

MICHAEL SCHAERER

Lee Kong Chian School of Business
Singapore Management University
50 Stamford Road, 178899 Singapore
Email: schaerer@smu.edu.sg

ACADEMIC POSITIONS

Lee Kong Chian School of Business, Singapore Management University

Associate Professor of Organizational Behavior and Human Resources, 2022 – present
Assistant Professor of Organizational Behavior and Human Resources, 2017 – 2021

Columbia Business School

Chazen Visiting Scholar & Swiss National Science Foundation Fellow, 2015 – 2016

EDUCATION

INSEAD

Ph.D. (with Distinction) in Organizational Behavior, 2012 – 2017

London School of Economics and Political Science

M.Sc. (with Distinction) in International Management, 2009 – 2010
Visiting MBA at Fuqua School of Business, Duke University

University of St. Gallen

B.A. in Business Administration, 2006 – 2009
Visiting undergraduate at Carlson School of Management, University of Minnesota

RESEARCH INTERESTS

Power and Hierarchies, Negotiation, Judgment and Decision Making, Teams, Research Methods

AWARDS & HONORS

Outstanding Conference Paper Award, International Association for Conflict Management, 2023

Best Paper Award, Singapore Rising Scholars Conference, 2023

Lee Kong Chian Fellowship, Singapore Management University, 2020-21; 2022-23

Dean's Teaching Honor List, Singapore Management University, 2018-2023

Best Reviewer Award, Organizational Behavior and Human Decision Processes, 2022

MIM Excellent Teaching Award, Singapore Management University, 2020

Early Career Award, International Association for Conflict Management, 2020

Best Empirical Paper Award, Academy of Management, 2020

Nominee Most Promising Teacher Award, Singapore Management University, 2019; 2020

Outstanding Article Award, International Association for Conflict Management, 2017

INSEAD MBA Alumni Award for outstanding achievements during the PhD, 2017

Best Student Paper Award, International Association for Conflict Management, 2016

Best Student Poster Award, Society for Personality and Social Psychology, 2016

Runner-up Best Student Poster Award, Society for Personality and Social Psychology, 2016

Best Student Paper Award, Academy of Management, 2015

Swiss National Science Foundation Doc Mobility Scholarship, 2015-2016

ACADEMIC PUBLICATIONS

Hussain, I., Pitesa, M., Thau, S., & Schaerer, M. (2023). Pay suppression in social impact contexts: How framing work around the greater good inhibits job candidate compensation demands. *Organization Science*.

**Media mentions: *Wall Street Journal*

Schaerer, M.[†], du Plessis, C.[†], Nguyen, M., van Aert, R., Tiokhin, L., Lakens, D., Clemente, E. G., Pfeiffer, T., Dreber, A., Johannesson, M., Clark, C. J. Gender Audits Forecasting Collaboration, & Uhlmann, E. L. (2023). On the trajectory of discrimination: A meta-analysis and forecasting survey capturing 44 years of field experiments on gender and hiring decisions. *Organizational Behavior and Human Decision Processes*, 179, 104280. [[†]shared first authorship]

du Plessis, C., Nguyen, M. H. B., Foulk, T. A., & Schaerer, M. (2023). Relative power and interpersonal trust. *Journal of Personality and Social Psychology*, 124(3), 567-592.

Cyrus-Lai, W., Tierney, W., du Plessis, C., Nguyen, M. H. B., Schaerer, M., Clemente, E., Uhlmann, E. L. (2022). Avoiding bias in the search for implicit bias. *Psychological Inquiry*, 33(3), 203-212.

Delios, A., Clemente, E., Wu, T., Tan, H., Wang, Y., Gordon, M., Viganola, D., Chen, Z., Dreber, A., Johannesson, M., Pfeiffer, T., Generalizability Tests Forecasting Collaboration[†], & Uhlmann, E.L. (2022). Examining the generalizability of research findings from archival data. *Proceedings of the National Academy of Sciences*, 119(30), e2120377119. [[†]member of forecasting collaboration]

Tey, K., Schaerer, M., Madan, N., & Swaab, R. I. (2021). The impact of concession patterns on negotiations: When and why decreasing concessions lead to a distributive disadvantage. *Organizational Behavior and Human Decision Processes*, 165, 153-166.

