



## Marianne Bertrand

Chris P. Dialynas Professor of Economics

University of Chicago Booth School of Business

I am an applied micro-economist working in the fields of labor economics, corporate finance, and development economics, with a special focus on issues of discrimination and diversity.

I am a Co-Director of Chicago Booth's Social Enterprise Initiative, Director of the Poverty Lab at the UChicago Urban Labs, and I serve on the Board of Directors for the Abdul Latif Jameel Poverty Action Lab. I am a Research Fellow at the National Bureau of Economic Research, the Center for Economic Policy Research, and the Institute for the Study of Labor.

### Selected Findings from Past Work

#### **Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination**

By sending fictitious resumes to help-wanted ads, we manipulate perceived race of applicants, randomly assigning African-American- or White-sounding names to resumes. We find that...

- White names receive 50 percent more callbacks for interviews.
- Callbacks are also more responsive to resume quality for White names than for African-American ones.

#### **Breaking the Glass Ceiling? The Effect of Board Quotas on Female Labor Market Outcomes in Norway**

Studying the impact of a law imposing gender quotas on corporate boards in Norway, we find that...

- Women appointed to these boards post-reform were observably more qualified than their female predecessors, and that the gender gap in earnings within boards fell substantially;
- However, quotas had very little discernible impact on women in business beyond their direct effect on the women who made it into boardrooms;



### **Rita Biagioli**

Associate Director, Behavioral Insights Initiative  
University of Chicago Booth School of Business

I use mixed methods research to explore the different ways in which people with different backgrounds and in different socio-cultural contexts experience and engage with the world. In my current role working with the University of Chicago Diversity & Inclusion Initiative and the Harry L. Davis Center for Leadership in Booth, I think about how we can translate behavioral science research into actionable insights in order to engineer beneficial experiences. I recently received my PhD in the Department of Comparative Human Development at the University of Chicago in psychological anthropology and cultural psychology. I've done extensive fieldwork in India, and have additionally worked on research projects for corporate clients.

### **Selected Findings from Past Work**

I've previously explored the effects of 1) where someone grew up and 2) immigration on the ways in which those individuals formulate overarching schemas and worldviews, particularly in relation to the physical world. More specifically, looking at four groups- Hindus in Kolkata and their adult children, and Hindus from Kolkata but living in the NYC area and their adult children- I concluded that, for these groups, an understanding of physical world as relational was important and potentially necessary for understanding divinity as physical. I then teased out circumstances under individuals came to have this worldview or not to have it.

In line with work I've done on experiential education, I'm currently working on a project that investigates the affects of teaching behavioral science concepts in an interactive workshop format on inclusion, both as it is individually internalized and demonstrated as well as how it might become an expected group norm within groups that experienced the workshop together.



## Iris Bohnet

Professor of Public Policy  
Director, Women and Public Policy Program  
Kennedy School of Government  
Harvard University

[https://scholar.harvard.edu/iris\\_bohnet/](https://scholar.harvard.edu/iris_bohnet/)

A behavioral economist, I combine insights from economics and psychology to improve decision-making in organizations and society, often with a gender or cross-cultural perspective. My most recent research examines behavioral design to de-bias how we live, learn and work. My book, [What Works: Gender Equality By Design](#) (Harvard University Press 2016) provides scientific insights on how to redesign organizations, school and society to level the playing field for all. It builds on my own and others' academic research, many of whom are participating in this conference.

## Selected Findings from Past Work

Gender equality is a moral and a business imperative. But unconscious bias holds us back, and de-biasing people's minds has proven to be difficult and expensive. Diversity training programs have had limited success, and individual effort alone often invites backlash. Behavioral design offers a new solution. By de-biasing organizations instead of individuals, we can make smart changes that have big impacts. Presenting research-based solutions, **What Works** aims to hand decision-makers the tools they need to move the needle in classrooms and boardrooms, in hiring and promotion, benefiting businesses, governments, and the lives of millions.

What Works is built on new insights into the human mind. It draws on data collected by companies, universities, and governments in Australia, India, Norway, the United Kingdom, the United States, Zambia, and other countries, often in randomized controlled trials. It points out dozens of evidence-based interventions that could be adopted right now and demonstrates how research is addressing gender bias, improving lives and performance. What Works shows what more can be done—often at shockingly low cost and surprisingly high speed.

Here is a link to a short (3 min.) video summarizing our work:

<https://www.youtube.com/watch?v=niH9wfKsUlc>

The Women and Public Policy Program and its affiliated faculty currently run about a dozen studies on de-biasing organizational practices and procedures, ranging from diagnosing the causes of gender gaps in recruitment to de-biasing job advertisements to blind evaluation procedures in hiring to development initiatives, performance appraisals, more structured promotion processes and inclusive work environments.



## Thomas Buser

Associate Professor of Economics  
University of Amsterdam

In my research, I use lab and field experiments, as well as administrative and survey data, to examine the impact of individual differences in personality traits on career choices and career outcomes. I particularly focus on gender differences in willingness to compete and in the reaction to losing in competitions. A large body of research shows that women are less attracted to competitive environments compared to men. In my research, I investigate whether this can explain persistent differences in career choices between men and women and aim to find out how we can change professional and educational environments to reduce these differences and reduce the underrepresentation of talented women.

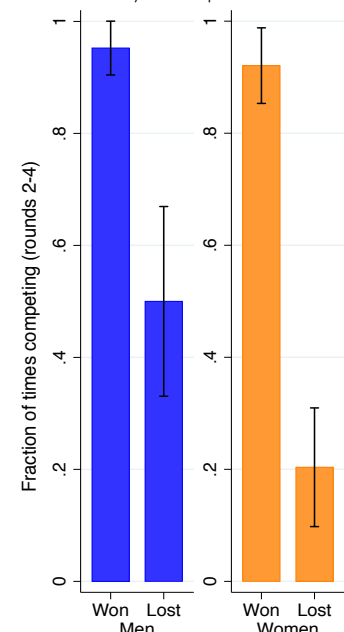
### Selected Findings from Past Work

#### **Gender differences in willingness to compete explain gender differences in career choices**

- Competitive individuals are more likely to choose challenging study majors and highly paid careers, in particular in STEM.
- Problem: Those who enter certain careers might be most competitive rather than most talented.
- Problem: Women are less competitive on average and therefore choose these careers less.
- Potential Solution: Make professional and educational environments less overly competitive and masculine.

#### **Women are more likely to stop competing after losing**

- High-ability women are more likely to give up competing if they lose compared to high-ability men.
- Problem: Unnecessarily creating winners and losers might discourage even high-ability women, especially at early career stage.
- Potential Solution: Avoid unnecessary status competition and (individual) competitive bonuses. Create flatter hierarchies.





## C. Monica Capra

Professor of Economic Sciences  
Claremont Graduate University

My research crosses disciplinary boundaries. I have collaborated with psychologists, data scientists, and neuroscientists to better understand and predict individual and group choices in the lab and in the field. I am primarily interested in utilizing novel tools and methods and in measuring decision processes with a variety of applications. I am interested in the role of personality on risk and social preferences and in the role of time perception in influencing inter-temporal choice. I study diverse subject pools including adolescents, immigrants, women entrepreneurs, and households affected by violence.

### Selected Findings from Past Work

#### Adolescents:

- Results from our fMRI studies suggest that peer effects are mediated by the drive to avoid the pain from being different, and that risky behaviors in adolescence are correlated with white matter maturity

#### Entrepreneurs:

- We found that personality traits of entrepreneurs enrolled in executive programs influence their decision to open a business.
- - We found evidence that, unlike men, women entrepreneurs exhibited no loss aversion, which we consider a measure of resilience.

#### Female volunteers:

- In an ongoing theoretical and laboratory study on volunteering we find that warm-glow strongly influences time donations.
- - We are collaborating with an international network of women entrepreneurs to study the effects of mentorship on their sense of wellbeing.

#### Immigrants:

- In an ongoing study with mobile clinic patients in Southern California, we find evidence that exposure to adverse childhood experiences affects patients' response to text message interventions.





## Heather Caruso

Assistant Dean, Equity, Diversity, and Inclusion  
UCLA Anderson

I am dedicated to facilitating effective collaboration in diverse communities. This passion stems from my upbringing in a multi-racial household, and emerged most intensely during my years as an engineer and executive in a multinational Silicon Valley startup. There I observed several fascinating ways in which the challenges of diversity can derail even the most talented performers, while effective collaboration can raise individual and joint contributions to new heights. As a result of these experiences, I decided to devote myself to helping people in organizations to achieve the latter benefits, leaving my position as Director of Engineering to do my A.M. in Social Psychology and my Ph.D. in Organizational Behavior - Social Psychology, both at Harvard. Ultimately, my interests in this area have revolved around: team dynamics (esp. communication in multicultural and cross-functional teams) and the management of identity, power, and influence. I initially pursued these interests in many years of teaching, research administration, and scholarship at the University of Chicago Booth School of Business, and have recently moved to UCLA Anderson to enrich and expand my work.

