

VITA

PHILIP EYRIKSON TETLOCK

Education

Ph.D. Yale University (1979)

B.A. University of British Columbia (1975)

Experience

2011 -present	Penn-Integrates-Knowledge (Annenberg) Professor, School of Arts and Sciences (Psychology & Political Science) and Wharton, University of Pennsylvania.
2001- 2010	Mitchell Endowed Professorship, Haas School of Business, University of California Berkeley (affiliated with psychology and political science)
2005-2006	Russell Sage Scholar
1996-2001	Burt Professor of Psychology and Political Science, The Ohio State University
1993-1994	Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford
1993-1995	Distinguished Professor, University of California, Berkeley
1988-1995	Director, Institute of Personality and Social Research, University of California, Berkeley
1987-1996	Professor, Department of Psychology, University of California, Berkeley
1984-1987	Associate Professor, Department of Psychology, University of California, Berkeley
1980-1995	Research Psychologist, Survey Research Center, University of California, Berkeley
1979-1984	Assistant Professor, Department of Psychology, University of California, Berkeley

Awards and Honors

Fellow, American Academy of Sciences and Letters, 2025

Fellow, American Philosophical Society, 2019

Thomas Schelling Award, Kennedy School of Government, Harvard University, 2017

Fellow, National Academy of Public Administration, 2016

Fellow, American Academy of Political and Social Science, 2016

Andrew Carnegie Fellow, 2015

Fellow, American Academy of Arts and Sciences, 2009

Harold Lasswell Award for Distinguished Scientific Contribution in the Field of Political Psychology, 2008, International Society of Political Psychology

Grawemeyer World Order Prize, 2007

Woodrow Wilson Award for best book published on government, politics, or international affairs, 2006, American Political Science Association (for solo-authored *Expert political judgment: How good is it? How can we know?*)

Philip Converse Book Award for outstanding book in the field published five or more years ago, 2011, American Political Science Association (for co-authored book, *Reasoning and choice: Explorations in political psychology*, 1992)

Robert E. Lane Award for best book in political psychology, American Political Science Association, 2006 (for solo-authored *Expert political judgment: How good is it? How can we know?*)

National Academy of Sciences Award for Behavioral Research Relevant to the Prevention of Nuclear War, 1999

Sanford Award for Distinguished Professional Contributions to Political Psychology, International Society of Political Psychology, 1997

Woodrow Wilson Book Award, American Political Science Association (co-recipient with P. Sniderman & R. Brody, for *Reasoning and choice: Explorations in political psychology*), 1992

American Association for the Advancement of Science Prize for Behavioral Science Research, 1988

MacArthur Fellow in International Security and Conflict Resolution, 1987-1989; 1999-2001

Fellow of Division 8 of the American Psychological Association, 1987

Erik H. Erikson Award of the International Society of Political Psychology, 1987

Fellow at the Center for Advanced Study in the Behavioral Sciences, 1987

Distinguished Scientific Award for Early Career Contribution to Social Psychology,
American Psychological Association, 1986

Citation Impact (March 2026)

Google Scholar: approx. 72500

h-index: approx. 120

Books and Edited Volumes

Tetlock, P. E. (2005, first edition; 2017, second edition). *Expert political judgment: How good is it? How can we know?* Princeton, NJ: Princeton University Press.

Tetlock, P. E., & Gardner, D. (2015). *Superforecasting: The Art and Science of Prediction*. New York, NY: Crown.

Tetlock, P. E., Lebow, R. N., & Parker, G. (Eds.) (2006). *Unmaking the west: What-if scenarios that rewrite world history*. Ann Arbor, MI: University of Michigan Press.

Tetlock, P. E., & Belkin, A. (Eds.) (1996). *Counterfactual thought experiments in world politics*. Princeton, NJ: Princeton University Press.

Breslauer, G., & Tetlock, P. E. (Eds.), (1991). *Learning in U.S. and Soviet foreign policy*. Boulder, CO: Westview Press.

Sniderman, P. M., Brody, R., & Tetlock, P. E. (1991). *Reasoning about politics: Explorations in political psychology*. Cambridge: Cambridge University Press.

Sniderman, P., Fletcher, J., Russell, P., & Tetlock, P. E. (1996). *The clash of rights: Liberty, equality, and legitimacy in liberal democracy*. New Haven, CT: Yale University Press.

Sniderman, P., Tetlock, P. E., & Carmines, E. G. (Eds.) (1993). *Prejudice, politics, and the American dilemma*. Stanford University Press.

Tetlock, P. E., Husbands, J., Jervis, R., Stern, P., & Tilly, C. (Eds.) *Behavior, society, war*. Oxford: Oxford University Press. Volume 1 (1989), Volume 2 (1991), Volume 3 (1993).

Suedfeld, P., & Tetlock, P. E. (Eds.) (1991). *Psychology and social policy*. Washington, D.C.: Hemisphere.

Journal Articles and Book Chapters

2026

Axt, J., Connor, P., Hoogeveen, S., Clark, C., Vianello, M., Lahey, J., Hahn, A., To, J., Petty, R. E., Costello, T., Mitchell, G., Tetlock, P., & Uhlmann, E.L. (in press). On the relationship between indirect measures of Black vs. White racial attitudes and discriminatory outcomes: An adversarial collaboration using a sample of White Americans. *Journal of Personality and Social Psychology*.

Atanasov, P., Karger, E., & Tetlock, P.E. (2025). Full Accuracy Scoring Accelerates the Discovery of Skilled Forecasters. *Management Science*.

2025

Rosenberg, J., Karger, E., Jacobs, Z., Hickman, M., Morris, A., Durland, H., Kuusela, O., & Tetlock, P. E. (2025). Belief updating in AI-risk debates: Exploring the limits of adversarial collaboration. *Risk Analysis*, 1–17. <https://doi.org/10.1111/risa.70023>

Karger, E., Rosenberg, J., Jacobs, Z., Hickman, M., & Tetlock, P. E. (2025). Subjective-probability forecasts of existential risk: Initial results from a hybrid persuasion-forecasting tournament. *International Journal of Forecasting*, 41(2), 499–516. doi:10.1016/j.ijforecast.2024.11.008

Schoenegger, P., Park, P. S., Karger, E., Trott, S., & Tetlock, P. E. (2025). AI-augmented predictions: LLM assistants improve human forecasting accuracy. *ACM Transactions on Interactive Intelligent Systems*, 15(1), 1-25. <https://doi.org/10.1145/3707649>

Karger, E., Bastani, H., Yueh-Han, C., Jacobs, Z., Halawi, D., Zhang, F. & Tetlock, P.E. (2025). Forecastbench: A dynamic benchmark of AI Forecasting Capabilities. International Conference on Learning Capabilities, Singapore.

