

KO KUWABARA

Department of Management
Gatton School of Business and Economics
University of Kentucky
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ACADEMIC POSITIONS

2026	Carol Martin Gatton B&E Associate Professor of Management, University of Kentucky
2024	Associate Professor of Management, University of Kentucky
2017	Associate Professor of Organizational Behavior, INSEAD Singapore
2007-2017	Assistant and Associate Professor of Management, Columbia Business School
March 2016	Visiting Scholar, WZB (Center for Social Science Research, Berlin)
Fall 2012	Visiting Professor, Haas Business School, Berkeley
Fall 2002	Visiting doctoral student, University of Utrecht
Fall 1998	Foreign exchange, Free University, Berlin, Germany

EDUCATION

2007	Ph.D. in sociology, Cornell University
2000	B.A in sociology, <i>summa cum laude</i> , Cornell University

RESEARCH INTERESTS

- Networking
- Social exchange
- Enforcement of prosocial norms and behaviors
- Online markets

PUBLICATIONS

*doctoral student coauthor at the time of publication

Peer reviewed journal articles

1. **Ko Kuwabara**. 2000. "Linux: A Bazaar at the Edge of Chaos." *First Monday*. 5.
2. **Ko Kuwabara**. 2006. "Nothing to Fear but Fear Itself: Fear of Fear, Fear of Greed, and Gender Effects in Two-person Asymmetric Social Dilemmas." *Social Forces*, 84: 1257-1291.
 - Best Graduate Student Paper, Mathematical Sociology Section of the ASA.
3. **Ko Kuwabara**, Robb Willer, Michael Macy, Rie Mashima*, Shigeru Terai*, and Toshio Yamagishi. 2007. "Culture, Identity, and Structure in Social Exchange: A Web-based Trust

- Experiment in the U.S. and Japan.” *Social Psychology Quarterly*. 70(4), 461-479.
4. Robb Willer, **Ko Kuwabara**, and Michael Macy. 2009. “The False Enforcement of Unpopular Norms.” *American Journal of Sociology*. 115: 451-490.
 - James Coleman Award, 2009-2011, American Sociological Association.
 5. Mason, Malia F., Joe M. Magee, **Ko Kuwabara**, and *Louise Nind. 2010. “Specialization in Relational Reasoning: The Efficiency, Accuracy and Neural Substrates of Social versus Non-Social Inferences.” *Social Psychology and Personality Science*.
 6. **Ko Kuwabara**. “Cohesion, Cooperation, and the Value of ‘Doing Things Together How Economic Exchange Creates Relational Bonds” 2011. *American Sociological Review*. 76: 560-80.
 7. **Ko Kuwabara** and Oliver Sheldon. 2012. “Temporal Dynamics of Social Exchange and the Development of Solidarity: “Testing the Waters” vs. “Taking a Leap of Faith.” *Social Forces*.
 8. **Ko Kuwabara**, Sonja Vogt, Motoki Watabe, and Asuka Komiya* 2014. “Trust, Cohesion, and Cooperation After Early Versus Late Trust Violations in Two-Person Exchange: The Role of Generalized Trust in the United States and Japan.” *Social Psychology Quarterly*. 77: 344-360.
 9. **Ko Kuwabara**. 2015. “Do Reputation Systems Undermine Trust? Divergent Effects of Enforcement Type on Generalized Trust and Trustworthiness” *American Journal of Sociology*.
 10. **Ko Kuwabara**, Siyu Yu*, Alice Lee*, and Adam E. Galinsky. 2016. “Status Decreases Dominance in the West but Increases Dominance in the East.” *Psychological Science*.
 11. **Ko Kuwabara**, Denise Anthony, and Christine Horne. 2017. “In the Shade of a Forest Status, Reputation, and Ambiguity in an Online Microcredit Market.” *Social Science Research*.
 12. **Ko Kuwabara** and Sarah Thebaud. 2017. “When Beauty Doesn't Pay: Gender and Beauty Biases in a Peer-to-Peer Loan Market” *Social Forces*.
 13. **Ko Kuwabara** and Siyu Yu*. 2017. “Costly Punishment Increases Prosocial Punishment by Designated Punishers: Power and Legitimacy in Public Goods Games” *Social Psychology Quarterly*.
 14. **Ko Kuwabara**, Claudius Hildebrand*, and Xi Zou. 2018. “Lay Theories of Networking: How Laypeople’s Beliefs About Networks Affect Their Attitudes and Engagement toward Instrumental Networking.” *Academy of Management Review*.
 - Winner, the 2019 Academy of Management Review Best Paper Award
 15. **Ko Kuwabara**, Claudius Hildebrand*, Xi Zou, Brandy Aven, and Sheena Iyengar. 2020. “Lay Theories of Networking Ability: Beliefs That Inhibit Instrumental Networking.” *Social Networks*.
 16. **Ko Kuwabara**, Jiyin Cao, *Soo Min Cho, and Paul Ingram. 2023. “Lay Theories of Instrumental Relations: Explaining Individual Differences in Dispositional Similarity-Attraction.” *Academy of Management Journal*
 - Online summary: <https://journals.aom.org/doi/full/10.5465/amj.2020.0770.summary>
 17. Yejin Park*, Kelly Nault, and **Ko Kuwabara**. 2024. “When Brokers Don’t Broker: Mitigating Referral Aversion with Generalize Help-requests.” *Organizational Behavior and Human Decision*

