington, D.C.

Tetlock, P.E. (July 1994). Assessing political group dynamics in historical settings: When is quality of process related to goodness of outcome? Paper presented at the annual meeting of the American Psychological Society, Washington, D.C.

Tetlock, P.E. (August 1993). Paper presented at the eighth annual Ontario Symposium on Social-Personality Psychology, University of Western Ontario, London, Canada.

Kahneman, D., & Tetlock, P.E. (August 1993). Accounting for conservatism among accountants: Cognitive and social psychological explanations. Paper presented at annual meeting of the American Association of Accountants, San Francisco, CA.

Tetlock, P.E. (October 1992). Political or politicized psychology: Is the road to scientific hell paved with good moral intentions? Paper presented at Society for Experimental Social Psychology, San Antonio, TX.

Tetlock, P.E. (November 1991). Competing functionalist metaphors in research on judgment and choice. Invited address to the annual meeting of Society for Judgment and Decision Making, San Francisco, CA.

Tetlock, P.E. (August 1991). An integratively complex look at integrative complexity. Paper presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Tetlock, P.E. (June 1991). Conflict, cooperation, and integrative complexity. Paper presented at the third annual meeting of the Soviet and American Academies of Science Conference on Interdependency, Moscow, U.S.S.R.

Tetlock, P.E. (October 1990). Judgmental bias in political cognition. Invited address to Office of Leadership Analysis, U.S. Government, Washington, D.C.

Tetlock, P.E. (August 1990). Accountability and social rationality. Invited address to the annual meeting of the American Political Science Association, San Francisco, CA.

Tetlock, P.E. (August 1990). Cognitive structural analysis of political rhetoric: What have we learned? Paper presented at the annual meeting of the American Political Science Association, San Francisco, CA.

Skitka, L., & Tetlock, P.E. (August 1990). Allocating aid: resource scarcity, locus of responsibility, values, and cognitive style. Paper presented at the annual meeting of the American Psychological Association, Boston, MA.

Tetlock, P.E. (October 1989). Motivating integrative complexity: Intrapsychic, interpersonal, and institutional perspectives. Invited address to the annual meeting of the Society for Experimental Social Psychology, Santa Monica, CA.

Tetlock, P.E. (January 1989). Integrative complexity of American and Soviet political leaders. Paper presented at the second joint Soviet and American Academies of Science Conference on Interdependence, Tallinn, Estonia, U.S.S.R.

Tetlock, P.E., Cohen, S., & Faeges, R. (November 1988). Growing integrative complexity of Soviet views of the international environment. Paper presented at the annual meeting of the American Association for the Advancement of Slavic Studies, Honolulu, Hawaii.

Tetlock, P.E. (June 1988). Psychology and national security policy. Invited address to the Congressional Science Seminar of the Federation of Behavioral, Psychological and Cognitive Sciences, Washington, D.C.

Tetlock, P.E. (May 1988). Cognitive style and political ideology in the Soviet Union. Invited address given to the annual meeting of the Western Psychological Association, San Francisco, CA.

Tetlock, P.E. (January 1988). Cognitive thresholds for acknowledging interdependence. Paper presented at the first joint Soviet and American Academies of Science Conference on Interdependence, Washington, D.C.

Tetlock, P.E. (August 1987). Integrative complexity as a moderator of aesthetic evaluations of texts. Paper presented at the IREX-sponsored Hungarian-American conference on text analysis, Budapest, Hungary.

Tetlock, P.E. (August 1987). Value conflict and policy reasoning. Paper presented at the annual meeting of the American Psychological Association, New York, NY.

Tetlock, P.E. (July 1987). Cognitive style and political ideology in the Soviet Union and the United States: Parallel relationships? Paper presented at the International Society of Political Psychology, San Francisco, CA.

Tetlock, P.E. (June 1987). Preventing nuclear war: What role should behavioral and social scientists play? Invited address given at the annual meeting of the Canadian Psychological Association, Vancouver, Canada.

Tetlock, P.E. (September 1986). Psychology and policy advocacy: Where should we draw the line? Invited address given at the annual meeting of the Australian Psychological Society, Townsville, Australia.

Tetlock, P.E. (August 1986). Assessing the cognitive and rhetorical styles of Soviet leaders. Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (August 1986). Psychological advice on foreign policy: What do we have to offer? Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (July 1986). The Gorbachev effect on the integrative complexity of Soviet policy statements: What does it mean? Paper presented at the International Society of Political Psychology, Amsterdam, The Netherlands, and the International Union of Applied Psychology Jerusalem, Israel.

Tetlock, P.E. (May 1986). Psychological and moral issues in foreign policy debates: The old fact-value distinction revisited. Invited address given at the Western Psychological Association, Seattle, WA.

Sniderman, P., Green, D., & Tetlock, P.E. (April 1986). Consistency mechanisms in mass belief systems. Paper presented at the annual meeting of the Midwestern Political Science Association, Chicago, IL.

Hannum, K., & Tetlock, P.E. (April 1985). A content analysis of crisis decision-making during the Three Mile Island crisis. Paper presented at the annual meeting of the Western Psychological Association, San Jose, CA.

Sniderman, P.M., Hagen, M. G., Tetlock, P.E., & Brady, H. E. (April 1985). Reasoning chains: A causal model of policy reasoning in mass publics. Paper presented at the annual meeting of the Midwestern Political Science Association, Chicago, IL.

Tetlock, P.E. (February 1985). The integrative complexity approach to the analysis of verbatim data. Paper presented at the Conference on the Analysis of Verbatim Data, Lancaster, England.

Tetlock, P.E. (September 1984). Psychological research on international relations. Paper presented at the meetings of the International Congress of Psychology, Acapulco, Mexico.

