

NAOMI M. FA-KAJI

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ACADEMIC POSITIONS

Postdoctoral Research Fellow , University of Virginia Darden School of Business	2022 - present
Lecturer in Management , Rice University Jones Graduate School of Business	2022 - 2023
Postdoctoral Research Fellow , Rice University Rice University Academy of Fellows Junior Fellow Department of Psychological Sciences	2020 - 2022

EDUCATION

PhD, Stanford University <i>Organizational Behavior</i> , Graduate School of Business Dissertation: <i>Seeing Harm, Thinking, "Humans": Perceptions of Harm Prompt Human-Driven Explanations</i>	2020
BA, Rice University <i>Summa Cum Laude; Phi Beta Kappa</i> Majors: Psychology (with Honors); Sociology Minor: Poverty, Justice, and Human Capabilities	2014

RESEARCH INTERESTS

Social Inequality Motivated Reasoning	Inter- & Intragroup Processes Race, Gender, & Diversity	Hierarchy & Status Meaning Making
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PUBLICATIONS

*equal contribution, order determined alphabetically; †student co-author

Journal Articles

- Fa-Kaji, N.M.** & Monin, B.M. (2022). The confronter's quandary: Mapping out strategies for managers to address offensive remarks at work. *Research in Organizational Behavior*, 42, 100166. <https://doi.org/10.1016/j.riob.2022.100166>
- Corrington, A.*, **Fa-Kaji, N.M.***, Hebl, M.R.*, Salgado, A.*†, Brown, N.D.†, & Ng, L.C. (2023). The Influence of Social Norms on the Expression of Anti-Black Bias. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-022-09822-2>
- Fa-Kaji, N.M.***, Silver, E.R.*†, Hebl, M.R.**, King, D.D.**, King, E.B.**, Corrington, A., & Bilotta, I.† (2023). Worrying About Finances During COVID-19: Resiliency Enhances the Effect of Worrying on Both Proactive Behavior and Stress. *Occupational Health Science*, 7(1), 111-142. <https://doi.org/10.1007/s41542-022-00130-y>

Corrington, A.* , **Fa-Kaji, N.M.***, Hebl, M.R., King, E.B., Stewart, D.†, & Alao, T.B.† (2022). The Impact of Organizational Statements of Support for the Black Community in the Wake of a Racial Mega-Threat on Organizational Attraction and Revenue. *Human Resource Management*. <http://doi.org/10.1002/hrm.22119>

Fa-Kaji, N.M., Cheng, S.† & Hebl, M.R. (2019). The Impact of Suspect Descriptions in University Crime Reports on Racial Bias. *Personnel Assessment and Decisions*, 5(2), 100-108. <https://doi.org/10.25035/pad.2019.02.012>

Young, C., **Fa-Kaji, N.M.**, Cheng, S.†, Hebl, M.R., & Beier, M.E. (2019). Answering Prospective Student Emails: The Effect of Student Gender, Individuation, and Goals. *Archives of Scientific Psychology*, 7(1), 12-21. <http://dx.doi.org/10.1037/arc0000058>

Fa-Kaji, N., Nguyen, L., Hebl, M.R., & Skorinko, J. (2016). Is “Bow” for an Arrow or for Hair? A Classroom Demonstration on Gender Differences in Interpreting Ambiguous Information. *Teaching of Psychology*, 43(4), 314-317. <https://doi.org/10.1177/0098628316662762>

Ruggs, E.N., Hebl, M.R., Singletary Walker, S., & **Fa-Kaji, N.** (2014). When Age Meets Gender: Impact for Job Applicants. *Journal of Managerial Psychology*, 29(8), 1028-1043. <https://doi.org/10.1108/jmp-07-2012-0204>

Book Chapters

Fa-Kaji, N.M.* & Yan, A.L.*† (2022). *What We (Don't) Talk about When We Talk about Diversity: Interrogating the Subtext of Diversity, Equity, and Inclusion Initiatives*. In King, E.B., Roberson, Q.M., & Hebl, M.R. (Eds.), *Research on Social Issues in Management (Vol. 3, The Future of Diversity & Inclusion)*. Charlotte, NC: Information Age Publishing.

Fa-Kaji, N.M. (2022). Confronting Prejudice. In Gurung, R.A.R. (Ed.), *Routledge Encyclopedia of Psychology in the Real World*. Cambridge, UK: Routledge. <https://doi.org/10.4324/9780367198459-REPRW206-1>

Silver, E.R.†, Phetmisy, C.N.†, **Fa-Kaji, N.M.**, Corrington, A., Ng, L.C.†, & Hebl, M.R. (2022). *Calling for More Organizational Research on Socioeconomic Status*. In Stone, D., Dulebohn, J., & Lukaszewski, K. (Eds.), *Research in Human Resource Management*.

