

STÉPHANE CÔTÉ
Geoffrey Conway Chair in Business Ethics
Professor of Organizational Behavior
Rotman School of Management, University of Toronto
e-mail: scote@rotman.utoronto.ca

ACADEMIC POSITIONS

2012- Professor of Organizational Behavior, University of Toronto
2019- Geoffrey Conway Chair in Business Ethics, University of Toronto
2023- Director, Faculty Recruiting, Rotman School of Management
2022- Associate Editor, Administrative Science Quarterly
2019-2024 Director, Clarkson Centre for Business Ethics
2021 Visiting Scholar, INSEAD
2015-2021 Director, Ph.D. Program, Rotman School of Management
2012-2013 Associate Editor, Emotion
2008 Visiting Scholar, University of California, Berkeley
2007-2012 Associate Professor of Organizational Behavior, University of Toronto
2001-2007 Assistant Professor of Organizational Behavior, University of Toronto

EDUCATION

2001 Ph.D., Organizational Psychology, University of Michigan
1997 M.A., Organizational Psychology, University of Michigan
1995 B.Sc. (First Class Honours), Psychology, McGill University

AWARDS

Fellow, Association for Psychological Science (elected 2018)
Fellow, International Association of Applied Psychology (elected 2018)
Fellow, Society for Personality and Social Psychology (elected 2017)
Dean Roger Martin Award for Excellence in Teaching, 2012
Dean Roger Martin Award for Excellence in Research, 2006
Nominee for the Aurora Prize for Outstanding New Researcher, SSHRC, 2003

PUBLICATIONS

* PhD student or Postdoctoral Fellow when project started

Laurin, K., Engstrom, H. R., Schmader, T., Chua, K. Q.*, Klein, N., & Côté, S. (in press). Trust and trust funds: How others' childhood and current social class context influence trust behavior and expectations. *Journal of Personality and Social Psychology*.

Choe, A.*, & Côté, S. (2024). Perceptions and behaviors toward first-generation, low-income individuals in organizations. *Current Opinion in Psychology*, 60, 101912.

Côté, S. (2024). A multidimensional framework for examining the effects of social class on organizational behavior. *Journal of Management*, 50, 928-948.

He, J. C.*, & Côté, S. (2023). Are empathic people better adjusted? A test of competing models of empathic accuracy and intrapersonal and interpersonal facets of adjustment using self- and peer-reports. *Psychological Science, 34*, 955-967.

Van Kleef, G. A., & Côté, S. (2022). The social effects of emotions. *Annual Review of Psychology, 73*, 629-658.

Visserman, M.*, Muise, A., Righetti, F., Horne, R. M.*, Le, B. M., Côté, S., & Impett, E. A. (2022). Lightening the load: Perceived partner responsiveness fosters more positive appraisals of relational sacrifices. *Journal of Personality and Social Psychology, 123*, 788-810.

Côté, S., Stellar, J. E.*, Willer, R., Forbes, R. C.*, Martin, S. R., & Bianchi, E. (2021). The psychology of entrenched privilege: High socioeconomic status individuals from affluent backgrounds are uniquely high in entitlement. *Personality and Social Psychology Bulletin, 47*, 70-88.

Le, B. M.*, Côté, S., Stellar, J. E.*, & Impett, E. A. (2020). The distinct effects of empathic accuracy for a romantic partner's appeasement and dominance negative emotions. *Psychological Science, 31*, 607-622.

Yip, J. A.*, Stein, D. H.*, Côté, S., & Carney, D. R. (2020). Follow your gut? Emotional intelligence moderates the association between physiologically-measured somatic markers and risk-taking. *Emotion, 20*, 462-472.

He, J. C.*, & Côté, S. (2019). Self-insight into emotional and cognitive abilities is not related to higher adjustment. *Nature Human Behavior, 3*, 867-884.

Jachimowicz, J. M.*, To, C.*, Agasi, S.*, Côté, S., & Galinsky, A. D. (2019). The gravitational pull of expressing passion: When and how expressing passion elicits status conferral and support from others. *Organizational Behavior and Human Decision Processes, 153*, 41-62.

Martin, S. R., & Côté, S. (2019). Social class transitioners: Their cultural abilities and organizational importance. *Academy of Management Review, 44*, 618-642.

Miners, C. T. H., Côté, S., & Lievens, F. (2018). Assessing the validity of emotional intelligence measures. *Emotion Review, 10*, 87-95.

