

# STEPHEN MICHAEL GARCIA

Graduate School of Management  
University of California  
Davis, CA 95616

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## UNIVERSITY DEGREES

**Stanford University**, Psychology, A.B., with distinction, 1995

**Princeton University**, Psychology, M.A., 1999

**Harvard University**, Administration, Planning & Social Policy, Ed.M., 2002

**Princeton University**, Psychology, PhD., 2002

## ACADEMIC APPOINTMENTS

**University of California**, Davis, CA

Full Professor, with tenure, Graduate School of Management (present)

**University of Michigan**, Ann Arbor, MI

Full Professor of Psychology, with tenure, Department of Psychology (2019)

Full Professor of Organizational Studies, with tenure, Organizational Studies (2019)

Faculty Associate, Research Center for Group Dynamics, ISR (2003-2019)

Adjunct Faculty Associate, Research Center for Group Dynamics (2019-present)

Associate Professor of Psychology, with tenure, Department of Psychology (2011-19)

Associate Professor of Organizational Studies, with tenure, Organizational Studies (2011-19)

Adjunct Associate Professor of Management and Organizations, Business School (2012-14)

Assistant Professor of Psychology, Department of Psychology (2008-11)

Assistant Professor of Organizational Studies, Organizational Studies Program (2008-11)

Adjunct Assistant Professor of Management and Organizations, Business School (2003-08)

Assistant Professor of Public Policy, Gerald R. Ford School of Public Policy (2002-08)

**London Business School**, London, UK

Visiting Assistant Professor of Organisational Behaviour (Spring 2007)

**Massachusetts Institute of Technology**, Cambridge, MA

Visiting Appointment, Sloan School of Management (Winter 2006)

**Harvard Law School**, Program of Negotiation, Cambridge, MA

Graduate Student Research Fellow (2001-02)

## **INDUSTRY EXPERIENCE**

**Charles Schwab & Company**, San Francisco, CA

Marketing Manager, Electronic Brokerage Division (May 2000 - September 2000)

**Merrill, Lynch & Company**, Princeton, NJ

Marketing Consultant, Private Client Group (January 1998 - May 1998)

**Wells, Fargo & Company**, San Francisco, CA

Marketing Consultant, Business Banking Group (October 1995 - April 1997)

## **HONORS**

Elected Fellow, The Society for Personality and Social Psychology

Elected Member, Society of Experimental Social Psychology

Stanford University Distinguished Alumni Scholar

Keynote Speaker, Atlanta Conference on Competitive Advantage

Best Competitive Paper, Association for Consumer Research

Outstanding Theoretical Paper Finalist, Eastern Academy of Management

Graduate Fellowship, Program on Negotiation at Harvard Law School

National Science Foundation Graduate Fellowship

Ford Foundation Fellowship

Stanford University *Distinction*

Stanford University *Departmental Honors*

Irvine Research Award

Leadership Alliance Scholar

## **EDITORIAL BOARDS**

Journal of Personality and Social Psychology \*Associate Editor\*

Journal of Behavioral Decision Making

## **PROFESSIONAL ASSOCIATIONS**

Academy of Management • Association for Consumer Research • Association for Psychological Science • Society for Experimental Social Psychology • Society for Judgment and Decision Making • Society for Personality and Social Psychology

## PUBLICATIONS

(underline = students)

### Edited Volumes

**S.M. Garcia**, Tor, A., & Elliot, A. (2024) *Oxford Handbook of the Psychology of Competition*. New York: Oxford University Press.

### Publications

**Garcia, S.M.**, & Tor, A. (in press). N-equality: Inequality increases with the number of allocation recipients. *Journal of Personality and Social Psychology*.

Ritov, I., & **Garcia, S.M.** (2025). Deliberate ignorance in resource allocations to others: The role of entitlement, *Current Opinion in Psychology*, 65, 102089. <https://doi.org/10.1016/j.copsyc.2025.102089>.

Maciejovsky, B., Teekathananont, G., Chen, P., & **Garcia, S.M.** (2025). Standard-based entitlement: How relative performance disclosure affects pay request. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-025-05995-x>

Tor, A., & **Garcia, S.M.** (2024). The malleability of inequality trade-offs. In K. Mathis & A. Tor (Eds.), *Law and Economics of Justice: Efficiency, Reciprocity, Meritocracy*. New York: Springer.

Hanek, K., & **Garcia, S.M.** (2023). Gender and competitive performance: Closing gaps with smaller competitions. *Journal of Behavioral Decision Making*. <https://doi.org/10.1002/bdm.2345>

Tor, A., & **Garcia, S.M.** (2023). The neuroscience of social comparison and competition. *Cognitive, Affective, & Behavioral Neuroscience*, 23, 920-943.

Moyal, A., & **Garcia, S.M.** (2023). The seller's status-signaling fallacy. *Psychology & Marketing*, <https://doi.org/10.1002/mar.21860>

Ritov, I., & **Garcia, S.M.** (2023). Identifiability impedes efficiency maximization: A third-party perspective. *Journal of Behavioral Decision Making*, <https://doi.org/10.1002/bdm.2338>.

