This is the reference list for page 6 of the 2016 Insights for Impact report.
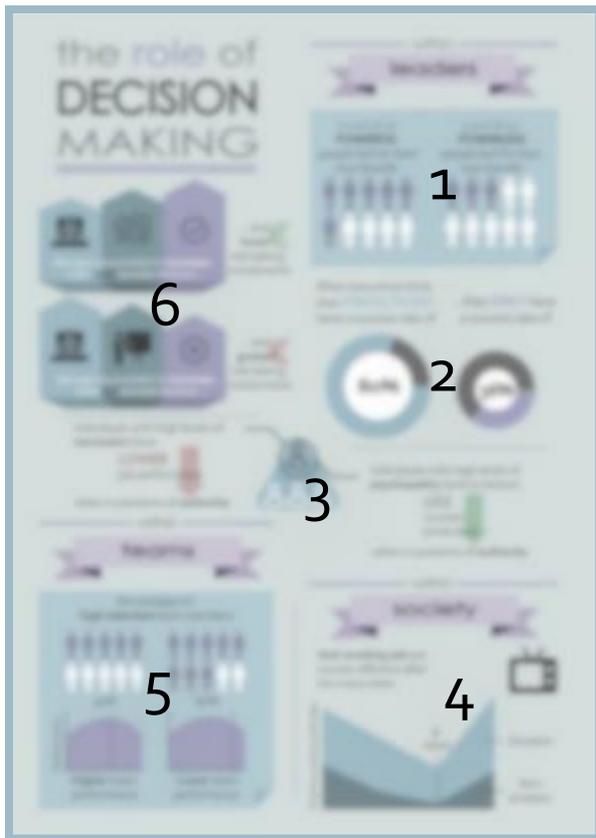
[1] Dubois, D., Rucker, D. D., & Galinsky, A. D. (2015). Social class, power, and selfishness: When and why upper and lower class individuals behave unethically. *Journal of Personality and Social Psychology, 108*, 436–449. doi:10.1037/pspi0000008

[2] Ben-David, I., Graham, J. R., & Harvey, C. R. (2013). Managerial miscalibration. *The Quarterly Journal of Economics, 128*, 1547–1584. doi:10.1093/qje/qjt023

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[4] Reinhard, M., Schindler, S., Raabe, V., Stahlberg, D., & Messner, M. (2014). Less is sometimes more: How repetition of an antismoking advertisement affects attitudes toward smoking and source credibility. *Social Influence, 9*, 116–132. doi:10.1080/15534510.2013.790839

[5] Swaab, R. I., Schaerer, M., Anicich, E. M., Ronay, R., & Galinsky, A. D. (2014). The too-much-talent effect: Team interdependence determines when more talent is too much versus not enough. *Psychological Science, 25*, 1581–1591. doi:10.1177/0956797614537280

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This is the reference list for page 8 of the 2016 Insights for Impact report.
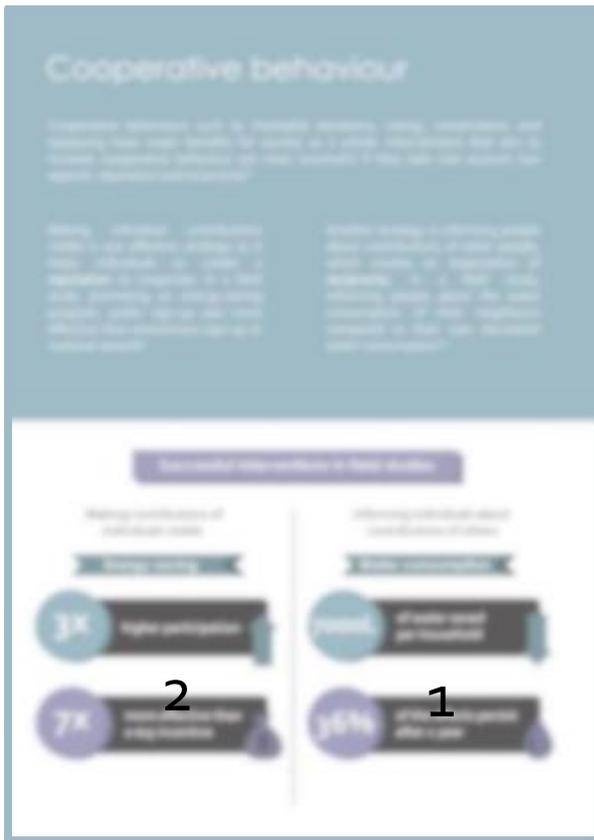
[1]Ferraro, P. J., Miranda, J. J., & Price, M. K. (2011). The persistence of treatment effects with norm-based policy instruments: evidence from a randomized environmental policy experiment. *The American Economic Review, 101*, 318–322. doi:10.1257/aer.101.3.318

[2]Yoeli, E., Hoffman, M., Rand, D. G., & Nowak, M. A. (2013). Powering up with indirect reciprocity in a large-scale field experiment. *Proceedings of the National Academy of Sciences, 110*, 10424–10429. doi:10.1073/pnas.1301210110

This is the reference list for page 9 of the 2016 Insights for Impact report.