Van Kleef, G. A., & Côté, S. (2018). Emotional dynamics in conflict and negotiation: Individual, dyadic, and group processes. *Annual Review of Organizational Psychology and Organizational Behavior, 5*, 437-464.

Barranti, M.*, Carlson, E. N., & Côté, S. (2017). How to test questions about similarity in personality and social psychology research: Description and empirical demonstration of response surface analysis. *Social Psychological and Personality Science, 8*, 465-475.

Côté, S. (2017). Enhancing managerial effectiveness via four core facets of emotional intelligence: Self-awareness, social perception, emotion understanding, and emotion regulation. *Organizational Dynamics, 46*, 140-147.

Côté, S., Kraus, M. W., Carpenter, N. C., Piff, P. K., Beermann, U.*, & Keltner, D. (2017). Social affiliation in same-class and cross-class interactions. *Journal of Experimental Psychology: General*, *146*, 269-285.

Martin, S. R., Côté, S., & Woodruff, T. (2016). Echoes of our upbringing: How growing up wealthy or poor relates to narcissism, leader behavior, and leader effectiveness. *Academy of Management Journal*, *59*, 2157-2177.

Côté, S., House, J.*, & Willer, R. (2015). High economic inequality leads higher income individuals to be less generous. *Proceedings of the National Academy of Sciences*, *112*, 15838-15843.

Côté, S. (2014). Emotional intelligence in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*, 459-488.

Côté, S. (2014). Positive emotions in organizations. In M. M. Tugade, M. N. Shiota, & L. D. Kirby (Eds.), *Handbook of positive emotions* (pp. 448-462). New York: Guilford.

Libbrecht, N.*, Lievens, F., Carette, B.*, & Côté, S. (2014). Emotional intelligence predicts success in medical school. *Emotion*, *14*, 64-73.

Van Kleef, G. A., & Côté, S. (2014). On the social influence of negative emotional expressions. In W. G. Parrott (Ed.), *The positive side of negative emotions* (pp. 126-145). New York: Guilford.

Côté, S., Hideg, I.*, & Van Kleef, G. A. (2013). The consequences of faking anger in negotiations. *Journal of Experimental Social Psychology*, *49*, 453-463.

Côté, S., Piff, P. K., & Willer, R. (2013). For whom do the ends justify the means? Social class and utilitarian moral judgment. *Journal of Personality and Social Psychology*, *104*, 490-503.

Côté, S., Van Kleef, G. A., & Sy, T. (2013). The social effects of emotion regulation in organizations. In A. A. Grandey, J. M. Diefendorff, & D. E. Rupp (Eds.), *Emotional labor in the 21st century: Diverse perspectives on emotion regulation at work* (pp. 79-100). New York: Routledge.

Yip, J. A.*, & Côté, S. (2013). The emotionally intelligent decision-maker: Emotion understanding ability reduces the effect of incidental anxiety on risk-taking. *Psychological Science*, *24*, 48-55.

Côté, S., Moskowitz, D. S., & Zuroff, D. C. (2012). Social relationships and intraindividual variability in interpersonal behavior: Correlates of interpersonal spin. *Journal of Personality and Social Psychology*, *102*, 646-659.

Piff, P. K.*, Stancato, D.*, Côté, S., Mendoza-Denton, R., & Keltner, D. (2012). Higher social class predicts increased unethical behavior. *Proceedings of the National Academy of Sciences*, *109*, 4086-4091.

Côté, S. (2011). How social class shapes thoughts and actions in organizations. *Research in Organizational Behavior*, *31*, 43-71.

