



Michele Gelfand

John H. Scully Professor of International Business Studies and Professor, by courtesy, of Psychology
Organizational Behavior

Bio

BIO

Michele Gelfand is the John H. Scully Professor of Cross-Cultural Management and Professor of Organizational Behavior at the Stanford Graduate School of Business School and Professor of Psychology by Courtesy. She was formerly a Distinguished University Professor of Psychology at the University of Maryland, College Park. Gelfand uses field, experimental, computational and neuroscience methods to understand the evolution of culture and its multilevel consequences. Her work has been published in outlets such as Science, the Proceedings of the National Academy of Sciences, Psychological Science, Nature Human behavior, the Journal of Personality and Social Psychology, Journal of Applied Psychology, Academy of Management Journal, among others. Gelfand is the founding co-editor of the Advances in Culture and Psychology series (Oxford University Press). Her book Rule Makers, Rule Breakers: How Tight and Loose Cultures Wire the World was published by Scribner in 2018. She is the Past President of the International Association for Conflict Management and co-founder of the Society for the Study of Cultural Evolution. She received the 2016 Diener award from SPSP, the 2017 Outstanding International Psychologist Award from the American Psychological Association, the 2019 Outstanding Cultural Psychology Award from the Society for Personality and Social Psychology, the 2020 Rubin Theory-to-Practice award from the International Association of Conflict Management, the 2021 Contributions to Society award from the Organizational Behavior Division of the Academy of Management, and the Annaliese Research Award from the Humboldt Foundation. Gelfand was elected to the American Academy of Arts and Sciences in 2019 and the National Academy of Sciences in 2021.

ACADEMIC APPOINTMENTS

- Professor, Organizational Behavior
- Professor (By courtesy), Psychology

Teaching

COURSES

2025-26

- Global Leadership: OB 302 (Spr)
- Negotiations: OB 381 (Spr)

2024-25

- Cross-Cultural Organizational Behavior: OB 619 (Spr)
- Global Leadership: OB 502 (Spr)
- Negotiations: OB 581 (Win)

2023-24

- Global Leadership: OB 502 (Spr)
- Negotiations: OB 581 (Win)

2022-23

- Global Leadership: OB 502 (Spr)
- Negotiations: OB 581 (Win)
- Research Fellows Practicum: GSBGEN 697 (Aut, Win, Spr)

STANFORD ADVISEES

Doctoral Dissertation Reader (AC)

Jun Lin

Postdoctoral Faculty Sponsor

Jing Lin

Doctoral Dissertation Advisor (AC)

Alexander Landry

Doctoral (Program)

Ping-Ya Chao, Carla Colina, Angikar Ghosal, Muhua Huang, Hongkai Mao, Jonah Rösemeier, Seung Joo Yoo

Publications

PUBLICATIONS

- **The cultural evolution of pluralistic ignorance.** *Proceedings of the National Academy of Sciences of the United States of America*
Gavrillets, S., Karl, J., Gelfand, M. J.
2026; 123 (7): e2522998123
- **From local knowledge to global patterns: a cross-cultural study of the dimensions of hazards and adaptive capacity** *INTERNATIONAL JOURNAL OF DISASTER RISK REDUCTION*
King, S. K., Heckelsmiller, C., Ember, C. R., Jones, E. C., Gaouette, S., Droë, A., Russell, D., Heitmann, J., Raja, I., Gelfand, M.
2026; 132
- **Putting Climate into Context: How Culture and Composition Shape the Effects of Diversity Climate** *ORGANIZATION SCIENCE*
Hall, A., Avery, D. R., Gelfand, M. J., Mckay, P. F.
2025
- **Genes, Culture, and Neural Sensitivity to Norm Violations: A DRD4 x Culture Interaction Study.** *Social cognitive and affective neuroscience*
Salvador, C. E., Lam, K., Karasawa, M., King, A., Rajaram, N., Gelfand, M. J., Kitayama, S.
2025
- **Evolving patterns of gender inequality over time and across countries: new theoretical perspectives and an emerging research agenda** *JOURNAL OF INTERNATIONAL BUSINESS STUDIES*
Beugelsdijk, S., Gelfand, M. J., Kleinhempel, J.
2025
- **The uniquely powerful impact of explicit, blatant dehumanization on support for intergroup violence.** *Journal of personality and social psychology*
Landry, A. P., Ghezae, I., Abou-Ismaïl, R., Spooner, S., August, R. J., Mair, C., Ragnhildstveit, A., Van den Noortgate, W., Gelfand, M. J., Seli, P.
2025
- **Sexual orientation and vocational interests across 48 countries: The moderating effect of cultural tightness-looseness.** *Journal of counseling psychology*
Du, Y. Y., Gelfand, M. J., Drasgow, F.
2025; 72 (2): 136-147

