

Christopher To

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ACADEMIC POSITIONS

Rutgers University, School of Management and Labor Relations

Associate Professor, Human Resource Management Department

Assistant Professor, Human Resource Management Department

(On Parental Leave During Summer-Fall 2024)

2026 –

2022 – 2026

Northwestern University, Kellogg School of Management

Visiting Assistant Professor, Management and Organizations Department

2019 - 2022

EDUCATION

New York University, Stern School of Management

Ph.D. in Management

2019

Rutgers University, Rutgers Business School

B.S. in Business Analytics and Information Technology; B.A. in Psychology

RESEARCH INTERESTS

Hierarchy, power, and status

Interpersonal competition and motivation

Social class, economic inequality, diversity

AWARDS

TEACHING

Career Faculty Fellow (2025)

*One of 12 university-level award for teaching impact; created new course on AI Applications in HRM

James R. Chelius Award for Excellence in Teaching (2024)

*Best school-wide instructor, as voted by students; created new course on Data Visualization & Storytelling

ACADEMIC

Best Editorial Board Reviewer Award, Academy of Management Journal (2026)

Best Editorial Board Reviewer Award, Academy of Management Journal (2025)

Top 10 Most Downloaded Papers, Academy of Management Journal (2024)

Dispute Resolution Research Center Research Grant (2021)

Department Nominee, AOM Organizational Behavior Doctoral Consortium (2019)

PhD Fellowship, NYU Stern School of Business (2019)

Outstanding Reviewer - OB Division, AOM Conference (2019)

Best Symposium - CM Division, AOM Conference (2017)

PUBLICATIONS

- [1] **To, C.**, Sherf, E., & Kouchaki, M. (2024). How much inequity do you see? Structural power, perceptions of inequity, and support for diversity initiatives. *Academy of Management Journal*, 67(1), 126-149. doi:10.5465/amj.2022.0253 [hierarchy]
- [2] **To, C.**, Wiwad, D., & Kouchaki, M (2023). Economic inequality reduces sense of control and increases the acceptability of self-interested unethical behavior. *Journal of Experimental Psychology: General*, 152(10), 2747-2774. doi:10.1037/xge0001423 [hierarchy]
- [3] **To, C.**, Yan, T., & Sherf, E (2022). Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation. *Organization Science*, 33(6), 2346-2363. doi:10.1287/orsc.2021.1528 [competition, hierarchy]
- [4] Doyle, S.P., Pettit, N.C., Kim, S., **To, C.**, & Lount, R.B (2022). Surging Underdogs and Slumping Favorites: How Recent Streaks and Future Expectations Drive Competitive Transgressions. *Academy of Management Journal*, 65(5), 1507-1540. doi:10.5465/amj.2019.1008 [competition]

- [5] **To, C.**, Kilduff, G.J., & Rosikiewicz, B (2020). When interpersonal competition helps and when it harms: An integration via challenge and threat. *Academy of Management Annals*, 14(2), 908-934. doi:annals.2016.0145 [competition]
- [6] **To, C.**, Leslie, L.M., Torelli, C., & Stoner, J (2020). Culture and social hierarchy: Collectivism as a driver of the relationship between power and status. *Organizational Behavior and Human Decision Processes*, 157, 159-176. doi:10.1016/j.obhdp.2019.12.006 [hierarchy]
- [7] Torelli, C.J., Leslie, L.M., **To, C.**, & Kim S (2020). Power and status across cultures *Current Opinion in Psychology*, 33, 12-17. doi:10.1016/j.copsyc.2019.05.005 [hierarchy]
- [8] Jachimowicz, J., **To, C.**, Agasi, S., Côté, S., & Galinsky, A.D. (2019). The gravitational pull of passion: Why and when people admire and support individuals who express passion. *Organizational Behavior and Human Decision Processes*, 153, 41-62. doi:10.1016/j.obhdp.2019.06.002 [competition]
- [9] **To, C.**, Kilduff, G.J., Ordóñez, L., & Schweitzer, M. (2018). Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. *Academy of Management Journal*, 61(4), 1281-1306. doi:10.5465/amj.2016.0850 [competition]
- [10] Pettit, N.C., Doyle, S.P., Lount, R.B., & **To, C.** (2016). Cheating to get ahead or to avoid falling behind? The effect of potential negative versus positive status change on unethical behavior. *Organizational Behavior and Human Decision Processes*, 137, 172-183. doi:10.1016/j.obhdp.2016.09.005 [hierarchy]

WORKS IN PROGRESS

Deng, Y.+, **To, C.**, Huppert, E., Wang, C., Aime, F., Kim, J., & Utey, J. Not All Wrongs Spread Equally: Understanding the Contagion of Pro-Organizational versus Self-Interested Unethical Behavior. *Under Review* [motivation]

+ Denotes doctoral student at the start of the project

You, X.+, **To, C.**, & Kakkar, H. From Boss to Bossy: Leader dominance and prestige motivations following success and failure. *Under Review* [hierarchy]

You, X.+, **To, C.** & Yu, S. Education and job hopping. *Progress: Writing Stage (5 archival studies completed; 2 surveys completed)* [hierarchy]