**Garcia, S.M.**, Tor, A., & Elliot, A. (2023). What is the psychology of competition? In S.M. Garcia, A. Tor, & A. Elliot (Eds), *Oxford Handbook of the Psychology of Competition*. New York: Oxford University Press.

**Garcia, S.M.**, & Tor, A. (2023) Social comparison and competition: General frameworks, focused models, and emerging phenomena. In S.M. Garcia, A. Tor, & A. Elliot (Eds), *Oxford Handbook of the Psychology of Competition*. New York: Oxford University Press.

Saridakis, G., Georgellis, Y., Benson, V., **Garcia, S.M.**, Johnstone, S., & Lai, Y. (2023). Work from home (WFH), employee productivity and wellbeing: lessons from COVID-19 and future implications. *Information Technology & People*, 36, 1757-1765.

Hanek, K., & **Garcia, S.M.** (2022). Barriers for women in the workplace: A social psychological perspective. *Social and Personality Psychology Compass*. <https://doi.org/10.1111/spc3.12706>

Reese, Z.A., **Garcia, S.M.**, & Edelman, R. (2022). More than a game: Trait competitiveness predicts motivation in minimally competitive contexts. *Personality and Individual Differences*, 185, 111262.

Ritov, I. & **Garcia, S.M.** (2022) Ventilator allocations: The effect of mere identifiability. *Behavioral Science & Policy*, 8, 35-44.

Chen, P., **Garcia, S.M.**, Chai, V., & Gonzalez, R. (2021) Comparing and being compared: A dual process framework of competition. *Advances in Group Processes*, 38, 143-164.

**Garcia, S.M.**, Arora, P., Reese, Z.A., & Shain, M.J. (2020) Free agency and organizational rankings: A social comparison perspective on signaling theory. *Journal of Behavioral and Experimental Economics*, 89

**Garcia, S.M.**, Reese, Z., & Tor, A. (2020) Social comparison before, during, and after the competition. In J. Sul, L. Wheeler, & R. Collins (Eds), *Social Comparison, Judgment and Behavior*, Oxford University Press.

**Garcia, S.M.**, Weaver, K., & Chen, P. (2019) The status signals paradox. *Social Psychological and Personality Science*, 10, 690-696.

Weaver, K., & **Garcia, S.M.** (2018) The adding-and-averaging effect in bundles of information: Preference reversals across joint and separate evaluation. *Journal of Experimental Psychology: Applied*, 24, 296-305

Wu, K., **Garcia, S.M.**, & Kopelman, S., (2018). Frogs, ponds, and culture: Variations in entry decisions. *Social Psychological and Personality Science*, 9, 99-106.

Georgellis, Y., **Garcia, S.M.**, Gregoriou, A., & Ozbilgin, M. (2017) Pay referents and satisfaction with pay: Does occupational proximity matter? *British Journal of Management*, DOI: 10.1111/1467-8551.12272

**Garcia, S.M.**, & Halldorsson, A., (2017). Social comparison, In R. Biswas-Diener & E. Diener (Eds), Noba textbook series: *Psychology*. Champaign, IL: DEF Publishers.

Lee, Y.K., Weaver, K., & **Garcia, S.M.** (2016). I'll have fries with that: Increasing choice complexity promotes indulgent food choices. *Psychology and Marketing*, 33, 505-515

Hanek, K., **Garcia, S.M.**, & Tor, A. (2016) Gender and competitive preferences: The role of competition size. *Journal of Applied Psychology*, 101, 1122-33

Weaver, K.D., Hock, S., & **Garcia, S.M.** (2016) “Top 10” reasons: When adding persuasive arguments reduces persuasion. *Marketing Letters*, 27, 27-38.

**Garcia, S.M.**, Chen, P., & Gordon, M.T. (2014) The letter versus spirit of the law: A lay perspective on culpability. *Judgment and Decision Making*, 9, 479-490.

**Garcia, S.M.**, Tor, A., & Schiff, T. (2013). The psychology of competition: A social comparison perspective. *Perspectives on Psychological Science*, 8, 634 –650.

Weaver, K.D., **Garcia, S.M.**, & Schwarz, N. (2012). The presenter’s paradox. *Journal of Consumer Research*, 39, 445-460

Chen, P., Myers, C., Kopelman, S., & **Garcia, S.M.** (2012). The hierarchical face: Higher ranks lead to less cooperative looks. *Journal of Applied Psychology*, 97, 479-86.

**Garcia, S.M.**, Song, H. & Tesser, A. (2010). Tainted recommendations: The social comparison bias. *Organizational Behavior and Human Decision Processes*, 13, 97-101.

Ybarra, O., Keller, M.C., Chan, E., **Garcia, S.M.**, Sanchez-Burks, J., Rios Morrison, K., & Baron, A. (2010). Being unpredictable: Friend or foe matters. *Social Psychological and Personality Science*, 1, 259-267.

**Garcia, S.M.**, Bazerman, M.H., Kopelman, S., Tor, A., & Miller, D.T. (2010). The price of equality: Suboptimal resource allocations across social categories. [Special Issue on Integrative Perspectives on Behavioral Ethics] *Business Ethics Quarterly*, 20, 75-88.