- Côté, S., DeCelles, K. A., McCarthy, J. M., Van Kleef, G. A., & Hideg, I.* (2011). The Jekyll and Hyde of emotional intelligence: Emotion-regulation knowledge facilitates prosocial and interpersonally deviant behavior. *Psychological Science*, *22*, 1073-1080.
- Côté, S., & Hideg, I.* (2011). The ability to influence others via emotion displays: A new dimension of emotional intelligence. *Organizational Psychology Review*, *1*, 53-71.
- Côté, S., Kraus, M. W.*, Cheng, B. H.*, Oveis, C., van der Löwe, I.*, Lian, H.*, & Keltner, D. (2011). Social power facilitates the effect of prosocial orientation on empathic accuracy. *Journal of Personality and Social Psychology*, *101*, 217-232.
- Côté, S. (2010). Taking the “intelligence” in emotional intelligence seriously. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *3*, 127-130.
- Côté, S., Gyurak, A.*, & Levenson, R. W. (2010). The ability to regulate emotion is associated with greater well-being, income, and socioeconomic status. *Emotion*, *10*, 923-933.
- Côté, S., Lopes, P. N.*, Salovey, P., & Miners, C. T. H.* (2010). Emotional intelligence and leadership emergence in small groups. *Leadership Quarterly*, *21*, 496-508.
- Kraus, M. W.*, Côté, S., & Keltner, D. (2010). Social class, contextualism, and empathic accuracy. *Psychological Science*, *21*, 1716-1723.
- Piff, P. K.*, Kraus, M. W.*, Côté, S., Cheng, B. H.*, & Keltner, D. (2010). Having less, giving more: The influence of social class on prosocial behavior. *Journal of Personality and Social Psychology*, *99*, 771-784.
- Côté, S., Moon, S.*, & Miners, C. T. H.* (2008). Emotion regulation in the workplace. In C. L. Cooper & N. M. Ashkanasy (Eds.), *Research companion to emotion in organizations* (pp. 284-300). London: Edward Elgar.
- Côté, S. (2007). Group emotional intelligence and group performance. *Research on Managing Groups and Teams*, *10*, 309-336.
- Van Kleef, G. A., & Côté, S. (2007). Expressing anger in conflict: When it helps and when it hurts. *Journal of Applied Psychology*, *92*, 1557-1569.
- Côté, S., & Miners, C. T. H.* (2006). Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly*, *51*, 1-28.
- Côté, S., Miners, C. T. H.*, & Moon, S.* (2006). Emotional intelligence and wise emotion regulation in the workplace. *Research on Emotions in Organizations*, *2*, 1-24.
- Côté, S., Saks, A. M., & Zikic, J.* (2006). Trait affect and job search outcomes. *Journal of Vocational Behavior*, *68*, 233-252.

Lopes, P. N.*, Côté, S., & Salovey, P. (2006). An ability model of emotional intelligence: Implications for assessment and training. In V. U. Druskat, F. Sala, & G. Mount (Eds.), *Linking emotional intelligence and performance at work* (pp. 53-80). Mahwah, NJ: Erlbaum.

Côté, S. (2005). A social interaction model of the effects of emotion regulation on work strain. *Academy of Management Review*, *30*, 509-530.

Côté, S. (2005). Reconciling the feelings as information and hedonic contingency models of how mood influences systematic information processing. *Journal of Applied Social Psychology*, *35*, 1656-1679.

Keller, M. C., Fredrickson, B. L., Ybarra, O., Côté, S., Johnson, K., Mikels, J., Conway, A., & Wager, T. (2005). A warm heart and a clear head: The contingent effects of weather on mood and cognition. *Psychological Science*, *16*, 724-731.

Lopes, P. N.*, Salovey, P., Côté, S., & Beers, M. (2005). Emotion regulation abilities and the quality of social interaction. *Emotion*, *5*, 113-118.

Sy, T., Côté, S., & Saavedra, R. (2005). The contagious leader: Impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of Applied Psychology*, *90*, 295-305.

Côté, S., & Morgan, L. M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, *23*, 947-962.

Côté, S., & Moskowitz, D. S. (2002). How are moods instigated at work? The influence of relational status on mood. In N. M. Ashkanasy, W. J. Zerbe, & C. E. J. Härtel (Eds.), *Managing emotions in the workplace* (pp. 111-134). Armonk, NY: M. E. Sharpe.

Côté, S. (1999). Affect and performance in organizational settings. *Current Directions in Psychological Science*, *8*, 65-68.

Zuroff, D. C., Moskowitz, D. S., & Côté, S. (1999). Dependency, self-criticism, interpersonal behavior, and affect: Evolutionary perspectives. *British Journal of Clinical Psychology*, *38*, 231-250.

Côté, S., & Moskowitz, D. S. (1998). On the dynamic covariation between interpersonal behavior and affect: Prediction from neuroticism, extraversion, and agreeableness. *Journal of Personality and Social Psychology*, *75*, 1032-1046.

Moskowitz, D. S., Brown, K. W., & Côté, S. (1997). Reconceptualizing stability: Using time as a psychological dimension. *Current Directions in Psychological Science*, *6*, 127-132.

Moskowitz, D. S., & Côté, S. (1995). Do interpersonal traits predict affect? A comparison of three models. *Journal of Personality and Social Psychology*, *69*, 915-924.

LETTERS

Côté, S., & Willer, R. (2020). Replications provide mixed evidence that inequality moderates the association between income and generosity. *Proceedings of the National Academy of Sciences*, 117, 8696-8697.

