

# MARY L. STEFFEL

D'Amore-McKim School of Business  
Northeastern University  
202F Hayden Hall, 360 Huntington Avenue  
Boston, MA 02115

Cell: 646-831-6508  
Office: 617-373-4564  
[m.steffel@northeastern.edu](mailto:m.steffel@northeastern.edu)  
[www.marysteffel.com](http://www.marysteffel.com)

## EMPLOYMENT AND AFFILIATIONS

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### NORTHEASTERN UNIVERSITY

Assistant Professor of Marketing, July 2015–present  
Faculty Associate, Center for Health Policy and Healthcare Research, Fall 2015–present  
Affiliated Faculty, School of Public Policy and Urban Affairs, Fall 2018–present

### OFFICE OF EVALUATION SCIENCES | GENERAL SERVICES ADMINISTRATION

Academic Affiliate, September 2018–present | Fellow, October 2016–September 2018

### WHITE HOUSE SOCIAL AND BEHAVIORAL SCIENCES TEAM

Fellow, October 2016–January 2017

### UNIVERSITY OF CINCINNATI

Assistant Professor of Marketing, July 2012–July 2015

## EDUCATION

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### UNIVERSITY OF FLORIDA

Ph.D. Marketing, Postdoctoral Fellowship, August 2012  
Dissertation: “Social Comparison in Decisions for Others”  
Committee: Robyn LeBoeuf, Chris Janiszewski, Lyle Brenner, and John Chambers

### PRINCETON UNIVERSITY

Ph.D. Psychology, June 2009, M.A. Psychology, December 2006  
Dissertation: “The Impact of Choice Difficulty on Self and Social Inferences”  
Committee: Daniel M. Oppenheimer, Eldar Shafir, Daniel Kahneman,  
Emily Pronin, Deborah Prentice, and Susan Fiske

### COLUMBIA UNIVERSITY

B.A. Psychology (Honors), Summa Cum Laude, May 2004  
Thesis: “The Impact of Regulatory Focus on Decision Making under Ambiguity”  
Advisers: Elke U. Weber and E. Tory Higgins

## RESEARCH INTERESTS

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My research is dedicated to the study of consumer judgment and decision-making. I utilize experiments to examine when consumers call upon others to help them make decisions, how consumers navigate making decisions for others, and how to support consumers in making better decisions. My goal is to broaden the social context in which we understand consumer judgment and decision-making and leverage these insights to address substantive problems in the marketing and policy domains.

## **FELLOWSHIPS AND GRANTS**

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### **Internal**

Riesman Research Professorship, D'Amore-McKim School of Business (2019-2021) | \$4,000  
Trahan Family Faculty Fellowship, D'Amore-McKim School of Business (2018-2020) | \$10,000  
PI: Lindner College of Business Diversity and Inclusion Research Grant (2014) | \$1,000  
Centennial Scholar Fellowship, Princeton University (2004-2009) | \$1,000 annually

### **External**

Academic Affiliate, Office of Evaluation Sciences, General Services Administration (2020) | \$23,160  
Academic Affiliate, Office of Evaluation Sciences, General Services Administration (2019) | \$50,053  
Fellow, Office of Evaluation Sciences, General Services Administration (2018) | \$34,000  
Fellow, Office of Evaluation Sciences, General Services Administration (2017) | \$82,500  
PI: Transformative Consumer Research Grant (2015) | \$800  
Co-PI: MSI Research Competition, "Social Interactions and Social Media Marketing" (2014) | \$5,000  
PI: Georgetown Consumer Market Insights Challenge Award Winner (2014) | Panel Data  
Society for Consumer Psychology Dissertation Proposal Competition Winner (2011) | \$1,000

## **HONORS AND AWARDS**

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D'Amore-McKim School of Business Teaching Excellence Award (2019) | \$1,000  
Service Learning Course-Community Collaboration Award, Northeastern University (2019)  
Top 50 Undergraduate Professors, Poets and Quants (2018)  
Ronald Copeland Best Paper Award Finalist, D'Amore-McKim School of Business (2016)  
Harold Grilliot Award for Service to Undergraduate Organizations, Lindner College of Business (2014)  
Dean's List of Teaching Excellence, Lindner College of Business (2013, 2014, 2015)  
Graduate School and Association of Princeton Graduate Alumni Teaching Award (2008)  
National Science Foundation Graduate Fellowship Honorable Mention (2004, 2005, 2006)  
Phi Beta Kappa (2004)

## **JOURNAL PUBLICATIONS**

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1. Steffel, Mary, Elanor F. Williams, and David Tannenbaum (2019), "Does Changing Defaults Save Lives? Effects of Presumed Consent Organ Donation Policies," *Behavioral Science and Policy*, in press.
2. Eyal, Tal, Mary Steffel, and Nicholas Epley (2018), "Perspective Mistaking: Accurately Understanding the Mind of Another Requires Getting Perspective, Not Taking Perspective," *Journal of Personality and Social Psychology*, 114 (4), 547-71.
  - *Featured in Harvard Business Review, Quartz, Psychology Today, National Public Radio, KVVN Radio, The Huffington Post*
3. Steffel, Mary, and Elanor F. Williams (2018), "Delegating Decisions: Recruiting Others to Make Difficult Choices," *Journal of Consumer Research*, 44 (5), 1015-32.
  - *Featured in TEDxNortheasternU*

4. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), "Ethically Deployed Defaults: Transparency and Consumer Protection through Disclosure and Preference Articulation," *Journal of Marketing Research*, 53 (5), 865-80.
  - *Transformative Consumer Research Grant Winner (2015)*
  - *Featured in Harvard Business Review, Policy Shop Blog, Scholarly Insight Blog, The Conversation (named one of "four essential reads" in behavioral economics)*
5. Steffel, Mary, Elanor F. Williams, and Jaclyn Permann-Graham (2016), "Passing the Buck: Delegating Choices to Others to Avoid Responsibility and Blame," *Organizational Behavior and Human Decision Processes*, 135, 32-44.
  - *Featured in Harvard Business Review, Fast Company, Academic Minute, Quartz*
6. Williams, Elanor F., and Mary Steffel (2014), "Legitimate Enablement or Unfair Embellishment?: Double Standards In The Use of Enhancing Products by Self and Others," *Journal of Consumer Research*, 41 (2), 506-25.
  - *Featured in TIME Business*
7. Steffel, Mary, and Robyn LeBoeuf (2014), "Over-Individuation in Gift Giving: Shopping for Multiple Recipients Leads Givers to Choose Unique but Less Preferred Gifts," *Journal of Consumer Research*, 40 (6), 1167-80.
  - *Society for Consumer Psychology Dissertation Proposal Competition Winner (2011)*
  - *Featured in USA Today, NBC News, Today Show, TIME Magazine, Scientific American, Harvard Business Review, The Guardian, New York Magazine, The Guardian, The Conversation, The Huffington Post, Bloomberg View, Real Simple, Women's Health Magazine, Redbook Magazine, WalletHub, New England Public Radio, WBEZ Chicago Public Radio, KGO San Francisco: Consumer Talk, Main Street: Smart Spending, Yahoo! News, Daily Mail*
8. Steffel, Mary, and Daniel M. Oppenheimer (2009), "Happy by What Standard? The Role of Interpersonal and Intrapersonal Comparisons in Ratings of Happiness," *Social Indicators Research*, 92 (1), 69-80.
  - *Summarized in an invited entry in the Encyclopedia of Quality of Life Research*
9. Pronin, Emily, John J. Fleming, and Mary Steffel (2008), "Value Revelations: Disclosure Is in the Eye of the Beholder," *Journal of Personality and Social Psychology*, 95 (4), 795-809.
10. Johnson, Eric J., Mary Steffel, and Daniel G. Goldstein (July, 2005), "Making Better Decisions: From Measuring to Constructing Preferences," *Health Psychology*, 24 (4 Suppl), S17-22.
11. Elkin, Elena B., Mark E. Cowen, Daniel Cahill, Mary Steffel, and Michael W. Kattan (2004), "Preference Assessment Method Affects Decision Analytic Recommendations: A Prostate Cancer Treatment Example," *Medical Decision Making*, 24 (5), 504-10.

## **MANUSCRIPTS UNDER REVISION**

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1. Garcia-Rada, Ximena, Mary Steffel, Elanor F. Williams, and Michael Norton. “A Preference for Effort When Caring for Close Others.” *Under revision for the Journal of Consumer Research*.

## **MANUSCRIPTS UNDER REVIEW**

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1. Steffel, Mary, and Elanor F. Williams. “Do Our Choices Tell Us Who We Are? It Depends on How Easy They Were to Make.” *Under second review at the Journal of Consumer Psychology*.
2. Dellaert, Benedict, Suzanne Shu, Theo Arentze, Tom Baker, Kristin Diehl, Bas Donkers, Nathanael Fast, Gerald Haubl, Heidi Johnson, Uma Karmarkar, Harmen Oppewal, Bernd Schmitt, Juliana Schroeder, Stephen Spiller, and Mary Steffel. “Consumer Decisions with Voice Assistants,” *Under review at Marketing Letters*.

## **WORKING MANUSCRIPTS**

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1. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf. “Overlooking the Gift that Always Fits: Givers Underestimate the Appeal of Unconstrained Gifts.” *Targeted for the Journal of Marketing Research*.
  - *Georgetown Consumer Market Insights Challenge Award Winner (2014)*
  - *Featured in The New York Times, New York Magazine, The Washington Post, US News and World Report, ABC News Radio, New England Public Radio, The Conversation, The Guardian, The Huffington Post, TIME Magazine, Real Simple Magazine, Men’s Health Magazine, Yahoo! Health, Consumer Affairs*
2. Williams, Elanor F., Mary Steffel, and Lauren Grewal. “Does Sharing Signal Caring? Asymmetric Interpretations of the Informativeness of Own and Others’ Social Media Communications.” *Targeted for the Journal of Consumer Research*.
  - *Marketing Science Institute Research Competition on “Social Interactions and Social Media Marketing” Winner (2014)*
3. Grewal, Lauren, Mary Steffel, and Dhruv Grewal. “How Shall I Thank Thee? A Giver-Recipient Mismatch in Preferences for Public or Private Expressions of Gratitude.” *Targeted for the Journal of Consumer Research*.
4. Steffel, Mary. “From Personal Choices to Perceived Popularity: Increasing the Subjective Ease of Choices Via Repetition Exacerbates False Consensus.” *Targeted for the Journal of Consumer Psychology*.
5. Jenkins, Mason, Paul Fombelle, and Mary Steffel. “Apologies for Ambiguous Service Failures Negatively Impact Service Evaluations and Repeat Intention.” *Targeted for the Journal of Consumer Research*.

