

Professor Sunita Sah

CURRENT POSITIONS

Sunita Sah MD MBA PhD
Professor, Management & Organizations, SC Johnson College of Business
Core Faculty Member, Cornell Health Policy Center
Cornell University
www.sunitasah.com

PRIOR ACADEMIC POSITIONS

Cornell University

Director of Cornell University's Academic Leadership Institute 2021–2025
Balen Sesquicentennial Faculty Fellow, Johnson Graduate School of Management 2015–2020

University of Cambridge

Honorary Fellow, Cambridge Judge Business School 2021–2025
KPMG Professor of Management Studies, Cambridge Judge Business School 2020–2021
Subject Group Head, Organizational Behavior Group (Lent and Easter terms) 2021

Columbia Business School, Columbia University

Visiting Scholar, Management Division 2022–2023

Russell Sage Foundation

Visiting Researcher 2020–2021
Visiting Scholar 2019–2020

Georgetown University, McDonough School of Business

Assistant Professor of Strategy, Economics, Ethics and Public Policy 2012–2015

Harvard University, Edmond J. Safra Ethics Center

Research Fellow 2011–2015

Duke University, Fuqua School of Business

Post-doctoral Associate 2010–2012

EDUCATION

Ph.D. Organizational Behavior

Tepper Business School, Carnegie Mellon University
Concentration: Behavioral Decision Making, Judgment and Decision Making
Academy of Management Dissertation Award Finalist (2012)
Social Issues in Management

M.S. Organizational Behavior

Tepper Business School, Carnegie Mellon University

M.B.A. Executive MBA, Awarded with Distinction

London Business School, UK
Class Representative (elected liaison between faculty and students)
Women's Scholarship Prize for Leadership Potential

M.B.Ch.B. Medicine and Surgery

(M.D.) *University of Edinburgh, UK*

B.Sc. (Hons) Psychology

University of Edinburgh, UK

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AWARDS AND HONORS

Career, Scholarship, Best Paper and Book Awards

- **USA Today National Bestseller** for *Defy*, 2025
- **Axiom Business Book Gold medal** for *Defy: The Power of No in a World that Demands Yes*, 2025
- **Bloomberg Books That Top Business Leaders Couldn't Put Down** for *Defy*, November 2025
- **Behavioral Scientist Notable Book** for *Defy*, 2025
- **Winner of GAABS (Global Association of Applied Behavioural Scientists) Behavioural Science Book of the Year** for *What Works, What Doesn't (and When)*, 2025
- **Amazon Best Books of the Year**, for *Defy*, 2025.
- **Editor's Pick, TEDx Miami**, 2025
- **Center for Compassionate Leadership Top Five Recommended Books** for *Defy*, 2025
- **Amazon Best Books of the Year so Far, 2025**, for *Defy*, June 2025.
- **Financial Times Business Books of the Month**, for *Defy*, February 2025
- **Amazon Editor's Pick, Best Non-Fiction**, for *Defy*, January 2025.
- **Next Big Idea Club Must-Read Book**, for *Defy*, January 2025.
- **Finalist, Best Paper Award**, Academy of Management, Conflict Management New Directions Award, 2024
- **Collaborative Fellowship**, Cornell Center for Social Sciences, 2023–2024
- **UK HM Government Letter of Recognition** from the Open Innovation Team, 2023
- **Mid-Career Achievement Award, Health Care Management**, Academy of Management 2022
- **Honorary Fellow**, University of Cambridge, 2021–2025
- **Diversity and Inclusion Initiative Award**, Wharton Center for Leadership and Change Management, 2021
- **Elected Fellow**, Society for Personality and Social Psychology, 2020
- **Elected Fellow**, Society of Experimental Social Psychology, 2020
- **Visiting Researcher Fellowship**, Russell Sage Foundation, 2020–2021
- **Visiting Scholar Fellowship**, Russell Sage Foundation, 2019–2020
- **Showcase Symposium**, Academy of Management Conference, 2019
- **Institute of Social Sciences Fellowship**, Cornell University, 2018–2019
- **Best Paper Proceedings**, Academy of Management Conference, 2018
- **Half-Century Club Faculty Research Fellowship**, Cornell University, 2017–2019
- **US Department of Justice Certificate of Recognition** for Service on the National Commission of Forensic Science, 2017
- **Winner of Best Paper Award**, Managerial and Organizational Cognition, Academy of Management, 2017
- **Best Paper Proceedings**, Academy of Management Conference, 2017

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- **Balen Sesquicentennial Faculty Fellowship**, Cornell University, 2015–2020
- **Finalist, Best Paper Award** in the Fields of Experimental Economics, Behavioural Economics and Decision Theory, Exeter Prize, 2014
- **Research Award**, Georgetown Center for Financial Markets and Policy, 2013 and 2014
- **Research Award**, Georgetown Institute for Consumer Research, 2013 and 2014
- **Winner of Best Paper Award**, International Academy of Management and Business, 2013
- **Dissertation Award Finalist**, Social Issues in Management, Academy of Management, 2012
- **Fellowship Award**, Harvard University, Edmond J. Safra Center of Ethics, 2011–2015
- **Winner of Best Paper Award**, Managerial and Organizational Cognition, Academy of Management, 2011
- **Best Paper Proceedings**, Academy of Management, 2011
- **Funding Award**, Carnegie Mellon Graduate Student Association, 2010
- **Winner of Poster Presentation Award**, Society for Judgment and Decision Making, 2010
- **Poster Presentation Award and Honorable Mention**, Society for Personality and Social Psychology, 2010
- **Scholar Award**, IACM-DRRC (International Association of Conflict Management and Dispute Resolution Research Center, Kellogg School of Management), 2010
- **Winner of Best Paper Award**, Society for Business Ethics, 2010
- **Society of Personality and Social Psychology**, Judgment and Decision-Making Pre-Conference, Two Travel Awards, 2010
- **fMRI Training Course Scholarship Award**, University of Michigan, 2009
- **Decision Neuroscience Workshop Scholarship Award**, Ross Business School, 2009
- **Winner of Best Paper Award** in Organizational Behaviour, London Business School, Trans-Atlantic Doctoral Conference, 2009
- **Funding Award**, Carnegie Mellon Graduate Student Association, 2008
- **William Larimer Mellon Fellowship Award**, Carnegie Mellon University, 2008–2010
- **MBA funding scholarship**, IMS Health London, 2003–2005
- **Women's Scholarship Prize for Leadership Potential**, London Business School, 2003
- **UK Medical Research Council Scholarship**, Psychology BSc (Hons), full tuition plus stipend, 1994

Research Grants

- **American Veterinary Medical Association**, Research Grant (for research on organizational interventions to prevent burnout and increase employee voice), Principal Investigator, 2022-2024
- **Cornell Center for Social Sciences**, Collaborative Fellowship, with Brittany Bond and Duanyi Yang, 2023-2024
- **Cornell School of Industrial and Labor Relations**, Grant for Workplace Inclusion and Diversity Education (WIDE), Co-Principal Investigator with Brittany Bond and Duanyi Yang, 2023

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- **Wharton Center for Leadership and Change Management**, Diversity and Inclusion Initiative Award, 2021
- **Greenwall Foundation**, Research Grant (for research on real-world disclosures of conflicts of interest), Co-Principal Investigator with Chris Robertson and Susannah Rose, 2015-2017
- **National Institute of Mental Health**, Research Grant (for research on the impact of conflict of interest policies on physicians' prescribing behavior), with George Loewenstein, 2010–2012
- **National Science Foundation**, Grant awarded by Society for Medical Decision Making, 2009

RESEARCH INTERESTS

I am an **interdisciplinary scholar** who studies **compliance, defiance, advice, and influence** with the aim to **improve outcomes** and **mitigate inequalities** in healthcare and society. I have a longstanding curiosity in conflicts of interest and the policies that attempt to manage them and more recent interests in professionalism, employee voice, speaking up, burnout, and science communication. I use a multi-method approach of laboratory and field experiments, as well as archival and qualitative data, to explore my research questions.

• Ethics	• Conflicts of Interest	• Disclosure Policies
• Employee Voice	• Informed Consent	• Institutional Corruption
• Trust and Influence	• Principled Defiance	• Professionalism

BOOK

1. **Sah, S. (January 14, 2025). *DEFY: The Power of No in a World that Demands Yes*.** One World, Penguin Random House.

In *DEFY*, I delve into the science of informed consent in medicine and apply the concept to a range of critical decisions in our lives. Creating new moral vocabulary regarding consent, compliance, and defiance, my objective is to push readers to examine the connective tissue between micro personal elements and macro social movements to discover how everyday acts of consent or dissent add up to the society we live in. I draw from my own original research and that of others across multiple disciplines including organizational behavior, psychology, philosophy, ethics, sociology, law, behavioral economics, judgment and decision-making, and medicine.