Tor, A., & **Garcia, S.M.** (2010). The N-Effect: Beyond probability judgments. *Psychological Science*, 21, 748-749.

Tor, A., Gazal-Ayal, O., & **Garcia, S.M.** (2010). Fairness and the willingness to accept plea bargain offers. *Journal of Empirical Legal Studies*, 7, 97-116

**Garcia, S.M.**, & Tor, A. (2009). The N-Effect: More competitors, less competition. *Psychological Science*, 20, 871-877.

**Garcia, S.M.**, Weaver, K., Darley, J., & Spence, B.T. (2009). Dual effects of implicit bystanders: Diffusing vs. facilitating helping behavior. *Journal of Consumer Psychology*, 19, 215-224.

**Garcia, S.M.**, Meyle, M.J., & Provins, E. (2009). Headcounts and equal opportunity: “People accounting” in the workplace. In M. Ozbilgin (Ed.), *Theory and Scholarship in Equality, Diversity and Inclusion at Work*. Cheltenham, UK: Edward Elgar Press.

- Garcia, S.M., & Tor, A.** (2007). Rankings, standards, and competition: Task vs. scale comparisons. *Organizational Behavior and Human Decision Processes*, *102*, 95-108.
- Garcia, S.M., & Miller, D.T.** (2007). Social categories and group preference disputes: The aversion to winner-take-all solutions. *Group Processes and Intergroup Relations*, *10*, 581-593.
- Weaver, K., **Garcia, S.M.**, Schwarz, N., & Miller, D.T. (2007). Inferring the popularity of an opinion from its familiarity: A repetitive voice can sound like a chorus. *Journal of Personality and Social Psychology*, *92*, 821-833.
- Garcia, S.M., & Harrison, B.J.** (2007). A decision model of helping behavior. In R. Baumeister & K. Vohs (Eds.), *Encyclopedia of Social Psychology*. Thousand Oaks, CA: Sage Publications.
- Garcia, S.M., & Ybarra, O.** (2007). People accounting: Social category-based choice. *Journal of Experimental Social Psychology*, *43*, 802-809.
- Garcia, S.M., Hallahan, M., & Rosenthal, R.** (2007). Poor expression: Concealing social class stigma. *Basic and Applied Social Psychology*, *29*, 99-107.
- Ybarra, O., Keller, M., Chan, E., Hutsler, J., **Garcia, S.M.**, Sanchez-Burks, J., & Rios-Morrison, K. (2007). The social prediction dynamic: A legacy of cognition and mixed-motives. In Forgas, Haselton, & von Hippel (Eds.), *The Evolution of the Social Mind*. New York: Psychology Press.
- Garcia, S.M., Tor, A., & Gonzalez, R.D.** (2006). Ranks and rivals: A theory of competition. *Personality and Social Psychology Bulletin*, *32*, 970-982.
- Garcia, S.M., Tor, A., Bazerman, M.H., & Miller, D.T.** (2005). Profit maximization versus disadvantageous inequality: The impact of self-categorization. *Journal of Behavioral Decision Making*, *18*, 187-198.
- Weaver, K., & **Garcia, S.M.** (2005). The self-presenter's paradox: Motivated reasoning in impression formation. *Advances in Consumer Research*, *32*, 363-364.
- Garcia, S.M., Weaver, K., Moskowitz, G.B., & Darley, J.M.** (2002). Crowded minds: The implicit bystander effect. *Journal of Personality and Social Psychology*, *83*, 843-853.
- Garcia, S.M.** (2002). Power and the illusion of transparency in negotiation. *Journal of Business and Psychology*, *17*, 133-144.
- Garcia, S.M., Darley, J., & Robinson, R.** (2001). Morally questionable tactics: Negotiations between district attorneys and public defenders. *Personality and Social Psychology Bulletin*, *27*, 731-743.
- Garcia, S.M., & Rosenhan, D.** (1998). Power and intergroup perception between public defenders and district attorneys. *Journal of Police and Criminal Psychology*, *15*, 15-24.

**Garcia, S.M.** (2010) Review of “Social Decision Making: Social Dilemmas, Social Values, and Ethical Judgments” (Eds.) Roderick M. Kramer, Ann E. Tenbrunsel, & Max H. Bazerman, *International Public Management Journal*, 13, 197-200.

## **MANUSCRIPTS UNDER REVISION OR REVIEW**

Chai, V., Converse, B., Chen, P., & **Garcia, S.M.** (under review) Rivals with benefits: Friendly rivals motivate without compromising ethicality.

Georgellis, Y. & **Garcia, S.M.** (under review) Personality bounds employees’ job satisfaction.

Hanek, K., Bendell, B., Sullivan, D., & **Garcia, S.M.** (under review). The paradox of gendered investment outcomes: Asymmetric responses to entrepreneurs’ online self-presentation.

Reese, Z., & **Garcia, S.M.** (under review) Social Comparison and emotion: A Self-Regulatory Perspectives.