Gill, D. J., Trachtenberg, M., Gill, M. J., Tetlock, P. E., Robb, T. K., Varnum, M. E. W., Hutcherson, C. A., Grossmann, I., & Trodd, Z. (2025). Predicting the Past: Testing Expert Historical Judgement. *American Historical Review*.

Clark, C. J., Kerry, N., Graso, M., & Tetlock, P. E. (2025). Morally offensive scientific findings activate cognitive chicanery. *Ann NY Acad Sci.*, 1552, 148–164. <https://doi.org/10.1111/nyas.70035>

Mitchell, G., & Tetlock, P. E. (2025). Psychological elitism. *Theory and Society*, doi:10.1007/s11186-025-09643-1

Isch, C., Clark, C. & Tetlock, P. E. (2025), Reflections on adversarial collaboration from the adversaries: Was it worth it? *Theory and Society* <https://doi.org/10.1007/s11186-025-09634>.

Bowes, S. M., Clark, C. J., Conway, L. G. III, Costello, T., Osborne, D., Tetlock, P. E., & van Prooijen, J.-W. (2025). An adversarial collaboration on the rigidity-of-the-right, symmetry thesis, or rigidity-of-extremes: The answer depends on the question. *Political Psychology*, 00, 1–21. <https://doi.org/10.1111/pops.70071>

2024

Schoenegger, P., Tuminauskaite, I., Park, P. S., Bastos, R. V. S., & Tetlock, P. E. (2024). Wisdom of the silicon crowd: LLM ensemble prediction capabilities rival human crowd accuracy. *Science advances*, 10(45), eadp1528. <https://doi.org/10.1126/sciadv.adp1528>

Tetlock, P. E. (2024). Robert Jervis: The consummate fox. In Richard Immerman, Stacie Goddard, and Diane Labrosse (eds.), *The Jervis Effect*. Columbia University Press.

Tetlock, P. E. (2024). Tracking Forecasting Accuracy of Geopolitical Schools of Thought—and Causes of Their Predictive Successes and Failures. *Critical Review*, 36(4), 515–525. <https://doi.org/10.1080/08913811.2024.2432772>

Atanasov, P., Witkowski, J., Mellers, B., & Tetlock, P. (2024). Crowd prediction systems: Markets, polls, and elite forecasters. *International Journal of Forecasting*. doi:10.1016/j.ijforecast.2023.12.009

Tetlock, P. E., Karvetski, C., Satopää, V. A., & Chen, K. (2024). Long-range subjective-probability forecasts of slow-motion variables in world politics: Exploring limits on expert judgment. *Futures and Foresight Science*, 6(1), e157. doi:10.1002/ffo2.157

Tetlock, P. E., Karvetski, C., Satopää, V. A., & Chen, K. (2024). Exploring the limits on Meliorism: A commentary on Tetlock et al. (2023). *Futures and Foresight Science*, 6(1), e173. doi:10.1002/ffo2.173

Clark, C. J., Isch, C., Connor, P., & Tetlock, P. E. (2024). Assume a can opener. *Behavioral and Brain Sciences*, 47, e36. doi:10.1017/S0140525X2300239X

Clark, C. J., Fjeldmark, M., Lu, L., Baumeister, R. F., Ceci, S., Frey, K., Miller, G., Reilly, W., Tice, D., von Hippel, W., Williams, W. M., Winegard, B. M., & Tetlock, P. E. (2024). Taboos and Self-Censorship Among U.S. Psychology Professors. *Perspectives on Psychological Science*. <https://doi.org/10.1177/17456916241252085>

Powell, B., Satopää, V. A., MacKay, N., & Tetlock, P. E. (2024). Skew-adjusted extremized-mean: A simple method for identifying and learning from contrarian minorities in groups of forecasters. *Decision*, 11(1), 173-193. doi:10.1037/dec0000191

Mitchell, G., & Tetlock, P. E. (2024). Stretching the limits of science: Was the implicit-racism debate a 'bridge too far' for social psychology? In J. A. Krosnick, T. H. Stark & A. L. Scott (Eds.), *The Cambridge handbook of implicit bias and racism* (pp. 147–165). Cambridge: Cambridge University Press.

Marcoci, A., Webb, M. E., Rowe, L., Barnett, A., Primoratz, T., Kruger, A., Karvetski, C. W., Stone, B., Diamond, M. L., van Gelder, T., Tetlock, P. E., & Dennis, S. (2024). Validating a forced-choice method for eliciting quality-of-reasoning. *Behavioral Research Methods*, 56(5), 4958-4973. doi:10.3758/s13428-023-02234-x

Mellers, B. A., McCoy, J. P., Lu, L., & Tetlock, P. E. (2024). Human and algorithmic predictions in geopolitical forecasting: Quantifying uncertainty in hard-to-quantify domains. *Perspectives on Psychological Science*, 19(5), 711-721. <https://doi.org/10.1177/17456916231185339>

2023

Clark, C. J., Jussim, L., Frey, K., Stevens, S. T., al-Gharbi, M., Aquino, K., Bailey, J. M., Barbaro, N., Baumeister, R. F., Bleske-Rechek, A., Buss, D., Ceci, S., Del Giudice, M., Ditto, P. H., Forgas, J. P., Geary, D. C., Geher, G., Haider, S., Honeycutt, N., Joshi, H., Krylov, A. I., Loftus, E., Loury, G., Lu, L., Macy, M., Martin, C. C., McWhorter, J., Miller, G., Paresky, P., Pinker, S., Reilly, W., Salmon, C., Stewart-Williams, S., Tetlock, P. E., Williams, W. M., Wilson, A. E., Winegard, B. M., Yancey, G., & von Hippel, W. (2023). Prosocial motives underlie scientific censorship by scientists: A perspective and research agenda. *Proceedings of the National Academy of Sciences*, 120(48), e2301642120. doi:10.1073/pnas.2301642120

Clark, C. J., Graso M., Redstone, I., & Tetlock, P. E. (2023). Harm Hypervigilance in Public Reactions to Scientific Evidence. *Psychological Science*, 34(7), 834-848. doi:10.1177/09567976231168777

Grossmann, I., Feinberg, M., Parker, D. C., Christakis, N. A., Tetlock, P. E. & Cunningham, W. A. (2023). AI and the transformation of social science research. *Science*, 380(6650), 1108-1109. doi:10.1126/science.adi1778

Clark, C. J., & Tetlock, P. E. (2023). Adversarial collaboration: The next science reform. In C. L. Frisby, R. E. Redding, W. T. O'Donohue, & S. O. Lilienfeld (Eds.), *Ideological and political bias in psychology: Nature, scope, and solutions: Nature, scope, and solutions* (pp. 905-927). Cham: Springer International Publishing.

