

# Merrick Osborne

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## EMPLOYMENT

**Cornell University School of Industrial and Labor Relations**  
Assistant Professor

July 2025-Present

**University of California Berkeley, Haas School of Business**  
Inaugural Racial Equity Postdoctoral Scholar

January 2023-June 2025

## EDUCATION

**University of Southern California, Marshall School of Business**  
Ph.D., Management and Organization

2018 – December 2022

**University of North Carolina at Chapel Hill**

2016

B.A. in Psychology

Minors in Business Administration and Spanish for the Professions

## PUBLICATIONS

\* Denotes shared first-authorship

**Osborne, M. R.**, Anicich, E. M., Villafuerte, A. Dupree, C. (In press). A (costly) penny for your thoughts? Allies cause harm by seeking marginalized group members' help when confronting prejudice. *Journal of Experimental Social Psychology*. <https://doi.org/10.1016/j.jesp.2025.104865>

- *Best Student Conference Paper Award (DEI Division), AOM, 2023*

**Osborne, M.R.**, Lei, R.F. (In press). Taking an Intersectional Approach to Diversity, Equity, and Inclusion Interventions and Policies. *Policy Insights from the Brain and Behavioral Sciences*. [[Open access](#)]

Hudson, S.T.J., Figueroa, A., **Osborne, M.R.**, Lei, R.F. (In press). Taking an Intersectional Approach to Diversity, Equity, and Inclusion Interventions and Policies. *Policy Insights from the Brain and Behavioral Sciences*. [[Open access](#)]

Figueroa, A., **Osborne, M.**, Hudson, S. T. J. (In press). Buckets under a leaky roof: An integrated framework of obfuscated social hierarchies in organizations and their impact on interpersonal dynamics. *Research in Organizational Behavior*. [[Open access](#)]

**Osborne, M.R.\*** & Bailey, E.R.\* (2025). Me vs. The Machine? Subjective Evaluations of Self- and AI-Generated Advice. *Scientific Reports*. [[Open access](#)]

**Osborne, M.R.**, Omrani, A., & Dehghani, M. (2023). The sins of the parents are to be laid upon the children: biased humans, biased data, biased models. *Perspectives on Psychological Science*, 19(5), 796–807. Pre-print available here: <https://psyarxiv.com/4eqnk/>

Anicich, E. M., Jachimowicz, J.M., **Osborne, M.R.**, & Phillips, L.T. (2021). Structuring local environments to avoid diversity: Anxiety drives Whites' geographical and institutional self-segregation preferences. *Journal of Experimental Social Psychology*, 95, 104-117.

- *Runner-up for the Dorothy Harlow Best Conference Paper Award (GDO Division), AOM, 2020*
- *Best Paper Proceedings Recognition (GDO Division), Academy of Management, 2020*
- *Selected as "Editors' Choice" article in Science (Apr. 30, 2021): Vol. 372, Issue 6541, pp. 477-478.*

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

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#### PAPERS UNDER REVIEW AND IN REVISION

**Osborne, M.R.**, Omrani, A., Abdurahman, S., Trager, J., & Dehghani, M. Two wrongs is what makes it right: When incivility is rewarded. (Revise and Resubmit). *Journal of Experimental Social Psychology*. Preprint available here: <https://osf.io/preprints/psyarxiv/6fd7h>

**Osborne, M.R.**, Atari, M. Moral diversity and cultural looseness. *Social Psychological and Personality Science*. (Revise and Resubmit). Preprint available here: <https://osf.io/preprints/psyarxiv/68zwd>

**Osborne, M.R.**, Choi, A. L., Martinez, S. Motivated by mutability: Status hierarchy mobility promotes organizational voice. (Initial Submission). *Organization Science*. Preprint available here: <https://osf.io/preprints/psyarxiv/53cv8>

Sherrel, J., **Osborne, M.R.**, Moral Perceptions of Online and Offline Identities. (Initial Submission). *Journal of Applied Psychology*.

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#### OTHER PUBLICATIONS

Anicich, E. M., Jachimowicz, J.M., Osborne, M.R., Phillips, L.T. (2021). Design Physical and Digital Spaces to Foster Inclusion. *Harvard Business Review*, August 11.

Anicich, E. M., Foulk T. A., Osborne M.R., Gale J., & Schaerer M. (2020). Restore Your Sense of Control — Despite the Pandemic. *Harvard Business Review*, September 10.