Reese, Z., **Garcia, S.M.**, & Edelstein, R. (under review). Social comparison in close relationships.

## **MANUSCRIPTS IN PREPARATION**

**Garcia, S.M.** & Tor, A. Perceptions of Inequality.

Weaver, K.D., & **Garcia, S.M.** Goal Progress and the N-Effect.

Weaver, K.D., & **Garcia, S.M.** Averaging Effects and Attribute Alignability.

## **RESEARCH GRANTS**

U.S. – Israel Binational Science Foundation, \$236,000 USD, Co-PI with I. Ritov, (2023-2027)  
“Choosing to know: Determinants of Seeking and Avoiding Information about the Disadvantaged”

U.S. – Israel Binational Science Foundation, \$300,000 USD, Co-PI with I. Ritov, (2019-2022)  
“Identifiability, Deliberate Ignorance, and Payoff Allocations: A Third-Party Perspective”

Law School Admission Council, PI with A. Tor, (2014-15) The N-Effect in LSAT?

Barger Leadership Institute, PI, Research Grant (2009), “Social comparison and Competition”

Center for Local, State, and Urban Policy Grant (2005), “Ironic Choices in Policy Making”

National Poverty Center (2004), “Social Comparison and Inequality”

Center for Local, State, and Urban Policy Grant (2003), “Maximizing Profit vs. Minimizing Disadvantageous Inequality: Allocations Within and Between State and Local Jurisdictions”

Rackham Faculty Research Grant (2003), Decision Making

Association of Princeton Graduate Alumni Grant (1998, 2000)

## **INVITED TALKS**

**University of Illinois – Urbana-Champaign**, Giles School of Business (2024, Winter)

**University of California, Davis**, Psychology Department (2021, Oct)

**Cornell University**, S.C. Johnson College of Business (2020, May)

**University of California, Davis**, Graduate School of Management (2019, Apr)

**University of Illinois – Urbana-Champaign**, Law School (2019, Mar)

**Michigan State University**, Department of Psychology (2018, Oct)

**University of Kent at Canterbury**, Kent Business School (2015, Nov)

**Michigan State University**, Department of Psychology (2015, Nov)

**Wayne State University**, Department of Psychology (2013, Dec)

**University of California – Riverside**, School of Management (2012, Dec)

**Michigan State University**, Department of Psychology (2012, Oct)

**Loyola Marymount University**, College of Business Administration (2012, Oct)

**Michigan State University**, Department of Psychology (2012, Sep)

**University of Southern California**, Gould School of Law (2012, May)

**Kingston University London**, Business School, London, UK (2011, Sep)

**Michigan State University**, Department of Psychology (2009, Apr)

**Northwestern University School of Law**, Law and Psychology Colloquium (2008, Sep)

**University of Oxford**, Said Business School, Strategy Group (2008, Apr)

**University of California at Irvine**, Planning, Policy & Design (2008, Apr)

**Duke University**, Fuqua School of Business (2008, Feb)

**Rice University**, Jones School of Management (2008, Jan)

**University of Kent at Canterbury**, Department of Psychology (2007, May)

**University of Cambridge**, Judge Business School (2007, May)

**Max Planck Institute**, Research Center on Collective Goods (2007, May)

**Norwich Business School**, Equality Research Seminar (2007, May)

**Hebrew University of Jerusalem**, Decision Consortium (2006, June)

**University of Haifa**, Behavioral Law and Economics Symposium (2006, June)

**University of Michigan**, Annual Decision Consortium Conference (2006, May)

**Brown University**, Social Cognition Seminar (2006, April)

**Massachusetts Institute of Technology**, Department of Marketing (2006, Mar)

**University of Michigan**, Management and Organizations, Ross School of Business (2005, Nov)

**Michigan State University**, Department of Psychology (2005, Nov)

**University of Michigan**, Decision Making Consortium Series (2004, Oct)

**University of Michigan**, Annual Decision Consortium Conference (2004, May)  
**University of Michigan**, Interdisciplinary Committee on Organizational Studies (2004, Feb)  
**University of Michigan**, Program on Organizational Studies (2004, Feb)  
**University of Michigan at Dearborn**, Faculty of Economics and Political Science (2004, Jan)  
**University of Michigan**, Decision Making Consortium Series (2003, Feb)  
**University of Michigan**, Psychology Department, Organizational Psychology (2003, Feb)  
**University of Michigan**, Michigan Business School, Organizational Behavior (2003, Feb)  
**University of Michigan**, Psychology Department, Social Psychology Area (2002, Oct)  
**Williams College**, Department of Psychology (2002, Feb)  
**Washington University**, Olin School of Business, Department of Marketing. (2002, Feb)  
**London Business School**, Department of Organisational Behaviour (2002, Jan)  
**University of Michigan**, Ford School of Public Policy (2002, Mar)

**CONFERENCE PRESENTATIONS** (selected, omits 20+ other presentations)

Ritov, I., & **Garcia, S.M.** (2023, Aug). A Sense of Entitlement and Willful Ignorance of the Needy. Subjective Probability Utility and Decision Making Conference. Vienna, Austria.