Tetlock, P. E., Lu, Y., & Mellers, B. A. (2023). False dichotomy alert: Improving subjective-probability estimates vs. raising awareness of systemic risk. *International Journal of Forecasting*, 39(2), 1021-1025. doi:10.1016/j.ijforecast.2022.02.008

Satopää, V. A., Salikhov, M., Tetlock, P. E., & Mellers, B. (2023). Decomposing the effects of crowd-wisdom aggregators: The bias–information–noise (BIN) model.

International Journal of Forecasting, 39(1), 470-485.
doi:10.1016/j.ijforecast.2021.12.010

2022

Scoblic, J. P., & Tetlock, P. E. (2022). Fumbling the crystal ball. *Foreign Affairs*, Retrieved from <https://www.foreignaffairs.com/world/fumbling-crystal-ball>

Atanasov, P., Witkowski, J., Mellers, B., & Tetlock, P. (2022). Crowd prediction systems: Markets, polls, and elite forecasters. *Paper presented at the Proceedings of the 23rd ACM Conference on Economics and Computation, Boulder, CO, USA*. pp. 1013–1014.

Clark, C. J., Costello, T., Mitchell, G., & Tetlock, P. E. (2022). Keep your enemies close: Adversarial collaborations will improve behavioral science. *Journal of Applied Research in Memory and Cognition*, 11(1), 1-18. doi:10.1037/mac0000004

Clark, C. J., Costello, T., Mitchell, G., & Tetlock, P. E. (2022). The road less travelled: Understanding adversaries is hard but smarter than ignoring them. *Journal of Applied Research in Memory and Cognition*, 11(1), 50-53. doi:10.1037/mac0000020

Mitchell, G., & Tetlock, P. E. (2022). The internal validity obsession. *Behavioral and Brain Science*. 45, e83. doi:10.1017/S0140525X21000637

Mitchell, G., & Tetlock, P. E. (2022). Are Progressives in Denial About Progress? Yes, But So Is Almost Everyone Else. *Clinical Psychological Science*, 11(4), 683-704. doi:10.1177/21677026221114315

Costello, T. H., Clark, C. J., & Tetlock, P. E. (2022). Shoring up the shaky psychological foundations of a micro-economic model of ideology: Adversarial collaboration solutions. *Psychological Inquiry*, 33(2), 88-94. doi:10.1080/1047840X.2022.2065130

Karvetski, C. W., Meinel, C., Maxwell, D. T., Lu, Y., Mellers, B. A., & Tetlock, P. E. (2022). What do forecasting rationales reveal about thinking patterns of top geopolitical forecasters? *International Journal of Forecasting*, 38(2), 688-704. doi:10.1016/j.ijforecast.2021.09.003

2021

Lustick, I. S., & Tetlock, P. E. (2021). Experimental history: The slow, painful birth of a new field. Rejoinder to commentaries on Lustick and Tetlock (2021). *Futures & Foresight Science*, 3(2), e94. doi:10.1002/ffo2.94

Lustick, I. S., & Tetlock, P. E. (2021). The simulation manifesto: The limits of brute force empiricism in geopolitical forecasting. *Futures & Foresight Science*, 3(2), e64. doi:10.1002/ffo2.64

Satopää, V. A., Salikhov, M., Tetlock, P. E., & Mellers, B. (2021). Bias, information, noise: The BIN model of forecasting. *Management Science*, 67(12), 7599-7618. doi:10.1287/mnsc.2020.3882

Scoblic, J. P., Karvetski, C., & Tetlock, P. E. (2021). Did Sino-American relations have to deteriorate? A better way of doing counterfactual thought experiments. *War on the Rocks*, Retrieved from <https://warontherocks.com/2021/07/did-sino-american-relations-have-to-deteriorate-a-better-way-of-doing-counterfactual-thought-experiments/>

Silver, I., Mellers, B. A., & Tetlock, P. E. (2021). Wise teamwork: Collective confidence calibration predicts the effectiveness of group discussion. *Journal of Experimental Social Psychology*, 96, e104157. doi:10.1016/j.jesp.2021.104157

Tetlock, P. E., & Scoblic, J. P. (2021). Can we reconcile narrativist and probabilistic modes of thinking? *Foresight: The International Journal of Applied Forecasting*, (63), 21-24.

2020

Atanasov, P., Witkowski, J., Ungar, L., Mellers, B., & Tetlock, P. (2020). Small steps to accuracy: Incremental belief updaters are better forecasters. *Organizational Behavior and Human Decision Processes*, 160, 19-35. doi:10.1016/j.obhdp.2020.02.001

Scoblic, J. P., & Tetlock, P. E. (2020). A better crystal ball: The right way to think about the future. *Foreign Affairs*, Retrieved from <https://www.foreignaffairs.com/articles/united-states/2020-10-13/better-crystal-ball>

Tetlock, P. E. (2020). Can we accelerate learning from history? South Africa then and now: Commentary on Schoemaker 2020. *Futures & Foresight Science*, 2(3-4), e38. doi:10.1002/ffo2.38

Tetlock, P. E. (2020). Gauging the Politicization of Research Programs. *Psychological Inquiry*, 31(1), 86-87. doi:10.1080/1047840X.2020.1724724

2019

Cerniglia, J. A., & Tetlock, P. E. (2019). Accelerating learning in active management: The alpha-brier process. *Journal of Portfolio Management*, 45(5), 125-135. doi:10.3905/jpm.2019.45.5.125

Dana, J., Atanasov, P., Tetlock, P., & Mellers, B. (2019). Are markets more accurate than polls? The surprising informational value of “just asking”. *Judgment and Decision Making*, 14(2), 135-147. doi:10.1017/S1930297500003375

