

ALISON TRACY WYNN, Ph.D.

atp5@stanford.edu
www.alisonwynn.com

Appointments

2023-Present Senior Research Scholar
2019-2023 Research Associate
Stanford VMware Women's Leadership Innovation Lab
2017-2019 Diversity & Inclusion Postdoctoral Fellow
Clayman Institute for Gender Research, Stanford University

Education

June 2017 Ph.D. Sociology, Stanford University
April 2013 M.A. Sociology, Stanford University
May 2008 B.A. English (*summa cum laude*), Duke University

Dissertation

"When Best Practices Fall Short: Gender Equality Initiatives in Organizations." Committee members: Shelley Correll (Chair), David Grusky, Woody Powell, Kathleen Gerson (NYU).

Research and Teaching Interests

Gender, organizations, social psychology, inequality.

Publications

Wynn, Alison T. and Emily Carian. 2023. "[High-Hanging Fruit: How Gender Bias Remains Entrenched in Performance Evaluations.](#)" *Social Problems*, available online.

Media coverage: [Harvard Business Review](#).

Wynn, Alison T. 2022. "[How Does a Silicon Valley Company Approach Gender Equality Change?](#)" *Working in America, 5th Edition*, edited by Amy S. Wharton. New York: Routledge.

Correll, Shelley, Katherine Weisshaar, Alison Wynn, and JoAnne Wehner. 2020. "[Inside the Black Box of Organizational Life: The Gendered Language of Performance Assessment.](#)" *American Sociological Review* 85(6): 1022-1050.

Media coverage: [Insights by Stanford Business](#), [BBC Worklife](#), and [Neiman Lab](#).

Wynn, Alison T. 2020. "[Pathways Toward Change: Ideologies and Gender Equality in a Silicon Valley Technology Company.](#)" *Gender & Society* 34(1): 106-130.

Media coverage: [Harvard Business Review](#), [Forbes](#), [The Sydney Morning Herald](#), [The Next Web](#), and [Maize Magazine](#).

Podcast: <https://journals.sagepub.com/page/gas/collections/podcasts>.

Wynn, Alison T. and Aliya Rao. 2020. "[Failures of Flexibility: How Perceived Control Motivates the Individualization of Work-Life Conflict.](#)" *ILR Review* 73(1): 61-90.

Media coverage: [Harvard Business Review](#), [The American Lawyer](#), and [Consultor](#).

Wynn, Alison T. 2019. "[Change Without an Agent: What Happens When Change Agents Leave?](#)" Available online, *Organizational Dynamics*.

Media coverage: [Behavioral Scientist](#) and [MIT Sloan Management Review](#).

Wynn, Alison T. 2018. "[Misery Has Company: The Shared Emotional Consequences of Everwork Among Women and Men.](#)" *Sociological Forum* 33(3): 712-734.

Wynn, Alison T. and Shelley J. Correll. 2018. "[Puncturing the Pipeline: Do Technology Companies Alienate Women in Recruiting Sessions?](#)" *Social Studies of Science* 48(1): 149-164.

Media coverage: [WIRED, Inc. Magazine, Insights by Stanford Business, Fast Company, Fast Company, Harvard Business Review, Stanford eCorner, Global News The App Show, Dear Discreet Guide, and TNW Answers.](#)

Wynn, Alison T., Magali Fassiotto, Caroline Simard, Jennifer Raymond, and Hannah Valentine. 2018. "[Pulled in Too Many Directions: The Causes and Consequences of Work-Work Conflict.](#)" *Sociological Perspectives* 61(5): 830-849.

Media coverage: [Better Life Lab](#) and [Financial Times](#).

Wynn, Alison T. and Shelley J. Correll. 2018. "[Combating Gender Bias in Modern Workplaces.](#)" *Handbook of the Sociology of Gender*, edited by Barbara Risman, Carissa Froyum, and William Scarborough. New York: Springer Press.

Wynn, Alison T. and Shelley J. Correll. 2017. "[Gendered Perceptions of Cultural and Skill Alignment in Technology Companies.](#)" *Social Sciences* 6(2): 45-73.

Wynn, Alison T. 2017. "[Gender, Parenthood, and Perceived Chances of Promotion.](#)" *Sociological Perspectives* 60(4): 645-664.

Selected as Editor's Pick. Podcast: <http://journals.sagepub.com/page/spx/podcasts>.

Working Papers

Wynn, Alison T., JoAnne Wehner, and Sofia Kennedy. "Fostering Equity in Performance Reviews: Exploring Managers' Experiences of a "Small Wins" Intervention." Draft available.

Wynn, Alison T. "Human Resources Professionals' Approaches to Gender Equality Change in a Silicon Valley Technology Company." Draft available.

