

# ERIKA L. KIRGIOS

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*Updated October 2024*

## ACADEMIC APPOINTMENTS

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**University of Chicago Booth School of Business** **2022-**  
Assistant Professor of Behavioral Science

## EDUCATION

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**The Wharton School, University of Pennsylvania** **2022**  
Ph.D. in Operations, Information, and Decisions

**Princeton University** **2017**  
B.A. in Computer Science, *summa cum laude*  
Minors in Neuroscience and Cognitive Science

## PUBLICATIONS

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\*denotes equal authorship, †denotes mentee/student collaborator

**Kirgios, E.L.**, Silver, I.M. & Chang, E.H. Does communicating measurable diversity goals attract or repel historically marginalized job applicants? Evidence from the lab and field. Forthcoming at *Journal of Experimental Psychology: General*.

Gallardo, R.†, Smith, A.†, Zak., U, Lopez, D., **Kirgios, E.L.**, & Koch, A. Rarity boosts in-group love. Forthcoming at *Journal of Personality and Social Psychology*.

Chang, L., **Kirgios, E.L.**, Milkman, K.L., & Mullainathan, S. (2024). Quantification fixation. *Proceedings of the National Academy of Sciences*, 121(46), e2400215121.

Roy, E.†, many authors including **Kirgios, E.L.**, Chang, E.H., Chang, L.,...Lai, C.K., & Axt, J. (2024). A contest study to reduce discrimination in social judgment. *Journal of Personality and Social Psychology*.

Rai, A., Chang, E.H., **Kirgios, E.L.**, & Milkman, K.L. (2024). Group Size Influences Perceptions of Diversity and Likelihood of Hiring Women and Racial Minorities. *Organization Science*.

Chang, E.H. & **Kirgios, E.L.** (2024). Demographic “Stickiness”: The Demographic Identity of Departing Group Members Influences Who is Chosen to Replace Them. *Management Science*.

**Kirgios, E.L.**, Rai, A., Chang, E.H., & Milkman, K.L. (2022). When Seeking Help, Women and Racial/Ethnic Minorities Benefit from Explicitly Stating their Identity. *Nature Human Behaviour*, 6(3), 383-391.

Milkman, K.L., many authors including **Kirgios, E.L.**, ..., & Duckworth, A.L. (2021). A Mega-Study Approach to Applied Behavioral Science. *Nature*, 600(7889), 478-483.

Chang, E.H., **Kirgios, E.L.**, & Smith, R.K. (2021). Large-Scale Field Experiment Shows Null Effects of Team Diversity on Others’ Willingness to Support the Team. *Journal of Experimental Social Psychology*.

*Psychology*, 94, 104099.

**Kirgios, E.L.**, Chang, E.H., & Milkman, K.L. (2020). Going It Alone: Competition Increases the Attractiveness of Minority Status. *Organizational Behavior and Human Decision Processes*, 161, 20-33.

Chang, E.H.\*, **Kirgios, E.L.\***, Rai, A., & Milkman, K.L. (2020). The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations. *Management Science*, 66(6), 2752-2761.

**Kirgios, E.L.**, Chang, E.H., Levine, E.E., Milkman, K.L., & Kessler, J.B. (2020). Forgoing Earned Incentives to Signal Pure Motives. *Proceedings of the National Academy of Sciences*, 117(29), 16891-16897.

**Kirgios, E.L.**, Mandel, G., Park, Y., Milkman, K.L., Gromet, D., Kay, J., Duckworth, A.L. (2020). Teaching Temptation Bundling to Boost Exercise: A Field Experiment. *Organizational Behavior and Human Decision Processes*, 161, 20-35.

