

# ANEESH RAI

Updated June 17, 2025

<https://aneesh-rai.com/>  
aneeshr@umd.edu

## ACADEMIC APPOINTMENTS

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**University of Maryland, Robert H. Smith School of Business** 2023-  
Assistant Professor of Management & Organization  
**Behavior Change for Good Initiative, University of Pennsylvania** 2023-2025  
Visiting Scholar

## EDUCATION

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**The Wharton School, University of Pennsylvania** 2023  
Ph.D. in Operations, Information, and Decisions  
Advisor: Katherine Milkman  
Dissertation Committee: Maurice Schweitzer (Chair), Rebecca Schaumberg, Sandra Matz  
**Princeton University** 2017  
B.A. in Psychology, *summa cum laude*  
Minors in Computer Science and Cognitive Science

## RESEARCH INTERESTS

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Diversity, Discrimination, Behavior Change

## PUBLICATIONS

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**Rai, A.**, Chang, E.H., Kirgios, E.L., & Milkman, K.L. (2024). "Group Size and Its Impact on Diversity-Related Perceptions and Hiring Decisions in Homogeneous Groups." *Organization Science*.

**Rai, A.**, Sharif, M.A., Chang, E.H., Milkman, K.L., & Duckworth, A.L. (2023). "A Field Experiment on Subgoal Framing to Boost Volunteering: The Tradeoff Between Goal Granularity and Flexibility." *Journal of Applied Psychology*, 108(4), 621.

Kirgios, E.L., **Rai, A.**, Chang, E.H., & Milkman, K.L. (2022). "When Seeking Help, Women and Racial/Ethnic Minorities Benefit from Explicitly Stating their Identity." *Nature Human Behaviour*, 6(3), 383-391

Milkman, K.L., Gromet, D., Ho, H., Kay, J., Lee, T., Pandiloski, P., Park, Y., **Rai, A.**, Bazerman, M., Beshears, J., Bonacorsi, L., Camerer, C., Chang, E.H., Chapman, G., Cialdini, R., Dai, H., Eskreis-Winkler, L., Fishbach, A., Gross, J.J., Horn, S., Hubbard, A., Jones, S.J., Karlan, D., Kautz, T., Kirgios, E.L., Klusowski, J., Kristal, A., Ladhania, R., Loewenstein, G., Ludwig, J., Mellers, B., Mullainathan, S., Saccardo, S., Speiss, J., Suri, G., Talloen, J.H., Taxer, J., Trope, Y., Ungar, L., Volpp, K.G., Whillans, A., Zinman, J., & Duckworth, A.L. (2021). "Megastudies improve the impact of applied behavioural science." *Nature*, 600(7889), 478-483

Chang, E.H., Kirgios, E.L., **Rai, A.**, & Milkman, K.L. (2020). "The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations." *Management Science*, 66(6), 2752-2761.

## INVITED FOR RESUBMISSION AND UNDER REVIEW

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<sup>†</sup> indicates doctoral student co-author

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

Blunden, H., Kirgios, E.L., **Rai, A.**, Chang, E.H., & Milkman, K.L. “Who Doesn't Like To Be Flattered? Low-Status Targets Perceive Flattery As Inauthentic.” (*Revise and Resubmit at Organizational Behavior and Human Decision Processes*)

**Rai, A.**, Kirgios, E.L., & Milkman, K.L. “Insider versus Outsider Perceptions of Group Diversity.” (*Under Review*)

Chang, L.W., Kirgios, E.L., **Rai, A.**, & Milkman, K.L. “Evaluating the efficacy of shortlist quotas to promote gender diversity.” (*Under Review*)

Cervantez, J.A.<sup>†</sup>, Pink, S.L.<sup>†</sup>, Chang, L.W., **Rai, A.**, & Milkman, K.L. “Does Feedback Enhance Diversity in Selection Decisions?” (*Under Review*)

## WORKING PAPERS

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**Rai, A.**, Schaumberg, R.L., & Matz, S.C. “Asking Rejected Candidates for Permission to Recontact Them Increases Reapplications.”

