

# Salvatore J. Affinito

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## ACADEMIC APPOINTMENTS

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| 2024 - present | <b>New York University, Leonard N. Stern School of Business</b><br>Assistant Professor of Management and Organizations |
| 2021 - 2024    | <b>Harvard University, Harvard Business School</b><br>Senior (Post-doctoral) Researcher                                |

## EDUCATION

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|------|--|
| 2021 | <b>University of North Carolina at Chapel Hill, Kenan-Flagler Business School</b><br>Ph.D., Organizational Behavior  |
| 2018 | <b>University of North Carolina at Chapel Hill, Kenan-Flagler Business School</b><br>M.S., Management  |
| 2015 | <b>Pennsylvania State University, Schreyer Honors College</b><br>B.S., Psychology (minor in Business and the Liberal Arts)<br><i>magna cum laude, Phi Beta Kappa</i> |

## AWARDS AND HONORS

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| 2023 | <b>Outstanding Publication</b> , <i>International Association for Conflict Management</i> |
| 2021 | <b>Best Paper</b> , <i>Academy of Management Annals</i>                                   |
| 2020 | <b>Most Innovative Student Paper</b> , <i>OB Division, Academy of Management</i>          |
| 2019 | <b>Most Innovative Student Paper</b> , <i>OB Division, Academy of Management</i>          |
| 2017 | <b>Outstanding Reviewer</b> , <i>OB Division, Academy of Management</i>                   |

## PUBLICATIONS

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\* denotes equal authorship

**Affinito, S. J.\***, Hofmann, D. A.\*, & Keeney, J. E. (2025). Out of Sight, Out of Mind: How High-Level Construals Can Decrease the Ethical Framing of Risk-mitigating Behavior. *Journal of Applied Psychology*

**Affinito, S. J.**, Antoine, G. E., Gray, K., & Maddux, W. W. (2023). Negative multicultural experiences can increase intergroup bias. *Journal of Experimental Social Psychology*

Kundro, T. G.\*, Belinda, C. D.\*, **Affinito, S. J.\***, & Christian, M. S. (2023). Performance pressure amplifies the effect of evening detachment on next-morning shame: Downstream consequences for workday cheating behavior. *Journal of Applied Psychology*

Kundro, T. G., Nurmohamed, S., Kakkar, H., & **Affinito, S. J.** (2023). Time delays exacerbate the severity of third-party punishment. *Psychological Science*

Maddux, W. W., Lu, J. G., **Affinito, S. J.**, & Galinsky, A. D. (2021). Multicultural experiences: A systematic review and new theoretical framework. *Academy of Management Annals*.

## MANUSCRIPTS UNDER REVIEW

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**Affinito, S. J.**, & Perlow, L. A. A relational model of hybrid work: When and why working at the office can foster (or undermine) positive relational dynamics.

*Under 2nd Review at Academy of Management Journal*

**Affinito, S. J.**, Christian, M. S., Zheng, X., Sherf, E. N., Keeney, J. E., Yang, J., Hofmann, D. A., Yu, Y., & Gray, K. When and why workplace punitiveness drives employee cover-up behaviors.

*Under 2nd Review at Organization Science*

**Affinito S. J.**, Fragale, A. R., Kundo, T. G., & Poag, B. Power protects, but only when it comes with status: Low-status powerholders are the targets of incivility at work.

*1st Round Revise and Resubmit at Organization Science*

Rodriguez-Mincey, D.\*, **Affinito, S. J.\***, Antoine G. E., Gray, K., & Maddux, W. W. Breadth of living abroad triggers moral compression.

*Reject & Resubmit at Journal of Personality and Social Psychology*

Kundo, T. G., **Affinito, S. J.**, & Rodriguez-Mincey, D. Observers (and transgressors) prefer creative punishments.

*Under 2nd review at Journal of Personality and Social Psychology*

**Affinito S. J.**, Turek, A., Varma, P., Whillans, A. V., & Perlow, L. A. Configurational dynamism: How and why variations in team members' locations can foster (or undermine) psychological safety.

*Under review at Organization Science*

van Zelderen, A. P. A., Masters-Waage, T. C., **Affinito S. J.**, Bekbergenova, A., Cowan, K. et al. Creating common virtual ground: Protocols to democratize replicability in XR research.

*Under extended review at Science*

## OTHER REFEREED PUBLICATIONS

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Affinito, S. J., Christian, M. S., Zheng, X., Sherf, E. N., Keeney, J. E., Yang, J., Hofmann, D. A., Yu, Y., Gray, K. 2020. From Deviance to Cover-up: The Roles of Confessional Silence and Punitive Policies. In Guclu Atinc (Ed.), **Proceedings of the Eightieth Annual Meeting of the Academy of Management**.