Awards and Recognition for *DEFY*:

- **National Bestseller, USA Today Bestseller**, 2025
- **Bloomberg Books that Top Business Leaders Couldn't Put Down**, 2025
- **Axiom Best Business Book Gold Award**, 2025
- **Amazon Best Books of the Year**, 2025
- **Behavioral Scientist Notable Books**, 2025
- **Forbes Six Brilliant Brain Science and Psychology Books From The Year**, 2025
- **Center for Compassionate Leadership**, Top Five Recommended Books for 2025
- **Financial Times Business Books of the Month**, February 2025
- **Adam Grant's 10 New Books to Feed Your Mind**, January 2025
- **Next Big Idea Club Must-Read Book**, January 2025
- **Amazon Editor's Pick for Best Non-Fiction**, January 2025
 - **CBS Mornings**, Amazon Books' Sarah Gelman's Pick for "New Year, New Reads"
- **Amazon Top 100 in Books** (reached rank 32)

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- **Amazon's #1 Bestseller** in Multiple Categories, including Social Psychology & Interactions, Applied Psychology, Self-Help, Civil Rights & Liberties, Self-Esteem, Freedom & Security, Reference.
- **Amazon's #1 New Release** in Multiple Categories, including Science & Math, Cognitive Psychology, Social Psychology, Social Psychology & Interactions, Self-Esteem, Communications and Social Skills
- **Selected TV, Radio, Podcast, Online, Print, and Event coverage:** BBC One's Sunday Morning Live, CNN, Armchair Expert, Forbes, Next Big Idea Club, Big Think, NPR's Hidden Brain, KQED Radio (SF NPR), Sirius XM Doctor Radio Channel, HBR IdeaCast, Mentally Stronger, Pulling the Thread, Something You Should Know, Sparked, The Genius Life, This is Woman's Work, 10% Happier, Getting to Yes, And, The Art of Charm, Good Inside
- **Translated into over 14+ languages**, including German, Portuguese, Spanish, Dutch, Italian, Romanian, Simplified Chinese, Traditional Chinese (Taiwanese), Korean, Indonesian, Turkish, Hindi, Ukrainian, Japanese

JOURNAL PUBLICATIONS

2. Woolley, K., & **Sah, S.** (2025). [Kicking Yourself: Going Against Your Inclinations Leads to Greater Feelings of Control and Culpability](#). *Personality and Social Psychology Bulletin*.
 - **Top Ten Download List, 2025, Social Science Research Network**
3. **Sah, S.** (2024). [Deep Professionalism: Charting a path for effective conflict-of-Interest management](#). *Journal of General Internal Medicine*, 39, 1503-1505.
4. **Sah, S.** (2023). [The paradox of disclosure: Shifting policies from revealing to resolving conflicts of interest](#). *Behavioural Public Policy* 1-12.
5. Lewandowsky, S., Schmid, P., Habersaat, K.B., ... **Sah, S.**, ... & Danchin, M. (2023). [Lessons from COVID-19 for behavioural and communication interventions to enhance vaccine uptake](#). *Nature Communications Psychology*, 1(35).
6. **Sah, S.** (2023). [How should the US Federal Government oversee clinicians' relationships with industry?](#) *American Medical Association Journal of Ethics*, 25(3); 186-193.
 - **Article offered by the American Medical Association for Continuing Medical Education credit**
 - **Special Issue on Clinicians in Government**
 - **Featured on AMA Journal of Ethics Author Podcast**
7. Holford, D., Fasce, A., ..., **Sah, S.**, ... & Wulf, M. (2023). [Science communication as a collective intelligence endeavor: A manifesto and examples for implementation](#). *Science Communication*, 45(4), 539-554.
8. **Sah, S.** (2022). [The professionalism paradox: A sense of professionalism increases vulnerability to conflicts of interest](#). *Academy of Management Perspectives*, 36(3), 896-918.
 - **Academy of Management Insights Summary: Feeling Like a Professional Can Fuel Ethical Lapses with accompanying video**
 - **Top Ten Download List, 2022, Social Science Research Network**
9. Lewandowsky, S., Armaos, K., Bruns, H., Schmid, P., Holford, D., Hahn, U., Al-Rawi, A., **Sah, S.**, & Cook, J. (2022). [When science becomes embroiled in conflict: Recognizing the public's need for debate while combating conspiracies and misinformation](#). *The ANNALS of the American Academy of Political and Social Science*, 700(1), 26-40.
 - **Special Issue on Threats to Science**

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10. Rose, S., **Sah, S.**, Dweik, R., Schmidt, C., Mercer, M., Mitchum, K., Karafa K., & Robertson, C. (2021). [Patient responses to physician disclosures of industry conflicts of interest: A randomized field experiment.](#) *Organizational Behavior and Human Decision Processes*, 166, 27-38.
 - **Co-PI with S. Rose and C. Robertson**
 - **Special Issue on Behavioral Field Evidence on Ethics and Misconduct**
11. Camilleri, A., & **Sah, S.** (2021). [An amplified status quo bias among physicians making medical decisions.](#) *Applied Cognitive Psychology*, 35(6), 1374-1386.
12. Habersaat, K.B., Betsch, C., Danchin, M., Sunstein, C., Bohm, R., Falk, A., Brewer, N.T., Omer, S.B., Scherzer, M., **Sah, S.**, et. al. (2020). [Ten considerations for effectively managing the COVID-19 transition.](#) *Nature Human Behaviour*, 4, 677-687.
13. **Sah, S.**, & Read, D. (2020). [Mind the \(information\) gap: Strategic non-disclosure by marketers and interventions to increase consumer deliberation.](#) *Journal of Experimental Psychology: Applied*, 26(3), 432-452.
 - **Best Paper Award: Managerial and Organizational Cognition, Academy of Management, 2017**
 - **Academy of Management Best Paper Proceedings, 2017**
 - **Top Ten Download List, 2018, 2019, and 2021, Social Science Research Network**
 - **Harvard Business Review, 2017: Missing Product Information Doesn't Both Consumers as Much as It Should.**
14. **Sah, S.**, & Feiler, D. (2020). [Conflict of interest disclosure with high quality advice: The disclosure penalty and the altruistic signal.](#) *Psychology, Public Policy, and Law*, 26(1), 88-104.
15. Jatoi, I., & **Sah, S.** (2019). [Clinical practice guidelines and the overuse of healthcare services: Need for reform.](#) *Canadian Medical Association Journal*, 191(11), 297-298.
16. **Sah, S.** (2019). [Conflict of interest disclosure as a reminder of professional norms. Clients First!](#) *Organizational Behavior and Human Decision Processes*, 154, 62-79.
 - **Top Ten Download List 2019, Social Science Research Network**
17. **Sah, S.** (2019). [Understanding the \(perverse\) effects of disclosing conflicts of interest: A direct replication study.](#) *Journal of Economic Psychology*, 75, 102118
 - **Special Issue on Replications in Economic Psychology and Behavioral Economics**
18. **Sah, S.**, Loewenstein, G., & Cain, D. (2019). [Insinuation anxiety: Concern that advice rejection will signal distrust after conflict of interest disclosures.](#) *Personality and Social Psychology Bulletin*, 45(7), 1099-1112.
 - **Best Paper Award: Organizational Behaviour, Trans-Atlantic Doctoral Conference, London Business School, 2009**
 - **Top Ten Download List 2012, Social Science Research Network**
19. Bell, S., **Sah, S.**, Albright, T., Gates, J., Denton, B., & Casadevall, A. (2018). [A call for more science in forensic science.](#) *Proceedings of the National Academy of Sciences*, 115(18), 4541-4544.
20. **Sah, S.**, Malaviya, P., & Thompson, D. (2018). [Conflict of interest disclosure as an expertise cue: Differential effects of automatic and deliberative processing.](#) *Organizational Behavior and Human Decision Processes*, 147, 127-146.
 - **Academy of Management Best Paper Proceedings, 2018**
21. **Sah, S.** (2017). [Policy solutions to conflicts of interest: The value of professional norms.](#) *Behavioural Public Policy*, 1(2), 177-189.