Horowitz, M., Stewart, B. M., Tingley, D., Bishop, M., Samotin, L. R., Roberts, M., Chang, W., Mellers, B., & Tetlock, P. (2019). What makes foreign policy teams tick:

Explaining variation in group performance at geopolitical forecasting. *Journal of Politics*, 81(4), 1388-1404. doi:10.1086/704437

Mellers, B. A., & Tetlock, P. E. (2019). From discipline-centered rivalries to solution-centered science: Producing better probability estimates for policy makers. *American Psychologist*, 74(3), 290-300. doi:10.1037/amp0000429

Mellers, B., Tetlock, P., & Arkes, H. R. (2019). Forecasting tournaments, epistemic humility and attitude depolarization. *Cognition*, 188, 19-26. doi:10.1016/j.cognition.2018.10.021

Mellers, B. A., Tetlock, P. E., Baker, J. D., Friedman, J. A., & Zeckhauser, R. (2019). Improving the accuracy of geopolitical risk assessments. In Howard Kunreuther, Robert J. Meyer & Erwann O. Michel-Kerjan (Eds.), *The future of risk management* (pp. 209-226). Philadelphia: University of Pennsylvania Press.

2018

Conway, L. G., III, Suedfeld, P., & Tetlock, P. E. (2018). Integrative complexity in politics. In A. Mintz, & L. G. Terris (Eds.), *The oxford handbook of behavioral political science* (pp. 153-174) Oxford University Press.

Mandel, D. R., & Tetlock, P. E. (2018). Correcting Judgment Correctives in National Security Intelligence. *Frontiers in Psychology*, 9, e2640. doi:10.3389/fpsyg.2018.02640

Cross, D., Ramos, J., Mellers, B., Tetlock, P. E., & Scott, D. W. (2018). Robust forecast aggregation: Fourier L2E regression. *Journal of Forecasting*, 37(3), 259-268. doi:10.1002/for.2489

Friedman, J. A., Baker, J. D., Mellers, B. A., Tetlock, P. E., & Zeckhauser, R. (2018). The value of precision in probability assessment: Evidence from a large-scale geopolitical forecasting tournament. *International Studies Quarterly*, 62(2), 410-422. doi:10.1093/isq/sqx078

2017

Atanasov, P., Rescober, P., Stone, E., Swift, S. A., Servan-Schreiber, E., Tetlock, P., Ungar, L., & Mellers, B. (2017). Distilling the wisdom of crowds: Prediction markets vs. prediction polls. *Management Science*, 63(3), 691-706. doi:10.1287/mnsc.2015.2374

Bo, Y. E., Budescu, D. V., Lewis, C., Tetlock, P. E., & Mellers, B. (2017). An IRT forecasting model: Linking proper scoring rules to item response theory. *Judgment and Decision Making*, 12(2), 90-103. doi:10.1017/S1930297500005647

Chang, W., Atanasov, P., Patil, S., Mellers, B., & Tetlock, P.E. (2017). Accountability and adaptive performance under uncertainty: A long-term view. *Judgment and Decision Making*, 12(6), 610-626. doi:10.1017/S1930297500006732

- Fincher, K. M., Tetlock, P. E., & Morris, M. W. (2017). Interfacing with faces: Perceptual humanization and dehumanization. *Current Directions in Psychological Science*, 26(3), 288-293. doi:10.1177/0963721417705390
- Mellers, B. A., Baker, J. D., Chen, E., Mandel, D. R., & Tetlock, P. E. (2017). How generalizable is good judgment? A multi-task, multi-benchmark study. *Judgment and Decision Making*, 12(4), 369-381. doi:10.1017/S1930297500006240
- Merkle, E. C., Steyvers, M., Mellers, B., & Tetlock, P. E. (2017). A neglected dimension of good forecasting judgment: The questions we choose also matter. *International Journal of Forecasting*, 33(4), 817-832. doi:10.1016/j.ijforecast.2017.04.002
- Mitchell, G., & Tetlock, P. E. (2017). Popularity as a poor proxy for utility. In S. O. Lilienfeld & I. D. Waldman (Eds.), *Psychological science under scrutiny: Recent challenges and proposed solutions* (pp. 164-195). Hoboken, NJ: John Wiley & Sons.
- Schoemaker, P. J. H., & Tetlock, P. E. (2017). Building a more intelligent enterprise. *Sloan Management Review*, 58(3), 28-37.
- Schwartz, H. A., Rouhizadeh, M., Bishop, M., Tetlock, P., Mellers, B., & Ungar, L. H. (2017). Assessing objective recommendation quality through political forecasting. *Proceedings of the 2017 Conference on Empirical Methods in Natural Language Processing*, pp. 2348-2357.
- Tetlock, P. E., Mellers, B. A., & Scoblic, J. P. (2017). Bringing probability judgments into policy debates via forecasting tournaments. *Science*, 355(6324), 481-483. doi:10.1126/science.aal3147
- Tetlock, P. E., Mellers, B. A., & Scoblic, J. P. (2017). Sacred versus pseudo-sacred values: How people cope with taboo trade-offs. *American Economic Review*, 107(5), 96-99. doi:10.1257/aer.p20171110
- Moore, D. A., Swift, S. A., Minster, A., Mellers, B. A., Ungar, L. H., Tetlock, P. E., Yang, H. H. J., Tenney, E. R. (2017). Confidence calibration in a multiyear geopolitical forecasting competition. *Management Science*, 63(11), 3552-3565. doi:10.1287/mnsc.2016.2525
- Patil, S. V., Tetlock, P. E., & Mellers, B. A. (2017). Accountability systems and group norms: Balancing the risks of mindless conformity and reckless deviation. *Journal of Behavioral Decision Making*, 30(2), 282-303. doi:10.1002/bdm.1933

2016

- Chang, W., & Tetlock, P. E. (2016). Rethinking the training of intelligence analysts. *Intelligence and National Security*, 31(6), 903-920. doi:10.1080/02684527.2016.1147164

