

# Lisa Dianne Ordóñez

## Curriculum Vitae

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### Contact Information

Address: Rady School of Management, UC San Diego, 9500 Gilman Dr, La Jolla, CA 92093

Email: [radydean@ucsd.edu](mailto:radydean@ucsd.edu)

Phone: (858) 534-0939

School webpage: [www.rady.ucsd.edu](http://www.rady.ucsd.edu)

### Education

1994 Ph.D. Quantitative Psychology, University of California at Berkeley

1992 M.S. Marketing, University of California at Berkeley, Haas School of Business Administration

1989 B.A. Psychology, University of California at Berkeley, Highest Honors in General Scholarship

### Professional Experience

2019- Present Dean, Rady School of Management

Stanley and Pauline Foster Chair of Management

University of California San Diego

2018-2019 Vice Dean of Academic Programs

Eller College of Management, University of Arizona

Co-chair, 2019 Strategic Plan, University of Arizona, appointed by UA President Robbins

2015-2019 Vice Dean

Eller College of Management, University of Arizona

2007-2019 Full Professor

McClelland Professor in Management and Organizations, Eller College of Management, University of Arizona, with joint appointments in Marketing and Psychology

2000-2007 Associate Professor with Tenure

Management and Organizations, Eller College of Management, University of Arizona

1994-2000 Assistant Professor

Management and Organizations, Eller College of Management, University of Arizona

1989-1994 Research and Teaching Assistant

Department of Psychology, University of California at Berkeley

## Grants

- National Science Foundation, Decision Risk and Management Science, L. Ordóñez (PI), & S. Gilliland (Co- PI), “Ethics Hotlines: Investigating Decisions to Report Ethical Violations,” 2012-13. (\$120,000).
- National Science Foundation, Decision Risk and Management Science, T. Kugler (PI), L. Ordóñez (Co-PI), & T. Connolly (Co-PI), “Emotions and Decision Making,” 2008-10. (\$322,000).
- University of Arizona, S. Thatcher, L. Zhao, & L. Ordóñez, E-Commerce Grant, 2002-2003 (\$15,000).
- National Science Foundation, L. Ordóñez, Principal Investigator, 1999-2000 (\$69,636).
- University of Arizona, L. Ordóñez, A. Rapoport, & L. Benson, Co-principal Investigators, New Learning Environments & Instructional Technology Grants Program, 1997 (\$22,000).
- University of Arizona, L. Ordóñez, Principal Investigator, Small Grants Program, 1996. (\$3,500)
- National Science Foundation, Human Cognition and Perception (Predoctoral Research Grant), 1990-1992.

## Honors and Awards (since 2008)

- San Diego Business Journal, San Diego 500 Most Influential Business Leaders, 2019, 2020, 2021.
- Az Business Magazine’s Most Influential Women in Arizona, 2018.
- Service Award, Eller African-American Honorary, 2018.
- Community Member of the Year, Eller Hispanic Honorary, 2017.
- Committee on the Status of Women, Emergent Visionary Award, 2016.
- McClelland Professorship, 2015-present.
- Kalt Prize for the Best PhD Placement in the Eller College, 2014.
- Eller MBA Outstanding Teaching Award, 2014.
- Outstanding Undergraduate Teaching Award, Department of Management and Organizations, 2014.
- UA Center for Leadership, Ethics Faculty Research Award, 2012 and 2013.
- Eller MBA Outstanding Teaching Award, 2012.
- UA Black Alumni Association, Phenomenal Woman Faculty Award, 2012 (first recipient of this award).
- Arizona Leadership Institute, member of the inaugural class, 2011.
- Eller College Women, Leadership Networking Event, Faculty award, May 2011.
- Executive MBA Teaching Award for Business Statistics Module, Nov. 2010.