** Best Empirical Paper Award, *Academy of Management*, 2020

Schaerer, M., Foulk, T. A., du Plessis, C., Tu, M.-H., & Krishnan, S. (2021). Just because you're powerless doesn't mean they aren't out to get you: Low power, paranoia, and aggressive behavior. *Organizational Behavior and Human Decision Processes*, 165, 1-20.

**Media mentions: *The Huffington Post*

Anicich, E. M., Schaerer, M., Gale, J. P., & Foulk, T. A. (2021). A fluctuating sense of power is associated with reduced well-being. *Journal of Experimental Social Psychology*, 92, 104057.

Tierney, W., Hardy, J. H., Ebersole, C., Viganola, D., Clemente, E., [...] Culture and Work Forecasting Collaboration[†], & Uhlmann, E. L. (2021). A creative destruction approach to replication: Implicit work and sex morality across cultures. *Journal of Experimental Social Psychology*, 93, 104060. [[†]member of forecasting collaboration]

Schaerer, M., Schweinsberg, M., Thornley, N., & Swaab, R. I. (2020). Win-win in distributive negotiations: The affective and economic benefits of strategic offer framing. *Journal of Experimental Social Psychology*, 87, 103943.

Anicich, E. M., Foulk, T. A., Osborne, M. R., Gale, J. P., & Schaerer, M. (2020). Getting back to the "new normal": Autonomy restoration during a global pandemic. *Journal of Applied Psychology*, 105(9), 931-943.

**Media mentions: *The Washington Post*, *BBC*, *Psychology Today*

Foulk, T. A., De Pater, I., Schaerer, M., du Plessis, C., Lee, R., & Erez, A. (2020). It's lonely at the bottom (too): The effects of experienced powerlessness on social closeness and disengagement. *Personnel Psychology*, 73(2), 363-394.

Schaerer, M., Teo, L., Madan, N., & Swaab, R. I. (2020). Power and negotiation: Review of current evidence and future directions. *Current Opinion in Psychology*, 33, 47-51.

Tierney, W., Hardy, J. H., Ebersole, C., Leavitt, K., Viganola, D., Clemente, E., Gordon, M., Dreber, A., Johannesson, M., Pfeiffer, T., Hiring Decisions Forecasting Collaboration[†], & Uhlmann, E. L. (2020). Creative destruction in science. *Organizational Behavior and Human Decision Processes*, 161, 291-309. [[†]member of forecasting collaboration]

Schaerer, M., du Plessis, C., Yap, A. J., & Thau, S. (2018). Low power individuals in social power research: A quantitative review, theoretical framework, and empirical test. *Organizational Behavior and Human Decision Processes*, 149, 73-96.

**Best Student Paper Award, International Association for Conflict Management, 2016

**Best Student Poster Award, Society for Personality and Social Psychology, 2016

**Best Paper Proceedings, Academy of Management, 2016

Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). Imaginary alternatives: The impact of mental simulation on powerless negotiators. *Journal of Personality and Social Psychology*, 115(1), 96-117.

Schaerer, M.[†], Tost, L. P.[†], Huang, L., Gino, F., & Larrick, R. P. (2018). Advice giving: A subtle pathway to power. *Personality and Social Psychology Bulletin*, 44(5), 746-761. [[†]shared first authorship]

**Media mentions: BBC, Forbes, Vox, Psychology Today, Men's Health

Schaerer, M., Kern, M., Berger, G., Medvec, V. H., & Swaab, R. I. (2018). The illusion of transparency in performance appraisals: When and why accuracy motivation explains unintentional feedback inflation. *Organizational Behavior and Human Decision Processes*, 144, 171-186.

**Best Paper Proceedings, Academy of Management, 2015

**Media mentions: New York Times

Schaerer, M., Lee, A. J., Galinsky, A. D., & Thau, S. (2018). Contextualizing social power research within organizational behavior. In Ferris, D. L., Johnson, R. E., & Sedikides, C. (Eds.), *The Self at Work: Fundamental Theory and Research*. Organizational Frontiers Series of the Society for Industrial and Organizational Psychology. New York: Routledge

Galinsky, A. D., Schaerer, M., & Magee, J. C. (2017). The four horsemen of power at the bargaining table. *Journal of Business and Industrial Marketing*, 32(4), 606-611.