- Chang, W., Chen, E., Mellers, B., & Tetlock, P. (2016). Developing expert political judgment: The impact of training and practice on judgmental accuracy in geopolitical forecasting tournaments. *Judgment and Decision Making*, 11(5), 509-526. doi:10.1017/S1930297500004599
- Chen, E., Budescu, D. V., Lakshmikanth, S. K., Mellers, B. A., & Tetlock, P. E. (2016). Validating the contribution-weighted model: Robustness and cost-benefit analyses. *Decision Analysis*, 13(2), 128-152. doi:10.1287/deca.2016.0329
- Fincher, K. M., & Tetlock, P. E. (2016). Perceptual dehumanization of faces is activated by norm violations and facilitates norm enforcement. *Journal of Experimental Psychology: General*, 145(2), 131-146. doi:10.1037/xge0000132
- Mandel, D. R., & Tetlock, P. E. (2016). Debunking the myth of value-neutral virginity: Toward truth in scientific advertising. *Frontiers in Psychology*, 7, e451. doi:10.3389/fpsyg.2016.00451
- McGraw, A. P., Davis, D. F., Scott, S. E., & Tetlock, P. E. (2016). The price of not putting a price on love. *Judgment and Decision Making*, 11(1), 40-47. doi:10.1017/S1930297500007579
- Schoemaker, P., & Tetlock, P. (2016). Superforecasting: How to upgrade your company's judgment. *Harvard Business Review*, 94(5), 72-78.
- Mitchell, G., & Tetlock, P. E. (2016). Experimental political philosophy: Justice judgments in the hypothetical society paradigm. In J. A. Krosnick, I. Chiang & T. H. Stark (Eds.), *Political psychology: New explorations* (pp. 47-71). New York, NY : Routledge.

2015

- Blanton, H., Jaccard, J., Strauts, E., Mitchell, G., & Tetlock, P. E. (2015). Toward a meaningful metric of implicit prejudice. *Journal of Applied Psychology*, 100(5), 1468-1481. doi:10.1037/a0038379
- Crawford, J. T., Duarte, J. L., Haidt, J., Jussim, L., Stern, C., & Tetlock, P. E. (2015). It may be harder than we thought, but political diversity will (still) improve social psychological science. *Behavioral and Brain Sciences*, 38, e164. doi:10.1017/s0140525x15000035
- Dhami, M. K., Mandel, D. R., Mellers, B. A., & Tetlock, P. E. (2015). Improving intelligence analysis with decision science. *Perspectives on Psychological Science*, 10(6), 753-757. doi:10.1177/1745691615598511

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- Fincher, K. M., & Tetlock, P. E. (2015). Brutality under cover of ambiguity: Activating, perpetuating, and deactivating covert retributivism. *Personality and Social Psychology Bulletin*, 41(5), 629-642. doi:10.1177/0146167215571090
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Suedfeld, P., & Tetlock, P. (1977). Integrative complexity of communications in international crises. *Journal of Conflict Resolution*, 21(1), 169–184. doi:10.1177/002200277702100108

Suedfeld, P., Tetlock, P. E., & Ramirez, C. (1977). War, peace, and integrative complexity. *Journal of Conflict Resolution*, 21(3), 427–442. doi:10.1177/002200277702100303

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Tetlock, P. E., & Suedfeld, P. (1976). Inducing belief instability without a persuasive message: The roles of attitude centrality, individual cognitive differences, and sensory deprivation. *Canadian Journal of Behavioural Science / Revue Canadienne Des Sciences Du Comportement*, 8(4), 324–333. doi:10.1037/h0081958

Publications in Mass Media

Tetlock, P. E. & Gardner, D. (December 4, 2015). How to improve the accuracy of forecasts. *Wall Street Journal*.

Tetlock, P. E. & Gardner, D. (November 2015). Keeping score. *The Economist: The World in 2016*.

Tetlock, P.E. & Gardner, D. (October 20, 2015). We can learn to predict future events. *The Telegraph*.

Tetlock, P. E. & Scoblic, P. (October 2, 2015). The power of precise predictions. *New York Times*.

Tetlock, P.E. & Gardner, D. (November 2013). Who's good at forecasting? *The Economist: The World in 2014*.

Horowitz, M. & Tetlock, P. E. (September, 2012). Trending upward: How intelligence agencies can see better into the future. *ForeignPolicy.com*

Tetlock, P.E. (November-December, 2010). Experts all the way down. *The National Interest*, 76-86.

Tetlock, P.E. (September-October, 2009). Playing tarot on K Street, *The National Interest*, 57-67.

Tetlock, P.E. Perchance to scream. Review of Drew Westen's "The political brain." *Times Literary Supplement*, December 14, 2007, p. 23 (No. 5463).

Tetlock, P.E. How accurate are your pet pundits? Project Syndicate website, with publication in following affiliated newspapers between May 11 and May 20, 2006: *Daily Times*, Pakistan; the *Korea Herald*; the *Taipei Times*; *Ziua* (Romania); *Rzeczpospolita* (Poland), *RevistaPresei.rol.ro* (Romania), *El Nuevo Diario* (Nicaragua), *Prensa* (Panama); *Clarín* (Uruguay); and *La Vanguardia Digital*, Spain.

Wax, A., & Tetlock, P.E. We are all racists at heart. *Wall Street Journal*, Op-ed, A 15, December 1, 2005. Reprinted as Issue # 15 in: *Taking sides: Clashing views in social psychology* (2nd ed.). Nier, Jason A.; New York, NY, US: McGraw-Hill, 2007. pp. 314323.

Weber, S., & Tetlock, P.E. New Economy: The Pentagon's plan for futures trading. *New York Times*, Business Section, August 11, 2003, C3.

Tetlock, P.E. (1998). The what-if school of history. *TIME*, 151, 163.

Tetlock, P.E. (1989). Gorbachev: His thinking is complex. *Washington Post*, Outlook Section, December 17, 1989, B5.

Papers Given at Scientific Meetings and Other Public Forums

Tetlock, P. E. (May 2023). Forty years of forecasting tournaments: We Learn a Lot When We Get Serious About Keeping Score. Haskins Lecture, RAND, Santa Monica.

Tetlock, P.E. (May 2018). Judgmental Defects, Organizational Correctives and Political Controversies. Invited address, Norman Anderson Lectures, University of California, San Diego.

Tetlock, P.E. (June 2017). The limits of probabilistic reasoning. *Linguae Lectures*, ENS, Paris, France.

Tetlock, P. E. (January 2017). Exploring the value of making implicit geopolitical forecasts explicit? Invited Address, World Economic Forum, Davos, Switzerland.

Tetlock, P. E. (November 2015). Superforecasting: How accurate can we get when we get serious about keeping score. Long Now Foundation, San Francisco.