[1]Daepp, M. I. G., Hamilton, M. J., West, G. B. & Bettencourt, L. M. A. (2015). The Mortality of Companies. *Journal of the Royal Society Interface, 12*(106), 1–8. doi:10.1098/rsif.2015.0120

[2]Huang, J., & Kisgen, D. J. (2013). Gender and corporate finance: Are male executives overconfident relative to female executives?. *Journal of Financial Economics, 108*, 822–839. doi:10.1016/j.jfineco.2012.12.005

[3]Wu, J., & Lebreton, J.M. (2011). Reconsidering the dispositional basis of counter-productive work behavior: the role of aberrant personality. *Personnel Psychology, 64*, 593–626. doi:10.1111/j.1744-6570.2011.01220.x

[4]Hershcovis, M.S., Reich, T.C., & Niven, K. (2015). *Workplace Bullying: Causes, Consequences, and Intervention Strategies* [White Paper]. Retrieved August 23, 2016 from The London School of Economics and Political Science: http://eprints.lse.ac.uk/66031/1/__lse.ac.uk_storage_LIBRARY_Secondary_libfile_shared_repository_Content_Reich,%20T_Workplace%20Bullying_Reich_Workplace_Bullying.pdf

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[6]Robinson, S. L. (2008). Dysfunctional workplace behavior. In J. Barling & C. L. Cooper (Eds.), *The SAGE Handbook of Organizational Behavior* (pp. 141–159). Thousand Oaks, CA: SAGE.

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[10]Office for National Statistics (2015, November). Statistical Bulletin: Annual survey of hours and earnings: 2015. Provisional results. Retrieved from Office for National Statistics: http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2015provisionalresults

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[12]Castilla, E.J. (2015). Accounting for the gap: A firm study manipulating organizational accountability and transparency in pay decisions. *Organization Science, 26*, 311–333. doi.org/10.1287/orsc.2014.0950

Insight headline	Strategies to increase cooperative behaviour
Theme	Decisions
Domain	Social Psychology
Proposed by	Eike Kofi Buabang

Primary citations (max 2 – 1 original study; 1 review)

[1]Kraft-Todd, G., Yoeli, E., Bhanot, S., & Rand, D. (2015). Promoting cooperation in the field. *Current Opinion in Behavioral Sciences*, *3*, 96–101. doi:10.1016/j.cobeha.2015.02.006

[2]Yoeli, E., Hoffman, M., Rand, D. G., & Nowak, M. A. (2013). Powering up with indirect reciprocity in a large-scale field experiment. *Proceedings of the National Academy of Sciences*, *110*, 10424–10429. doi:10.1073/pnas.1301210110

Most recent significant citation (2011-2015)

[1]Kraft-Todd, G., Yoeli, E., Bhanot, S., & Rand, D. (2015). Promoting cooperation in the field. *Current Opinion in Behavioral Sciences*, *3*, 96–101. doi:10.1016/j.cobeha.2015.02.006

Highest dissemination

[2]Yoeli, E., Hoffman, M., Rand, D. G., & Nowak, M. A. (2013). Powering up with indirect reciprocity in a large-scale field experiment. *Proceedings of the National Academy of Sciences*, *110*, 10424–10429. doi:10.1073/pnas.1301210110

50-word summary of insight (non-technical)

Cooperation improves outcomes. The keys to an effective strategy to increase cooperative behaviour are reputation and reciprocity. Making individual contributions visible is the first effective strategy as it helps individuals to create a reputation to cooperate. The second key strategy is informing people about others' contributions, which creates an expectation of reciprocity[1].

Headline findings & critical numbers (simplify if overly technical)

A field study showed that making individual contributions public led to 8.8 % participation, which is three times more than with anonymous contributions[2]. Making contributions visible without any material reward was seven times more effective than only offering a $25 incentive[2].

Cautions & limitations

Interventions based on reciprocity must fit context: cooperative behaviour can only be expected if the behaviour itself is desirable for people. There is also a trade-off between privacy and visibility. Information about others' contributions might actually reduce contribution for those above the reference point, so such strategies must be considered for unwanted side effects.