Schaerer, M., Loschelder, D. D., & Swaab, R. I. (2016). Bargaining zone distortion in negotiations: The elusive power of multiple alternatives. *Organizational Behavior and Human Decision Processes*, 137, 156-171.

**Best Student Paper Award, Academy of Management, 2015

**Best Paper Proceedings, Academy of Management, 2015

**Runner-up Best Student Poster Award, Society for Personality and Social Psychology, 2016

Loschelder, D. D., Friese, M., Schaerer, M., & Galinsky, A. D. (2016). The too-much precision effect: When and why precise anchors backfire with experts. *Psychological Science*, 27(12), 1573-1587.

Schweinsberg, M., Madan, N., Vianello, M., Sommer, S. A., Jordan, J., [...] Schaerer, M., [...] Darroux, S-C., & Uhlmann, E. L. (2016). The pipeline project: Pre-publication independent

replications of a single laboratory's research pipeline. *Journal of Experimental Social Psychology*, 66, 55-67.

Swaab, R. I., Phillips, K. W., & Schaerer, M. (2016). Secret conversation opportunities facilitate minority influence in virtual groups: The influence on majority power, information processing, and decision quality. *Organizational Behavior and Human Decision Processes*, 133, 17-31.

Schaerer, M., Swaab, R. I., & Galinsky, A. D. (2015). Anchors weigh more than power: Why absolute powerlessness liberates negotiators to achieve better outcomes. *Psychological Science*, 26(2), 170-181.

***Outstanding Article Award, International Association for Conflict Management, 2017*

***Media mentions: Financial Times, Forbes, The Boston Globe, Huffington Post*

***Featured in Harvard Law School's Negotiation Briefings (Feb 2015)*

Swaab, R. I., Schaerer, M., Anicich, E. M., Ronay, R., & Galinsky, A. D. (2014). The too-much-talent effect: Team interdependence determines when more talent is too much or not enough. *Psychological Science*, 25(8), 1581-1591.

***Media mentions: New York Times, Wall Street Journal, CNN, Economist, Sports Illustrated*

PRACTITIONER PUBLICATIONS

Hussain, I., Pitesa, M., Thau, S., & Schaerer, M. (2023). [Why Employees Accept Lower Pay at Mission-Oriented Companies](#). *Harvard Business Review*, July 27.

Anicich, E. M., Schaerer, M., Gale, J., & Foulk, T. A. (2021). [When your authority fluctuates throughout the day](#). *Harvard Business Review*, November 19.

Tey, K., Schaerer, M., Madan, N., & Swaab, R. I. (2021). [Negotiators should decrease concessions across rounds](#). *INSEAD Knowledge*, October 20.

Tey, K., Schaerer, M., Madan, N., & Swaab, R. I. (2021). [What's the best way to give ground in a negotiation?](#) *Harvard Business Review*, October 20.

Anicich, E. A., Foulk, T. A., Osborne, M. R., Gale, J., & Schaerer, M. (2020). [Restore your sense of control — despite the pandemic](#). *Harvard Business Review*, September 10.

Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2020). [How to play "friendly hardball" in a negotiation](#). *Harvard Business Review*, June 30.

Schaerer, M. & Swaab, R. I. (2019). [How managers self-sabotage when giving feedback](#). *INSEAD Knowledge*, December 17.

Schaerer, M. & Swaab, R. I. (2019). [Are you sugarcoating your feedback without realizing it?](#) *Harvard Business Review*, June 22.

Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). [Imagine alternatives to negotiate more ambitiously](#). *INSEAD Knowledge*, June 22.

Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). [When you don't have an alternative in a negotiation, try and imagine one](#). *Harvard Business Review*, April 19.

Schaerer, M., Galinsky, A. D., & Magee, J.C. (2017). [The four horsemen of negotiator power](#). *INSEAD Knowledge*, September 13.

Schaerer, M., Loschelder, D. D., & Swaab, R. I. (2017). [Having too many options can make you a](#)

[a worse negotiator](#). *Harvard Business Review*, May 24.