## Professional Membership

- Academy of Management
- Phi Beta Kappa
- Management Faculty of Color
- Society for the Advancement of Chicanos and Native Americans in Science
- Society for Judgment and Decision Making
- Lifetime Cal Alumni

## Publications

1. To, C, Kilduff, G., Ordóñez, L. D. and Schweitzer, M. (2018). Rivalry, competition, and risk taking in the NFL, *The Academy of Management Journal*, 61 (4), 1281-1306.
2. Motro, D., Ordóñez, L.D., Pittarello, A, & Welsh, D., (2018) Investigating the Effects of Anger and Guilt on Unethical Behavior. *Journal of Business Ethics*, 133–148 (152).
3. Ordóñez, L. D., Benson, L., & Pittarello, A. (2016). Time Pressure Perception and Decision Making. In G. Keren and G. Wu (Eds): *The Wiley-Blackwell Handbook of Judgment and Decision Making*.

4. Ordóñez, L.D, & Welsh, D.T. (2015). Immoral Goals: How Goal Setting May Lead to Unethical Behavior. *Current Opinion in Psychology*. (Special issue on behavioral ethics), 6, 93-96.
5. Welsh, D.T., Ordóñez, L.D., Snyder, D.G., & Christian, M.S. (2015). The slippery slope: A self-regulatory examination of the cumulative effect of minor ethical transgressions. *Journal of Applied Psychology*, 100, 114-127.
6. Welsh, D., & Ordóñez, L. D. (2014). The dark side of consecutive highperformance goals: Linking goal setting, depletion, and unethical behavior. *Organizational Behavior and Human Decision Process, Special Issue on Behavioral Ethics*, 123, 79-89.
7. Welsh, D., & Ordóñez, L. D. (2014). Conscience without cognition: The effects of subconscious priming on automatic ethical behavior. *The Academy of Management Journal*, 57, 723-742.
8. Ordóñez, L. D., & Wu, G. (2013). Goals and decision making. In S. Highhouse, E. Salas and R. S. Dalal (Eds): Judgment and Decision Making, *SIOP Organizational Frontiers Series*, pp. 123-139.
9. Connolly, T., Ordóñez, L. D., & Barker, S. (2013). Judgment and decision making. In N. Schmitt & S. Highhouse (Eds): *Comprehensive Handbook of Psychology, Volume 12: Industrial and Organizational Psychology*. New York: John Wiley.
10. Janakiraman, N., & Ordóñez, L. D. (2012). Effect of effort and deadlines on consumer product returns. *Journal of Consumer Psychology*, 22, 260–271.
11. Kugler, T., Connolly, T. and Ordóñez, L. D. (2012). Emotion, decision and risk: betting on gambles vs. betting on people, *Journal of Behavioral Decision Making*, 25, 123-134.
12. Ordóñez, L. D., Schweitzer, M. E., Galinsky, A. D., & Bazerman, M. H. (2009). On Good Scholarship, Goal Setting, and Scholars Gone Wild, *Academy of Management Perspectives*, 23(1), 6-16.
13. Ordóñez, L. D., Schweitzer, M. E., Galinsky, A. D., & Bazerman, M. H. (2009). Goals Gone Wild: The Systematic Side Effects of Overprescribing Goal Setting, *Academy of Management Perspectives*, 23(3), 82-87.
14. Schweitzer, M., Ordóñez, L. D., & Douma, B. (2004). The Dark Side of Goal Setting: The Role of Goals in Motivating Unethical Behavior. *The Academy of Management Journal*, 47, 422-432.
15. Cherry, B., Ordóñez, L. D., & Gilliland, S. (2003). Grade Expectations: The effects of expectations on fairness and satisfaction perceptions of grades. *Journal of Behavioral Decision Making*, 16, 375-395.
16. Connolly, T., & Ordóñez, L. D. (2003). Judgment and decision making. In W.C Borman., D. R. Ilgen, & R. J. Klimoski (Eds): *Comprehensive Handbook of Psychology, Volume 12: Industrial and Organizational Psychology*. New York: John Wiley.
17. Rapoport, A., Seale, D. A., & Ordóñez, L. D. (2002). Tacit coordination in choice between certain outcomes and endogenously determined lotteries. *Journal of Risk and Uncertainty*. 25, 21-45.
18. Schweitzer, M., Ordóñez, L. D., & Douma, B (2002). The Dark Side of Goal Setting: The Role of Goals in Motivating Unethical Behavior, The Best Paper Proceedings of the Academy of Management Conference, Denver, Co.
19. Ordóñez, L. D., Connolly, T., & Coughlan, R. (2000). Multiple reference points in pay satisfaction assessment. *Journal of Behavioral Decision Making*, 13, 329-344.
20. Ordóñez, L. D., & Connolly, T. (2000). Regret and responsibility: A reply to Zeelenberg et al. *Organizational Behavior and Human Decision Processes*, 81, 132-142.
21. Ordóñez, L. D., Benson, L., & Beach, L. R. (1999). Testing the compatibility test: How instructions, accountability, and anticipated regret affect prechoice screening of options, *Organizational Behavior and Human Decision Processes*, 78, 63-80.
22. Ordóñez, L. D. (1998). The effect of correlation between price and quality on consumer choice. *Organizational Behavior and Human Decision Processes*, 75, 258-273.
23. Ordóñez, L. D. & Benson III, L. (1997). Decisions under time pressure: How time constraints affect risky decision making strategies. *Organizational Behavior and Human Decision Processes*, 71, 121-

