



Science of Diversity & Inclusion Initiative

RESEARCHER PROFILES





Mladen Adamovic

Senior Lecturer in Management, Research Affiliate
King's College, London

Mladen Adamovic is a Research Affiliate and Senior Lecturer in Management at King's College in London.

He has collaborated with organizations like Cisco, Police Unions, the Graduate Student Association, the Asylum Seeker Resource Centre, WorkSafe Victoria, and SaferCare Victoria. He publishes his research in top management journals and presents it at international conferences. Before joining King's College, Mladen was a Postdoctoral Fellow at Monash University. Previously he was a Lecturer at the Universities of Melbourne and Toulouse, where he also completed his PhD. He completed his bachelor and master studies in International Management at the Universities at Kiel, Rennes, Lisbon, and Belgrade.

Selected Findings from Past Work

Mladen Adamovic specializes in survey studies, field experiments, and statistical data analysis. His research and workshops are about:

- Inclusion of cultural minorities in the workplace
- Cross-cultural management
- Well-being and social side of the workplace



Renée Adams

Professor of Finance
Saïd Business School
University of Oxford

I am a financial economist working on corporate governance, bank governance and gender. My work has a strong policy orientation and lies at the intersection between economics, finance, management and psychology. My interest in gender diversity is not limited to research. I co-founded AFFECT, the American Finance Association's "Academic Female Finance Committee", in 2015, and currently chair it. I am also a Fellow of the European Corporate Governance Institute, a senior Fellow at the Asian Bureau of Finance and Economic Research (ABFER) and a Finance Department Editor at Management Science.

Selected Findings from Past Work

Beyond the Glass Ceiling: Does Gender Matter?

- Using a large survey of directors, we show that female and male directors differ systematically in their core values and risk attitudes, but in ways that differ from gender differences in the general population. For example, we find that women on boards are less risk averse than men on boards.
- Our findings highlight that selection can cause commonly perceived gender differences to disappear or even reverse.

Is gender in the eye of the beholder? Identifying the role of culture using art auction prices

- We exploit the fact that artists play no active role in the secondary art market to isolate cultural influences on the demand for female artists' work from supply-side factors.
- In a sample of 1.9 million auction transactions in 49 countries, the unconditional discount for paintings by female artists is 42.1%.
- In artist fixed effects regressions, the gender discount increases with country-level gender inequality.
- In experiments, participants are unable to guess the gender of an artist and they vary in their preferences for paintings associated with female artists. We argue that women's art appears to sell for less because it is made by women.



Amanda Agan

Assistant Professor
Rutgers University

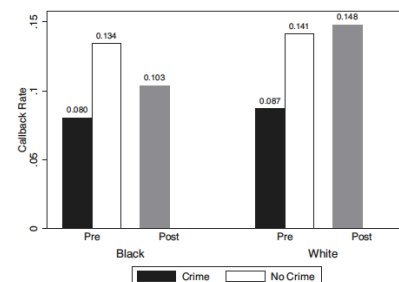
I am an Assistant Professor of Economics at Rutgers University. I am also a Faculty Research Fellow at the National Bureau of Economic Research and an affiliate of the Abdul Latif Jameel Poverty Action Lab (J-PAL) - North America. I received my Ph.D. Economics from the University of Chicago in 2013. My current research focuses on evaluating employment policies that are meant to reduce disparities - be they in employment for people with criminal records like ban the box or salaries for men and women like salary history bans. I employ both the use of field experiments and quasi-experimental design with existing data to understand that impacts of these policies. I am particularly interested right now in evaluating policies within firms meant to increase hiring and employment of people with records.

Selected Findings from Past Work

Ban the Box, Criminal Records, and Racial Discrimination: A Field Experiment

Using an audit study design we sent applications to low-skill entry, level jobs on behalf of fictitious, young, male applicants, varying the applicants race and criminal history status before and after ban the box laws prohibiting questions about criminal history went into effect.

- Employers were 63% more likely to call back a (basically identical) applicant without a criminal record than one that had one.
- The black-white gap in callbacks grew dramatically at companies that removed the box after the policy went into effect. Before BTB, white applicants to employers with the box received 7% more callbacks than similar black applicants, but BTB increased this gap to 43%.
- Employers are using race as a proxy for a criminal record after ban the box, but appear to be relying on exaggerated impressions of real-world racial differences in felony conviction rates.



Callback Rates by Race, Criminal Record, and Period: Balanced Box Removers Only

This figure compares callback rates before and after Ban the Box went into effect, among companies that had the criminal record question box before BTB and removed it afterward, in the balanced sample only (i.e., stores to which we sent complete application pairs in both the pre-BTB and post-BTB periods).



Mackenzie Alston

Assistant Professor
Florida State University

I graduated from Texas A&M University in May 2019 with a Ph.D. in economics with Dr. Catherine Eckel as the head of my dissertation committee. My current research interests involve topics related to race, gender, stereotypes, and discrimination, and I primarily use experiments to answer questions about how race and gender affect individuals' labor market outcomes and educational success. I originally became interested in these issues after being an undergraduate research assistant for Dr. Katie Coffman, who was working on an experiment about women's willingness to volunteer to contribute ideas and an experiment about women's willingness to skip multiple-choice questions. Since then, I have been motivated by reports in the news and research papers on race, gender, and stereotypes.

Selected Findings from Past Work

I have spent the last 5 years studying the role of stereotypes and discrimination. In one project, my co-authors and I tested to see whether stereotype threat (i.e., the fear of confirming negative stereotypes about one's social group) negatively affected the test score of students at historically black college and universities (HBCUs). Unlike previous research conducted with students at predominantly white institutions (PWIs), we found that black students who were reminded of negative stereotypes before taking the exam correctly answered a similar number of questions as black students who never received that reminder. With further research, this could suggest that students that attend HBCUs may be less vulnerable to the harmful effects of stereotypes.

In a second project, I studied whether male and female job applicants correctly estimate how much discrimination they will face when applying for a stereotypically male job. I find that men, in particular, overestimate how biased hiring managers are and believe that male applicants have an advantage over females. This implies that certain careers may be male-dominated because of misperceptions of how biased employers are.

In future work, I will continue to study people's perceptions of discrimination and bias and the consequences of stereotypes.



Mongoljin Batsaikhan

Assistant Professor

Georgetown University in Qatar

I am an Assistant Professor of Economics at Georgetown University in Qatar and my recent work has focused on discrimination based on gender and race. Specifically, I have looked at parental discrimination on diverse daycares in order to understand why discrimination persists over generations, and how someone's accent could be used to discriminate and how to differentiate the statistical and taste-based discrimination.

Selected Findings from Past Work

- My first project looks at parental discrimination on diverse schools. The main reason that we study discrimination from this angle is to document that parents play a significant role in our taste for diversity. Most of our school and daycare choices are done by our parents, making us inherit their preferences because these are their choices, nor ours.
- My second project looks at how different accents imply different origins, thus opens an opportunity for discrimination. Using accents and voice, I have conducted two experiments to document how accents are used for discrimination among Arabic and Chinese speakers. Furthermore, I show that the discrimination in these cases are not necessarily taste-based, contrary to the common perceptions in these societies.
- My third project looks at the conventional wisdom on gender in development economics. Many studies show that husband-wife bargaining has a significant impact on well being of household members. As a result, microfinancing has targeted females in developing countries. In this project, we measure female-male bargaining power through experimental methods in matrilineal Kazi tribe and patrilineal Karbi tribe in Northern India (inspired by the keynote speaker, John List's work in 2009) and study how this cultural difference interact with microfinancing



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/

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.

