

Iris Bohnet

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Education

1997 Doctor in economics (Dr.oec.publ., summa cum laude)
University of Zurich, Switzerland
1992 Masters Degree in economic history, economics and political science
(lic.phil.I)
University of Zurich, Switzerland
1986 Matura, Kantonsschule Reussbühl

Research Interests

Behavioral Economics, Gender, Organizations, Trust

Academic Positions

2018 – present Albert Pratt Professor of Business and Government
Harvard Kennedy School
2018 – 2021 Academic Dean
Harvard Kennedy School
2016 Visiting Professor
Harvard Business School
2015 Visiting Professor
University of Sydney
2011 – 2014 Academic Dean
Harvard Kennedy School
2006 – 2017 Professor of Public Policy
Harvard Kennedy School
2003 – 2006 Associate Professor of Public Policy
Harvard Kennedy School
1998 – 2003 Assistant Professor of Public Policy
Harvard Kennedy School
1997 – 1998 Visiting Scholar
Haas School of Business, University of California at Berkeley

Professional Responsibilities

Co-Director Women and Public Policy Program, HKS (2018-present)
Director Women and Public Policy Program, HKS (2007-2018)
Faculty chair “Global Leadership and Public Policy for the 21st Century” executive
program for the WEF Young Global Leaders, HKS (2007-2018)
Faculty Co-Chair “Global Leadership and Public Policy for the 21st Century” executive
program for the WEF Young Global Leaders, HKS (2018-present)

	Advanced Leadership Initiative, Harvard University (2014-2018)
	Behavioral Insights Group, HKS (2013-2018)
Co-Chair	Global Future Council on Behavioral Science, WEF (2016-2018)
Vice-Chair	Program on Negotiation, Harvard Law School (2005-2011)
Faculty Associate	Center for Business and Government, HKS
	Center for Basic Research in the Social Sciences, Harvard University
	Center for Research in Economics, Management and the Arts, Basel
	Center for Public Leadership, HKS
Member of the board	Müller-Möhl Foundation (2023-present)
	MBA for Women Foundation (2018-present)
	Credit Suisse Group (2012-2023)
	Applied (2016-2019)
	University of Luzern, Switzerland (2014-2016)
	Graduate Institute for International and Development Studies, Geneva, Switzerland (2003-2012)
	Economic Science Association (2003-2005)
Associate editor	Review of Economics and Statistics (concluded)
Member of the editorial board	Review of Law and Economics (concluded)
	Journal für Betriebswirtschaft (concluded)
	Decision Making and Negotiations Journal (concluded)
Member of the advisory board	Generation CEO
	EDGE, Economic Dividends for Gender Equality
	The Behavioural Insights Team
	We Shape Tech
	Global Institute for Women's Leadership, King's College London
	Radcliffe Institute Dean's Advisory Council
	Publicis Groupe (2020-2022)
	University of Zurich, UMZH (2020-2022)
	GenEquality (2018-2020)
	Vienna University of Economics and Business Administration (2006-2012)
Advisor	UK Government Equalities Office
	G7 Gender Equality Advisory Council (2021)
	Snap Inc. Academic and Industry Think Tank Working Group (2020-2022)
Patron	Women in Banking and Finance
Member	Global Agenda Council on Behavior, World Economic Forum (2015-2016)
	Global Agenda Council on Women's Empowerment, World Economic Forum (2008-2014)

Grants and Awards

2024	Dr. Honoris Causa, University of Zurich
2022	Dr. Honoris Causa, Stockholm School of Economics
2021	G7 Gender Equality Advisory Council
2021	Most Influential Academics in Government, Apolitical
2020	Most Influential Academics in Government, Apolitical
2019	Gender Equality Top 20 in Academia, Most Influential People in Gender Policy, Apolitical

2018 Gender Equality Top 20 in Academia, Most Influential People in Gender Policy, Apolitical

2017 Pivotal Ventures (grant for research on gender and technology)

2016 Dr. Honoris Causa, University of Luzern

2016 Best book lists: Financial Times, Forbes, LinkedIn, New Scientist, Quartz, 800-CEO-Read, Times Higher Education, Washington Post, Weltwoche

2016 - 2019 Leading Thinker, VicHealth

2012 Julius Adams Stratton Prize for Intercultural Achievement

2010 - 2016 Exxon Mobil Foundation's Educating Women and Girls Initiative (grant for research on gender equality nudges)

2008 - 2011 Multidisciplinary University Research Initiative: Dynamic Models of the Effect of Culture on Collaboration and Negotiation (grant for research on culture, gender and negotiation in the Middle East)

2007 Program on Negotiation (grant for third conference on "Gender and Negotiation")
Women and Public Policy Program (grant for third conference on "Gender and Negotiation")

2005 Provost's Fund for Interfaculty Collaboration, Harvard University (grant for second research seminar on "Gender and Negotiation").
Women and Public Policy Program, Kennedy School of Government (grant for research on gender and cooperation).