## WORKING PAPERS

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\*denotes equal authorship, †denotes mentee/student collaborator

**Kirgios, E.L.\*** & Chang, E.H.\* Communicating Diversity Goals and Incentives to Increase Women's Aspirations to Lead. Under second round review at *Academy of Management Journal*. [Field experiment with 2k participants]

**Kirgios, E.L.**, Athey, S., Duckworth, A.L., Karlan, D., Luca, M., Milkman, K.L., Offer-Westort, M., & Udry, C. Does Asking Questions Instead of Sharing Facts Increase Information Engagement? Three Health Behavior Messaging Experiments from the United States and Ghana. Under second round review at *Management Science*. [Two field experiments with over 10k participants each]

Chang, E.H., **Kirgios, E.L.**, & Zlatev, J. How do race and sexual orientation affect negotiation outcomes? Evidence from an audit experiment. Revise and resubmit at *Organization Science*. [Field experiment with 3k participants]

Pink, S.L.†, Cervantez, J.†, **Kirgios, E.L.**, Chang, E.H., & Milkman, K.L. Harnessing reactance to boost women's willingness to compete for high-status jobs: Evidence from the field. Under second round review at *Organization Science* [Field experiment with 4k participants]

**Kirgios, E.L.** & Chang, E.H. Positive Collective Feedback Motivates Support for Racial Minorities. Under review at *Administrative Science Quarterly*. [Field experiment with 4k participants]

Blunden, H., **Kirgios, E.L.**, Rai, A., Chang, E.H., & Milkman, K.L. When Flattery Fails: Flattery Backfires for those Perceived as Inauthentic. [Field experiment with 2.5k participants]

Chang, L., **Kirgios, E.L.**, Rai, A., & Milkman, K.L. Evaluating the efficacy of shortlist quotas to promote gender diversity.

Vinluan, A.C., Smith, A.L.†, Chang, E.H., **Kirgios, E.L.** Structured Evaluation Processes and Feelings of Belonging. [Field study with 28k participants]

## SELECTED RESEARCH IN PROGRESS

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\*denotes equal authorship, †denotes mentee/student collaborator

Chang, E.H. & **Kirgios, E.L.**. A Field Experiment Testing the Impact of Diversity Salience in Hiring Decisions

Smith, A.†, **Kirgios, E.L.**, Silver, I.M., & Chang, E.H. Managers are averse to communicating measurable diversity goals. †represents a student-led project

Fadayomi, I.†, **Kirgios, E.L.**, & Levine, E.E. Advice in the presence of identity-relevant trade-offs.

Kealoha, C.†, Chang, E.H., & **Kirgios, E.L.** An audit experiment examining whether and how non-binary people experience discrimination in career-related help requests.

Owsley, N.†, Mandel, G.†, **Kirgios, E.L.**, & Chang, E.H. How Sponsor Race Affects Discrimination Against Sponsored Candidates: Evidence from the Field.

Cheng, G.†, He, J., & **Kirgios, E.L.**. People are less willing to help East Asians who highlight their identity.

Kiyawat, A.†, Zhang, K.†, Chang, E.H., Zlatev, J., & **Kirgios, E.L.** The Intersection of Race and Gender in Negotiations: An Audit Experiment Exploring the Experiences of East Asian Men and Women

Rai, A., **Kirgios, E.L.**, & Milkman, K.L. Insider vs. Outsider Perceptions of Diversity.

Mandel, G.†, **Kirgios, E.L.**, Chang, E.H., Rai, A., & Milkman, K.L. Using pay it forward messaging to encourage giving money and time: Exploring mixed evidence from two field experiments.

Rai, A., **Kirgios, E.L.**, Lucas, B., & Milkman, K.L. A longer list of referrals increases gender diversity: Evidence from two field experiments.

## AWARDS AND HONORS

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Cornell ILR Workplace Inclusion & Diversity Grant, 2023

National Science Foundation Graduate Research Fellowship, 2017-2020

Paul R. Kleindorfer Scholar Award, 2021

Wharton Leadership Center Grant, 2021

National Science Foundation RAPID Grant, 2020

Mack Institute for Innovation Management Research Grant, 2020, 2021

Judith & William Bollinger Fellowship, 2020

Marketing Science Institute Research Grant, 2020

Baker Retailing Center Grant, 2019

Wharton Doctoral Programs Travel Grant, 2019

The Russell Ackoff Doctoral Student Fellowship Award, Wharton Risk Center, 2018, 2019, 2020