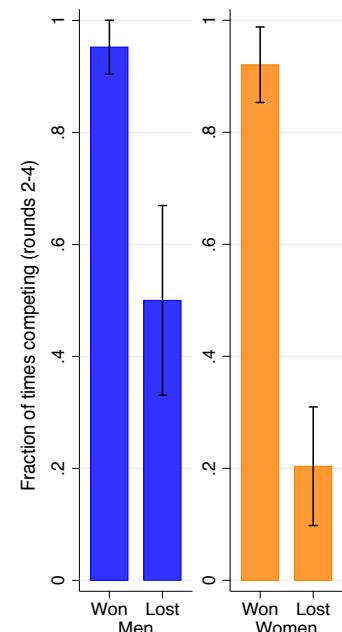
Selected Findings from Past Work

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.





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 “twokenism”: 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 (mixed methods research in partnership with an industry association and a technology provider)

- Unconscious bias at the individual, organizational and system level is a major reason behind the gender gap in the venture capital (VC) investor base (only approximately 10% of all VC investors are women) and in venture capital funding (only about 2% of all VC dollars go to female-only entrepreneurial teams)
- As in many other industries, efforts to increase gender diversity in venture capital have traditionally focused on the behaviors of individual investors rather than systemic and organizational changes
- Behavioral design interventions, such as instituting more structure into hiring practices and standardizing the entrepreneurial pitching process, will help the venture capital industry to dismantle structural barriers to gender equality and inclusion and level the playing field



Rosalind Chow

Associate Professor of Organizational Behavior
Carnegie Mellon University

Rosalind Chow is an Associate Professor of Organizational Behavior and Theory at Carnegie Mellon University, where she studies the power of social hierarchy and its impact on diversity and inclusion. She has a particular interest in how those at the top of social hierarchies understand their dominant position, and how they can use their position to advance the outcomes of those who have historically been disempowered. When not conducting her research, she serves as the faculty director of the Executive Leadership Academy, which is an executive education program aimed specifically at the advancement of African American professionals to leadership positions within the Pittsburgh region. The intersection of her research and educational priorities give her a unique lens that makes her a frequently sought partner for corporate leadership to learn about the psychology of diversity, equity, and inclusion issues, from the perspectives of both advantaged and disadvantaged groups.

Selected Findings from Past Work

- White Americans have a lot of psychological strategies that enable them to avoid acknowledging the existence of White privilege, including but not limited to the denial of inequality, the denial of race (color blindness), disidentification from the racial group, among others. However, once White privilege is acknowledged, Whites can be significant allies for social change.
- Colorblind ideology in particular is used by White Americans to maintain existing racial inequalities via the strategy called agenda-setting (i.e., they don't want racial differences to be a topic of discussion). They will also sometimes engage in behaviors that seem egalitarian, but are actually in the service of hierarchy maintenance. For example, they will support affirmative action policies if they believe that doing so will prevent minorities from gaining further political power.
- My current work centers on promotion processes within organizations, and how social networks and social capital work to disadvantage women and URM. I specifically explore the idea that female sponsors are less effective than male sponsors, and how a tendency toward same-gender pairings is problematic for the advancement of women into leadership positions.



Eszter Czibor

Postdoctoral scholar
University of Chicago

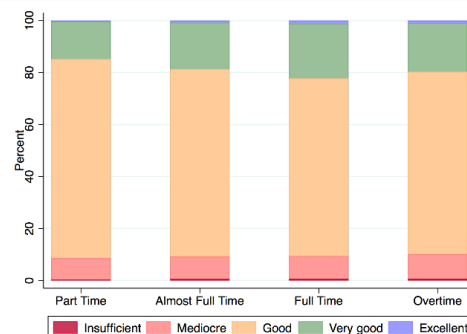
I am an applied microeconomist with a keen interest in organizational behavior. I apply insights from economic theory with the aim to improve incentive schemes and evaluation processes, and I study women's labor market outcomes from a behavioral perspective. My research builds on a combination of experimental 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

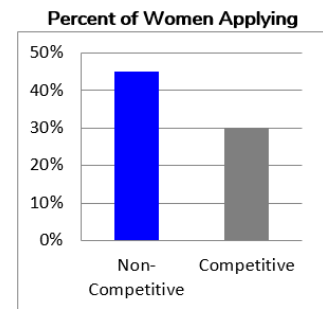
Claremont McKenna College

As an applied economist, I use experiments to test economic theory, 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. I am driven by the desire to uncover hidden relationships not evident in existing theory and to help practitioners achieve their objectives through rigorous evidenced-based research. My research has been featured in media outlets such as Time Magazine, ABC News, Science Daily, and Freakonomics.

Selected Findings from Past Work

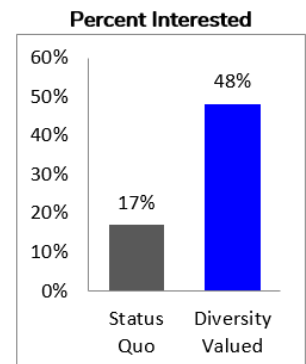
Competitive Workplaces Push Some Women Away

- 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 also helps 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 dramatically raises interest and applications by ethnic minorities to a high-profile career development opportunity.
- 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.



Jemima Frimpong

Associate Professor
Carey Business School,
Johns Hopkins University

My research focuses on the complex dynamics of decision making, and the intersection of information processing and discrimination. I am particularly interested in understanding the impact of biases (encompassing stereotyping and prejudice) on managerial decision making and behaviors. Specifically, I

investigate how managers (from various organizations and industries) process information about job applicants and employees, and how these processes might lead to discrimination and other adverse outcomes. I have worked extensively in healthcare organizations, to try and better understand how biases might affect treatment practices and ultimately the health of patients. Recently, I have also launched a series of experiments designed to elicit the dynamics of biases in hiring and promotion decisions. Throughout my work, I use a broad array of methods, ranging from lab experiments, to randomized trials and functional magnetic resonance imaging (fMRI).

Selected Findings from Past Work

The Role of Program Directors in Treatment Practices: The Case of Methadone Dose Patterns in U.S. Outpatient Opioid Agonist Treatment Programs

- The proportion of opioid treatment programs with an African American director declined over time in the US, from 29 percent in 1995 to 16 percent in 2011.
- There are significant differences in patterns of methadone dosage between treatment programs led by African American directors and treatment programs led by directors from other racial groups (e.g., whites).
- These differences are only partly explained by selection of African-American directors into programs serving specific population sub-groups (e.g., injecting drug users).
- Promoting diversity among the leadership of opioid treatment programs may help achieve better health outcomes for racial/ethnic minorities affected by substance use disorders.