Moyal, A., & **Garcia, S.M.** (2022, Feb). Sellers' Status Signaling Fallacy. Society for Judgment and Decision Making.

**Garcia, S.M.**, & Weaver, K. (2018, Aug). Adding and Averaging in Organizational Decisions: The Impact of Evaluation Mode. Academy of Management. Chicago, IL.

**Garcia, S.M.**, Weaver, K., & Chen, P. (2018, May). Status signals. Association for Psychological Science Conference. San Francisco, CA.

**Garcia, S.M.**, Weaver, K., & Chen, P. (2017, Jan) Status signals. Self and Identity Pre-Conference of the Society for Personality and Social Psychology. San Antonio, TX.

**Garcia, S.M.**, Tor, A., & Limberg, R.. (2015, June) N-Equality: More people more (concern for) inequality? Notre Dame University in London, United Kingdom

**Garcia, S.M.**, Tor, A., & Limberg, R.. (2015, November) N-Equality: More people more (concern for) inequality? Conference of the Society for Judgment and Decision Making, Chicago, IL.

Weaver, K., & **Garcia, S.M.** (2013). The N-effect reverses in the proximity of a goal. Paper presented at the Academy of Management, Orlando, FL.

**Garcia, S.M.**, Tor., A., & Schiff, T. (2012). *Psychology of competition*. Paper presented at the Eastern Academy of Management, Philadelphia.

**Garcia, S.M.**, Tor., A., Carino, C., & Meyle, M. (2010). *How rivalry diminishes with the number of rivals*. Paper presented at the Academy of Management, Montreal, Canada.

## TEACHING

### Courses

*Negotiation*, Graduate School of Management, University of California, Davis  
*Individual and Group Dynamics*, Graduate School of Management, University of California, Davis  
*Negotiation*, Organizational Studies, University of Michigan  
*Inside Organizations*, Organizational Studies, University of Michigan  
*Negotiation in Practice*, Psychology Department, University of Michigan  
*Bargaining and Influence Skills*, Ross School of Business, University of Michigan  
*Negotiation and Conflict Management*, Ford School of Public Policy, University of Michigan  
*Organizations and Marketing*, Organizational Studies, University of Michigan  
*Learning and Academic Success*, Summer Bridge Program, University of Michigan

### Workshops

*Negotiation Workshop*, Kent Business School, University of Kent at Canterbury  
*Negotiation Workshop*, IPE, Ford School of Public Policy, University of Michigan  
*Negotiation*, Executive Education, *Ross School of Business*, University of Michigan  
*Negotiation Workshop*, Law School, *Universidad de Anahuac de Xalapa*, Veracruz, Mexico

### Mentoring

*Doctoral Student Advising*, Psychology Department (2006-2022)  
*Undergraduate Thesis Advisor*, Psychology Department (2006-2019)  
*Undergraduate Research Opportunities Program*, Faculty Mentor (2002-2019)  
*MPP Student Advising*, Ford School of Public Policy (2002-2007)

## SERVICE AND ACADEMIC CITIZENSHIP

### University of California, Davis

#### Graduate School of Management

Chair of the Faculty & Chair of the Faculty Executive Committee (2022-23)  
Vice Chair of the Faculty & Vice Chair of the Faculty Executive Committee (2021-22)  
Member, MBA Program Committee (2020 -2021, 2024-2025)  
Member, Committee on Research (2019-2020; 2021-22)  
Member, Newberry Award Selection Committee (2022)  
Member, Policy Committee (2023-2024, 2024-2025)  
Faculty Speaker, GSM Alumni Conference (2024)  
Faculty Speaker, GSM Panel at Metro-Edge Conference (2024)  
Member, Diversity Committee (2022-2023)  
Member, Ad-Hoc Committee on the Alternative MBA (2019-2021)  
Member, Personnel Committee on Continuing Lecturer Review (2023)  
Member, Personnel Committee on Merit Review for Faculty Member (2021)  
Member, Personnel Committee on Continuing Lecturer Review (2019-20)  
Member, Personnel Committee on Merit Review for Associate Professor (2020)

Member, Personnel Committee on Merit Review for Assistant Professor (2020)  
Member, Curriculum Planning Committee for Betty Moore School of Nursing-Graduate School of  
Management Fellowship Program (2020-present)  
Participant, UC Davis Qualitative Research Conference (2020)

### **Psychology Department**

Member, Faculty Search Committee (2021-2022)  
Committee Member, Qualifying Exams, Psychology, Aline da Silva Frost, 2021  
Committee Member, Qualifying Exams, Psychology, Christopher Coleman, 2022

### **University-at-Large**

Member, Executive Council, University of California, Davis (2022-2023)  
Chair, Education Credential/M.A. Ad Hoc Review Committee, School of  
Education, U.C. Davis (2022)  
Member, University Committee on Privilege & Tenure, Promotions and Tenure Hearing  
Subcommittee (2021- 2022)  
Speaker, Summer Institute for Emerging Managers and Leaders, UCOP (2020, 2021, 2022)  
Project Member, Dialogue Across Differences (2024)  
Member, AFD Learning Community (2020-2021).  
Member, UC Davis “FRIENDS” Faculty Working Group, (2020 - )  
Member, Center for the Advancement of Multicultural Perspectives in the Social Sciences, Arts &  
Humanities (2019 - )  
Speaker, Panelist, UC Davis School of Veterinary Medicine (2020)