MANUSCRIPTS UNDER REVIEW

Nittrouer, C. L., Hebl, M.R., **Fa-Kaji, N.M.**, Janakiraman, R.†, & Rutigliano, P. Reducing Discrimination against Individuals with Mental Impairments Influence of Section 503 on Social Norm Perceptions. *Under review at the Journal of Business and Psychology*.

WORKING PAPERS/MANUSCRIPTS IN PREPARATION

*equal contribution, order determined alphabetically; †student co-author

Fa-Kaji, N.M. & Chu, C.M. Imposed Diversity: Prevailing Organizational Diversity Approaches Elicit Categorization Threat in Weakly Identified Racial Minorities. *Working paper*.

Brown, N.D.* , **Fa-Kaji, N.M.***, Mittal, A.*†, Belmi, P.R., & Schroeder, J. The Inequity Exaggeration Effect:

Evidence for Exaggerated Misperceptions of Minority and Majority Group Members' Reactions to Societal Inequity. *Preparing for submission.*

Fa-Kaji, N.M. & Lowery, B.S. Think Harm, Think Humans: Harmful Natural Disasters and the Belief in Human-Made Climate Change. *Working paper.*

Fa-Kaji, N.M. & Lowery, B.S. Seeing Harm, Thinking "Humans": Perceptions of Harm Prompt Human-Driven Explanations. *Working paper.*

Krings, F., **Fa-Kaji, N.M.**, Hebl, M.R., & Binggeli, S. Subtle Barriers to Employment: Intragroup Bias among Immigrants in Hiring. *Working paper.*

SELECTED WORK IN PROGRESS

**equal contribution; **authorship order tbd, names listed alphabetically*

****Fa-Kaji, N.M.** & Thomas-Hunt, M.C. Social Connection and Bias Reduction on Online Platforms.

****Adams, G.S., Belmi, P.R., Fa-Kaji, N.M., & Jun, S.** Victims of the Equal Opportunity Jerk.

Younge, A., **Fa-Kaji, N.M.**, Sezer, O., & Steinmetz, J. Recommendation Letter Mismatch: Do Recommenders and Evaluators Emphasize Different Information?

Fa-Kaji, N.M., Yan, A.L., Hebl, M.R., & King, E.B. What We (Don't) Talk about When We Talk about Diversity: The Subtext and Consequences of Diversity, Equity, and Inclusion Initiatives.

RESEARCH GRANTS

Society for Industrial and Organizational Psychology Anti-Racism Grant, \$14,372 2021 - 2022
Co-Principal Investigator with Drs. Mikki Hebl and Eden King
What We (Don't) Talk about When We Talk about Diversity: The Subtext and Consequences of Diversity, Equity, and Inclusion Initiatives

Conflict and Polarization Initiative Graduate Research Grant, \$5,225 2019 - 2020
Seeing Harm, Thinking 'Humans': Perceptions of Harm Prompt Human-Driven Explanations

SELECTED PRESENTATIONS

Fa-Kaji, N.M. & Chu, C.M. The Constraint of Diversity: Diversity Discourse Invokes Categorization Threat. *International Association for Conflict Management, Thessaloniki, Greece, 2023.*

Fa-Kaji, N.M. What We (Don't) Talk about When We Talk about Diversity: The Subtext and Consequences of Diversity, Equity, and Inclusion Initiatives.
Invited Talk, Rice University Industrial-Organizational Psychology seminar, 2021

Fa-Kaji, N.M.*, Helgason, B.A.* , Kteily, N., Bauman, C., Hennessey, E., & Waldfogel, H.B. (2020, August). Believing is Seeing: Motivated Reasoning, Moral Judgements, and Divergent Perceptions of Social Issues. *Academy of Management Proceedings, 2020(1).*
<https://doi-org.stanford.idm.oclc.org/10.5465/AMBPP.2020.15036symposium>
(*Symposium Co-Chairs)
Academy of Management, Virtual, 2020

Fa-Kaji, N.M. & Lowery, B.S. It's Me Against the World: Perceiving Opposition to Maintain a Belief in Social Problems.

International Association for Conflict Management, Virtual, 2020

Fa-Kaji, N.M. & Lowery, B.S. Seeing Harm, Thinking "Humans": Perceptions of Harm Prompt Human-Driven Explanations.