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#### SELECT RESEARCH IN PROGRESS

Anicich, E.M., Lee, A.J., **Osborne, M.R.** (Stage: White paper). Status Mirages: Examining the impact of social status forecasting errors at work. Target: *Journal of Applied Psychology*.

**Osborne, M.R.\***, Roberson, J.\* & Tost, L. (Stage: White paper). Candidate selection in the presence of representation goals. Target: *Organization Science*.

**Osborne, M.R.**, Brown, N. D., & Jacoby-Senhor, D. (Stage: Writing). When it comes to addressing DEI, who do managers solicit voice from? Target: *Journal of Applied Psychology*.

Glaude, A., **Osborne, M.R.**, Brown, N.D., Helgason, B.A., Jacoby-Senhor, D. (Stage: Data collection). Demographic diversity and morality considerations.

Glaude, A., **Osborne, M.R.**, Hudson, S. (Stage: Data collection). Creativity, Innovation, and Intersectionality Considerations

Glaude, A., **Osborne, M.R.**, Hudson, S., Chatman, J. (Stage: Idea generation). Rewarding creativity based on the candidate's identity.

Hudson, S., **Osborne, M.R.**, Seegars, L., Clair, M., Sanji, D. (Stage: Idea generation). Person environment-fit and Social Dominance Orientation.

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#### INVITED TALKS

Georgetown University McDonough School of Business  
Rice University Jones Graduate School of Management

November 2024  
November 2024

Cornell University Industrial and Labor Relations School  
Institute of Personality and Social Research, UC Berkeley  
University of California Berkeley, Haas School of Business  
Columbia University Social and Moral Cognition Lab – PI, Larisa Heiphetz

November 2024  
November 2024  
May 2022  
July 2021

## HONORS AND AWARDS

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- 2024 Bob Levenson Grant (\$2,000)
- 2024 XLab Grant (\$5,000)
- 2023 Center for Responsible Business Grant (\$6,327.51)
- 2023 Center for Equity, Gender, and Leadership Research Award (\$5000)
- 2023 Negotiation and Team Resources Grant recipient (\$10,000)
- 2022 IACM AC4 Fellowship
- 2022 Academy of Management Review Outstanding Bridge Reviewer Award
- 2022 Center for Equity, Gender, and Leadership Research Award (\$5000)
- 2021 SPSP Graduate Travel Award Recipient
- 2021 USC Marshall Business School – James S. Ford Foundation Fellowship (\$5,000)
- 2021 Showcase symposium (Gender and Diversity in Organizations Division), AOM, 2021 (for The Path to Gender Representation: Finding the Way and Avoiding the Pitfalls)
- 2020 AOM Best Paper Proceedings (GDO Division), AOM, 2020 (for Anicich, Jachimowicz, Osborne, & Phillips)
- 2020 Runner-up for the Dorothy Harlow Best Conference Paper Award (GDO Division), AOM, 2020 (for Anicich, Jachimowicz, Osborne, & Phillips)
- 2018-2021 Diversity, Inclusion, and Access Scholarship Recipient (2018-2021)

## CHAired CONFERENCE SYMPOSIA

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**Osborne, M.R.,** Santoro, E. (2024). *Speaking up in, and about, groups*. Academy of Management (AOM) Annual Conference.

**Osborne, M.R.,** Tost, L., Roberson, J. & Gino, F. (2021). *The path to gender representation: finding the way and avoiding the pitfalls*. Academy of Management (AOM) Annual Conference.

- **Selected as a Showcase Symposium**

**Osborne, M.R. & Gino, F.** (2021). *An examination of why diversity initiatives are implemented and how to do so effectively*. Academy of Management (AOM) Annual Conference.

- **Selected as a “Hot Topic” Research Roundtable**

## CONFERENCE PRESENTATIONS

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**Osborne, M.R.,** Cratsley, M. J., Massey, M., & Rice, V. B. (2024). Organizations perpetuate bias in technology. Academy of Management Conference.

**Osborne, M. R.,** Villafuerte, A., Anicich, E. Dupree, C. (2024). A costly penny for your thoughts?: allies cause harm by soliciting disadvantaged group members’ voice when confronting prejudice. Society for Personality and Social Psychology.

**Osborne, M. R.,** Atari, M., & Dehghani, M (2023). Moral convergence in groups. Academy of Management Conference.

**Osborne, M. R.,** Villafuerte, A., Anicich, E. Dupree, C. (2023). A costly penny for your thoughts?: allies cause harm by soliciting disadvantaged group members’ voice when confronting prejudice. Society for the Psychological Study of Social Issues.

