

Roderick I. Swaab

INSEAD
Organisational Behaviour Area
Boulevard de Constance, 77305, Fontainebleau, France
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ACADEMIC EMPLOYMENT

- 2008-present **INSEAD, France and Singapore**
Assistant Professor, Organisational Behaviour Area
- 2009, 2010 **Kellogg School of Management, Northwestern University, USA**
Visiting Professor, Management and Organizations Department
- 2005-2008 **Kellogg School of Management, Northwestern University, USA**
Postdoctoral Fellow and Visiting Assistant Professor, Management and
Organizations Department, Managerial Economic Decision Sciences Department

FULL-TIME CORPORATE EMPLOYMENT

- 1999-2001 **Wegener Publishing N.V., The Netherlands**
Product Development and Content Management Wegener electronic Media

EDUCATION

- 2005 **Ph.D., University of Amsterdam, The Netherlands**
Major area: Organizational Communication
The Amsterdam School of Communications Research
- 1999 **M.A., University of Amsterdam, The Netherlands**
Major area: Organizational Communication

RESEARCH INTERESTS

Communication channels and strategies in negotiations and group decision-making
Social hierarchy
Group processes and intergroup relations

PUBLICATIONS

PEER REVIEWED ARTICLES (*denotes doctoral student or postdoc)

1. **Swaab, R.I.**, Phillips, K.W.P., & *Schaerer, M. (conditionally accepted). The influence of minorities in virtual teams: When secret conversation opportunities motivate majorities to process dissent and make higher quality group decisions. *Organizational Behavior and Human Decision Processes*.
2. *San Martin, A., **Swaab, R.I.**, Sinaceur, M., & *Vasiljevic, D. (in press). The double-edged impact of future expectations in groups: Minority influence depends on minorities' and majorities' expectations to interact again. *Organizational Behavior and Human Decision Processes*.
3. **Swaab, R.I.** & Galinsky, A.D. (in press). Egalitarianism makes organizations stronger: Cross-national variation in institutional and psychological equality predicts talent levels and the performance of national teams. *Organizational Behavior and Human Decision Processes*.
4. *Anicich, E., **Swaab, R.I.**, & Galinsky, A.D. (2015). Hierarchical cultural values predict success and fatality in high-stakes teams. *Proceedings of the National Academy of Sciences*, 112, 1338-1343.
5. *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, 170-181.
6. **Swaab, R.I.**, *Schaerer, M., *Anicich, E., 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, 1581-1591.
7. *Loschelder, D., **Swaab, R.I.**, Troetschel, R. & Galinsky, A.D. (2014). The first-mover disadvantage: The folly of revealing compatible preferences. *Psychological Science*, 25, 954-962.
8. Gunia, B., **Swaab, R.I.**, Sivanathan, N., & Galinsky, A. D. (2013). The remarkable robustness of the first-offer effect: Across culture, power, and issues. *Personality and Social Psychology Bulletin*, 39, 1547-1558.
9. **Swaab, R.I.**, Galinsky, A.D., Medvec, V., & Diermeier, D.A. (2012). The communication orientation model: Explaining the diverse effects of sight, sound, and synchronicity on negotiation and group decision-making outcomes. *Personality and Social Psychology Review*, 16, 25-53.
10. **Swaab, R.I.**, Maddux, W., & Sinaceur, M. (2011). Early words that work: When and how virtual linguistic mimicry facilitates negotiation outcomes. *Journal of Experimental Social Psychology*, 47, 616-621.
11. **Swaab, R.I.**, Kern, M.C., Medvec, V., & Diermeier, D. (2009). Who says what to whom? The impact of communication setting and channel on exclusion from multiparty negotiation agreements. *Social Cognition*, 27, 381-397.
12. **Swaab, R.I.** & Swaab, D.F. (2009). Sex differences in the effects of visual contact and eye contact in negotiations. *Journal of Experimental Social Psychology*, 45, 129-136.
13. **Swaab, R.I.**, Postmes, T., & Spears, R. (2008). Identity formation in multiparty negotiations. *British Journal of Social Psychology*, 47, 167-187.