Tetlock, P.E. (April 2015). Assessing the accuracy of probabilistic judgments of world politics. International Monetary Fund, Washington, D.C.

Tetlock, P. E. (March 2015). Forecasting tournaments : Improving the quality of democratic debate. Linowes Lecture at Cline Center for Democracy, University of Illinois.

Tetlock, P. E. (January 2014). The value of keeping score. Presentation to the Office of the Director of National Intelligence. Langley Virginia.

Tetlock, P.E. (October 2010). The shaky social-science underpinnings of expert testimony in second-generation employment-discrimination class actions. Invited address to the American Employment Law Council, Naples, Florida.

Tetlock, P.E. (January 2007). Good judgment in intelligence analysis. Invited address to conference on “evidence-based organizations” sponsored by Office of the Director of National Intelligence, Reston, Virginia.

Tetlock, P.E. (November 2006). The sound of one hand clapping: The perils of premature value judgments. Invited address to the Society for Judgment and Decision Making, Houston, Texas.

Tetlock, P.E. (October 2006). Unconscious prejudice and anti-discrimination law: The perils of mind reading. Invited address to the American Employment Law Council, Naples, Florida.

Tadmor, C.T., Tetlock, P.E., & Peng, K. (August 2005). Biculturalism and integrative complexity: Testing the acculturation complexity model. Paper presented at the annual meeting of the Academy of Management. Atlanta, Georgia.

Tetlock, P.E. (May 2005). Implicit prejudice and moral cleansing: Original sin is to Christianity as implicit prejudice is to...? Invited address to conference on “neuroscience, human agency and legal responsibility” sponsored by the American Enterprise Institute, Washington, D.C.

McGraw, P., & Tetlock, P.E. (November 2004). Taboo trade-offs, relational framing, and the acceptability of exchanges. Paper presented at Society for Judgment in decisionmaking, November 2004.

Wong, E., Ormiston, M., & Tetlock, P.E. (August 2004). Illegal corporate behavior: The effect of CEO integrative complexity. Paper presented at International Society for the Study of Work & Organizational Values. New Orleans, August 2004.

Tadmor, C., & Tetlock, P.E. (August 2004). Acculturation strategies as predictors of success in overseas assignment. Paper presented at Academy of Management, Honolulu, Hawaii.

Tadmor, C., & Tetlock, P.E. (August 2004). Biculturalism: The plus side of leaving home? A model of the effects of second-culture exposure on cognitive complexity. Paper presented at Academy of Management, Honolulu, Hawaii.

Ormiston, M., Wong, E., & Tetlock P.E. (August 2004). The effect of CEO and executive team decision making style on corporate social responsibility. Paper presented at Academy of Management, Honolulu, Hawaii.

Henik, E., & Tetlock P.E. (August 2004). Close-call counterfactuals and organizational learning. Paper presented at Academy of Management, Honolulu, Hawaii.

Tetlock, P.E. (March 2004). Expert political judgment: How good is it? How can we know? Carl Hovland Memorial Lecture, Yale University.

Arkes, H., & Tetlock, P.E. (April 2003). A JDM perspective on social psychological work on prejudice. Invited address to the Western Psychological Association, Vancouver, Canada.

Tetlock, P.E. (February 2003). Defending sacred values against secular encroachment. Paper presented at Society for Personality and Social Psychology, Los Angeles, CA.

Elson, S.B., Tetlock, P.E., & Mellers, B.A., (June 2002). Accountability reduces biases in probability judgment. Paper presented at the American Psychological Society Annual Meeting, New Orleans, Louisiana.

Polifroni, M., Rucker, D.D., & Tetlock, P.E., (February 2002). Threats to social order and the intuitive prosecutor. Poster presented at the 3rd Annual Meeting of the Society for Personality and Social Psychology, Savannah, GA.

McGraw, A.P., & Tetlock, P.E. (November 2001). The limits of fungibility: Relational schemata and the value of things. Society for Judgment and Decision Making; Orlando, FL.

McGraw, A.P., & Tetlock, P.E. (October 2001). The limits of fungibility: Relational schemata and the value of things. Association for Consumer Research; Austin, TX.

McGraw, A. P., Kristel, O., & Tetlock, P. (June 1999). A social relational approach to object ownership: The effect of value tradeoffs. American Psychological Society; Denver, CO.

Kristel, O., McGraw, A.P., & Tetlock, P. (June 1999). Relational schemata and the meaning of things: The limits of fungibility. American Psychological Society; Denver, CO.

Tetlock, P.E. (November 1999). Ideological variation in willingness to trust (Or why many conservatives believe that the fundamental attribution error is neither fundamental nor erroneous). Graduate School of Business, Stanford, CA.

Tetlock, P.E. (August 1998). Social psychology and world politics: Bridging the theory-policy gap. Invited address to Organizing Committee of XXVII International Congress of Psychology. Stockholm, Sweden.

Tetlock, P.E. (July 1998). Close-call counterfactuals and belief-system defense. Invited address to International Society of Political Psychology, Montreal, Canada.

Tetlock, P.E. (September 1996). Good judgment in world politics: Historical counterfactuals, conditional forecasts, and policy preferences. Paper presented at the annual meeting of the American Political Science Association, San Francisco, CA.

Tetlock, P.E. (June 1996). The empirical and normative status of the dilution effect: The joint impact of accountability and conversational norms. Paper presented at the annual meeting of the American Psychological Society, San Francisco, CA.

Tetlock, P.E. Logical, methodological and psychological issues in judging counterfactual claims.

Tetlock, P.E. (September 1995). Revising the value pluralism model of ideological reasoning: Ten years of hindsight. Paper presented at the annual meeting of the American Political Science Association, Chicago, IL.

Tetlock, P.E. (June 1995). Counterfactual thought experiments in world politics. Paper presented at the European Community Conference on Reasoning and Choice, University of Siena, Italy.

Tetlock, P.E. (July 1994). Good judgment in world politics: Who gets what right, when, and why? Invited address to the annual meeting of the American Psychological Society, Washington, D.C.

Tetlock, P.E. (July 1994). Assessing political group dynamics in historical settings: When is quality of process related to goodness of outcome? Paper presented at the annual meeting of the American Psychological Society, Washington, D.C.

Tetlock, P.E. (August 1993). Paper presented at the eighth annual Ontario Symposium on Social-Personality Psychology, University of Western Ontario, London, Canada.

