

# Bushra Sarah Guenoun

Wyss House, Harvard Business School • Boston, MA 02163 • [bguenoun@hbs.edu](mailto:bguenoun@hbs.edu)

## Education

---

### Harvard Business School

Ph.D. in Organizational Behavior

Dissertation Committee: Julian Zlatev (chair), Ting Zhang, Jeffery Polzer, Robin Ely

Boston, MA

Expected May 2027

### Harvard College

A.B. in Psychology

Cum Laude in Field; Highest Honors in Concentration

Cambridge, MA

May 2017

## Peer-Reviewed Publications

---

Kashdan, T. B., McKnight, P.E., Kelso, K., Craig, L., Guenoun, B., & Naughton, C. (2025). Multiple dimensions of workplace curiosity: Evidence of generalizability in nine countries. *Personality and Individual Differences*.

Kappmeier, M., Guenoun, B., & Fahey, K. H. (2021). Conceptualizing trust between groups: An empirical validation of the five-dimensional intergroup trust model. *Peace and Conflict: Journal of Peace Psychology*, 27(1), 90–95.

Kappmeier, M., Guenoun, B., & Campbell, R. (2019). They Are Us? The mediating effects of compatibility-based trust on the relationship between discrimination and overall trust. *New Zealand Journal of Psychology*, 48(1).

## Invited for Revision

---

Guenoun, B., Blunden, H., & Zhang, T. [Topic: Advising Interactions]. 3<sup>rd</sup> Round Revision at *Journal of Applied Psychology*.

Guenoun, B. & Zlatev J. [Topic: Professional Self-Presentation]. Invited Revision at *Management Science*.

## Under Review

---

Guenoun, B. & Zlatev J. [Topic: Ineffective Self-Presentation]. Under review at *Nature Human Behavior*.

Guenoun, B. [Topic: Professional Self-Presentation]. Under review at *Administrative Science Quarterly*.

Reale, S., Johnson, E., Guenoun, B., Ibanez-Pintor, L., Franyutti, D., Horwitz, E., Lasic, M., Egan, D., Ely, R., & Sox, C. [Topic: Letters of Recommendation]. Under review at *Academic Medicine*.

## Working Papers

---

Guenoun, B. & Kouchaki, M. Curiosity Is the Wick in the Candle of Learning, but Does It Burn Out? Examining the Effects of Curiosity on Employee Burnout. Working Paper

Guenoun, B. & Harrison, S. Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering. Working Paper.

Guenoun, B., Curhan, J & Labuzova T. Unpacking Gender Differences in Negotiation: Distinguishing Actor and Partner Effects. Working Paper.

Guenoun, B. & Curhan, J. Negotiating Through Agents: A Principal-Focused Agency Model in Representative Negotiations. Working Paper.

Jachimowicz, J., Guenoun, B., To, C., Menges, J. I., & Akinola, M. Pursuing Passion through Feelings or Values: How Lay Beliefs Guide the Pursuit of Passion. Working Paper.

---

### **Selected Works in Progress**

---

Guenoun, B. Professional Self-Presentation Under Occupational Boundary Change.

Guenoun, B. How Will This Go? Negotiating Influence in Professional First Encounters.

Guenoun, B., Johnson, E. & Ely, R. What Cannot Be Self-Claimed: The Role of Endorsement-Dependent Signals in Evaluation.

Guenoun, B. & Whillans, A. The Hidden Cost of Conscientiousness: How Gender Shapes Perceptions of Productivity.

Guenoun, B. & Zhang T. The Role of Managers' Developmental Beliefs in Coaching.

---

### **Software**

---

Guenoun, B. & Zlatev, J. *warmthcompetence: Warmth and Competence Detectors*. Available on CRAN: <https://CRAN.R-project.org/package=warmthcompetence>.

---

### **Chaired Symposia**

---

Developing Together: How Peer Relationships Shape Growth and Well-Being at Work (with H. Blunden). Academy of Management, 2026. Philadelphia, PA.

Managing Impressions in the Workplace (with J. Zlatev). Academy of Management, 2026. Philadelphia, PA.

When and How Gender Affects Outcomes and Relationships in Negotiation (with J. Curhan). International Association for Conflict Management 2023. Thessaloniki, Greece.

Impression Management and Mismanagement in Organizations (with J. Zlatev). Academy of Management, 2022. Seattle, WA.

Curiosity in Organizations. Academy of Management, 2022. Seattle, WA.

ASCENDING Careers: How People Develop Others in Organizations (with T. Zhang). Academy of Management, 2021. Virtual Meeting.