140.

24. Connolly, T., Ordóñez, L., & Coughlan, R. D. (1997). Regret and Responsibility in the Evaluation of Decision Outcomes. *Organizational Behavior and Human Decision Processes*, 70, 73-85.
25. Ordóñez, L. D., Mellers, B. A., Chang, S., & Roberts, J. (1995). Are preference reversals reduced when made explicit? *Journal of Behavioral Decision Making*, 8, 265-278.
26. Mellers, B. A., Weber, E. U., Ordóñez, L. D., & Cooke, A. D. J. (1995). Utility invariance despite labile preferences. In J. R. Busemeyer, R. Hastie, & D. L. Medin (Eds.), *Psychology of Learning and Motivation: Vol. 32. Decision Making from the Perspective of Cognitive Psychology*.
27. Mitchell, G., Tetlock, P., Mellers, B. A., & Ordóñez, L. D. (1993). Judgments of social justice: Compromise between equality and efficiency. *Journal of Personality and Social Psychology*, 65, 629-639.
28. Ordóñez, L. D., & Mellers, B. A. (1993). Tradeoffs in fairness and preference judgments. In B. A. Mellers and J. Baron (Eds.), *Psychological Perspectives on Justice: Theory and Applications*. New York: Cambridge University Press.
29. Mellers, B. A., Ordóñez, L. D., & Birnbaum, M. H. (1992). A change-of-process theory for contextual effects and preference reversals in risky decision making. *Organizational Behavior and Human Decision Processes*, 52, 319-330.
30. Mellers, B. A., Chang, S., Birnbaum, M. H., & Ordóñez, L. D. (1992). Preferences, prices, and ratings in risky decision making. *Journal of Experimental Psychology: Human Processes and Performance*, 18, 347-361.

### **Invited Addresses (Since 2008)**

- Ordóñez, L. D. (2018). Goals Gone Wild: The Unintended Effects of Goal Setting on Employee Performance. Webinar to Pacific, Gas & Electric managers.
- Ordóñez, L. D. (2017). Goals Gone Wild: The Unintended Effects of Goal Setting on Employee Performance. Ethics & Compliance Initiative (ECI) Fellows Meeting: Incentivizing Ethical Conduct. Washington, D.C.
- Ordóñez, L. D., & Hodak, M. (2016). Walking the Tightrope: Balancing incentives to perform vs. incentives to cheat. *Ethics by Design: How to Use Nudges, Norms, and Laws to Improve Business Ethics*. Ethical Systems, NYC.
- Ordóñez, L. D. (2016). Goals: The good, the bad, and the ugly. The University of Amsterdam and The University of Gronigen, The Netherlands.
- Ordóñez, L. D., & Welsh, D. (2011). Productivity vs. Ethics: Winning at Both. EthicsPoint (Webinar).
- Ordóñez, L. D. (2009). The Dark Side of Aggressive Goal Setting in the Workplace: A Shortcut to Unethical Behavior. EthicsPoint (Webinar).
- Ordóñez, L. D. (2009). Goals Gone Wild: Managing Inherent Risks in Goal Setting. Hewlett Packard Project Management Roundtable (Webinar).
- Ordóñez, L. D. (2009). Incidental Emotions and Decision Making. University of British Columbia.
- Ordóñez, L. D. (2008). Incidental Emotions and Risk: Somewhere in between fear and anger, there is happiness! UCLA Anderson School of Business.