Kahneman, D., & Tetlock, P.E. (August 1993). Accounting for conservatism among accountants: Cognitive and social psychological explanations. Paper presented at annual meeting of the American Association of Accountants, San Francisco, CA.

Tetlock, P.E. (October 1992). Political or politicized psychology: Is the road to scientific hell paved with good moral intentions? Paper presented at Society for Experimental Social Psychology, San Antonio, TX.

Tetlock, P.E. (November 1991). Competing functionalist metaphors in research on judgment and choice. Invited address to the annual meeting of Society for Judgment and Decision Making. San Francisco, CA.

Tetlock, P.E. (August 1991). An integratively complex look at integrative complexity. Paper presented at the annual meeting of the American Psychological Association, San Francisco, CA.

Tetlock, P.E. (June 1991). Conflict, cooperation, and integrative complexity. Paper presented at the third annual meeting of the Soviet and American Academies of Science Conference on Interdependency, Moscow, U.S.S.R.

Tetlock, P.E. (October 1990). Judgmental bias in political cognition. Invited address to Office of Leadership Analysis, U.S. Government, Washington, D.C.

Tetlock, P.E. (August 1990). Accountability and social rationality. Invited address to the annual meeting of the American Political Science Association, San Francisco, CA.

Tetlock, P.E. (August 1990). Cognitive structural analysis of political rhetoric: What have we learned? Paper presented at the annual meeting of the American Political Science Association, San Francisco, CA.

Skitka, L., & Tetlock, P.E. (August 1990). Allocating aid: resource scarcity, locus of responsibility, values, and cognitive style. Paper presented at the annual meeting of the American Psychological Association, Boston, MA.

Tetlock, P.E. (October 1989). Motivating integrative complexity: Intrapsychic, interpersonal, and institutional perspectives. Invited address to the annual meeting of the Society for Experimental Social Psychology, Santa Monica, CA.

Tetlock, P.E. (January 1989). Integrative complexity of American and Soviet political leaders. Paper presented at the second joint Soviet and American Academies of Science Conference on Interdependence, Tallinn, Estonia, U.S.S.R.

Tetlock, P.E., Cohen, S., & Faeges, R. (November 1988). Growing integrative complexity of Soviet views of the international environment. Paper presented at the annual meeting of the American Association for the Advancement of Slavic Studies, Honolulu, Hawaii.

Tetlock, P.E. (June 1988). Psychology and national security policy. Invited address to the Congressional Science Seminar of the Federation of Behavioral, Psychological and Cognitive Sciences, Washington, D.C.

Tetlock, P.E. (May 1988). Cognitive style and political ideology in the Soviet Union. Invited address given to the annual meeting of the Western Psychological Association, San Francisco, CA.

Tetlock, P.E. (January 1988). Cognitive thresholds for acknowledging interdependence. Paper presented at the first joint Soviet and American Academies of Science Conference on Interdependence, Washington, D.C.

Tetlock, P.E. (August 1987). Integrative complexity as a moderator of aesthetic evaluations of texts. Paper presented at the IREX-sponsored Hungarian-American conference on text analysis, Budapest, Hungary.

Tetlock, P.E. (August 1987). Value conflict and policy reasoning. Paper presented at the annual meeting of the American Psychological Association, New York, NY.

Tetlock, P.E. (July 1987). Cognitive style and political ideology in the Soviet Union and the United States: Parallel relationships? Paper presented at the International Society of Political Psychology, San Francisco, CA.

Tetlock, P.E. (June 1987). Preventing nuclear war: What role should behavioral and social scientists play? Invited address given at the annual meeting of the Canadian Psychological Association, Vancouver, Canada.

Tetlock, P.E. (September 1986). Psychology and policy advocacy: Where should we draw the line? Invited address given at the annual meeting of the Australian Psychological Society, Townsville, Australia.

Tetlock, P.E. (August 1986). Assessing the cognitive and rhetorical styles of Soviet leaders. Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (August 1986). Psychological advice on foreign policy: What do we have to offer? Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (July 1986). The Gorbachev effect on the integrative complexity of Soviet policy statements: What does it mean? Paper presented at the International Society of Political Psychology, Amsterdam, The Netherlands, and the International Union of Applied Psychology Jerusalem, Israel.

Tetlock, P.E. (May 1986). Psychological and moral issues in foreign policy debates: The old fact-value distinction revisited. Invited address given at the Western Psychological Association, Seattle, WA.

Sniderman, P., Green, D., & Tetlock, P.E. (April 1986). Consistency mechanisms in mass belief systems. Paper presented at the annual meeting of the Midwestern Political Science Association, Chicago, IL.

Hannum, K., & Tetlock, P.E. (April 1985). A content analysis of crisis decision-making during the Three Mile Island crisis. Paper presented at the annual meeting of the Western Psychological Association, San Jose, CA.

Sniderman, P.M., Hagen, M. G., Tetlock, P.E., & Brady, H. E. (April 1985). Reasoning chains: A causal model of policy reasoning in mass publics. Paper presented at the annual meeting of the Midwestern Political Science Association, Chicago, IL.

Tetlock, P.E. (February 1985). The integrative complexity approach to the analysis of verbatim data. Paper presented at the Conference on the Analysis of Verbatim Data, Lancaster, England.

Tetlock, P.E. (September 1984). Psychological research on international relations. Paper presented at the meetings of the International Congress of Psychology, Acapulco, Mexico.

Tetlock, P.E. (August 1984). A value pluralism model of ideological reasoning. Paper presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Tetlock, P.E. (August 1984). Words and deeds in American-Soviet relation. Paper presented at the annual meeting of the American Psychological Association, Toronto, Canada.

Tetlock, P.E. (April 1984). Predicting Soviet foreign policy behavior. Paper presented at the Institute on Global Conflict and Cooperation conference on "Sources of International Conflict." Institute of International Studies, Berkeley, CA.

Tetlock, P.E. (October 1983). Multi-method convergence in psychological research on foreign policy: An optimistic perspective. Paper presented at the annual meeting of the Society for Experimental Social Psychology, Pittsburgh, Pennsylvania.

Tetlock, P.E. (August 1983). Accountability and the elimination of the primacy effect in judgment. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Tetlock, P.E., Bernzweig, J., & Guest, L. (August 1983). Stability and change in the complexity of senatorial debate. Paper presented at the meeting of the American Psychological Association, Anaheim, CA.