Best Micro Paper Award, East Coast Doctoral Conference, 2019

Marjorie Weiler Prize for Excellence in Writing, 2018

Princeton Computer Science Senior Thesis Prize, 2017

U.S. Presidential Scholar, 2013

## INVITED PRESENTATIONS

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University of California, Los Angeles Behavioral Decision Making Seminar, April 2024

University of Chicago Social Psychology Seminar, March 2024

Dartmouth University Tuck Management Research Symposium, December 2023

Cornell University Behavioral Economics and Decisions Research Center, December 2023

Stanford University Graduate School of Business Organizational Behavior Seminar, March 2023  
Northwestern University Kellogg School of Management, Marketing Brown Bag, 2023  
University of Chicago Booth School of Business, Behavioral Economics Seminar, 2023  
Columbia University, Columbia Business School, 2022  
University of Chicago Booth School of Business, Behavioral Science Seminar, 2021  
University of Virginia Darden School of Business, 2021  
Harvard University, Harvard Business School, 2021  
Georgetown University McDonough School of Business, 2021  
Northwestern University Kellogg School of Management, MORS Seminar 2021  
MIT Sloan School of Management, 2021  
University College London School of Management, 2021  
University of California Berkeley, Haas School of Business, 2021  
Washington University in St. Louis, Olin School of Business, 2021  
Boston University, Questrom School of Business, 2021  
Rice University, Jones School of Business, 2021

## **CONFERENCE PRESENTATIONS**

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### **Communicating Diversity Goals and Incentives to Increase Women's Aspirations to Lead.**

- Behavioral Decision Research in Management, Chicago, 2024

### **Evaluating the efficacy of shortlist quotas to promote gender diversity.**

- Behavioral Decision Research in Management, Chicago, 2024

### **Positive Collective Feedback Motivates Support for Racial Minorities.**

- Academy of Management Annual Meeting, Chicago, 2024
- Ethical Issues of our Time Meeting, Park City, 2024
- Society for Personality and Social Psychology, Atlanta, 2023
- Society for Judgment and Decision Making, San Diego, 2022

### **Does Q& A Boost Engagement? Health Messaging Experiments in the U.S. and Ghana.**

- Society for Judgment and Decision Making, San Francisco, 2023

### **When Seeking Help, Women and Racial Minorities Benefit from Explicitly Stating their Identity.**

- Advances in Field Experiments Conference, Chicago, 2022
- Subjective Probability, Utility, and Decision Making Conference, Virtual, 2021
- Academy of Management Annual Meeting, Virtual, 2021
- International Association for Conflict Management Conference, Virtual, 2021
- Society for Personality and Social Psychology, Virtual, 2021
- Behavioral Insights Global Online Seminar, Virtual, 2020
- Society for Judgment and Decision Making, Virtual, 2020
- Academy of Management Annual Meeting, Virtual, 2020

### **Measurable diversity goals can attract applications from historically marginalized candidates.**

- Society for Judgment and Decision Making, Virtual, 2021

- Academy of Management Annual Meeting, Virtual, 2021

#### **Forgoing Earned Incentives to Signal Pure Motives.**

- CHIBE Roybal Mini Symposium, Virtual, 2020
- International Association for Conflict Management Conference, Virtual, 2020
- East Coast Doctoral Conference, Canceled due to COVID-19, 2020
- Society for Personality and Social Psychology Judgment and Decision Making Pre-Conference, New Orleans, LA, 2020

#### **Going It Alone: Competition Increases the Attractiveness of Minority Status.**

- Society for Personality and Social Psychology, New Orleans, LA, 2020
- Society for Judgment and Decision Making, Montreal, Canada, 2019
- Academy of Management Annual Meeting, Boston, MA, 2019
- International Association for Conflict Management Conference, Dublin, Ireland, 2019
- East Coast Doctoral Conference, New York, NY, 2019

