

ERIKA L. KIRGIOS

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Updated October 2026

ACADEMIC APPOINTMENTS

University of Chicago Booth School of Business

Associate Professor of Behavioral Science

2026 - present

Assistant Professor of Behavioral Science

2022-2026

EDUCATION

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

*denotes equal authorship, †denotes mentee/student collaborator, ‡denotes post-doc collaborator

Chang, E.H., **Kirgios, E.L.**, & Arslan, C. (2026). A Field Experiment Testing Whether Accountability Reduces Racial Gaps in Performance Evaluations. *Psychological Science*.

Rai, A., **Kirgios, E.L.**, Lucas, B., & Milkman, K.L. (2026). Setting Higher Referral Targets Increases the Number of Women Recommended: Evidence From the Field and Lab. *Journal of Applied Psychology*.

Chang, E.H., **Kirgios, E.L.**, & Zlatev, J. (2026). Race, Sexual Orientation, and Intersectionality in Distributive Negotiation Outcomes for Men. *Organization Science*.

Kirgios, E.L., Athey, S., Duckworth, A.L., Karlan, D., Luca, M., Milkman, K.L., & Offer-Westort, M. (2026). Does Asking Questions Instead of Sharing Facts Increase Information Engagement? Three Health Behavior Messaging Experiments from the United States and Ghana. *Management Science*.

Smith, S.†, Pink, S.†, **Kirgios, E.L.**, Chang, E.H., & Milkman, K.L. (2026). Which Group Should I Join? Competition Drives Group Selection Away from Like-Minded Others. *Journal of Experimental Social Psychology*.

Kirgios, E.L.* & Chang, E.H.* (2025). Diversity Incentives Can Increase Women's Aspirations to Lead. *Academy of Management Journal*.

Kirgios, E.L., Silver, I.M. & Chang, E.H. (2025). Does communicating measurable diversity goals attract or repel historically marginalized job applicants? Evidence from the lab and field. *Journal of Experimental Psychology: General*.

Pink, S.L.†, Cervantez, J.†, **Kirgios, E.L.**, Chang, E.H., & Milkman, K.L. (2025). Can Stereotype Reactance Prompt Women to Compete? A Field Experiment. *Organization Science*.

Gallardo, R.†, Smith, A.†, Zak., U, Lopez, D., **Kirgios, E.L.**, & Koch, A. (2025). Rarity boosts in-group love. *Journal of Personality and Social Psychology*.

Vinluan, C.‡, Smith, A.†, Chang, E.H., & **Kirgios, E.L.** (2025). Structured Evaluation Processes Are Associated with Higher Levels of Employee Belonging. *Scientific Reports*, 15(1), 13289.

Chang, L.‡, **Kirgios, E.L.**, Mullainathan, S., & Milkman, K.L. (2024). Does Counting Change What Counts? Quantification Fixation Biases Decision Making. *Proceedings of the National Academy of Sciences*, 121(46), e2400215121.

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*, 70 (7), 4236-4259.

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*, 35 (6), 1990-2015.

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.

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*, 94, 104099.

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

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.

TEAM SCIENCE PUBLICATIONS

*denotes equal authorship, †denotes mentee/student collaborator, ‡denotes post-doc collaborator

Roy, E.†, many authors including **Kirgios, E.L.**, Chang, E.H., Chang, L.,...Lai, C.K., & Axt, J. (2025). A contest study to reduce discrimination in social judgment. *Journal of Personality and Social Psychology*.

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.

WORKING PAPERS

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Chang, L.*, Owsley, N.*†, **Kirgios, E.L.**, Rai, A., & Milkman, K.L. [Topic: Shortlist quotas]. Minor revision at *Organization Science*.

Kirgios, E.L. & Chang, E.H. [Topic: Positive and Negative Feedback About Bias]. Revise and resubmit at *Journal of Personality and Social Psychology*.

Cheng, G.‡, He, J., & **Kirgios, E.L.** [Topic: Backlash to East Asian Identity Management Strategies]. Revise and resubmit at *Academy of Management Journal*.