- **Editorial: Introduction to the special issue on globalizing psychological science to include in the Middle East and Africa** *CURRENT RESEARCH IN ECOLOGICAL AND SOCIAL PSYCHOLOGY*
Wasti, S., Alkhadher, O., Achoui, M., Gelfand, M. J.
2025; 8
- **Significance loss as the rhetoric of extreme ideologies: Evidence from the political and the terroristic context** *CURRENT RESEARCH IN ECOLOGICAL AND SOCIAL PSYCHOLOGY*
Di Cicco, G., Contu, F., Prislei, L., Gelfand, M. J., Kruglanski, A. W., Molinario, E.
2025; 8
- **Cultural tightness and resilience against environmental shocks in nonindustrial societies.** *Proceedings of the National Academy of Sciences of the United States of America*
Tverskoi, D., Ember, C. R., Gelfand, M. J., Jones, E. C., Skoggard, I., Toutée, L., Gavrilets, S.
2024; 121 (49): e2403386121
- **Majority rule: Do minorities live in 'tighter' social worlds?** *Current opinion in psychology*
Weaving, M., Gelfand, M. J.
2024; 60: 101885
- **Strategic Behavior with Tight, Loose, and Polarized Norms** *MANAGEMENT SCIENCE*
Dimant, E., Gelfand, M., Hochleitner, A., Sonderegger, S.
2024
- **Social norm change: drivers and consequences.** *Philosophical transactions of the Royal Society of London. Series B, Biological sciences*
Andrighetto, G., Gavrilets, S., Gelfand, M., Mace, R., Vriens, E.
2024; 379 (1897): 20230023
- **Explaining the evolution of gossip.** *Proceedings of the National Academy of Sciences of the United States of America*
Pan, X., Hsiao, V., Nau, D. S., Gelfand, M. J.
2024; 121 (9): e2214160121
- **Changes in social norms during the early stages of the COVID-19 pandemic across 43 countries.** *Nature communications*
Andrighetto, G., Szekely, A., Guido, A., Gelfand, M., Abernathy, J., Arikan, G., Aycan, Z., Bankar, S., Barrera, D., Basnight-Brown, D., Belaus, A., Berezina, E., Blumen, et al
2024; 15 (1): 1436
- **When Rule Breaking in Art Falls Flat: Cultural Tightness Deflates Deviant Artists' Impact** *PSYCHOLOGY OF AESTHETICS CREATIVITY AND THE ARTS*
Stankou, E., Dunham, R., Pelowski, M., Lin, Y., Gelfand, M. J.
2024; 18 (1): 14-30
- **Rehearsal: Simulating Conflict to Teach Conflict Resolution**
Shaikh, O., Chai, V., Gelfand, M. J., Yang, D., Bernstein, M. S., ACM
ASSOC COMPUTING MACHINERY.2024
- **The migration decisions of Syrian and Ukrainian refugees as perceived by their receiving communities** *CURRENT RESEARCH IN ECOLOGICAL AND SOCIAL PSYCHOLOGY*
Jasko, K., Webber, D., Molinario, E., Kruglanski, A., Gorska, P., Gelfand, M., Schumpe, B.
2024; 7
- **A synthesis of evidence for policy from behavioural science during COVID-19.** *Nature*
Ruggeri, K., Stock, F., Haslam, S. A., Capraro, V., Boggio, P., Ellemers, N., Cichocka, A., Douglas, K. M., Rand, D. G., van der Linden, S., Cikara, M., Finkel, E. J., Druckman, et al
2023
- **Ripple effects of hospital team faultlines on patient outcomes** *PROCEEDINGS OF THE NATIONAL ACADEMY OF SCIENCES OF THE UNITED STATES OF AMERICA*
Li, R., Choi, V. K., Gelfand, M. J.
2023; 120 (47)
- **Norm Dynamics: Interdisciplinary Perspectives on Social Norm Emergence, Persistence, and Change.** *Annual review of psychology*