Wehner, JoAnne, Kristine Kilanski, and Alison Wynn. "Managing the Impossible: Means-Ends Decoupling in Performance Management." Draft available.

Grants and Fellowships

2016	Clayman Institute for Gender Research, Graduate Dissertation Fellow
2014	Stanford Vice Provost for Graduate Education, Diversity Dissertation Research Opportunity Grant
2014	Stanford Department of Sociology, Sociology Research Opportunity Grant
2012	National Science Foundation, Graduate Research Fellowship Program Awardee

Honors and Awards

- 2016 Graduate Feminist Scholar Award, Women’s Community Center, Stanford Vice Provost for Graduate Education
- 2015 Barbara and Sandy Dornbusch Award in Social Psychology, Stanford Department of Sociology
- 2014 Graduate Voice and Influence Program, Clayman Institute for Gender Research
- 2013 Myra Strober Prize, Clayman Institute for Gender Research
- 2004-2008 Phi Beta Kappa, Dean’s List with Distinction all semesters, Degree Awarded with Distinction, and Baldwin Scholar (one of eighteen students selected for women’s leadership program), Duke University

Teaching and Mentoring Experience

- 2019 Mentor for Clayman Institute Susan Heck Internship Program
- 2019 Mentor for Stanford Women in Electrical Engineering student group
- 2018 Co-instructor for Clayman Institute intern course: Gender 101
- 2017 Instructor for Stanford undergraduate course: Sociology of Gender
- 2013-2016 Hume Center Graduate Writing Tutor
- 2014 Teaching Assistant for Stanford Sociology graduate statistical methods course: Fundamental Principles of Regression Analysis
- 2012 & 2013 Teaching Assistant for Stanford undergraduate course: Sociology of Gender
- 2012-2013 Mentor for three undergraduate research assistants
- 2011-2012 Researcher in the Research Experience Program at Foothill Community College.
- 2008 Instructor for Duke University undergraduate “House Course”
- 2004-2008 Duke University Undergraduate Writing Tutor, summer internships in teaching and curriculum design, and Tutor for Durham public and charter schools

Business Experience

- 2021-2022 Diversity, Equity, and Inclusion Consultant with Illuceo, Inc. Palo Alto, CA
- 2018-2021 Scientific Inclusion and Diversity Consultant with Forshay, Inc. Palo Alto, CA
- 2015-2019 Leader – Inclusion and Organizational Change Strategies with Exponential Talent, LLC. Palo Alto, CA
- 2008-2010 Human Capital Analyst with Deloitte Consulting LLP. Atlanta, GA
- 2007 Intern with Global Concepts, subsidiary of McKinsey & Company. Atlanta, GA

Invited Talks and Webinars

“Creating Inclusive Workplaces.”

- Stanford Office of the General Counsel meeting. Virtual, January 2024.

“Cultural Conceptions of Leadership.”

- National Academies of Sciences, Engineering, and Medicine, “We’ve Broken Through the Glass Ceiling and We’re Still Getting Cut: A Workshop on Women in Leadership.” Virtual, August 2023.

“Resilience: Two Sides of the Same Coin.”

- [VMware, Women Transforming Technology event](#). Virtual, May 2021.

“How Technology Companies Can Address Gender Bias.”

- [Duke Alumni Association event](#). Virtual, April 2021.

“Equity and Inclusion During a Global Crisis: Supporting Employees in Unprecedented Times.”

- [Stanford VMware Women’s Leadership Innovation Lab, Corporate Partner webinar](#). Virtual with 753 participants, May 2020.
- [VMware, Women Transforming Technology event](#). Virtual, May 2020.
- [NASA Ames employee resource group meeting](#). Virtual, October 6, 2020.

“Fostering Gender Equality in Computer Science and Tech.”

- [Stanford service-learning class “Women’s Issues in the Bay Area.”](#) Virtual, February 2021.
- [Code in Place Learning Week](#). Virtual, May 2020.
- [Stanford Computer Science Teaching Assistant training session](#). Virtual, March 2020.

“How to Avoid Puncturing the Pipeline: Tips for Recruiting Women.”

- [Stanford Engineering Career, Community, & Connection event](#). Stanford, January 2019.
- [Stanford Engineering “Technology Entrepreneurship” course](#). Stanford, March 2018 and November 2018.
- [Clayman Institute for Gender Research, Corporate Partner webinar](#). Virtual with 115 participants, May 2017.
- [Accenture, Global Recruiting Team](#). Virtual with 42 countries, December 2015.
- [Anita Borg Institute, Grace Hopper Celebration Partners call](#). Virtual, September 2015.

“The Importance of Images: A ‘Small Wins’ Approach to Diversity & Inclusion.”

