

# KEITH ALLRED

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## Contact Information

10101 Ivy Lane  
Vienna, VA 22181  
[keithallred@arizona.edu](mailto:keithallred@arizona.edu)  
(202) 870-1089

## Education

UCLA	PhD: Organizational Behavior and Social Psychology (1995)
Stanford University	BA: History (1987)
Brown University	Undergraduate History Major (1983-1985)

## Current Position

Executive Director National Institute for Civil Discourse University of Arizona	2019 – current
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## Prior Academic Positions

Associate Professor of Public Policy	2003 – 2005
Assistant Professor of Public Policy Kennedy School of Government Harvard University	1998 – 2003
Conducted research, developed and taught new degree and executive program courses on negotiation and conflict resolution	
Assistant Professor Social and Organizational Psychology Columbia University	1995 – 1998
Conducted research, developed and taught new courses on negotiation and conflict resolution	

## **Publications**

- Allred, K. G., Mallozzi, J., Matsui, F., & Raia, C. P. (1997). The Influence of Anger and Compassion on Negotiation Performance. Organizational Behavior and Human Decision Processes, 70: 175-187. (693 citations)
- Allred, K. G. (2005). Relationship Dynamics in Disputes: Replacing Contention with Cooperation. In M. L. Moffitt & R. C. Bordone (Eds.), The Handbook of Dispute Resolution. San Francisco: Jossey-Bass. (21 citations)
- Allred, K. G. (2004). The High Cost of Low Trust. Negotiation, Harvard Business Review Press, June 2004: 3-5.
- Allred, K. G. (2000). Distinguishing Best and Strategic Practices: A Framework for Managing the Dilemma between Claiming and Creating Value. Negotiation Journal, 16: 387-398. (76 citations)
- Allred, K. G. (2000). Anger and Retaliation in Conflict: The Role of Attribution. In M. Deutsch & P. Coleman (Eds.), The Handbook of Conflict Resolution. San Francisco: Jossey-Bass. (149 citations)
- Allred, K. G. (1999). Anger and Retaliation: Toward an Understanding of Impassioned Conflict in Organizations. In R. Lewicki, R. Bies, & B. Sheppard (Eds.), Research on Negotiation in Organizations (Vol. 7): 27-58. Greenwich, CN: JAI Press. (305 citations)
- Allred, K. G. (1999). Negotiating the Terms of an Offer. In S. Biswas & D. Twitchell, Management Consulting: A Complete Guide to the Industry. NY: John Wiley.
- Allred, K. G. (1997). Conflict Management. What Works: Training and Development Practices. Washington, D.C.: American Society for Training and Development.
- Allred, K. G. (1995). Attributionally-Mediated Emotions: Their Role in Negotiating the Promise and Peril of Organizational Interdependencies. In Mark Martinko (Ed.), Attribution Theory: An Organizational Perspective. Delray Beach, FL: St. Lucie Press.
- Boatright, R. Stryker, R., & Allred, K. G. (2021). Political Polarization, NICD Research Brief No. 6 (Revised)
- Fairfield, K. D. & Allred, K. G. (2007). Skillful Inquiry as a Means to Success in Mixed-Motive Negotiation. Journal of Applied Social Psychology, 37:8: 1837-1855.
- O'Neil, H. F., Allred, K. G., & Dennis, R. (1997). Validation Studies of a Computer Simulation Measure of Negotiation Skills. In H. F. O'Neil (Ed.), Workforce Competencies and Assessment. Mahwah, NJ: Lawrence Erlbaum Associates.
- O'Neil, H. F., Allred, K. G., Dennis, R. (1997). Simulation as a Performance Technique for the Interpersonal Skill of Negotiation. In H. F. O'Neil (Ed.), Workforce Competencies and Assessment. Mahwah, NJ: Lawrence Erlbaum Associates.

O'Neil, H. F., Allred, K. G., & Baker, E. L. (1997). Review of Theoretical Frameworks for Workforce Competencies. In H. F. O'Neil (Ed.), Workforce Competencies and Assessment. Mahwah, NJ: Lawrence Erlbaum Associates.

Parlami, J. D., Allred, K. G. & Block, C. (2010). Letting Off Steam or Just Steaming?: The Influence of Venting Target and Offender Status on Attributions and Anger. International Journal of Conflict Management, 21(3).

Struthers, C. W., Weiner, B., & Allred, K. G. (1998). Attributions and Personnel Decisions: A Social Motivation Perspective. Basic and Applied Social Psychology, 20: 155-166.

### **Conference Papers**

Allred, K. G., Hong, K., & Kalt, J.P. (June 2002). Partisan Misperception and Conflict Escalation. Presented at the Annual meetings of the International Association of Conflict Management, Park City, UT.

Allred, K. G. (August 2001). Toward an Interactive Model of Anger in Conflict. Presented at the Annual meetings of the Academy of Management, Washington, D.C.

Allred, K. G. & Mandell, B. (June 2000). Positive Illusions that Backfire: The Implications of Viewing Yourself as More Cooperative than Your Counterpart Views You. Presented at the annual meetings of the International Association of Conflict Management, St. Louis, Missouri.