Gelfand, M. J., Gavrilets, S., Nunn, N.
2023

- **The Way They See Us: Examining the Content, Accuracy, and Bias of Metaperceptions Held by Syrian Refugees About the Communities That Host Them.** *Personality & social psychology bulletin*
Webber, D., Molinario, E., Jasko, K., Gelfand, M. J., Kruglanski, A. W.
2023: 1461672231190222
- **Social and moral psychology of COVID-19 across 69 countries.** *Scientific data*
Azevedo, F., Pavlović, T., Rêgo, G. G., Ay, F. C., Gjoneska, B., Etienne, T. W., Ross, R. M., Schönegger, P., Riaño-Moreno, J. C., Cichočka, A., Capraro, V., Cian, L., Longoni, et al
2023; 10 (1): 272
- **Multilevel cultural evolution: From new theory to practical applications.** *Proceedings of the National Academy of Sciences of the United States of America*
Wilson, D. S., Madhavan, G., Gelfand, M. J., Hayes, S. C., Atkins, P. W., Colwell, R. R.
2023; 120 (16): e2218222120
- **Social norms and behavior change: The interdisciplinary research frontier** *JOURNAL OF ECONOMIC BEHAVIOR & ORGANIZATION*
Bicchieri, C., Dimant, E., Gelfand, M., Sonderegger, S.
2023; 205: A4-A7
- **From virility to virtue: the psychology of apology in honor cultures.** *Proceedings of the National Academy of Sciences of the United States of America*
Lin, Y., Caluori, N., Ozturk, E. B., Gelfand, M. J.
2022; 119 (41): e2210324119
- **Persuading republicans and democrats to comply with mask wearing: An intervention tournament.** *Journal of experimental social psychology*
Gelfand, M., Li, R., Stamkou, E., Pieper, D., Denison, E., Fernandez, J., Choi, V., Chatman, J., Jackson, J., Dimant, E.
2022; 101: 104299
- **Predicting attitudinal and behavioral responses to COVID-19 pandemic using machine learning.** *PNAS nexus*
Pavlovic, T., Azevedo, F., De, K., Riano-Moreno, J. C., Maglic, M., Gkinopoulos, T., Donnelly-Kehoe, P. A., Payan-Gomez, C., Huang, G., Kantorowicz, J., Birtel, M. D., Schonegger, P., Capraro, et al
2022; 1 (3): pgac093
- **Religious Afterlife Beliefs Decrease Behavioral Avoidance of Symbols of Mortality.** *Personality & social psychology bulletin*
Fan, X., Gao, T., Luo, S., Gelfand, M. J., Han, S.
2022: 1461672221096281
- **Politicizing mask-wearing: predicting the success of behavioral interventions among republicans and democrats in the U.S.** *Scientific reports*
Dimant, E., Clemente, E. G., Pieper, D., Dreber, A., Gelfand, M., Behavioral Science Units Consortium, Hallsworth, M., Holzwarth, A., Tantia, P.
2022; 12 (1): 7575
- **Author Correction: National identity predicts public health support during a global pandemic.** *Nature communications*
Van Bavel, J. J., Cichočka, A., Capraro, V., Sjastad, H., Nezelek, J. B., Pavlovic, T., Alfano, M., Gelfand, M. J., Azevedo, F., Birtel, M. D., Cislak, A., Lockwood, P. L., Ross, et al
2022; 13 (1): 1949
- **The Importance of Being Unearnest: Opportunists and the Making of Culture** *JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY*
Hernandez, I., Cohen, D., Gruschow, K., Nowak, A., Gelfand, M. J., Borkowski, W.
2022
- **The influence of cultural tightness-looseness on cross-border acquisition performance** *JOURNAL OF ECONOMIC BEHAVIOR & ORGANIZATION*
Li, C., Gelfand, M. J.
2022; 195: 1-15
- **The spatial representation of leadership depends on ecological threat: A replication and extension of Menon et al. (2010).** *Journal of personality and social psychology*