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22. **Sah, S.** (2017). *Forensic Science Must Be Scientific*. *Scientific American*, 317(4), 12.
23. Larkin, I., Ang, D., Steinhart, J., Chao, M., Patterson, M., **Sah, S.**, Wu, T., Schoenbaum, M., Hutchins, D., Brennan, T., & Loewenstein, G. (2017). *Association between academic medical center pharmaceutical detailing policies and physician prescribing behavior*. *Journal of the American Medical Association*, 317(17), 1785-1795.
 - **Special issue on Conflicts of Interest in Medicine**
24. Hwong, A., **Sah, S.**, Lehmann, L. (2017). *The effects of public disclosure of industry payments to physicians on patient trust: A randomized experiment*. *Journal of General Internal Medicine*, 32(11), 1186-1192.
25. **Sah, S.**, Tannenbaum, D., Cleary, H., Feldman, Y., Glaser, J., Lerman, A., MacCoun, R., Maguire, E., Slovic, P., Spellman, B., Spohn, C., & Winship, C. (2016). *Combating biased decision making and promoting justice and equal treatment*. *Behavioral Science and Policy*, 2(2), 78-87.
26. **Sah, S.**, Fagerlin, A., & Ubel, P. (2016). *Effect of physician disclosure of specialty bias on patient trust and treatment choice*. *Proceedings of the National Academy of Sciences*, 113(27), 7465-7469.
27. Wolf, E., Lee, J., **Sah, S.**, & Brooks, A. (2016). *Managing perceptions of distress at work: Reframing emotion as passion*. *Organizational Behavior and Human Decision Processes*, 137, 1-12.
 - **Lead article**
28. **Sah, S.**, & Loewenstein, G. (2015). *Conflicted advice and second opinions: Benefits, but unintended consequences*. *Organizational Behavior and Human Decision Processes*, 130, 89-107.
29. **Sah, S.** (2015). *Investigations before examinations: This is how we practice medicine here*. *JAMA Internal Medicine*, 175(3), 342-343.
 - **Editor's note: Testing before seeing the patient**.
30. **Sah, S.**, Robertson, C., & Baughman, S. (2015). *Blinding prosecutors to defendants' race: A policy proposal to reduce unconscious bias in the criminal justice system*. *Behavioral Science and Policy*, 1(2), 69-76.
 - **Top Ten Download List, 2015 and 2016, Social Science Research Network**
31. Gunia, B., Barnes C., & **Sah, S.** (2014). *The morality of larks and owls: Unethical behavior depends on chronotype as well as time-of-day*. *Psychological Science*, 25(12), 2272-2274.
 - **Harvard Business Review, 2014: Morning People Are Less Ethical at Night and Evening People are Less Ethical in the Morning**.
 - **TV and Radio coverage: BBC World (live television), BBC Radio 4, NPR, KABC Los Angeles/OC**
 - **Top Ten Download List 2014, Social Science Research Network**
32. **Sah, S.**, & Loewenstein, G. (2014). *Nothing to declare: Mandatory and voluntary disclosure leads advisors to avoid conflicts of interest*. *Psychological Science*, 25(2), 575-584.
 - **Best Paper Award: International Academy of Management and Business, 2013**
33. **Sah, S.**, & Fugh-Berman, A. (2013). *Physicians under the influence: Social psychology and industry marketing strategies*. *Journal of Law, Medicine and Ethics*, 41(3), 665-672.
 - Translated into Spanish and reprinted in: *Gaceta de Psiquiatría Universitaria* (2013), 9(4), 427-435
 - **Special issue on Institutional Corruption and the Pharmaceutical Industry**
 - **Top Ten Download List, 2014 and 2015, Social Science Research Network**

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34. **Sah, S.**, Loewenstein, G., & Cain, D. (2013). The burden of disclosure: Increased compliance with distrusted advice. *Journal of Personality and Social Psychology*, 104(2), 289-304.
 - **Best Paper Award: Society of Business Ethics, 2010**
 - **Finalist, Best Paper in the Fields of Experimental Economics, Behavioural Economics and Decision Theory, Exeter Prize, 2014**
35. **Sah, S.**, Moore, D., & MacCoun, R. (2013). Cheap talk and credibility: The consequences of confidence and accuracy on advisor credibility and persuasiveness. *Organizational Behavior and Human Decision Processes*, 121(2), 246-255.
 - **Best Paper Award: Managerial and Organizational Cognition, Academy of Management, 2011**
 - **Academy of Management Best Paper Proceedings, 2011**
 - **Poster Presentation Award, Honorable Mention, 2nd place: Society for Personality and Social Psychology, 2010**
36. **Sah, S.**, Elias, P., & Ariely, D. (2013). Investigation momentum: The relentless pursuit to resolve uncertainty. *JAMA Internal Medicine*, 173(10), 932-933.
37. **Sah, S.** (2013). Essays on conflicts of interest in medicine. *Business and Society*, 52(4), 666-678.
 - **Finalist, Academy of Management, Social Issues in Management, Dissertation Award 2012**
38. **Sah, S.** (2012). Conflicts of interest and your physician: Psychological processes that cause unexpected changes in behavior. *Journal of Law, Medicine and Ethics*, 40(3), 482-487.
 - **Special issue on Conflicts of Interest in Medicine**
39. Loewenstein, G., **Sah, S.**, & Cain, D. (2012). The unintended consequences of conflict of interest disclosure. *Journal of the American Medical Association*, 307(7), 669-670.
40. **Sah, S.**, & Loewenstein, G. (2012). More affected = more neglected: Amplification of bias in advice to the unidentified and many. *Social Psychological and Personality Science*, 3(3), 365-372.
 - **Best Poster Presentation, 1st Place: Society for Judgment and Decision Making, 2010**
41. Loewenstein, G., Cain, D., & **Sah, S.** (2011). The limits of transparency: Pitfalls and potential of disclosing conflicts of interest. *American Economic Review*, 101(3), 423-428.
42. **Sah, S.**, & Loewenstein, G. (2010). Effect of reminders of personal sacrifice and suggested rationalizations on residents' self-reported willingness to accept gifts: A randomized trial. *Journal of the American Medical Association*, 304(11), 1204-1211.
 - Reprinted in P. Nichols & D. Robertson, (2017). *Thinking About Bribery: Neuroscience, Moral Cognition and the Psychology of Bribery*, Cambridge University Press

BOOK CHAPTERS, HANDBOOKS, SCIENTIFIC MAGAZINES, AND REPORTS

43. Lewandowsky, S., Kempe, V., Armaos, K., Hahn, U., Abels, C. M., Wibisono, S., Louis, W., **Sah, S.**, Pagel, C., Jankowicz, N., DiResta, R., Markolin, P., Schönemann, H., Hertwig, R., Crull, H., Mauer, B., Holford, D., Lopez-Lopez, E., & Cook, J. (2025). *The Anti-Autocracy Handbook: The Scholars' Guide to Navigating Democratic Backsliding*. Zenodo.
 - German version: [Das Anti-Autokratie-Handbuch: Ein Leitfaden für Forschende zum Umgang mit erodierenden Demokratien](#)

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- Italian version: [Il manuale Anti-Autocrazia: Una guida per aiutare gli studiosi ad orientarsi nell'arretramento democratico](#)
- 44. **Sah, S.** (2025, January/February Print Edition). How to Say No When the World Demands a Yes. *Psychology Today*, 32-45.
- 45. **Sah, S.** (2024). Translating Laboratory Research on Conflict of Interest Disclosures to Understand the Psychological Effects in the Real World. In D. Soman (ed.), *What Works, What Doesn't (and When)*, University of Toronto Press.
 - **Lead Chapter**
 - **Behavioral Scientist Notable Book of 2024**
 - **Winner of GAABS (Global Association of Applied Behavioural Scientists) Behavioural Science Book of the Year, 2025**
- 46. **Sah, S.** (2023). [A Deep Dive into Professionalism: Potential Policy Solutions Approaches to Conflicts of Interest](#). [Presentation]. In D. Rosenberg, E. Boyle, A. McKay, & J. Alper (Eds.), *Sponsor Influences on the Quality and Independence of Health Research: Proceedings of a Workshop*. National Academies Press.
- 47. **Sah, S.** (2022). [Ethical Considerations for Obtaining Informed Consent: Insights from Psychology](#). [Presentation]. In B. Harris-Kojetin (Ed.), *Improving Consent and Response in Longitudinal Studies of Aging: Proceedings of a Workshop*. National Academies Press.
- 48. Lewandowsky, S., Armaos, K., Bruns, H., Schmid, P., Holford, D., Hahn, U., Al-Rawi, A., **Sah, S.**, Cook, J., Juanchich, M., & Ladyman, J. (2022). [COVID-19: Conspiracies and Collateral Damage vs. Constructive Critique](#). In J. Musolino, P. Hemmer, & J. Sommer, (ed.), *The Cognitive Science of Belief: A Multi-Disciplinary Approach* (pp. 374-397). Cambridge, England: Cambridge University Press.
- 49. **Sah, S.** (2022). Perspectives on Ethical Leadership. [Presentation]. In *James A. and Linda R Mitchell Twenty First Annual Forum on Ethical Leadership in Financial Services: Proceedings*. Cary M. Maguire Center for Ethics, The American College.
- 50. Holford, D., Lewandowsky, S., ... **Sah, S.**, Schmid, P., Sirota, M., & Wulf, M. (2022). [A manifesto for science communication as collective intelligence](#).
- 51. Lewandowsky, S., Cook, J., Schmid, P., Holford, D.L., Finn, A., Lombardi, D., Al-Rawi, A., Thomson, A., Leask, J., Juanchich, M., Anderson, E.C., **Sah, S.**, et al. (2021). [The COVID-19 Vaccine Communication Handbook. A practical guide for improving vaccine communication and fighting misinformation](#).
 - Translated into [French](#), [Spanish](#), [Italian](#), [Swedish](#), [German](#), [Croatian](#), [Finnish](#), [Polish](#), [Portuguese](#), [Thai](#), [Serbian](#), [Greek](#), and [Japanese](#)
- 52. Armaos, K., Tapper, K., Ecker, U., Juanchich, M., Bruns, H., Gavaruzzi, T., **Sah, S.**, Al-Rawi, A., Lewandowsky, S. (2020). [Tips on countering conspiracy theories and disinformation](#).
- 53. **Sah, S.** (2019). Expert Report of Sunita Sah regarding Biases in, and Reliability of, the Forensic Analysis Conducted in the Kevin Keith Case. Submitted to the *Office of the Ohio Public Defender*.
 - Featured in the [premiere season of The System podcast](#), hosted by Kim Kardashian (Episode 7, November 7, 2022).