A Taste for Discrimination? Evidence from An Experiment in Hiring Decisions (Research in Progress)

- I developed a laboratory experiment designed to quantify the relative importance of taste-based vs. statistical discrimination in hiring decisions and piloted this framework with 40 managers with previous hiring experience in healthcare organizations.
- Initial results indicate that White and Black managers showed in-group preferences in hiring decisions.



Yana Gallen

Assistant Professor

University of Chicago, Harris School of Public Policy

Yana Gallen is an assistant professor at the University of Chicago Harris School of Public Policy. She received a PhD in economics from Northwestern University in 2016. She is a labor economist studying the gender wage gap. Her research focuses on understanding the sources of the gender pay gap---preferences, discrimination, or productivity? She is also interested in the impact of family friendly policies on the labor market, particularly looking at indirect or unanticipated effects of policy reforms. Many of her projects use Danish register data linking workers and firms. Her current work focuses on the savings and career decisions of household before they know their preferences concerning child-rearing.

Selected Findings from Past Work

- I am interested in understanding the sources of the gender pay gap, especially over the lifecycle. In "Motherhood and the Gender Productivity Gap" I use Danish matched employer-employee data to estimate the relative productivity of men and women, finding that at the gender "productivity gap" is 8 percent. This implies that just under two thirds of the residual wage gap can be accounted for by productivity differences between men and women. Both mothers and non-mothers are paid less than men, but the (low) relative pay of mothers is completely explained by productivity differences. In contrast, women without children are estimated to be as productive as men but are paid less.
- In another paper, "The effects of maternity leave extensions on firms and coworkers," I study the workplace consequences of long leaves. I examine a 2002 Danish reform which increased the length of parental leave by 22 weeks. I find suggestive evidence that the reform increases the probability of firm shut-down by about two percentage points five years after the reform, concentrated among relatively small firms. Conditional on survival, I find no impact of the reform on firm value added.
- In ongoing and future work, I am interested in using field experiments to understand how men and women differentially value amenities in the workplace as well as how information access affects occupational segregation by gender.



Diogo Geraldès

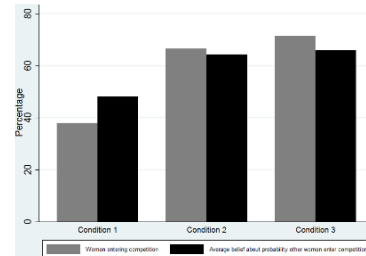
Assistant Professor, Utrecht School of Economics
Research Fellow, Gender and Diversity Hub

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

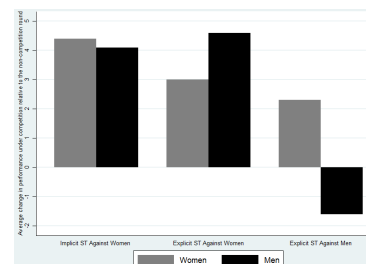
Women willingness to compete is higher the more they believe other women compete

- 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.





Marina Gertsberg

Assistant Professor, Department of Finance
Monash University

I am an interdisciplinary scholar and my broad research interests lie within the areas of alternative investments, the digital economy and cultural economics. In my research I focus on how markets characterized by information asymmetries due to uncertainty about quality can create profit opportunities for some market participants and barriers materializing in inequality and exclusion for others. More recently, I have started investigating how this reflects in the digital sphere such as in evaluation processes and digital payments. So far, I predominantly used empirical research methods. In the future, I would like to expand my

research design to include experimental methods, particularly field experiments.

Selected Findings from Past Work

The performance of female and male artists at auction (with Fabian Bocart and Rachel Pownall):

- Sample consisting of the whole population of fine art auction transactions for Western artists from 2000 to 2017
- The share of female artists decreases along the career ladder from over 50% in Fine Art degree programs to 30% in commercial galleries to less than 4% at auction
- Female artists are 2.2% less likely to progress from the primary market (galleries) to the secondary market where established artists are traded
- Conditional on being traded at auction, female lots sell at a 4.4% premium relative to male lots after controlling for artwork characteristics. This premium is driven by the subsample of already deceased female artists while there is a discount on contemporary female artists
- Female artists are entirely excluded from the superstar league where 40% of all revenues are concentrated

Evaluator status attainment can help mitigate gender bias (with Tristan Botelho):

- Leverage a quasi-natural experiment present in the restaurant industry and evaluations on the digital platform Yelp
- Presence of gender bias in restaurant ratings: when evaluators report having a female (versus male) server they rate the restaurant 45.1% lower than the restaurant's average rating to date
- Evaluator status attainment on the platform (receiving an *Elite* designation) attenuates this gender bias by 72.8% and closes the gender gap by 58.3% ex post, which cannot be explained by other evaluator characteristics, such as experience or selection
- Status attainment has a disciplining effect for evaluators leading them to rely less on factors that are unrelated to the quality of what they are evaluating



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.



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

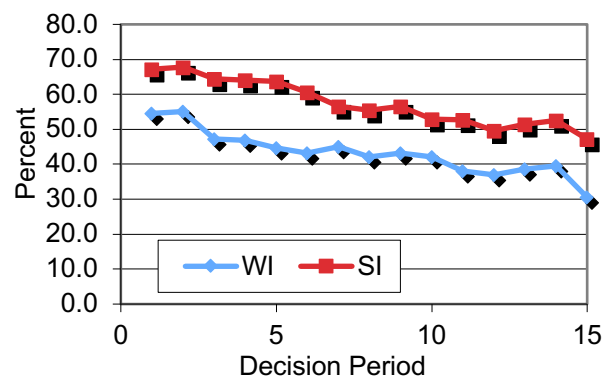
Female Leaders Paid Less and Evaluated Worse than Equally Effective Male Leaders

- 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

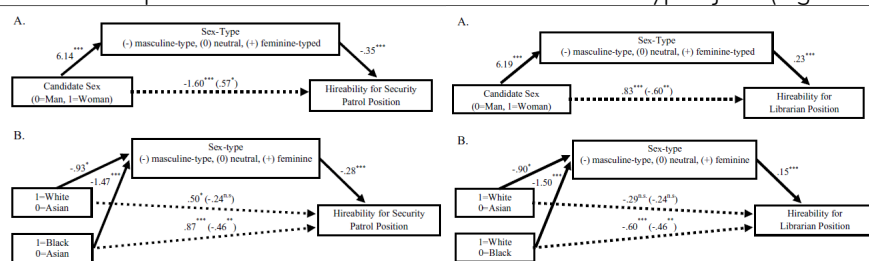
Participants' SES estimations for the "Black" vs. "African-American" target: means (or percentages) and standard deviations (Study 2).

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

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).