---

### **Referred Presentations**

---

(\* denotes presenter)

- Guenoun, B.\* & Zlatev J. (2026, June) *Hidden Beneath the Surface: An Experiment Exploring Gender Concordance in Physician-Patient Relationships*. Paper presented at the Behavioral Decision Research in Management Conference, New York City, New York.
- Guenoun, B.\* & Zlatev J. (2026, May) *Hidden Beneath the Surface: An Experiment Exploring Gender Concordance in Physician-Patient Relationships*. Paper presented at the East Coast Doctoral Conference, New York City, New York.
- Reale, S. C., Johnson, E., Guenoun, B., Ely, R., & Sox, C. M.\* (2026, April). Gender and racial differences in letters of recommendation supporting residency candidates. Paper presented at the Pediatric Academic Societies Annual Meeting, Boston, Massachusetts.
- Reale, S. C., Johnson, E., Guenoun, B., Ibanez-Pintor, L., Franyutti, D. V., Horwitz, E., Lasic, M., Egan, D., Ely, R., & Sox, C. M.\* (2025, September). Gender and racial differences in letters of recommendation supporting residency candidates. Paper presented at the Association of Pediatric Program Directors (APPD) Pediatric Medical Education Conference, St. Louis, Missouri.
- Guenoun, B.\* & Koukachi M. (2025, July) *The Wick of Learning Burns On: Curiosity as a Buffer Against Workplace Burnout*. Paper presented at the 84th Academy of Management Annual Meeting, Copenhagen, Denmark.
- Guenoun, B.\* & Zlatev J. (2025, July) *Hidden Beneath the Surface: An Experiment Exploring Gender Concordance in Physician-Patient Relationships*. Paper presented at the 84th Academy of Management Annual Meeting, Copenhagen, Denmark.
- Guenoun, B.\* & Koukachi M. (2025, July) *The Wick of Learning Burns On: Curiosity as a Buffer Against Workplace Burnout*. Paper presented at the 38th Annual Meeting of the International Association for Conflict Management, Burlington, Vermont.
- Guenoun, B.\* & Zlatev J. (2025, July) *Hidden Beneath the Surface: An Experiment Exploring Gender Concordance in Physician-Patient Relationships*. Paper presented at the 38th Annual Meeting of the International Association for Conflict Management, Burlington, Vermont.
- Reale, S. C., Johnson, E., Guenoun, B., Ibanez-Pintor, L., Franyutti, D. V., Horwitz, E., Lasic, M., Egan, D., Ely, R., & Sox, C. M.\* (2025, May). *Gender and racial differences in letters of recommendation supporting residency candidates*. Paper presented at Pediatric Research and Innovation Day, Boston Medical Center, Boston, Massachusetts.
- Guenoun, B.\* & Zlatev J. (2024, August) *Trust Your Doctor? An Exploration of How Physicians Signal Trustworthiness through Natural Language*. Paper presented at the 83rd Academy of Management Annual Meeting, Chicago, Illinois.
- Guenoun, B.\* & Zhang T. (2024, August) *The Role of Managers' Developmental Beliefs in Coaching*. Paper presented at the 83rd Academy of Management Annual Meeting, Chicago, Illinois.
- Guenoun, B.\* & Zlatev J. (2024, June) *Sending Signals: Strategic Displays of Warmth and Competence*. Paper presented at the Behavioral Decision Research in Management Conference, Chicago, Illinois.
- Guenoun, B. & Curhan, J.\* (2023, August) *Decomposing Gender Differences in Negotiation: Distinguishing Actor and Partner Effects*. Paper presented at the 83rd Academy of Management Annual Meeting, Boston, Massachusetts.

