

ERIC M. ANICICH

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ACADEMIC POSITIONS

Associate Professor of Management and Organization (with tenure) 2023-present
Marshall School of Business, University of Southern California

Assistant Professor of Management and Organization 2016-2023
Marshall School of Business, University of Southern California

EDUCATION

Columbia Business School, Columbia University 2016
Ph.D. Management

Saïd Business School, University of Oxford 2010
M.Sc. Management Research (with distinction)

Northwestern University 2009
B.A. Economics

JOURNAL ARTICLES (*indicates student mentee)

Kim, H. L. R., Foulk, T. A., Schaerer, M., Gale, J., & **Anicich, E. M.**, Riding the Waves of Power: Power Fluctuation, Productive Energy and Goal Pursuit (in press at *Personnel Psychology*)

Slepian, M. L., **Anicich, E. M.**, Halevy, N. (2024). Secrets at Work, *Organizational Behavior and Human Decision Processes*, 183.

- Featured in Nov/Dec 2024 HBR issue: [People Who Keep Company Secrets Find More Meaning at Work](#)

Galinsky, A.D.,[†] Turek, A., Agarwal, G., **Anicich, E. M.**, Rucker, D. D., Bowles, H. R., Liberman, N., Levin, C., & Magee, J. C.[†] (2024). Are Many Sex/Gender Differences Really Power Differences?, *PNAS Nexus*

- [†]Shared first authorship

Anicich, E. M. (2022). Flexing and Floundering in the On-Demand Economy: Narrative Identity Construction under Algorithmic Management, *Organizational Behavior and Human Decision Processes*, 169.

Anicich, E. M., Lee, A. J., & Liu, S. (2022). Thanks, But No Thanks: Unpacking the Relationship between Relative Power and Gratitude, *Personality and Social Psychology Bulletin*, 48(7), 1005-1023.

Anicich, E. M. (2021). Beyond High and Low: Obstacles and Opportunities Associated with Conceptualizing Middle Power and Other Middle-Range Effects, *Social and Personality Psychology Compass*, 15(7), e12607.

Anicich, E. M., Jachimowicz, J.M., Osborne, M.,* & Phillips, L.T. (2021). Structuring Local Environments to Avoid Racial Diversity: Anxiety Drives Whites' Geographical and Institutional Self-Segregation Preferences, *Journal of Experimental Social Psychology*, 95, 104117.

- Runner-up for the Dorothy Harlow Best Conference Paper Award (GDO Division), AOM, 2020
- Best Paper Proceedings Recognition (GDO Division), Academy of Management, 2020
- Selected as "Editors' Choice" article in *Science* (Apr. 30 2021): Vol. 372, Issue 6541, pp. 477-478.

Anicich, E. M., Schaerer, M., Gale, J., & Foulk, T. A. (2021). A Fluctuating Sense of Power is Associated with Reduced Well-Being. *Journal of Experimental Social Psychology*, 92, 104057.

Brown, Z. C., **Anicich, E. M.,** & Galinsky, A. D. (2020). Compensatory Conspicuous Communication: Low Status Increases Jargon Use. *Organizational Behavior and Human Decision Processes*, 161, 274-290.

- Featured in March/April 2021 HBR issue: [The Psychology of Jargon](#)

Anicich, E. M., Foulk, T. A., Osborne, M. R.,* Gale, J., & Schaerer, M. (2020). Getting Back to the "New Normal": Autonomy Restoration during a Global Pandemic. *Journal of Applied Psychology*, 105(9), 931-943.

Anicich, E. M. & Hirsh, J. B. (2017). The Psychology of Middle Power: Vertical Code-Switching, Role Conflict, and Behavioral Inhibition. *Academy of Management Review*, 42(4), 659-682.

- Winner of the AMR Best Paper Award for 2017

Whitson, J. A., **Anicich, E. M.,** Wang, C. S. & Galinsky, A. D. (2017). Navigating Stigma and Group Conflict: Identification and Self-Labeling. *Negotiation and Conflict Management Research*, 10(2), 88-166.

Wang, C. S., Whitson, J. A., **Anicich, E. M.,** Kray, L. J., & Galinsky, A. D. (2017). Challenge Your Stigma: How to Re-Frame and Re-Value Negative Stereotypes and Slurs. *Current Directions in Psychological Science*, 26(1), 75-80.

Anicich, E. M., Fast, N. J., Halevy, N., & Galinsky, A. D. (2016). When the Bases of Social Hierarchy Collide: Power without Status Drives Interpersonal Conflict. *Organization Science*, 27(1), 123-140.

Anicich, E. M., Swaab, R. I., & Galinsky, A. D. (2015). Hierarchical Cultural Values Predict Success and Mortality in High-Stakes Teams. *Proceedings of the National Academy of Sciences*, 112(5), 1338-1343.

- Awarded the 2014 Most Innovative Student Paper Award (OB Division), Academy of Management
- Best Paper Proceedings Recognition (OB Division), Academy of Management, 2014

Anicich, E. M. (2014). What Lies Within: Superscripting References to Reveal Research Trends. *Perspectives on Psychological Science*, 9(6), 682-691.

Swaab, R. I., Schaerer, M., **Anicich, E. M.,** Ronay, R., & Galinsky, A. D. (2014). The Too-Much-Talent Effect: Team Interdependence Determines when More Talent is Too Much Versus Not Enough. *Psychological Science*, 25(8), 1581-1591.

Galinsky, A. D., Wang, C. S., Whitson, J. A., **Anicich, E. M.**, Hugenberg, K., & Bodenhausen, G. (2013). The Reappropriation of Stigmatizing Labels: The Reciprocal Relationship between Power and Self-Labeling. *Psychological Science*. 24(10), 2020-2029.