Allred, K. G. (June 2000). Distinguishing Best and Strategic Practices: A Model of Prescriptive Advice for Managing the Tension Between Claiming & Creating Value. Presented at the annual meetings of the International Association of Conflict Management, St. Louis, Missouri.

Allred, K. G. (March 2000). Seeing Yourself as Your Counterpart Sees You: Uses of a Web-Based Tool for Multi-Rater Feedback in Negotiation & Conflict Situations. Presented at the Hewlett Conference on Negotiation Pedagogy, Harvard University, Cambridge, MA.

Allred, K. G. (August 1999). Harm Doers vs. Harmed Parties: Toward an Interactive Model of Anger-Driven Conflicts. Presented at the annual meetings of the Academy of Management, Chicago.

Allred, K. G. (June 1998). Judgment, Anger, and Retaliation: A New Perspective on Organizational Conflict. Presented at the annual meetings of the International Association of Conflict Management, College Park, Maryland.

Allred, K. G., Williams, G. R., & DeSmet, A. (June 1998). The Social Psychology of Legal Disputes. Presented at the annual meetings of the International Association of Conflict Management, College Park, Maryland.

- Allred, K. G. & Young, M. K. (June 1998). Anger-Driven Inter-Ethnic and International Conflicts. Presented at the annual meetings of the International Association of Conflict Management, College Park, Maryland.
- Allred, K. G. (August 1997). The Influence of Anger and Compassion on Negotiation Performance. Presented at the annual meetings of the Academy of Management, Boston.
- Allred, K. G. (August 1994). Opening the Motivational-Orientation Black Box: The Role of Emotions in Negotiations. Presented at the annual meetings of the Academy of Management, Dallas, TX.
- Allred, K. G. (April 1994). Attributional Biases: Their Role in Organizational Performance. Presented at the annual conference of the Stanford Center for Organizations Research, Pacific Grove, CA.
- Allred, K. G. (April 1992). From Organizational to Interpersonal Conflict: An Integration of Interdependence Theory and Attribution Theory. Presented at the annual conference of the Stanford Center for Organizations Research, Pacific Grove, CA.
- Barsade, S., Ramarajan, L., & Allred, K. G. (August 2005). Cynicism or Benevolence? The Role of Positive and Negative Acts on Our Work Place Attributions. Presented at the annual meetings of the Academy of Management, Honolulu, Hawaii.
- Fairfield, K., Allred, K. G., Mallozzi, J., Matsui, F., & Raia, C. P., (June 1997). Emotions and Action Science in Negotiation. Presented at the annual meetings of the International Association of Conflict Management, Bonn, Germany.
- Hyland, P. K. & Allred, K. G. (June 1998). The Influence of Anger on Negotiators' Ability to Claim Value. Presented at the annual meetings of the International Association of Conflict Management, College Park, Maryland.
- Parlami, J., Allred, K. G., & Chiongbian, V. (June 1998). Biases in Judgments of Responsibility: Accusers vs. the Accused. Presented at the annual meetings of the International Association of Conflict Management, College Park, Maryland.

### **Invited Academic Talks**

- Queen's University, Chief Executives' Club, Belfast, Northern Ireland, May 2008:  
Lessons for Northern Ireland Home Rule from the Early Days of the American Republic
- Frank Church Institute Annual Conference, Boise State University, October 2004:  
Presidential Character and Competence Needed in Our Times
- Next Generation Speaker Series, Program on Negotiation, Harvard University, November 2001:  
Multi-Rater Perspective on Negotiator Effectiveness

Darden School of Management, University of Virginia, September 2000:  
Seeing Yourself as Your Counterpart Sees You: Implications for Negotiation Effectiveness

Kellogg School of Management, Northwestern University, April 2000:  
Positive Illusions that Backfire: The Implications of Viewing Yourself as More Cooperative than Your Counterpart Views You.

Kellogg School of Management, Northwestern University, April 2000:  
Seeing Yourself as Your Counterpart Sees You: Uses of a Web-Based Tool for Multi-Rater Feedback in Negotiation & Conflict Situations.

School of Management, Yale University, October 1998:  
Accusations and Anger: Implications for Managing Conflict

Kennedy School of Government, Harvard University, February 1998:  
Accusations and Anger: Implications for Managing Conflict

Harvard Business School, February 1997:  
Accusations and Anger: Implications for Managing Conflict

Cox School of Business, Southern Methodist University, February 1997:  
The Influence of Anger and Compassion on Negotiation Performance.

Department of Psychology, New York University, February 1996:  
Conflict and Conflict Management in Organizations: The Role of Negative Emotions.

School of Organization and Management, Yale University, February 1995:  
The Evolution of Non-Cooperation: Attributions, Emotions, and Retaliation.

Faculty of Commerce, University of Alberta, February 1995:  
The Evolution of Non-Cooperation: Attributions, Emotions, and Retaliation.

### **Ad Hoc Reviewer**

Administrative Science Quarterly

Academy of Management Journal

Academy of Management Review

Organizational Behavior and Human Decision Processes

International Journal of Conflict Management

Group Decision and Negotiation