### **Professional Presentations (Since 2008)**

- Rees, R., Block, E.S., Gilliland, S., Broschak, J. P., & Ordóñez, L. D. (2017). Predicting the Symbolic Use of Ethical Violation Reporting Systems. Academy of Management Conference, Atlanta, GA.
- Kilduff, G., To, C., Ordóñez, L.D., Schweitzer, M. (2016). Going for It on Fourth Down: Rivalry Increases Risk-Taking, Physiological Arousal, and Promotion Focus. International Association for Conflict Management Conference, NYC, NY.

- Kilduff, G., To, C., and Ordóñez, L.D. (2015). Going for it on fourth down: The consequences of rivalry for risk taking. Academy of Management Conference, Vancouver, Canada.
- Ordóñez, L.D., Motro, D., Podsakoff, N., and Yoon, M.J. (2015). The dark side of motivation: The negative effects of pursuing desired ends. Academy of Management Conference, Vancouver.
- Motro, D., Ordóñez, L.D., Pittarello, A. & Welsh, D. (2014). Emotions and Ethics: Understanding the role of self-regulation in examining the effects of anger and guilt on unethical behavior. Academy of Management Conference, Philadelphia, PA and honored in the Best Paper Proceedings (2104).
- Welsh, D.T., Ordóñez, L.D., Snyder, D.G., & Christian, M.S. (2013) The slippery slope: A self-regulatory examination of the cumulative effect of minor ethical transgressions. 73<sup>rd</sup> annual meeting of the Academy of Management, Orlando, FL.
- Welsh, D., & Ordóñez, L. (2013). The Dark Side of Overprescribed Goals: Linking Consecutive Performance Goals, Depletion, and Unethical Behavior. 73<sup>rd</sup> annual meeting of the Academy of Management, Orlando, FL.
- Welsh, D., & Ordóñez, L. (2012). Without Cognition: The Effects of Subconscious Priming on Automatic Ethical Behavior. Behavioral Decision Research in Management. Boulder, Co.
- Ordóñez, L. (2012). Goals and Decision Making. Society for Industrial/Organizational Psychology. San Diego.
- Ordóñez, L. (2012). The Impact of Goals on Ethical Behavior. Rady Conference on Deception. UC San Diego.
- Welsh, D., & Ordóñez, L. (2011). Without Cognition: The Effects of Subconscious Priming on Automatic Ethical Behavior. Society for Judgment and Decision Making. Seattle, WA.
- Welsh, D., & Ordóñez, L. (2011). The moderating effect of subconscious priming on goal setting and unethical behavior. Academy of Management Conference, San Antonio, Tx.
- Kugler, T., Connolly, T., & Ordóñez, L. (2010). The Role of Incidental Emotions in Decision Making Under Risk. Society of Experimental Social Psychology. Minneapolis, MN.
- Kugler, T., Ordóñez, L., & Connolly (2008). The Role of Incidental Emotions in Decision Making Under Risk. Society of Judgment and Decision Making conference. Chicago, IL.

## **Professional Service**

### Journal Editorial Board Member:

- *Organizational Behavior and Human Decision Processes (Current)*

### Ad Hoc Reviewer:

- Over 30 leading journals in the field of management and decision making.

### Committees and Panels:

- Steering Committee member, Fostering Future Female Deans' Summit, 2018, Northwestern University, Evanston, IL.
- Executive Committee member, Society of Judgment and Decision Making, 2003-2005.
- Organizing Committee member, Subjective Probability and Utility in Decision Making (SPUDM) 2005, Sweden.
- National Institutes of Health (NIH) Panelist, Cognition and Perception Study Group, 2004, Washington, DC.
- National Science Foundation (NSF) Panelist, Integrative Graduate Education and Research Traineeship (IGERT), 2000, Washington, DC.
- Co-organizer for Behavioral Decision Research in Management (BDRM) Conference, 2000, Tucson, AZ.