Ronay, R., Greenaway, K., **Anicich, E.M.**, Galinsky, A.D. (2012). The Path to Glory is Paved with Hierarchy: When Hierarchical Differentiation Increases Group Effectiveness. *Psychological Science*. 23(6), 669–677.

OTHER PUBLICATIONS (*indicates student mentee)

Slepian, M. L., **Anicich, E. M.** & Halevy, N. (2024). [Research: How Keeping Organizational Secrets Impacts Employees](#). *Harvard Business Review*, December 2.

Anicich, E. M. & Lindsley D. (2024). [Reimagining Work as a Product](#). *Harvard Business Review*, 102(6), 61-65. (November/December magazine issue).

- Recognized as HBR's "[The Best of the Issue](#): Why You Should Treat Employees Like Customers"
- Featured as magazine cover story in April 2025 issue of HBR Germany ([Harvard Business manager](#))
- Article selected to be included in print edition of *HBR* Special Issue on motivating people (Fall 2025)

Anicich, E. M., Lee, M. Y., & Sánchez Celi, J. P. (2024). [The Challenges of Becoming a Less Hierarchical Company](#). *Harvard Business Review*, March 21.

- Featured as the [lead article](#) in HBR's newsletter, *The Insider*, written by HBR.org editor-in-chief
- Featured in HBR's [Weekly Hotlist](#) newsletter (a 'roundup of HBR's most popular ideas and advice')

Anicich, E. M. (2022). [We're Headed for a Great Gig Divide. Here's Why We Should Be Worried](#). *Newsweek*, November 22.

Anicich, E. M. (2022). [Dehumanization Is a Feature of Gig Work, Not a Bug](#). *Harvard Business Review*, June 23.

- One of eleven HBR articles featured in *The Year in Tech 2024* (HBR Insights Series)
- Featured as a "[Further Reading](#)" by the Financial Times (FT Alphaville) on June 23, 2022
- Included on World Economic Forum's list of "[Insights](#)" related to digital transformations
- Featured on The Talent Angle Podcast by Gartner ("[Rethinking the 'Job' of Your Job](#)" 32:00 min. mark)

Anicich, E. M. & Lee, A. J. (2022). [Research: More Powerful People Express Less Gratitude](#). *Harvard Business Review*, April 25.

Anicich, E. M. & Lee, A. J. (2021). [Two Words that Rarely Travel Down the Hierarchy: Thank You!](#) Invited contribution to the Society for Personality and Social Psychology's *Character & Context* Blog, December 6.

Anicich, E. M., Schaerer M., Gale J., & Foulk T. A. (2021). [When Your Authority Fluctuates Throughout the Day](#). *Harvard Business Review*, November 19.

- Featured as HBR Management Tip of the Day

Anicich, E. M., Jachimowicz, J.M., Osborne, M.* & Phillips, L.T. (2021). [Design Physical and Digital Spaces to Foster Inclusion](#). *Harvard Business Review*, August 11.

Brown, Z. C., **Anicich, E. M.**, & Galinsky, A. D. (2021). [Does Your Office Have a Jargon Problem?](#) *Harvard Business Review*, March 19.

Anicich, E. M., (2020). [Everything is Fine? Exercising Control and Authenticity in This “New Normal”](#). Invited contribution to the Society for Personality and Social Psychology’s *Character & Context* Blog, November 23.

Anicich, E. M., Foulk T. A., Osborne M. R.,* Gale J., & Schaerer M. (2020). [Restore Your Sense of Control — Despite the Pandemic](#). *Harvard Business Review*, September 10.
- Featured as HBR Management Tip of the Day

Anicich, E. M. & Hirsh, J. B. (2017). [Why Being a Middle Manager Is So Exhausting](#). *Harvard Business Review*, March 22.
- Selected to appear in HBR’s curated volume *10 Must Reads for Mid-Level Managers*

Anicich, E. M., Fast, N. J., Halevy, N., & Galinsky, A. D. (2016). [How Powerful, Low-Status Jobs Lead to Conflict](#). *Harvard Business Review*, February 11.

Morris, M. W. & **Anicich, E. M.** (2014). *Bank of America and Merrill Lynch Merger*, Columbia Business School, CaseWorks Case #150403

UNDER REVIEW OR REVISION (*indicates student mentee)

Osborne, M. R.,* **Anicich, E. M.**, & Dupree, C. H. A (costly) penny for your thoughts? Allies cause harm by seeking marginalized group members’ help when confronting prejudice (minor revision at *JESP*)
- Best Paper Proceedings Recognition (DEI Division), Academy of Management, 2023
- Awarded the 2023 Best Student Paper Award, Diversity, Equity, & Inclusion (DEI) Division of AOM

Anicich, E. M. On Flywheels and Treadmills in the Gig Economy: A Systems Psychodynamic Perspective on Time Inequality (contributed essay in curated discussion; R&R at *Journal of Management Inquiry*)

Anicich, E. M., Yin, Y., Cratsley, M. J.* Who am (A)I? A Theory of Technological Identity Encroachment (TIDE) in Organizations (under review at *ROB*)

Brown, Z. C., **Anicich, E. M.**, & Galinsky, A. D. Local and Global Status Concerns Independently Predict Jargon Use (reject and resubmit at *PSPB*)

WORKING PAPERS (*indicates student mentee)

Anicich, E. M., Lee, A. J., & Osborne, M. R.* Status Mirages: Examining the Impact of Social Status Forecasting Errors at Work (preparing to submit to *Organization Science*)

Anicich, E. M., Berry, Z., Frey, E., & Tost, L. P. Talent Aversion Leads to Moral Condemnation through Perceived Duty Violation (preparing to submit to *Journal of Applied Psychology*)

Anicich, E. M., Godart, F., Swaab, R., & Galinsky, A. D. When Two Heads Are Worse than One: A Social Hierarchy Perspective on Co-Leadership in Teams