### Selected Findings from Past Work

- One relevant research interest concerns the conditions under which people prefer to interact with outgroup vs. ingroup members. I have looked at loss aversion as one potentially important element of this--when a valuable opportunity to interact with an outgroup member is about to be lost, my data indicate that individuals will be highly motivated to seize the opportunity, rather than stick with the default preference for interacting with an ingroup member.
- Another major interest of mine is in the improvisational skills that can help people to better navigate cross-group interactions. If people can be helped to expect and accept unforeseen interpersonal dynamics, and take awkwardness/frustration as a sign that they are actually progressing (by risking failure but gaining the opportunity to learn), perhaps they will experience diverse communities in more constructive ways?



## Edward Chang

PhD Student

The Wharton School, University of Pennsylvania

I use field experiments, lab experiments, and archival data to investigate how to improve diversity and inclusion in organizations, why organizations may not be as diverse as they aspire to be, and the consequences of diversity for organizational performance.

### Selected Findings from Past Work

#### **The Heterogeneous Impact of Diversity Training on Attitudes and Behavior: A Field Experiment**

Although diversity training is ubiquitous in organizations, evidence for whether it actually improves attitudes and behaviors towards women and racial minorities is lacking. In fact, one widely-cited correlational study suggests diversity training may harm women and racial minorities in the workplace. We ran a large-scale (N = 3,016) field experiment with an international organization testing whether an hour-long, science-based online diversity training can improve attitudes and workplace behaviors towards women and minorities. We find evidence that our intervention changes both attitudes and behaviors, but attitude change is concentrated among those participants whose attitudes were least aligned with the content of our intervention to begin with, while behavior change is concentrated among those participants whose attitudes were most aligned with the content of our intervention to begin with. In addition, we find evidence that a diversity training which focused entirely on reducing gender bias and stereotyping also improved attitudes and behaviors toward racial minorities. This suggests that there may be positive spillovers to prejudice reduction efforts.

#### **Diversity Thresholds: How Social Norms, Visibility, and Scrutiny Relate to Group Composition**

How do groups or organizations conclude they have adequate diversity? We find evidence of diversity thresholds in which groups are disproportionately likely to cluster at the exact same number of women. Among U.S. corporate boards, these diversity thresholds manifest in a phenomenon we call “twomenism”: boards with exactly two women are vastly overrepresented (e.g., there were 45% more boards with exactly two women in the S&P 500 in 2013 than we would expect).



## **Siri Chilazi**

Research Fellow

Women and Public Policy Program, Harvard Kennedy School

My research focuses on driving gender parity in the workplace and identifying ways in which we can harness behavioral design to de-bias organizational processes. I specialize in translating academic research, mine and others', into practical approaches and tools to design more inclusive workplaces. As such, I frequently collaborate with organizations ranging from start-ups to Fortune 500 companies and leading professional service firms in order to close gender gaps through behavioral design interventions. My past work as a practitioner has included designing a paid parental leave policy and spearheading legislative advocacy to increase women's representation on corporate boards.

### **Selected Findings from Past Work**

**Culture and leadership at the senior levels of an organization (confidential qualitative research in a Fortune 50 company)**

- Equally successful senior women and men experience the workplace differently, with women reporting worse experiences along multiple dimensions
- Women are particularly disadvantaged in reorganization situations, where they face scope/responsibility loss more often and more extremely than men
- Route of entry into the company (referral vs. not) plays a role in future career success in a highly networked and relationship-based organization

**Gender and culture in the venture capital industry (research in progress)**

- Mixed methods research project that aims to identify, catalog and analyze components of organizational practice, culture, and policies that hinder or foster full gender inclusion in the venture capital (VC) industry
- The project examines drivers of gender gaps both in the VC investor base (only approximately 10% of all VCs are women) as well as in VC funding decisions (only about 5% of all VC dollars go to female founders)
- Based on the diagnosis, we are designing experimental interventions to promote de-biased organizational and talent management processes; ultimately, our goal is to generate actionable insights and interventions that VC firms can deploy to dismantle structural barriers to gender equality and inclusion





## Eszter Czibor

Postdoctoral scholar  
University of Chicago

I am an applied microeconomist with a keen interest in organizational behavior. I apply insights from economic theory with the aim to improve incentive schemes and evaluation processes, and I study women's labor market outcomes from a behavioral perspective. My research builds on a combination of experimental and observational data from a variety of settings ranging from companies and classrooms to computer labs and online card game communities. My most recent work explores the unintended negative consequences of performance incentives, and studies the part time penalty in subjective managerial evaluations.

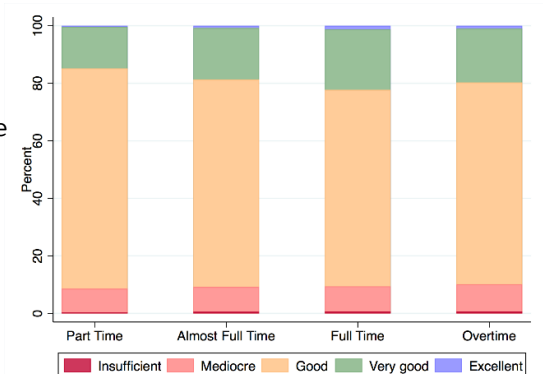
## Selected Findings from Past Work

### Exploring the part time gap in managerial evaluations

- Performance ratings affect career outcomes - They are linked to employees' salary increases and promotion probabilities.
- Part time employees receive lower ratings than their comparable full time colleagues

Using personnel data from three large companies, we document a sizable part time penalty in subjective managerial evaluations: working less than 80% of the full-time hours is associated with a 20% reduction in the likelihood of getting a Very good or Excellent rating

- The part time gap in ratings is lower among employees with longer tenure
- We find no part time gap when we consider a more objective performance measure (bonuses linked to the attainment of pre-specified targets)
  - Our results are consistent with a model where managers cannot distinguish between employees with low productivity or high opportunity cost, and systematically rate part timers worse despite the same signal of performance as full timers



### Never too late: Gender quotas in a multistage tournament

- Can quotas at the board level attract more female applicants in entry level positions?
  - We ran a randomized controlled experiment in a lab to explore
- Affirmative action late in the game attracts talented women to competition early on
  - Introducing gender quotas in the final round of a multi-stage tournament increases female competition entry already in the first round
- Men are not discouraged
  - Hardly any high performing male candidates dropped out of the contest because of the quotas
  - As a result, affirmative action did not come at the cost of efficiency



## **Jennifer Doleac**

Associate Professor of Economics  
Texas A&M University

I use field experiments and natural experiments to study the economics of crime and discrimination. My Justice Tech Lab focuses specifically on how technology can improve public safety and reduce racial disparities in the criminal justice system. Much of my recent research aims to identify policies and practices that can more successfully reintegrate individuals with criminal records into their communities. Lots of well-meaning policies do not work as intended, so I believe it is crucial to rigorously evaluate what we try. I am a non-resident fellow at the Brookings Institution and a research fellow at IZA. I'm also a faculty affiliate at the University of Chicago Crime Lab, the Institute for Research on Poverty, and the Wilson Sheehan Lab for Economic Opportunities.

### **Selected Findings from Past Work**

#### **The unintended consequences of Ban the Box**

- When employers are prohibited from asking about an applicant's criminal record until late in the hiring process, they may use remaining information to try to guess who has a record, and avoiding hiring those applicants
- This hurts young, low-skilled black men who don't have a record
- The net effect is a big and persistent reduction in employment for young, low-skilled black men as a group – the opposite of what this policy intended
- Policy implications: Providing more information about job applicants' work-readiness, rather than taking information away, is likely to be a better way to help employers look beyond someone's criminal record

#### **Racial discrimination in the sharing economy**

- Posted ads for iPods on Craigslist in communities across the country, randomizing whether an ad showed a photo of a white or black hand holding the iPod
- Black sellers received fewer offers and lower offers
- Racial disparities were larger in places with more racial isolation and more property crime, suggesting that buyers might be using race as a proxy for driving distance or the likelihood of being robbed
- Policy implications: Providing a central, safe place as the default meeting place for buyers and sellers might lead to less discrimination based on race



## Jeffrey Flory

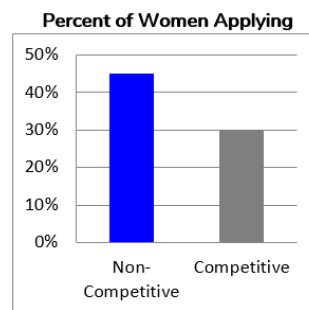
Assistant Professor, Claremont McKenna College

As an applied economist, I use experiments to uncover hidden relationships, generate new insights into key policy questions, and design practical solutions to complex problems. My recent work focuses on diversity in the workplace, salary and employment inequalities among underrepresented groups, and impacts of different pay structures on employee behaviors. My passion for economics comes from a drive to help practitioners effectively and efficiently achieve their objectives through scientifically-informed evidenced-based research. My research has been featured in media outlets such as Time Magazine, ABC News, and Science Daily.