Tetlock, P.E. (August 1984). A value pluralism model of ideological reasoning. Paper presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Tetlock, P.E. (August 1984). Words and deeds in American-Soviet relation. Paper presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Tetlock, P.E. (April 1984). Predicting Soviet foreign policy behavior. Paper presented at the Institute on Global Conflict and Cooperation conference on "Sources of International Conflict." Institute of International Studies, Berkeley, CA.

Tetlock, P.E. (October 1983). Multi-method convergence in psychological research on foreign policy: An optimistic perspective. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Pittsburgh, Pennsylvania.

Tetlock, P.E. (August 1983). Accountability and the elimination of the primacy effect in judgment. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Tetlock, P.E., Bernzweig, J., & Guest, L. (August 1983). Stability and change in the complexity of senatorial debate. Paper presented at the meeting of the American Psychological Association, Anaheim, CA.

Hannum, K., & Tetlock, P.E. (August 1983). The Nuclear Regulatory Commission and Three Mile Island: Testing the conflict model of crisis decision-making. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Barrett, T., & Tetlock, P.E. (August 1983). A social identity analysis of the self-monitoring scale. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Tetlock, P.E. (April 1983). A value pluralism model of the relationships between cognitive style and political ideology. Paper presented at the annual meeting of the International Studies Association, Mexico City, Mexico.

Tetlock, P.E. (1982). Cognitive style and political ideology. Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (1981). Integrative complexity and international conflict. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.

Tetlock, P.E. (1981). Self-schemas, audience expectations and self-presentation. Paper presented at the 89th annual meeting of the American Psychological Association, Los Angeles, CA.

Tetlock, P.E. (1981). Accounting for failure: A social psychological perspective. Paper presented at the Conference on "Alcohol and disinhibition: The nature and meaning of the link." School of Public Health, Berkeley, CA.

Tetlock, P.E. (1980). Integrative complexity as a variable in foreign policy decision making. Paper presented at the annual meeting of the International Studies Association, Los Angeles, CA.

Tetlock, P.E. (1979). The social consequences of defensive and counterdefensive attributions. Paper presented at the annual meeting of the American Psychological Association, New York, NY.

Tetlock, P.E., & Levi, A. (1979). A multi-method study of the Japanese decision to attack Pearl Harbor. Paper presented at the annual meeting of the Canadian Psychological Association, Quebec City, CA.

Grants and Contracts Received

Intelligence Advanced Research Projects Agency, Exploring the optimal forecasting frontier, 2010-2014.

SHRM Foundation, What companies need to do to curb bias in employment practices: A multi-method exploration of the perceived and actual efficacy of process versus outcome accountability, 2010-2011.

Searle Foundation Trust, Taking a careful scientific second look before making a big policy leap: An epistemic audit of the unconscious-bias research program, 2009-2011.

Kaufman Foundation, Cognitive biases and organizational correctives, 2005-2007.

U.S. Institute of Peace, Cognitive biases in political forecasting: The Korean peninsula, 2001-2003.

MacArthur Foundation, Good judgment in world politics, 2000-2001.

National Science Foundation, The impact of accountability on judgment and choice, 1995-1999.

Mershon Center, The Ohio State University, Good judgment in world politics: In search of an elusive construct, 1996-2000.

National Science Foundation, Prejudice and politics in the Netherland, 1996-1998 (Co-PI with P. Sniderman; administered through Stanford).

National Science Foundation, Dynamics of political persuasion, 1992-1994 (Co-PI with P.M. Sniderman and H. Brady).

National Science Foundation, Race and political preference, 1988-1992 (Co-PI with P.M. Sniderman).

MacArthur Foundation, Cognitive perspectives on international conflict, 1987-1993.

Office of Leadership Analysis, Political group dynamics and leadership effectiveness. 1987-1993.

Institute on Global Conflict and Cooperation, Psychological dynamics of international conflict. July 1982 - June 1985; July 1986 - June 1987; July 1988 - June 1993.

MacArthur Foundation, Behavioral and social science perspectives on nuclear war. 1986-1988.

Social Science and Humanities Research Council, The status of civil liberties in Canada: A proposal to study citizen attitudes and policy reasoning. 1986-1989. (With P. Sniderman, J. Fletcher, and P. Russell.)

Canadian Studies Faculty and Institutional Research Grant, Cognitive processes underlying public attitudes toward civil liberties, Canadian Embassy, 1986-1993.

National Institute of Mental Health, Accountability: The neglected social context of judgment and choice (R01 MH39942). 1985-1988.

National Institute of Mental Health, Determinants of self-presentation (R03 MH35907). 1981-1983.

Public Health Service, Biomedical Research Support Grant, Health care allocation decisions: Coping with difficult value trade-offs. 1981-1984; 1986-1990.

Instructional Improvement Grants, University of California, Support for undergraduate psychological research. 1981-1983.

Editorial Board Memberships Spanning Career

Annual Review of Psychology

Psychological Science

Journal of Personality and Social Psychology: Attitudes and Social Cognition

International Studies Quarterly

Journal of Behavioral Decision Making

Journal of Conflict Resolution

Political Psychology

Organizational Behavior and Human Decision Processes

Administrative Experience

Group Chair, Organizational Behavior and Industrial Relations, Haas School of Business, University of California, Berkeley, 2002-2010

Associate Dean for Academic Affairs, Haas School of Business, University of California, Berkeley, 2003-2004

Director, Ph.D. programs, Haas School of Business, University of California, Berkeley

Director, Institute of Personality Assessment and Research (renamed in 1992 as
Institute of Personality and Social Research), University of California, Berkeley,
1988-1995