

# ERIKA L. KIRGIOS

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*Updated August 2025*

## ACADEMIC APPOINTMENTS

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<b>University of Chicago Booth School of Business</b> Assistant Professor of Behavioral Science	<b>2022-</b>
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## EDUCATION

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<b>The Wharton School, University of Pennsylvania</b> Ph.D. in Operations, Information, and Decisions	<b>2022</b>
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<b>Princeton University</b> B.A. in Computer Science, <i>summa cum laude</i> Minors in Neuroscience and Cognitive Science	<b>2017</b>
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## PUBLICATIONS

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

**Kirgios, E.L.\*** & Chang, E.H.\* (2025). Diversity Incentives Can Increase Women's Aspirations to Lead. Forthcoming at *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*.

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

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.**, Milkman, K.L., & Mullainathan, S. (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

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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*.

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, E.H., **Kirgios, E.L.**, & Zlatev, J. [Topic: Intersectionality in negotiations, field experiment with 3k participants]. Conditionally accepted at *Organization Science*.

**Kirgios, E.L.** & Chang, E.H. [Topic: Using collective feedback to motivate minority-supporting behavior, field experiment with 4k participants].

Blunden, H., **Kirgios, E.L.**, Rai, A., Chang, E.H., & Milkman, K.L. [Topic: When flattery backfires, field experiment with 2.5k participants]. Second round revise and resubmit at *Organizational Behavior and Human Decision Process*.

Rai, A., **Kirgios, E.L.**, Lucas, B., & Milkman, K.L. [Topic: Longer lists of referrals boost gender diversity, two field experiments with 8k total participants]. Revise and resubmit at *Journal of Applied Psychology*.

Chang, L.‡, **Kirgios, E.L.**, Rai, A., & Milkman, K.L. [Topic: Shortlist quotas]. Revise and resubmit

at *Organization Science*

Kealoha, C.†, Chang, E.H., & **Kirgios, E.L.** [Topic: Disclosing non-binary identity when seeking help, field experiment with 6k participants].

Rai, A. & **Kirgios, E.L.** [Topic: Perceptions of Diversity].

Chang, E.H., **Kirgios, E.L.**, Arslan, C., Bohnet, I., & Hauser, O. [Topic: Accountability and Racial Gaps in Performance Evaluations, field experiment with 3k managers and 17k employees].

Smith, S.†, Pink, S.†, **Kirgios, E.L.**, Chang, E.H., & Milkman, K.L. [Topic: Competition and Uniqueness]. Revise and resubmit at *Journal of Experimental Social Psychology*

## SELECT RESEARCH IN PROGRESS

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

Fadayomi, I.†, **Kirgios, E.L.**, & Levine, E.E. [Topic: Advising across identity-relevant trade-offs].

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

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

Cheng, G.‡, He, J., & **Kirgios, E.L.** [Topic: Highlighting East Asian Identity].

Kiyawat, A.†, Zhang, K.†, Chang, E.H., Zlatev, J., & **Kirgios, E.L.** [Topic: Gender and Race in Negotiations, field experiment with 4k participants].

Mandel, G.†, **Kirgios, E.L.**, Chang, E.H., Rai, A., & Milkman, K.L. [Topic: Pay it forward messaging and charitable giving].

Zaw, S.†, **Kirgios, E.L.** & O'Brien, E. [Topic: Selection of Candidates Who Have Faced Adversity Under High vs. Low Stakes].

Chang, E.H., Fadayomi, I.†, **Kirgios, E.L.**, & Leigh, A. [Topic: Top Talent Turnover and Diversity Climate, field study with 18k observations].

## AWARDS AND HONORS

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Chicago Booth Junior Faculty Award for Excellence in Ph.D. Teaching and Mentoring, 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

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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

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

- 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**

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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, Spring 2025, Fall 2025)

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)

## ADVISING

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\*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)\*
- 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

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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  
 Rising Scholars Conference Faculty Mentor, 2023  
 Member of the Underrepresented Scholars in SJDM Committee, 2022-2024  
 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

## MEDIA COVERAGE

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