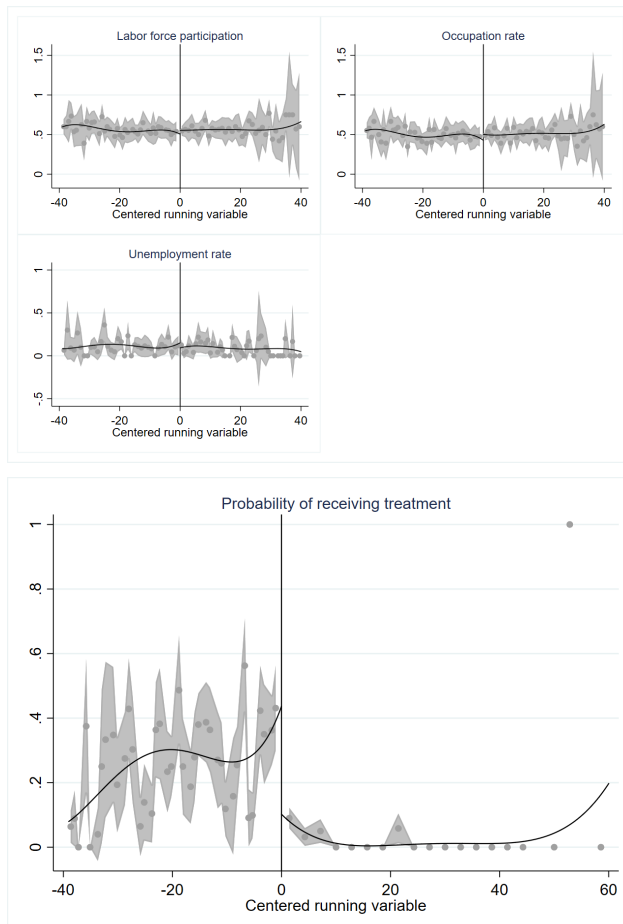


Juan David Hernandez Leal

Research Specialist
University of Chicago

In the past, I have helped my professors to design and implement field experiments that explored whether firms redline workers in Bogota (correspondence study), and the productivity effects of different work arrangements. I am currently part of the Gonzalez Research Lab, where we work with policy partners in Saudi Arabia in projects that are geared towards increasing women labor force participation and improving the matching between job seekers and employers, among other objectives. Learning about this context in which female-only and male-only work environments are the norm has brought my attention to the field of diversity and inclusion. I received my BA in economics from Javeriana University at Bogota in 2017, and I am finishing my economics MA degree also at Javeriana this year. I have worked as a Research Assistant at the Central Bank of Colombia and at Javeriana University.

Selected Findings from Past Work



In my master's thesis, I implemented a Regression Discontinuity Design to explore the effect of a public transport subsidy in Bogota on labor market outcomes. Considering that the literature has documented that the gender gap (in terms of labor force participation) tends to increase as a neighborhood is located farther away from the Central Business District (in Bogota), the working hypothesis was that the subsidy would benefit women living in isolated neighborhoods the most. However, I didn't find evidence supporting this claim. While there was a strong "first-stage" coefficient, there is no jump in labor market outcomes at the cutoff point that determined eligibility to apply for the subsidy.



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.



Siri Isaksson

Assistant Professor, Norwegian School of Economics
WAPPP Research Fellow, Harvard Kennedy School

I recently got my PhD in Economics at the Stockholm School of Economics. Before then, I spent three years as a fellow at Harvard University. My primary research areas are experimental and behavioral economics. Specifically, I am interested in understanding how gender differences in everyday decision-making translate into unequal labor market outcomes for men and women. To give an example, in my most recent paper, I show that there is a systematic downward bias in how much

women think that they contribute to a shared success. This is important to be aware of: if women consistently attribute the credit for shared projects to their team-mates, they may not feel entitled to apply for promotions, or negotiate based on those projects. Together with co-authors, I have also studied gender differences in retaliation, and advice seeking. The overarching goal with my research is to understand both gender differences in behavior, the social norms surrounding these behaviors, the punishment and social sanctions associated with breaking these norms, and importantly how norms can be shifted.

Selected Findings from Past Work

It Takes Two: Gender differences in group work.

- I found that there are no gender differences in ability: women and men are equally good at solving the puzzle both individually and in teams. Despite their equal contribution, women consistently claim less credit than men. This effect is strongest among high contributing women, and women in groups that implemented more complex solutions.
- I also explore the propensity of participants to undo a partner's move, and I find that men are more likely to correct a partner when he or she made a move that was wrong. These results suggest that gender differences in claiming credit may contribute to the labor market gender gap.

Simon Says: Examining gender differences in advice seeking and influence in the lab (with Emma Heikensten)

- Advice seeking is an important part of both professional and personal decision making. In this paper, we investigate gender differences in the propensity to seek costly advice and if the gender of the advisor influences this decision.
- Our findings suggest that women seek less advice than men. This result is driven by men seeking more advice on verbal tasks, and women seeking less advice when information about it's quality is introduced.



Judd Kessler

Associate Professor of Business Economics and
Public Policy

The Wharton School, University of Pennsylvania

Judd Kessler received a B.A. in Economics from Harvard University in 2004, an M.Phil. in Economics from Cambridge University in 2005, and a Ph.D. in Business Economics from Harvard University in 2011. In his research, Judd uses a combination of laboratory and field experiments to answer questions in Public Economics, Behavioral Economics, Labor Economics, and Market Design. His research relevant to SODI explores racial and gender biases in labor market environments as well as gender differences in labor market behavior. His research has appeared in general interest journals including the American Economic Review, the Quarterly Journal of Economics, the Proceedings of the National Academy of Sciences, and Management Science.

Selected Findings from Past Work

Incentivized Resume Rating: Eliciting Employer Preferences without Deception

We introduce a new experimental paradigm to evaluate employer preferences, called Incentivized Resume Rating (IRR). Employers evaluate resumes they know to be hypothetical in order to be matched with real job seekers, preserving incentives while avoiding the deception necessary in audit studies. We deploy IRR with employers recruiting college seniors from a prestigious school, randomizing human capital characteristics and demographics of hypothetical candidates. We measure both employer preferences for candidates and employer beliefs about the likelihood candidates will accept job offers, avoiding a typical confound in audit studies. We discuss the costs, benefits, and future applications of this new methodology.



Erika Kirgios

Doctoral Candidate

Wharton School, University of Pennsylvania

My work focuses on identifying why inequality persists and how it may be reduced. To answer these questions, I examine both the decisions of organizational leaders and on those of underrepresented minorities. Further, I use a variety of methods, including field experiments, analyses of archival data, and lab experiments. Overall, my work seeks to provide new insights about how we can encourage decision-making that reduces inequality.

Selected Findings from Past Work

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

- We highlight a way to change people's preferences for diversity that does not rely on changing individual biases or stereotypes.
- We contribute to the choice bracketing literature by showing empirical evidence that emergent group properties lead to variety seeking under broad bracketing.
- We integrate findings from judgment and decision making to propose novel interventions to choice architecture to increase diversity in organizations.

Going It Alone: Competition Increases the Attractiveness of Minority Status

- Women and racial minorities show an increased preference to opt in to token status under competition.
- The belief that being demographically distinct will lead one's performance to stand out from others and the desire to compete against demographically dissimilar others both mediate competition's effects on preferences for homophily.



Ellen Ernst Kossek

Basil S. Turner Professor, Krannert School of Management,
Purdue University
Research Director, Butler Center for Leadership Excellence

Ellen Ernst Kossek (Ph.D. Yale University) is the first elected President of the Work-Family Researchers Network. An organizational behavior scholar, she is a Fellow in the Academy of Management, American Psychological Association, and Society of Industrial-Organizational Psychology. Her award-winning research examines transforming gender, workplace flexibility, and work-family-life organizational practices. Ellen has won the Work-Life Legacy award for helping to build/advance the work-life movement, the Sage Scholarly achievement award for advancing understanding of gender and diversity in organizations; and been a winner and multi-year finalist of the Rosabeth Moss Kanter work-family research excellence award.