Affinito, S. J., Christian, M., Pearsall, M., Morgan, L., Long, E., Jones, C. 2019. Daily interactions with cynical coworkers affect employee energy and performance. doi: 10.5465/AMBPP.2019.165. In Guclu Atinc (Ed.), **Proceedings of the Seventy-ninth Annual Meeting of the Academy of Management**. Online ISSN: 2151-6561.

## SELECTED POPULAR PRESS WRITING & TEACHING MATERIALS

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[Our Bosses Tell Us to Unplug From Work. We Don't Believe They Mean It.](#) *The Wall Street Journal*. (January 2024).

[Why Delays in Delivering Justice Lead to Harsher Sentencing.](#) *Scientific American*. (August 2023).

[Eat, Pray, Hate?](#) *Character & Context | SPSP's Blog*. (October 2023).

[Work Arrangements in the Post-Pandemic World.](#) (HBS Technical Note #424-022).

## INVITED ACADEMIC PRESENTATIONS

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2023 New York University; Stern School of Business

2023 London Business School

2023 University of California, Los Angeles; Anderson School of Management

2023 University of Southern California; Marshall School of Business

2023	Carnegie Mellon University; Tepper School of Business
2023	Carnegie Mellon University; Heinz College of Information Systems/Public Policy
2023	Boston College; Carroll School of Management
2023	Indiana University; Kelley School of Business
2023	Pennsylvania State University; Smeal College of Business
2023	INSEAD; Global XR Management Community
2019	University of North Carolina at Chapel Hill; Healthcare Annual Conference
2018	University of North Carolina at Chapel Hill; Nursing Research Council

## SELECTED CONFERENCE PRESENTATIONS

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McElroy, T. & Moy, J. H. (2023). *Multicultural Experiences: Interpersonal Perceptions and Interactions*. Discussant for symposium presented at the 83rd annual meeting of the Academy of Management, Boston.

Turek, A., Affinito, S. J., Whillans, A. V., & Perlow, L. A. (2022). A Blessing or a Curse? The Benefits and Challenges of Remote Work for Working Mothers. In S. Chan-Ahuja, A. Feldberg, A. Turek, *Work Hard Parent Hard: Gender and Work Life Conflict in the COVID-19 Pandemic*. Symposium presented at the 82nd annual meeting of the Academy of Management, Seattle.

Kundro, T. G., Nurmohamed, S., Kakkar, H., & Affinito, S. J. (2022). Crime, Time, and Punishment: Time Lags Exacerbate the Severity of Third-Party Punishment. In E. Frey, B. A. Helgason, T. G. Kundro, K. Smith-Crowe, J. Yip, *Prompting and Punishing Transgressions: Interpersonal Causes and Consequences of Unethical Behavior*. Symposium presented at the 82nd annual meeting of the Academy of Management, Seattle.

Sezer, O., Affinito, S. J., & Staats, B. R. (2022). I Told You So Effect. In M. Kwon, L. A. McFarland, & O. Sezer, *Impression Management and Mismanagement in Organizations*. Symposium presented at the 82nd annual meeting of the Academy of Management, Seattle.

Affinito, S. J., Maddux, W. W., Antoine, G. E., & Gray, K. J. (2021). Eat, Pray...Hate? Negative Multicultural Experiences Can Increase Intergroup Bias. In E. Lin, & R. Brands, *Multicultural Experience and Social Dynamics*. Symposium presented at the 81st annual meeting of the Academy of Management, Philadelphia.

Belinda, C. D., Affinito, S. J., Melwani, S., & Christian, M. S. (2021). The epistemic value of being a complaint recipient: A social learning perspective. In C. Bradley, L. Greer, & A. Yu, *Should we talk about our feelings? New perspectives on verbal communication about emotions at work*. Symposium presented at the 81st annual meeting of the Academy of Management, Philadelphia.

Sezer, O., Affinito, S., & Staats, B. R. (2020). "I Told You So" Effect. Paper presented at the Association for Consumer Research (ACR), Virtual

Affinito, S. J., Christian, M. S., Sherf, E. N., Keeney, J. E., Yang, J., Hofmann, D. A., Yu, Y., & Gray, K. (2020). From Deviance to Cover-up: The Roles of Confessional Silence and Punitive Policies. Paper presented at the 80th annual meeting of the Academy of Management, Vancouver.