- **Best Paper Proceedings Recognition (CM Division), Academy of Management, 2017**
- **Awarded the 2017 Best Paper – New Directions Award (CM Division), Academy of Management**

Lu, J., Turek, A., Pike, B., **Anicich, E. M.**, Galinsky, A.D. The First-on-Ballot Effect and Accountability: Experimental and Archival Evidence from Entertainment Award Shows

WORK IN PROGRESS (*indicates student mentee)

Anicich, E. M. Sensemaking and Sensegiving Processes During Discontinuous Career Transitions from Elite Performance Domains (data collection stage)

- **Inductive study involving ongoing interviews with former Navy SEALs, Olympians, Chess Grandmasters, Cirque du Soleil acrobats, and others (N=58 currently).**

Lee, J. Lee, A. J., & **Anicich, E. M.** Equity analyst status and question types on earnings calls (data collection stage)

Slepian, M. L. & **Anicich, E. M.** Effects of knowing status-granting organizational secrets on employee outcomes (data collection stage)

Anicich, E. M. Adversity Narratives and Status Conferral. (data collection stage)

Pai, J., Li, H., **Anicich, E. M.** & Whitson, J. A. Striving for the Status Quo: Stasis-Striving, Inauthenticity, and Psychological Distress in High-Achievement Contexts (data collection stage)

Taylor, S. G., Vogel, R. M., Foulk, T. A., Schaerer, M., **Anicich, E. M.**, Osborne, M.,* Shoss, M. K., Carusone, N. No Money, More Problems: Why Financially Insecure Employees Mistreat Coworkers (writing stage)

AWARDS, HONORS, AND GRANTS

- Outstanding Reviewer Award, *Organization Science*, 2025
 - **This award is given to less than 2% of reviewers according to the editor-in-chief**
- *HBR* Article (Anicich & Lindsley, 2024) selected to be included in print edition of *HBR* Special Issue, [“How to Really Motivate People”](#) (Fall 2025)
- USC Marshall Culture and Community Success Mini-Grant for Teaching (~\$3,000)
- *HBR* Article (Anicich & Lindsley, 2024) featured as [magazine cover story](#) in April 2025 issue of *HBR* Germany (Harvard Business manager)
- [“The Best of the Issue”](#) recognition from the Harvard Business Review for Anicich & Lindsley (2024) published in the Nov/Dec. 2024 magazine issue

- Best Student Paper Award in the Diversity, Equity, & Inclusion (DEI) Division of AOM, 2023 (for co-authored work with PhD candidate Merrick Osborne)
 - **This award is given to a doctoral student author for the best conference paper submitted to Diversity, Equity and Inclusion Division. less than 2% of our reviewers**
- Outstanding Reviewer Award, *Academy of Management Discoveries*, 2023
- Institute for Outlier Research in Business (iORB) Grant (\$15,000), 2023
 - **Received iORB Longitudinal Data Initiative grant sponsored by USC Marshall to support novel, potentially high impact, longitudinal data collection on important business phenomena**
- Dean's Award for Excellence in Research, Marshall School of Business, USC, 2022
 - **One of three USC Marshall faculty members recognized for excellence in research**
- "Top Gun" Award for Excellence in Research, Teaching, and Service, MOR Dept., 2022
 - **Awarded annually to one member of the MOR department**
- Selected as sole junior faculty presenter (out of five) at the Faculty Research Fair, 2022
- Poets & Quants Top 50 Undergraduate Professor, 2021
- Winner of the 2021 Early Career Award, International Association for Conflict Management (IACM)
 - **This award honors a scholar in the first five years of their post-doctoral career who has shown exceptional promise for making significant contributions to the study of conflict management and negotiation.**
- Selected as ["Editors' Choice" article in *Science*](#) (Apr. 30 2021): Vol. 372, Issue 6541, pp. 477-478 (for Anicich, Jachimowicz, Osborne, & Phillips, 2021)
- Runner-up for the Dorothy Harlow Best Conference Paper Award (GDO Division), AOM, 2020 (for Anicich, Jachimowicz, Osborne, & Phillips, 2021)
- Greif Center for Entrepreneurial Studies Research Award Recipient (\$5,000), 2020
- Winner of the AMR Best Paper Award for 2017 (for Anicich & Hirsh, 2017)
 - **Award recognizes the best paper published in the *Academy of Management Review* (AMR) in 2017**
- Best Paper: New Directions Award, CM Division, Academy of Management (2017)
 - **This award recognizes the paper submitted to the Conflict Management Division for that year's Academy of Management Annual Meeting that makes the most significant new contribution to the conflict literature involving, but not limited to, the innovative use of new methods or a new approach/venue for the study of conflict and negotiation in organizations and broader society.**
- Outstanding Reviewer Award, Conflict Management Division, AOM (2017)

- Junior Faculty Award Supplement, Gilbert Foundation Fund, USC Marshall School of Business (2016)
- Werner L. and Adriana Chilton Doctoral Fellowship, Columbia Business School (2016)
 - Awarded to one or more doctoral students at Columbia Business School each year on the basis of overall achievement in the Ph.D. program and potential to conduct quality research.
- Leadership Lab Grant recipient, Columbia Business School (2015)
 - The Leadership Lab provides up to five competitive, merit-based awards to doctoral students across all divisions of the business school to support promising research projects in the area of leadership.
- Behavioral Research Lab Fellowship, Columbia Business School (2015)
- OB Division Doctoral Consortium Nominee, AOM (2015)
- Most Innovative Student Paper Award, OB Division, Academy of Management (2014)
 - This award recognizes a student-authored empirical or conceptual paper that builds or tests theory in an unusually creative manner, investigates a novel organizational phenomenon, or uses a path-breaking design to illuminate an important problem.
- Deming Doctoral Research Fellowship Recipient (2012)
 - Deming fellowships support doctoral students for a trimester-long applied research project in conjunction with a company. Students have the opportunity to use company data to validate academic hypotheses, increasing their exposure to industry problems and enhancing the relevance of their research.
- Program Distinction, MSc in Management Research, University of Oxford (2010)
- Thesis Distinction, MSc in Management Research, University of Oxford (2010)
- Green Templeton College Learning Grant, University of Oxford (2010)
- Xenia S. Duchich Memorial Scholarship, Northwestern University (2008)