**National and International Service** (see below)

## **University of Michigan, Ann Arbor**

### **Academic Leadership and Leadership Bodies**

Executive Committee (Advisory Board), Organizational Studies, University of Michigan (2011-19)  
Executive Committee, Research Center for Group Dynamics, University of Michigan (2018 -19)  
Director, Honors Program, Organizational Studies, University of Michigan (2016-18)  
Curriculum Committee, Entrepreneurship Minor, University of Michigan (2015- 17)  
Executive Committee, Psychology Department, University of Michigan (2011-12)  
LSA Curriculum Committee, Appointed Member, University of Michigan (Winter 2011)

### **Advisory Board Service**

LSA Academic Judiciary Committee, Member, University of Michigan (2016 - 19)  
ADVANCE Advisory Committee, Member, University of Michigan (2016 – 19)  
Awards Committee, Psychology Department, University of Michigan (2015 – 19)  
Psychology Annual Review Committee, Member, University of Michigan (2016-17)  
M-Healthy Faculty Advisory Board, University of Michigan (2013 - 17)

Communications and External Relations Advisory Board, University of Michigan (2013- 17)  
Psychology Annual Review Committee, Member, University of Michigan (2013-14)  
Advisory Board, Comprehensive Studies Program, University of Michigan (2011-14)  
Diversity Committee, Psychology Department, University of Michigan (2011-12)  
Curriculum Committee Chair, Organizational Studies, University of Michigan (2010- 12)

### **Institution Building**

Chair, Organizational Studies Faculty Search Committee, University of Michigan (2018-19)  
Chair, Organizational Studies - Psychology Search Committee, University of Michigan (2017-18)  
Chair, Organizational Studies Faculty Search Committee, University of Michigan (2017-18)  
Chair, Organizational Studies Faculty Search Committee, University of Michigan (2016-17)  
Chair, Organizational Studies - Psychology Search Committee, University of Michigan (2013-14)  
Chair, OS Diversity Post-Doc Ad-hoc Committee, University of Michigan (2017-18)  
Member, Faculty Search Committee, Organizational Studies, University of Michigan (2008)  
Member, OS Admissions, Organizational Studies, University of Michigan (2009-10, 11-12)  
Member, PhD Admissions, Social Psychology, University of Michigan (2008-9)

### **Faculty Review Committees**

Chair, OS – Psychology 3<sup>rd</sup> Year Review Committee, University of Michigan (2017-18)  
Member, Organizational Studies 3<sup>rd</sup> Year Review Committee, University of Michigan (2018-19)  
Member, Organizational Studies 3<sup>rd</sup> Year Review Committee, University of Michigan (2011-12)

### **Faculty Mentoring**

*Mentoring Committee for Ashley Harrell, Organizational Studies, University of Michigan (2018-19)*  
*Mentoring Committee for Arnold Ho, Org Studies - Psychology, University of Michigan (2014 -19)*  
*Launch Committee for Ashley Harrell, Organizational Studies, University of Michigan (2017-18)*

### **Other Service at University of Michigan:**

Organizer, Social Psychology Brown Bag Series, University of Michigan (2008-09, 2010-11)  
Faculty Consultant, Oral Cancer Prevention Campaign, U.M. School of Dentistry (2005-07)  
Undergraduate Research Opportunities Program, Sponsor, University of Michigan (2002- 2016)  
Fellowship Committee for Nontraditional Graduate Students, University of Michigan (2004)  
Member, Admission Committee, Ford School, University of Michigan (2005)  
Member, Search Committee for News Director, Ford School, University of Michigan (2005)

## **National and International Service**

### **Academic Leadership**

*Representative-at-Large* (Elected), Academy of Management, CM Division (2015-18)

### **Grant Panel Member**

*Panelist*, Washington, DC., National Science Foundation: Decision, Risk, and Management Science (2022-24)

### **Grant Reviewer**

National Science Foundation  
Israel Science Foundation

### **Conference Planning and Roles**

Member, Best Paper Committee, Academy of Management (2021, 2022, 2023)  
Co-Organizer (2020). UC Davis – Notre Dame University London Conference on the Psychology of Competition  
Program Committee (2010) Behavioral Decision Research in Management (BDRM)  
Discussant (2018) "'Invisibility at the Intersections of Gender, Race, Ethnicity, Caste and Class" Academy of Management Conference  
Discussant (2015) "Happiness as Business Purpose?" Academy of Management  
Facilitator (2012) "Conflict in Teams." Academy of Management Conference  
Discussant (2010) The Decision Consortium, University of Michigan  
Discussant (2008) "Equity Revisited." Academy of Management Conference  
Discussant (2008) "The Future of Organization Studies." *ICOS*, University of Michigan  
Discussant (2006) "Trusting Supervisors and Leaders." Academy of Management Conference  
Discussant (2005) The Decision Consortium, University of Michigan  
Chair (2004) "Intra and Intergroup Conflict." Academy of Management Conference  
Discussant (2003) The Decision Consortium, University of Michigan\