6. Williams, Elanor F., Mary Steffel, and Daniella Kupor. “Should We Encourage the Good or Discourage the Bad? Consumers’ Reactions to Nudges Depends on How They Are Framed.” *Targeted for the Journal of Marketing Research*.
7. Steffel, Mary, Elanor F. Williams, and Stephan Carney. “Empowering Patients to Engage with Health Decisions: Making Medical Choices Feel Easy Increases Patient Participation.” *Targeted for the Journal of Consumer Psychology*.
8. Blunden, Hayley, and Mary Steffel. “The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices.” *Targeted for Organizational Behavior and Human Decision Processes*.

## **MANUSCRIPTS IN PREPARATION**

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1. Steffel, Mary. “Decision Volleying.” *Targeted for the Journal of Consumer Research*.
2. Wu, Ruomeng, Mary Steffel, and Sharon Shavitt. “Individuating Gifts Out of Liking and Respect: Expanding Gift Giving Theory with a Cross-Culture Perspective.” *Targeted for the Journal of Business Research*.
3. Sommers, Roseanna, Mary Steffel, and George Loewenstein. “Double Punch Disclosures,” *Targeted for Psychological Science*.

## **PRACTITIONER PUBLICATIONS**

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1. Eyal, Tal, Mary Steffel, and Nicholas Epley (2018), “Perspective-Taking Doesn’t Help You Understand What Others Want,” *Harvard Business Review (Online)*.
2. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2017), “‘Default’ Choices Have Big Impact, but How to Make Sure They’re Used Ethically?,” *The Conversation (reprinted in Fast Company)*.
3. Steffel, Mary (2017), “How to Nudge Your Consumers Without Pushing Them Away,” *Harvard Business Review Webinar*.
4. Steffel, Mary and Elanor F. Williams (2016), “Psychology Explains Why So Many Leaders Pass the Buck – And Who Is Really to Blame,” *Quartz*.
5. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), “How to Nudge Your Consumers Without Pushing Them Away,” *Harvard Business Review (Online)*.
6. Steffel, Mary, Elanor F. Williams, and Jaclyn Permann-Graham (2016), “Research on Delegating Shows How Uncomfortable We Are Making Choices for Others,” *Harvard Business Review (Online)*.

7. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (2016), “Managing Defaults: Transparency and Consumer Protection,” *Scholarly Insights (American Marketing Association Blog)*.
8. Steffel, Mary, and Elanor F. Williams (2016), “Ethically Deployed Defaults,” *Policy Shop Blog (Behavioral Science and Policy Association)*.
9. Steffel, Mary, and Elanor F. Williams (2015), “Gift Giving Taboos that Aren’t As Bad As You Think,” *The Conversation (reprinted in The Huffington Post)*.
10. Steffel, Mary (2015), “How to Avoid Overthinking Your Holiday Shopping,” *Leaders At Work Blog (Northeastern University)*.
11. Williams, Elanor F., and Mary Steffel (2015), “Are Performance Enhancing Products Always Unfair?” *Capital Ideas Blog (University of Chicago)*.

## **INVITED PRESENTATIONS**

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Washington University in Saint Louis, Marketing Department, March 2020  
 Here We Are (Podcast), November 2019  
 Stand Up Science, Rockwell Theater, Boston Comedy Festival, November 2019  
 University of Chicago, Behavioral Science, September 2019  
 Harvard Kennedy School, Behavioral Insights Student Group, September 2019  
 University of Calgary, Marketing Department, May 2019  
 TEDx Northeastern, March 2019  
 RAND Corporation (Boston), March 2019  
 SPSP Judgment and Decision Making Preconference, February 2019  
 University of Michigan, Marketing Department, December 2018  
 Consumer Financial Protection Bureau, Workshop on Disclosure, September 2018  
 University of Pennsylvania, Robo Advisors at the Regulatory Crossroads, April 2018  
 Northeastern University, Center for Health Policy and Law, April 2018  
 Harvard Business School, Program on Negotiation Research Lab, January 2018  
 Boston University, Marketing Department, October 2017  
 University of Maryland, Marketing Behavioral Lab Group, September 2017  
 Georgetown University, Marketing Department, June 2017  
 Consumer Financial Protection Bureau, June 2017  
 Dartmouth College, Marketing Department, June 2016  
 Harvard Business School, GiNorton Lab, May 2016  
 University of Massachusetts, Amherst, Marketing Department, April 2016  
 Northeastern University, Social and Personality Psychology Group, October 2015  
 University of California, San Diego, Marketing Group, April 2013  
 Ohio State University, Judgment & Decision Making Research Group, February 2013  
 Ohio State University, Group for Attitudes and Persuasion, February 2013  
 Cincinnati Children’s Hospital, Chronic Disease Research Group, September 2012