Hannum, K., & Tetlock, P.E. (August 1983). The Nuclear Regulatory Commission and Three Mile Island: Testing the conflict model of crisis decision-making. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Barrett, T., & Tetlock, P.E. (August 1983). A social identity analysis of the selfmonitoring scale. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

Tetlock, P.E. (April 1983). A value pluralism model of the relationships between cognitive style and political ideology. Paper presented at the annual meeting of the International Studies Association, Mexico City, Mexico.

Tetlock, P.E. (1982). Cognitive style and political ideology. Paper presented at the annual meeting of the American Psychological Association, Washington, D.C.

Tetlock, P.E. (1981). Integrative complexity and international conflict. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, CA.

Tetlock, P.E. (1981). Self-schemas, audience expectations and self-presentation. Paper presented at the 89th annual meeting of the American Psychological Association, Los Angeles, CA.

Tetlock, P.E. (1981). Accounting for failure: A social psychological perspective. Paper presented at the Conference on "Alcohol and disinhibition: The nature and meaning of the link." School of Public Health, Berkeley, CA.

Tetlock, P.E. (1980). Integrative complexity as a variable in foreign policy decision making. Paper presented at the annual meeting of the International Studies Association, Los Angeles, CA.

Tetlock, P.E. (1979). The social consequences of defensive and counterdefensive attributions. Paper presented at the annual meeting of the American Psychological Association, New York, NY.

Tetlock, P.E., & Levi, A. (1979). A multi-method study of the Japanese decision to attack Pearl Harbor. Paper presented at the annual meeting of the Canadian Psychological Association, Quebec City, CA.

Grants and Contracts Received

Open Philanthropy, Developing the Next Generation of Forecasting Tournaments. December 2022-June 30, 2025 (\$7M).

Musk Foundation, Hybrid Persuasion-Forecasting Tournament Focused on Short, Medium and Long-Term Existential Risk, January 2022-December 31, 2023 (\$1.5M).

Founders Pledge, Forecasting X-Risks. January 2020-December 31, 2023 (\$200K).

John Templeton Foundation, Epistemic Virtues. September 1, 2021-December 31, 2023 (\$600K).

Searle Foundation, Adversarial Collaboration. July 1, 2020- June 30, 2022 (\$250K).

Effective Altruism Long-Term Fund. July 1, 2021-December 31, 2022 (\$600K).

IARPA Contract, FOCUS (Forecasting Counterfactuals in Uncontrolled Setting), February 2019-June 30, 2022. (\$6.7M)

Silicon Valley Community Foundation, Depolarizing unnecessarily polarized debates. 2016-2019 (\$1.9M).

IARPA Contracts on “Full-Inference Cycle Tournaments,” “Making Conversations Smarter Faster,” and the “Uniqueness Continuum and the Hybrid Forecasting Competition, 2016-2018 (\$800,000).

Intelligence Advanced Research Projects Agency (IARPA), Exploring the optimal forecasting frontier, 2011-2015 (annual budgets ranged from \$3.5M to \$7M).

SHRM Foundation, What companies need to do to curb bias in employment practices: A multi-method exploration of the perceived and actual efficacy of process versus outcome accountability, 2010-2011.

Searle Foundation Trust, Taking a careful scientific second look before making a big policy leap: An epistemic audit of the unconscious-bias research program, 2009-2011.

Kaufman Foundation, Cognitive biases and organizational correctives, 2005-2007.

U.S. Institute of Peace, Cognitive biases in political forecasting: The Korean peninsula, 2001-2003.

MacArthur Foundation, Good judgment in world politics, 2000-2001.

National Science Foundation, The impact of accountability on judgment and choice, 1995-1999.

Mershon Center, The Ohio State University, Good judgment in world politics: In search of an elusive construct, 1996-2000.

National Science Foundation, Prejudice and politics in the Netherland, 1996-1998 (Co-PI with P. Sniderman; administered through Stanford).

National Science Foundation, Dynamics of political persuasion, 1992-1994 (Co-PI with P.M. Sniderman and H. Brady).

National Science Foundation, Race and political preference, 1988-1992 (Co-PI with P.M. Sniderman).

MacArthur Foundation, Cognitive perspectives on international conflict, 1987-1993.

Office of Leadership Analysis, Political group dynamics and leadership effectiveness. 1987-1993.

Institute on Global Conflict and Cooperation, Psychological dynamics of international conflict. July 1982 - June 1985; July 1986 - June 1987; July 1988 - June 1993.

MacArthur Foundation, Behavioral and social science perspectives on nuclear war. 1986-1988.

Social Science and Humanities Research Council, The status of civil liberties in Canada: A proposal to study citizen attitudes and policy reasoning. 1986-1989. (With P. Sniderman, J. Fletcher, and P. Russell.)

Canadian Studies Faculty and Institutional Research Grant, Cognitive processes underlying public attitudes toward civil liberties, Canadian Embassy, 1986-1993.

National Institute of Mental Health, Accountability: The neglected social context of judgment and choice (RO1 MH39942). 1985-1988.

National Institute of Mental Health, Determinants of self-presentation (RO3 MH35907). 1981-1983.

Public Health Service, Biomedical Research Support Grant, Health care allocation decisions: Coping with difficult value trade-offs. 1981-1984; 1986-1990.

Instructional Improvement Grants, University of California, Support for undergraduate psychological research. 1981-1983.

Editorial Board Memberships Spanning Career

Annual Review of Psychology

Psychological Science

Journal of Personality and Social Psychology: Attitudes and Social Cognition

International Studies Quarterly

Journal of Behavioral Decision Making

Journal of Conflict Resolution

Political Psychology

Organizational Behavior and Human Decision Processes

Administrative Experience

Chairman, Board of Directors, Forecasting Research Institute (2022-present).

Chairman, Board of Directors, Good Judgment Inc (2014-present)

Principal Investigator of IARPA Contract Projects, Good Judgment Project, 2011-2015;
FOCUS, 2018-2020.

Group Chair, Organizational Behavior and Industrial Relations, Haas School of Business,
University of California, Berkeley, 2002-2010

Associate Dean for Academic Affairs, Haas School of Business, University of California,
Berkeley, 2003-2004

Director, Ph.D. programs, Haas School of Business, University of California, Berkeley

Director, Institute of Personality Assessment and Research (renamed in 1992 as Institute
of Personality and Social Research), University of California, Berkeley, 1988-1995