

## ERIC M. ANICICH

University of Southern California  
Marshall School of Business  
Department of Management & Organization  
3670 Trousdale Parkway – Hoffman Hall 411  
Los Angeles, CA, 90089-0808  
E-mail: [anicich@marshall.usc.edu](mailto:anicich@marshall.usc.edu)

### ACADEMIC POSITIONS

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

### EDUCATION

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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

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**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

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**Anicich, E. M.** & Hirsh, J. B. (2017). [Why Being a Middle Manager Is So Exhausting](#). *Harvard Business Review*, March 22.

**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 (used in core MBA class for ~800 incoming students a year, LEAD: People, Teams, Organizations)

## UNDER REVIEW / REVISION

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**Anicich, E. M.**, Lee, A. J., & Liu, S. Thanks, but No Thanks: Unpacking the Relationship between Power and Gratitude Expression in Professional Conversations (under review at OBHDP)

Brown, Z., **Anicich, E. M.** & Galinsky, A. D. Compensatory Conspicuous Communication: The Effect of Social Status on Jargon Use in Conversation (under review at OBHDP)

## WORKING PAPERS

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**Anicich, E. M.**, Godart, F., Swaab, R., & Galinsky, A. D. Co-Leadership Impairs Team Performance  
\*Best Paper Proceedings Recognition (CM Division), Academy of Management, 2017

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

**Anicich, E. M. & Schaerer, M.** Status Efficiency Theory: A Cognitive Perspective on Status Striving Investment Decisions

**Anicich, E. M. & Schaerer, M.** Fluctuating Power is Associated with Role Conflict, Anxiety, and Job Burnout

Galinsky, A.D., **Anicich, E. M.**, Turek, A., Magee, J.C., Rucker, D.D., Bowles, H.R., Liberman, N. Are Many Sex Differences Really Power Differences in Disguise?

### **WORK IN PROGRESS**

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**Anicich, E. M.**, Galinsky, A. D., & Phillips, D. Middle Power Morality (writing stage, 4 studies complete)

**Anicich, E. M.**, Jachimowicz, J.M., Phillips, L.T., & Osborne, M. Understanding the Relationship between Community-Level Racial Diversity and Discrimination: The Roles of Physical Proximity and Contact (data collection, 3 studies complete)

Pai, J., **Anicich, E. M.** & Whitson, J. A. Striving for the Status Quo: Stasis-Striving, Inauthenticity, and Psychological Distress in High-Achievement Contexts (data collection, 4 studies complete)

### **INVITED TALKS**

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- 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)

### **CONFERENCE PRESENTATIONS** (\*Presented by a Co-author)

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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 12<sup>th</sup> 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 7<sup>th</sup> 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 4<sup>th</sup> 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 12<sup>th</sup> 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 6<sup>th</sup> 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

## **SYMPOSIUMS ORGANIZED**

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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)

## **AWARDS, HONORS, AND GRANTS**

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- Winner of the AMR Best Paper Award for 2017 (for Anicich & Hirsh, 2017)  
*\* This 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-Present)
- 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)

- Second Most-Read *Perspectives on Psychological Science* article for November 2014 for article, “What lies within: Superscripting references to reveal research trends” (2014)
- 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)

## SELECT MEDIA COVERAGE

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### Interviews

- Decrypt Media: [How to make your decentralized organization work for you](#)
- LocalJobNetwork.com: [Minding Your P’s and Q’s – Power vs. Status](#)

### Co-Leadership Undermines Team Performance (under review)

- 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](#)

### Powerful and Ungrateful? Power Diminishes Gratitude Expression (under review)

- New York Times (print and online): [When You’re in Charge, Your Whisper May Feel Like a Shout](#)

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

- Forbes.com: [How To Succeed In The Messy Middle: Managing Up, Down and Across](#)

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

- Wall Street Journal: [Researchers Put Hierarchies Through the Himalayan Test](#)
- Fast Company: [What Himalayan Mountain Climbers Can Teach Us About Office Hierarchy](#)
- International Business Times: [Why Russians and Malaysians are more likely to conquer Mount Everest or will die trying](#)
- Outside Magazine: [Summit or Death!](#)
- 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.](#)

**What lies within: Superscripting references to reveal research trends (*Perspectives on Psychological Science*, 2014)**

- Times Higher Education (UK): [Researcher claims to have answer to negative citations](#)

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

- TED's WorkLife Podcast with Adam Grant: [The Team of Humble Stars](#)
- CNN: [Hilary Clinton's talent problem](#)
- Sports Illustrated (print edition): [Love Hurts? The Cavs might be too good for their own good](#)
- TIME.com: [Yes, You Can Be Too Talented for Your Job](#)
- 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. Online: [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](#)
- 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: [Meet the New Bitch: The curious evolution of a slur](#)
- Huffington Post: [How to Defuse a Hateful Slur](#)
- 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. Online: [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](#)
- Business News Daily: [The Big Reason Employees Need Bosses](#)

### **TEACHING EXPERIENCE**

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- University of Southern California, Marshall School of Business
  - Organizational Behavior and Leadership (core undergrad course)
    - Fall 2016, Fall 2017, and Spring 2019
- Columbia University, Columbia Business School
  - Guest Lecturer, Managerial Negotiations (MBA elective course)
    - Spring 2013

### **DEPARTMENTAL / PROFESSIONAL SERVICE**

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- Dissertation Committee Member for Medha Raj (MOR PhD graduate), 2019
- Micro OB Lab Group Coordinator, Fall 2018-Present
- Qualifying Exam Committee Member for Mindy Truong (PhD student in MOR), 2018
- Faculty Panelist for MOR 621 discussion of 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, 2017-2018

- Qualifying Exam Committee Member for Ju Rie (Alyssa) Han (PhD student in MOR), 2017
- Marshall Behavioral Ph.D. Recruitment Fair MOR Representative, Fall 2017
- Guest Speaker in MOR 605: Research Methods in Organizational Behavior, Spring 2017
- 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 meeting, 2016

### **AD HOC PEER REVIEWING**

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- *Academy of Management Journal (AMJ)*
- *Administrative Science Quarterly (ASQ)*
- *Organization Science (OS)*
- *Journal of Personality and Social Psychology (JPSP)*
- *Organizational Behavior and Human Decision Processes (OBHDP)*
- *Journal of Experimental Social Psychology (JESP)*
- *Journal of Management Studies (JMS)*
- *European Journal of Social Psychology (EJSP)*
- *Human Relations*
- *Work & Stress*
- *Negotiation and Conflict Management Research*
- *PLOS ONE*
- *Language Sciences*
- *Academy of Management (AOM) Annual Conference*

### **PREVIOUS WORK EXPERIENCE**

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