14. **Swaab, R.I.**, Postmes, T., Van Beest, I. & Spears, R. (2007). Shared cognition as a product of, and precursor to, shared social identity in negotiations. *Personality and Social Psychology Bulletin*, 33, 187-199.
15. Postmes, T., Haslam, S.A., & **Swaab, R.I.** (2005). Social influence in small groups: An interactive model of social identity formation. *European Review of Social Psychology*, 16, 1-42.
16. **Swaab, R.I.**, Postmes, T., Neijens, P., Kiers, M. H., & Dumay, A. C. M. (2002). Multiparty negotiation support: The role of visualization's influence on the the development of shared mental models. *Journal of Management Information Systems*, 19, 129-150.

INVITED PUBLICATIONS AND BOOK CHAPTERS (*denotes doctoral student)

17. *Huffaker, D., **Swaab, R.I.**, & Diermeier, D. (2011). The language of coalition formation in online multiparty negotiations. *Journal of Language and Social Psychology*, 30, 66-81.
18. **Swaab, R.I.**, Phillips, K.W.P., Diermeier, D., & Medvec, V. (2008). The pros and cons of dyadic side conversations in small groups: The impact of group norms and task type. *Small Group Research*, 39, 372-390.
19. Diermeier, D., **Swaab, R.I.**, Medvec, V., & Kern, M.C. (2008). The micro-dynamics of coalition formation. *Political Research Quarterly*, 61, 484-501.
20. **Swaab, R.I.** & Galinsky, A.D. (2007). How to negotiate when you're (literally) far apart: The media approach. *Negotiation*, 10, 7- 9.
21. Postmes, T., Baray, G., Haslam, S.A., Morton, T., & **Swaab, R.I.** (2006). The dynamics of personal and social identity formation. In T. Postmes & J. Jetten (Eds.), *Individuality and the group: Advances in social identity* (pp. 215-236). SAGE: London.
22. **Swaab, R.I.**, Postmes, T., & Neijens, P. (2004). Negotiation support systems: Communication and information as antecedents of negotiation settlement. *International Negotiation*, 9, 59-78.

PUBLICATIONS IN DUTCH

23. **Swaab, R.I.** (2009). Manager als mediators: De rol van erkenning tijdens het intakegesprek. [The manager as mediator The role of disputant recognition during the pre-mediation meeting] In D. Bonekamp, E. van Ginkel, D. MacGillavry, & A. Verbeke. *Reflectie op mediation [Reflection on mediation]*. Apeldoorn: Maklu Uitgevers.
24. **Swaab, R.I.** (2008). Wel of geen afzonderlijke intakegesprekken met partijen? [Using pre-mediation meetings or not?]. *Tijdschrift voor Conflictantering [Dutch Journal of Conflict Management]*.
25. **Swaab, R.I.**, Postmes, T., Van Beest, I., & Neijens, P. (2003). Gedeelde cognitive tijdens onderhandelen: De herkenning van gemeenschappelijkheid. [Shared cognition in negotiations: Recognizing similarities] In E. Van Dijk & E. Kluwer & D. Wigboldus (Eds.), *Jaarboek Sociale Psychologie [Yearbook of Social Psychology]* (pp. 297-304). Delft: Eubron.

TEACHING CASES

26. Maddux, W., **Swaab, R.I.**, Tanure, B., & Williams, E. (2014). Ricardo Semler: A revolutionary model of leadership.
27. Maddux, W. & **Swaab, R.I.** (2014). Annual Review.