Schaerer, M. (2017). [When price precision pays in negotiations](#). *INSEAD Knowledge*, January 13.

Schaerer, M. & Swaab, R. I. (2016). [Negotiating deals from a position of powerlessness](#). *INSEAD Knowledge*, December 16.

CONFERENCE PROCEEDINGS

Nguyen, M., & Schaerer, M. (2023). Sustainability framing increases women's likelihood to apply for leadership positions. In *Academy of Management Proceedings* (Vol. 2023, No. 1, p. 16792). Briarcliff Manor, NY 10510: Academy of Management.

Gencay, O., Foulk, T., & Schaerer, M. (2023). Heading in my headphones: The negative effects of music listening on perceived work engagement. In *Academy of Management Proceedings* (Vol. 2023, No. 1, p. 12433). Briarcliff Manor, NY 10510: Academy of Management.

Tey, K. S., Schaerer, M., Madan, N., & Swaab, R. I. (2020, July). Going with the Momentum: Exposure to Decreasing Concessions Leads to a Distributive Disadvantage. In *Academy of Management Proceedings*. Academy of Management Briarcliff Manor, NY 10510.

Blunden, H., Yoon, J., Ashford, S.J., Green, P. I., Jampol, L. E., Tey, K. S., Gino, F., Kristal, A., Schaerer, M., Staats, B.R., Swaab, R.I. Whillans, A., Baily Wolf, E., & Zhang, T. (2019, July). The Giver's Perspective: Advancing Feedback Research with a New Focus. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 10175). Briarcliff Manor, NY 10510: Academy of Management.

du Plessis, C., Schaerer, M., & Dubois, D. (2019). Sharing like a boss: How a consumer's position in the hierarchy influences word-of-mouth valence. *ACR North American Advances* (Vol. 47, pp. 227-228).

Dannals, J., Reit, E., Magee, J., Belmi, P., Schaerer, M., & Younge, A. N. (2018, July). Unexpected pathways to influence: New research in social hierarchies. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 11164). Briarcliff Manor, NY 10510: Academy of Management.

Schaerer, M., du Plessis, C., Yap, A. J., & Thau, S. (2016). Psychological science's preoccupation with the powerful. In *Academy of Management Proceedings* (Vol. 2016, No. 1, p. 14097). Briarcliff Manor, NY 10510: Academy of Management.

Schaerer, M., Swaab, R. I., Kern, M., Berger, G. A., & Medvec, V. H. (2015). Transparency illusions in performance appraisals: How egocentric bias explains feedback inflation. In *Academy of Management Proceedings* (Vol. 2015, No. 1, p. 10885). Briarcliff Manor, NY 10510: Academy of Management.

Schaerer, M. (2015). Bargaining zone distortion in negotiations: The elusive power of multiple alternatives. *Academy of Management Proceedings*. Vancouver, Canada, San Diego: Academy of Management.

CONFERENCES AND PRESENTATIONS

A threefold meta-analysis of economic first-offer effects in negotiations

2023 – International Association for Conflict Management (IACM), Greece

Network versus expertise: The effect of one's path to power on conformity behavior

2023 – International Association for Conflict Management (IACM), Greece

Sustainability framing increases women's likelihood to apply for leadership positions

2023 – Academy of Management Annual Meeting (AOM), Boston, MA

2023 – Singapore Rising Scholars Conference, Singapore

Heading in my headphones: The negative effects of music listening on perceived work engagement

2023 – Academy of Management Annual Meeting (AOM), Boston, MA

The energizing effect of daily power fluctuations

2022 – Academy of Management Annual Meeting (AOM), Seattle, WA

Relative power and interpersonal trust

2022 – Research seminar, Harvard University, MIT, & Tufts (PON Lab)

2021 – Research seminar, HKUST, Hong Kong

2021 – International Association for Conflict Management (IACM), virtual

2020 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

2020 – Island Lab meeting series, INSEAD-SMU-NTU-NUS-ESSEC, Singapore

2020 – Research seminar, Singapore Management University, Singapore

Going with the momentum: Exposure to decreasing concessions leads to a distributive disadvantage

2020 – Academy of Management Annual Meeting (AOM), virtual

Powerless and paranoid: The effects of powerlessness on paranoia and hostile behaviors.