- Guenoun, B. & Curhan, J.\* (2023, July) *Decomposing Gender Differences in Negotiation: Distinguishing Actor and Partner Effects*. Paper presented at the 36th Annual Meeting of the International Association for Conflict Management, Thessaloniki, Greece.
- Guenoun, B.\* & Zlatev J. (2023, February) *Sending Signals: Strategic Displays of Warmth and Competence*. Poster Presentation at the 2023 Society for Personality and Social Psychology's Annual Convention, Atlanta, Georgia.
- Guenoun, B.\* & Zlatev J. (2022, November) *Sending Signals: Strategic Displays of Warmth and Competence*. Paper presented at the Society for Judgment and Decision Making Annual Meeting, San Diego, California.
- Guenoun, B.\* & Zlatev J. (2022, August) *Sending Signals: Strategic Displays of Warmth and Competence*. Paper presented at the 82nd Academy of Management Annual Meeting, Seattle, Washington.
- Guenoun, B.\*, & Harrison, S. (2022, August) *Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering*. Paper presented at the 82nd Academy of Management Annual Meeting, Seattle, Washington.
- Guenoun, B.\* & Zlatev J. (2022, July) *Sending Signals: Strategic Displays of Warmth and Competence*. Paper presented at the 35th Annual Meeting of the International Association for Conflict Management, Ottawa, Canada.
- Guenoun, B.\* & Harrison, S. (2022, July) *Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering*. Paper presented at the 35th Annual Meeting of the International Association for Conflict Management, Ottawa, Canada.
- Guenoun, B.\* & Harrison, S. (2022, June) *Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering*. Paper presented at the 2022 Positive Organizations Research Conference, Ann Arbor, Michigan.
- Guenoun, B.\* & Harrison, S. (2022, February) *Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering*. Paper presented at the 2022 Society for Personality and Social Psychology's Annual Convention, San Francisco, California.
- Guenoun, B.\* & Zlatev J. (2022, February) *Sending Signals: Strategic Displays of Warmth and Competence*. Poster Presentation at the Attitudes and Social Influence preconference of the 2022 Society for Personality and Social Psychology's Annual Convention, Virtual Meeting.
- Guenoun, B.\* & Harrison, S. (2022, February) *Instrumentality killed the cat (but curiosity saved it): The role of showcasing curiosity in information-gathering*. Poster Presentation at the Society for Judgment and Decision Making Annual Meeting, Virtual Meeting.
- Guenoun, B.\*, Blunden, H., & Zhang, T. (2021, February). *When Curiosity Is Generosity: Social Curiosity Increases Advice Quality*. Paper presented at the 81th Academy of Management Annual Meeting, Virtual Meeting.
- Guenoun, B.\*, Blunden, H., & Zhang, T. (2021, July). *When Curiosity Is Generosity: Social Curiosity Increases Advice Quality*. Poster Presentation at the 34rd Annual Meeting of the International Association for Conflict Management, Virtual Meeting.

Guenoun, B.\*, Blunden, H., & Zhang, T. (2021, February). *When Curiosity Is Generosity: Social Curiosity Increases Advice Quality*. Paper presented at the 2021 Society for Personality and Social Psychology's Annual Convention, Virtual Meeting.

Guenoun, B.\* & Curhan, J. (2020, August). *Negotiating Through Agents: A Principal-Focused Agency Model in Representative Negotiations*. Paper presented at the 80th Academy of Management Annual Meeting, Virtual Meeting.

Guenoun, B.\* & Zlatev, J. (2020, July). *Signaling Trust In Dyadic Interactions*. Paper presented at the 33rd Annual Meeting of the International Association for Conflict Management, Virtual Meeting.

Guenoun, B.\* & Curhan, J. (2020, July). *Negotiating Through Agents: A Principal-Focused Agency Model in Representative Negotiations*. Paper presented at the 33rd Annual Meeting of the International Association for Conflict Management, Virtual Meeting.

Kappmeier, M\*. & Guenoun, B. (2018, April). *What is trust? Introduction of the Intergroup Trust Model*. Paper presented at the Society of Australasian Social Psychologists (SASP), Wellington.

### Awards & Grants

---

Program on Negotiation Next Generation Grant (\$5,000)	2023
Raiffa Doctoral Student Paper Award	2021
Gordon W. Allport Prize	2017
Harvard College Research Program Award	2016

### Teaching Experience

---

<b>Building Relationships for Impact</b> Course Developer & Instructor	Harvard Extension School, Cambridge, MA 2022- 2025
<b>Data Science for Managers</b> Teaching Fellow	Harvard Business School, Boston, MA Fall, 2023
<b>Inclusive Leadership</b> Teaching Fellow	Harvard Business School, Boston, MA Spring, 2022
<b>The Science of Organizational Behavior</b> Guest Lecturer	Harvard Extension School, Cambridge, MA Spring, 2022
<b>Negotiation Intensive</b> Teaching Fellow	Harvard Business School, Boston, MA Fall, 2021
<b>Negotiation Workshop</b> Guest Lecturer	Harvard Law School, Cambridge, MA Spring, 2020

### Other Experience

---

<b>Harvard College</b> Residential Advisor, Dunster House	Cambridge, MA August 2019 – May 2025
--	---

*Updated: 6/12/2026*

**Capital One Strategy Consulting Group**  
Manager

McLean, VA  
August 2017 – August 2019