### **External Reviewer**

Promotion case at Cornell University (2022)  
Promotion case at Ben-Gurion University of the Negev (2019)  
Promotion case at Kennedy School of Government, Harvard University (2016)  
Promotion case at University of Kent, Canterbury United Kingdom (2016)  
Dissertation case at Hebrew University of Jerusalem (2017)

### **PhD Committees**

Dissertation Committee, Psychology, Zachary Reese, (2022)  
Dissertation Committee, Psychology Kaidi Wu, 2020  
Dissertation Committee, Marketing, Tiffany Vu, 2019  
Dissertation Committee, Management & Organizations, Ashley Hardin, 2017  
Dissertation Committee, Psychology, Kathrin Hanek, 2016  
Dissertation Committee, Marketing, Christine Kang, 2015  
Dissertation Committee, Marketing, Grant Packard, 2012  
Dissertation Committee, Marketing, Robert Smith, 2013  
Dissertation Committee, Marketing, Charles Zhang, 2013  
Dissertation Committee, Psychology, Alex Chavez, 2011  
Dissertation Committee, Psychology, Hyunjin Song, 2009

## **Editorial Boards**

*Journal of Personality and Social Psychology* (also Associate Editor)  
*Journal of Behavioral Decision Making*  
*Frontiers in Social Psychology and Personality*

Previous:

*British Journal of Management* (2010-14)  
*Harvard Journal of Hispanic Policy* (2001-05)  
*Michigan Journal of Public Affairs* (2003-04)

## **Ad-Hoc Reviewer for Leading Journals (selected, by discipline)**

### SCIENCE

*Proceedings of the National Academy of Sciences*

### PSYCHOLOGY

*Psychological Science*  
*Journal of Experimental Psychology: General*

### SOCIAL PSYCHOLOGY

*Journal of Personality and Social Psychology*  
*Journal of Experimental Social Psychology*  
*Personality and Social Psychology Bulletin*  
*British Journal of Social Psychology*

### ORGANIZATIONAL BEHAVIOR

*Organizational Behavior and Human Decision Processes*  
*Organization Science*  
*Journal of Organizational Behavior*  
*Journal of Occupational and Organizational Psychology*

### MANAGEMENT

*Academy of Management Review*  
*Management Science*  
*British Journal of Management*

### MARKETING

*Journal of Consumer Research*  
*Journal of Marketing Research*

## STRATEGY

*Strategic Management Journal*

## DECISION MAKING

*Journal of Behavioral Decision Making*

*Judgment and Decision Making*

*Cognition*

## LAW

*Journal of Empirical Legal Studies*

## Ad-Hoc Reviewer for Academic Presses

*Cambridge University Press*

*Harvard University Press*

*Oxford University Press*

## Other Service:

Blogger, "Keeping up with the Joneses," *Psychology Today*

## RESEARCH IN MEDIA (selected)

"How to handle the overly competitive friend in your life," **Women**, June 2023

"Is it possible to be \*too\* competitive? Watch out for these 6 red flags, **Well+Good**, May 2023

"Yes, you can be too competitive. Here's why, and how to stop," **Washington Post**, Nov 2021

"Is it better to intern at Google or launch at start-up?," **Scientific American**, Mar 2019

"Yes, you can be too competitive. Here's why, and how to stop," **Washington Post**, Nov 2021

"This is how competition affects your brain, motivation, and productivity," **Fast Company**, Oct 18

"People are confused about the usefulness of buying fancy things," **The Atlantic**, Sep 18

"Uncommon Knowledge: Fancy isn't friendly," **Boston Globe**, Aug 2018

"Why Whites and Asians have different views on personal success," **The Atlantic**, July 2017

"East and West have opposite views of personal success...", **Quartz**, July 2017

"Frogs in the wrong ponds, Tiger mothers and the 'best' college," **Inside Higher Ed**, July 2017

"The size of success: Cultural forces shape what 'winning' looks like," **Psychology Today**, 2017

"Here's why most Americans prefer to be a 'big fish in a small pond'," **Market Watch**, June 2017

"Big frog in a small pond, or the other way around?" **World Economic Forum**, July 2017

"People looking for prestige prefer 'big ponds' over small ones," **Science Daily**, June 2017

"Americans prefer to be 'big frog in a small pond': new study," **Xinhua**, July 2017

"The biggest what? Dubai seeks glory in obscure world records," **Associated Press**, Sep2016

"Where Men and Women Like to Compete," **Wall Street Journal**, June 2016

"You should probably compare yourself to others more, not less," **Fast Company**, June 2016

"When Does Healthy Competition Become Destructive?" **The Forum/BBC World Service**, 2016

"Women prefer jobs that have fewer applicants," **The Economic Times**, May 2016

"Is Fear Of Competition To Blame For The Gender Leadership Gap?" **Fast Company**, May 2016

"Hombres vs mujeres: ¿somos menos competitivas al buscar trabajo o...?" **Telemundo**, May 2016

"Gender pay gap..." **Australian Broadcasting Corporation**, May 2016.