PROFESSIONAL ACTIVITIES

Associate Editor

- *Organizational Behavior and Human Decision Processes*, 2024 - Present

Editorial Board Member

- *Organization Science*, 2023 - Present
- *Organizational Behavior and Human Decision Processes*, 2019 - 2024

Ad Hoc Reviewer

- *Academy of Management Journal (AMJ)*, *Administrative Science Quarterly (ASQ)*, *Journal of Personality and Social Psychology (JPSP)*, *Organizational Behavior and Human Decision Processes (OBHDP)*, *Management Science*, *Personality and Social Psychology Bulletin (PSPB)*, *Journal of Experimental Social*

Psychology (JESP), Journal of Experimental Psychology: General (JEP:G), Academy of Management Discoveries (AMD), Journal of Organizational Behavior (JOB), Journal of Management Studies (JMS), European Journal of Social Psychology (EJSP), Human Relations, Affective Science, Work & Stress, Negotiation and Conflict Management Research, PLOS ONE, Language Sciences, Academy of Management (AOM) Annual Conference

SELECT MEDIA COVERAGE

Television Interviews

- KTVU Fox 2 News (San Francisco): [Dry Promotions: more work, same pay](#)

Radio / Podcast Interviews

- NPR Marketplace: [Can you buy wins in sports... or the AI talent wars?](#)
- NPR Marketplace: [Workplace jargon reflects changing power dynamics](#)
- NPR radio, *All Things Considered*: [Why Corporate Jargon Never Seems to Go Away](#)
- CBC radio: *Cost of Living* Podcast: [Guest on Nov. 5, 2023 episode](#) (on corporate jargon)
- NPR Los Angeles: [AirTalk w/ Larry Mantle](#) (April 18th, 2022 Episode beginning at 56:26)
- *Work for Humans* Podcast (guest on June 27, 2023): [Dehumanization Is a Feature of Gig Work, Not a Bug](#)
- Nobody Listens to Paula Poundstone Podcast (guest on Ep. 67): [Podcasting Like a Boss!](#)
- Podcast has 4.7 star rated based on 3.9k reviews
- USC Marshall Voices Podcast: [The Great Return and The Future of Work](#)
- LocalJobNetwork.com: [Minding Your P's and Q's – Power vs. Status](#)

Print Interviews

- The Wall Street Journal (digital & print): [The Best Office Designs to Lure Back Remote Workers](#)
- Financial Times (digital & print): [How to make the hybrid workforce model work](#)
- USA Today: [More work, same salary. How employees should respond to a 'dry promotion'](#)
- Featured in the weekly university-wide newsletter on Friday, December 13, 2024
- National Geographic: [Synergy? Offlining? We all hate corporate jargon—but here's why we still use it](#)
- BBC: [Is it up to employees to fix the remote-work promotion gap?](#)
- BBC: [The workers quitting over return-to-office policies](#)
- L.A. Times: [Quiet quitting. RTO. Coffee badging. What this new vocabulary says about your workplace](#)
- L.A. Times: [What military doctors can teach us about power in the United States](#)
- Business Insider: [How managers can reduce burnout and make work energizing](#)
- Business Insider: [From ALICEs to DINKs: Your complete guide to America's weird new tribes](#)
- BBC: [How to restore your sense of control when you feel powerless](#)

- Business Insider: [The script you can use to ask your micromanaging boss for more autonomy at work](#)
- Worklife Magazine (Winter 2020): [Making the Most of the Middle](#)
- The quarterly magazine of Staples, Inc. (circulation of 250,000)
- Briefings Magazine (Issue 48, pages 36-43): [The Hybrid Hitch](#)
- Published by the consulting firm, Korn Ferry. Briefings articles were read >3 million times in 2020.
- CEO Magazine: [How workplace design is evolving to foster more meaningful team interactions](#)
- Inc.com: [New Research: Jargon Is a Sign of Insecurity, Not Smarts](#)
- Los Angeles Times: [Trust in CEOs has fallen during coronavirus pandemic, report says](#)
- Fast Company: [What Himalayan Mountain Climbers Can Teach Us About Office Hierarchy](#)
- Outside Magazine: [Summit or Death!](#)
- Times Higher Education (UK): [Researcher claims to have answer to negative citations](#)
- Decrypt Media: [How to make your decentralized organization work for you](#)
- WalletHub: [2022's Hardest-Working Cities in America](#)
- USC Trojan Family Magazine: [The 8 Ways That COVID-19 Will Transform Businesses, Jobs and Our Working Lives](#)

Other Media Coverage

Secrets at Work (*Organizational Behavior and Human Decision Processes*, 2024)

- Harvard Business Review (November–December 2024 magazine issue): [People Who Keep Company Secrets Find More Meaning at Work](#)

Structuring Local Environments to Avoid Diversity: Anxiety Drives Whites' Geographical and Institutional Self-Segregation Preferences (*Journal of Experimental Social Psychology*, 2021)

- Forbes: [How Tennis, Golf, And White Anxiety Block Racial Integration](#)

Getting Back to the "New Normal": Autonomy Restoration during a Global Pandemic (*Journal of Applied Psychology*, 2020)