2019 – Academy of Management Annual Meeting (AOM), Boston, MA

Think or feel before delivering feedback? Perspective taking & empathy result in different feedback.

2019 – Academy of Management Annual Meeting (AOM), Boston, MA

Power fluctuation is associated with psychological distress.

2018 – Research seminar, Singapore Management University, Singapore

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

Advice giving: A subtle pathway to power.

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

Consumer agility in word-of-mouth: How consumers use word-of-mouth valence to navigate social hierarchies.

2020 – Association for Consumer Research North America Conference, Paris, France

2019 – La Londe Conference Marketing Communications and Consumer Behavior, La Londe les Maures, France

2017 – Research seminar, Singapore Management University, Singapore

A dual-pathway model of power and risk-taking: Risk-taking as an affordance of power and pathway to power.

2017 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

Win-win in distributive negotiations: The affective and economic benefits of strategic offer framing.

2017 – International Association for Conflict Management (IACM), Berlin, Germany

2016 – Academy of Management Annual Meeting (AOM), Anaheim, CA

Imaginary alternatives: The impact of mental simulation on powerless negotiators.

2017 – Academy of Management Annual Meeting (AOM), Atlanta, GA

2016 – International Association for Conflict Management (IACM), New York, NY

Preoccupied with the powerful: A quantitative review of control condition use, attribution of results, and effect sizes in social power research.

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

2016 – Research seminar, HKUST, Hong Kong

2016 – Research seminar, Singapore Management University, Singapore

2016 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

2016 – Academy of Management Annual Meeting (AOM), Anaheim, CA

2016 – International Association for Conflict Management (IACM), New York, NY

2016 – Trans-Atlantic Doctoral Conference (TADC), London, United Kingdom

2016 – Society for Personality and Social Psychology (SPSP), San Diego, CA (Poster)

2015 – Sociology & OB Lab Meeting, Columbia Business School, New York, NY

Bargaining zone distortion in negotiations: The elusive power of multiple alternatives.

2016 – Society for Personality and Social Psychology (SPSP), San Diego, CA (Poster)

2015 – Wharton-INSEAD Doctoral Consortium, Philadelphia, PA

2015 – Academy of Management Annual Meeting (AOM), Vancouver, Canada

2015 – International Association for Conflict Management (IACM), Clearwater, FL

2015 – Trans-Atlantic Doctoral Conference (TADC), London, United Kingdom

2015 – Negotiation and Conflict Management Research Conference (NCMR), Paris, France

The illusion of transparency in performance appraisals: How egocentric bias explains mispredictions in delivering negative feedback.

2015 – Academy of Management Annual Meeting (AOM), Vancouver, Canada

Anchors weigh more than power: Why absolute powerlessness liberates negotiators to achieve better outcomes.

2014 – International Association of Conflict Management (IACM), Leiden, The Netherlands

2014 – Wharton-INSEAD Doctoral Consortium, Fontainebleau, France

2014 – Brown Bag Paper Series, INSEAD, Fontainebleau, France

TEACHING EXPERIENCE

Singapore Management University

- 2023 Negotiating in Business (Master in Management; rating: 6.70 / 7)
- 2023 Negotiating in Business (Blended Master in Management; rating: 6.59 / 7)
- 2023 Negotiating in Management and Business (Undergraduate; rating: 6.80 / 7)
- 2023 Negotiation Essentials (11 one-day workshops; avg. rating: 6.76 / 7)
- 2023 Chief Executive Officer Program (Executive Education; no rating)
- 2022 Negotiating in Business (Master in Management; rating: 6.94 / 7)
- 2022 Managing People at Work (Undergraduate; rating: 6.74 / 7)
- 2022 Negotiation Essentials (13 one-day workshops; avg. rating: 6.75 / 7)
- 2022 Pro-Seminar on Social Power (PhD; no rating)
- 2021 Negotiating in Business (Master in Management; rating: 6.50 / 7)
- 2021 Managing People at Work (Undergraduate; rating: 6.84 / 7)
- 2021 Negotiation Essentials (7 one-day workshops; avg. rating: 6.81 / 7)
- 2020 Negotiating in Business (Master in Management; rating: 6.80 / 7)
- 2020 Pro-Seminar on Negotiations (PhD elective; no rating)
- 2020 Managing People at Work (Undergraduate; rating: 6.73 / 7)
- 2019 Managing People at Work (Undergraduate; rating: 6.67 / 7)
- 2018 Managing People at Work (Undergraduate; rating: 6.69 / 7)
- 2017 Pro-Seminar on Social Power (PhD; no rating)