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Insight headline	Power and unethical behaviour
Theme	Decisions
Domain	Social Psychology
Proposed by	Tobias Wingen

Primary citations (max 2 – 1 original study; 1 review)

[1]Dubois D., Rucker D. D., & Galinsky A. D. (2015). Social class, power, and selfishness: When and why upper and lower class individuals behave unethically. *Journal of Personality and Social Psychology, 108*, 436–449. doi:10.1037/pspi0000008.

Most recent significant citation (2011-2015)

[2]Lammers, J., Galinsky, A. D., Dubois, D., & Rucker, D. D. (2015). Power and morality. *Current Opinion in Psychology, 6*, 15–19. doi:10.1016/j.copsyc.2015.03.018

Highest dissemination

[3]Piff, P. K., Stancato, D. M., 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. doi:10.1073/pnas.1118373109

50-word summary of insight (non-technical)

Powerful individuals behave more unethically, compared to individuals without power. However, this is only the case when the unethical behaviour is self-beneficial. In contrast, powerless people are more likely to engage in unethical behaviour that benefits others[1].

Headline findings & critical numbers (simplify if overly technical)

An experiment found that powerful individuals lied 63% of the time for their own benefit, which was twice as often as powerless individuals[1]. In contrast, powerless individuals lied 56% of the time for someone else's benefit, which was 1.6 times as often as powerful individuals[1].

Cautions & limitations

The insight is primarily based on forms of power that result from control over valuable resources. Studies showed that other forms of social standing that result from respect or admiration can even reduce unethical behaviour[1]. Moreover, the insight does not necessarily apply to extreme unethical behaviours.

Policy Assessment Index

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[1] Blader, S. L., & Chen, Y. R. (2012). Differentiating the effects of status and power: A justice perspective. *Journal of Personality and Social Psychology, 102*, 994. doi:10.1037/a0026651

Insight headline	Executives make overconfident predictions
Theme	Decisions
Domain	Decision-making
Proposed by	Andreas Egervári

Primary citations (max 2 – 1 original study; 1 review)

[1]Ben-David, I., Graham, J. R., & Harvey, C. R. (2013). Managerial miscalibration. *The Quarterly Journal of Economics*, *128*, 1547–1584. doi: 10.1093/qje/qjt023

[2]Huang, J., & Kisgen, D. J. (2013). Gender and corporate finance: Are male executives overconfident relative to female executives? *Journal of Financial Economics*, *108*, 822–839. doi:10.1016/j.jfineco.2012.12.005

Most recent significant citation (2011-2015)

[3]Malmendier, U., & Tate, G. (2015). Behavioral CEOs: The role of managerial overconfidence. *The Journal of Economic Perspectives*, *29*, 37–60.

Highest dissemination

[1]Ben-David, I., Graham, J. R., & Harvey, C. R. (2013). Managerial miscalibration. *The Quarterly Journal of Economics*, *128*, 1547–1584. doi: 10.1093/qje/qjt023

50-word summary of insight (non-technical)

Executives tend to be overconfident, which means they overestimate the precision of their predictions. Such overconfidence, or miscalibration, is linked to higher levels of corporate debt[1]. Female executives tend to be less overconfident in predictions and their firms have less debt on average than those of male executives[2].

Headline findings & critical numbers

Excessive precision in predictions has very low success rates. When executives made predictions with an estimated success rate of 80%, it was only correct 1/3 of the time[1].
Female executives typically have a 6.3% wider range in their forecasts[2].
Firms with female executives have 2% higher announcement returns[2].

Cautions & limitations

When executives have to make predictions, precision is not necessarily the priority. In an economy built on trust in future returns, optimism can be more important. Optimism has tremendous merits, and estimations may vary depending on how precise of a prediction is required. In the gender comparison, female executives may take better decisions for the shareholders, but it does not mean they are better in taking decisions referring to compliance or strategy.