MANUSCRIPTS UNDER REVISION AND REVIEW (*denotes doctoral student or postdoc)

28. *Romero, D. **Swaab, R.I.**, Uzzi, B., & Galinsky, A.D. (*R&R at Personality and Social Psychology Bulletin*). Mimicry is presidential: Linguistic style matching in debates and negotiations improves favorability ratings. (**equal authorship between first two authors**).
29. *Schaerer, M., **Swaab, R.I.**, Kern, M., Berger, G., & Medvec, V. (*R&R at Journal of Applied Psychology*). Illusion of transparency in performance appraisals: Why and when egocentric biases explain feedback inflation in organizational settings.

WORK IN PROGRESS (*denotes doctoral student)

30. *Loschelder, D., Troetschel, R., **Swaab, R.I.**, Friesen, M., & Galinsky, A.D. (*working paper*). When moving first backfires: The folly of revealing priorities in integrative negotiations.
31. **Swaab, R.I.** & Brett, J.M. (*working paper*). Third parties resolving disputes: Building relationships and using substantive tactics in caucuses prior to joint meetings.
32. **Swaab, R.I.**, Lount, R., & Brett, J.M. (*working paper*). Building cooperation between teams.
33. *Schaerer, M. & **Swaab, R.I.** (*working paper*). The deceptive power of multiple alternatives.
34. *Loschelder, D., Trötschel, R., **Swaab, R.I.**, Gaertner, S. & *Hoehne, B. (*working paper*). Dual identity mediation in intergroup conflict: Economic and psychological benefits.
35. Sinaceur, M., Neale, M. A., *Turan, N., **Swaab, R.I.**, & Van Kleef, G. A. (*data analysis*). Dealing with multiple parties at the same time: Polychronicity in small group negotiations.
36. *Martin, A., *Mishra, P., **Swaab, R.I.**, Galinsky, A.D., & Uhlmann, E. (*data analysis*). Empowering women leads men to victory.
37. *Anicich, E., Godart, F., **Swaab, R.I.**, & Galinsky, A.D. (*data analysis*). When co-leadership kills people and ideas.
38. Ronay, R., **Swaab, R.I.**, & Galinsky, A.D. (*write up*). The forms, foundations, and functions of hierarchy in groups.

HONORS

AWARDS

Most Innovative Paper Award. Anicich, E., Swaab, R.I., & Galinsky, A.D. “When hierarchy conquers and kills: Hierarchical cultural values predict success and fatality in high-stakes teams”, OB Division, Academy of Management, United States, Philadelphia, 2014.

Best Applied Paper Award. Swaab, R.I. & Brett, J. “Face first: Pre-mediation caucuses and face in employment disputes.” The International Association for Conflict Management, Kyoto, Japan, June 2009.

Nominated for Best Paper Award. Swaab, R.I. & Brett, J. “Caucus with care: The impact of pre-mediation caucuses on conflict resolution.” The International Association for Conflict Management, Budapest, Hungary, June 2007.

Nominated for the Outstanding Professor of the Year Award by the Kellogg MBA graduating class, 2007. Kellogg School of Management, Northwestern University.

Best Empirical Paper Award. Swaab, R.I., Medvec, V. & Diermeier, D. “Communication media and negotiations.” The International Association for Conflict Management, Montreal, Canada, 2006.

Best Dissertation Award in Communication Science. “Communication and negotiation in groups and teams: Causes and consequences of shared cognition and group solidarity.” The Netherlands School of Communication Research, May 2007.

GRANTS

INSEAD Research and Development Grant.

- First offers in multiparty negotiations (2014)
- No BATNA trumps Low BATNA: The liberating effect of being (totally) powerless in distributive negotiations (2013).
- First offers and negotiations: When making the first offer hurts (2012).
- Pre-mediation meetings in employment disputes (2012).
- Common identity mediation in dispute resolution (2012).
- The shadow of the future: Minority and majority influence in the anticipation of future interactions (2009).

Dispute Resolution Research Center Grant, Northwestern University. 2006-2007.

Dutch National Science Foundation (NWO). Graduate Fellowship. 2004.