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54. **Sah, S.** (2018). Conflicts of interest and disclosure. Submitted to *The Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry*.
55. **Sah, S.**, & Loewenstein, G. (2017). Effect of reminders of personal sacrifice and suggested rationalizations on residents' self-reported willingness to accept gifts. In P. Nichols & D. Robertson, (ed.), *Thinking About Bribery: Neuroscience, Moral Cognition and the Psychology of Bribery*, Cambridge University Press.
56. Barry, M., Chan, E., Moulton, B., **Sah, S.**, Simmons, M., & Braddock, C. (2013). Disclosing conflicts of interest in patient decision aids. *BMC Medical Informatics and Decision Making* (Special Issue), 13(S2), S3.
 - An earlier version was also published in: Barry, M., Braddock, C., Chan, E., Moulton, B., **Sah, S.**, & Simmons, M. (2012). Disclosing Conflicts of Interest. In Volk R, Llewellyn-Thomas H (Eds.). *Update of the International Decision Aids Standards (IPDAS) Collaboration's Background Document. Chapter G*.
57. **Sah, S.**, Cain, D., & Loewenstein, G. (2013). Confessing One's Sins but Still Committing Them: Transparency and the Failure of Disclosure. In A. J. Oliver (ed.), *Essays in Behavioural Public Policy*. Cambridge University Press.
58. **Sah, S.**, (2011). Expert Report of Sunita Sah Regarding Gifts and other Compensation given to Health Care Professionals by Johnson and Johnson and Scios Inc. Submitted to *US Department of Justice*.

TEDx

59. TEDx Miami (September 30, 2025). [Why do we stay silent in uncomfortable situations?](#)
 - **Editor's Pick**

BUSINESS AND POPULAR ARTICLES

60. **Sah, S.** (2025, December 9). [7 Ways Your Thoughts May Be Lying to You](#). *Psychology Today*
61. **Sah, S.** (2025, October 9). [The Anxiety You've Never Heard Of \(But Have Definitely Felt\)](#). *Psychology Today*.
62. **Sah, S.** (2025, September 25). [The science of defiance: A psychology researcher explains why people comply – and how to resist](#). *The Conversation*.
 - Reprinted in *Fast Company* as [Why defiance is important and how to practice it](#). (2025, October 1)
63. **Sah, S.** (2025, April 4). [10 Ways to Defy](#). *Psychology Today*.
64. **Sah, S.** (2025, February 28). [America thinks it's a country of free thinkers. But we're actually compliant](#). *The Los Angeles Times*.
 - **Response—Letter to the Editor:** [I lived under Nazi occupation. Yes, it could happen in America too](#)
65. **Sah, S.** (2025, February 14). [My timid mother was the ultimate people pleaser - until the day she stared down racist bullies... and taught me to channel the power of defiance. Here's how you can too](#). *Daily Mail*.
66. **Sah, S.** (2025, February 13). [Why 'no' is sometimes the best 'yes.'](#) *Fast Company*.
67. **Sah, S.** (2025, February 5). [How to stop taking bad advice that can cost you at work](#). *Fortune*.
68. Packer, D., Van Bavel, & **Sah, S.** (2025, January 20). [What Does it Mean to Defy and Why Does It Matter? The Power of Us](#).

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69. **Sah, S.** (2025, January 14). The Must-Read Book for the New Year. Guest Post in *One World, Penguin Random House Newsletter*.
70. **Sah, S.** (2025, January 7). [How to Say No and Mean It](#). *Psychology Today*.
71. **Sah, S.** (2025, January 4). [Why We Say Yes When We Don't Want To](#). *TIME*.
72. **Sah, S.** (2024, November 4). [The Psychology of Values-Based Voting](#). *Psychology Today*.
73. **Sah, S.** (2023, November 21). [Speak Up: A Psychologist's Tip for Making It Through the Holiday Season](#). *The New York Times*.
74. **Sah, S.** (2023, July 13). [Most people believe they don't see color—but only empirically proven “blinding” policies can reduce discrimination in the labor market and criminal justice system](#). *Fortune*.
75. **Sah, S.** (2022, December 8). [For Justice, Forensic Science Must Be Scientific: The Case of Kevin Keith](#). *Forbes*.
76. **Sah, S.** (2021, October 26). [What to Do About “Back to the Office” Jitters](#). *Harvard Business Review*.
77. **Sah, S.** (2021, June 3). [Pressure to return to the office could be making employees more anxious](#). *The Conversation*.
 - Reprinted in *European Financial Review* as [Mental health: Pressure to return to the office could be making employees more anxious](#) (2022, August 31)
 - Reprinted in *Fast Company* as [Research reveals the return to work is causing a specific type of anxiety](#). (2021, June 10)
 - Reprinted in *World Economic Forum* as [Mental health: Pressure to return to the office could be making employees more anxious](#). (2021, June 9)
 - Used by Tokyo Metropolitan University as part of its entrance exam
78. **Sah, S.** (2021, February 24). [Why Working from Home Might Promote More Ethical Decisions](#). *Forbes*.
79. **Sah, S.** (2021, January 28). [It's Not Just the Anti-Vaxxers: Why Are So Many People Wary of COVID-19 Vaccines?](#) *Forbes*.
80. **Sah, S.** (2021, January 22). [The Biden Administration Must Put the Science Back Into Forensic Science](#). *Forbes*.
81. **Sah, S.** (2021, January 13). [Storming of the U.S. Capitol: How Blind Loyalty Fuels the Unthinkable](#). *Forbes*.
82. **Sah, S.** (2021, January 7). [COVID-19 Conspiracies: How Can we Deal with Misinformation?](#) *Forbes*.
83. **Sah, S.** (2021, January 1). [Make Space for Reflection and Self-Connection in 2021](#). *Forbes*.
84. **Sah, S.** (2020, December 3). [Conflicts of Interest and COVID](#). *Scientific American*
 - *Reprinted in Bennett Institute for Public Policy* Blog, University of Cambridge
85. **Sah, S.** (2019, November 13). [House impeachment inquiry may help restore the political and social norms that Trump flouts](#). *The Conversation*.
86. **Sah, S.** (2019, October 22). [Why You Find it so Hard to Resist Taking Bad Advice](#). *The Los Angeles Times*.
87. **Sah, S.**, & Read, D. (2017, September 28). [Missing Product Information Doesn't Bother Consumers as Much as It Should](#). *Harvard Business Review*.

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88. **Sah, S.**, Casadevall, A., Bell, S., Gates, J., Albright, T., & Denton, B. (2017, May 8). [We Must Strengthen the "Science" in Forensic Science](#). *Scientific American*
89. **Sah, S.** (2016, July 8). [The Paradox of Disclosure](#). *The New York Times*.
90. Baughman, S., Robertson, C., & **Sah, S.** (2016, October 14). [For Fairer Courts, Address Prosecutor Bias](#). *New Republic*.
 - Reprinted in *PBS News Hour* as [Training police is not enough to eliminate racial bias](#)
91. **Sah, S.** (2015, July 29). [The Problem with Investigation before Examination](#). *Psychology Today*.
92. Barnes, C., Gunia, B., & **Sah, S.** (2014, June 23). [Morning People Are Less Ethical at Night and Evening People are Less Ethical in the Morning](#). *Harvard Business Review*.
93. **Sah, S.** (2013, April 28). [What can radiology do to curb investigation momentum?](#) *Health Imaging*.
94. **Sah, S.** (2012, October 1). The burden of disclosure: What you do know can hurt you. *Harvard Ethics Lab Blog*.