Selected Findings from Past Work

Professor Kossek's research focuses on the roles that employees' work-life-family demands, social identities, and organizations' employment and work-life policies and cultures play in supporting or controlling employee's lives toward economic and social well-being on and off the job. Her research focuses on work-life intersectionality with gender and job roles to advance equality along several themes.

Work-life Flexibility, Gender Equality, and Leader Support Experiments: Kossek designs and evaluates workplace experiments involving gender and work-life interventions - both naturally-occurring and randomized - that seek to advance equality and productivity balancing employee, manager, and societal interests. She is currently writing on work-life leadership and implementation challenges in fostering workplace cultures of flexibility to reshape inclusive employer responses to transforming aging, caregiving, and gender demands that are straining labor market and family social systems

Technology Control, Boundary Management Diversity Needs & Impacts: Kossek is an expert at designing leadership assessments to examine how variation in how technology is used via personal computer-mediated work in increasing diversity in the need for, control of, and impacts of blurring work-life boundaries that may conflict with cultures demanding separation and integration.

Women's Leadership and Career Equality: Dr. Kossek organizes a bi-annual conference on women's leadership and equality for employers and scholars. She recently edited a special HRM issue on Women's Career Equality and a book entitled *Creating Gender-Inclusive Organizations: Lessons from Research and Practice* (University of Toronto Press, forthcoming.) Dr. Kossek was recently awarded an NSF grant to examine linkages between gender and work-life inclusion, boundary management and career equality in national U.S. universities.



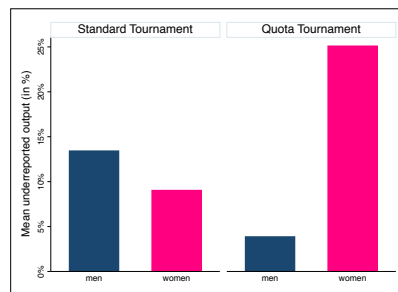
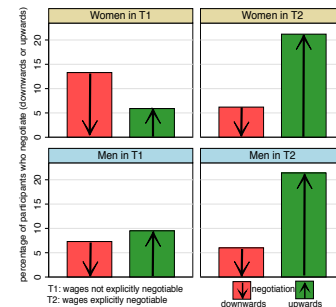
Andreas Leibbrandt

Professor of Economics, Monash University
Co-founder, SODI

As an applied experimental economist, I combine different methodologies to investigate their applications in organizations. Much of my research is related to diversity and inclusion: I have investigated salary negotiations, quotas, selection into variable payment schemes, affirmative action statements and discrimination. My studies have been featured in media outlets such as Time, The Wall Street Journal, and Huffington Post and are published in journals such as the Review of Economic Studies, Management Science and the Economic Journal.

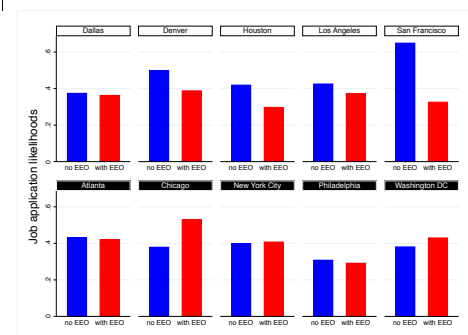
Selected Findings from Past Work

Gender differences in salary negotiations can be removed if it is made explicit that salaries are negotiable (Leibbrandt & List, 2014)



Gender quotas can lead to sabotage. In particular, we find that women's performance is underreported by other women in competitive workplaces (Leibbrandt et al., 2017).

Equal Opportunity Employment (EEO) statements in job advertisements can discourage racial minorities to apply for a job. The negative impact is especially pronounced for educated racial minorities in cities with white majority populations (Leibbrandt and List, 2019).





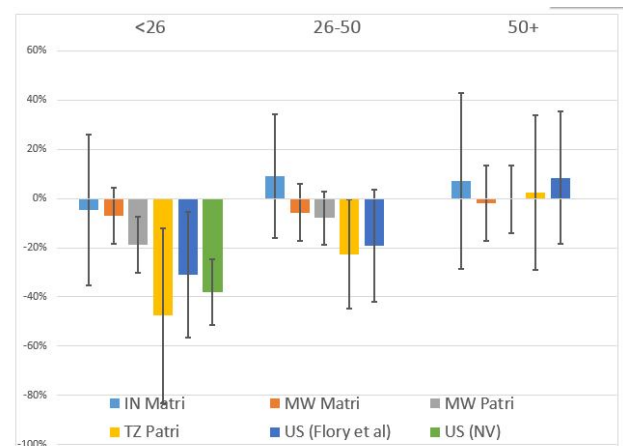
Kenneth Leonard

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).



Sheen S. Levine

Assistant Professor, University of Texas, Dallas
Research Scholar, Columbia University, New York

Professor Sheen S. Levine studies how people behave and how they impact others, organizations and markets. He currently how diversity improves error detection, when inclusion accelerates learning, and whether men and women are willing to work together. He has led research teams to publications in journals such as *Proceedings of the National Academy of Sciences*, *Organization Science*, and the *Strategic Management Journal*. The research has been embraced by large firms, entrepreneurs, non-profits, and government agencies. For example, their work on the benefits of diversity led New York City to change how it selects managers for its \$160 billion pension funds. Professor Levine earned his doctorate at the Wharton School, University of Pennsylvania, and researches at the University of Texas, Dallas, and Columbia University, New York.

Selected Findings from Past Work

- Diversity facilitates friction that enhances deliberation and upends conformity.
- So, diversity can serve as an error detection technology: We find that errors are affected by ethnic homogeneity and can be thwarted by diversity.
- Often, decision makers must learn from others, but we find that Whites are reluctant to learn from minorities.
- Yet the bias is reversible — it dissipates if Whites observe that Blacks repeatedly perform well or when apprised in advance of the Black peers' performance.
- So, mixing people is not enough: To reap benefits, diversity must be accompanied by informed inclusion
- When collaborating, team members are less willing to contribute when in mixed-gender teams versus same-gender teams, whether all-male or all-female
- Women fare the worst in male-dominant teams, and do best when in all-female teams
- When males and females can pay to choose their counterparts, those who pay overwhelmingly prefer female teammates, and are far more likely to cooperate.



John List

Kenneth C. Griffin Distinguished Service Professor
in 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, and
 - 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



Denise Lewin Loyd

Associate Professor of Business Administration and
Vernon Zimmerman Faculty Fellow
Gies College of Business, University of Illinois

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.



Inmaculada Macias-Alonso

Postdoctoral Fellow

Harvard Kennedy School

Inmaculada Macias-Alonso is a joint Postdoc at the Women and Public Policy Program at the Harvard Kennedy School and the Department of Economics at the University of Chicago. Her research focusses on the

effects of sex and gender on various organizational processes. Her most recent research projects are looking into the integration of women in the Saudi labor market. She holds a PhD and MSc in Organizational Behavior from IE Business School (Spain), an MA in Area Studies from Leiden University (The Netherlands), a BA in Political Science from Universidad Nacional de Educacion a Distancia, and a BA in Middle Eastern & Arabic Studies from Universidad Autonoma de Madrid (Spain). She has been a visiting lecturer at CESA School of Business in Bogota (Colombia), a visiting graduate student at the Netherlands-Flemish Institute in Cairo (Egypt), and an undergraduate exchange student at George Washington University in Washington DC (U.S.A.). She is currently based in Cambridge, MA.