### Selected Findings from Past Work

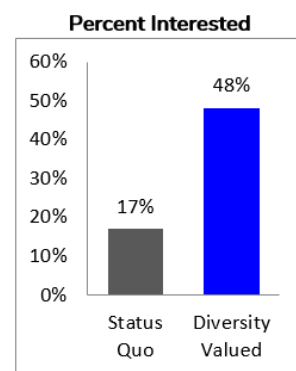
#### Competitive Workplaces Push Some Women Away

- Competitive workplaces can sharply reduce applications by women to a job, raising the gender gap by as much as 125%.
- Making competition team-based can eliminate this effect.
- Lowering the degree of competition can also help reduce this effect and eliminate the gender gap in application rates.



#### Stating Diversity as a Company Value Raises Minority Applications

- Signaling explicit interest in employee diversity substantially raises job-interest and applications by ethnic minority individuals.
- It does not harm interest or applications from ethnic majority individuals (in fact, slightly raises).





## Catalina Franco

Post-doctoral researcher

Universidad del Rosario

Catalina is a post-doctoral researcher at Universidad del Rosario in Bogota, Colombia. Drawing tools from Behavioral and Experimental Economics, she studies gender differences in the selection of college majors and individuals' decision-making. Catalina leverages insights from lab experiments and applies them to field settings in which stakes are high and relevant to individuals' lives. Catalina's diversity research has focused on studying gender differences in the education context. In a collaborative project conducted in Michigan, she studies how the lack of diversity in introductory economics classes affects student learning and interest in economics. In Colombia, she studies how beliefs regarding own ability may be biased and how correcting the biases via feedback provision may help students better align abilities with observed choices.

### Selected Findings from Past Work

One of the main findings of my project studying how biased beliefs about relative ability affects decision making is that women are largely unaffected by the intervention I conducted among students preparing for a college entrance exam in Colombia. In this project I hypothesize that biased beliefs may partially explain the gender imbalance in selection into college majors, as biased beliefs may lead people to think that they have relative strengths or weaknesses in certain academic subjects that they are actually lacking. Even though students, regardless of gender, hold biased beliefs (over 50% either overestimate or underestimate their relative performance in practice tests), men in the treatment group (receiving full feedback about their ability) are much more responsive than women receiving the same type of feedback. For example, once men know that they are at the bottom of the practice test score distribution, they study less than men in the control group. Women who receive feedback, on the other hand, do not show any differences relative to those who do not know their relative standing. These findings suggest that women may be more perseverant, but this behavior may hurt them if they choose academic options that are beyond their capabilities (results coming soon).

A second takeaway from another of my projects studying introductory undergraduate courses in economics is that lack of diversity in the classroom hurts minority students' performance and willingness to pursue economics. It is well known that women make up only about 30% of the student body in economics in the US. To study how the low diversity in economics may affect minority (female) students, together with professors Martha Bailey (Michigan), Manuela Angelucci (UT Austin) and Linda Tesar (Michigan), I conducted a pilot of a field experiment in Michigan. We randomized the gender composition of introductory economics courses weekly discussion sections. Some sections taking place at the same time and day were randomly assigned to have few women and mostly men, while others were assigned to have few men and a mostly women. We found that female students who are in "high-women" sections are less likely to earn a C and more likely to earn a B as a final grade and express a higher willingness to graduate with an economics degree. We observed no negative effects on the men. These findings suggest that being surrounded by more people like yourself can help improve your grades and your perception of the subject matter you are studying.



## Diogo Geraldès

Assistant Professor, Utrecht School of Economics

Research Fellow, Tjalling Koopmans Institute (TKI)

In my research, I pursue two fundamental objectives: 1. Through economic experiments, econ theory, and psychology theory, I investigate motivations and incentives underlying economic behavior | 2. I use the behavioral insights from my research to derive policy implications regarding diversity and inclusion. In recent projects, I have been investigating if (and how) factors such as the competitor's sex and stereotypes influence women's reaction to competitive incentives, and its policy implications for the labor markets.

### Selected Findings from Past Work

#### **Women willingness to compete is higher the more they believe other women compete**

- Problem: Women's weaker preference to compete could be an alternative reason for traditional explanation for women not entering competitive male-dominated labor markets.
- Key findings: 1. The more women believe other women compete, the more likely they are to enter competition | 2. Women are not less competitive than men per se | 3. Women dislike competing against men
- Possible solution: To encourage women entering a male-dominated labor market, information in job advertisements that highlight women's underrepresentation should be replaced by references to recent female applicants and/or existing female workers.

#### **Stereotype threats do not harm women's performance when they are already competing**

- Problem: If we successfully promote women to enter competitive male-dominated labor markets, women's proneness to stereotype threat (based on psychology literature) could be an obstacle for their career progression. In other words, climbing the ladder (i.e., promotions) could be harder for women working in male-dominated labor markets.
- Key findings: Under exogenously set competition: 1. Women improve performance under competition as much as men do, either under implicitly or explicitly induced stereotype threats against women | 2. Notably, men's performance under competition is harmed when information contradicting the stereotype is provided.
- Possible solution: If men and women are already competing, the appropriate intervention to prevent the adverse effect of stereotype threat in performance is to avoid any information making reference to the stereotype.





### **Alessandra Gonzalez**

Senior Research Associate

University of Chicago

I am an economic sociologist with specializations in gender, organizations, and development. My research centers on the role of culture on gender inequality, particularly measured by economic outcomes (such as labor force participation, occupational segregation, executive leadership) in organizations. I am specialized in gender inequality in the Middle East, with case studies of women in executive positions in international firms, parliament, and the judiciary. I design my own survey instruments for unique data sets; conduct in-depth interviews and ethnographic observation; I work with original datasets compiled from public sources; and I design field experiments in order to understand dynamic responses for proposed policy interventions. My book *Islamic Feminism in Kuwait* is used for course instruction internationally and has been nominated for Book of the Year awards by the Society for the Scientific Study of Religion, the Journal of Middle East Women's Studies, and the National Women's Studies Association.

### **Selected Findings from Past Work**

- Gender differences shape policy priorities around women's access to opportunity.
- Gender differences shape perceptions of approval for changing norms around women's opportunity and mobility.
- Claims for social change around diversity must be viewed as culturally legitimate to be authoritative and effective.



## **Pavitra Govindan**

Assistant Professor

University of Utah

I graduated with a PhD in Economics from Brown University in May 2018 and have started working as Assistant Professor of Economics at University of Utah since July 2018. Recently, I have started studying how negative stereotype affects minorities' preferences for competition. In particular, I study the effect of gender stereotypes on gender differences in (1) performance under competitive environments, (2) beliefs about one's own performance and (3) preferences to be in competitive environments. This recent project aims to study if removing stereotypes is essential to create diverse and inclusive work environments where high performing individuals can thrive irrespective of their gender or racial identity.

### **Selected Findings from Past Work**

The project I am working on now (with co-author Georgios Angelis) is about understanding the effect of negative stereotypes on (1) women's preferences for competition and (2) on their performance under competitive environments.

The male "taste for competitiveness", and female "distaste" thereof is documented in a series of lab experiments, an example of which is Niederle & Vesterlund (2007). We aim to test the hypothesis that the unwillingness of women to enter competitive environments is the rational response of a profit-maximizing individual who knows she will under-perform relative to her male counter-part under the given conditions, hence opts out. There is no preference to opt-out from competition per se. Similarly for men, they have no preference on competing for the sake of competing, they just know they will over-perform under the tournament conditions, hence opt in. In other words, what we observe in the existing experiments is not "shyness" of women and "over-competitiveness" of men; it is "self-awareness" of both.

Further, we want to test the hypothesis that women under-perform in math tournaments against men, because being very much aware of the stereotypes of female inferiority in math, they fear that any under-performance may be interpreted as validation of such stereotypes (see literature on "stereotype threat", e.g. Steele (1997), Spencer et al. (1999)). Such fear results in stress or dismissal of the task as non-representative of true ability. Women, being fully aware of this mechanism that makes them under-perform relative to men, being fully rational, they opt out of the experimental tournaments against men, when they have to choose, as in the Niederle & Vesterlund (2007) type experiments.

We plan on testing these hypotheses using male and female subjects working in different industries across occupations. Thus, participating in SODI will give me an opportunity to (1) collaborate with firms that care about diversity and inclusion, (2) understand the stereotypes that may exist in those firms and (3) study how those stereotypes affects women's/minorities' preference for competing to get coveted positions in their firm.



## Philip J. Grossman

Professor of Economics, Monash University

Visiting Rasmuson Chair, University of Alaska Anchorage

My current research uses lab experiments to better understand what motivates people to give and withhold support, gender differences, and various aspects of leadership.