- Osborne, M. R.**, Villafuerte, A., Anicich, E. Dupree, C. (2022). A costly penny for your thoughts?: allies cause harm by soliciting disadvantaged group members' voice when confronting prejudice. Rising Scholars Conference. Presented Virtually.
- Osborne, M. R.**, Omrani, A., Abdurahman, S., Trager, J., & Dehghani, M. (2022). Status conferral in online conflict. International Association for Conflict Management. Presented Virtually.
- Osborne, M. R.**, Villafuerte, A., Anicich, E.M. (2022). Status conferral during prejudice confrontations. Workshop paper presented at Boston University Questrom School of Business's Rising Scholars Symposium.
- Osborne, M. R.**, Atari, M. Dehghani, M. (2022). Status ascriptions and hate. Conference talk presented at the East Coast Doctoral Conference (Virtually).
- Osborne, M.R.**, Villafuerte, A., Anicich, E.M. (2022). Status conferral during prejudice confrontations. Workshop paper presented at Purdue University Krannert School of Management Shifting Diversity Equity Inclusion (DEI) Paradigms for Workplaces of the Future: Research to Practice.
- Osborne, M. R.**, Atari, M. Dehghani, M. (2022). Status ascriptions and hate. Conference talk presented at the Extremism Pre-conference at the Society for Personality and Social Psychology Conference (Virtually).
- Anicich, E.M., **Osborne, M. R.**, Villafuerte, A. (2021). I'm kind of (disappointed I did not become) a big deal: status disappointment, future work self salience, and compensatory status signaling. Conference Talk presented at the Society for Personality and Social Psychology Conference (Virtual).
- Osborne, M. R.**, Atari, M. Dehghani, M. (2022). Status ascriptions and hate. Conference talk presented at the Berkeley Culture Conference (Virtually).
- Anicich, E.M., **Osborne, M. R.**, Villafuerte, A. (2021). I'm kind of (disappointed I did not become) a big deal: status disappointment, future work self salience, and compensatory status signaling. Conference Talk presented at the Annual Meeting of the Academy of Management (Virtual).
- Anicich, E.M., **Osborne, M. R.**, Villafuerte, A. (2021). I'm kind of (disappointed I did not become) a big deal: status disappointment, future work self salience, and compensatory status signaling. Poster presented at the Society for Personality and Social Psychology's Annual Convention (Virtual).
- Osborne, M. R.**, Anicich, E.M., Villafuerte, A. (2021). When two wrongs make a right: Punishing a norm violation in kind drives status conferral. Poster presented at the Society for Personality and Social Psychology's Annual Convention (Virtual).
- Anicich, E., Jachimowicz, J., **Osborne, M. R.** & Phillips, T. (2020). Local racial diversity shapes preferences for meta-contact attitudes among whites. Conference Paper presented at the Annual Meeting of the Academy of Management (Virtual).
- Anicich, E., Jachimowicz, J., **Osborne, M.R.** & Phillips, T. (2020). Local racial diversity shapes preferences for meta-contact attitudes among whites. Conference Paper presented at the International Association for Conflict Management (Virtual).

**Osborne, M.R. & Tost, L. (2020).** Standing up for yourself: how to respond to social identity threat in organizations. Poster accepted at the Society for the Psychological Study of Social Issues (Virtual).

Younge, A., Preston, M. C., Maxie, J.S., Beezer, I., Carter, J. T., Crawley, R., Crespo, M., Domingo, M. A., Gutierrez, L. J., Hart, C., Johnson, A., Johnson, S., Massey, M., Norris, K., Okumakpeyi, M., **Osborne, M. R.**, Palmer, C., Torrez, B. (2019). Integrate, initiate, innovate! Bridging the science-practice gap in diversity and inclusion field research. Professional Development Workshop at the Annual Meeting of the Academy of Management, Boston, MA.

**Osborne, M. R. & Wakslak, C. (2019).** Don't you ever change: how followers respond to a leader's shifting preferences. Distances in Organizations Workshop, New York, NY.

**Osborne, M. R. & Greer, L. (2018).** Powerfools: when and why subordinates resist expressions of power in hierarchies. Poster presented at the Association of Psychological Science, San Francisco, CA.