INVITED PRESENTATIONS & SELECTED REFEREED CONFERENCES

2025

Invited Presentations

- **Keynotes and Events for Defy:**
 - Politics and Prose, Washington DC
 - Read in Rye, Rye Library
 - Family Action Network
 - How To Academy, Manchester, UK
 - From Day One Conference, Washington DC
 - Watchung Booksellers, Montclair NJ
 - University College London, UK
 - The Collective Bookstore Non Fiction for Work Book Club, Verona
- **Keynote:** National Conference of State Legislatures
- **Keynote:** NYS DEIA Workforce Symposium
- **Keynote:** Lifelong Learning Conference, Rotman School, University of Toronto
- **Keynote:** Provident Montessori School
- **Keynote:** Diversity & Flexibility Alliance
- TEDx Miami
- TEDx New England
- Coaching for Leaders
- University of Bath, Centre for Business, Organisations and Society ThinkList
- D'Amore-McKim School of Business, Northeastern University
- UCL Global Business School for Health
- Harvard Kennedy School

Professor Sunita Sah

Refereed Conferences

- Labor and Employment Relations Association (LERA) Annual Conference
- Academy of Management

2024

Invited Presentations

- **Keynote:** Morgan Stanley Women's Leadership Summit
- SciBeh, Public Health Perspective on Online Disinformation and Psychological Manipulation
- Weill Cornell Medicine, Health Policy and Economics
- Academy of Management, OB Mid-Career Workshop
- UCL Global Business School for Health

Refereed Conferences

- Behavioural Insights into Business for Social Good, University of British Columbia, Sauder School of Business
- Academy of Management
- Society of Business Ethics

2023

Invited Presentations

- **Keynote:** International Behavioural Public Policy Conference, University of Chapel Hill
- University of Chicago: Behavioral Science, Booth School of Business, and Health Policy, Department of Public Health Services
- Duke-Margolis Workshop on the Future of Prescription Drug Promotion and Digital Marketing
- Cambridge University Disinformation Summit, University of Cambridge
- Columbia Business School, Center for Decision Sciences
- Columbia Business School, Management Division
- Academy of Management, Junior Faculty Workshop
- The Dartmouth Institute, Dartmouth College
- Center for Bioethics and Humanities, Colorado University
- Weill Cornell Medicine, General Internal Medicine Division

Refereed Conferences

- Berkeley Culture Conference
- Academy of Management

2022

Invited Presentations

- National Academies of Sciences Workshop on Sponsor Influence of Research
- Forum on Ethical Leadership in Financial Services
- Cambridge University, Murray Edwards College – Panel on COVID-19 Vaccine Misinformation

Refereed Conferences

- Relational Leadership Mini-Conference, Ethical Leadership, Leeds University Business School
- International Conference of Emotions and Worklife, EMONET – Emotions Network
- International Society for Research on Emotion
- Congress of the German Psychological Society
- Society of Judgment and Decision Making

Professor Sunita Sah

2021

Invited Presentations (all virtual)

- **Keynote:** Executive MSc Programme Graduation and Alumni Event, London School of Economics and Political Science
- National Academies of Sciences Workshop on Improving Consent in Research (speaker, panelist, discussant, committee member)
- Hayek Seminar on Behavioural Public Policy, LSE
- Panel Lead: Behavioral Economics and COVID-19 Conference, London School of Economics and Johns Hopkins University
- Rutgers Business School, Management and Global Business Department
- Behavioral Ethics and Corporate Governance International Conference, Institute of Advanced Studies, Hebrew University of Jerusalem
- Institute for Advanced Studies, Bar-Ilan University

2020

Invited Presentations

- **Keynote:** Australian Securities and Investments Commission (ASIC) Annual Forum – cancelled due to COVID-19
- **Keynote:** Behavioural Experiments in Health Network (BEH-net)
- Toronto Academic Health Science Network
- Cambridge Judge Business School, Cambridge University
- Russell Sage Foundation

Refereed Conferences (all virtual)

- Academy of Management
- Society of Judgment and Decision Making (M.C. of health decision-making track)

2019

Invited Presentations

- **Keynote:** Association of American Medical Colleges (AAMC) Forum on Conflicts of Interest
- Memorial Sloan Kettering Cancer Center

Refereed Conferences

- Academy of Management
- Society for Research in Child Development
- Society for Philosophy and Psychology
- Global Conference on Transparency Research

2018

Invited Presentations

- University of Chicago Booth School of Business
- Wharton School of Management, University of Pennsylvania
- Harvard Kennedy School
- Rady School of Business, University of California, San Diego
- Bureau of Consumer Financial Protection
- University of Pennsylvania Law School, Robo Advice at the Regulatory Crossroads
- University of Rutgers Law School, Rutgers Institute on Corporate Compliance
- Department of the Prime Minister and Cabinet in Australia, Canberra

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- Behavioural Insights Unit, Sydney
- Research Camp co-hosted by University of Sydney, University of Technology Sydney and University of New South Wales
- Research Camp, Management and Organizations, SC Johnson College of Business, Cornell University

Refereed Conferences

- Academy of Management
- Society of Personality and Social Psychology
- Society of Judgment and Decision Making

2017

Invited Presentations

- Securities and Exchange Commission, Investor Advisory Committee Meeting
- Harvard University Institutional Corruption Panel, Edmond J. Safra Center for Ethics

Refereed Conferences

- Academy of Management
- American Law and Economics Association, Yale Law School
- Academy Health
- Society of Personality and Social Psychology
- Academy of Consumer Research
- Conference on Empirical Legal Studies
- Cognitive Development Society

2016

Invited Presentations

- Yale School of Management
- Cornell University, Social Psychology
- Cornell University, Behavioral Economics and Decision Research Seminar Series
- Cornell University, Institute for Health Economics, Health Behaviors and Disparities
- Cornell University, School of Industrial and Labor Relations.

Refereed Conferences

- Academy of Management
- Society for Business Ethics
- Behavioral Decision Research in Management
- Advances with Field Experiments
- Southern Economic Association
- 10th Triennial Invitational Choice Symposium, Symposium Chair
- Behavioral Science & Policy.

2015

Invited Presentations

- Tuck School of Business, Dartmouth College
- Cornell University, School of Industrial and Labor Relations
- Johnson School of Management, Cornell University
- Harvard University, Ethics Center

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Refereed Conferences

- Academy of Management
- Society of Business Ethics
- Academy of Consumer Research
- International Association for Conflict Management
- Behavioral Science & Policy.

2014

Invited Presentations

- University of Chicago Law School
- UCLA Anderson School of Management
- McDonough School of Business, Georgetown University
- Rotman School of Management. FAIR Canada/Capital Markets Institute
- University of Virginia Law School. Does Disclosure have a Future?
- Georgetown University, Institute for Consumer Research
- Georgetown University, McDonough School of Business
- Association of American Medical Colleges (AAMC). Forum on Conflicts of Interest

Refereed Conferences

- Academy of Management
- Society of Business Ethics, Symposium Chair
- Behavioral Decision Research in Management
- Advances in Decision Analysis
- Society of Personality and Social Psychology
- Society of Judgment and Decision Making

2013

Invited Presentations

- University of Pennsylvania, Behavioral Ethics Lab
- University of Pennsylvania, Center for Health Incentives and Behavioral Economics, Penn Medicine
- Wharton, University of Pennsylvania, Decision Making and Bribery Workshop, Legal Studies and Business Ethics Department.
- Harvard University. Blinding as a Solution to Institution Corruption: Bias in Biomedical Science
- Harvard University. Companies' Global Health "Footprint": Could Ratings Help?
- Columbia University. Beyond Nudges: Topics in Choice Architecture
- Georgetown University, McDonough School of Business
- The Pew Charitable Trusts. Workshop on Potential Conflicts of Interest in "Generally Recognized as Safe" Food Additive Decisions
- International Forum for Investor Education (IFIE), International Organization of Securities Commissions (IOSCO) Global Investor Education Conference. Education, Regulation and Behavioural Economics: Promise and Pitfalls
- PharmedOUT, Georgetown Medical School. Medical Behavior in a Commercial World: Who is Responsible?
- RAND Behavioral Finance Forum