Processes.

18. Yejin Park*, Erica R. Bailey, and **Ko Kuwabara**. 2024. “Why Does It Feel so Fake? Overcoming Authenticity Challenges in Professional Networking.” *Social and Personality Psychology Compass*. 18, no. 12.
19. **Ko Kuwabara** and Ashley Martin. 2025. “Who Says Women Shouldn't Network? Mindsets That Predict and Reduce Bias Against Female Networkers.” *Personnel Psychology*.

Book chapters

20. **Ko Kuwabara**. 2005. “Affective Attachment in Online Markets: A Sociological Study of eBay.” In *The Economic Sociology of Capitalism*. Edited by Victor Nee and Richard Swedberg. Princeton, NJ: Princeton University Press. 268-288.
21. **Ko Kuwabara**, *Jiao Luo, and Oliver Sheldon. 2010. "Multiplex Exchange Relations." Pp. 239-268 in *Advances in Group Processes*, edited by S. R. Thye and E. J. Lawler. Bingley, UK: Emerald Group.
22. **Ko Kuwabara**. 2015. “How Does Status Affect Power Use?” *Advances in Group Processes*. Edited by Shane. R. Thye and Ed. J. Lawler. Bingley, UK: Emerald Group.
23. Noelle Otto, Manish Kumar, and **Ko Kuwabara**. 2026. “Lay Theories of Social Capital.” Forthcoming in *Advances in Group Processes*. Edited by Shane. R. Thye and Ed. J. Lawler. Bingley, UK: Emerald Group.
24. Yejin Park, Noell Otto, and **Ko Kuwabara**. “Failing to Broker: Theorizing Barriers to Brokerage.” Forthcoming in *Handbook of Trust and Social Networks*. Edited by Bill McEvily, Oliver Schilke, Giuseppe Soda, and Aks Zaheer.

Practitioner publications

25. Paul Resnick, Richard Zeckhauser, Eric Friedman, and **Ko Kuwabara**. 2000. “Reputation Systems.” *Communications of ACM*. 43(12): 45-49.
26. **Ko Kuwabara**. 2017. “Building Success Habits: Networking and the Science of Self-Change.” *Columbia CaseWorks*.
27. **Ko Kuwabara**. September 2020. “Better Networking Begins with Your Beliefs.” *INSEAD Knowledge*. <https://knowledge.insead.edu/leadership-organisations/better-networking-begins-your-beliefs>
28. **Ko Kuwabara** and Jiyin Cao. October 2022. “Embracing Diversity with a Growth Mindset.” *INSEAD Knowledge*. <https://knowledge.insead.edu/leadership-organisations/embracing-diversity-growth-mindset>
29. **Ko Kuwabara**, Jiyin Cao, Soomin Cho, and Paul Ingram. March 2024. “How to Build a Broader Network within Your Company.” *Harvard Business Review*.
 - Included in [Harvard Business Review's 10 Must Reads on Managing Yourself, Updated and Expanded](#)

30. **Ko Kuwabara** and Xi Zou. March 2024. <https://www.straitstimes.com/opinion/are-face-to-face-struggles-of-youth-just-a-mindset-issue>
31. **Ko Kuwabara**, Yejin Park, and Kelly Nault. April 2024. “A Simple Phrase for Getting Better Help.” *INSEAD Knowledge*. <https://knowledge.insead.edu/strategy/simple-phrase-getting-better-help>

WORKING PAPERS & MANUSCRIPTS UNDER REVIEW

32. Yejin Park and **Ko Kuwabara**. “What’s So Hard about Staying in Touch? Understanding Tie Maintenance and Maintained Ties.”
33. **Ko Kuwabara** and Paul Ingram. “Expectancy-Value Theory of Choice Homophily.”