- The Washington Post: [Homecomings used to feel special. But that was before we spent all our time at home](#)
- BBC: [Why 'healthy neurotics' can thrive in stressful times](#)
- Curiosity Daily (podcast by Discovery, Inc.): [Normalcy Bounces Back Quickly in Times of Stress and the Female Astronauts of the Mercury 13](#)
- The Aspen Institute: [Five Best Ideas of the Day \(September 11, 2020\)](#)
- Forbes.com: [On The Brighter Side Of The Pandemic: We Are More Adaptive Than We Think, Study Suggests](#)
- Inverse.com: [An Unexpected Trait Can Help Certain People Adjust to Our 'New Normal'](#)
- Psychology Today: [How to Set Limits When Someone Demands Too Much of You](#)

Compensatory conspicuous communication: Low status increases jargon use
(*Organizational Behavior and Human Decision Processes*, 2020)

- CBS Sunday Morning (television): [The buzz over annoying corporate buzzwords](#)
- The Atlantic: [Why Simple Is Smart](#)
- Financial Times (print edition): [The mortifying reason we will never give up office jargon](#)
- NPR: [Forgive Me, For I Have Sinned ... Against The English Language](#)
- CBC (As It Happens Radio): [Feeling inferior? You're more likely to use jargon, study says](#)
- The Times (UK): [Why complex language is a sign of inferiority](#)
- World Economic Forum: [Judging jargon: Infuriating, but useful. Here's why](#)
- Forbes: [\(Toxic\) Leadership Lessons From The Show "Succession"—And How You Can Do Better](#)
- Forbes: [Spring Cleaning For Presentation Skills](#)
- Newsday: [When buzzwords turn into a buzzkill](#)
- HuffPost: [10 Office Buzzwords You're Using That Annoy All Your Co-workers \(And What To Say Instead\)](#)
- Times Higher Education (THE): [The week in higher education – 15 October 2020](#)
- Psychology Today: [What Your Social Signals Reveal](#)
- Threshold: [Jargon is annoying – so why do people use it?](#)
- The Next Web (TNW): [Using jargon to sound smart? Science says you're just insecure](#)

The Psychology of Middle Power: Vertical Code-Switching, Role Conflict, and Behavioral Inhibition
(*Academy of Management Review*, 2017; *HBR*, 2017)

- Fortune: [The return-to-office compromise between workers and bosses created a nightmare for middle managers](#)
- Fortune: [Middle managers feel trapped in the return-to-office war](#)
- Forbes: [Why Middle Managers Are Key For Creating Inclusive Cultures](#)
- Forbes.com: [Why Middle Managers Need a Hug](#)
- Thrive Global: [How to Cope with a Horrible Boss, Part II](#)
- Inc.com: [3 Ways Leaders Can Help Middle Managers Get Better at Feedback](#)
- Forbes.com: [How To Succeed In The Messy Middle: Managing Up, Down and Across](#)
- AccountingWeb: [Why Managers Are Key to D&I Success at Work](#)
- Entrepreneur.com: [3 Excellent Problem Statement Examples](#)

Hierarchical cultural values predict success and mortality in high-stakes teams
(*Proceedings of the National Academy of Sciences*, 2015)

- The Economist: [A manager's guide to handling crises](#)
- The Wall Street Journal: [Researchers Put Hierarchies Through the Himalayan Test](#)
- International Business Times: [Why Russians and Malaysians are more likely to conquer Mount Everest or will die trying](#)
- Vocativ: [Cultural Baggage May Cause Mountain Climbing Disasters](#)
- Minds for Business (APS blog): [How Hierarchy Can Help Teams Scale New Heights](#)

- Boston Globe Ideas: [Hierarchy means victory! And death](#)
- News.com.au: [Want to survive Mt. Everest? Then join a team from an egalitarian country where people listen to each other. It's that simple.](#)

The too-much-talent effect: Team interdependence determines when more talent is too much versus not enough (*Psychological Science*, 2014)

- Inc. Magazine: [Need Superstar Employees on Your Team? Depending on the Situation, Science Says Don't Hire Too Many](#)
- TED's WorkLife Podcast with Adam Grant: [The Team of Humble Stars](#)
- CNN: [Hilary Clinton's talent problem](#)
- Sports Illustrated (print): [Love Hurts? The Cavs might be too good for their own good](#)
- TIME.com: [Yes, You Can Be Too Talented for Your Job](#)
- Forbes: [Three Counterintuitive Ways To Build A Better Team](#)
- Forbes: [Talent Acquisition: Sometimes Less Is More](#)
- The Economist: [All aboard the football express](#)
- New York Times: [A Tipping Point for Too Much Talent](#)
- Wall Street Journal: [The Fault in Our Stars](#)
- Wall Street Journal: [Do the Miami Heat Have Too Much Talent?](#)
- Scientific American: [The Surprising Problem of Too Much Talent](#)
- Inc. Magazine: [Can a Team Have Too Much Talent?](#)
- New York Times: [Social Science Palooza IV](#)
- The Sunday Times (UK): [Too much talent kills team spirit](#)
- Huffington Post: [Not Enough Basketballs? The Too-Much-Talent-Effect](#)
- The Washington Post: [Why teaching is more like basketball than baseball – and why it matters](#)
- Big Think: [Why successful leaders are wary of the “too much talent effect”](#)
- Boston Globe: [When top talent hurts a team](#)
- Science Magazine: [World Cup teams could suffer from too much talent](#)
- MBA Journal: [Too much talent, less team success](#)

The Reappropriation of Stigmatizing Labels (*Psychological Science*, 2013)

- The Atlantic: [A Nazi Controversy Deep in the Solar System](#)
- The Atlantic: [Meet the New Bitch: The curious evolution of a slur](#)
- Huffington Post: [The Psychological Power Of Reclaiming Oppressive Language](#)
- Huffington Post: [How to Defuse a Hateful Slur](#)
- Eater: [David Bouhadana Has a Problem, and We Need to Talk About It](#)
- The Conversation: [WTF? Slurs offend young adults more than swearing](#)
- OkCupid blog: [Let's Flip the Script on DTF](#)
- Elite Daily: [Here's Why Kanye West Is Totally Right About Bitches](#)