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Insight headline	Accountability improves decision-making
Theme	Decisions
Domain	Organisational psychology
Proposed by	Pietro Marenco

Primary citations (max 2 – 1 original study; 1 review)

[1]Castilla, E.J. (2015). Accounting for the gap: A firm study manipulating organizational accountability and transparency in pay decisions. *Organization Science, 26*, 311–333. doi.org/10.1287/orsc.2014.0950

[2]Self, W.T., Mitchell, G., Mellers, B.A., Tetlock P.E., Hildreth, J.A.D. (2015). Balancing fairness and efficiency: The impact of Identity-Blind and Identity-Conscious accountability on applicant screening. *PLoS ONE, 10*(12), 1–17, e0145208. doi:10.1371/journal.pone.0145208

Most recent significant citation (2011-2015)

[1]Castilla, E.J. (2015). Accounting for the gap: A firm study manipulating organizational accountability and transparency in pay decisions. *Organization Science, 26*, 311–333. doi.org/10.1287/orsc.2014.0950

Highest dissemination

[3]Tetlock, P. E., Vieider, F. M., Patil, S. V., & Grant, A. M. (2013). Accountability and ideology: When left looks right and right looks left. *Organizational Behavior and Human Decision Processes, 122*, 22–35. doi:10.1016/j.obhdp.2013.03.007

50-word summary of insight (non-technical)

Managers that expect that they will have to explain their decision-making process to another make more accurate and less biased decisions. Those managers who are accountable for justifying the outcomes of their decisions show higher stress levels and narrowing of attention, which it's likely to reduce the appropriateness of their decisions[2].

Headline findings & critical numbers (simplify if overly technical)

Individuals that are held accountable for conducting fair employment processes focus more on job-related qualifications and are less biased by demographic characteristics[2].

Accountability and transparency of decisions in the process of performance-reward pay[1] may impact the current 19.2% gender pay gap that characterise the UK[2].

Managers rely on their ideology to choose between accountability systems only when specific individuating information about input-output of employees' work are lacking[3].

Cautions & limitations

Despite the tendency of managers to rely on a given ideology-based accountability system, process accountability proves to be more effective in facing challenges related to equality and diversity. However, the culture of an organisation, the make-up of the labour pool, and the political environment may affect the outcomes to a large extent. Thus such factors must be considered. Though initial findings are positive, interventions in organisations are still to be validated.

Policy Assessment Index

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[2] Office for National Statistics (2015, November). Statistical Bulletin: Annual survey of hours and earnings: 2015. Provisional results. Retrieved from Office for National Statistics: http://www.ons.gov.uk/

Insight headline	The role of dark personality traits in damaging work behaviour
Theme	Decisions
Domain	Organisational psychology
Proposed by	Desislava D. Tsvetanova

Primary citations (max 2 – 1 original study; 1 review)

[1] O'Boyle, Jr. E. H., Forsyth, D. R., Banks, G. C., & McDaniel, M. A. (2012). A meta-analysis of the Dark Triad and work behavior: A social exchange perspective. *Journal of Applied Psychology, 97,* 557–579. doi: 10.1037/a0025679

[2] Wu, J., & Lebreton, J. M. (2011). Reconsidering the dispositional basis of counter-productive work behavior: the role of aberrant personality. *Personnel Psychology, 64,* 593–626. doi:10.1111/j.1744-6570.2011.01220.x

Most recent significant citation (2011-2015)

[1] O'Boyle, Jr. E. H., Forsyth, D. R., Banks, G. C., & McDaniel, M.A. (2012). A meta-analysis of the Dark Triad and work behavior: A social exchange perspective. *Journal of Applied Psychology, 97,* 557–579. doi: 10.1037/a0025679

Highest dissemination

[1] O'Boyle, Jr. E. H., Forsyth, D. R., Banks, G. C., & McDaniel, M. A. (2012). A meta-analysis of the Dark Triad and work behavior: A social exchange perspective. *Journal of Applied Psychology, 97,* 557–579. doi: 10.1037/a0025679

50-word summary of insight (non-technical)

The Dark Triad of personality traits: narcissism, psychopathy and Machiavellianism, holds the potential to explain damaging work behaviour to a degree that the traditional tools do not account for. Such behaviour decreases for employees with high levels of psychopathy when in authority positions. Narcissists, on the other hand, have a reduced level of job performance when having high authority.

Headline findings & critical numbers (simplify if overly technical)

Less than 10% of counterproductive work behaviour is explained when focusing only on generalised personality traits[2].

High scores on the Dark Triad are related to an increased amount of damaging work behaviour[1].

Twenty-three % of the decline in narcissists' job performance is due to a high authority position[1].

The high authority is related to an even larger decrease of damaging work behaviour, when considering people with psychopathic traits[1].

Cautions & limitations

The insight does not suggest a relationship where the Dark Triad traits cause a direct effect on work productivity. Instead, it emphasises the role that authority could play in the organisational context for people with high levels of psychopathy and narcissism. Ethical considerations should also be considered, keeping in mind that the appearance of such traits should not be interpreted as abnormal, but can simply be taken into account when assigning positions in an organisation. There are also some issues regarding the accurate measurement of the Dark Triad, considering that the majority are self-reported measures in which these individuals can present themselves in a socially desirable way.