Refereed Conferences

- Academy of Management
- Society of Business Ethics, Symposium Chair

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- International Academy of Management and Business
- Conference on Empirical Legal Studies, University of Pennsylvania Law School
- SPUDM24, IESE Business School
- 25th Association for Psychological Science Annual Convention, Symposium Chair
- Society of Judgment and Decision Making

2012

Invited Presentations

- Fuqua School of Business, Duke University, Health Sector Advisory Council
- Harvard Medical School, Division of Pharmacoepidemiology and Pharmacoeconomics
- Georgetown University, McDonough School of Business
- Academy of Management, Dissertation Award Presentation
- RAND Behavioral Finance Forum

Refereed Conferences

- Academy of Management
- Society of Judgment and Decision-Making

2011

Invited Presentations

- INSEAD, Social Innovation Centre and Marketing Department
- London School of Economics and Political Science, Organizational Behaviour Group
- University College London, Management Science and Innovation
- Universitat Pompeu Fabra, Department of Economics and Business
- Harvard University, Center for Ethics. Symposium on The Scientific Basis of Implicit Cognition and Conflict of Interest
- American Society of Law, Medicine, and Ethics. Overcoming Barriers to Reform: Conflicts of Interest in the Practice of Medicine

Refereed Conferences

- Academy of Management
- Conference on Empirical Legal Studies, Northwestern Law School
- Society of Judgment and Decision-Making, Symposium Chair

2010

Invited Presentations

- London School of Economics, Choice Group
- King's College London, Medical Decision Making Research Group
- American Orthopedic Association. Symposium on Medical Marketing

Refereed Conferences

- Academy of Management
- Society of Business Ethics
- Conference on Empirical Legal Studies, Yale Law School
- International Association of Conflict Management
- Behavioral Decision Research in Management Conference
- Princeton Graduate Student Conference on Psychology and Policymaking
- Judgment and Decision-Making Pre-Conference of the Society of Personality and Social Psychology

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- Society of Personality and Social Psychology
- Society of Judgment & Decision Making

2009

Invited Presentation

- Society for Medical Decision Making

Refereed Conferences

- Society for Judgment and Decision Making
- Ninth Annual Trans-Atlantic Doctoral Conference, London Business School

TEACHING

eCornell

- Women in Healthcare Leadership Online Certificate Program

Johnson Graduate School of Management, Cornell University

Dean's Honor Roll for teaching evaluations > 4.5 / 5.0 for all courses taught:

- Managing and Leading Organizations
Core MBA Course, Johnson-Weill dual degree Executive MBA/MS in Healthcare Leadership
- Critical and Strategic Thinking
Core MBA Course, Core Accelerated MBA Course, Core Cornell Tech MBA Course
- Negotiations
Including power, ethics, and influence. MBA Elective, EMBA Elective, Cornell Tech MBA Elective.

Tuck School of Business and Giesel School of Medicine, Dartmouth College

- Negotiations
Executives, Masters of Health Care Delivery Science Program

College of Human Ecology, Policy Analysis and Management, Cornell University

- Negotiations
Executives, Masters in Health Administration Sloan Program

Cambridge Judge Business School, University of Cambridge

- Negotiations
Executives and Masters of Accounting Course

McDonough School of Business, Georgetown University

- Social Responsibility of Business
Core Senior Capstone Course

Executive Education / Industry Courses (selected programs, 2005 - 2008)

- *To:* CEOs, Finance Directors, Vice Presidents, General Managers, Sales and Marketing Heads, National Managers, Directors, Corporate Affairs, Physicians, Health Care Professionals, and Medical Directors.
- *Selected Topics:* Negotiations; Principles of Influence; Managerial Decision-Making, Ethical Leadership

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SELECTED MEDIA COVERAGE

TV

- [Channel 5 Vanessa](#) (April 18, 2025) – Are you guilty of being a people pleaser?
- [BBC One Sunday Morning Live](#) (February 23, 2025) – Series 15, Episode 23
- [CBS Mornings](#) (January 8, 2025) – NEW YEAR, NEW READS: Amazon Books' Editorial Director Shares Top Reads to Inspire New Year's Reset
- [CNN](#) (November 23, 2024) – How to stop election politics from ruining your holiday dinner
- [BBC World News](#) (July 16, 2014) – with Jon Sopel

Radio and Podcasts

- [Good Inside](#) (November 12, 2025) — The Cost of Compliance for Our Kids
- [Scientific American – Science Quickly](#) (November 5, 2025) — Why Defiance Can Be A Virtue
- [Passion Struck](#) (October 21, 2025) — How To Stand Firm When It Matters Most
- [The Decision Education Podcast](#) (September 24, 2025) – Choosing with Intent
- [The Happiness Lab](#) (September 8, 2025) – Why Having the Courage to Defy Makes Us Happier
- [Psychologists Off the Clock](#) (August 20, 2025) – Defy
- [The Human Risk Podcast](#) (August 9, 2025) – How to Speak Up When It Matters
- [10% Happier](#) (August 4, 2025) – Why You Say Yes When You Shouldn't — And How To Say No When It Matters Most
- [How to Be Awesome at Your Job](#) (July 31, 2025) — How to Say No When the World Demands Yes
- [BBC Doctor's Notes](#) (July 29, 2025) – Saying No
- [BBC Radio 4 What's Up Docs](#) (July 29, 2025) – Should you say 'no' more often?
- [The Non-Obvious Show](#) (July 29, 2025) – How to Be Defiant When It Matters Most with Dr. Sunita Sah
- [Franklin Covey On Leadership](#) (July 29, 2025) – Dr. Sunita Sah: How to Say No at Work
- [Firestarters](#) (June 30, 2025) – How to Practice Defiance
- [Curious Minds at Work](#) (June 15, 2025) –The Power of No
- [10 Seconds to Air](#) (June 3, 2025) – How To Stop Saying "Yes" When We Really Mean "No" with Dr. Sunita Sah
- [Medical Group Management Association](#) (May 28, 2025) – Compliance, consent, and the psychology of defiance in healthcare
- [Negotiate Anything](#) (May 12, 2025) – The Problem with Being Too Nice: How to Reclaim Your Voice and Say NO
- [National Conference of State Legislatures](#) (May 4, 2025) – The Power of Saying No
- [How to Survive the End of the World](#) (April 18, 2025) – The Five Stages of Defiance with Dr. Sunita Sah
- [WJCT Jacksonville NPR First Coast Connect](#) (Apr 17, 2025) – DEFY author Dr. Sunita Sah
- [Squiggly Careers](#) (April 15, 2025) – Ask the Expert: How to say no with Dr. Sunita Sah
- [Seal Foundation "On the X"](#) (April 9, 2025) – Why Quiet Defiance Might Just Save You
- [HER](#) (April 3, 2025) – Yes, Please Go Ahead and Defy!
- [A Slight Change of Plans](#) (March 17, 2025) – How to Say No
- [Here's Where it Gets Interesting](#) (March 3, 2025) – DEFY with Dr. Sunita Sah
- [NPR's Hidden Brain+](#) (February 24, 2025) – Defeating Fear
- [NPR's Hidden Brain](#) (February 24, 2025) – Marching to Your Own Drummer
- [How To Academy](#) (February 18, 2025) – Sunita Sah - The Power of No in a World that Demands Yes
- [APA Speaking of Psychology](#) (February 12, 2025) – The power of defiance, with Sunita Sah
- [BBC Science Focus Instant Genius](#) (February 9, 2025) – How psychology can help us unlock the power of saying no
- [KPCW The Mountain Life](#) (February 5, 2025) – Acquiescence is bad for your health