*Winner of Most Innovative Student Paper Award, OB Division*  
*Best Paper Proceedings Recognition, OB Division*

Kundro, T. G.\*, Belinda, C. D.\*, Affinito, S. J.\*, & Christian, M. S. (2020). The Shame of Restoration: The Effect of Evening Detachment on Next-Day Unethical Behavior. In D. Wagner & K. Schabram (Co-Chairs), *Human Sustainability in Organizations: Physiological, Psychological, & Social Maintenance Approaches*. Symposium presentation at the 80th annual meeting of the Academy of Management, Vancouver.

Affinito, S., Christian, M., Pearsall, M., Morgan, L., Long, E., & Jones, C. (2019). Daily interactions with cynical coworkers affect employee energy and performance. Paper presented at the 79th annual meeting of the Academy of Management, Boston.

*Winner of Most Innovative Student Paper Award, OB Division*

*Best Paper Proceedings Recognition, OB Division*

Affinito, S., Christian, M. S., Yang, J., Zheng, X. M., & Long, E. (2018). Tough Love or Just Tough? Interpretations of Abusive Supervision Depend on Employee Mindfulness. In P. Sharma & A. Young (Co-Chairs), Positive Perspectives on Mistreatment, Revenge, and Competition. Symposium presentation at the 78th annual meeting of the Academy of Management, Chicago.

Eisenkraft, N. & Affinito, S. J. (2018). When is Dichotomizing Network Data Problematic? Paper presented at the 78th annual meeting of the Academy of Management, Chicago.

Affinito, S. J., Fragale, A., Raz, K., & Snyder, D. (2017). Authority without Admiration: The Negative Treatment of Low Status Powerholders. Paper presented at the 77th annual meeting of the Academy of Management, Atlanta.

Affinito, S. J., Higgins, R. C., Wood, L., Chen, S., Cole, P., Trommsdorff, G., Mishra, R., Park, S., & Niraula, S. (2014). Mothers' intuitive theories about child emotional competence: A cross-national view. Symposium presentation at the 22nd International Congress of the International Association for Cross-Cultural Psychology, Reims, France.

Cole, P., Chen, S., Wood, L., Affinito, S. J., Higgins, R. C., Trommsdorff, G., Mishra, R., Park, S., & Niraula, S. (2014). Mothers' intuitive theories about child emotional competence and misbehavior: A cultural analysis. Poster presented at the 23rd Biennial Meeting of the International Society for the Study of Behavioural Development in Shanghai, China.

## TEACHING

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### **New York University**

2016 - present      Management and Organizations  
*Average Instructor Rating: [TBD]/5.00 (2 sections; Undergraduate)*

### **Harvard Business School**

2021 - 2023      Crafting Your Life  
*MBA Teaching Assistant*

### **University of North Carolina at Chapel Hill**

2018      Leading and Managing: An Introduction to Organizational Behavior  
*Average Instructor Rating: 4.82/5.00 (1 section; Undergraduate)*

2017 - 2021      Leading and Managing/Global Leadership  
*Average Facilitator Rating: 4.96/5.00 (9 sections; Evening/Executive MBA)*

2017 - 2021      Global Leadership/Groups and Teams/Negotiations/Resilient Leadership  
*MBA Teaching Assistant*

### **Pennsylvania State University**

2014      Work Attitudes and Motivation/Selection and Assessment  
*Undergraduate Teaching Assistant*

## PROFESSIONAL EXPERIENCE

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2013      The Kaya Group, Australia  
*Management Consulting Intern*

## SERVICE

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### Reviewing

*Organization Science*  
*Academy of Management Review*  
*Journal of Applied Psychology*  
*Organizational Behavior and Human Decision Processes*  
*Journal of Experimental Social Psychology*  
*Personality and Social Psychology Bulletin*  
*Academy of Management Discoveries*  
*Journal of Cross-Cultural Psychology*  
*Management and Organization Review*  
Academy of Management Annual Meeting (OB; RM)

### Initiatives

2024 - present      Center for the Future of Management (Faculty Affiliate)  
2024 - present      Management and Organizations PhD Student Practicum (Advisor)

### Committees

2017 - 2021      Duke-UNC PhD Student Collaboration Coordinator  
2020 - 2021      UNC Organizational Behavior Diversity, Equity, and Inclusion

## PROFESSIONAL AFFILIATIONS

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2016 - present      American Psychological Association  
2015 - present      Academy of Management  
2014 - present      Society for Industrial and Organizational Psychology