Zaw, S.†, **Kirgios, E.L.** & O'Brien, E. [Topic: Stakes and adversity]. Revise and resubmit at *Organization Science*.

- Winner of the Midwestern Psychological Association Graduate Student Paper Award

Kealoha, C.†, Chang, E.H., & **Kirgios, E.L.** [Topic: Non-Binary Identity and Responses to Help Requests]. Revise and resubmit at *Organizational Behavior and Human Decision Processes*.

Rai, A. & **Kirgios, E.L.** [Topic: Perceptions of Diversity]. Reject and resubmit at *Management Science*.

Fadayomi, I.†, **Kirgios, E.L.**, & Levine, E.E. [Topic: Advising in the presence of financial constraints]. Reject and resubmit at *Management Science*.

Kiyawat, A.†, Zhang, K.†, Chang, E.H., Zlatev, J., & **Kirgios, E.L.** [Topic: Gender and Trust in Negotiations]. Under review at *Organization Science*.

Mandel, G.†, **Kirgios, E.L.**, Chang, E.H., & Rai, A. [Topic: Pay it forward, field experiment with 10k participants]. Under review at *Journal of Marketing Research*.

Owsley, N.†, Mandel, G.†, **Kirgios, E.L.** [Topic: Race and Sponsorship, field experiment with 24k participants].

Chang, E.H., **Kirgios, E.L.**, Leigh, A., Wesenberg, S.†, & Fadayomi, I.†. [Topic: Retaining Top Talent, field study with 18k observations].

Chang, E.H. & **Kirgios, E.L.** [Topic: Equitable Intentions].

SELECTED RESEARCH IN PROGRESS

*denotes equal authorship, †denotes mentee/student collaborator, ‡denotes post-doc collaborator

Kiyawat, A.†, **Kirgios, E.L.**, & Chang, E.H. [Gender and Aggressiveness in Negotiations].

Smith, A.†, **Kirgios, E.L.**, Silver, I.M., & Chang, E.H. [Topic: Communicating measurable diversity goals].

Gallardo, R.†, Smith, A.†, **Kirgios, E.L.**, & Rai, A. [Topic: Labor market implications of highlighting identity-based barriers, field experiment with 4k job applications].

Smith, A.†, Woitzel, J.†, Koch, A., & **Kirgios, E.L.** [Topic: Gaming Diversity Thresholds]

AWARDS AND HONORS

Early Career Award, International Association for Conflict Management, 2026
Rising Star, Association for Psychological Science, 2026
Chicago Booth Junior Faculty Award for Excellence in Ph.D. Teaching and Mentoring, 2025
Outstanding Reviewer Award, *Organization Science*, 2025
Cornell ILR Workplace Inclusion & Diversity Grant, 2023
Biehler Junior Faculty Fellowship, 2022
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

- Northwestern University, Social Psychology Brown Bag, February 2026
- Rotman School, University of Toronto, Behavioral Economics in Action Webinar, February 2026
- Intervention Science Preconference (Invited Speaker), Society for Personality and Social Psychology Conference, February 2026
- The Wharton School of the University of Pennsylvania, Decision Processes Seminar, September 2025
- Vanderbilt University's Owen Graduate School of Management, Organization Studies Seminar, September 2025
- University of Michigan's Ross School of Business, Management and Organizations Seminar, April 2025
- Yale SOM Organizational Behavior Brown Bag, February 2025
- Harvard Kennedy School, Women and Public Policy Research Seminar, February 2025
- 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

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

- Society for Personality and Social Psychology, Chicago, 2026
- Society for Judgment and Decision Making, Denver, 2025
- Advances in Field Experiments, Chicago, 2025
- Academy of Management Annual Conference, Copenhagen, 2025
- Behavioral Science and Policy Association Annual Conference, Virtual, 2025
- 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