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- **Good Life Project** (February 3, 2025) – Why Always Being Good Can Be Incredibly Bad for You
- **NPR WHYY The Connection** (January 24, 2025) – When doing the right thing starts with saying no
- **Pulling the Thread** (January 23, 2025) – Why We Go Along with Things We Don't Like
- **North Texas' PBS and NPR member station: KERA Think** (January 23, 2025) – When doing the right thing starts with saying no
- **KQED-Forum NPR San Francisco** (January 23, 2025) – Sunita Sah (on defiance)
- **Sirius XM, Doctor Radio Channel, The Psychiatry Show** (January 22, 2025) – Defiance and Compliance, Saying No
- **Armchair Expert with Dax Shepard** (January 22, 2025) – Sunita Sah (on defiance)
- **The Genius Life** (January 20, 2025) – How Mastering Saying No Can Simplify and Improve Your Life
- **Afford Anything** (January 17, 2025) – The Hidden Psychology of Financial Pressure
- **Brainy Business** (January 16, 2025) – Defy: Embracing the Superpower of Responsibility
- **WGN Radio** (January 15, 2025) – Kelly Leonard: The power of saying 'No'
- **Sparked** (January 15, 2025) – Redefining Defiance: The Power of Staying True to Your Values
- **Harvard Business Review IdeaCast** (January 14, 2025) – How to Get Better at Saying No
 - **The Most Popular HBR Podcast Episodes of 2025** (December 26, 2025)
- **WGN Radio 720** (January 14, 2025) – Defy: The Power of No in a World that Demands Yes
- **Getting to Yes, And** (January 14, 2025) – Defy: The Power of No in a World that Demands Yes
- **Daily Creative** (January 14, 2025) – Defy
- **Coaching for Leaders** (January 14, 2025) – How to Stand Up for Yourself
- **This is Woman's Work** (January 13, 2025) – How to Defy Expectations
 - **Best of 2025: The Top 6 Episodes That Changed Us (and Almost Broke Us)** (December 31, 2025)
- **Mentally Stronger** (January 13, 2025) – Stop Nodding and Smiling: Here's How to Handle Moments You'll Regret Later
- **Something You Should Know** (January 8, 2025) – How and Why Optimism Works & Why a Little Defiance is a Good Thing
- **Hello Monday** (January 6, 2025) – How to Say No: Defying Social Pressure and Building Confidence, hosted by Jessi Hempel
 - **Republished (December 1, 2025) – How to Say No: The Psychology of Defiance**
- **The Art of Charm** (December 23, 2024) – The Power of Saying "No"
- **Love, Happiness and Success** (December 16, 2024) – How to Stand Up for Yourself
- **Drama-Free Healthy Living** (December 10, 2024) – The Power of Saying 'No': Redefining Defiance
- **The System** (November 7, 2022), on the Case of Kevin Keith, hosted by Kim Kardashian
- **ABC Radio National** (November 18, 2018) - Sunday Extra
- **NPR** (September 9, 2014) - Morning person, or night owl? It matters

Print and Online

- **HBR** (December 26, 2025) – The Most Popular HBR Podcast Episodes of 2025
- **Forbes** (December 26, 2025) – Six Brilliant Brain Science and Psychology Books From the Year
- **Behavioral Scientist** (December 23, 2025) - Behavioral Scientist's Notable Books of 2025
- **BBC** (December 8, 2025) – Overwhelmed by Christmas already? How to get better at saying no
- **CNBC** (November 29, 2025) – Kids who 'practice' disobedience can become more successful adults – 'sometimes it is bad to be so good'
- **Scientific American** (November 5, 2025) – How We Struggle to Say No—And How to Get Better at It
- **Spectrum Magazine** (October 12, 2025) – Review of Defy
- **Shondaland** (August 11, 2025) – How to Say 'Yes' to Saying 'No'

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- **SC Johnson College News, Cornell University** (July 28, 2025) – Redefining Defiance as Action Aligned with Values
- **American Psychological Association** (July 2, 2025) – The benefits of better boundaries in clinical practice
- **The HR Director** (June 7, 2025) - How to change the rules of the game
- **ABC News** (May 30, 2025) – Is transparency enough to protect consumers and the public interest?
- **New Scientist** (April 16, 2025) – Why saying no is hard and what we can do about it
- **Thrive Global** (April 16, 2025) – Sunita Sah Is Redefining Defiance—and It's a Skill We All Need
- **Devon Rodriguez Art** (April 14, 2025) – Dr Sunita Sah
- **Book Club** (April 9, 2024) – Book Review of Defy (another review [here](#))
- **Mr Porter** (April 8, 2025) – How to Master Saying No – And Why You Need To
- **Change with Maya Shankar** (March 17, 2025) – How to Say No
- **Kiplinger** (March 11, 2025) - These Four Books Explore How to Leverage Our Outrage Positively
- **INC.** (March 10, 2025) – A New Study Says People Who Make Decisions Like This Wind Up Happier in the End
- **CNBC Philadelphia Money Report** (March 7, 2025) – Melinda French Gates: Warren Buffett gave me this important career advice—it helped me learn to set boundaries
- **Cornellians** (March 7, 2025) – Your March 2025 Reads
- **Fast Company** (March 6, 2025) – How to become better at standing up for your values—even when it's hard
- **Medium by Tara Lee** (March 4, 2025) – What Would You Have Done? — The Hidden Brain and Sunita Sah
- **CNN** (March 3, 2025) – A guide to mastering small talk with just about anyone, according to experts
- **MSN** (March 3, 2025) – Why you should stop following other people's (bad) advice
- **Neuroscience News.com** (February 28, 2025) - Ignoring Your Better Judgment Increases Regret and Self-Blame
- **Fingerlakes1.com** (February 28, 2025) – Ignoring instincts increases self-blame, Cornell study finds
- **Cornell Chronicle** (February 27, 2025) – Going against one's better judgment amplifies self-blame
- **Financial Times** (February 26, 2025) – Business books: what to read this month
- **Cornell Chronicle** (February 25, 2025) – Ethical Depth: The cure for today's medical industry
- **Forbes** (February 18, 2025) – How To Be Defiant Without Coming Across As A Jerk
- **The San Diego Union-Tribune** (February 17, 2025) – We don't speak up because we don't think it will make any difference
- **Tempo** (February 7, 2025) – In Praise of No
- **Balanced Achievement** (February 6, 2025) – 5 Groundbreaking Psychology Books Released in January 2025
- **Ms.** (January 31, 2025) – January 2025 Reads for the Rest of Us
- **Chicago Tribune** (January 22, 2025) - Bishop Budde's bold sermon, history's 'moral mavericks' and finding our own courage to go rogue for humanity
 - Reprinted in The Star (February 9, 2025) as History's 'moral mavericks' and finding our own courage to go rogue for humanity
- **Practical Ecommerce** (January 21, 2025) – 10 Books for Better Communication
- **The Jaded Cynic** (January 17, 2025) – Each Man Must Look into His Own Soul
- **Fingerlakes1.com** (January 16, 2025) - New book celebrates the power of defiance
- **Big Think** (January 16, 2025) – Smarter Faster: The danger of saying "yes"
- **Big Think** (January 15, 2025) – How the "defiance domino effect" can improve your life and transform society
- **The Guardian** (January 14, 2025) – I'm a hopeless people pleaser. I tried saying 'no' for a week
- **Cornell Chronicle** (January 14, 2025) – New book explores the act of defiance
- **CNBC** (January 12, 2025) – How to tell someone 'no' and not feel guilty about it, from an Ivy League behavioral scientist
- **Granted** (January 4, 2025) – The 10 New Books to Feed Your Mind in 2025
- **Women's World** (November 23, 2024) – How to Get Along With Family This Holiday: Experts Reveal Simple Ways to Smooth Ruffled Feathers
- **Forbes Women** (November 22, 2024) – Defying The Pressure To Do It All: How To Set Healthier Boundaries

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- **Next Big Idea Club** (November 5, 2024) – January 2025 Must-Read Books
- **Tribune Content Agency** (October 20, 2024) – How to respectfully push back at work
- **European Financial Review** (August 31, 2022) – Mental health: Pressure to return to the office could be making employees more anxious
- **Professional Planner** (February 9, 2022) – Vertical integration needs a nuanced review
- **Financial Times** (January 30, 2022) – The paradox that leads professionals into temptation
- **The New York Times** (March 27, 2021) – Start retraining for social interactions
- **Financial Times** (February 22, 2021) – Business school briefing
- **Washington Post (The Lily)** (September 26, 2020) – Your guide to making big decisions right now
- **The Boston Globe** (August 4, 2020) – Brigham president had sold more Moderna stock before she resigned from the biotech's board
- **Financial Review** (October 18, 2019) – What ASIC's 'sludge busting' shift means
- **Financial Review** (October 14, 2019) – ASIC takes aim at financial 'sludge'
- **The Sydney Morning Herald** (October 5, 2019) – Governments are learning a simple and cheap nudge can yield big dividends
- **Australian Securities and Investments Commission** (July 30, 2019) – Doing the right thing
- **Financial Review** (July 19, 2019) – The many doubts of Michael Hodge, QC
- **Cornell Chronicle** (March 21, 2019) – Sah: Medical guidelines may be biased, overly aggressive
- **Australian Financial Review** (November 9, 2018) – Banks must curb conflicts of interest: banking royal commission paper
- **Australian Broker** (November 8, 2018) – Royal Commission paper assesses bias
- **The Chronicle of Higher Education** (October 7, 2018) – How Academic Corruption Works
- **Bloomberg** (October 4, 2018) – Doctors Like to Think Big Pharma Doesn't Sway Them. It Does
- **Financial Planning** (December 11, 2017) – Would ratings system for advisors prompt better behavior? It helped food industry
- **New Republic** (October 14, 2016) – For Fairer Courts, Address Prosecutor Bias
- **Department of Justice** (August 6, 2015) - Department of Justice and The National Institute of Standards and Technology Name Six Experts as New Members of National Commission on Forensic Science
- **The New Yorker** (February 25, 2015) – No, mornings don't make you moral
- **Forbes** (November 17, 2014) – What you should know before seeking a second opinion
- **The Star, Toronto** (October 28, 2014) – Disclosure may not work in investing
- **Nature** (October 3, 2014) – Disclosing Conflicts of Interest has Unintended Effects
- **The Atlantic** (July 23, 2014) - Morning People Are More Likely to Lie to Their Bosses in the Afternoon
- **The Washington Post** (July 22, 2014) - The 9-to-5 workday is practically an invitation to ethical lapses
- **BBC News** (July 17, 2014) - Early risers 'less moral at night'
- **The Telegraph** (July 17, 2014) - Early risers more likely to cheat and behave dishonestly at night, US study finds
- **Metro** (July 17, 2014) - Early birds more likely to behave badly at night, says study
- **Huffington Post** (October 25, 2013) - No Conflict: Transparency and Morals
- **Forbes** (May 22, 2013) - The Dark Side of Confidence
- **Psychology Today** (May 12, 2013) - How Uncertainty Overpowers Evidence in Matters of Health
- **Forbes** (April 14, 2013) - Study: Many Invasive Medical Procedures are the Result of Uncertainty, Not Evidence
- **Huffington Post** (March 28, 2013) - You Follow Advice Despite Conflicts of Interest
- **Georgetown Magazine** (Winter 2013) - The Business of Medicine
- **Financial Times** (May 11, 2012) - Something for the weekend
- **Forbes** (May 9, 2012) - If You Want Honest Investment Advice, Only Get It One-on-One
- **The Atlantic** (May 23, 2011) - Disclosure: Transparency May Be Hazardous to Your Health