Policy Assessment Index

Insight headline	Consequences of status conflicts in teams
Theme	Decisions
Domain	Organisational Psychology
Proposed by	Barbora Hubena

Primary citations (max 2 – 1 original study; 1 review)

[1]Bendersky, C., & Hays, N. A. (2012). Status conflict in groups. *Organization Science, 23*, 323–340. doi: 10.1287/orsc.1110.0734

[2]*Swaab*, R. I., Schaerer, M., Anicich, E. M., Ronay, R., & Galinsky, A. D. (2014). The too-much-talent effect: Team interdependence determines when more talent is too much versus not enough. *Psychological Science, 25*, 1581–1591. doi: 10.1177/0956797614537280

Most recent significant citation (2011-2015)

[3]Piazza, A., & Castellucci, F. (2014). Status in organization and management theory. *Journal of Management, 40*, 287–315. doi: 10.1177/0149206313498904

Highest dissemination

[4]Anicich, E. M., Swaab, R. I., & Galinsky, A. D. (2014). Hierarchical cultural values predict success and mortality in high-stakes teams. *Proceedings of the National Academy of Sciences of the United States of America, 112, 1338–1343.* doi: 10.1073/pnas.1408800112

50-word summary of insight (non-technical)

Status conflicts in teams severely harm group performance by decreasing information sharing[1]. Popular beliefs advocate that more talented individuals form more efficient teams. However, having too many highly talented team-members in fact does not always enhance team performance but may even hinder it by increasing status conflicts[2].

Headline findings & critical numbers (simplify if overly technical)

Status disputes present 10% of workplace conflicts[1].

Status conflicts hinder team performance by decreasing information sharing by 47% in teams without defined structure[1].

Lay people believe that more talent always improves team performance in work and sport teams[2].

Highly talented individuals benefit performance only up to a certain point and then hinder it[2].

One of the studies shows that when percentage of the highly talented players in teams exceeds 50% of the team, performance starts to decline[2].

Cautions & limitations

Status conflicts do not always lead to negative outcomes; they can even be beneficial when establishing the hierarchy early in a group's life. Moreover, status conflicts are especially damaging in groups in which close cooperation is crucial. In groups with less cooperation needed, the too-much-talent effect is less likely to occur. Finally, it shall be noted that this insight defines the top third of the cohort as highly talented. It is unclear whether the too-much-talent effect would occur in groups where only extremely high performers are considered as highly talented.

Policy Assessment Index

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Insight headline	Excessive advertising encourages smoking
Theme	Decisions
Domain	Social Psychology
Proposed by	Lindsey van Bokhorst

Primary citations (max 2 – 1 original study; 1 review)

[1]Reinhard, M., Schindler, S., Raabe, V., Stahlberg, D., & Messner, M. (2014). Less is sometimes more: How repetition of an antismoking advertisement affects attitudes toward smoking and source credibility. *Social Influence, 9,* 116–132. doi:10.1080/15534510.2013.790839

Most recent significant citation (2011-2015)

[2]Schmidt, S., & Eisend, M. (2015). Advertising repetition: A meta-analysis on effective frequency in advertising. *Journal of Advertising, 44*, 405–428. doi:10.1080/00913367.2015.1018460

Highest dissemination

[3]Harris, J.L., Pierce, M., & Bargh, J.A. (2014). Priming effect of antismoking PSAs on smoking behaviour: a pilot study. *Tobacco Control, 23*, 285–290. doi:10.1136/tobaccocontrol-2012-050670

50-word summary of insight (non-technical)

Antismoking advertisements may actually encourage smoking. Advertisements initially succeed to reduce unwanted smoking behaviour. However, after an excessive number of repetitions, the effect reverses. The advertisement becomes unreliable and positivity towards smoking may increase to an even higher level than before[1].

Headline findings & critical numbers (simplify if overly technical)

Watching antismoking advertisements 5 times increased dislike of smoking from 5.24 to 6.59 on a 1 to 9 scale[1]. However, after seven repetitions disliking decreased again, from 6.59 to 5.05[1].

The significant relationship between repetition and smoking dislike showed an inverted U-shape[1].

The amount of repetitions influences source credibility, which changes the attractiveness of smoking[1].

Cautions & limitations

Attractiveness of smoking does not necessarily change smoking behaviour. While there may be an optimal number of advertisement repetitions for reducing smoking, this number is neither known nor proposed for use across a population. Furthermore, manipulating the number of exposures for individuals is not easily done, thus this insight might be more applicable for channels with more potential to control over exposure frequency, such as television broadcast or internet websites.

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