RESEARCH IN PROGRESS

1. Shelly Qi, Hongzhi Chen, and **Ko Kuwabara**. “Loneliness by Belief”
2. Yejin Park, Brandy Aven, and **Ko Kuwabara**. “Network Experiments and Interventions in Organizations.”
3. Shelly Qi and **Ko Kuwabara**. “Individual Differences in Multiplex Relations.”
4. Jung Won Lee, **Ko Kuwabara**, and Ajay Mehra. “Lay Theories of Instrumental Relations and Tie Reactivation.”

INVITED PRESENTATIONS

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| 2024 | University of Hong Kong, Shenzhen |
| 2022 | Johns Hopkins University; University of Kentucky |
| 2021 | Rice University |
| 2018 | INSEAD Singapore; New York University Abu Dhabi |
| 2017 | Academia Sinica, Taiwan |
| 2016 | MIT Entrepreneurship Seminar; Center for Social Science Research, Berlin |
| 2015 | Dartmouth Interdisciplinary Network Research Group; INSEAD Singapore; McGill University; Rutgers Business School |
| 2014 | Berkeley OT conference; Berkeley Haas 2014; UCLA Anderson; USC |

CONFERENCE PRESENTATIONS

- Barriers to Brokering: Theorizing Inaction in Structural Holes
 - Special conference for the Handbook on Trust and Social Networks, Bocconi School of Management, July 2025
 - Academy of Management, July 2025.
- What’s So Hard about Staying in Touch?
 - Academy of Management, August 2022.
 - ION Conference, University of Kentucky, March 2025.

- When Brokers Don't Broker: Mitigating Referral Aversion with Generalize Help-requests.
 - Academy of Management, August 2021.
- Lay Theories of Social Relations and Dormant Tie Activation.
 - Academy of Management, August 2020.
- Lay Theories of Instrumental Relations: Implications for Workplace Homophily
 - Academy of Management, August 2019.
- Lay Theories of Social Relations: Implications for Homophily and Multiplexity
 - Academy of Management, August 2017.
- Lay Theories of Networking
 - INSEAD Brownbag, September 2018; Academy of Management Conference 2016; Academy of Management, August 2015; Society for Experimental Social Psychology, October 2015.
- "Power, Status, and Punishment in Public Goods Games"
 - Berkeley psychology 2012; Darden, 2011, Columbia-NYU Hierarchy Conference, 2013
- "Standing in the Shadow of the Forest: The Value of Status and Reputation in an Online Market for Loans"
 - Berkeley MORS 2014; UCLA Anderson, October 2014; USC, October 2014; Rutgers, MIT
- "Gender and Social Accounts in an Online Micro-Lending Market"
 - MIT Entrepreneurship Seminar 2016; Center for Social Science Research, Berlin, 2016; AoM 2014 (invited panel); Carnegie Mellon, 2012; Northwestern Sociology, 2012; American Sociological Association, 2012; Columbia Business School Strategy Seminar, 2012.
- "When Trust Backfires: Trust and Trust Repair after Trust Violations"
 - July, 2011. International Academy of Conflict Management, Istanbul, Turkey.
 - March, 2011. Waseda University.
 - February, 2011. Institute for Applied Economics, University of Zurich.
- "Do Reputation Systems Undermine Trust?"
 - August, 2011. American Sociological Association.
 - August, 2010. Academy of Management, Montreal, Canada.
 - February, 2010. 5th Workshop on Trust Within and Between Organizations, EIASM. Madrid, Spain.

AWARDS AND HONORS

- 2026 Nominated for Best Student-Led Paper, MOC Division, Academy of Management (with Shelly Qi and Hongzhi Chen)
- 2026 Gatton AI Grand Prize Winner, Teaching Track
- 2026 Gatton AI Grand Prize Winner, Research Track

- 2025 HBR's 10 Must Reads on Managing Yourself, Updated + Expanded
- 2019 Best Paper, *Academy of Management Review*
- James Coleman Award, 2009-2011, American Sociological Association.
- Best Graduate Student Paper, Mathematical Sociology Section of the American Sociological Association. 2006.
- NSF Dissertation Improvement Grant. 2006-7. "Uncertainty, Reputation Effects, and Relational Formation in Markets." \$7500.
- Huygens Fellowship, Dutch government, 2002, \$10,500
- Russell Sage Research Grant, Cornell University. 2002-2005

GRANTS

- 2025: Teaching Excellence Mini-grant, Gatton College of Business and Economics, University of Kentucky, \$1800.
- 2021: Unilever Diversity and Inclusivity Grant, €10,000
- 2017: INSEAD Research and Development Grant, €22,110
- 2013: Columbia University, Research Grant, Jerome A. Chazen Institute of International Business (with Adam Galinsky), \$5000.
- 2013: Columbia University, Research Grant, Jerome A. Chazen Institute of International Business, \$3000.
- 2011: Columbia University, ISERP Seed Grant, 2011, \$5000.