## Selected Findings from Past Work

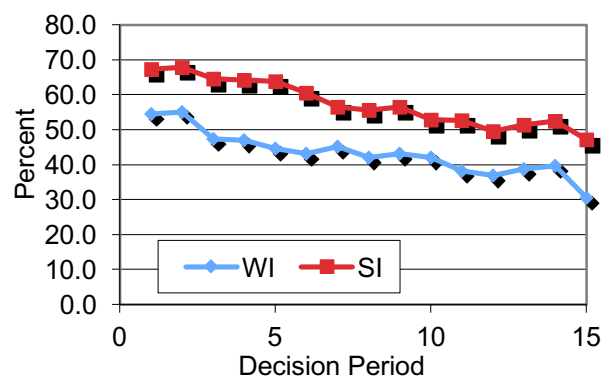
### Female Leaders Paid Less and Evaluated Worse than Equally Effective Male Leaders

- We find no evidence that men are more effective leaders.
- But followers' assessments of male leaders are significantly higher than for female leaders.
- Women are rewarded less generously than equally effective men.

### Using Team Identity to Manage Diversity

- Team building activities contribute to higher levels of team cooperation.
- Working together on an unrelated and unpaid project prior to the team task significantly enhanced cooperation.
- Tournament-based incentive mechanisms significantly improved team production.
- This increase was temporary, lasting only as long as tournament-incentives were in place.

### Mean Team Contribution – Weak identity (WI) vs. Strong Identity (SI)





## Jose-Alberto Guerra

Assistant Professor, Department of Economics  
Universidad de los Andes

I am an Assistant Professor at Universidad de los Andes. Before completing my PhD in Economics from University College London, I was a PhD Scholar at the Center for the Evaluation of Development Policies (EDePo) at the Institute for Fiscal Studies (IFS), London. My main research fields are Experimental Economics, Behavioural Economics and Development Economics. My current applied work focuses on the effect of social interactions and gender on occupational choice. My experimental work studies how collective decisions affect information acquisition and how intrinsic motivation affect prosocial behaviour. I also study how various sources of social identity determine segregation and discrimination decisions.

### Selected Findings from Past Work

**The role of psychological attributes on the earnings gap: Evidence from Uber's driver-partners**

- A remarkable feature of labor markets around the world is the increasing participation of women in the labor force. Women have also expanded their share in occupations typically dominated by men. In spite of this, gender differences in labor market outcomes still prevail, especially in labor earnings.
- In this project, we intend to contribute to the literature by disentangling the importance of preferences for time flexibility and safety concerns in determining female labor supply, using labor market decisions of Uber driver-partners in Colombia. For developing countries, where job opportunities for women are scarcer and labor markets tend to be less flexible than the U.S., the positive effect of such technological disruption, as the sharing economy, might be sizable.



**Alison Hall**

Assistant Professor

University of Texas at Arlington

My primary research interests are discrimination and bias, diversity management, and leadership. Thematically, my research considers how surface-level diversity markers (e.g., race, gender, class, etc.) interact with the social world to act as barriers to, or facilitators of, individuals' experiences and advancement in both the workplace and society. I am especially interested in factors that level the playing field for members of stigmatized groups. My interest in leadership is rooted in the belief that a leader's most important responsibility is to create a work climate that enables all employees – from both advantaged and disadvantaged groups – to contribute more fully to accomplishing the goals and missions of their organizations. I have published in journals such as *American Psychologist*, *Academy of Management Annals*, *Journal of Management*, *Human Resource Management Review*, and *Journal of Social Issues*.

**Selected Findings from Past Work**

Organizational signals (e.g., in-group managerial representation; in-group managerial performance) may neutralize (or reverse) culturally accepted beliefs about ascribed status (e.g., race and gender) being relevant for leadership success.

Influence tactics may be gendered such that men may be more likely to use agentic influence tactics and women may be more likely to attain personal advancement outcomes when they use communal influence tactics.

Women are held to higher standards in selection evaluations but may somewhat level their playing field by demonstrating their willingness and ability to engage in challenging forms of organizational citizenship behavior (i.e., voice).





## Erika Hall

Assistant Professor of Organization & Management  
Goizueta Business School

My research focuses on the influence of race, gender, and class-based implicit biases on interactions within the workplace and the broader society. Further, I explore how leaders with multiple minority identities are perceived in teams and organizations. My work has appeared in academic journals such as Psychological Science, American Psychologist, and Personality and Social Psychology Bulletin, and media outlets such as The New York Times, The Washington Post, The Atlantic, and NPR. I earned a PhD in Management & Organizations from the Kellogg School of Management at Northwestern University. Prior to graduate school, I was a Research Associate at Harvard Business School.

### Selected Findings from Past Work

The terms used to label racial minorities are consequential for their societal and organizational outcomes

- We examine the consequences of ethnic labels that represent different SES subtypes.
- The ethnic label Black signals lower social class and status than African-American.
- Whites rated a Black employee to be lower status, less educated, and less likely likely to be in a managerial position than an otherwise identical African-American employee.
- Articles that used Black (vs. African-American) had a more negative emotional tone.
- Whites perceived a Black suspect more negatively than an African-American suspect.

**Table 2**

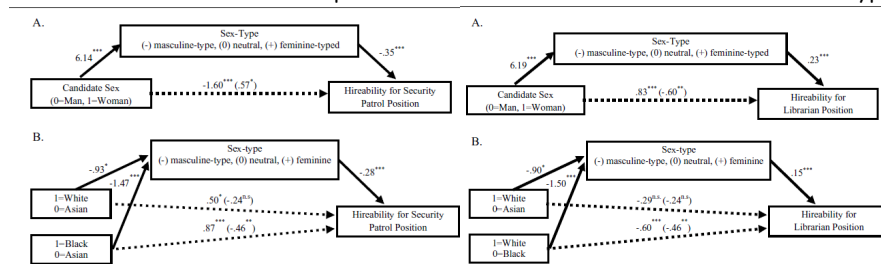
Participants' SES estimations for the "Black" vs. "African-American" target: means (or percentages) and standard deviations (Study 2).

Racial label	Estimated annual salary	% Participants estimated managerial position	Estimated education level	Estimated status
Black	\$29,420 (\$9,369) <sub>a</sub>	38.5 <sub>a</sub>	3.04 (1.25) <sub>a</sub>	2.04 (0.72) <sub>a</sub>
African-American	\$37,040 (\$13,384) <sub>b</sub>	73.0 <sub>b</sub>	4.04 (1.15) <sub>b</sub>	2.52 (0.59) <sub>b</sub>

Note: Means (or percentages) in each column that have different subscripts differ significantly at  $p < .05$ , and means in each column that share the same subscripts do not differ significantly.

Gendered associations with race affect the degree to which racial minorities are perceived to fit masculine- and feminine-typed occupations

- Race is gendered such that Blacks are perceived to be masculine, and Asians are perceived to be feminine
- Beyond a job candidate's gender, we found that a candidate's race also affected the degree to which they were perceived to fit, and were hireable for, a masculine-typed or feminine-typed job
- Black men and women were perceived to be more hireable for masculine-typed jobs (e.g. security-guards), and Asian men and women were perceived to be more hireable for feminine-typed jobs (e.g. librarians).





## Edwin Ip

Research Fellow

BehaviourWorks Australia, Monash University

I am a behavioural economist who uses experiments, economic theory and econometrics to study a wide range of questions on 1) decision making, 2) affirmative action policies and discrimination. Some of my previous work analyses the impact of implementing gender quotas on subsequent manager-worker relationship.

### Selected Findings from Past Work

#### **How Do Gender Quotas Affect Workplace Relations? Evidence from a representative survey and an experiment**

If you think that your boss is only there because of a gender quota, it can affect the way you work for her. We conducted a survey with 1,011 US adults to find out their attitude towards using gender quotas to promote females into leadership positions. We find that opinions on gender quotas in general are very divided. However, once we specify the circumstances in which the quotas are implemented, there is a lot more consensus. When there is no justification or when there is a gender skill gap in favour of males (where the average male candidate is more suitable for the job than the average female candidate), then most people disagree with the use of gender quotas. However, when there is bias against females in the selection process (e.g. due to discrimination or other circumstances), then most people agree with the use of gender quotas.

We use a laboratory experiment to see whether these attitudes translate into behaviour. The experiment involves first a task that measures performance, and second a task that involves manager-worker cooperation. The score in the first task is used to select managers in the second task. We vary the implementation of quotas as well as the circumstances. We find that, as in the survey, when there is no difference between males and females, or when there is an average skill difference, the implementation of quotas causes less cooperative behaviour between managers and workers. On the other hand, when it is known that there is a bias against females in the selection process, then implementing quotas increases cooperative behaviour between managers and workers.

Our results show that the impact of gender quotas on hierarchical relationships crucially depends on the circumstances under which they are implemented. However, how people perceive these circumstances (gender skill gap and discrimination) may not be accurate. So if an organisation wants to impose gender quotas then it should first educate its employees about whether any gender skill gap in the field is actually justified in the first place, and whether there is gender discrimination in the sector. Otherwise, without this understanding, implementing gender quotas could backfire.