Hierarchical differentiation increases group effectiveness (*Psychological Science*, 2012)

- The Atlantic: [Study of the Day: When Teamwork Isn't Democratic, Everyone Benefits](#)
- New York Magazine: [The Boss Stops Here](#)
- The Wall Street Journal (Ideas Market Blog): [Group Tasks: The Case for Hierarchy](#)
- Inc. Magazine: [Why Office Hierarchies Are Good for Business](#)
- Inc. Magazine: [Duke it out: Healthy conflict yields better work outcomes](#)
- Inc. Magazine: [How Flat is Too Flat?](#)
- Boston Globe: [For better teamwork, try hierarchy](#)
- FOXBusiness: [The Big Reason Employees Need Bosses](#)
- CareerBliss.com: [Think you can handle working at a bossless company?](#)
- Financial Review (Australia): [Why we can't all be chiefs](#)
- United Academics Magazine: [Work Teams Require a Clear Hierarchy](#)

Co-Leadership Undermines Team Performance (working paper)

- The Economist (online and print editions): [The pros and cons of collaboration](#)
- New York Magazine (Science of Us): [Having Two Bosses for One Company Is Maybe Not the Best Idea](#)

INVITED TALKS

- Emory University, Goizueta Business School (2022)
- USC Marshall Research Fair (2022)
- University of Pittsburgh, Katz Graduate School of Business (2021)
- UCLA, Anderson School of Management (2017)
- University of Southern California, Department of Psychology (2016)
- New York University, Stern School of Business (2015)
- University of Southern California, Marshall School of Business (2015)
- University of Maryland, Robert H. Smith School of Business (2015)
- Emeritus Professors in Columbia (EPIC), Columbia University (2015)
- Deming Center for Quality, Productivity, & Competitiveness, Columbia University (2013)

SYMPOSIUMS ORGANIZED

Co-Organizer, “Looking at the Full Spectrum of Hierarchy” Managerial and Organizational Cognition (MOC) Symposium at the Academy of Management (AOM) annual conference, Boston, MA (2019)

CONFERENCE PRESENTATIONS AND ROLES (*Presented by a Co-author)

*Anicich, E. M., Berry, Z., Frey, E., & Tost, L. P. (2025). Talent Aversion Leads to Moral Condemnation through Perceived Duty Violation, paper presentation at the Academy of Management (AOM) annual conference, Copenhagen, Denmark.

*Galinsky, A.D., Turek, A., Agarwal, G., Anicich, E. M., Rucker, D. D., Bowles, H. R., Liberman,

- N., Levin, C., & Magee, J. C. (2024). Are Many Sex/Gender Differences Really Power Differences? paper presentation at the Academy of Management (AOM) annual conference, Chicago, IL.
- *Brown, Z., Anicich, E. M., & Galinsky, A. D. (2023). Local and Global Status Insecurities Independently Predict Compensatory Jargon Use, poster presentation at the International Association of Conflict Management (IACM) annual conference, Thessaloniki, Greece.
- *Brown, Z., Anicich, E. M., & Galinsky, A. D. (2023). Local and Global Status Concerns Independently Predict Jargon Use Among Psychologists, paper presentation at the Academy of Management (AOM) annual conference, Boston, MA.
- *Osborne, M. R., Villafuerte, A., Anicich, E. M., & Dupree, C. H. A (2023). Confronters can cause harm by soliciting marginalized employees' voice when confronting prejudice, paper presentation at the Academy of Management (AOM) annual conference, Boston, MA.
- Anicich, E. M. (2022). Frontiers of Hierarchy Research: The Impacts of Low Power and Changing Power, symposium discussant at the Academy of Management (AOM) annual conference, Seattle, WA.
- Anicich, E. M. (2021). Driving to Make Dollars and Sense: Self-Narrative Construction under Algorithmic Management, virtual paper presentation at the Academy of Management (AOM) annual conference
- Anicich, E. M. (2021). The Manager in Intragroup and Intergroup Hierarchies: Managing Hierarchy Across Levels of Analysis, virtual symposium panelist at the Academy of Management (AOM) annual conference
- * Anicich, E. M., Osborne, M. R., Villafuerte, A. (2021). "I'm Kind of (Disappointed I Did Not Become) a Big Deal": Status Disappointment, Future Work Self Salience, and Compensatory Status Signaling, virtual paper presentation at the Academy of Management (AOM) annual conference
- * Anicich, E. M., Jachimowicz, J.M., Osborne, M., & Phillips, L.T. (2020). Local Racial Diversity, Intergroup Contact, and Exclusionary Organizational Preferences among Whites, virtual paper presentation at the Academy of Management (AOM) annual conference.
- * Anicich, E. M., Jachimowicz, J.M., Osborne, M., & Phillips, L.T. (2020). Local Racial Diversity Shapes Preferences for Meta-Contact Attitudes among Whites, virtual paper presentation at the IACM annual conference.
- * Pai, J., Anicich, E. M. & Whitson, J. A. (2020). Striving for the Status Quo: Stasis-Striving, Inauthenticity, and Psychological Distress in High-Achievement Contexts, virtual paper presentation at the IACM annual conference.
- Anicich, E. M. (2018). Status Efficiency Theory: A Dynamic Perspective on Status Striving and the Status Conferral Process. Presenter Symposium at the Academy of Management (AOM) annual conference, Chicago, IL.