- [Stanford Arts Institute, Arts Strategies Lab](#). Stanford, August 2019.

“Women and Men’s Perceptions of Alignment in Technology Companies.”

- [University of California, San Diego, Yankelovich Center for Social Science Research, “Pathways to STEM Careers.”](#) San Diego, May 2019.
- [Clayman Institute for Gender Research, Beyond Bias Summit](#). Stanford, March 2017.
- [VMware, Women Transforming Technology consortium](#), Palo Alto, February 2017.

“Puncturing the Pipeline: Do Technology Companies Alienate Women in Recruiting Sessions?”

- [Pacific Sociological Association Annual Meeting, *Delivering on Diversity: Theory into Action* session](#). Oakland, April 2016.
- [Anita Borg Institute, Winter Partner Meeting](#). San Jose, February 2015.
- [Clayman Institute for Gender Research, Corporate Partners Program](#). Stanford, May 2014.

Conference Presentations (Selected)

“Can Managers Clarify Criteria in Performance Evaluations to Reduce Bias? Lessons from a ‘Small Wins’ Intervention at a Large Technology Company.”

- [American Sociological Association Annual Meeting](#), virtual, August 2020.

“Human Resources Professionals’ Approaches to Gender Equality Change in a Silicon Valley Technology Company.”

- American Sociological Association Annual Meeting, *Managers’ Bias and Employees’ Bias-Reduction Strategies* session, New York, August 2019.
- Pacific Sociological Association Annual Meeting, *Gender: Production of Gendered Knowledge and Technology* session, Oakland, March 2019.

“The Decoupling of Performance: How Managers’ and HR’s Competing Goals in Performance Management Contribute to Biased Outcomes.”

- Co-presented with JoAnne Wehner. Pacific Sociological Association Annual Meeting, *Work and Organizations: The Organization of Work* session, Oakland, March 2019.

“High-Hanging Fruit: How Gender Bias Remains Entrenched in Performance Evaluations.”

- American Sociological Association Annual Meeting, *Gender, Race, and Organizational Careers* session. Philadelphia, August 2018.

“Pathways Toward Change: How Ideologies About Inequality Shape the Implementation of Gender Equality.”

- American Sociological Association Annual Meeting, *Women’s Underrepresentation in STEM: Role of Employers, Organizations, and Institutions* session. Philadelphia, August 2018.

“Change Without an Agent: What Happens When Change Agents Leave?”

- American Sociological Association Annual Meeting, Section on Organizations, Occupations, and Work, *Workplace Diversity: Demography, Policy and Practice* session. Seattle, August 2016.
- Academy of Management Annual Meeting, Gender and Diversity in Organizations Division. Anaheim, August 2016.

“Strategies for Engaging High-Level Men and Women: Implementing Gender Equality in a Silicon Valley Technology Company.”

- Academy of Management Annual Meeting, *Positive Change in Diversity and Inclusion: Engaging Those in Power* session, organized by Alison T. Wynn and L. Taylor Phillips. Anaheim, August 2016.

“Equality in Misery: The Shared Emotional Consequences of Everwork Among Women and Men.”

- American Sociological Association Annual Meeting, *Gender, Work, and Overwork* session. Seattle, August 2016.
- Work and Family Researchers Network Conference, *Consequences of Job Strain and Overwork* session. Washington, D.C., June 2016.

“The ‘Optics’ of Work Hours: Appearance Management and the Perversion of the Protestant Ethic.”

- Work and Family Researchers Network Conference, *Determinants of Organizational Work-Family Policy Access and Use* session. Washington, D.C., June 2016.

“Pulled in Too Many Directions: The Causes and Consequences of Work-Work Conflict.”

- American Sociological Association Annual Meeting, Section on Organizations, Occupations and Work roundtable. Chicago, August 2015.
- Co-presented with Magali Fassiotto. Work and Family Researchers Network Conference, Cross-Disciplinary Views on Work, Family and Health session. New York, June 2014.

“Failures of Flexibility: Why Employees Distrust Flexible Work Arrangements.”

- American Sociological Association Annual Meeting, Section on Organizations, Occupations and Work, *Work & Family: New Challenges, New Directions* session. San Francisco, August 2014.
- European Group for Organizational Studies, *Sustaining Inequality? The Impact of Organizational Practices on Individual Employment Outcomes* session. Rotterdam, The Netherlands, July 2014.

“Puncturing the Pipeline: Do Technology Companies Alienate Women in Recruiting Sessions?”

- American Sociological Association Annual Meeting, Section on Organizations, Occupations, and Work, *Work, Careers, Organizations, and Labor Markets in STEM Fields* session. San Francisco, August 2014.

“Women on Top: The Temporal Status of Gender in Elite Professions.”