Meng, X.+, & **To, C.** The second generation profile: How second generation immigrants differ from first generation immigrants and native workers in work values and job sorting. *Progress: Writing Stage (2 archival studies completed)* [motivation, hierarchy]

To, C., Nair, K., & Kouchaki, M. The "political-typing" of occupations. *Progress: Data Collection (3 archival studies completed)* [motivation, political orientation]

TEACHING

RUTGERS UNIVERSITY

AI in Your Career (Undergraduate; Online) | New Course

Spring 2027 (TBD)

AI Applications in HR (Undergraduate; Hybrid) | New Course

Spring 2026 (4.78/5.00)

*Awarded Career Faculty Fellow; university-level award for teaching impact (2026)

Data Visualization and Storytelling for HR (Undergraduate; Hybrid) | New Course

Spring 2024 (5.00), Fall 2025 (4.20)

*Awarded James T. Chelius Award for best instructor, as voted by students (2025)

Compensation and Total Rewards (Undergraduate; Online Asynchronous)

Fall 2023 (4.67), Spring 2024 (4.87), Spring 2025 (4.55), Fall 2025 (4.73)

Compensation and Total Rewards (Undergraduate; In-person)

Fall 2022 (4.97), Spring 2023 (4.91, 4.91)

NORTHWESTERN UNIVERSITY

Negotiation Skills and Strategies (Full-time & Evening MBAs)

Summer 2020 (5.9/6.0), Fall 2021 (5.0, 5.5), Spring 2022 (5.6)

NEW YORK UNIVERSITY

Negotiations and Consensus Building (Undergraduate)

Winter 2018 (7.0/7.0)

**SERVICE: PH.D.
ADVISING**

PH.D. STUDENT ADVISING

Advisor: Xuanhong You (2026 - Present), Xin Meng (2025 - Present; Co-advisor)

Masters Thesis Committee Member: June Shin (2024), Thomas Raineri (2025), Xin Meng (2026), Qizhong Yang (2026)

Dissertation Committee Member: Xueqing Fan (2023), Hannah Park (2025)

Comprehensive Exam Grader: June Shin (2024), Yixiao Shen (2024), Xin Meng (2026), Qizhong Yang (2026)

PH.D. SERVICE

PhD Admissions Interviewer: 2022-

PhD Open House Panel: 2022, 2023, 2025

PhD Orientation Panel: 2022, 2023

PhD Student Professionalization Seminar Speaker: 2022, 2024

PhD Student Professionalization Seminar Organizer (Northwestern University): 2020, 2021

UNDERGRADUATE ADVISING

Undergraduate Thesis Advisor: Parthavi Patel (2025)

**SERVICE:
DEPARTMENT &
UNIVERSITY**

CURRICULUM DEVELOPMENT

HRM Analytics Minor, Founding Committee: 2024-

DEPARTMENT SERVICE

HRM Awards Committee Member: 2026-

HRM Research Committee Member: 2026-

HRM Speaker Series Coordinator: 2025-

SCHOOL-WIDE SERVICE

SMLR AI Forum For Research: 2026

SMLR Career Services Workshop Speaker: 2025-

HRM Teaching Evaluator: 2023, 2025

Undergraduate HRM Open House Panel: 2024

Renmin/Rutgers University Summer Program Lecturer: 2023, 2025

UNIVERSITY

RAISE Competition for AI Innovation, Faculty Panelist: 2026

Commencement Gonfonalier: 2023, 2025

GenAI Community of Practice, Working Group Collaborator: 2026-

**SERVICE:
PROFESSIONAL**

EDITORIAL REVIEW BOARD

Academy of Management Journal, 2024-

*Best Editorial Board Reviewer Award, 2025, 2026

AD-HOC REVIEWING

Administrative Science Quarterly, American Sociological Review, Business Ethics Quarterly, Journal of Experimental Psychology General, Journal of Experimental Social Psychology, Journal of Personality and Social Psychology, Journal of Management, Management Science, Motivation Science, Organizational Behavior and Human Decision Processes, Organization Science, Science Advances, Strategy Science, Personality and Social Psychology Bulletin.

CONFERENCE OR WORKSHOP ORGANIZED

"2017 East Coast Doctoral Conference." Management PhD conference organized (with Jon Jachimowicz and Dana Kanze) in New York, NY, 2017.

"Scraping 'Big Data' with Your Laptop: A Hands-On Introduction." Hands on development workshop organized (with Hemant Kakkar) at the Academy of Management Annual Meeting Specialized Conference: Big Data and Digital Economy, Surrey, UK, 2018.

OTHER

AOM New Doctoral Student Podcast Panelist, 2024

AOM CM Division Junior Faculty Consortium Productivity Panel, 2024

AOM OB Division Preparing for the OB Job Market Panel, 2024

AOM Post-Doctoral PDW: Being successful in the post-doc and beyond, 2022

MEDIA COVERAGE

How much inequity is there? Structural power, perceptions of inequity, and support for diversity initiatives. (*Academy of Management Journal*, 2024)

Harvard Business Review: Why Managers Deny Inequity in Their Own Organizations

AOM Insights: Managers' "Not Here" Bias Undermines Diversity

Time: Why Managers Resist Diversity

Industry Week: Employees See Bias in the Workplace. Their Bosses Don't

Economic inequality reduces sense of control and increases the acceptability of self-interested unethical behavior (*Journal of Experimental Psychology: General*, 2023).