## SELECTED RESEARCH IN PROGRESS

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\*indicates equal authorship

<sup>†</sup> indicates doctoral student co-author

He, Z.Z.<sup>†</sup>, & **Rai, A.** “Beyond Appreciation: Flipping Compliments Enhances Social Perceptions.” (*Writing*)

**\*Rai, A.** & **\*Reiff, J.** “Correcting Misperceptions About Prototypical Donors Increases Giving.” (*Field experiment with 20,000 participants completed*)

Gallardo, R.A.<sup>†</sup>, Smith, A.<sup>†</sup>, **Rai, A.**, & Kirgios, E.L. “Strategies for Navigating Racial Discrimination in the Job Market.” (*Field experiment with 4,000 participants completed*)

**\*Reiff, J.**, **\*Rai, A.**, Ludmir, J., & Netzer, G. “Estimating Accuracy and Bias in Physician Risk Perceptions.” (*Data collection*)

**Rai, A.** “How Job-Seekers Value Implicit Cues of Political Ideology.” (*Data collection*)

## GENERAL AUDIENCE WRITING

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**Rai, A.**, Sharif, M.A., Chang, E.H., Milkman, K.L., & Duckworth, A.L. (January 29, 2024) “The Secret to Accomplishing Big Goals Lies in Breaking Them into Flexible, Bite-Size Chunks.” *Scientific American*

Kirgios, E.L., **Rai, A.**, Chang, E.H., & Milkman, K.L. (March 28, 2022) “To Fight Bias, Consider Highlighting Your Race or Gender.” *Scientific American*

## AWARDS AND GRANTS

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Robert H. Smith School of Business Internal Grants Program, 2024 (PI; Co-PI: Joseph Reiff; \$35,700)  
Cornell ILR Workplace Inclusion & Diversity Education Grant, 2023 (PI; Co-PIs: Brian Lucas, Erika Kirgios, Katherine Milkman; \$25,000)

Robert H. Smith School of Business Internal Grants Program, 2023 (PI; Co-PI: Jennifer Marr; \$38,315)  
Wharton Leadership Center Grant, 2022 (\$5,000)

Mack Institute for Innovation Management Research Grant, 2022 (\$5,000)

Russell Ackoff Doctoral Student Fellowship, 2022 (\$2,500)  
Paul R. Kleindorfer Scholar Award, 2022 (\$4,000)  
Mack Institute for Innovation Management Research Grant, 2021 (\$7,000)  
George James Term Fund Travel Award, 2019 (\$300)  
Russell Ackoff Doctoral Student Fellowship, 2019 (\$2,000)  
Princeton Psychology Senior Thesis Prize, 2017  
Princeton Psychology Senior Award, 2017  
Princeton Psychology Junior Award, 2016

## INVITED PRESENTATIONS

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- Princeton University, Department of Psychology, Fall 2025
- University of Texas at Austin, McCombs School of Business, Spring 2025
- University of North Carolina at Chapel Hill, Kenan-Flagler Business School, Fall 2024
- University of Maryland, Department of Psychology, Spring 2024
- University of Chicago, Honesty, Opportunity, Prosociality, & Ethics (HOPE) Lab, Spring 2023
- Georgetown University, McDonough School of Business, Fall 2022
- Cornell University, School of Industrial and Labor Relations, Fall 2022
- University of Maryland, Robert H. Smith School of Business, Fall 2022
- American University, Kogod School of Business, Fall 2022

## CONFERENCE PRESENTATIONS AND CHAIRED CONFERENCE SYMPOSIA

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### **Group Size and Its Impact on Diversity-Related Hiring Decisions in Homogeneous Groups**

- Society for Judgment and Decision Making, Montreal, Canada, 2019
- East Coast Doctoral Conference, New York, NY, 2020 (Conference canceled due to COVID-19 pandemic)
- International Association for Conflict Management, 2020, Virtual
- Society for Judgment and Decision Making, 2020, Virtual
- Academy of Management, 2021, Virtual
  - Selected as part of a showcase symposium

### **A Field Experiment on Subgoal Framing to Boost Volunteering: The Tradeoff Between Goal Granularity and Flexibility**