Society for Personality and Social Psychology (new data presented), New Orleans, LA, 2020

International Association for Conflict Management, Dublin, Ireland, 2019

Society for Personality and Social Psychology, Portland, OR, 2019

Fa-Kaji, N.M. & Halevy, N. Negotiating with the Enemy: Team Negotiation, Mixed Trust, and Finding a Way Forward.

International Association for Conflict Management, Dublin, Ireland, 2019

Fa-Kaji, N.M. & Monin, B.M. Pushing Back against Bigotry: Exploring Rhetorical Strategies for Confronting Prejudiced Comments.

Academy of Management, Chicago, Illinois, 2018

Interdisciplinary Network for Group Research (INGroup), Bethesda, MD, 2018

Fa-Kaji, N.M. & Monin, B.M. Allies against Prejudice: Exploring Strategies for Confronting Biased Remarks.

International Association for Conflict Management, Philadelphia, PA, 2018

Fa-Kaji, N.M. & Lowery, B.S. The Impact of Beliefs about Inequality on Perceptions of Ingroup Members' Motives.

Society for Personality and Social Psychology, Atlanta, GA, 2018

Fa-Kaji, N.M. & Lowery, B.S. "You're such a woman!": Challenges to Beliefs about Inequality Can Prompt the Attribution of System-Supporting Traits.

Society of Personality and Social Psychology, San Antonio, TX, 2017

Fa-Kaji, N.M. & Hebl, M.R. Crime Reports' Impact on Racial Bias in Interpersonal Interactions.

Society for Industrial and Organizational Psychology, Anaheim, CA, 2016

Fa-Kaji, N.M. & Krings, F. Warmth Perceptions Drive Intragroup Bias among Immigrants in the Workplace.

Society for Industrial and Organizational Psychology, Anaheim, CA, 2016

Fa-Kaji, N. The Inclusion of Race in Crime Reports Increases Negative Racial Bias.

Association for Psychological Science, San Francisco, CA, 2014

** APS Student Caucus RISE Research Award, 2014*

TEACHING & MENTORING

MANAGEMENT COURSES

Optimizing the Workforce of the Future: Diversity, Equity, & Inclusion in Business,
Rice University Jones School of Business

2022, 2023

Instructor

Course Lead: Professor Mikki Hebl

Course level: MBA – 5 sections of 15-20 students

Likelihood of Recommending the course (weighted across all 5 sections): 9.23/10

Select comments from student evaluations:

- *“I really appreciated Professor Fa-Kaji's approach to the live sessions - lively discussions that often led to engaging dialogue between students and the professor.”*
- *“Professor Fa-Kaji was great! She helped facilitate a very open and constructive learning environment. I truly enjoyed the course.”*
- *“Excellent instruction and class engagement through difficult topics.”*
- *“Liked Most: The live session instructor's environment she made for us in class to discuss the most sensitive things in a safe space.”*

Managing Groups and Teams, Stanford GSB 2017 - 2019

Head Teaching Assistant (2019; led team of 9 TAs); Teaching Assistant (2017-2019)

Instructors: Professors Brian Lowery (2017, 2018) & Ashley Martin (2018, 2019)

Course level: MBA – 6 sections of 70 students

Negotiations, Stanford GSB 2018, 2019

Teaching Assistant

Instructor: Professor Nir Halevy

Course level: MBA; Master's of Science in Management (MSx) – 3 sections of 40-50 students

Acting with Power, Stanford GSB 2017, 2018

Head Teaching Assistant (2018; led team of 5 TAs); Teaching Assistant (2017, 2018)

Instructors: Professors Deborah Gruenfeld (2017) & Benoît Monin (2018)

Course level: MBA – 2 sections of 35 to 40 students

OTHER COURSES

Time and Space, *Co-instructor*, Stanford Prison Education Project 2019 - 2020

Interdisciplinary course at San Francisco County Jail #5 – 23 students

Myths and Misconceptions, *Co-instructor*, Stanford Prison Education Project 2019

Interdisciplinary course at San Francisco County Jail #5 – 22 students

Great Innovations, *Co-instructor*, Stanford Prison Education Project 2018

Interdisciplinary course at San Francisco County Jail #5 – 22 students

Leading a Good Life, *Co-instructor*, Stanford Prison Education Project 2018

Interdisciplinary course at San Francisco County Jail #5 – 40 students

Star Power: Navigating Intergroup Hierarchies, Stanford Education Studies Program 2018