- Anicich, E. M. & Schaerer, M. (2018). Understanding the Consequences of Vertical Code-Switching in Social Hierarchies. Presenter Symposium at the Academy of Management (AOM) annual conference, Chicago, IL.
- Anicich, E. M., Godart, F., Swaab, R., & Galinsky, A. D. (2017). When Two Heads are Worse than One: Understanding the Costs of Co-Leadership. Divisional paper session at the Academy of Management (AOM) annual conference, Atlanta, GA.
- * Anicich, E. M. & Hirsh, J. B. (2016). The Psychological Experience of Middle Power. Symposium paper presentation at the Society of Experimental Social Psychology (SESP) annual conference, Santa Monica, CA.
- * Anicich, E. M. & Hirsh, J. B. (2016). Middle-Power Inhibition: Uncertainty and Adherence to Organizational Norms. Divisional paper session at the Academy of Management (AOM) annual conference, Anaheim, CA.
- * Whitson, J. A., Anicich, E. M., Wang, C. S., Galinsky, A. D. (2016). Group Identification as a Cause, Consequence, and Moderator of Self-Labeling with a Stigmatizing Label. Paper presented at the annual meeting of the Society for Personality and Social Psychology (SPSP), San Diego, CA.
- * Galinsky, A. D., Anicich, E. M., Swaab, R. I., & Ronay, R. (2016). When Hierarchy Wins and When it Kills. Paper presented at the annual meeting of the Society for Personality and Social Psychology (SPSP), San Diego, CA.
- Anicich, E. M., Galinsky, A. D., & Phillips, D. J. (2015). Middle-Rank Morality: Understanding the Hierarchical Origin of Unethical Behavior. Paper to be presented at a Divisional Paper Session at the Academy of Management (AOM) annual conference in Vancouver, B.C., Canada
- Anicich, E. M., Swaab, R. I., & Galinsky, A. D. (2014). When Hierarchy Conquers and Kills: Hierarchical Cultural Values Predict Success and Fatality in High-Stakes Teams. Paper presented at a Divisional Paper Session at the Academy of Management (AOM) annual conference in Philadelphia, PA
- Anicich, E. M., Swaab, R. I., & Galinsky, A. D. (2014). When Hierarchy Conquers and Kills: Hierarchical Cultural Values Predict Success and Fatality in High-Stakes Teams. Paper presented at the 12th Annual Trans-Atlantic Doctoral Conference, London Business School, London, United Kingdom.
- * Anicich, E., Fast, N. J., Halevy, N., & Galinsky, A. D. (2014). The interactive effects of power and status on relationship conflict. Paper presented at the annual meeting of the Association for Psychological Science, San Francisco, CA.
- * Anicich, E. M., Fast, N. J., Halevy, N., & Galinsky, A. D. (2014). Power Without Status as a Breeding Ground for Conflict. Paper presented at the Society for Industrial and Organizational Psychology (SIOP) Annual Meeting, Honolulu, HI

- * Galinsky, A. D., Anicich, E. M., Magee, J., Rucker, D. D., Riley Bowles, H., & Liberman, N. (2014). From Power Differences to Sex Differences. Symposium paper presentation at the Society of Personality and Social Psychology (SPSP) annual conference
- * Whitson, J. A., Anicich, E. M., Wang, C. S., Galinsky, A. D. (2013). Group Identification and Self-Labeling with a Derogatory Group Term. Symposium paper presentation at the Society of Experimental Social Psychology (SESP) annual conference
- * Wang, C. S., Whitson, J. A., Anicich, E. M., Galinsky, A. D. (2013). Lipstick Feminists: Understanding the Processes of Re-Labeling. Symposium paper presentation at the Society of Experimental Social Psychology (SESP) annual conference
- * Galinsky, A. D., Wang, C. S., Whitson, J. A., Anicich, E. M., Hugenberg, K., & Bodenhausen (2013). The Reappropriation of Stigmatizing Labels: The Reciprocal Relationship Between Power and Self-Labeling. Symposium paper presentation at the Society of Experimental Social Psychology (SESP) annual conference
- Anicich, E. M., Fast, N. J., Halevy, N., & Galinsky, A. D. (2013). Power Without Status as a Breeding Ground for Conflict. Paper presented at the Academy of Management (AOM) Annual Meeting, Orlando, FL
- Anicich, E. M., Fast, N. J., Halevy, N., & Galinsky, A. D. It's Not Personal, It's Positional: The Interactive Effects of Power and Status on Relationship Conflict (2013). Paper presented at the 7th Annual Columbia-Stern Doctoral Conference
- * Fast, N. J., Anicich, E., Halevy, N., & Galinsky, A. D. (2013). The interactive effects of power and status on relationship conflict. Paper presented at the annual meeting of the Society for Personality and Social Psychology (SPSP), New Orleans, LA
- Ronay, R., Greenaway, K., Anicich, E.M., & Galinsky, A.D (2012). When Hierarchical Differentiation Increases Group Effectiveness. Paper presented at the Academy of Management (AOM) Annual Meeting, Boston, USA, *Cross Divisional Paper Roundtable Session*
- * Ronay, R., Greenaway, K., Anicich, E.M., & Galinsky, A.D (2012). When Hierarchical Differentiation Increases Group Effectiveness. Paper to be presented at the International Association of Conflict Management (IACM), Cape Town, South Africa
- Anicich, E. M. (2012). The Path to Glory is Paved with Hierarchy: When Hierarchical Differentiation Increases Group Effectiveness. Paper presented at the 4th Annual Medici Summer School in Management Studies, Florence, Italy
- Anicich, E. M. (2012). The Path to Glory is Paved with Hierarchy: When Hierarchical Differentiation Increases Group Effectiveness. Paper presented at the 12th Annual Trans-Atlantic Doctoral Conference, London Business School, London, United Kingdom
- Anicich, E. M. (2012). The Path to Glory is Paved with Hierarchy: When Hierarchical Differentiation Increases Group Effectiveness. Paper presented at the 6th Annual Columbia-Stern Doctoral Conference