Selected Findings from Past Work

My PhD dissertation examined the effects of sex and gender stereotypes on the quantitative and qualitative content of feedback. The two main takeaways from this work are, on one hand, that feedback works as a gender socialization tool, redirecting those who behave counter-stereotypically to behave in gender consistent ways in the future. On the other hand, while leadership feedback confirms both the “think-manager-think male” phenomenon and the “female leadership advantage,” men and women receive comments that differ in the degree to which they are presently recognized as leaders, thus affecting their self-image as leaders and subsequent career goals

My present work is using field experiments to increase the number of women in the Saudi labor market. In partnership with local universities, private companies, and NGOs, we are currently designing interventions to ease high-school to university and university to labor market transitions for Saudi women.

Another of my current projects using field experiments is trying to increase the number of men taking part-time paternity leave in Uruguay



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 experiences of work 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.

Current Research Interests

Examining Women's Experiences of Work Through Different Lenses

- The development of high-quality domestic employment relationships
- The intersection of immigration issues and work at the US-Mexico Border
- Dual-earner couples' career and family decisions



Conrad Miller
SODI Research Affiliate

Conrad is an assistant professor at the University of California, Berkeley in the Haas School of Business and a Faculty Research Fellow at the National Bureau of Economic Research. He has received his PhD in economics from the Massachusetts Institute of Technology. Conrad's research focuses on two general questions: (1) what determines the matches formed between workers and firms in the labor market? (2) what is the role of discrimination in determining economic outcomes? The latter strand includes research on labor markets, criminal justice, and online platforms.

Selected Findings from Past Work

The Persistent Effect of Temporary Affirmative Action

Conrad studies the effect of federal affirmative regulation on the racial composition of firms that are *temporarily* regulated and find that:

- Affirmative action increases the Black share of employees over time
- The black share continues to grow at a similar pace *even after an establishment is deregulated*
- Evidence suggests this persistence is driven in part by affirmative action inducing employers to improve their methods for screening potential hires

The Dynamics of Referral Hiring and Racial Inequality

We study whether referral hiring exacerbates racial inequality in firm labor demand.

- We argue that the answer depends on where a firm is in its life cycle.
- Early referral hires are disproportionately drawn from the founder's racial group
- But some hires are not referrals, and those external market hires eventually make referrals of their own
- As the firm makes more hires, referral hiring eventually does not favor any group relative to hiring from the external market

We document evidence consistent with this using detailed data from Brazil.



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 I 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.



Stephen D. O'Connell

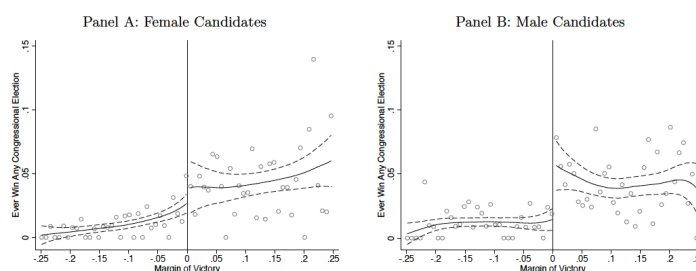
Assistant Professor of Economics
Emory University

My work focuses on entrepreneurship and firm productivity, gender gaps in education and career progression, and, more recently, the targeting of large-scale social welfare programs. I am particularly interested in the factors that generate gender gaps in leadership positions in society, and the determinants of educational investment and career advancement that lead to these gaps. I joined the Department of Economics at Emory in the Fall of 2018. Prior to that, I was a postdoctoral fellow in the Department of Economics at the Massachusetts Institute of Technology, and earned my Ph.D. at the City University of New York. Ages ago, I worked for the World Bank and in litigation consulting.

Selected Findings from Past Work

Gender Differences in Political Career Progression: Evidence from U.S. Elections

- We use data from 1967 to the present to trace the careers of U.S. state legislature candidates from local to national politics, in order to ask whether the primary pipeline to Congress (i.e., serving as a state legislator) works as well for women as it does for men
- We find that the effect of serving a state legislative term on the likelihood of running for Congress is twice as large for men as women, and its effect on winning a Congressional race is five times larger for men than women.
- These gaps emerge early in legislators' careers, widen over time, and are seen alongside a higher propensity of female politicians to continue running for the state legislature.



Closing the Gender Gap in Leadership Positions: Can Expanding the Pipeline Increase Parity?

- We investigate the relationship between expanding the pipeline of women in local politics on subsequent female representation and success in national elections in India.
- Each additional state legislature election won by a woman increases the number of female candidates contesting in the subsequent parliamentary election by 34 percent.
- -This relationship is driven by new female politicians, and not by the progression of female state legislators.



Yesim Orhun

Associate Professor
University of Michigan

I am an Associate Professor of Marketing at the Ross School of Business, and an Associate Professor of Information at the School of Information in the University of Michigan. My two main research areas are behavioral economics and empirical industrial organization. My most recent research agenda investigates the unintended consequences of the marketplace for disadvantaged populations. In my capacity as an educator, I pioneered the addition of Diversity, Equity and Inclusion topics into the MBA Core curriculum.

Selected Findings from Past Work

Frugality is Hard to Afford

- Even though low-income consumers are more likely to use strategies that offer immediate financial savings (e.g., purchasing cheaper brands), they are much less likely than higher-income households to use inter-temporal savings strategies (e.g., buying larger packages, stocking up to take advantage of a good deal).
- We provide causal evidence for the role of liquidity constraints over and above any impact of disparities across income groups in geographical access, ability to plan for future consumption, storage space, or transportation options.
- We show that, when low-income households have more liquidity, they largely catch up to higher income households' ability to use inter-temporal savings strategies. This result dispels the previously hypothesized notion that low-income households are inherently worse at making dynamically optimal choices and highlights the need for financial tools that help households smooth consumption.

Gender Matters in Business Schools

- This paper shows that women perform significantly worse than their academic background would suggest in quantitative courses that lead to more lucrative job prospects.
- Having a female professor closes the gender gap by about half. The effects are largest for women with lower expected success in quantitative fields, closing the gender performance gap almost entirely.
- In non-quantitative subjects, women perform better than men controlling for academic background, and faculty gender has no effect on either student gender.



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

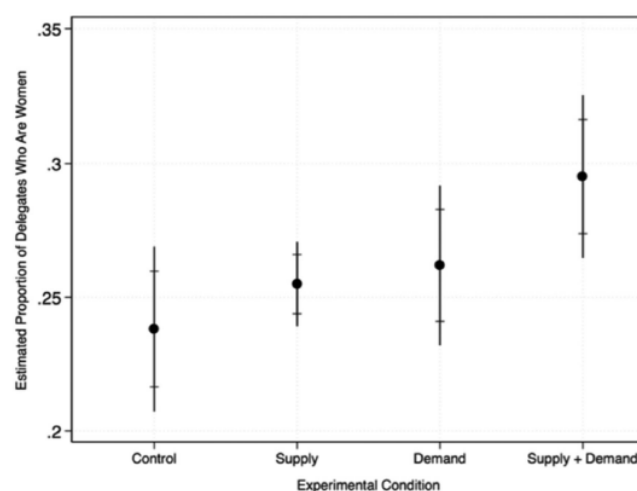
Associate Professor
Brigham Young University

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 80% 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 and 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

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.