The Amsterdam School of Communications Research, University of Amsterdam. 2004.

Ex'ovision. The impact of eye contact in computer mediated negotiations. 2003-2004.

Dutch National Science Foundation (NWO). Antecedents of negotiation settlement. Dissertation research grant with Tom Postmes and Peter Neijens. 2001-2005.

RESEARCH PRESENTATIONS

INVITED PRESENTATIONS

Department of Public and Private Policy, ESSEC Business School
Management Department, Columbia Business School, Columbia University
IMD Business School
New Directions in Leadership Research, Rotterdam School of Management, Erasmus University
Human Resource Management & Organizational Behavior, Rijksuniversiteit Groningen
ESMT European School of Management and Technology
Work & Organizational Psychology, School of Psychology, Katholieke Universiteit Leuven
Management & Organizations, Kellogg School of Management, Northwestern University
Management & Organizations, Anderson School of Management, UCLA
Organizational Behavior and Theory, Tepper School of Business, Carnegie Mellon University
Social Psychology Department, School of Psychology, Northwestern University
Management Department, McCombs School of Business, University of Texas at Austin
Organization and Management, Merage School of Business, University of California, Irvine
Managing People in Organizations Department, IESE Business School, University of Navarra
People Management and Organizations Department, ESADE Business School
Social Psychology, School of Psychology, University of Kiel
Social & Organizational Psychology, School of Psychology, University of Exeter
Management Department, Leeds Business School, University of Leeds
Social Psychology, School of Psychology, Australian National University

REFEREED CONFERENCE PRESENTATIONS

Swaab, R.I., Lount, R., & Brett, J.M. (August 2014). Pre-Meetings to promote success: Building cooperation in negotiations between teams. Academy of Management, Philadelphia.

*Anicich, E., Swaab, R.I., & Galinsky, A.D. (August 2014). When hierarchy conquers and kills: Hierarchical cultural values predict success and fatality in high-stakes teams. Academy of Management, Philadelphia. (*Most Innovative Paper Award).

Swaab, R.I., Lount, R., & Brett, J.M. (July 2014). Pre-Meetings to promote success: Building cooperation in negotiations between teams. 5th International Biennial on Negotiation. International Association for Conflict Management, Leiden, The Netherlands.

Schaerer, M., Swaab, R.I., & Galinsky, A.D. (July 2014). Anchors weigh more than power: Why absolute powerlessness liberates negotiators to achieve better outcomes. International Association for Conflict Management, Leiden, The Netherlands.

Swaab, R.I. (March 2014). Third parties resolving disputes: Building relationships and using substantive tactics in caucuses prior to joint meetings. 5th International Biennial on Negotiation. Novancia Paris.

Swaab, R.I. (February 2014). When bringing negotiators face-to-face backfires. Society for Personality and Social Psychology, Austin, USA.

Loschelder, D., Swaab, R.I., Troetschel, R., & Galinsky, A.D. (July 2013). Pitfalls of first offers. International Association for Conflict Management, Tacoma, USA.