- * Ronay, R., Greenaway, K., Anicich, E.M., & Galinsky, A.D. (2012). Payback and pecking orders: Prenatal testosterone exposure as a predictor of competitive confrontations. 13th Annual Meeting of the Society for Social and Personality Psychology (SPSP), San Diego, CA

TEACHING EXPERIENCE

- University of Southern California, Marshall School of Business
 - MOR 605: Research Methods in Organizational Behavior (Ph.D. Seminar)
 - Spring 2023
 - Spring 2025
 - MOR 599: Adaptive Leadership: Navigating Complexity and Change (MBA Elective)
 - Spring 2026
 - BUAD 304: Organizational Behavior and Leadership (Core Undergrad Course)
 - Fall 2025 (two sections)
 - Spring 2025 (two sections)
 - Spring 2024 (three sections)
 - Spring 2023 (three sections)
 - Spring 2021 (three sections)
 - Spring 2020 (three sections)
 - Spring 2019 (three sections)
 - Fall 2017 (co-taught nine sections)
 - Fall 2016 (co-taught six sections)
 - Recorded 35 mini-lectures (~8 minutes each) that are used by >15 instructors and >1,600 students a year in BUAD 304
- Columbia University, Columbia Business School
 - Guest Lecturer, Managerial Negotiations (MBA elective course)
 - Spring 2013

STUDENT ADVISING

Primary Advisor and Dissertation Chair

- Jeslyn Brouwers, MOR Ph.D. student, 2025-present
- Merrick Osborne, MOR Ph.D. graduate, 2022
 - ***Initial tenure-track placement: Cornell University***

Dissertation Committee Member

- Jacob Roberson, MOR PhD student, 2026
- Maya Cratsley, MOR PhD student, 2024
- Yufei Zhong, Georgia Tech. Scheller College of Business PhD graduate, 2024
- Cornell Verdeja-Woodson, USC Rossier EdD graduate, 2023
- Mindy Truong, MOR PhD student, 2019
- Medha Raj, MOR PhD student, 2019

Qualifying Exam Committee Member

- Maya Cratsley, MOR PhD student, 2022
- Andrea Villafuerte, MOR PhD student, 2022
- Merrick Osborne, MOR PhD student, 2020
- Mindy Truong, MOR PhD student, 2018
- Ju Rie (Alyssa) Han, MOR PhD student, 2017

Undergraduate Student Advising

- Brynn Sauer, USC Provost's Undergrad Research Fellowship, 2021

SERVICE / COMMITTEE WORK

- Teaching mentor and supervisor for the following MOR Ph.D. students who successfully taught BUAD 304:
 - Samantha Martinez (Fall 2024)
 - Yiran Wang (Fall 2024)
 - Jacob Roberson (Summer 2024)
 - Maya Cratsley (Summer 2023)
 - Merrick Osborne (Summer 2021)
- Professional Coach, USC Career Connections Initiative
 - The [Career Connections Database](#) is a Staff Assembly initiative to promote peer-to-peer career development by connecting USC employees across departments who are open to conducting informational interviews and offering pro bono coaching.
- Guest Speaker in MOR 621 to discuss "Careers in Academia," Spring 2025
- Research Mini-Grant Reviewer for USC Marshall Office of Culture and Community Success (OCCS), 2025
- International Association for Conflict Management (IACM) Outstanding Dissertation Award Committee Member, 2025
- Panelist for Conflict Management Division's Junior Faculty Consortium, AOM annual conference, 2025
- Panelist for "Conflict Management Division Doctoral and Post-Doctoral Consortium," AOM annual conference, 2024
- Roundtable Discussion Leader for "The Elephant in the room: A PDW on Enhancing Scientific Rigor in Organizational Behavior Research," AOM annual conference, 2024
- External Qualifying Exam Committee Member for Jason Lee (PhD student in ACCT), 2024
- Co-Director of MOR PhD program, 2024-Present
- Member of Marshall PhD Committee, 2024-Present
- Member of Senior Planning Committee for the Tenure Project conference, 2024
- Junior Faculty Research Day Presenter, Marshall School of Business, 2021
- Panelist for "The ROI of Wellness" USC Marshall Webinars on Wellness Series, 2021
- Recorded a "Marshall Wellness Minute" video for school's wellness campaign, 2021
- Member of MOR Junior Faculty Taskforce on Inclusive Leadership, 2021
- OB Faculty Hiring Committee, USC Marshall MOR Department, 2021
- Selected as Faculty Presenter in Faculty Meeting on Teaching Effectiveness, 2020
- AMR Best Article Award Selection Committee Member, 2018

- Junior Faculty Research Day Presenter, Marshall School of Business, 2019
- Micro OB Lab Group Coordinator, Fall 2018-Present
- Guest Speaker in MOR 621 to discuss “Research Methods and Trends,” Spring 2018
- Faculty Research Presenter during OB Ph.D. visit day, 2018
- BUAD 304 Course Revision Committee, 2017-2018
- MOR Department Speaker Series Co-Organizer, 2017-present
- Marshall Behavioral Ph.D. Recruitment Fair MOR Representative, Fall 2017
- Guest Speaker in MOR 605: Research Methods in Organizational Behavior, Spring 2017 & Spring 2021
- Guest Speaker in MOR 621: Research Forum, Spring 2017
- Guest Speaker at The Marshall Salon, Spring 2017
- Panelist for “Halfway There, But Now What? Advice for Pre-dissertation Doctoral Students,” AOM annual conference, 2016

PREVIOUS WORK EXPERIENCE

- Kellogg School of Management, Research Coordinator (M&O Department), Evanston, IL
- New Paradigm Resources Group, Research Analyst, Chicago, IL