

ANEESH RAI

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ACADEMIC APPOINTMENTS

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

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

PUBLICATIONS

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*, 35(6), 1990-2015

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

† 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." (*Second 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.” (*Second Revise and Resubmit at Organizational Behavior and Human Decision Processes*)

Chang, L.W., Kirgios, E.L., **Rai, A.**, & Milkman, K.L. “Evaluating the efficacy of shortlist quotas to promote gender diversity.” (*Revise and Resubmit at Organization Science*)

Cervantez, J.A.[†], Pink, S.L.[†], Chang, L.W., **Rai, A.**, & Milkman, K.L. “Does Feedback Enhance Diversity in Selection Decisions?” (*Revise and Resubmit at Management Science*)

WORKING PAPERS

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

Rai, A., & Kirgios, E.L. “Insider versus Outsider Perceptions of Group Diversity.”

SELECTED RESEARCH IN PROGRESS

*indicates equal authorship

[†] indicates doctoral student co-author

He, Z.Z.[†], & **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.[†], Smith, A.[†], **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

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

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

- Emory University, Goizueta Business School, Spring 2026
- Rutgers Business School, Spring 2026
- Boston University, Questrom School of Business, Fall 2025
- 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
- American University, Kogod School of Business, Fall 2022
- Cornell University, School of Industrial and Labor Relations, Fall 2022
- Georgetown University, McDonough School of Business, Fall 2022
- University of Maryland, Robert H. Smith School of Business, Fall 2022

CONFERENCE PRESENTATIONS AND CHAIRED CONFERENCE SYMPOSIA

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

Correcting Misperceptions About Prototypical Donors Increases Giving.

- Society for Judgment and Decision Making, Denver, CO, 2025

ADVISING

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

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

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

Seminar Series Organizer, OBHR Area, University of Maryland, 2023-Present

Editorial Review Board Member, *Organization Science*, 2025-present

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

TEACHING EXPERIENCE

University of Maryland

Instructor for ‘Managing People and Organizations’ (Undergraduate, Spring 2024; Spring 2025; Spring 2026)

University of Pennsylvania

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

- “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

Academy of Management (AOM)

Society for Judgment and Decision Making (SJDM)

OTHER RESEARCH EXPERIENCE

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