- Swaab, R.I. & Phillips, K.W.P. (August 2012). Multichannel communication: Majority reactions to minority opinions. Academy of Management, Boston, USA.
- San-Martin, A., Vasiljevic, D., & Swaab, R.I. (August 2012). Asymmetric Effects of Anticipating Future Interactions in Small Groups. Academy of Management, Boston, USA.
- Hoehne, B., Swaab, R.I., Bauman, C.W., & Troetschel, R. (July 2012). Boon or bane? Typing speed in online virtual negotiations. International Association for Conflict Management, Cape Town, South Africa.
- Loschelder, D., Swaab, R.I., Troetschel, R., & Galinsky, A.D. (July 2012). When moving first backfires. International Association for Conflict Management, Cape Town, South Africa.
- Sinaceur, M., Neale, M. A., Turan, N., Swaab, R., & Van Kleef, G. A. (August 2011). Dealing with multiple parties at the same time. Academy of Management, San Antonio, USA.
- Swaab, R.I. & Postmes, T. (July 2011). Team alignment in negotiation: The impact of intra- and inter-team discussions. International Association for Conflict Management, Istanbul, Turkey.
- Lount, R. & Swaab, R.I. (July 2010). Co-action meta-analysis: The impact of others on work performance. INGRoup Conference, Washington DC, USA.
- Swaab, R.I. (June, 2009). Deal Making: DRRC Negotiation Teaching Workshop. International Association for Conflict Management, Kyoto, Japan.
- *Swaab, R.I. (June, 2009). Face first. International Association for Conflict Management, Kyoto, Japan. (*Best Applied Paper Award).
- Swaab, R.I., Maddux, W., Sinaceur, M., & Diermeier, D. (June, 2009). Early words that work: Linguistic mimicry in negotiations. International Association for Conflict Management, Kyoto, Japan.
- Swaab, R.I. (April, 2009). New insights in negotiation and mediation. Dutch Conference for Mediators, Utrecht, The Netherlands.
- Gunia, B., Galinsky, A., Sivanathan, N., & Swaab, R. (July, 2008). Taking them to the limit: First offers across cultures, issues, time, and technology. International Association for Conflict Management, Chicago, USA.
- Swaab, R.I., Phillips, K., Medvec, V., & Diermeier, D. (August, 2007). The pros and cons of dyadic conversations in groups. Academy of Management, Philadelphia, USA.
- Behfar, K. & Swaab, R.I. (July, 2007). Group process and shared cognition in teams: How and why the strength of shared cognition deteriorates over time. INGRoup Conference, Lansing, USA.
- *Swaab, R.I. & Brett, J. (July, 2007). Caucus with care: The impact of pre-mediation caucuses on conflict resolution. International Association for Conflict Management, Budapest, Hungary. (*Honorable mention Best Empirical Paper).
- Swaab, R.I., Kern, Medvec, V., & Diermeier, D. (July, 2007). Who says what to whom? International Association for Conflict Management, Budapest, Hungary.

- Behfar, K. & Swaab, R.I. (August, 2006). Shared cognition and conflict in teams. Academy of Management, Atlanta, USA.
- Swaab, R.I. & Postmes, T. (July, 2006). Shared cognition: A meta-analysis on group performance, coordination, and commitment. INGRoup Conference, Pittsburgh, USA.
- *Swaab, R.I., Medvec, V., & Diermeier, D. (July, 2006). Communication media in negotiations. International Association for Conflict Management, Montreal, Canada. (*Best Empirical Paper Award).
- *Swaab, R.I., Eggins, R.A., & Postmes, T. (July, 2005). Caucusing in intergroup negotiations. European Association for Experimental and Social Psychology, Wurzburg, Germany. (*Symposium organizer).
- Swaab, R.I. & Eggins, R.A. (June, 2005). Managing intergroup conflict. International Association for Conflict Management, Seville, Spain.
- Swaab, R.I., Eggins, R.A., & Postmes, T. (June, 2005). Caucusing in intergroup negotiations. The Royal Netherlands Academy of Arts and Sciences. Symposium on Social Identity in Organizations, Amsterdam, The Netherlands.
- Swaab, R.I. & Postmes, T. (2004). A meta-analytic integration of shared cognition: Effects on group performance and solidarity. Psychology Department, New York University, New York City, USA.
- Swaab, R.I. & Swaab, D.F. (June, 2004). Sex differences and eye contact in negotiation. International Association of Conflict Management, Pittsburgh, USA.
- Swaab, R.I., Postmes, & Spears, R. (May, 2004). Attraction, identification, and motivation in small group negotiations. International Communication Association, New Orleans, USA.
- Swaab, R.I. (2004). Shared cognition in teams. Leeds Business School, University of Leeds, UK.
- Swaab, R.I., Postmes, T., Van Beest, I. & Spears, R. (September, 2003). Shared cognition and shared identity. The Royal Netherlands Academy of Arts and Sciences Symposium on Group Decision Making and Motivation, Amsterdam, The Netherlands.
- Swaab, R.I., Postmes, T., Van Beest, I. & Spears, R. (June, 2003). Shared cognition and shared identity. International Association of Conflict Management, Melbourne, Australia.
- Swaab, R.I. & Postmes, T. (May, 2002). Mediation by visualization. International Communication Association, Seoul, Korea.
- Swaab, R.I. & Postmes, T. (2001). Information and communication support in conflict management. Academy of Management, Washington, USA.
- Swaab, R.I. (August, 2001). Shared cognition in teams. Academy of Management, Washington, USA.
- Swaab, R.I., Postmes, T., & Neijens, P. (June, 2001). Opportunities for negotiation support systems. International Association of Conflict Management, Paris, France.