2004 Provost's Fund for Interfaculty Collaboration, Harvard University (grant for first research seminar on "Gender and Negotiation").
Kuwait Fund, Kennedy School of Government (grant for research on trust and betrayal in the Islamic world).
Kokkalis Program, Kennedy School of Government (grant for research on trust in Turkey)
Program on Negotiation, Harvard University (grant for research on trust and institutions).

2003 TESS (Time-sharing Experiments in the Social Sciences), National Science Foundation (grant for research on trust using a representative sample).
Program on Negotiation, Harvard University (grant for research on trust and loss aversion).
Kuwait Fund, Kennedy School of Government (grant for research on trust and culture in the Gulf region).

2002 Women and Public Policy Program, Kennedy School of Government (grant for research on trust and gender).
Radcliffe Institute for Advanced Studies (grant for a conference on trust and institutions).

2001 Russell Sage Foundation (grant for research on trust and institutions).

2000 Center for Public Leadership, Kennedy School of Government (grant for research on trust in South Africa, Russia and the United States).

2000 Visions of Governance for the 21st Century Project (grant for research on incentives and work performance).

1998//01/03 Kennedy School of Government Dean's Research Fund (grants for experiments on cooperation and sorting; trust and gender; decision theory and trust).

1997 Swiss National Science Foundation (grant for research on cooperation and fairness).

Teaching

Degree and Executive Programs

2022 – present	Behavioral Science for Inclusive Organizations
2016 – 2018	Behavioral Economics for Inclusive Organizations
2016 – present	Designing Diversity and Inclusion
2010 – 2011	Closing the Global Gender Gap
2007 – 2022	Faculty chair, Global Leadership and Public Policy for the 21 st Century executive program for the World Economic Forum’s Young Global Leaders
1998 - present	Behavioral Decision Analysis and Game Theory
1998 - present	Negotiation Analysis

PhD students (current and former)

Mohamad Al-Issis; Katie Baldiga Coffman; Jeffrey Bielicki; Fiona Greig; Kessely Hong; Kelsey Jack; Ariella Kristal; Heidi Liu; Johanna Mollerstrom; Anna Gifty Opoku-Agyeman; Maliheh Paryavi; Farzad Saidi; Alexandra van Geen

Working Papers

1. Closing the Gender Gap in Re-Applications for Senior Roles (with Hui-Yih Chai, Oliver Hauser and Kim Louw).
2. Can Gender and Race Dynamics in Performance Appraisals be Disrupted? The Case of Social Influence (with Oliver Hauser and Ariella Kristal).
3. Gender and Promotions (with Oliver Hauser).

Publications

1. Incorporating DEI into Decision-Making. *Harvard Business Review*, September 1, 2023 (with Edward Chang, Siri Chilazi, James Elfer, Cansin Arslan, Erika Kirgios and Oliver Hauser).
2. Behavioral Economics: Promoting Diversity, Equity and Inclusion Through Goal-Setting. In: Samson, Alain (ed.). *The Behavioral Economics Guide 2021: 2-13* (with Siri Chilazi).
3. Foreword. In: Babcock, Linda and Sara Laschever. *Women Don’t Ask: Negotiation and the Gender Divide*. Princeton University Press, 2021.
4. How to Best Use Data to Meet Your DE&I Goals. *Harvard Business Review*, December 3, 2020 (with Siri Chilazi).