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PROFESSIONAL SERVICE

Board Memberships

The American College Center for Ethics in Financial Services, Advisory Council Partnership Committee	2026-present
The American College Center for Ethics in Financial Services, Advisory Board Behavioural Public Policy Journal, Editorial Board	2022–present 2021–present
International Behavioural Public Policy Association, Officer, Advisory Board	2020–present
Organizational Behavior and Human Decision Processes, Editorial Board	2013–2020
Human Factors Committee, National Institute of Science and Technology	2014–2016
Forensic Science Standards Board, U.S. Department of Commerce	2014–2016

Behavioral Economics in Health Network

Scientific Committee, 8 th Workshop on Behavioral and Health Economics	2023–present
Scientific Advisory Board	2020–present

The Productivity Institute

Advisory Committee	2022–2023
Steering and Impact Committee	2021–2022

National Academies of Sciences, Engineering and Medicine

Planning Committee, National Academies Workshop on Improving Consent	2021–2022
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Open Innovation Team and Policy Profession Unit, UK Government

Advisor	2022
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National Commission on Forensic Science, U.S. Department of Justice

Commissioner	2015–2017
Human Factors Subcommittee	2015–2017

Expert Witness

State of New Mexico	2024
State of California	2022
Office of the Ohio Public Defender	2019
U.S. Department of Justice	2011–2012

Society for Judgment and Decision Making

M.C. for health decision-making track	2020
Senior Scholar in Underrepresented scholars in SJDM Roundtable	2020
Organizer of Women in SJDM Annual Event	2015–2018
Beattie Award Committee	2014–2017
Judge for Student Posters	2012–2016

Academy of Management

Faculty Fellow, Organizational Behavior Division Junior Faculty Workshop	2023
Panelist, Health Care Management Division	2023

Dissertation Committee Member

Igor Estraykh, Graziadio Business School, Pepperdine University	July 2022
David Butler, Warwick Business School	September 2018
Christina Rader, Fuqua School of Business, Duke University	May 2015

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Ad-hoc reviewer

Organizational Behavior and Human Decision Processes
Organization Science
Management Science
Journal of Business Ethics
Journal of Personality and Social Psychology
Journal of Experimental Social Psychology
Journal of Experimental Psychology: General
Psychological Bulletin
Current Directions in Psychological Science
Social Cognition
The New England Journal of Medicine
The Journal of the American Medical Association
JAMA Internal Medicine
Medical Decision Making
Behavioral Science and Policy
Behavioural Public Policy
Science
Science Advances
Journal of Legal Studies
Journal of Empirical Legal Studies
Oxford University Press
Cambridge University Press
Columbia University Press
MIT University Press
National Science Foundation

Cornell University

Faculty Review Committee, Chair	2025–present
Business School Alliance for Health Management, SC Johnson Representative	2024–present
Office of Faculty Development & Diversity Advisory Committee, Cornell University	2023–present
Director of Cornell University's Academic Leadership Institute, Cornell University	2021–2025
Alumni Giving and Fundraising Proposals, Ethical Leadership	2021–2024
Johnson School, Management & Organizations, RTE Committee, Chair	2021–2022
Johnson School, Management & Organizations, RTE Committee, Member (x3)	2021–2022
College of Business, Behavioral Simulation Laboratory Committee	2015–2020
College of Business, Academic Standards Committee	2019
College of Business, Management & Organizations:	2018–2019
Co-organizer and Presenter, Inaugural Micro-OB Research Event	
Management & Organizations with ILR School, Seminar Series Coordinator	2017–2019
Hotel School, Management & Organizations, Faculty Recruitment Committee	2017–2018
Johnson, Management & Organizations, Faculty Recruitment Committee	2015–2016
Johnson, Management & Organizations Ph.D. Program Coordinator (18 months)	2016–2017
Johnson, Management & Organizations, PhD admissions committee	2015–2016
Johnson, Management & Organizations Rep, PhD Open House Faculty Panel	2015

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University of Cambridge, Cambridge Judge Business School

Honorary Fellow	2021–2025
Organizational Behaviour Subject Group Head (Lent and Easter terms)	2021
Dean Search Interview Committee	2020–2021

McDonough School of Business, Georgetown University

Ethics Area Faculty Recruitment Committee	2014–2015
Ethics Speaker Series	2012–2015
PharmedOut Steering Committee	2012–2015
MBA Academic Integrity Board	2012–2013

OTHER ACHIEVEMENTS

- Management as Calling Workshop, 2025: Selective training program designed to infuse meaning, purpose, character formation, and moral clarity into the classroom
 - Stephen M. Ross School of Business, University of Michigan, and the Institute for Social Concerns, University of Notre Dame
- Chaired Symposia / Workshop:
 - Invitational Choice Symposium, May 2016, Lake Louise, AB, Canada
 - Society of Business Ethics, August 2014, Philadelphia, PA
 - Society of Business Ethics, August 2013, Orlando, FL
 - 25th Association for Psychological Science Annual Convention, May 2013, Washington DC
 - Society of Judgment and Decision-Making, November 2011, Seattle, WA
- Negotiation and Decision-Making Course, Harvard Business School, January 2010
- Decision Neuroscience Workshop, Ross Business School, August 2009
- Flute (Grade 8 with Merit from Royal Schools of Music, UK)
- PADI Open Water Diver

OTHER PROFESSIONAL POSITIONS

Calm.com, Inc.	2024
Consultant and Author for Calm's Professional Growth Series	
United States, State of New Mexico	2024
Expert witness; healthcare fraud case	
The American College, Maguire Center for Ethics in Financial Services	2022–present
Advisory Board Member	
MyLÚA Health	2021–present
Advisory Board Member	
United States, State of California	2022
Expert witness; healthcare fraud case on kickbacks and incentives given to physicians	
National Academies of Sciences, Engineering and Medicine (NAS)	2021–2022
Planning Committee, Workshop on Improving Consent in Research	
Office of the Ohio Public Defender, Death Penalty Department	2019
Expert Witness Report on the Validity, Reliability, and Biases of Forensic Science	

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Australian Government, Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry	2018
Expert Research Report on Conflicts of Interest and Disclosure	
United States Department of Justice, National Commission on Forensic Science	2015–2017
Commissioner and Human Factors Subcommittee Member	
United States Department of Commerce, National Institute of Standards and Technology (NIST)	2014–2016
Human Factors Committee, Forensic Science Standards Board	
United States Department of Justice	2011–2012
Expert Witness; national healthcare fraud case on industry gifts given to physicians.	
Resulted in one of the largest health care fraud settlements in US history at \$2.2 billion	
Organisational Dynamics Ltd.	2006–2010
CEO, Managing Director and Founder; consultancy in managerial decision making	
IMS Health Consulting	2002–2006
European Marketing Director and Senior Consultant	
NHS Trust UK	1997–2011
Medical Doctor; Registration and Licensure: UK General Medical Council	