Piff, P. K.*, Stancato, D. M.*, Côté, S., Mendoza-Denton, R., & Keltner, D. (2012). Reply to Francis: Cumulative power calculations are faulty when based on observed power and a small sample of studies. *Proceedings of the National Academy of Sciences*, 109, E1588-E1588.

RESEARCH GRANTS

Self-Insight into Emotional Intelligence and Workplace Effectiveness (\$118,740), Social Sciences and Humanities Research Council of Canada, 2021-2026

Accuracy of Self-Perceived Emotional Intelligence and Workplace Effectiveness (\$167,144), Social Sciences and Humanities Research Council of Canada, 2016-2022

How Social Change Agents' Passion Influences Venture Capitalists' Support of Agents (\$10,000), Michael Lee-Chin Family Institute for Corporate Citizenship, Rotman School of Management (with Shira Agasi), 2014-2015

Emotional Intelligence and Ethical Behavior in Groups and Organizations (\$193,228), Social Sciences and Humanities Research Council of Canada, 2012-2016

Social Class and Prosociality in Organizations (\$9,600), Michael Lee-Chin Family Institute for Corporate Citizenship, Rotman School of Management, 2011-2012

Emotional Intelligence and Ethical Decision-Making (\$9,800), AIC Institute for Corporate Citizenship, Rotman School of Management (with Ivona Hideg and Jeremy Yip), 2009-2010

Emotion Regulation and Conflict Resolution (\$57,680), Social Sciences and Humanities Research Council of Canada (with Gerben A. Van Kleef), 2009-2012

Emotional Intelligence at Work: Associations with Key Workplace Outcomes and Training (\$73,151), Social Sciences and Humanities Research Council of Canada, 2006-2009

Emotional Intelligence in the Workplace (\$80,671), Social Sciences and Humanities Research Council of Canada, 2003-2006

Emotional Intelligence and Job Search (\$30,000), University of Toronto, 2002-2004

INVITED SEMINARS

Seminar on Research on Social Class and Economic Inequality

INSEAD; London Business School; MIT (Sloan); University of Virginia (Darden); Western University (Ivey); Peking University; University of Alberta; Indian School of Business; Hong Kong Polytechnic University; University of Pittsburgh; University of Arizona; Cornell University; University of Michigan; Emory University; McGill University; University of California, Los Angeles; University of Maryland; University of North Carolina; University of Southern California; Washington University in St. Louis; Wilfrid Laurier University

Seminar on Research on Emotional Intelligence

INSEAD (2X); Concordia University; Erasmus University Rotterdam; HEC Montréal; Instituto de Empresa; McGill University; Michigan State University; New York University; Queen's University; University of Amsterdam; University of Maryland; Rice University; University of California, Berkeley; University of New South Wales; University of North Carolina; University of Waterloo; Western University (Ivey); Wayne State University; York University

Seminar on Research on Workplace Emotions

London Business School; University of California, Berkeley; Wilfrid Laurier University

TEACHING

Courses

Rotman School of Management, University of Toronto

MBA program

2015- The Socially Intelligent Manager (elective)
2013-2014 Leading People in Organizations (core)
2008-2011 Managing People in Organizations (core)
2003-2007 Leadership (core)

Ph.D. program

2013, 2015, Advanced Topics in Organizational Behavior
2023
2015-2021 Research Methods in Business
2006-2008 Quantitative Research Methods in Organizational Behavior
2006 Methods and Research in Organizational Behavior

Undergraduate (Commerce) program

2022- The Socially Intelligent Manager (elective)
2002-2008 Individual and Group Behavior in Organization

Department of Psychology, University of Michigan

Undergraduate program

1997-2001 Advanced Laboratory in Organizational Psychology
1998 Introduction to Social Psychology
1997 Introduction to Organizational Psychology

Executive Education Sessions

Emotional Intelligence for Leaders
Effective Decision-Making in Teams

Post-Doctoral Advisor

2017-2019 Bonnie Le (now Assistant Professor of Psychology, University of Rochester)
2014-2016 Jennifer Stellar (now Assistant Professor of Psychology, University of Toronto)

Doctoral Dissertation Committees

Chair or Co-Chair

2017-2019 Ray Fang (now Assistant Professor, University of Washington, Tacoma)
Title: *Class Advantage in White-Collar Organizations: An Investigation of Parental Income, Work Resources, and Job Success*. Dissertation defended August 20, 2019. Co-chair: Brian Connelly

2013-2015 Shira Agasi (now Data Scientist, Payoneer)
Title: *Changing Behaviors One Passionate Conversation at a Time: How Agents' Passion about Issues or Activities Influence Listeners' Support*. Dissertation defended May 26, 2015.