## Andreas Leibbrandt

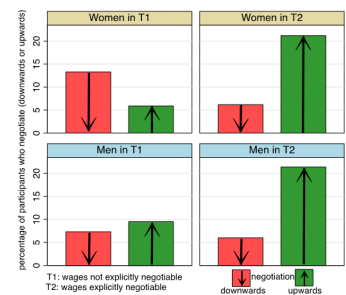
Professor of Economics, ARC Future Fellow, Monash University

SODI Co-founder

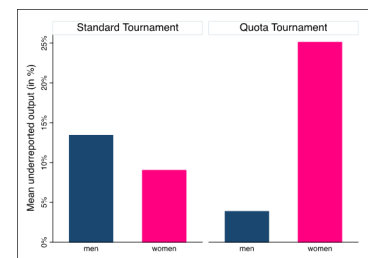
As an applied experimental economist I combine different methodologies to investigate their applications in public and private organizations. Much of my research is related to diversity: I have investigated salary negotiations, quotas, selection into variable payment schemes, and discrimination. Because I am passionate about diversity, I do not shy away to scrutinize well-intended diversity practices. My studies have been featured in media outlets such as Time, The Wall Street Journal, and Nature magazine.

## Selected Findings from Past Work

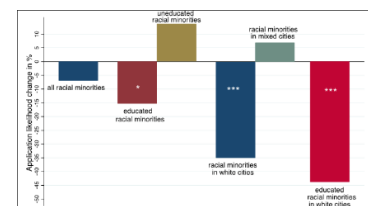
- Gender differences in salary negotiations can be removed if it is made explicit that salaries are negotiable.



- Gender quotas can lead to sabotage. In particular, we find that women's performance is underreported by other women in competitive workplaces.



- Equal Opportunity Employment (EEO) statements in job advertisements can discourage racial minorities to apply for a job. And especially educated racial minorities in white cities.



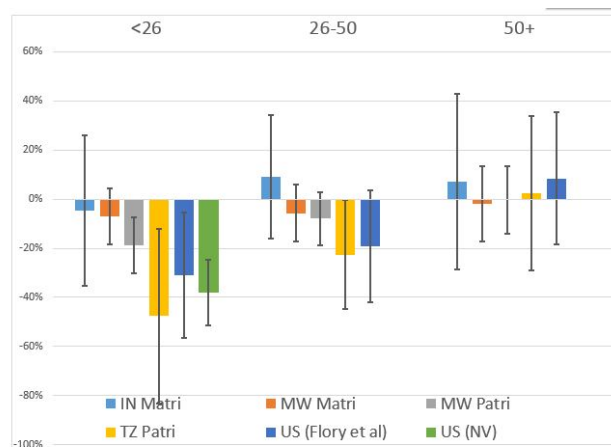


**Kenneth Leonard**  
Associate Professor  
University of Maryland

Kenneth Leonard is an economist in the Department of Agricultural and Resource Economics at the University of Maryland who has been studying the way culture interacts with gender to affect both female participation and productivity. His research draws from his significant experience working in rural Africa, where outcomes can be linked to widely varying social expectations for the role of women and the limits of their social networks. Significant findings of his research are that, first, norms of behavior have a large impact on women's willingness to engage in competitive behaviors and that those norms are not fixed within a society but vary with the status of women within their culture—a woman's status tends to increase with the age and she becomes more willing to compete with men. Second, women often have networks that, although deep, are often missing the weak links that provide men with better access to new information and advice—in one study, he was able to show large productivity gains by pairing women with other women in the same industry that they had no previously met.

### Selected Findings from Past Work

In a series of research projects measuring female willingness to compete against both men and women, Leonard has investigated the reasons why so many women in industrialized countries avoid competitive settings and workplaces. By comparing different societies in India, Tanzania and Malawi to data collected in the US, Leonard has shown that the willingness to compete is a function of status within society, not a function of gender. Women in traditional patriarchal societies (as well as in the US) avoid competition, but only when they are young. As they age and gain status within society, they become increasingly willing to compete and eventually become as competitive as men. In less patriarchal societies (matrilineal cultures that practice matrilineal marriage customs), women are as competitive as men are at all ages. This suggests that female participation and even productivity within the workforce is sensitive to women's perceptions of their status: their perception of their right to compete. The figure above shows the difference between the willingness of men to compete and that of women, for three age groups from six studied in five cultures.



Notes: Each bar represents the within-society gender gap with the 90% confidence interval. Data shown are from societies in India and Tanzania (5), Malawi, a sample from the US (22) and college aged women from the US (3).



## **Denise Lewin Loyd**

Associate Professor

University of Illinois at Urbana-Champaign

I study the impact of diversity in groups. Using mostly lab experiments, I examine the way group composition affects both group outcomes and the cognition, feelings, and behavior of individuals. I am particularly interested in how one's numeric representation and social status in a group interact to affect outcomes such as judgment, influence, and information sharing. Further, I explore the relationship between members of the minority and majority as well as relationships within these sub-groups.

### **Selected Findings from Past Work**

Diversity can positively impact the group and majority members

- The presence of diversity in a group can help majority group members feel more comfortable expressing unique perspectives.
- Rather than hindering groups, reduced focus on interpersonal relationships in diverse groups actually helps improve information processing and decision-making performance.

Women and minorities experience barriers in advocating for similar others (work in progress)

- Many minorities report concerns about being seen as biased when in a position to advocate for another minority (i.e., experience favoritism threat).
- Expecting to be a solo versus a majority member in a group increased favoritism threat for women and men.
- When they were a solo in the group versus a majority member, women evaluated the female candidate (of two equally qualified candidates) lower than the male candidate.





## John List

Kenneth C. Griffin Distinguished Service Professor of Economics  
University of Chicago

My passion is using field experiments to explore economic questions. I have made use of several different markets, including countless charitable fundraising activities, the Chicago Board of Trade, Costa Rican CEOs, the new automobile market, auto repair markets, various venues on the internet, several auction settings, and grammar and high schools. More recently, I have been engaged in a series of field experiments with various publicly traded corporations—from car manufacturers to travel companies.

The data that I have collected have provided insights into pricing behavior, discrimination in the marketplace, the valuation of non-marketed goods and services, public good provisioning, behavioral anomalies, charitable giving, auction theory, and the role of the market in the development of rationality.

## Selected Findings from Past Work

### **Do Competitive Workplaces Deter Female Workers?**

We randomize almost 9000 job-seekers into different compensation regimes to examine whether a competitive compensation regime, by itself, can cause differential job entry. We find that:

- Women disproportionately shy away from competitive work settings
- Gender differences are attenuated by:
  - whether the job is performed in teams,
  - whether the position has overt gender associations,
  - the age of the job-seekers.
- Preferences over uncertainty can be just as important as preferences over competition

### **Toward an Understanding of Why People Discriminate**

- We employ a series of field experiments across several market and agent types, examining discrimination based on gender, age, sexual orientation, race, and disability.
- We find evidence of discrimination in each market.
- When the discriminator believes the object of discrimination is controllable, any observed discrimination is motivated by animus.
- When the object of discrimination is not due to choice, the evidence suggests that statistical discrimination is the underlying reason for the disparate behavior



## Courtney Masterson

Assistant Professor

University of San Francisco

I am an Assistant Professor at the University of San Francisco's School of Management where I research and teach issues of diversity and inclusion. I am particularly interested in women's career mobility and how dual-earner couples manage the intersections of their work and family lives. I utilize both qualitative and quantitative methods to understand these phenomena from various vantage points. I earned my PhD in Organizational Behavior and Human Resource Management from the University of Illinois at Chicago. Prior to entering academic life, I spent 10 years in marketing and communications, working with organizations to address issues of corporate reputation, branding, and stakeholder engagement.

### Selected Findings from Past Work

#### The "Business Case" for Women Leaders

- Meta-analysis of 78 studies (n = 117,639 organizations) revealed mixed support for the degree to which women leaders have direct and moderated effects on organizational firm performance.
- In comparing three types of women's leadership, we found that one type, having more women on firms' boards of directors, had a positive association with overall financial performance.
- On the basis of these results, we argued that commonly used methods of testing the business case for women leaders may limit our ability as scholars to make sense of the overall value that women bring to leadership positions.

#### Post-Maternity Leave Workplace Re-entry

- Currently examining the cross-partner and cross-domain effects of mothers' perceived social support.
- Initial findings reveal that a mother's felt support has an indirect effect on her and her significant other's interpersonal deviant behaviors (at home and work) via home stress.



## **Johanna Mollerstrom, PhD**

Professor of Economics (Humboldt University)

Head of Department "Competition and Consumer" (DIW Berlin)

After completing my PhD in Economics at Harvard in 2013, I have continued my work in experimental and behavioral economics, my research focuses on 1) social preferences, and 2) gender, with extensive experience with lab and field experiments. As an elected politician (1998-2006) in my home country Sweden, I worked hands-on with questions regarding gender equality, and wrote a book on the subject. My experiences in the private sector include consulting (ECON Analysis) and investment banking (Goldman Sachs, and Kaupthing Bank).