## **CHAired SYMPOSIA**

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1. Steffel, Mary (Chair), Kris-Stella Trump, Pompa Debroy, David Yokum, and Gretchen Chapman (May, 2019), “How the U.S. Government Can Use Behavioral Insights to Improve Vaccination Rates,” Symposium presented at the Association for Psychological Science, Washington, DC.
2. Steffel, Mary (Chair), Michael DiDomenico, Jeremy Ko, Josh Martin, Brianna Middlewood, Bhavya Mohan, Todd Rogers, Kris-Stella Trump (August, 2018), “Leveraging Consumer Psychology to Promote Better Government,” Symposium presented at the American Psychological Association, San Francisco, CA.
3. Steffel, Mary, and Joshua Clarkson (Co-Chairs), Paul Cohen, Daniel Goldstein, Paul Litvak, Carl Marci (August, 2018), “Leveraging Psychological Insights to Enhance the Consumer Experience,” Symposium presented at the American Psychological Association, San Francisco, CA.
4. Steffel, Mary, and Lisa Cavanaugh (Co-Chairs), Evan Polman, and Laurence Ashworth (October, 2015), “The Pleasures and Perils of Gift-Giving,” Symposium presented at the Association for Consumer Research Conference, New Orleans, LA.
5. Williams, Elanor F., and Mary Steffel (Co-Chairs), Christopher W. Bauman, Daniel M. Bartels, and Evan Polman (January, 2012), “Moral Ironies,” Symposium presented at the Society for Personality and Social Psychology Conference, San Diego, CA.
6. Steffel, Mary (Chair), Yan Zhang, George Newman, and Susan Broniarczyk (October, 2011), “When Gifts Go Unappreciated,” Symposium presented at the Association for Consumer Research Conference, St. Louis, MO.
7. Steffel, Mary (Chair), Jongmin Kim, Michael I. Norton, and George Newman (February, 2011), “Gift Giving Gone Wrong: Discrepancies Between Giver And Recipient Perspectives Lead To Suboptimal Gift-Giving Decisions.” Symposium presented at the Society for Consumer Psychology Conference, Atlanta, GA.
8. Steffel, Mary (Chair), David A. Kenny, Jason P. Mitchell, and Kenneth Savitsky (February, 2009), “The Difference Between You and Me: Comparing Social and Self Perception.” Symposium presented at the Society for Personality and Social Psychology Conference, Tampa, FL.

## **CONFERENCE PRESENTATIONS**

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1. Jenkins, Mason, Paul Fombelle, and Mary Steffel (February, 2020) “When Apology is Not the Best Policy: The Negative Impact of Apologies on Consumer Judgment and Behavior,” Paper presented at the American Marketing Association Winter Conference, San Diego, CA.

2. Blunden, Hayley, and Mary Steffel (November, 2019), “The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices,” Poster presented at the Society for Judgment and Decision Making, Montreal, CA.
3. Jenkins, Mason, Paul Fombelle, and Mary Steffel (November, 2019) “Apologies for Ambiguous Service Failures Negatively Impact Service Evaluations and Repeat Intention,” Poster presented at the Society for Judgment and Decision Making, Montreal, CA.
4. Anik, Lalin, and Evan Polman (Chairs), Cindy Chan, Eugenia Wu, Hristina Nikolova, Jenny Olson, Lauren Grewal, Mary Steffel, Morgan Ward, Peggy J. Liu, Sam Maglio, and Ximena Garcia-Rada (October, 2019), “Interpersonal Decision Making and Consumption: Developing Ideas and Fostering Collaborations,” Knowledge Forum presented at the Association for Consumer Research Conference in Atlanta, GA.
5. Blunden, Hayley, and Mary Steffel (August, 2019), “The Downside of Delegation: The Interpersonal Consequences of Decision Support Choices,” Paper presented at the Academy of Management Conference, Boston, MA.
6. Jenkins, Mason, Paul Fombelle, and Mary Steffel (July, 2019) “Apologies for Ambiguous Service Failures Negatively Impact Service Evaluations and Repeat Intention,” Paper presented at the Frontiers in Service Conference, Singapore.
7. Balu, Rehka (Moderator), U.S. Social Security Administration (Client), Elke Weber, Michael Hallsworth, and Mary Steffel (Expert Panel; June 2019), “Policy Challenge: Increasing Return to Work among Social Security Beneficiaries with Disabilities,” Session presented at the Behavioral Science and Policy Association Conference, New York, NY.
8. Steffel, Mary, Tal Eyal, and Nicholas Epley (May, 2019), “Perspective Mistaking: Accurately Understanding the Mind of Another Requires Getting Perspective, Not Taking Perspective,” Paper presented at the Association for Psychological Science Conference, Washington, D.C.
9. Steffel, Mary, Mary Clair Turner, and Michael Hand (November, 2018), “Decreasing Energy Costs in Federally Assisted Housing,” Paper presented at the Association for Public Policy Analysis and Management Conference, Washington, D.C.
10. Garcia-Rada, Ximena, Mary Steffel, Elanor F. Williams, and Michael Norton (October, 2018) “A Preference for Effort when Caring for Close Others,” Paper presented at the Association for Consumer Research Conference, Dallas, TX.
11. Jenkins, Mason, Paul Fombelle, and Mary Steffel (September, 2018) “I’m Sorry for not Being Sorry: An Argument for Withholding an Apology After Service Failures,” Paper presented at the Frontiers in Service Conference, Austin, TX.



12. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (June, 2018), "Overlooking the Gift the Always Fits: Givers Underestimate the Appeal of Unconstrained Gifts." Paper presented at Behavioral Decision Research in Management Conference, Cambridge, MA.
13. DiDomenico, Michael (Moderator), U.S. Department of Housing and Urban Development (Client), Syon Bhanot, Josh Wright, and Mary Steffel (Expert Panel; June 2018), "Policy Challenge: Reducing Energy Usage in Project-Based HUD-assisted Units," Session presented at the Behavioral Science and Policy Association Conference, Washington, D.C.
14. Epley, Nicholas, Tal Eyal, and Mary Steffel (March, 2018), "Perspective Mistaking: Accurately Understanding the Mind of Another Requires Getting Perspective, not Taking Perspective," Paper presented at the Society for Personality and Social Psychology Conference, Atlanta, GA.
15. Steffel, Mary, and Elanor F. Williams (October, 2017), "Delegating Decisions: Recruiting Others to Make Choices We Might Regret," Paper presented at the Association for Consumer Research Conference, San Diego, CA.
16. Grewal, Lauren, Mary Steffel, and Dhruv Grewal (October, 2017), "How Shall I Thank Thee? Giver-Recipient Discrepancies in Preferences for Public or Private Expressions of Gratitude," Paper presented at the Association for Consumer Research Conference, San Diego, CA.
17. Rogers, Todd (Moderator), Macky McCleary (Client), Elspeth Kirkman, Philip Oreopoulos, and Mary Steffel (Panel; September, 2017), "Policy Challenge: Preventing Energy Service Termination by Increasing Energy Consumer Bill Payment," Session presented at the Behavioral Science and Policy Association Conference, New York, NY.
18. Pogacar, Ruth, Frank Kardes, and Mary Steffel (June, 2017), "Debiasing Inaction Inertia to Encourage Retirement Savings." Paper presented at the American Marketing Association Marketing and Public Policy Conference, Washington, DC.
19. Pogacar, Ruth, Mary Steffel, and Frank Kardes (June, 2017), "Debiasing Default Effects With Accountability." Working paper presented at the American Marketing Association Marketing and Public Policy Conference, Washington, DC.
20. Ordobayeva, Nailya, and Hristina Nikolova (Co-Chairs), Ronald Hill, Leslie John, Cait Lambertson, Bhavya Mohan, Carey Morewedge, Michael Norton, Janet Schwartz, Suzanne Shu, and Mary Steffel (Panel; February, 2017), "Conversation on Translating Consumer Research into Policy: Developments, Opportunities, and Challenges," Symposium presented at the Society for Consumer Psychology Conference, San Francisco, CA.
21. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (January, 2017), "Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation." Paper presented at the Society for Personality and Social Psychology Conference, San Antonio, TX.

22. Steffel, Mary, Elanor F. Williams, and Ruth Pogacar (November, 2016), “Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation.” Paper presented at the Preconference on Debiasing Decision Makers at the Society for Judgment and Decision Making Conference, Boston, MA.
23. Grewal, Lauren, Mary Steffel, and Dhruv Grewal (November, 2016), “How Shall I Thank Thee? Giver-Recipient Discrepancies in Preferences for Public or Private Expressions of Gratitude” Poster presented at the Society for Judgment and Decision Making Conference, Boston, MA.
24. Grewal, Lauren, Mary Steffel, and Dhruv Grewal (September, 2016), “How Shall I Thank Thee? Giver-Recipient Discrepancies in Preferences for Public or Private Expressions of Gratitude” Poster presented at the Association for Consumer Research Conference, Berlin, Germany.
25. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (February, 2016), “Overly Specific Gift Giving: Givers Choose Personalized but Less-Versatile and Less-Preferred Gifts.” Paper presented at the Society for Consumer Psychology Conference, St. Pete Beach, FL.
26. Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (November, 2015), “Ethically Deployed Defaults: Transparency and Consumer Protection via Disclosure and Preference Articulation.” Paper presented at the Society for Judgment and Decision Making Conference, Chicago, IL.
27. Wu, Ruomeng, Mary Steffel, and Sharon Shavitt (November, 2015), “Individuating Gifts out of Liking and Respect: Expanding Gift Giving Theory with a Cross-Culture Perspective,” Poster presented at the Society for Judgment and Decision Making Conference, Chicago, IL.
28. Williams, Elanor F., Mary Steffel, and Daniel Grossman (October, 2015), “Does Sharing Signal Caring? Asymmetric Interpretations of the Informativeness of Own and Others’ Social Media Communications.” Paper presented at the Association for Consumer Research Conference, New Orleans, LA.
29. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (October, 2015), “Overly Specific Gift Giving: Givers Choose Personalized but Less-Versatile and Less-Preferred Gifts.” Paper presented at the Association for Consumer Research Conference, New Orleans, LA.
30. Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (August, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Subjective Probability, Utility and Decision Making Conference, Budapest, Hungary.
31. Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (June, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of

Disclosed Defaults.” Paper presented at the Association for Consumer Research Asia-Pacific Conference, Hong Kong, PRC.

32. Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (June, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Behavioral Science and Policy Association Conference, New York, NY.
33. Steffel, Mary, Elanor F. Williams, Ruth Pogacar, and Ana Figueras (May, 2015), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the Association for Psychological Science Conference, New York, NY.
34. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (February, 2015), “Giver-Recipient Discrepancies Contribute to Gift Card Non-redemption: Givers Choose Personalized but More-Restrictive and Less-Preferred Gift Cards.” Paper presented at the Society for Personality and Social Psychology Conference, Long Beach, CA.
35. Steffel, Mary, Elanor F. Williams, and Robyn LeBoeuf (November, 2014), “Giver-Recipient Discrepancies Contribute to Gift Card Non-redemption: Givers Choose Personalized but More-Restrictive and Less-Preferred Gift Cards.” Paper presented at the Society for Judgment and Decision Making Conference, Long Beach, CA.
36. Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (October, 2014), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Poster presented at the Association for Consumer Research Conference, Baltimore, MD.
37. Pogacar, Ruth, Mary Steffel, Elanor F. Williams, and Ana Figueras (August, 2014), “Do Defaults Work When They’re Disclosed? Effectiveness and Perceived Ethicality of Disclosed Defaults.” Paper presented at the American Marketing Association Conference, San Francisco, CA.
38. Steffel, Mary, and Elanor F. Williams (July, 2014), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Behavioral Decision Research in Management Conference, London, United Kingdom.
39. Steffel, Mary, and Elanor F. Williams (January, 2014), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Marketing EDGE Professors’ Institute, Cincinnati, OH.
40. Steffel, Mary, and Elanor F. Williams (February, 2013), “Delegating Decisions: Recruiting Others to Make Difficult Choices,” Paper presented at the Society for Consumer Psychology Conference, San Antonio, TX.

41. Steffel, Mary, and Eldar Shafir (October, 2012) "From Personal Choices To Perceived Popularity: The Impact Of Choice Difficulty On Estimated Consensus," Paper presented at the Association for Consumer Research Conference, Vancouver, Canada.
42. Williams, Elanor F., and Mary Steffel (October, 2012) "Double Standards in the Use of Enhancing Products by Self and Others," Paper presented at the Association for Consumer Research Conference, Vancouver, Canada.
43. Steffel, Mary, and Robyn LeBoeuf (February, 2012), "Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts." Paper presented at the Society for Consumer Psychology Conference, Las Vegas, NV.
44. Steffel, Mary, and Elanor F. Williams (January, 2012), "Delegating Decisions: Recruiting Others to Make Difficult Choices," Poster presented at the Judgment and Decision Making Preconference at the Society for Personality and Social Psychology Conference, San Diego, CA.
45. Steffel, Mary, and Robyn LeBoeuf (January, 2012), "Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts." Paper presented at the Judgment and Decision Making Preconference at the Society for Personality and Social Psychology Conference, San Diego, CA.
46. Williams, Elanor F., and Mary Steffel (January, 2012) "Double Standards in the Use of Enhancing Products by Self and Others," Paper presented at the Society for Personality and Social Psychology Conference, San Diego, CA.
47. Steffel, Mary, and Elanor F. Williams (November, 2011), "Delegating Decisions: Recruiting Others to Make Difficult Choices," Paper presented at the Society for Judgment and Decision Making Conference, Seattle, WA.
48. Williams, Elanor F., and Mary Steffel (November, 2011), "Double Standards in the Use of Enhancing Products by Self and Others," Paper presented at the Society for Judgment and Decision Making Conference, Seattle, WA.
49. Steffel, Mary, and Robyn LeBoeuf (October, 2011), "Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts." Paper presented at the Association for Consumer Research Conference, St. Louis, MO.
50. Steffel, Mary, and Robyn LeBoeuf (February, 2011), "Social Comparison In Decisions For Others: Considering Multiple Gift Recipients Leads to Overly Individualized And Suboptimal Gifts." Paper presented at the Society for Consumer Psychology Conference, Atlanta, GA.
51. Williams, Elanor F. and Mary Steffel. (January, 2011), "The Ethics Of Enhancement Are In The Eye Of The Beholder: Double Standards In The Use Of Neuroenhancing Drugs By Self

- And Others.” Poster presented at the Judgment and Decision Making Preconference at Society for Personality and Social Psychology Conference, San Antonio, TX.
52. Eyal, Tal, Mary Steffel, and Nicholas Epley (January, 2011), “How To Enable Mind Reading: Perspective-Taking Versus Matching Construal.” Paper presented at the Society for Personality and Social Psychology Conference, San Antonio, TX.
  53. Steffel, Mary, and Robyn LeBoeuf (January, 2011), “Social Comparison In Decisions for Others: Considering Multiple Gift Recipients Leads To Overly Individualized Gifts.” Poster presented at the Society for Personality and Social Psychology Conference, San Antonio, TX.
  54. Steffel, Mary, Nicholas Epley, and John Chambers (November, 2010), “The Impact Of Projection Versus Perspective Taking On Judgmental Accuracy.” Paper presented at the Society for Judgment and Decision Making Conference, St. Louis, MO.
  55. Steffel, Mary, Christopher Janiszewski, and Daniel M. Oppenheimer (October, 2010), “Choice Difficulty Moderates Inferences About Preference Generalizability.” Paper presented at the Association for Consumer Research Conference, Jacksonville, FL.
  56. Steffel, Mary, and Daniel M. Oppenheimer (February, 2009), “Actor-Observer Differences In Preference Inferences Based On Choices.” Paper presented at the Society for Personality and Social Psychology Conference, Tampa, FL.
  57. Steffel, Mary and Daniel M. Oppenheimer (November, 2008), “Actor-Observer Differences In Preference Inferences Based On Choices.” Poster presented at the Society for Judgment and Decision Making Conference, Chicago, IL.
  58. Steffel, Mary, Emily Pronin, and John J. Fleming (April, 2008), “A Roadblock To Rapport: Why Revealing Personal Values Is Viewed As Unrevealing.” Poster presented at the Society for Behavioral Decision Research in Management Conference, La Jolla, CA.
  59. Steffel, Mary, and Daniel M. Oppenheimer (January, 2008), “Happy By What Standard? The Role Of Interpersonal And Intrapersonal Comparisons In Happiness Ratings.” Poster presented at the Society for Personality and Social Psychology Conference, Albuquerque, NM.
  60. Steffel, Mary, and Eldar Shafir (November, 2007), “Inferences From Decision Difficulty: False Consensus Or Uniqueness As A Function Of Choice Conflict.” Paper presented at the Society for Judgment and Decision Making Conference, Long Beach, CA.
  61. Steffel, Mary, and Daniel M. Oppenheimer (November, 2006), “Consensus, Consistency, And Distinctiveness As A Framework For Self And Social Judgment.” Poster presented at the Society for Judgment and Decision Making Conference, Houston, TX.
  62. Steffel, Mary, and Eldar Shafir (May, 2006), “Decision Conflict as a Heuristic for Predicting Choice.” Paper presented at the Association for Psychological Science Annual Meeting, New York, NY.

