

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

RESEARCH INTERESTS

Diversity, Discrimination, Behavior Change

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*.

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

Rai, A., Kirgios, E.L., Lucas, B.J., & Milkman, K.L. “Setting Higher Referral Targets Increases the Number of Women Recommended: Evidence From Two Field Experiments.” (*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*)

WORKING PAPERS

† indicates doctoral student co-author

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

Cervantez, J.A.†, Pink, S.L.†, Chang, L.W., **Rai, A.**, & Milkman, K.L. “Does Feedback Enhance Diversity in Selection Decisions?”

SELECTED RESEARCH IN PROGRESS

† 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 in progress*)

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

- 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
- IS Student Presentations Over the Cloud (ISPOC), 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 Two Field Experiments.

- 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

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

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

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

- “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)
International Association for Conflict Management (IACM)
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