### **Selected Findings from Past Work**

#### **No Gender Difference in Willingness to Compete when Competing Against Self**

- Women are less willing than men to compete against others, which helps explain the fact that women more often select out of competitive education tracks and careers,
- We show that this gender difference in willingness to compete goes away when competition is instead against own past performance
  - Moreover, the fact that women (more often than men) tend to overestimate the capacity of others make them view their chances of succeeding in a competition against themselves more positively
- Self-competitions in some instances (e.g. when awarding bonuses) could replace other-competitions as a more gender neutral, motivation enhancing tool

#### **Gender Differences in Social Framing Effects**

- When a person decides whether to act cooperatively or not towards a stranger, social cues are important
- When an identical game is labeled either as "the stock market game" or the "community game", cooperation is significantly higher in the latter
- We show that women react stronger than men to these types of social cues
- This implies that the behavior of women may be more malleable and context sensitive, something which could be used to strengthen the chances of women in the labor market

#### **Favoritism and cooperation**

- Favoritism (preferential treatment to one person or group) over another is often purely negative (e.g. nepotism) but can be used for good causes through e.g. affirmative action
- We show in a laboratory experiment that groups selected through favoritism can experience difficulties cooperating compared to groups where everyone was selected according to the same criteria and in a symmetric manner



**Nikos Nikiforakis**

Professor of Economics

New York University Abu Dhabi

I use laboratory and field experiments to explore topics in behavioral, public and, more recently, labor economics. Most of my past research has focused on investigating factors that impact on the evolution of cooperation. Currently, I am interested in understanding gender differences in labor market outcomes. Before joining New York University Abu Dhabi, Nikos held senior positions at the University of Melbourne (Australia), the Max Planck Institute (Germany) and the CNRS (France). I am currently Editor-in-Chief at the Journal of the Economic Science Association, Associate Editor at the European Economic Review, and on the editorial board of the Journal of Behavioral and Experimental Economics.

**Selected Findings from Past Work**

**Motherhood and the willingness to compete**

- We explore the relationship between parenthood and the willingness to compete in a lab and an online experiment using two distinct samples: the UAE and the USA.
- We show that motherhood, but not fatherhood are negatively associated with a lower willingness to compete.
- The difference is robust to controlling for a wide range of socio-economic factors.

**Emirati women do not shy away from competition: Evidence from a patriarchal society in transition**

- We explore gender attitudes towards competition in the UAE—a traditionally patriarchal society which has recently adopted numerous policies to empower women.
- The experimental treatments vary whether individuals compete in single-sex or mixed-sex groups.
- Women in our sample are not less willing to compete than men.
- Neither women nor men shy away from competition, and both compete more than what would be optimal as the fraction of men in their group increases.



**Serkan Ozbeklik**

Associate Professor

Claremont McKenna College

My fields of expertise are labor economics and economics of education. My recent research aims to understand the reasons for gender gap in choosing science, technology, engineering, and mathematics (STEM) fields in college and as a professional career, the effects of competitive work environments on the career decisions of underrepresented groups, and the effect of workplace diversity on teacher cooperation and productivity in K12. My work has been featured in the Washington Post, USA Today, and Fox News. In my research, I mostly use quantitative methods applied to observational data but have recently engaged in projects which will be making use of both field and lab experiments.

**Selected Findings from Past Work**

**STEM Father, STEM Daughter? Yes, But...**

- Father's occupation is an important factor for women's major choice in college.
- Women are more likely to choose a STEM major if their fathers are employed in STEM occupations.
- The presence of a brother reduces the likelihood that women follow their father's footsteps in choosing a STEM field.

**Racial and Ethnic Diversity in Workplace Can Increase Worker Performance (Research in Progress)**

- Workplaces that are more racially diverse can be better at increasing teacher performance when they create incentive structures rewarding the cooperation of group members.
- The underlying reason is that the general social motivation (e.g. willingness to compete) is lower when the selection process is viewed as opaque, or unfair





## **Katherine Phillips**

Reuben Mark Professor of Org Character  
Columbia University, Business School

Katherine W. Phillips is the Reuben Mark Professor of Organizational Character, and the Director of the Sanford C. Bernstein & Company Center for Leadership and Ethics at the Columbia Business School. Before moving to Columbia in 2011 she served as the Co-Director and Founder of the Center on the Science of Diversity and Associate Professor at the Kellogg School of Management, Northwestern University. Professor Phillips received her PhD in Organizational Behavior from Stanford University's Graduate School of Business and her Bachelor of Science degree in Psychology from the University of Illinois in Urbana-Champaign. Prof. Phillips' research addresses the value of diversity and the barriers that prevent society, organizations and especially work teams from capturing the knowledge, perspectives and unique backgrounds of every member. Professor Phillips is the recipient of numerous professional awards, including recognition from the International Association of Conflict Management, and the Organizational Behavior and Gender, Diversity, and Organizations Divisions of the Academy of Management. She is an APS Fellow and in 2018 she appeared on the Thinkers 50 list.

### **Selected Findings from Past Work**

Professor Phillips' research addresses the main questions of what is the value of diversity and what are the barriers that prevent society, organizations and especially work teams from capturing the knowledge, perspectives and unique backgrounds of every member? As organizations and society become increasingly diverse, developing a more sophisticated understanding of intergroup relations and the myriad of processes that interfere with capturing the value that diversity can bring to the table, is essential for the continued growth of organizations. Professor Phillips' theoretical and empirical work has focused mainly on the small group processes and performance that are affected by diversity, but more recently her work has expanded to assessments of worth and status that intertwine with group composition to affect interpersonal and group outcomes. You can find insights in Prof. Phillips' research regarding issues of information sharing, diversity, status, minority influence, decision-making, relationship building, authenticity, and performance in work groups.



## Jessica Preece

Associate Professor

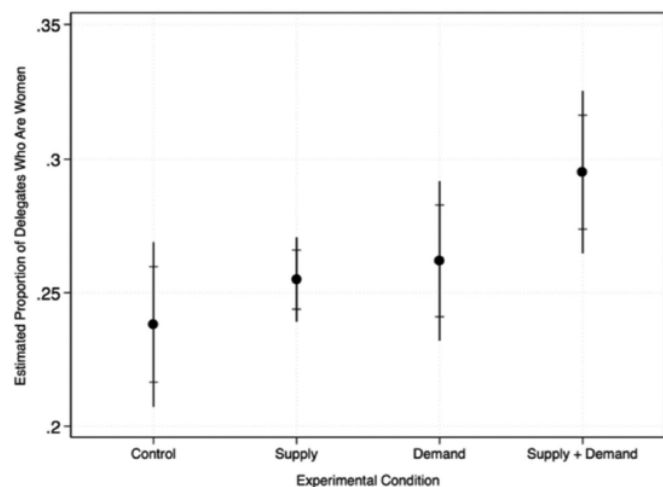
Brigham Young University

Jessica Preece is an Associate Professor of Political Science at Brigham Young University. For the 2018-2019 academic year she is also a Visiting Scholar at the University of Michigan and a Fellow with the Women and Public Policy Program at Harvard University. She uses field, survey, and lab experiments to study how to increase women's representation in politics and boost women's influence and authority in deliberative contexts. Her research has been published in top journals such as the American Journal of Political Science, the Quarterly Journal of Political Science, Political Behavior, and Gender and Politics.

### Selected Findings from Past Work

Messages from Republican Party leaders encouraging Republican voters to support female candidates running for party office can increase demand for women's representation; party recruitment of female candidates can increase the supply of women running. Each intervention by itself marginally increases women's representation, but the combination of both increases women's representation in office by about six percentage points. (Karpowitz et al 2016, AJPS)

**FIGURE 3** Estimated Proportion of State Delegates Who Are Women, by Condition



*Note:* Predicted values are from Model 4 in Table 3, with Bonferroni correction for multiple comparisons. Lines represent 95% confidence intervals. Spikes represent 83% confidence intervals.



### Jane Risen

Professor of Behavioral Science

University of Chicago Booth School of Business

I am an experimental social psychologist interested in the conscious and unconscious processes that govern people's intuitions, judgments, and decisions. My interests and research methods draw primarily from the Judgment and Decision Making and Social Cognition traditions.

My interest in social psychology first emerged at Seeds of Peace (SOP), a summer camp that brings together Israeli and Palestinian teenagers to form relationships, engage in dialogue, and develop leadership skills. I have been fortunate to conduct research with SOP for many years, examining the predictors and consequences of forming outgroup relationships.

### Selected Findings from Past Work

**Befriending the enemy: making friends across differences improves intergroup attitudes**

- We find long-term attitude change for participants in a co-existence program
- We find more attitude change for participants who form at least one outgroup relationship.

**When do enemies become friends: A prequel to intergroup contact outcomes**

Ongoing research with this organization has examined predictors of outgroup relationships. In addition to finding evidence for homophily and propinquity, we find an interaction: the effect of being randomly assigned to the same activity group is larger for outgroup than ingroup dyads.

**If he can do it, so can they: Incidental exposure to counterstereotypically-successful exemplars prompts automatic inferences.** *Journal of Personality and Social Psychology*, 106, 359-379.

After being exposed to a counter-stereotypical example of someone successful (e.g., Obama), people infer that there isn't much racism in the world. They do not make the same inference when they reason about the example deliberately. In fact, the people who are most reluctant to endorse this inference (those high in need for cognition) are the ones most likely to make the inference automatically.