Kellogg Insight: How Inequality Around Us Shapes Our Perceptions of Morality

Common Dreams: The Price We Pay for Bezos and Gates? Less Moral Societies

Surging Underdogs and Slumping Favorites: How Recent Streaks and Future Expectations Drive Competitive Transgressions. (*Academy of Management Journal*, 2022)

Harvard Business Review: Hot streaks and bad ethical decisions

AOM Insights: Most Likely to Cheat: Rising Underdogs, Slumping Favorites

Forbes: Here's How Being The Underdog Can Work For You And Create Better Resilience

Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation (*Organization Science*, 2022)

Wall Street Journal: The downside to success? It can lead to failure

When interpersonal competition helps and when it harms: An integration via challenge and threat (*Academy of Management Annals*, 2020)

BBC Work-life: The Positive Power of Competitive Friendship

The Economist: When Your Colleagues Are Also Your Rivals

The Gravitational Pull of Expressing Passion: When and How Expressing Passion Elicits Status Conferral and Support from Others (*Organizational Behavior and Human Decision Processes*, 2020)

Harvard Business Review: The Unexpected Benefits of Pursuing a Passion Outside of Work

Harvard Business Review: 3 Reasons It's So Hard to "Follow Your Passion"

Rivalry increases risk-taking, physiological arousal, and promotion focus (*Academy of Management Journal*, 2018)

Harvard Business Review: We Take More Risks When We Compete Against Rivals

AOM Insights: Football Rivalries Offer Managers a Playbook on Taking Risks

OTHER MEDIA COVERAGE	HR Director (2026): AI is learning to detect bullying bosses. Should you trust it? Attuned.AI (2026): The Annual State of Motivation 2026 Attuned.AI (2025): The Annual State of Motivation 2025 USA Today Network (2025): Like NYC, NJ companies must now list salary info with job postings Attuned.AI (2024): The Annual State of Motivation 2024 USA Today Network (2022): Will NJ impose 'salary transparency' on employers?
CONFERENCE PRESENTATIONS	Deng, Y., To, C., Wang, C., Aime, F., Kim, J., & Utley, J. Not All Wrongs Spread Equally: Understanding the Contagion of Pro-Organizational versus Self-Interested Unethical Behavior. Paper presented at the Academy of Management Annual Meeting, Copenhagen, Denmark, 2025 To, C., Sherf, E., & Kouchaki, M. How much inequity do you see? Structural power, perceptions of inequity, and support for diversity initiatives. Paper presented at the Academy of Management Annual Meeting, Boston, MA, 2023 Poster presented at Annual Meeting of the Society for Personality and Social Psychology, Atlanta, GA, 2023 To, C., Wiwad, D., & Kouchaki, M. Economic inequality reduces sense of control and increases the acceptability of self-interested unethical behavior. Paper presented at Annual Meeting of the Society for Personality and Social Psychology, Virtual, 2021 Symposium presentation at Academy of Management Annual Meeting, Virtual, 2021 To, C., Yan, T., & Sherf, E. Victorious and Hierarchical: Past Performance as a Determinant of Team Hierarchical Differentiation. Paper presented at Academy of Management Annual Meeting, Virtual, 2021 Paper presented at International Association of Conflict Management, Virtual, 2020 To, C., Leslie, L., Torelli, C., & Stoner, J. Culture and social hierarchy: Collectivism as a driver of the relationship. Poster presented at Cultural Psychology pre-conference at the Annual Meeting of the Society for Personality and Social Psychology, Atlanta, GA, 2018 Paper presented at the INGroup annual conference, St. Louis, MO, 2018 Paper presented at the Academy of Management Annual Meeting, Chicago, IL, 2018 Jachimowicz, J., To, C., Agasi, S., Côté, S., & Galinsky, A.D. The gravitational pull of passion: Why and when people admire and support individuals who express passion. Paper presented at the Society for Study of Motivation, Boston, MA, 2018 Paper presented at the Academy of Management Annual Meeting, Atlanta, GA, 2017 To, C., Pettit, N., & Eggers, J. Rank change in competition and risk-taking. Poster presented at Annual Meeting of the Society for Personality and Social Psychology, San Antonio, TX, 2017 Symposium presentation at the Academy of Management Annual Meeting, Atlanta, GA, 2017 Paper presented at the Transatlantic Doctoral Conference, London, UK, 2017 To, C., Kilduff, G.J., Ordóñez, L., & Schweitzer, M. Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. Poster presented at Annual Meeting of the Society for Personality and Social Psychology, San Diego, CA, 2016 Symposium presentation at the Academy of Management Annual Meeting, Anaheim, CA, 2016
PERSONAL	Professional Membership: Academy of Management, International Association of Conflict Management, Society of Personality and Social Psychology Tech Stack: Python, R, Qualtrics, Tableau Hobbies: Dogs, rock drumming

[August 2026]