63. Steffel, Mary, and Eldar Shafir (January, 2006), “Decision Conflict as a Heuristic for Predicting Choice.” Poster presented at the Society for Personality and Social Psychology Conference, Palm Springs, CA.
64. Steffel, Mary, and Eldar Shafir (November, 2005), “Decision Conflict as a Heuristic for Predicting Choice.” Poster presented at the Society for Judgment and Decision Making Conference, Toronto, Canada.

## TEACHING

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NORTHEASTERN UNIVERSITY (My instructor rating: 4.7 / D’Amore-McKim average: 4.4)

*Regular load:*

Consumer Behavior (MKTG 4506-01, -02, -03) | Fall 2019 | 40, 39, 33 students  
 Marketing and Society (MKTG 2301) | Spring 2019 | 40 students  
 Consumer Behavior (MKTG 6226) | Fall 2018 | 21 students  
 Consumer Behavior (MKTG 6226) | Spring 2018 | 24 students  
 Consumer Behavior (MKTG 4506-02, -03) | Spring 2018 | 40, 40 students  
 Consumer Behavior (MKTG 6226) | Spring 2016 | 24 students  
 Consumer Behavior (MKTG 4506-01, -02) | Spring 2016 | 38, 41 students

*For extra compensation:*

Independent Study in Consumer Behavior Research | Fall 2019 | 1 student  
 Independent Study in Consumer Behavior Research | Spring 2019 | 1 student  
 Business and Social Impact (BUSN 6363-M2, -D1, Co-Instructor) | Fall 2018 | 34, 32 students

UNIVERSITY OF CINCINNATI (My instructor rating: 7.4 / Lindner average: 6.6)

Consumer Behavior, Instructor (Spring 2013, 2014, 2015)  
 Understanding European Business, Instructor (Spring 2014, 2015)  
 Marketing Research Assistant Program, Coordinator (Spring 2014, Summer 2014)

UNIVERSITY OF FLORIDA (My instructor rating: 4.79 / Warrington average: 4.19)

Marketing Management, Instructor (Fall 2010)

PRINCETON UNIVERSITY (My instructor rating: 4.23 / Department average: 3.82)

Judgment, Decision Making, and Well-Being, AI\* to Daniel Kahneman (Spring 2009)  
 Interpersonal Perception, AI to Emily Pronin (Fall 2008)  
 Introduction to Psychology, AI to Joel Cooper (Spring 2008)  
 Social Psychology, AI to Deborah Prentice (Fall 2007)  
 Theories of Psychotherapy, AI to Ronald Comer (Spring 2007)  
 Judgment and Decision Making, AI to Eldar Shafir (Fall 2006)  
 Introduction to Psychology, AI to Sam Glucksburg (Spring 2006)  
 Introduction to Psychology, AI to Daniel Oppenheimer and Elizabeth Gould (Fall 2005)  
 \*AI = Assistant instructor

COLUMBIA UNIVERSITY

Leadership, Teaching Assistant to Daniel Ames (Summer 2004)

## **ADVISING**

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Director, Choice And Thought (CAT) Lab (2015-present)

Adviser for Graduate Research Assistants, Northeastern University:

Saran Ambikapahty (Spring 2019), Heena Mordani (Fall 2018), Anuj Kapur (Summer 2018, Fall 2018), Suman Kuman (Summer 2018, Fall 2018), Apoorva Siddhi Sudhir (Summer 2016), Apurva Kadam (Spring 2016-Summer 2016), Matteo Prandi (Fall 2015)

Adviser for Undergraduate Research Assistants, Northeastern University:

Meghan Kulkarni (Fall 2019), Jasmine Zheng (Fall 2019), Sanjana Koushik (Fall 2019), Anna Srisuk (Fall 2019), Robert Passas (Summer 2019-Fall 2019) Sarah Witt (Summer 2019-Fall 2019), Alice Boizid (Spring 2019), Maria Botello (Spring 2019), Allison Leung (Spring 2019), Jingyu Li (Spring 2019), Annie Wu (Fall 2019, Fall 2018), Julia Crooijmans (Summer 2019, Spring 2019, Fall 2018, Spring 2018), Justin Guest (Summer 2018), Anton Pavlov (Summer 2018), Vivien Shao (Summer 2018), Carolyn Davis (Spring 2019, Spring 2018, Summer 2018), Christina Tebbe (Spring 2018), Alexa Schwartz (Spring 2018), Kaitlin Jahn (Spring 2018), Savannah Ennis (Spring 2018), Julia Le (Spring 2016-Fall 2017), Daniela De Aguiar (Summer 2016), Stephan Carney (Summer 2016), Isabella Mozdierz-Monico (Summer 2016), Liza Gourion (Summer 2016)