## Christina Rott

Assistant Professor  
Maastricht University

With the help of lab and field experiments, my research analyzes human behavior in the context of cooperation and in setups in which a (group of) individual(s) has more information than another one. An example for the former is teamwork (at the workplace) and for the latter the hiring process and information about candidates' skills. In both setups, factors that should not matter (like gender or ethnicity) can lead to biases and harm outcomes (e.g., team result, hiring outcome). My research explores how 'soft' interventions like advice or communication can be used to overcome biases, thereby increase diversity, and improve outcomes.

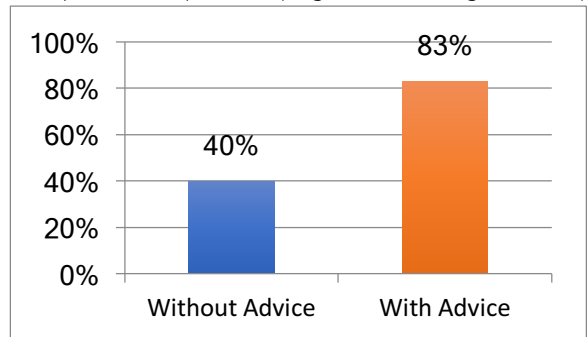
### Selected Findings from Past Work

#### **Advice from a More Experienced and Better-Informed Person Encourages High-Performing Women to Compete in a Typical Male Task**

High-performing women shy away from enter competitions in a male stereotypical task even if they are likely to win.

Advice from a more experienced and better-informed person raises high-performing women's willingness to enter a competition with other individuals.

*Entry into Competition (High-Performing Women)*

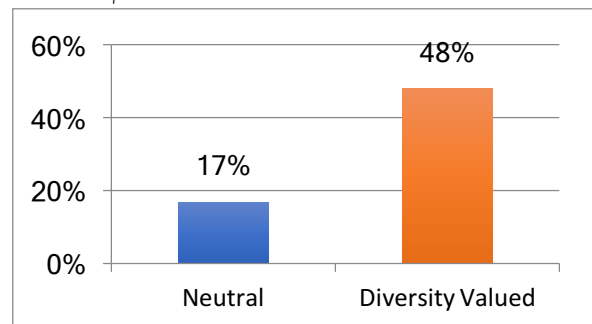


#### **Stating Diversity as a Company Value Raises Job-Interest and Applications by Ethnic Minorities**

Signaling explicit interest in employee diversity raises interest and applications by ethnic minority individuals.

It does not lower interest or applications from any other individuals (in fact, slightly raises).

*Proportion of Ethnic Minorities Interested*





**Heather Royer**

Associate Professor

University of California-Santa Barbara

I'm an associate professor of economics with a background in field experiments and population economics. Using large population-based datasets, I've studied how public policies affect well-being (e.g., how educational reforms affect health outcomes). Recently I have been interested in how family leave affects labor market outcomes. In particular, does the adoption of family leave policies affect firms' willingness to hire females who will be more likely to take advantage of these policies?

**Selected Findings from Past Work**

I have a recent study looking at the effect of family leave on co-workers and firms. In this paper, we try to answer the question: Are firms with large numbers of employees going on leave affected more than firms with fewer numbers of employees on leave? Our conclusions suggest that there are small and temporary adjustment costs to leave.





## **Marina Schroeder**

Assistant Professor  
University of Cologne

I am a behavioral and experimental economist. My research focuses on the effect of organizational design (e.g., incentives, quotas, or monitoring) on workplace behavior. I am specifically interested in understanding both the desirable and undesirable effects of such interventions.

### **Selected Findings from Past Work**

#### **The Rocky Road to Gender Equality - Immediate Effects of Quotas on Performance, Representation, and Sabotage**

We conduct a lab experiment in which we study the immediate effect of a quota on performance, representation, and sabotage. We systematically vary whether the quota is perceived as justified or not. In our experiment, a quota leads to a decrease in performance. Additionally, if the quota is perceived as unjustified, the affirmed group is significantly more likely to be target of sabotage activity. Overall, our findings suggest that firms may have to face negative effects of affirmative action in the short run in order to achieve diversity goals in the long run. To keep these negative effects as small as possible, it is crucial to inform those effected by affirmative action about the justification of this intervention.

#### **Remember Me? A Field Study on Memory Biases in Academia**

To design effective mechanisms fighting discrimination, it is important to understand the sources of discrimination. Being remembered is crucial for career success, as only those who are remembered can receive career support. In a field experiment among economic researchers, we study remembering as a possible source of discrimination. We show that systematic biases in remembering do exist. However, these biases seem to be in favor of minorities (non-white and female). Thus, a bias in remembering does not seem to contribute to explaining the underrepresentation of these minority groups in academic positions.

#### **The Negative Effects of (Counter) Discrimination** (ongoing research)

Discrimination through managers has a demotivating effect on all workers (those favored and those disadvantaged by discrimination). To avoid such demotivating effects, managers want to signal that they do not discriminate. One straightforward way of doing so is by favoring the group that is generally discriminated against (counter discrimination). We show that, if anticipated by the workers, counter discrimination also has a demotivating effect, just as discrimination does.



## Danila Serra

Associate Professor of Economics

Southern Methodist University

My research employs novel experimental methods to investigate individuals' motivations and responsiveness to monetary and non-monetary incentives. Most of my work has focused on the study of corruption, governance and accountability. However, my latest research centers on issues related to gender and economics, including gender differences in the choice of major, the gender wage gap and the gender leadership gap. I have conducted research, employing lab and field experiments, both in developed and developing countries. I am the inaugural recipient of the Vernon Smith Ascending Scholar Prize, which is granted by the International Foundation for Research in Experimental Economics (IFREE).

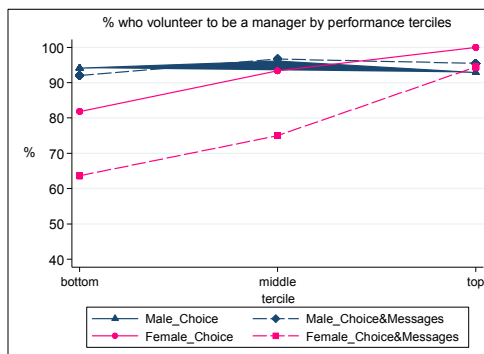
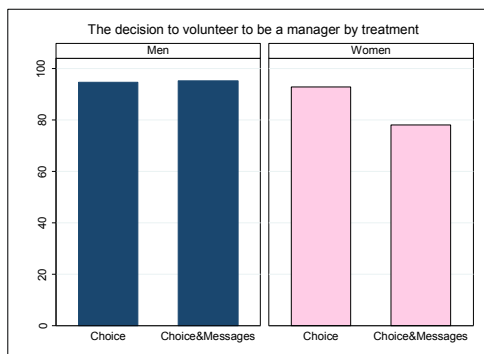
### Selected Findings from Past Work

#### Gender differences in the choice of major: The importance of female role models

- Exposing young women to successful and charismatic career women who majored in a male-dominated field (economics) increases their likelihood of majoring in the same field.
- The treated women were originally planning to major in a lower-earning field, suggesting that the role model intervention could have a significant impact on their future income stream.

#### The gender leadership gap: An experiment

- Upper-level managerial positions involve the necessity of making controversial employment choices that may lead to backlash from employees (e.g., promotions, demotions, dismissals).
- We find that women are significantly less likely to self-select into a managerial position when facing the possibility of receiving negative messages from employees;
- There are no gender differences in manager performance;
- Male and female managers have different leadership styles;
- Female managers receive significantly more angry messages from male workers.





## Amanda Sharkey

Associate Professor of Organizations and Strategy  
University of Chicago Booth School of Business

I am an economic sociologist who studies how social and cultural factors impact organizational behaviors and outcomes. I am particularly interested in questions involving the role of status and reputation. My interest in diversity and inclusion relates to this in that under-represented groups are often associated with lower status. In previous work, I have looked at the effect of gender on the ability of entrepreneurs to gain financing. At Booth, I teach a class on strategy and organization design.

### Selected Findings from Past Work

In one project, my co-author and I analyzed panel data from the Kaufman Firm Survey to investigate how the market uncertainty caused by the Great Recession affected gender gaps in entrepreneurial investment, net of individual and firm-level characteristics. Consistent with predictions based on sociological and social psychological theories of bias, we find that female-led firms were significantly more likely than male-led firms to encounter difficulty acquiring funding during the years of contraction in the entrepreneurial investment market. We show that the disparity in access to credit arises because female-led ventures encountered significantly larger penalties for having a low credit score than male-led ventures during these years, a finding which supports the notion that economic recession heightens the salience of gender status beliefs in economic decision making. These findings shed light on the mechanisms generating patterns of gendered disadvantage in entrepreneurial investment and more broadly, uncovering how the relevance of an individual's ascribed status (e.g., gender) may vary systematically with macroeconomic conditions.