- Co-presented with Swethaa Ballakrishnen. International Sociological Association World Congress of Sociology, *Change and Inequality in Professional Status* session. Yokohama, Japan, July 2014.

“Gendered Perceptions of Fit in Technology Companies.”

- American Sociological Association Annual Meeting, *Gender and Work: Careers in Academia, Science, and Technology* session. New York, August 2013.

Public Sociology (Selected)

Wynn, Alison, Emily K. Carian, Sofia Kennedy, and JoAnne Wehner. 2023. “Research: Why Gender Bias Persists, Even When Organizations Try to Curb It.” *Harvard Business Review*, December 20.

Abad, Melissa V. and Alison Wynn. 2022. “Building Resilience in Diversity and Inclusion Programs.” *MIT Sloan Management Review*, June 27.

Wynn, Alison. 2019. “Individual Change Won’t Create Gender Equality in Organizations.” *The Gender Policy Report*, University of Minnesota, December 17.

Mackenzie, Lori, Alison Wynn, and Shelley J. Correll. 2019. “If Women Don’t Apply to Your Company, This Is Probably Why.” *Harvard Business Review*, October 17.

Wynn, Alison. 2019. “Why Tech’s Approach to Fixing Its Gender Inequality Isn’t Working.” *Harvard Business Review*, October 11.

Wynn, Alison T. 2019. "Letting Companies Off the Hook: How Top Executives Explain Away Inequality." *Gender & Society Blog*, October 2.

Wynn, Alison. 2019. "How to Save Your Diversity Program From an Untimely Demise." *Behavioral Scientist*, August 5.

Wynn, Alison T. and Aliya Hamid Rao. 2019. "How Perceived Control Motivates the Individualization of Work-Life Conflict." *Business and Management Ink*, SAGE Publishing, May 22.

Wynn, Alison and Aliya Hamid Rao. 2019. "The Stigma That Keeps Consultants from Using Flex Time." *Harvard Business Review*, May 2.

Wynn, Alison and Shelley Correll. 2019. "Combating Gender Bias in Modern Workplaces." *Council on Contemporary Families' Gender Matters Online Symposium*, April 16.

Wynn, Alison. 2018. "The Promise of 'Small-Wins' – A Change Model to Achieve Gender Equality." *Gender News*, Clayman Institute for Gender Research, March 7.

Wynn, Alison. 2017. "Alignment with Gender Stereotypes Predicts Success in Tech." *Gender News*, Clayman Institute for Gender Research, October 10.

Wynn, Alison. 2014. "It Pays to Be Flexible at Work: Rather Than Just Targeting Women, Successful Flexible Work Programs Include All Employees." *Diversity Executive Magazine* 7(3): 40-43.

Wynn, Alison. 2012. "Seeing Through the Glass Ceiling: Do Women Favor Structural or Meritocratic Explanations for How They Reach Corporate Success?" *Gender News*, Clayman Institute for Gender Research, November 5. Awarded Myra Strober prize.

Professional and University Service

2015-Present Article Reviewer: *American Journal of Sociology*, *American Sociological Review*, *Gender & Society*, *Administrative Science Quarterly*, *ILR Review*, *Social Problems*, *Social Forces*, *Sex Roles*, *Sociological Perspectives*

2023 Reviewer, National Science Foundation

2018-2019 Advisory Editor, *Sociological Perspectives*

2011-2014 Newsletter Editor, Association of Sociology Graduate Students, Stanford University

Professional Affiliations

2013-Present Academy of Management

2012-Present Work and Family Researchers Network

2010-Present American Sociological Association

References

Dr. Shelley Correll
Professor of Sociology and (by courtesy) Organizational Behavior
Barbara D. Finberg Director, Michelle R. Clayman Institute for Gender Research
Stanford University
450 Serra Mall, Building 120, Room 160
Stanford, CA 94305
scorrell@stanford.edu
(650)-721-1736

Dr. Woody Powell
Jacks Family Professor of Education and (by courtesy) Sociology, Organizational Behavior,
Management Science and Engineering, Communication, and Public Policy
Andreessen Family Co-director, Center on Philanthropy and Civil Society
Stanford University
431 Ceras Building
Stanford, CA 94305-3084
woodyp@stanford.edu
(650)-725-7391

Dr. David Grusky
Barbara Kimball Browning Professor of Sociology
Director, Center on Poverty and Inequality
Stanford University
450 Serra Mall, Building 370, Room 211
Stanford, CA 94305
grusky@stanford.edu
(650)-724-6912

Dr. Kathleen Gerson
Professor of Sociology
New York University
Department of Sociology, 295 Lafayette Street, 4th Floor, Room 4128
New York, NY 10012
kathleen.gerson@nyu.edu
(212) 998-8376