5. “Overcoming the Small-N problem.” In: Pedulla, David (ed.). *What Works: Evidence-Based Ideas to Increase Diversity, Equity, and Inclusion in the Workplace*, UMass Amherst: Center for Employment Equity, 2020 (with Siri Chilazi).
6. “Be like an orchestra: how to eliminate gender bias in venture capital funding.” In: *Essays on Equality*. King’s College London’s Global Institute for Women’s Leadership, 2019 (with Anisha Asundi, Siri Chilazi, and Lili Gil Valletta).
7. Tackling the Underrepresentation of Women in Media. *Harvard Business Review*, June 6, 2019 (with Aneeta Rattan, Siri Chilazi, and Oriane Georgeac).
8. Venture Capitalists Are Using the Wrong Tools to Improve Gender Diversity, *Behavioral Scientist*, March 12, 2019 (with Siri Chilazi and Anisha Asundi).
9. We can’t get rid of bias—but we can disrupt it by design. *Evoke*, March 5, 2019.
10. “Informational Inequity Aversion and Performance.” *Journal of Economic Behavior & Organization* 159, 2019: 181-191 (with Farzad Saidi).
11. “Descriptive Norms and Gender Diversity: Reactance from Men.” *Journal of Behavioral Public Administration*, 2 (1), 2019 (with Maliheh Paryavi and Alexandra van Geen).
12. This is how companies can close the gender pay gap. *Financial Times*, April 1, 2018.
13. “Linda Babcock: Go-getter and Do-gooder.” *Negotiation and Conflict Management Research*, 11 (2), 2018: 130-145 (with Max Bazerman, Hannah Riley Bowles and George Loewenstein).
14. Increasing Gender Diversity in the Boardroom: The United Kingdom in 2011 (A and B). Case Study. Boston. Harvard Business Publishing, 2017.
15. Tackling the “Thin” File that Can Prevent a Promotion. *New York Times*, October 3, 2017.
16. Start-Ups Use Technology to Redesign the Hiring Process. *New York Times*, October 3, 2017.
17. Frauen, versteckt euch! *Frankfurter Allgemeine Zeitung*, September 8, 2017.
18. "Improving Outcomes in the Trust Game: The Games People Choose in Oman, the United States, and Vietnam." In: Van Lange, A.M., Bettina Rockenbach and Toshio Yamagishi. *Trust in Social Dilemmas*. Oxford: Oxford University Press, 2017. (with Benedikt Herrmann, Maliheh Paryavi, Anh Tran and Richard Zeckhauser).
19. *What Works: Gender Equality By Design*. Cambridge, MA: Harvard University Press, 2016. *Translated into German (2017), Spanish (2018), Japanese (2018), Korean (2019), Thai (2020), Mongolian (2023)*.
20. Gefahr für die Demokratie: Wie der Frust abgehängter weisser Männer den Populismus schürt. *WirtschaftsWoche*, August 19, 2016.

21. Interviewing Job Candidates? Try Doing It Blindly. *WIRED UK*, May 20, 2016.
22. How to Take the Bias Out of the Job Interviews. *Harvard Business Review*. April 18, 2016.
23. Equality Takes Work. *The Atlantic*, April 12, 2016.
24. "Risk Mitigation and Trust. Experimental Evidence from Jordan and the United States." *Journal of Economic Psychology* 53, 2016: 83-98 (with Mohamad Al-Ississ).
25. Mit Big Data zum perfekten Team. *WirtschaftsWoche*, March 22, 2016.
26. "When Performance Trumps Gender Bias. Joint Versus Separate Evaluation." *Management Science*, 62 (5), 2016: 1225-1234 (with Alexandra van Geen and Max Bazerman).
27. "Trust, Distrust and Bargaining." In: Bolton, Gary E. and Rachel T.A. Croson (eds.), *The Oxford Handbook of Economic Conflict Resolution*. Oxford: Oxford University Press, 2012, pp. 183-198 (with Stephan Meier).
28. "Overcoming Gender Bias Through Behavioral Science." In: Czerny, Steffi (ed.). *New Rules, New Values*. Muenchen: Hubert Burda Media, 2012, pp. 172-173.
29. "The Elasticity of Trust: How to Promote Trust in the Arab Middle East and in the United States" In: Kramer, R. and T. Pittinsky (eds.). *Restoring Trust*. Oxford: Oxford University Press, 2012, pp. 151-170 (with Benedikt Herrmann, Mohamad Al-Ississ, Andrea Robbett, Khalid Al-Yahya and Richard Zeckhauser).
30. "Ask What You Can Do." *Neue Zürcher Zeitung*, June 15, 2011.
31. "Gender Equality: A Nudge in the Right Direction." *The Financial Times*, October 13, 2010.
32. "Trust and the Reference Points for Trustworthiness in Gulf and Western Countries." *Quarterly Journal of Economics* CXXV (2), May 2010: 811-828 (with Benedikt Herrmann and Richard Zeckhauser)
33. "Exploring gendered behavior in the field with experiments: Why public goods are provided by women in a Nairobi slum." *Journal of Economic Behavior and Organization* 70(1), May 2009: 1-9 (with Fiona Greig).
34. "Experiments." In: Bearman, P. and P. Hedstrom (eds.). *The Oxford Handbook of Analytical Sociology*. Oxford: Oxford University Press, 2009, pp. 639-665.
35. "Fairness." In: Sander, David and Klaus R. Scherer (eds.). *The Oxford Companion to Emotion and the Affective Sciences*. Oxford: Oxford University Press, 2009, pp. 179-180 (with Stephan Meier).
36. "Benefiting from Reciprocity in Negotiation." *La Tribune*, June 17, 2009.

