

ERIKA L. KIRGIOS

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EDUCATION

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

RESEARCH INTERESTS

Diversity, Discrimination, Prosocial Behavior, Behavior Change

PUBLICATIONS

Kirgios, E.L., Mandel, G., Park, Y., Milkman, K.L., Gromet, D., Kay, J., Duckworth, A.L. Teaching Temptation Bundling to Boost Exercise: A Field Experiment. Forthcoming at *Organizational Behavior and Human Decision Processes*.

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., 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*. *denotes equal authorship

WORKING PAPERS

Chang, E.H., **Kirgios, E.L.**, Smith, R.K. Large-Scale Field Experiment Shows Null Effects of Team Diversity on Others Willingness to Support the Team. Invited for revision and resubmission at *Journal of Experimental Social Psychology* on July 25, 2020.

Rai, A., Chang, E.H., **Kirgios, E.L.**, Milkman, K.L. Group Size Influences Perceptions of Diversity and Likelihood of Hiring Women and Racial Minorities. Under review at *Academy of Management Journal*.

Chang, E.H.*, Rai, A.*, **Kirgios, E.L.**, Schaumberg, R.L. The Psychological Consequences of the Changing Nature of Work and Their Implications for Intergroup Relations. Under review at *Academy of Management Review*. *denotes equal authorship

Chang, E.H., **Kirgios, E.L.**. When Does Diversity Beget Diversity? The Divergent Effects of Racial and Gender Diversity on U.S. Corporate Boards. Under review at *Academy of Management Journal*.

SELECTED RESEARCH IN PROGRESS

Kirgios, E.L., Rai, A., Chang, E.H., Milkman, K.L. I'm a Woman: The Role of Identity Statements in Improving Outcomes for Women and Racial Minorities. *Field experiment with 2.4k participants completed*

Blunden, H.*, **Kirgios, E.L.***, Rai, A., Chang, E.H., Milkman, K.L. When Flattery Fails: Documenting the Negative Consequences of Ingratiation for Advice Seekers. *Field experiment with 2.5k participants completed* *denotes equal authorship

Kirgios, E.L., Rai, A., Chang, E.H., Milkman, K.L., Small, D.A. Pay-It-Forward or Help Others? Analyzing the Impact of Pay-It-Forward Messaging on Charitable Giving. *Field experiment with 9k participants completed*

Kirgios, E.L., Milkman, K.L., Luca, M., Offer-Westort, M., Athey, S., Duckworth, A.L., Karlan, D. Combating the Spread of COVID-19: Testing the Effectiveness of Quiz-Style Health Messaging for Promoting Behavior Change.

Kirgios, E.L., Silver, I.M., Chang, E.H. Do concrete diversity goals attract or repel job applicants? Evidence from the field. *Field experiment with 4k individuals in progress*

Kirgios, E.L.*, Chang, E.H.* Demographically Sticky Seats: People Prefer to Hire Same-Identity Individuals to Replace Departing Group Members. *denotes equal authorship

Kirgios, E.L., Chang, E.H., Milkman, K.L. Competition Increases Workers' Desire to Stand Out and Willingness to Join Opposite-Identity Groups.

GRANTS

National Science Foundation Graduate Research Fellowship, 2017-2020

Mack Institute for Innovation Management Research Grant, 2020

Judith & William Bollinger Fellowship, 2020

Marketing Science Institute Research Grant, 2020

Wharton Doctoral Programs Travel Grant, 2019

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

AWARDS AND HONORS

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

CONFERENCE PRESENTATIONS

Going It Alone: Competition Increases the Attractiveness of Minority Status. (Kirgios, Chang, & Milkman).

- 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

- Society for Judgment and Decision Making, New Orleans, LA, 2018 (poster)
- Society for Personality and Social Psychology, Portland, OR, 2019 (poster)

The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations. (Chang, Kirgios, Rai, & Milkman).

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

Forgoing Earned Incentives to Signal Pure Motives. (Kirkios, Chang, Levine, Milkman, & Kessler).

- CHIBE Roybal Mini Symposium, Virtual, 2020
- International Association for Conflict Management Conference, Virtual, 2020
- Society for Personality and Social Psychology Judgment and Decision Making Pre-Conference, New Orleans, LA, 2020
- Society for Judgment and Decision Making, Montreal, Canada, 2019 (Poster)

I'm a Woman: The Role of Identity Statements in Improving Outcomes for Women and Racial Minorities. (Kirkios, E.L., Rai, A., Chang, E.H., Milkman, K.L).

- Academy of Management Annual Meeting, Virtual, 2020

PROFESSIONAL SERVICE

Ad Hoc Reviewer for *Management Science*, 2018-Present

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

TEACHING EXPERIENCE

Teaching Assistant for Negotiations (Undergraduate, Fall 2019 and Fall 2020)

Teaching Assistant for Managerial Decision Making (MBA, Spring 2019)

Undergraduate Advising: Judgment and Decision Making Research Immersion (Undergrad, Fall 2018)

APPENDIX: ABSTRACTS FROM PUBLISHED AND WORKING PAPERS

Kirgios, E.L., Chang, E.H., Milkman, K.L. Going It Alone: Competition Increases the Attractiveness of Minority Status. Forthcoming at *Organizational Behavior and Human Decision Processes*.