TEACHING

INSEAD

MBA program

Organisational Behaviour 1 / Leading People and Groups (OB Core Class)

2008-2009, 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014, 2014-2015

Negotiation Dynamics (Elective)

2009-2010, 2011-2012

Communication & Leadership (Mini-elective)

2008-2009

Executive Education

Company Specific Programs (Astellas Pharma, Merck, Gestao Estrategica de Pessoas, Janssen Benelux, Societe Generale, Stibbe) and Open Enrollment Program (Managing Global Virtual Teams Program)

2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014, 2014-2015

KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY

MBA program

Negotiations

2006-2007, 2007-2008

Leading Virtual Teams (unit in the orientation program), part-time MBA students

2007-2008

IEMBA program

Negotiations

2007-2008, 2008-2009, 2009-2010

PhD program

Virtual teams (unit in Social Processes in Organizations seminar), PhD seminar

2006-2007, 2007-2008

UNIVERSITY OF AMSTERDAM

Master Program

Social Processes and Information and Communication Technology

2002-2003, 2003-2004

PROFESSIONAL MEMBERSHIPS

Academy of Management

International Association for Conflict Management

Interdisciplinary Network for Group Research

Society for Personality and Social Psychology

SERVICE

PROFESSIONAL SERVICE

Reviews:

Academy of Management Review
British Journal of Social Psychology
European Journal of Social Psychology
Group Processes and Interpersonal Relations
Journal of Experimental Social Psychology
Journal of Management Studies
Journal of Management Information Systems
Journal of Organizational Behavior
Journal of Personality and Social Psychology
Negotiation and Conflict Management Research
Organizational Behavior and Human Decision Processes
Organization Studies
Personality and Social Psychology Bulletin
Social Psychological and Personality Science

INSTITUTIONAL SERVICE

INSEAD

Faculty recruiting committee: Organisational Behaviour area (2010-2011, 2011-2012, 2012-2013)
PhD recruiting committee: Organisational Behaviour area (2010-2011, 2011-2012, 2013-2014)
MBA admissions committee (2010-2011, 2011-2012)
Organizer external research seminars: Organisational Behaviour area (2010-2011, 2011-2012)
Organizer internal brownbag seminar: Organisational Behaviour area (2008-2009)
Lectures in the INSEAD Lab - Sorbonne University program (2010)

Graduate Student Advising:

- Hajo Adam (Dissertation committee; currently at Rice University)
- Alvaro San Martin (Dissertation committee; currently at IESE Business School)
- Michael Schaerer (Advisor; expected 2017)

Northwestern University, Kellogg School of Management

DRRC Post-Doctoral Fellow Search committee (2006-2007, 2007-2008)

SELECTED MEDIA MENTIONS

Bloomberg; Boston Globe; Economist; Forbes; Financial Times; Huffington Post; New Scientist; Sunday Times; The Guardian; New York Times; Time; Times of India; Wall Street Journal.

LANGUAGES

Dutch (fluent), English (fluent), French (conversational)