2009-2012 Ivona Hideg (now Associate Professor, University of Oxford)
Title: *The Effects of Up-Regulated Happiness on Others' Prosocial Behavior: The Role of Cultural Thinking Style*. Dissertation defended June 11, 2012.

2009-2011 Jeremy Yip (now Assistant Professor, Georgetown University)
Title: *Understanding the Source of Emotions: Emotions, Emotional Intelligence, and Decision Making*. Dissertation defended August 10, 2011.

2007-2011 Sue Moon (now Assistant Professor, Farmingdale State College)
Title: *East Meets West: The Cultural-Relativity of Emotional Intelligence*. Dissertation defended April 13, 2011.

2006-2008 Christopher Miners (now Associate Professor, Queen's University)
Title: *It Is Who You Know and What You Know: An Examination of the Relations among Emotional Intelligence, Social Network Centrality, and Performance.*
Dissertation defended July 16, 2008. Co-chair: Gary Latham.

Committee Member

2019-2021 Joyce He
2017-2019 Thora Bjornsdottir, Department of Psychology
2016-2019 Yeun Joon Kim
2015 Bonnie Le, Department of Psychology
2013-2015 Julian House
2007-2013 Michelle Lalonde, Faculty of Nursing
2009-2013 Alexander Garcia Muradov
2003-2006 Robin Church
2002-2005 Deborah MacKenzie
2002-2003 Peter Heslin

External Assessor

2020-2021 Chloé Parenteau (Université du Québec à Montréal)
2019 Dylan Wiwad (Simon Fraser University)
2018 Annika Hillebrandt (Wilfrid Laurier University)
2010 Eugene Tee (University of Queensland)
2009-2013 Victoria Visser (Rotterdam School of Management)
2008-2011 Nele Libbrecht (Ghent University)

New Course Development

The Socially Intelligent Manager (undergraduate and MBA, with Jeremy Yip and John Oesch)
Leadership (MBA)
Quantitative Research Methods in Organizational Behavior (Ph.D., with Geoffrey Leonardelli)

EXTERNAL SERVICE

Associate Editor

Administrative Science Quarterly (2022-)
Emotion (2012-2013)

Editorial Board Member

Academy of Management Journal (2011-2020)
Academy of Management Review (2008-2017)
Administrative Science Quarterly (2014-2022)
Affective Science (2019-2024)
Journal of Management (2008-2011)
Organizational Behavior and Human Decision Processes (2010-2012)

Organizational Psychology Review (2009-2022)
Personnel Psychology (2017-2019)

Grant Selection Committees

Ontario Graduate Scholarship panel chair, 2010
Social Sciences and Humanities Research Council of Canada standard research grants selection committee, Committee 21 (Management), 2007

Judge

Verity International Award for Overall Outstanding Paper in Management, Canadian Journal of Administrative Science, 2006

INTERNAL SERVICE

Rotman School of Management, University of Toronto

Director, Faculty Hiring, 2023-
Director, Clarkson Centre for Business Ethics, 2019-2024
Director, PhD Program, 2015-2021
OBHRM PhD Program Coordinator, 2009-2014
Rotman PhD Program Committee chair, 2013-2014
Rotman PhD Program Committee member, 2009-2013
Promotions Committee, 2013-2014
OBHRM Faculty Search Committee, 2003, 2005, 2006, 2008, 2009, 2013
Marketing Faculty Search Committee (Provostial Assessor), 2010-2011
MBA Task Force for Development of Core MBA Curriculum, 2011
Rotman MBA Programs Committee, 2004-2007
Rotman Centres and Research Committee, 2008-2009
OBHRM Speaker Series Coordinator, 2005-2006; 2006-2007
OBHRM Ph.D. Committee, 2004-2006
OBHRM Ph.D. Admissions Committee, 2004
MBA Integrative Management Challenge Committee, 2005-2006
Teaching Effectiveness Seminar, October 21, 2004
Commerce Summer Mentorship Program Presentation: *Emotional intelligence*, July 29, 2004
Life-Long Learning Seminar: *Emotional intelligence*, June 4, 2004

Department of Psychology, University of Michigan

Graduate Committee, 1999-2000
Organizational Psychology Area Executive Committee, 1995-1996
Organizational Psychology Area Ph.D. Admissions Committee, 1995-1996
Departmental Associate, 1997-1999
Coordinator, Graduate School Orientation, 1998-1999
Coordinator, Organizational Psychology Seminar Series, 1996-1997