I also have done work examining how firms change their behaviors in response to prominent ratings, such as the KLD ratings or the Fortune Best Employer lists. I find that firms often do change for the better in response to these ratings, but responses are contingent on the competitiveness of the environment in which they operate.

I am currently interested in the question of how we can use simple interventions to change cultural stereotypes about gender.



### **Olga Stoddard**

Assistant Professor,  
Department of Economics, Brigham Young  
University

I use experimental methods to study underrepresentation of women and ethnic minorities in fields like business, politics, and STEM. My research focuses on understanding the effects of various diversity interventions and policies on recruitment and retention of minority employees.

### **Selected Findings from Past Work**

- Communicating the firm's value of diversity to prospective job candidates raises applications by ethnic minorities and women.
- Contrary to conventional wisdom, elite political recruitment increases the gender gap in political ambition as men are disproportionately more responsive to recruitment efforts than women.
- Women are deterred by competitive environments. Specifically, priming politically active individuals to consider the competitive nature of politics has a strong negative effect on women's interest in political office, but not on men's.
- Priming gender identity in a cooperative task in the laboratory causes men to communicate more and women to become less vocal in mixed-gender interactions.
- Gender composition has significant effects on group dynamics and communication patterns. When women are a minority in a group, they face a severe deficit in participation and authority. This gap does not decline as a result of repeated interactions by group members.



## **Melissa C. Thomas-Hunt**

Vice Provost for Inclusive Excellence  
Vanderbilt University  
Professor of Management  
Owen Graduate School of Management

My research focuses on the factors that undermine and advance the engagement of talent (eg. women and historically underrepresented individuals) in organizations. Additionally, I study the effects of status on negotiations and the use of expertise within diverse groups. My work examining women's advancement in organizations has been featured on [www.LeanIn.org](http://www.LeanIn.org).

Prior to assuming my current role, I served as Senior Associate Dean & Global Chief Diversity Officer at the University of Virginia's Darden School of Business, where I was also the faculty leader of the Women's Leadership Program. I have taught at Cornell, Washington University, Northwestern, and Stanford.

## **Selected Findings from Past Work**

### **When What You Know Is Not Enough: Expertise and Gender Dynamics in Task Groups**

- In a controlled decision making task women were less influential when they possessed expertise, and having expertise decreased how expert others perceived them to be.
- Conversely, having expertise was relatively positive for men.
- These differences were reflected in group performance, as groups with a female expert underperformed group with a male expert.
- Thus, contrary to common expectations, possessing expertise did not ameliorate the gender effects often seen in workgroups.

### **Accuracy and Perceived Expert Status in Group Decisions: When Minority Members Make Majority Members More Accurate Privately**

- In two experiments, minorities perceived as expert made majority individuals acquire more accurate private judgments after group discussion, although the public group decision was not more accurate.
- In parallel, perceived expertise made minority members change their own judgments less.
- Minorities with perceived expertise thus serve as a catalyst, increasing the quality of majority members' cognitions, but not their own.





## Sophie Trawalter

Associate Professor of Public Policy and Psychology  
University of Virginia

I am a social psychologist at a policy school. I use field and lab experiments, surveys, and archival data to examine basic psychological processes that contribute to prejudice and discrimination, and ultimately, social disparities. I am increasingly interested in how individual-level psychology contributes to system-level oppression.

### Selected Findings from Past Work

#### On racial bias in perceptions of others' pain

- Across many samples, we find that people assume a priori that Blacks feel less pain than do Whites.
- This bias is associated with the belief that race is biological, not social.
- Ultimately, this bias may lead to healthcare disparities; we find that medical students and residents who endorse biological beliefs about race show the bias, which in turn predicts pain medication allocation.

#### On framing diversity as fair vs. good

- Across a number of experiments, we show that framing diversity as "good" (i.e., good for business, for the bottom line, good for creative problem-solving) has costs.
- Compared with framing diversity as "fair," framing diversity as "good" broadens people's definitions of diversity beyond protected groups (e.g., race, gender, age). It also leads people to deprioritize qualified Black applicants in a hypothetical hiring task



## **Kathryn Vasilaky**

Assistant Professor

Cal Poly, Department of Economics

My research uses experimental methods to understand how social networks and group behavior affect information sharing, technology adoption, and productivity. In particular, I study how large inequities can arise between males and females with regards to the adoption of new technologies aimed at increasing productivity.

### **Selected Findings from Past Work**

#### **As Good as the Networks They Keep**

- Women may shy away from competition. As a result, they may be less likely to have social networks comprised of competitive and successful individuals from whom they can learn. Pairing females with a weak link (someone they do not know well) who is more productive than they are increases overall productivity for females, even in a co-ed environment.

#### **By Team or by Tournament?**

- In same sex environments women do not shy away from competition. Their overall productivity can significantly increase in response to competitive incentives directed towards all female groups. However, if a specific task needs to be learned and managed, team incentives are more effective at getting the job done.



## **Angelino Viceisza**

Associate Professor of Economics  
Spelman College

Dr. Viceisza's research examines the microeconomics of poverty and wealth creation. He has received funding from agencies such as the Kauffman Foundation, the National Science Foundation (NSF), USAID, the Department of Education, and the World Bank. In 2014, he visited the Research Department at the Federal Reserve Bank of Boston as a Fellow of the American Economic Association's Committee on the Status of Women/Minority Groups in the Economics Profession. From 2013-16, Dr. Viceisza was a Fellow of the Diversity Initiative for Tenure in Economics, supported by the Research Network on Racial and Ethnic Inequality and the Economics Department at Duke as well as NSF.

### **Selected Findings from Past Work**

#### **Metacognitive Awareness and Academic Performance**

- Over the course of four years (starting with academic year 2016-17), we conduct two types of field experiments in a mandatory first-year course at Spelman College. The first experiment randomly assigns students to faculty who have been exposed to metacognitive teaching and learning strategies versus those who have not (i.e. business as usual). The second experiment overlays a similar peer-tutoring treatment on top of the former faculty condition. Project is ongoing; initial student-level outcomes that are being measured are (1) GPA, (2) metacognitive awareness, (3) retention, and (4) graduation. In so doing, we seek to inform higher-ed discussions surrounding learning, retention, and employment post-graduation.

#### **Bite me! ABC's Shark Tank as a path to entrepreneurship**

Business pitch competitions provide early-stage finance and mentoring for entrepreneurs. In this paper, we analyzed (observational) data from the most public, high-stakes pitch competition in the United States

- Funding on the show seems to relax an internal financial constraint, rather than signal the quality of the venture to potential outside investors
- To the extent that the latter is occurring, there is plausible evidence that the signaling effect works differently for women entrepreneurs—it may crowd out attention from potential investors.
- There are no consistent differential impacts on racial/ethnic minorities. This could be because they form a relatively small proportion of the sample to begin with.



## Joan C. Williams

Founder, Center for WorkLife Law and Distinguished Professor

University of California, Hastings School of Law

Described as having "something approaching rock star status" in her field by The New York Times Magazine, Joan C. Williams has played a central role in reshaping the conversation about work, gender, and class over the past quarter century. Williams' path-breaking work helped create the field of work-family studies and modern workplace flexibility policies.

Working with a national apparel retailer, Williams led a store-based experiment on Stable Scheduling to shed light on the relationship between schedule stability and business outcomes, as well as worker well-being. Williams also created the Bias Interrupters working group that brought together researchers and companies who launched experiments to stop gender and racial bias in the workplace. The toolkits that came out of the work are now freely available on [biasinterrupters.org](http://biasinterrupters.org).

Williams is one of the 10 most cited scholars in her field. She has authored 11 books, over 90 academic articles, and her work has been covered in publications from Oprah Magazine to The Atlantic. What brought her to the work? Inequality offends her, so she's worked to understand and combat it for the last forty years.

### Selected Findings from Past Work

- We found that more stable schedules, which are extremely valuable to workers, yielded 7% higher sales and a 5% climb in labor productivity for employers. (<https://worklifelaw.org/publications/Stable-Scheduling-Study-Report.pdf>)
- 96% of highly-placed women encounter one or more of the patterns of gender bias documented in experimental social science lab studies. (<https://nyupress.org/books/9781479835454/>)
- A narrower range of behavior is accepted in the workplace from women and also from people of color of both sexes. (<https://worklifelaw.org/publication/climate-control-gender-racial-bias-engineering/> & <http://www.ambar.org/biasinterrupters>)



## Erte Xiao

Associate Professor  
Monash University

My research applies experimental methods to understand individual and group behaviors that cannot be explained by standard economic theory. My recent projects on diversity show how to nudge women to increase their participation in competition and leadership.

### Selected Findings from Past Work

#### Competing by default:

##### A new way to break the glass ceiling

- Leaders are often chosen using an opt-in mechanism: candidates must actively choose to participate in the competition.
- The opt-in mechanism can contribute to the gender gap in leadership positions, which persists even when women perform among the top.
- We design an opt-out mechanism where the default is to compete for a leadership position and individuals can opt out of competition.
- The opt-out mechanism effectively nudges women to compete for leadership positions.

Competition participation rate