Past research demonstrates that people prefer to affiliate with others who resemble them demographically. However, we posit that the strength of this tendency toward homophily may be moderated by strategic considerations when competing for scarce opportunities. Across six experiments, we find that anticipated competition weakens peoples desire to join groups that include similar others. When expecting to compete against fellow group members, women are more willing to join all-male groups and Black participants are more willing to join all-White groups than in the absence of competition. We show that this effect is mediated both by a belief that being distinct will lead your performance to stand out and by a desire to compete against demographically dissimilar others. Our findings offer a new perspective to enrich past research on homophily, shedding light on the instances when minorities are more likely to join groups in which they will be underrepresented.

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*.

We highlight a feature of personnel selection decisions that can influence the gender diversity of groups and teams. Specifically, we show that people are less likely to choose candidates whose gender would increase group diversity when making personnel selections in isolation (i.e., when they are responsible for selecting a single group member) than when making collections of choices (i.e., when they are responsible for selecting multiple group members). We call this the isolated choice effect. Across 6 preregistered experiments (n=3,509), we demonstrate that the isolated choice effect has important consequences for group diversity. When making sets of hiring and selection decisions (as opposed to making a single hire), people construct more gender-diverse groups. Mediation and moderation studies suggest that people do not attend as much to diversity when making isolated selection choices, which drives this effect.

Kirgios, E.L., Chang, E.H., Levine, E.E., Milkman, K.L., Kessler, J.B. Forgoing Earned Incentives to Signal Pure Motives. Invited for revision and resubmission at *Proceedings of the National Academy of Sciences* on February 19, 2020.

Policy makers, employers, and insurers often provide financial incentives to encourage citizens, employees, and customers to take actions that are good for them or for society (e.g., energy conservation, healthy living, safe driving). Though financial incentives are often effective at inducing good behavior, they have been shown to have self-image costs: those who receive incentives view their actions less positively due to the perceived incompatibility between financial incentives and intrinsic motives. We design and test a novel intervention that allows organizations and individuals to resolve this tension: we use financial rewards to kick-start good behavior and then offer individuals the opportunity to give up some or all of their earned financial rewards in order to boost their self-image. Two preregistered studies—an incentivized online experiment (N=454) on prosocial behavior and a large field experiment (N=17,968) on exercise—provide evidence that emphasizing the intrinsic rewards of a past action leads individuals to forgo or donate earned financial rewards. Our intervention allows individuals to retroactively signal that they acted for the right reason, recasting perceptions of their motives and consequently improving their self-image. We call this psychological process motivation laundering. We provide the first evidence of motivation laundering and discuss

its implications for the design of incentive systems and behavioral change.

Kirgios, E.L., Mandel, G., Park, Y., Milkman, K.L., Gromet, D., Kay, J., Duckworth, A.L. Teaching Temptation Bundling to Boost Exercise: A Field Experiment. Invited for revision and resubmission at *Organizational Behavior and Human Decision Processes* on May 1, 2020.

Temptation bundling pairing a pleasurable indulgence with a behavior that provides delayed rewards combats present bias by making behaviors with delayed benefits more instantly gratifying. If people are sophisticated and capable of following self-set rules to overcome present bias, learning about temptation bundling could have benefits. Participants in a four-week exercise-boosting program (N=6,792) received either an audiobook with encouragement to temptation bundle, only an audiobook, or neither an audiobook nor encouragement to temptation bundle. Giving participants audiobooks and encouraging temptation bundling boosted the likelihood of a weekly workout by 10-14% and average weekly workouts by 10-12% during and up to seventeen weeks post-intervention. Relative to giving audiobooks alone, encouraging temptation bundling had a modest positive effect on exercise on the extensive margin. The marginal benefit of encouraging temptation bundling may be small because free audiobooks leak information: Simply providing an audiobook to exercise program participants suggests they should temptation bundle.

Chang, E.H., **Kirgios, E.L.**, Smith, R.K. Large-Scale Field Experiment Shows Null Effects of Team Diversity on Others Willingness to Support the Team. Invited for revision and resubmission at *Journal of Experimental Social Psychology* on July 25, 2020.

Demographic diversity in the United States is rising, and increasingly, work is conducted in teams. These co-occurring phenomena suggest that it might be increasingly common for work to be conducted by demographically diverse teams. But to date, in spite of copious field experimental evidence documenting that individuals are treated differently based on their demographic identity, we have little evidence from field experiments to establish how and whether teams are treated differently based on their levels of demographic diversity. To answer this question, we present the results of a preregistered, large-scale (n=9,496) field experiment testing whether team demographic diversity affects outsiders responses to the team. Participants were asked via email to donate money to support the work of a team that was described and depicted as demographically diverse, or not. In spite of being well-powered to detect even small effects (i.e., differences of less than 1.5% in donation rates), we found no significant differences in peoples willingness to donate to a more diverse versus less diverse team. We also did not find moderation by participant gender, racial diversity of the participants zip code, or political leaning of the participants zip code, suggesting that the lack of a main effect is not due to competing mechanisms cancelling out a main effect. These results suggest past research on the effects of demographic diversity on team support may not generalize to the field, highlighting the need for additional field experimental research on peoples responses to demographically diverse teams.