- 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

Strategies and Processes of Negotiation (MBA, Spring 2023, Winter 2024, Spring 2025, Fall 2025)

Current Topics in Behavioral Science (Ph.D., Winter 2024)

Guest Lecturer: Judgment and Decision Making Research Immersion (Undergraduate, Fall 2018, Fall 2019)

Teaching Assistant (2018-2022, University of Pennsylvania):

- Negotiations (Undergraduate)
- Managerial Decision Making (MBA)

ADVISING

*indicates that I serve as primary advisor or co-advisor at Booth

Ph.D. Student Collaborators:

- Nicholas Owsley, Ph.D. student in Behavioral Science (UChicago Booth)*
- Roman Gallardo, Ph.D. student in Behavioral Science (UChicago Booth)
- Ibitayo Fadayomi, Ph.D. student in Behavioral Science (UChicago Booth)*
- Graelin Mandel, Ph.D. student in Behavioral Science (UChicago Booth)
- Samantha Zaw, Ph.D. student in Behavioral Science (UChicago Booth)
- Austin Smith, Ph.D. student in Behavioral Science (UChicago Booth)*
- Anoushka Kiyawat, Ph.D. student in Behavioral Science (UChicago Booth)*
- Kayla Zhang, Ph.D. student in Organizational Behavior (London Business School)
- Caleb Kealoha, Ph.D. student in Organizational Behavior (Harvard Business School)
- Samantha Smith, Ph.D. student in Organizational Behavior (Harvard Business School)
- Gloria Cheng, Ph.D. student in Management and Organizations (UCLA Anderson)
- Sophia Pink, Ph.D. student in OID (Wharton)
- Jose Cervantez, Ph.D. student in OID (Wharton)

PROFESSIONAL SERVICE

Co-PI of HOPE (Honesty, Opportunity, Prosociality, and Ethics) lab, 2022-present

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, 2025

Rising Scholars Conference Faculty Mentor, 2023

Member of the Underrepresented Scholars in SJDM Committee, 2022-2024

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

Editorial Review Board member:

- *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*

Conference and Grant Reviewing:

- *Academy of Management Annual Conference, International Association for Conflict Management Annual Conference, Behavioral Decision Research in Management Conference, Society for Judgment and Decision-Making Annual Conference*

PRACTITIONER ORIENTED ARTICLES

Rai & Kirgios “Want to Recruit More Women? Just Ask for More Names”, *Psychology Today*, September 29, 2026

Kirgios, Silver, & Chang. “How the Right Job Ad Can Attract a More Diverse Applicant Pool”, *SPSP’s Character & Context Blog*, May 9, 2025

Chang, Chilazi, Elfer, Arslan, Kirgios, Hauser, & Bohnet. “Incorporating DEI Into Decision Making”, *HBR.org*, September 1, 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

MEDIA COVERAGE

- “Know the Best Way to Fight an Infodemic?”, *Chicago Booth Review*, September 15, 2025
- “To Close the Competition Gender Gap, Tell Women About It”, *Chicago Booth Review*, September 04, 2025
- “Want Women Leaders? Money Talks”, *Chicago Booth Review*, August 25, 2025
- “To Sway Someone’s Decision, Use Numbers”, *Chicago Booth Review*, April 29, 2025
- “To encourage more women to apply for leadership positions remind them of the gender gap, research finds”, *Fortune*, April 21, 2025
- “Advertising Measurable Hiring Goals Attracts a More Diverse Pipeline”, *Chicago Booth Review*, March 27, 2025
- “Beware the Dangers of Data”, *The Economist*, January 2, 2025
- “Trying to Quantify Everything is Hurting our Decisions”, *Bloomberg*, November 13, 2024
- “How Some Experiments Use Emails to Control for Systemic Bias”, *Chicago Booth Review*, February 20, 2024
- “When a Black Judge Retires, How Often is the New Appointee Black?”, *Chicago Booth Review*, February 20, 2024
- “The Golden Misfits”, *Choiceology Podcast*, August 28, 2023
- “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