37. Gender and Negotiation. *Negotiation Journal*. Special Issue, October 2008 (guest editor, with Hannah Riley Bowles).
38. "Betrayal Aversion: Evidence from Brazil, China, Oman, Switzerland, Turkey, and the United States." *American Economic Review* 98(1), March 2008: 294-310 (with Fiona Greig, Benedikt Herrmann and Richard Zeckhauser)
39. "Is There Reciprocity in a Reciprocal-Exchange Economy? Evidence of Gendered Norms from a Slum in Nairobi, Kenya." *Economic Inquiry* 46(1), January 2008: 77-83 (with Fiona Greig)
40. "Trust in experiments." In: Durlauf, S.N. and L.E. Blume (eds.). *The New Palgrave Dictionary of Economics*. Second Edition. Palgrave Macmillan, 2008. The New Palgrave Dictionary of Economics Online.
41. "Gender in Negotiation." Introduction to special issue. *Negotiation Journal* 24(4), 2008, pp. 389-392.
42. "Pushing for Better Results." *Negotiation* 11(8), Program on Negotiation, 2008, p. 8.
43. "Status and Distrust: The Relevance of Inequality and Betrayal Aversion." *Journal of Economic Psychology* 28, 2007: 197-213. (with Kessely Hong)
44. "Institutions and Trust: Implications for Preferences, Beliefs and Behavior." *Rationality and Society*, 19(1), February 2007: 99-135. (with Yael Baytelman)
45. "Why Women and Men Trust Others." In: Frey, Bruno S. and Alois Stutzer (eds.). *Economics and Psychology*. Cambridge, MA: MIT Press, 2007, pp. 89-110.
46. "Gender Matters in Workplace Decisions." *Negotiation* 10(4), Program on Negotiation, 2007, pp. 4-6 (with Fiona Greig).
47. "Decomposing Trust and Trustworthiness." *Experimental Economics*, Special Issue on Behavioral Economics, 9(3), September 2006, pp. 193-208. (with Nava Ashraf and Nikita Piankov)
48. "How Institutions Affect Behavior: Insights from Economics and Psychology." In: De Cremer, David, Marcel Zeelenberg and Keith J. Murnighan (eds.). *Social Psychology and Economics*. London: Lawrence Erlbaum, 2006, pp. 213-238.
49. "What to Do When They Say "Not in My Backyard!" *Negotiation* 9(8), Program on Negotiation, 2006, pp. 6-9.
50. "How Much Should You Trust?" *Negotiation* 9(3), Harvard Business School Publishing and Program on Negotiation, 2006, pp. 7-9. (with Stephan Meier)
51. "Learning Trust," *Journal of the European Economic Association* 3(2-3), April-May 2005, pp. 322-329. (with Heike Harmsgart, Steffen Huck and Jean-Robert Tyran)