INSEAD

- 2021 Research Methods (PhD core), Guest Lecturer on Experimental Design
- 2018 Research Methods (PhD core), Guest Lecturer on Meta-Analytic Methods
- 2017 Negotiations (MBA elective), Teaching Assistant
- 2015 Negotiations (MBA elective), Teaching Assistant
- 2014 Organizational Behavior I (MBA core), Teaching Assistant
- 2013 Organizational Behavior I (MBA core), Teaching Assistant

GRANTS

- 2022 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 2 grant for “Understanding and Closing Gender Gaps in Workplace Outcomes”, SGD711,958
- 2021 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “The Impact of Social Hierarchies on Employee Well-Being and Behavior”, SGD39,900
- 2020 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “Coping with powerlessness at work and in everyday life”, SGD30,000
- 2020 Lee Kong Chian Fellowship, Singapore Management University, SGD30,000.
- 2020 SMU Retail Centre of Excellence (RCoE) research grant for “Sharing like a boss: How consumers’ position in the hierarchy influences word-of-mouth valence”, SGD46,940
- 2018 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “Looking beyond the powerful: The organizational consequences of middle and low power”, SGD34,480
- 2016 INSEAD Internal Research Grant for “Nothing to lose: When absolute powerlessness leads to power-like behavior”, EUR11,400.
- 2016 INSEAD Internal Research Grant for “Imaginary alternatives: How a brief mental exercise can improve negotiation outcomes”, EUR5,680.
- 2015 INSEAD Internal Research Grant for “Meta-analysis on experimental studies on power”, EUR8,900.

- 2015 Swiss National Science Foundation (SNF) Doc Mobility Scholarship for “The influence of powerlessness on thought and behavior in organizations”, USD30,000.
- 2013 INSEAD Internal Research Grant for “No BATNA trumps low BATNA: The liberating effect of being (totally) powerless in distributive negotiations”, EUR11,820.

SERVICE

Editorial board

Organizational Behavior and Human Decision Processes, 2018 – present

Reviewing

Administrative Science Quarterly
Organization Science
Journal of Applied Psychology
Organizational Behavior and Human Decision Processes
Management Science
Journal of Personality and Social Psychology
Psychological Science
Personality and Social Psychology Bulletin
Journal of Experimental Social Psychology
Academy of Management Conference
International Association for Conflict Management
Wharton-INSEAD Doctoral Consortium

Doctoral Students

PhD advisor

My Nguyen (SMU), graduation expected in 2025

Dissertation Committees

Kian Siong Tey (INSEAD), graduation expected in 2024
Nilotpal Jha (SMU), graduation expected in 2024
Theodore Masters-Waage (SMU, 2022), placed as post-doc at Rice University
Shike Li (IE Madrid, 2022), placed as Assistant Professor at Shanghai Jiao Tong University
Nadhilla Melia (SMU Psych, 2021)
Pooja Mishra (SMU, 2019), placed as Assistant Professor at Indian School of Business

INDUSTRY EXPERIENCE

The Boston Consulting Group

Associate, Management Consulting, Zurich, 2010-2012

- Member of the “Organization” Practice Group. Conducted analyses, managed interns, interacted with clients, developed recommendations, and presented findings in front of executives. Worked on client projects across the United Kingdom, Austria, Germany, and Switzerland. Example projects include:
- Restructuring of sales force compensation for global insurance company;
- Strategic workforce planning and demographic risk management for telecom provider;
- Development of spectrum auction bidding strategy for European telecom provider

UBS Investment Bank

Summer Analyst, Equity Capital Markets Division, Zurich, 2009

The World Economic Forum (WEF)

Volunteer, Operations team at the Annual Meeting in Davos, 2009

PriceWaterhouseCoopers

Part-time Assistant during college, Auditing, Zurich, 2007-2009