Weekend course for high school students – 40 students

MENTORING

Graduate Student Mentor, Rice University Department of Psychological Sciences 2020 - 2022

- Founded a bi-weekly lab for graduate students to receive feedback on study designs, theory development, manuscripts, fellowship applications

Research Team Leader & Mentor, Hebl/King Research Lab, Rice University 2020 - 2022

- Trained and managed **54 research assistants (~15-20/semester)**
- Provided advice on graduate school and pursuing a career in academic research
- Provided professional development (e.g., personal statement workshops)

Undergraduate Thesis Mentor , Rice University Department of Psychological Sciences	2020 - 2022
<ul style="list-style-type: none"> • Assisted Dr. Mikki Hebl in advising 7 honors thesis students • Provided guidance on study design, analyses, and theory development 	
Peer Mentor , Stanford GSB PhD Program	2016 - 2020
<ul style="list-style-type: none"> • Mentored junior students in the PhD program – 9 mentees • Provided advice, support with program milestones, and feedback on research 	
Graduate School & NSF Fellowship Application Mentor	2014 - 2020
<ul style="list-style-type: none"> • <i>NSF Graduate Research Fellowship</i>: provided feedback/editing to 8 applicants • <i>PhD program applications</i>: provided feedback/editing to 4 applicants 	
Research Team Leader/Mentor , Hebl Lab, Rice University Department of Psychology	2013 - 2015
<ul style="list-style-type: none"> • Trained and managed 14 research assistants running a lab study • Trained and managed an additional 21 research assistants coding qualitative data 	

SERVICE

Hebl/King Research Lab , Rice University Department of Psychological Sciences <i>Lab Coordinator</i>	2021
<ul style="list-style-type: none"> • Managed 40 research assistants • Developed curriculum, led lab meetings, coordinated six research teams 	
Academy of Management <i>Reviewer for Annual Conference Submissions</i>	2018, 2020
IACM (International Association for Conflict Management) <i>Reviewer for Annual Conference Submissions</i>	2018, 2019
INGRoup (Interdisciplinary Network for Group Research) <i>Reviewer for Annual Conference Submissions</i>	2018
Stanford Prison Education Project <i>Instructor, San Francisco County Jail #5</i>	2018 - 2020
PhD Organization of Women , Stanford GSB PhD Program <i>Member (2015 - 2020)</i> <i>Executive Board Member (2016 – 2017)</i>	2015 - 2020
<ul style="list-style-type: none"> • Launched an initiative to promote a community-wide conversation about gender-related issues at Stanford GSB • Partnered with program administrators to incorporate a workshop on building inclusive communities into the annual new student orientation • Co-organized a community forum about gender dynamics and workshops on bystander intervention and how to have difficult conversations in the workplace • Established a quarterly series for students to learn from PhD program alumnae about their grad school and post-graduation experiences in academia and industry 	

SELECTED AWARDS & FELLOWSHIPS

Rice University Academy of Fellows Postdoctoral Fellowship , Rice University	2020 - 2022
NSF Graduate Research Fellowship , US National Science Foundation	2015 - 2020
Graduate Travel Award , Society for Personality and Social Psychology (SPSP)	2020
Ernest Becker Foundation Diversity Travel Award , SPSP Existential Psych Preconference	2020

Conflict and Polarization Initiative Fellowship , Stanford University	2019
The Wells Family Fellowship , Stanford GSB	2018 - 2019
Robert H. Litzenger PhD Fellowship , Stanford GSB	2015 - 2016; 2017 - 2018
Charles W. Bonner Fellowship , Stanford GSB	2016 - 2017
Reid W. Dennis Fellowship , Stanford GSB	2015 - 2016
RISE Research Award , Association for Psychological Science	2014

PROFESSIONAL MEMBERSHIPS

Academy of Management (AOM)
Society for Personality and Social Psychology (SPSP)
International Association for Conflict Management (IACM)

REFERENCES

Brian Lowery

Dissertation Advisor
Professor of Organizational Behavior
Stanford University
blowery@stanford.edu
Best way to reach: pmattish@stanford.edu

Mikki Hebl

Faculty Collaborator & Postdoctoral Advisor
Professor of Industrial-Organizational Psychology
Professor of Management
Rice University
hebl@rice.edu
(832) 541-3150

Melissa Thomas-Hunt

Faculty Collaborator & Postdoctoral Advisor
Professor of Business Administration
Professor of Public Policy
University of Virginia
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