52. "Compensating the Cooperators: Is Sorting in the Prisoner's Dilemma Possible?" *Journal of Economic Behavior and Organization* 56(1), 2005, pp. 61-76. (with Dorothea Kübler)
53. "Status Anxiety." *Negotiation* 8(11), Harvard Business School Publishing and Program on Negotiation, 2005, pp. 4-6.
54. "Did You Give at the Office? Leveraging the Power of Reciprocity." *Negotiation* 8(7), Harvard Business School Publishing and Program on Negotiation, 2005, pp. 7-9.
55. "Trust and Trustworthiness." Introduction to Special Issue. *Journal of Economic Behavior and Organization*, 55(4), December 2004, pp. 443-445. (And guest editor, with Rachel Croson)
56. "Social Comparisons in Ultimatum Bargaining." *Scandinavian Journal of Economics*, Special Issue on Behavioral Economics, 106(3), 2004, pp. 495-510. (with Richard Zeckhauser)
57. "Trust, Risk and Betrayal." *Journal of Economic Behavior and Organization* 55(4), 2004, pp. 467-484. (with Richard Zeckhauser)
58. "The Payoff of Trust." *Negotiation* 7(7), Harvard Business School Publishing and Program on Negotiation, 2004, pp. 9-11.
59. "Vertrauen und Vertrauensbruch." *Im Brennpunkt*, No. 2, June 2004.
60. "Repetition and Reputation: Implications for Trust and Trustworthiness When Institutions Change." *American Economic Review* 94(2), May 2004, pp. 362-366. (with Steffen Huck)
61. "Instinct or Incentive to be Trustworthy? The Role of Informational Institutions." In: Holler, Manfred J., Hartmut Kliemt, Dieter Schmidtchen and Manfred Streit (eds.), *Jahrbuch für Neue Politische Ökonomie* 21, Tübingen: Mohr Siebeck, 2003, pp. 213-221. (with Steffen Huck and Jean-Robert Tyran)
62. "Does Performance Pay Perform? Conditions for Success in the Public Sector." In: Donahue, John and Joseph Nye (eds.). *For the People: Can We Fix Public Service?* Brookings, 2003, pp. 238-254. (with Susan Eaton)
63. "Die Ursachen für Vertrauen." *Basler Zeitung*, No. 71, March 25, 2002.
64. "Führen heisst: Die Spielregeln bestimmen." In: Eidgenössisches Personalamt (ed.). *Führen lehren- Führen lernen*. Band 15. Bern: Eidgenössisches Personalamt 2002, pp. 53-57.
65. "More Order with Less Law: On Contract Enforcement, Trust and Crowding." *American Political Science Review* 95(1), 2001, pp. 131-144. (with Bruno S. Frey and Steffen Huck)
66. a. Reprinted: *Foundations of Law and Economics*, edited by Robert D. Cooter and Francesco Parisi, The International Library of Critical Writings in Economics, 2009.
67. "Pay for Performance: Motivation and Selection Effects. In: Frey, Bruno and Margit Osterloh (eds.). *Successful Management by Motivation. Balancing Extrinsic and Intrinsic*

Incentives. Berlin: Springer, 2001, pp. 119-139. (with Felix Oberholzer-Gee)

68. "Recht und Vertrauen: Evolutionäre Spieltheorie in der Rechtswissenschaft". In: Usteri, Martin, Wolfgang Fikentscher and Wolfgang Wickler (eds.). *Gene, Kultur und Recht*. Schriften zur Rechtspsychologie, Band 5, Bern: Staempfli, 2000, pp. 61-78. (with Bruno S. Frey and Steffen Huck)
69. "Leistungslohn: Motivations- und Selektionseffekte." *Zeitschrift Führung und Organisation* 69(2), 2000, pp.77-82. (with Felix Oberholzer-Gee)
70. "Social Distance and Other-Regarding Behavior in Dictator Games: Comment." *American Economic Review* 89(1), 1999, pp. 335-340. (with Bruno S. Frey)
71. "The Sound of Silence in Prisoner's Dilemma and Dictator Games." *Journal of Economic Behavior and Organization* 38, 1999, pp. 43-57. (with Bruno S. Frey)
 - a. Reprinted in: *Experimental Economics in Germany, Austria and Switzerland*, edited by Sadrieh Abdolkarim and Joachim Weimann. Marburg: Metropolis, 2008, pp. 191-206.
72. "Solidarität durch Salienz." In: Gaertner, Wulf (ed.). *Wirtschaftsethische Perspektiven IV*. Berlin: Duncker&Humblot, 1998, pp. 173-194 (refereed).
73. *Kooperation und Kommunikation. Eine ökonomische Analyse individueller Entscheidungen*. Tübingen: Mohr (Siebeck), 1997.
74. "Fairness and Competence in Democratic Decisions." *Public Choice* 91(1), 1997, pp. 89-105. (with Bruno S. Frey and Felix Oberholzer-Gee)
75. "Diskurs - die Protektion der Kommunikation." *Analyse und Kritik* 19(1), 1997, pp. 15-32.
76. "Rent Leaving." *Journal of Institutional and Theoretical Economics* 153, 1997, pp. 711-721. (with Bruno S. Frey)
77. "Identifikation als institutionelle Bedingung individueller Kooperation: Theorie und Experimente." In: Aufderheide, Detlef und Martin Dabrowski (eds.). *Wirtschaftsethik und Moralökonomik*. Normen, soziale Ordnung und der Beitrag der Ökonomie. Berlin: Duncker&Humblot, 1997, pp. 235-258.