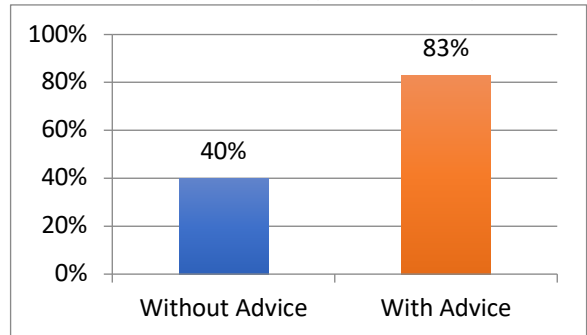
Selected Findings from Past Work

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)

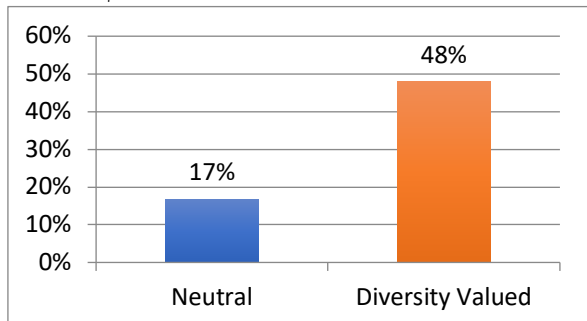


Stating Diversity as a Company Value Raises Job-Interest and Applications by Ethnic Minorities

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.



Dario Sansone

Post-Doctoral Scholar
Vanderbilt University

I received my Ph.D. in Economics from Georgetown University in 2019.

Primary fields: Applied Microeconomics. Secondary fields: Labor Economics, Development Economics

Research interests: Gender, Education, LGBT, Machine Learning

Website: <https://sites.google.com/view/dariosansone>

Selected Findings from Past Work

In my recent work on the legalization of same-sex marriage in the U.S. I show that marriage equality boosted employment of both partners in same-sex couples. In addition, I provide evidence suggesting that these changes in employment were driven by improvements in attitudes and lower discrimination against sexual minorities.



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

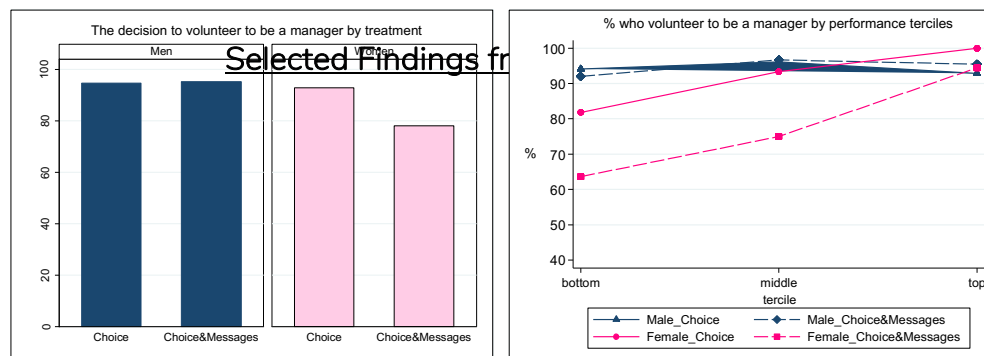
My research employs novel experimental methods to investigate individuals' motivations and responsiveness to monetary and non-monetary incentives. Most of my work has focused on the study of corruption, governance and accountability. However, my latest research centers on issues related to gender and 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).

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, Brigham Young University
Senior Research Affiliate, SODI

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, retention, and success 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 women's ability to be influential. When women are a minority in a group, they face a severe deficit in influence. 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.

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. I received my PhD from Northwestern University and a B.S.E. in Chemical Engineering from Princeton University.

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.



Gregory Walton

Associate Professor
Stanford University

My research examines precise psychological processes that contribute to major social problems, and how psychologically "wise" interventions that target these processes can address such problems and help people flourish. Much of this work focuses on education, including students' sense of belonging in school, how this can be compromised by a history of disadvantage and negative stereotypes, and how brief interventions can cause lasting improvement and reductions inequality.

Selected Findings from Past Work

- One intervention I developed with Geoff Cohen to bolster students' feelings of social belonging in the transition to college raised the academic achievement of ethnic-minority students over 3 years, and cut by half the achievement gap with white students (for more, see below). In other trials with thousands of students, this intervention has raised achievement for diverse groups of disadvantaged students (e.g., Walton & Cohen, 2007, 2011; Walton, Logel, Peach, Spencer, & Zanna, 2015; Yeager, Walton, et al., 2016).
- Another intervention developed with Jason Okonofua and Dave Paunesku helped middle school teachers adapt an empathic mindset toward misbehaving students, and cut by half student suspension rates over an academic year.
- Other interventions aim to reduce intergroup prejudice, to promote environmental behaviors, to increase voter turnout, and to improve marriages.



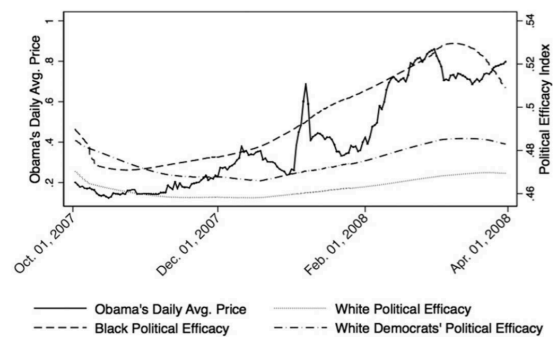
Emily West

Assistant Professor of Political Science
University of Pittsburgh

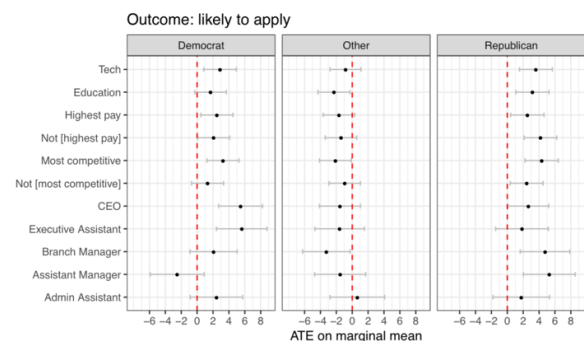
My research focuses on Identity Politics, with an emphasis on understanding the psychological mechanisms driving both elite and mass behavior. Using experimental data (survey, lab, and “natural”), as well as historical and text-as data, I explore the democratic implications of identities, such as gender, ethnicity, partisanship and class. Broadly speaking, I try to better understand both the importance of political inclusion (and how it affects political outcomes), as well as the nature of systematic bias and discrimination along identity lines.