#### **The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations.**

- Subjective Probability, Utility, and Decision Making Conference, Amsterdam, Netherlands, 2019
- Behavioral Science and Policy Association Annual Conference, New York, NY, 2019

### **CHAired SYMPOSIA**

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- From Entry to Executive: How Heuristics and Biases Shape Gender Diversity through the Pipeline (Symposium Co-chair with Jen Dannals). Behavioral Decision Research in Management, Chicago, 2024
- The Consequences of Self- and Other-Signaling on Diversity-Related Cognition and Decisions (Symposium Co-chair with James Carter). Academy of Management, Virtual, 2021.
- Diversity Perceptions and Decision-Making are Shaped by Strategic Motives (Symposium Co-chair with Joyce He). Society for Personality and Social Psychology, New Orleans, LA, 2020.
- Gender and Workplace Decision-Making: Women's Strategic Choices Throughout the Pipeline (Symposium Co-chair with Joyce He). Academy of Management, Boston, MA, 2019.
- Competition and Aggressive Behavior: Contextual and Perceptual Predictors of Competitive and Cooperative Decision-Making. International Association for Conflict Management, Dublin, Ireland, 2019.

### **TEACHING EXPERIENCE**

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Special Topics in Behavioral Science (Ph.D., Winter 2024)  
 Strategies and Processes of Negotiation (MBA, Spring 2023, Winter 2024)  
 TA for Negotiations (Undergraduate, Prof. Rebecca Schaumberg Fall 2019 and Fall 2020, Prof. Kelly Lee Spring 2022)  
 TA for Managerial Decision Making (MBA, Prof. Katherine Milkman, Spring 2019)  
 Undergraduate Advising: Judgment and Decision Making Research Immersion (Undergraduate, Fall 2018)

### **PROFESSIONAL SERVICE**

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Faculty presenter at the Chicago Booth Women in Business + African American MBA Association Seminar Series, 2024  
Faculty presenter at Behavioral Science Ph.D. student orientation, 2024  
Rising Scholars Conference Faculty Mentor, 2023  
Co-PI of HOPE (Honesty, Opportunity, Prosociality, and Ethics) lab, 2022-present  
Member of the Underrepresented Scholars in SJDM Committee, 2022-present  
Editorial Review Board member at *Organization Science*, 2022-present  
Ad Hoc Reviewer: *Proceedings of the National Academy of Sciences*, *Nature Human Behaviour*, *Journal of Economic Behavior*, *Organizational Behavior and Human Decision Processes*, *Management Science*  
Co-Organizer of Women in Business Academia Conference, 2018, 2019  
Co-Organizer of Interdisciplinary Doctoral Student Journal Club, 2019  
Treasurer of Wharton Society for Advancement of Women in Business Academia, 2017-2019  
PhD Social Chair of Operations, Information, Decisions Department, 2018-2020

## SELECTED MEDIA COVERAGE

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- Chang, Chilazi, Elfer, Arslan, Kirgios, Hauser, & Bohnet. “Incorporating DEI Into Decision Making”, *HBR.org*, September 1, 2023
- “The Golden Misfits”, *Choiceology Podcast*, August 28, 2023
- Chang, Kirgios, Elfer, Wright, & Lindemann. “Why you should start A/B testing your diversity initiatives”, *HBR.org*, April 18, 2023
- Kirgios, Rai, Chang, & Milkman. “To Fight Bias, Consider Highlighting Your Race or Gender”, *Scientific American*, March 28, 2022
- “Why Identity Matters When Asking for Career Help”, *Knowledge@Wharton*, February 21, 2022
- “Battling the Perennial Want/Should Conflict”, *Rotman Magazine*, April 13, 2021
- “Behavior Change”, *Useful Science Podcast*, March 23, 2021
- “The science of how to stick to New Year’s resolutions and truly change your habits”, *CNN*, January 1, 2021
- “Can Being the ‘Token’ Give Women and Minorities a Competitive Edge?”, *HBS Working Knowledge*, October 27, 2020
- “Unplanned Giving: If You’re Paid to Do Good, Does it Count?”, *The American Scholar*, October 7, 2020