Recent Press Coverage (January 2022 – Present)

* For a complete list of press coverage, please visit [this link](#).

1. [Rescuing diversity from the DEI backlash](#) Financial Times (June 2024)
2. [Take the Lead: Unveiling Pay](#) (April 2024)
3. [Report on the Inclusion at Work Panel's recommendations for improving diversity and inclusion \(D&I\) practice in the workplace](#) (March 2024)
4. [Using language to increase diversity in companies](#) Kaleio Magazine (January 2024)
5. [Making a Movement: The History and Future of Human Rights](#) The Carr Center for Human Rights Policy (December 2023)

6. [Study debunks myths hampering women's career advancement](#) The Harvard Gazette (November 2023)
7. [Former Students of Nobel Laureate Claudia Goldin Recall How She Helped Shape Careers, Blazed New Trails in Economics](#) The Harvard Gazette (October 2023)
8. [Incorporating DEI into Decision-Making](#) Harvard Business Review (September 2023)
9. [Data-Driven for Diversity](#) U.S. Naval Institute (July 2023)
10. [Iris Bohnet on Closing Gender Gaps](#) Inclusion Begins with Me: Conversations That Matter (July 2023)
11. [The hard path to gender equity](#) UNSW Sydney Newsroom (June 2023)
12. [An Antidote to Microaggressions? Microvalidations.](#) Harvard Business Review (May 2023)
13. [5 workplace strategies to address gender bias](#) Forbes India (April 2023)
14. [Apollo's global HR head on bringing talent management down to earth](#) Private Funds CFO (April 2023)
15. [How Women Can Negotiate for the Academic Career They Truly Want](#) Harvard Business Publishing Education (March 2023)
16. [Using Innovation and Technology to Advance Gender Equality](#) The International Peace Institute (March 2023)
17. [Redesigning Frameworks: Implementing DEI Across Your Business](#) The ACT Report (November 2022)
18. [The Human Advantage Conference - Diversity & Inclusion](#) BVA (September 2022)
19. [The Experimenter Series: Gender Equality with Siri Chilazi](#) MoreThanNow (September 2022)
20. [Diversity – variety and unity](#) NZZ Podium (July 2022)
21. [Unconscious Bias is Real, So Are the Solutions](#) 3 Takeaways Podcast (July 2022)
22. [Inclusive Hiring to Build Better Teams ... Period](#) MIT Sloan Management Review (July 2022)
23. [Does Data Disclosure Drive DEI Progress?](#) The Wall Street Journal (July 2022)
24. [Iris Bohnet: Diversity Training Doesn't Work](#) Finews (June 2022)
25. [Roundtable: Creating a more gender diverse and inclusive public transport industry](#) Intelligent Transport (June 2022)
26. [Behavioural Science to Foster Diversity and Equality with Prof Iris Bohnet](#) UN Innovation Network (June 2022)
27. [Auch Axel Springer stärkt Frauenstimmen](#) Blick (May 2022)
28. [Harvard-Professorin Iris Bohnet unterstützt Ringiers EqualVoice-Initiative](#) Blick (May 2022)
29. [An introduction to MoreThanNow's Academic Collaborators](#) MoreThanNow (April 2022)
30. [Operationalize DEI Throughout the Business](#) Aspen Institute (April 2022)
31. [Fostering Inclusive Workplaces with Iris Bohnet](#) Harvard Kennedy School (March 2022)
32. ["Dass Leistung entscheidend für die Karriere ist, ist ein Mythos"](#) ZEIT Online (January 2022)

Personal

Married to Michael Zürcher; two sons, Dominik (25.5.2001) and Luca (14.6.2006); Swiss citizen, US resident