Selected Findings from Past Work

In a paper published in *The Journal of Politics* (2017), using daily panel survey data, I demonstrate the importance of political inclusion by showing that trust in government (political efficacy) among African-American constituents increases on a daily basis as Obama's perceived probability of winning the 2008 Democratic primary nomination increases (measured using Obama's daily average price in the Iowa Electronic Betting Market).



In further work highlighting the importance of political representation, I use experimental data to demonstrate that women are more willing to apply to jobs when they feel that there are more women representing them in government.



Average Treatment Effect of Political Inclusion on “Likely to Apply” Jobs by Job Attribute



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.

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>)



John Wooders

Global Network Professor Economics
NYU Abu Dhabi

John Wooders is a game-theorist and behavioral and experimental economist. Wooders is part of a team of researchers at NYU Abu Dhabi developing a center on behavioral institutional design. He is interested in using the tools of market design to design mechanisms that produce efficient and equitable outcomes when participants have diverse tastes, risk attitudes, and tastes for competition. His research develops novel theory and combines it with data from the field and the laboratory to understand behavior in games and markets. He is a Fellow of the Econometric Society. His recent theoretical work studies the problem of efficiently and fairly allocating heterogeneous items, priorities, positions, or rights to participants who have equal claims. His recent empirical work examines whether the behavior of professional tennis players is consistent with the predictions of game theory, using data from nearly half a million tennis serves and data on player rankings from the ATP and WTA. This work finds substantial differences in the degree to which the behavior of men and women conform to equilibrium. It shows, remarkably, that on-court behavior of more highly ranked players conforms more closely to theory.

Selected Findings from Past Work

My recent paper “Expertise, Gender, and Equilibrium” finds that the serve and return behavior of professional tennis player conforms more closely to theory for male than for female players. In particular, in women’s tennis, the probability of winning the serve is not fully equalized across directions of serve, as theory predicts it should be. Looking deeper, we find that the theory predicts well for top-ranked female players, but predicts poorly for non-top female players. We conjecture that selection effects towards equilibrium play are weaker for female than male players given the slower speed of the serve in women’s tennis.

A new theoretical and experimental research project concerns the effect of peer evaluations on effort provision in teams. To give a concrete example, an instructor may observe the quality of a group project, but not the effort contributed by each member of the group. We show theoretically that peer evaluations can incentivize the efficient level of effort provision so long as each member of a group observes the efforts of the other members of their group. The project will experimentally test whether peer evaluations properly incentivize effort.



Myrna Wooders

Professor of Economics

Vanderbilt University

Professor Wooders is a Fellow of the Econometric Society, an Economic Theory Fellow, and a Fellow of the Game Theory Society. Among her activities, she is a Visiting Research Professor at NYUAD, Editor of Journal of Public Economic Theory, a Member of GetPreCiSe (an NIH Center for Excellence in Ethics Research), and President of the Association of Public Economic Theory. Myrna

Wooders' research has concentrated on game theory and its applications, including public economics and information economics, with over one-hundred publications. Her recent work has focused on problems of team/coalition formation from the perspectives of non-cooperative game theory and simulation experiments. Her current research with GetPreCiSe focuses on issues of genetic privacy and identity. She is now primarily concentrating on issues of prejudice and discrimination, developing theory and testing theory in the lab.

Selected Findings from Current Work

“Own Experience in Evaluating the Efforts of Others” (with Edward Cartwright)

We develop a model with which to explore discrimination and prejudice within labor markets. Our approach emphasizes the role of an individual's own experience in the assessment of efforts of other individuals. Specifically, we consider a two stage process in which individuals first learn, through experience, whether effort is rewarded and then subsequently have to estimate the effort of others. Our theoretical results suggest that those who are not rewarded for high effort will underestimate the effort of other individuals while those for whom effort is rewarded will (slightly) overestimate the effort of others. We empirically test and confirm this prediction.

A Labor Market with Endogenous, Heterogeneous Rewards (with Edward Cartwright), In Progress

We continue our work by having experimental subjects have one of two roles – either manager or worker. The more effort a worker puts, the more likely the manager is to receive a reward. If the manager receives a reward, then it is up to the manager whether to share the reward with the worker. The manager does not know the effort chosen by the worker. This interaction is repeated 20 times. In a second stage of the experiment, we find that workers who are rewarded for their efforts are substantially better at estimating the effort of others than those who are not.



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.

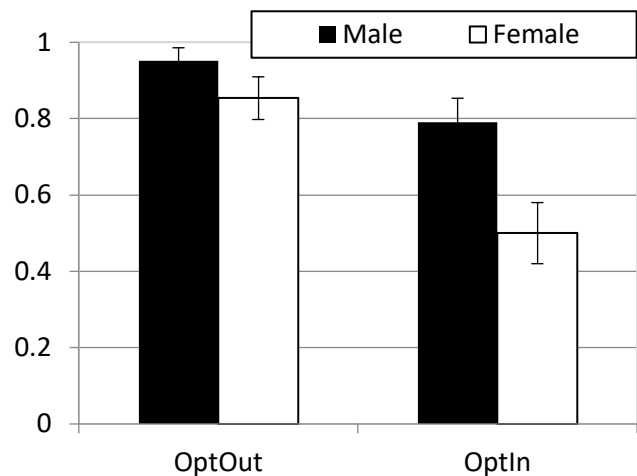
Selected Findings from Past Work

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





Xuan Zhao

Postdoctoral Research Fellow

University of Chicago Booth School of Business

As an experimental social psychologist, I study how people understand and connect with a wide range of minds in the modern world. In my first line of research, I examine interpersonal and psychological processes that help people understand other people's minds and identify psychological barriers that keep people from forging meaningful connections with each other. My second line of research examines how people perceive and connect with novel forms of "minds" ranging from embodied robots to AI-powered algorithms. By examining how people apply their social capacities to interact with and through technologies, this line of research highlights both the power and perils of making machines look and behave like humans.

Selected Findings from Past Work

"Thank You, Because": Discussing disagreement while finding common ground (Zhao, Caruso, & Risen, manuscript in prep):

In this project, we examine whether feeling seen, recognized, and appreciated can help people engage in difficult conversations on interpersonal differences and disagreements. My collaborators and I developed the "Thank You, Because" (TYB) technique with teachers from The Second City—a world-class improvisational theater and school. Our technique encourages people to identify and acknowledge what they value about hearing another's point of view—in spite of their differences—by starting a response with "Thank you, because..." or an equivalent phrase to mention one aspect of the other's comment that they genuinely value.

We tested this technique in lab and field settings over face-to-face conversations and have found that pairs using the "Thank You, Because" approach self-report perceive the conversations to be more collaborative, feel more heard and valued, and identify more common ground compared to pairs using a "No, Because" approach, where they poke holes in one another's arguments. This novel technique can also lead to more perceived common ground compared an "I Hear That..." technique, where pairs aim to show their partner that they understand each other's viewpoint accurately. Our findings highlight the value of incorporating affirmation when discussing interpersonal differences and have the promise to create better social engagement at work and in life. We have developed this technique into a workshop titled "Inclusion in Practice", which has been delivered to dozens of academic and corporate teams and has been met with enthusiastic receptions.