## Boards and External Service

- Corporate Directors Forum Board of Directors – Director (2020-Present)
- California Western School of Law Board of Directors – Director (2022-Present)
  - CWSL BOD Academic Affairs Committee
- Association to Advance Collegiate Schools of Business (AACSB) International Board of Directors – Director (2023-Present)
- Aspiring Leaders Seminar organizing committee (2019-2024)

## Selected Media Citations/Interviews

1. “When your colleagues are also your rivals” The Economist, January 11, 2024.  
<https://www.economist.com/business/2024/01/11/when-your-colleagues-are-also-your-rivals>
2. “Why we should all give up on goals already”, Amanda Ruggeri, November 20, 2017, BBC,  
<http://www.bbc.com/capital/story/20171117-why-we-should-all-give-up-on-goals-already>
3. “Sales targets at Canadian banks should be scrapped, says former U.K. bank CEO”, Erica Johnson, April 6, 2017, <http://www.cbc.ca/news/business/sales-targets-at-canadian-banks-often-inappropriate-1.4057581>
4. “Wells Fargo’s terrible, horrible, no-good, very bad week”, Jena McGregor, The Washington Post, September 16, 2016. <https://www.washingtonpost.com/news/on-leadership/wp/2016/09/16/wells-fargos-terrible-horrible-no-good-very-bad-week/>
5. “Next Time Your Boss Sets a Crazy Sales Goal, Show Him This”, Suzanne Woolley, Bloomberg, September 14, 2016. <http://www.bloomberg.com/news/articles/2016-09-14/how-sales-targets-encourage-wrongdoing-inside-america-s-companies>
6. “101 Ways to Build Wealth.” *Money Magazine*, pp. 48. May 2015.  
<http://time.com/money/3815579/trick-yourself-into-getting-rich/?iid=sr-link1>
7. “A series of unconscionable events: Why do injustices snowball? Research explains.” *Psychology Today*, pp. 18-19, October 2014. <https://www.psychologytoday.com/articles/201409/series-unconscionable-events>
8. “Performance Mismanagement: To get results, stop measuring people by them”. *The Conference Board Review*. <http://tcbrreview.com/tcbr-human-capital/performance-mismanagement.html>
9. “When Tiny Fibs Create Big Risks For Businesses.” *Bloomberg Business Week*, June 26, 2014.  
<http://www.businessweek.com/articles/2014-06-26/how-telling-little-lies-eventually-leads-to-major-ethical-breaches>.
10. “Stealing a pen at work could turn you on to much bigger crimes.” *Huffington Post*, June 26, 2014. [http://www.huffingtonpost.com/2014/06/25/stealing-from-work-corporate-fraud\\_n\\_5530999.html](http://www.huffingtonpost.com/2014/06/25/stealing-from-work-corporate-fraud_n_5530999.html)
11. “Performance Mismanagement: How an Unrealistic Goal Fueled VA Scandal.” *NBC News*, June 25, 2014. <http://www.nbcnews.com/storyline/va-hospital-scandal/performance-mismanagement-how-unrealistic-goal-fueled-va-scandal-n139906>.
12. “Secrets of Motivated People.” *Fox News*, February 1, 2014.  
<http://www.foxnews.com/health/2013/01/31/secrets-motivatedpeople/>
13. “Goal Rush: Why goal-setting isn’t always a good thing.” *CNN*, February 8, 2013.  
<http://edition.cnn.com/2013/02/07/business/goals-business-management-route-to-the-top/>.
14. “Why setting goals can do more harm than good.” *Forbes*, January 2, 2013.  
<http://www.forbes.com/sites/hbsworkingknowledge/2013/01/02/why-setting-goals-can-do-more-harm-than-good/>.

15. "The Power of Negative Thinking." *The Wall Street Journal*, December 7, 2012. <http://online.wsj.com/news/articles/SB10001424127887324705104578147333270637790>.
16. "Experts' Advice to the Goal-Oriented: Don't Overdo It." *The New York Times*, October 5, 2012. <http://www.nytimes.com/2012/10/06/your-money/the-perils-of-setting-goals.html?pagewanted=all>
17. "It's not always good to create goals." NPR/Marketplace. American Public Media, January 14, 2010. <http://www.marketplace.org/topics/life/its-not-always-good-create-goals>.
18. "Shooting at goals: Why setting performance targets can backfire." *The Economist*, March 10, 2009. <http://www.economist.com/node/13256293>.