

*The following describes the accomplishments of Dr. Michele Gelfand over the 2013-2014 year (although we can assume much of this took place at Plato's)*

If you're wondering what gives Dr. Michele Gelfand the stamina to manage multiple grants and research collaborations, look no further than the breakfast menu at Plato's Diner in College Park. It was there where she worked with UMD computer scientists Patrick Roos and Dana Nau to produce a paper for the Proceedings of the Royal Society B on evolutionary game theory and third-party punishment. (Plato's was thanked in the acknowledgment section.)

I followed Michele to Plato's one day to see the magic happen. She sat down at the booth in the corner, and while waiting for the server to arrive, she co-organized a conference on multilevel issues in negotiation at the University of Arizona with Barry Goldman and Deb Shapiro, where some of the top minds in negotiation research brainstormed on new directions in the field.

The diner was crowded, so she had time to submit a few publications before the server came to take her coffee order. She put out a special issue on Culture and Collaboration in Multicultural Contexts in the Journal of Organizational Behavior, co-edited with Eduardo Salas. Her political science-psychology sub-team of MURI, including Elizabeth Salmon, then published a paper on culture and mediation in the Journal of Conflict Resolution. She saw the server walking to her table, so she and some collaborators, including Jeanne Brett and Lynn Imai, squeezed in a paper on culture and team negotiation to the Journal of Applied Psychology. She had just enough time to publish the 4th volume in the Advances in Culture and Psychology Series (Oxford), which she edited with C-Y Chui and Ying Yi Hong.

Michele ordered her coffee, took a few sips, and felt re-energized. So, she took a few minutes to work on her grant activities. She made a call to China and recruited Yan Mu, an expert on EEG, to come work as a post-doc as part of her new MINERVA grant to look at the neurobiological foundations of cultural tightness. While data was being collected in China, she switched gears and sent some e-mails to the FBI about their contract to work on "getting to yes" in the Middle East and interventions to improve intercultural relations. While finishing her coffee, she reflected upon her multiyear MURI grant that's ending this year and thought about how fortunate she was to have the DoD push her work into interdisciplinary directions. She made a mental note to follow up with Sarit Kraus, Andrzej Nowak, and Jon Wilkenfeld about some post-MURI collaborations.

Deep in thought, she looked up and realized that Engin Ozturk, a visiting scholar from Turkey, was scanning the menu at a nearby table. So she invited him over to talk about research on culture and apologies, and she filled him in on the new students joining SDOS next year. She gave him a high-five before he left.

Michele checked her watch and realized it was time for one of her favorite activities: sharing eggs with her students. The undergraduates from her negotiation class came to Plato's ready to negotiate and debrief on theory and research behind the cases. Then her Exec Ed class arrived from Beijing and they enjoyed some home fries and Greek-spiced omelets together.

After class was dismissed, Michele excused herself to take a quick trip into DC to brief some folks at the Pentagon and the State Department on MURI findings. On her way back, she stopped by Chris Van Hollen's (D-MD) office to offer some tips on budget

negotiations. Traffic was lighter than expected, so she picked up a hazmat suit and cleaned out her office before returning to Plato's.

They were still holding her table for her, so Michele kindly accepted a coffee refill and caught up on e-mails. She found out that she was elected into the Fellows group at the Academy of Management, and was notified that she would receive the William A. Owens Scholarly Achievement Award for best published paper of the year at SIOP for work on conflict cultures published in JAP in 2012. Before she closed out her e-mail, she responded to a few messages from Germany about her large-scale unobtrusive study of tightness-looseness around the world that was made possible through her Humboldt prize.

Suddenly, Michele realized it was getting late—and she still had a Bat Mitzvah to plan! So she got the check, gave everyone on the Plato's staff a high-five, ran home to orchestrate a celebration for 140 guests, and then proudly watched her daughter Jeanette do an outstanding job at her ceremony.

That's an average day for Michele Gelfand. If you don't find her at Plato's, you might check Hawaii where she and her family will go for SIOP (and 10-year-old daughter Hannah is already researching colleges in the area), or try Reims, France, where she and some graduate students and post-docs can be found presenting their research at IACCP this summer. Otherwise, look for her at the booth in the corner.

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