- CHIBE-PAIR Roybal Mini-Symposium, 2020, Virtual
- Society for Personality and Social Psychology Judgment and Decision Making Pre-Conference, 2021, Virtual
- East Coast Doctoral Conference, 2021, Virtual
- Association for Consumer Research Conference, 2021, Virtual
- Society for Judgment and Decision Making, 2021, Virtual (poster)
- MIT Conference on Digital Experimentation, 2021, Virtual
- Behavioral Science and Policy Association Annual Conference, 2022, Virtual

### **Insider versus Outsider Perceptions of Group Diversity.**

- Academy of Management, Seattle, WA, 2022
  - Part of chaired symposium “New Perspectives on Increasing Diversity and Reducing Inequality in Organizations” (Co-chaired with Linda W. Chang)
  - Selected as part of a showcase symposium
- International Association for Conflict Management, Ottawa, Canada, 2022
- Society for Judgment and Decision Making, San Diego, CA, 2022

**Setting Higher Referral Targets Increases the Number of Women Recommended: Evidence From the Field and Lab.**

- Behavioral Decision Research in Management, Chicago, IL, 2024
- Academy of Management, Chicago, IL, 2024
  - Selected as part of a showcase symposium

**Asking Rejected Candidates for Permission to Recontact Them Increases Reapplications.**

- Behavioral Decision Research in Management, Chicago, IL, 2024

**How Job-Seekers Value Implicit Cues of Political Ideology.**

- Academy of Management, Copenhagen, Denmark, 2025
  - Part of chaired symposium “Navigating Signaling in Labor Markets: Exploring Ideology, Identity, and Self-Presentation ”
  - Selected as part of a showcase symposium

## ADVISING

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**Dissertation Committees:**

- Tara Holmes (University of Maryland, Management & Organization, 2024; Placement: United States Air Force Academy)
- Yasha Spriha (University of Maryland, Management & Organization, 2025; Placement: Arizona State University)

## PROFESSIONAL SERVICE

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Career and Professionalization Seminar Series (CAPSS) Faculty Representative, OBHR Area, University of Maryland, 2024-Present

Ph.D. Admissions Coordinator, OBHR Area, University of Maryland, 2023-Present

Seminar Series Organizer, OBHR Area, University of Maryland, 2024-Present

Ph.D. Admissions Committee Member, OBHR Area, University of Maryland, 2022-2023

Seminar Series Co-Organizer, OBHR Area, University of Maryland, 2023-2024

Ad hoc Reviewer: *Journal of Applied Psychology*, *Management Science*, *Nature Communications*, *Organizational Behavior and Human Decision Processes*, *Organization Science*, *Proceedings of the National Academy of Sciences*

## TEACHING EXPERIENCE

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Instructor for ‘Managing People and Organizations’ (Undergraduate, Spring 2024; Spring 2025)  
Teaching Assistant for ‘Managerial Decision Making’ (MBA, Spring 2020; Spring 2021; Spring 2022; Spring 2023)  
Teaching Assistant for ‘Foundations of Teamwork and Leadership’ (MBA, Fall 2021)  
Guest Lecturer for ‘Evaluating Evidence’ (Undergraduate, Fall 2021; Topic: Audit studies in behavioral science)

## **SELECTED MEDIA COVERAGE**

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- “When Groups Lack Diversity, Size Matters for Whether People Notice”, *Maryland Smith Research*, July 2, 2024
- “Do You Need a Routine?”, *No Stupid Questions - Freakonomics Radio*, March 9, 2024
- “Want to Achieve Your Dreams? Try Subdividing Your Goals”, *Knowledge at Wharton*, March 4, 2024
- “How Some Experiments Use Emails to Control for Systemic Bias”, *Chicago Booth Review*, February 20, 2024
- “Why Identity Matters When Asking for Career Help”, *Knowledge at Wharton*, February 21, 2022

## **PROFESSIONAL AFFILIATIONS**

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Academy of Management (AOM)  
International Association for Conflict Management (IACM)  
Society for Judgment and Decision Making (SJDM)

## **OTHER RESEARCH EXPERIENCE**

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Research Coordinator, Behavior Change for Good (University of Pennsylvania), 2017-2018, Philadelphia, PA  
Research Assistant, Elizabeth Levy Paluck Lab (Princeton University), 2014-2017, Princeton, NJ