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#### SELECT MEDIA COVERAGE (RESEARCH)

***The Sins of the Parents Are to Be Laid Upon the Children: Biased Humans, Biased Data, Biased Models (Perspectives on Psychological Science, 2021)***

Berkeley Haas Newsroom: [Sins of the machine: Fighting AI bias](#)

Berkeley Haas Newsroom: [New UC Berkeley guide helps business leaders navigate AI ethics amid rapid adoption](#)

***Structuring Local Environments to Avoid Diversity: Anxiety Drives Whites' Geographical and Institutional Self-Segregation Preferences (Journal of Experimental Social Psychology, 2021)***

Science Magazine: [Structural whitening](#)

Harvard Business Working Knowledge: [How Tennis, Golf, and White Anxiety Block Racial Integration](#)

***Getting Back to the New Normal: Autonomy Restoration during a Global Pandemic (Journal of Applied Psychology, 2020)***

The Washington Post: [Homecomings used to feel special. But that was before we spent all our time at home](#)

BBC: [Why 'healthy neurotics' can thrive in stressful times](#)

Curiosity Daily (podcast by Discovery, Inc.): [Normalcy Bounces Back Quickly in Times of Stress and the Female Astronauts of the Mercury 13](#)

The Aspen Institute: [Five Best Ideas of the Day \(September 11, 2020\)](#)

Forbes.com: [On The Brighter Side Of The Pandemic: We Are More Adaptive Than We Think, Study Suggests](#)

Inverse.com: [An Unexpected Trait Can Help Certain People Adjust to Our 'New Normal'](#)

Psychology Today: [How to Set Limits When Someone Demands Too Much of You](#)

***A (costly) penny for your thoughts? Allies cause harm by seeking marginalized group members' help when confronting prejudice. (Journal of Experimental Social Psychology, 2026)***

Cornell Chronicle: [How well-meaning allies increase stress for marginalized people](#)

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#### SELECT MEDIA COVERAGE (ME)

**Berkeley Haas Visiting Students and Postdoctoral Association Spotlight**

[Dr. Merrick Osborne Fights Racial Equity in the Business World](#)

## Haas Newsroom

[Haas Postdoctoral Scholar Merrick Osborne to focus on racial equity in business](#)

## The Daily Californian

[Haas hires scholar Merrick Osborne to study advancement of DEI in business](#)

## Berkeley Haas Equity, Gender and Leadership Researcher Profile:

EGAL Researcher Profile: [Merrick Osborne, Postdoctoral Fellow](#)

## Belonging at Haas (Haas Podcasts)

Apple podcast link [here](#).

Spotify podcast link is [here](#).

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## INSTRUCTOR EXPERIENCE

**Instructor**, USC Marshall School of Business (Summer 2021).

*Course Title*: BUAD 304: Organizational Behavior and Leadership (Undergraduate Core Course)  
(Median Instructor rating: 5/5)

**Guest Lecturer**, USC Dornsife School of Arts and Sciences (March 2022).

*Instructor*: Pragya Arya, Department of Psychology

*Course Title*: PSYC 453: Intergroup Relations (Elective Undergraduate Course).

**Guest Lecturer**, University of California Berkeley, Haas School of Business (February 2023).

*Instructors*: Sa-Kiera Hudson and Drew Jacoby-Senghor, Management and Organization

*Course Title*: Leading Diverse Teams (Required MBA Course).

**Guest Lecturer**, University of California Berkeley, Haas School of Business (February 2024).

*Instructors*: Sa-Kiera Hudson and Drew Jacoby-Senghor, Management and Organization

*Course Title*: Leading Diverse Teams (Required MBA Course).

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## ACADEMIC SERVICE

**Early Career Reviewer Board**: *Equality, Diversity, and Inclusion: An International Journal*

**Ad hoc peer reviewing**: *Academy of Management Review*, *PNAS Nexus*

**Member**: *Colloquium Committee, Institute of Personality and Social Research; University of California Berkeley*, 2024

**Co-Organizer**: *Marshall Multi-Source Field Data Collection*, 2020-2023.

*Researchers in the Management and Organization Department ask for students in introductory Organizational Behavior courses to provide the emails of three people in the workforce (who are over the age of 18): a focal employee, the focal employee's coworker, and the focal employee's supervisor. The researchers then send one survey to each member of the triad. The organizers coordinate collecting and cleaning the emails, organizing the researcher's surveys, and distributing the surveys to the employees.*

**President**: USC Marshall PhD Student Organization, 2020-2023.

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## PROFESSIONAL AFFILIATIONS

- Society for Personality and Social Psychology
- International Association of Conflict Management
- Society for the Psychological Study of Social Issues
- Academy of Management