"Why Break a World Record?" **The Atlantic**, August 2015  
"Why Every Man Needs a Great Rival," **Men's Health Magazine**, May 2015  
"Why Do You Love Personality Quizzes," **NBC News**, August 2014  
"Enemy Me on Facebook," **Boston Globe**, Feb 2012  
"The Presentation Mistake You Don't Know You're Making," **Harvard Business Review**, Oct 2012  
"Beware the Presenter's Paradox," **Business Week**, Nov 2012.  
"Give When it Hurts," **Boston Globe**, Jan 2012.  
"The Presenter's Paradox: When Less is More," **Psychology Today**, Jan 2012  
"Why Scrooges Are More Successful," **Forbes**, Dec 2011  
"Presenter's Paradox: Why Giving More Gifts Is A HUGE Waste ", **Business Insider**, Dec 2011  
"Why giving more is actually seen as giving less," **The Globe and Mail**, Dec 2011  
"Presenter's Paradox: Add-on Gifts Cheapen Presents," **Internl. Business Times**, Dec 2011  
"Put a sock in the stuffers," **New York Post**, Dec 2011  
"Gift-Giving Tips," **Men's Health Magazine**, Dec 2011  
"Psychology of Gift Giving," **National Public Radio**, Dec 2011  
"Study: More Christmas Gifts Not Always Better", **FoxNews**, Dec 2011  
"Psychologisches Paradox: Mehr gefällt weniger", **Der Spiegel** (Germany), Dec 2011  
"The only two I cannot gift," **Chosun** (South Korea), Dec 2011  
"Why You Shouldn't Buy Stocking Stuffers," **Time**, Dec 2011  
"Perceived Gift Values Get Averaged Not Added," **Scientific American**, Dec 2011  
"How can you pick the highest ranked people out of photos?," **Business Insider**, Dec 2011  
"Friending," **National Affairs**, Nov 2011  
"Bring your Ivy League game face," **Boston Globe**, Nov 2011  
"Psyched out: The fewer the competitors, the harder they try," **The Economist**, Jul 09  
"Taking the SAT in a crowded room means lower scores," **Newsweek**, Dec 2009  
"Competing against large numbers subdues performance," **The Times of India**, Dec 09  
"Are Fewer Competitors a Good Thing?," **Business Week**, Jul 2009  
"Poor marks? ... The Size of Your Exam Room May be at Fault," **Edmonton Journal**, Feb 09  
"Surprising Insights from the Social Sciences," **Boston Globe**, Jan 09  
"The N-Effect," **Mother Jones**, Jan 09  
"Mehr konkurrenz, weniger leistung," **20 Minuten Online** (Switzerland), Jan 10  
"Ineffectiveness and the N-Effect," **The Daily Sound**, Mar 10  
"Hoe kleiner het aantal deelnemers, hoe harder ze hun best doen," **Express** (Belgium), Jul 09  
"La competencia está en la sangre," **LaVanguardia** (Spain), Jul 09  
"Bigger field dulls the drive to compete, research finds," **Ann Arbor News**, Jul 09  
"Does having more competitors lower the motivation to compete?," **Discover Magazine**, 09  
"Warum man Prüfungen nicht in der Gruppe ablegen sollte," **Wissenschaft** (Germany), Jul09  
"Een beetje concurrentie," **Psychologie Magazine** (The Netherlands), Sep 09  
"The Bigger the Rat Race, the Less Motivated the Rats," **The Jerusalem Post** (Israel) Dec 09  
"Prüfungserfolg in der Gruppe," **Frankfurter Neue Presse** (Germany) Dec 09  
"Daha Fazla Rakip, Daha Az Rekabet," **Yakin Dunya Haber** (Turkey), Dec 09  
"Talk them into anything," **Prevention Magazine**, Sep 08  
"Strategies for talking people into anything," **Fort Worth Star-Telegram**, Sep 08  
"Rumor's Reasons," **New York Times**, March 08  
"In My Humble Popular Opinion," **Business Week**, Feb 08  
"Persistence of Myths Could Alter Public Policy Approach," **The Washington Post**, Sept 07

“Street Dogs: So Long as It’s Repeated Often Enough,” **Business Day** (South Africa), Aug 07  
“The Sound of One Trap Flapping,” **Stanford Social Innovation**, Fall 07  
“When One Voice Sounds Like Many,” **AAAS Science Update**, Sep 07  
“How Many Times Must I Tell You,” **The Times** (of London), Aug 07  
“Everyone Agrees” article, **American Scientific Mind**, Aug 2007  
“Is that Really What You Think?,” **The Globe and Mail** (Canada), Aug 07  
“Forced rankings of employees bad for business,” **Machine Design**, Sep 07  
“The best places to work,” **Medical Design**, Sep 07  
“Best in Business,” **U.S. News & World Report**, Aug 06