Stankou, E., Homan, A. C., van Kleef, G. A., Gelfand, M. J.
2022

- **National identity predicts public health support during a global pandemic.** *Nature communications*
Van Bavel, J. J., Cichocka, A., Capraro, V., Sjastad, H., Nezelek, J. B., Pavlovic, T., Alfano, M., Gelfand, M. J., Azevedo, F., Birtel, M. D., Cislak, A., Lockwood, P. L., Ross, et al
1800; 13 (1): 517
- **When danger strikes: A linguistic tool for tracking America's collective response to threats.** *Proceedings of the National Academy of Sciences of the United States of America*
Choi, V. K., Shrestha, S., Pan, X., Gelfand, M. J.
1800; 119 (4)
- **The Moral Foundations of Desired Cultural Tightness.** *Frontiers in psychology*
Di Santo, D., Gelfand, M. J., Baldner, C., Pierro, A.
2022; 13: 739579
- **Predictors of adherence to public health behaviors for fighting COVID-19 derived from longitudinal data.** *Scientific reports*
Schumpe, B. M., Van Lissa, C. J., Belanger, J. J., Ruggeri, K., Mierau, J., Nisa, C. F., Molinaro, E., Gelfand, M. J., Stroebe, W., Agostini, M., Gutzkow, B., Jeronimus, B. F., Kreienkamp, et al
2022; 12 (1): 3824
- **Concern with COVID-19 pandemic threat and attitudes towards immigrants: The mediating effect of the desire for tightness.** *Current research in ecological and social psychology*
Mula, S., Di Santo, D., Resta, E., Bakhtiari, F., Baldner, C., Molinaro, E., Pierro, A., Gelfand, M. J., Denison, E., Agostini, M., Belanger, J. J., Gutzkow, B., Kreienkamp, et al
1800; 3: 100028
- **Cultural Evolutionary Mismatches in Response to Collective Threat** *CURRENT DIRECTIONS IN PSYCHOLOGICAL SCIENCE*
Gelfand, M. J.
2021
- **Integrating Evolutionary Game Theory and Cross-Cultural Psychology to Understand Cultural Dynamics** *AMERICAN PSYCHOLOGIST*
Pan, X., Gelfand, M., Nau, D.
2021; 76 (6): 1054-1066
- **COVID-19 and the workplace: Implications, issues, and insights for future research and action.** *The American psychologist*
Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, et al
2020
- **Using social and behavioural science to support COVID-19 pandemic response.** *Nature human behaviour*
Bavel, J. J., Baicker, K., Boggio, P. S., Capraro, V., Cichocka, A., Cikara, M., Crockett, M. J., Crum, A. J., Douglas, K. M., Druckman, J. N., Drury, J., Dube, O., Ellemers, et al
2020
- **Ambivalent stereotypes link to peace, conflict, and inequality across 38 nations** *PROCEEDINGS OF THE NATIONAL ACADEMY OF SCIENCES OF THE UNITED STATES OF AMERICA*
Durante, F., Fiske, S. T., Gelfand, M. J., Crippa, F., Suttora, C., Stillwell, A., Asbrock, F., Aycan, Z., Bye, H. H., Carlsson, R., Bjorklund, F., Dagher, M., Geller, et al
2017; 114 (4): 669-674
- **The Emergence of Sex Differences in Personality Traits in Early Adolescence: A Cross-Sectional, Cross-Cultural Study** *JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY*
De Bolle, M., De Fruyt, F., McCrae, R. R., Loeckenhoff, C. E., Costa, P. T., Aguilar-Vafaie, M. E., Ahn, C., Ahn, H., Alcalay, L., Allik, J., Avdeyeva, T. V., Bratko, D., Brunner-Sciara, et al
2015; 108 (1): 171-185