TEACHING

University of Kentucky

Degree programs

- 2025 Leading Organizations (MBA core)
- 2024 Negotiations (Masters elective)

Pro-bono workshops

- 2024 Christopher Kelly Leadership Development Program (CKLDP).

INSEAD

Degree programs

- 2023 Negotiations (MBA elective)
- Introduction to Organizational Theory (PhD)
- Lean Networking (MBA elective)
- 2022 Negotiations (MBA elective)
- Introduction to Organizational Theory (PhD)
- 2021 Negotiations (MBA elective)

	Introduction to Organizational Theory (PhD)
	Lean Networking (MBA elective)
2020	Power and Politics (MBA elective)
	Introduction to Organizational Theory (PhD)
2019	Organizational Behaviour, Business Fundamentals Certificate Program, The Sorbonne.
	Introduction to Organizational Theory (PhD)
2018	Organizational Behaviour 2 (MBA core)
2017	Organizational Behaviour 2 (MBA core)

Executive education

Sessions: social capital and networks, networking, leading organizational change, growth mindsets, negotiations, conflict management, and team decision making.

2022	Kuwait Financial House
	King Abdullah Financial District, Saudi Arabia
	Emirates Group, UAE
	ZATCA, Saudi Arabia
	Mindtree, India
	Home Team Academy, Singapore
	Chevron Southeast Asia
	Endeavor, U.S.A.
2021	INDOSAT, Indonesia
2020	Jardines, Hong Kong
2019	Hilton Southeast Asia
	Fajar Paper, Indonesia
	Bank of Indonesia, Indonesia
	JTI, Switzerland

Pro-bono workshops

2023	Lean networking for introverts, Fontainebleau
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Columbia Business School

- Social Networks and Social Capital (Core course for first-year MBAs, 2008-14; Elective for MBAs, 2015-2017)
- Managerial Negotiations (Columbia Business School elective), 2010-7

TEACHING MATERIALS

T1. Networking is Investing (Not Gambling), INSEAD Case Publishing

T2. Networking and the Science of Success Habits, Columbia CaseWorks

T3. Network like an Investor, Columbia CaseWorks

T4. Seven Continents, Columbia CaseWorks

Unpublished

UT1. Idea networking (coaching exercise linked to networking)

UT2. The Game of Connections; computer simulation for teaching networks
(gameofconnections.herokuapp.com)

UT3. NETWORKsheet; online network diagnosis tool (networksheet.herokuapp.com)

STUDENT ADVISING

- Noelle Otto, currently in the doctoral program at the University of Kentucky
- Shelly Qi, currently in the doctoral program at INSEAD
- Yejin Park, 2021, INSEAD Research Assistant (Placement: New York University PhD program)
- Siyu Yu, 2020, New York University (Placement: Rice University)
- Jiao Luo, 2010, Columbia Business School (Placement: University of Minnesota, Carleton Business School)
- Claudius Hildebrand, 2016, Columbia Business School (Placement: Boston Consulting Group)

INSTITUTIONAL SERVICE

University of Kentucky

- 2025 Senior faculty search committee
Gatton Research Excellence Committee
- 2024 Junior faculty search committee

INSEAD

- 2022 Faculty search committee
OB area retreat co-organizer
- 2020 Faculty speaker, Center for Organizational Research lunch seminar
- 2018 Faculty search committee
PhD admissions committee
Seminar series co-organizer
- 2017 Faculty search committee

PROFESSIONAL SERVICE

- Doctoral consortium mentor, Academy of Management, 2020, 2021
- Best Paper Award Selection Committee, Academy of Management Review, 2020.

Best Paper Award Selection Committee, American Sociological Association section on Altruism, Morality, and Social Solidarity, 2019.

- Section Chair, ASA section on Altruism, Morality, and Social Solidarity, 2017-2020
- Editorial board, *Social Psychology Quarterly*, 2014-17, 2018-21.
- Consulting Editor, *American Journal of Sociology*, 2015-17.
- Ad hoc Reviewer
 - *Academy of Management Journal*
 - *Academy of Management Review*
 - *Administrative Science Quarterly*
 - *American Journal of Sociology*
 - *American Sociological Review*
 - *Journal of Personality and Social Psychology*
 - *Management Science*
 - *Nature*
 - *Organizational Behavior and Human Decision Processes*
 - *Organization Science*
 - *Proceedings of the National Academy of Science*
 - *Social Forces*
 - *Social Networks*
 - *Social Science Research*