Adviser for PhD Students, University of Cincinnati:

Ruth Pogacar (Summer 2012-present), Ruomeng Wu (Summer 2014-present), Jaclyn Perrmann (Fall 2013-Summer 2016), Daniel Grossman (Fall 2014-Spring 2015)

Adviser for Masters Research Assistants, University of Cincinnati:

Nicholas Williams (Summer 2013), Diptayan Datta (Fall 2013), Sayed Sahazuddin Mohammad (Fall 2013), Rachel Bucalo (Summer 2014), Ruomeng Wu (Fall 2013-Spring 2014), Sha Sa (Fall 2013-Fall 2014), Megan Parin (Spring 2014-Summer 2015)

Adviser for Undergraduate Research Assistants, University of Cincinnati:

Michael Maloof (Fall 2012), Allison Hanes (Spring 2013), Paige Bausch (Spring 2013; Fall 2013), Emily Ornella (Spring 2013), Jacob Fortner (Summer 2013), Olivia Perez (Summer 2013), Priyanka Sanjeev (Summer 2013-Fall 2013), Kruti Gandhi (Summer 2013-Fall 2014), Aidan Dolan (Fall 2013), Cory Francis (Fall 2013), Eric Fash (Spring 2014), Kara Svenson (Spring 2014-Fall 2014), Jiaoyao Liu (Summer 2014-Fall 2014), Xiang Li (Fall 2014-Spring 2015), Joseph Levers (Spring 2015), Mark Havens (Spring 2015), Xioayi Xie (Spring 2015), and Hayley Coldiron (Spring 2015)

Senior Thesis Adviser, University of Florida:

Ana Figueras (2010-2011). Thesis: "Disclaiming Defaults: Knowledge About Choice Architecture And Its Effects On Decision-Making"

Supervisor for Independent Study, University of Florida:

Ana Figueras (2010-2011), Danielle King (2010-2011), Mercedes Castro (2010-2012), Peter Chami (2011-2012), Dominic Cador (2011-2012), Georgina Uresti (2012), Kelsey Ingerto (2012), and Brielle Martinez (2012)

Student Adviser, Princeton University:

Mark Starks, Princeton Summer Undergraduate Research Experience (PSURE),  
Princeton Office of Academic Affairs and Diversity and The Leadership Alliance (2008).

Student Adviser, Princeton University:

Robert Grote, Justin Hawver, and Ahmed Meleis, The Mellon Minority Undergraduate  
Fellowship Program, Princeton University and Andrew W. Mellon Foundation (2005,  
2006)

## **SERVICE**

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### **Northeastern University**

#### **Marketing Group**

Director, Choice And Thought (CAT) Lab (2015-present)

Postdoc Hiring Committee (2019)

Faculty Hiring Committee (2017)

Marketing Research Experience and Subject Pool Committee (2015-2016)

Undergraduate Curriculum Review Task Force (2015-2016)

#### **College**

Undergraduate Research Curriculum Committee (2019-present)

#### **University**

Faculty Marshal, Graduate Commencement (Fall 2018)

Faculty Marshal, Undergraduate Commencement (Spring 2018)

Faculty Marshal, Undergraduate Commencement (Spring 2016)

### **Profession**

Editorial review board for the *Journal of Consumer Research* (2019-present)

Ad hoc reviewer for *Basic and Applied Social Psychology*, *Behavioral Decision Making*,  
*Behavioral Public Policy*, *Cognition*, *Current Research and Social Psychology*, *Group  
Processes and Intergroup Relations*, *Health Psychology Review*, *Journal of Consumer  
Behaviour*, *Journal of Consumer Research*, *Journal of Economic Psychology*, *Journal of  
Marketing Research*, *Journal of Public Policy and Marketing*, *Journal of Personality and  
Social Psychology*, *Journal of Retailing*, *Journal of the Association for Consumer Research*,  
*Management Science*, *Marketing Letters*, *Nature: Human Behavior*, *Personality and Social  
Psychology Bulletin*, *Proceedings of the National Academy of Sciences*, *Psychological  
Science*, *Social and Personality Psychology Compass*, and *Social Science in Medicine*

Ad hoc reviewer for *Association for Consumer Research Conference*, *Behavioral Science and  
Policy Association Conference*, *Society for Consumer Psychology Conference*, and  
*Society for Judgment and Decision Making Conference*

Ad hoc reviewer for MSI Dissertation Proposal Award (2017, 2018)

Policy Chair, Society for Consumer Psychology Conference (2020)

Sponsorship/Fundraising Committee, Society for Consumer Psychology (2020)



Co-Chair: Society for Consumer Psychology Track, American Psychological Association (2018)  
Co-Chair: Judgment and Decision Making Preconference, SPSP (2015-2018)  
Program Committee, Society for Consumer Psychology (2016, 2019)  
Planning Committee: Women in Judgment and Decision Making Networking Event, SJDM  
(2007, 2008, 2009)

**Community**

Academic Affiliate, Office of Evaluation Sciences, GSA (September 2018-present)  
Fellow, Office of Evaluation Sciences, GSA (October 2016-September 2018)  
Fellow, White House Social and Behavioral Sciences Team (October 2016-January 2017)