Online Supplement for "The Isolated Choice Effect and Its Implications for Gender Diversity in Organizations"

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Preregistered Exploratory Analyses for Study 1

In Study 1, we preregistered that we would collect data on whether participants were thinking about diversity when making their hiring decisions in an exploratory fashion (http://aspredicted.org/blind.php?x=4kg79v). Participants indicated their agreement with the statement "To what extent were you thinking about the diversity of the overall group of new hires when making your hiring decisions?" on a 1 (Not at all) to 7 (Extremely) scale. As an exploratory analysis, we tested whether participants' responses to this question mediated the relationship between choice condition (isolated choice vs. collective choice) and gender diversity of the group of hires.

We ran a bootstrap analysis with 5,000 iterations to test whether the extent to which people considered group diversity when making hiring decisions mediated the relationship between choice condition and the gender diversity of hires. Following our preregistration plan, in this mediation analysis, we operationalized gender diversity as the average number of women hired by the participant; thus, in the *isolated choice* condition, the possible outcome values were 0 or 1, while in the *collective choice* condition, the possible outcome values were 0, 0.2, 0.4, 0.6, 0.8, or 1. We found that people's considerations of group diversity when making hiring decisions partially mediated the effect of choice condition on the gender diversity of hires. Specifically, the effect of being assigned to the *isolated choice* condition on how much people considered group diversity was significant ($b_{isolated\_choice}$ = -1.05, SE = 0.25, $p < 0.001$), and we also found a significant positive relationship between considering group diversity and the gender diversity of hires ($b_{diversity\_considered}$ = 0.045, SE = 0.0054, $p < 0.001$). The effect of being assigned to the *isolated choice* condition on the gender diversity of hires ($b_{isolated\_choice}$ = -0.105, SE = 0.033, p = 0.001) was weakened to marginal significance when we included group diversity

considerations in the regression ($b_{isolated\_choice}$ = -0.060, SE = 0.032, p = 0.057). The indirect effect of group diversity considerations was significant, as the 95% bias-corrected confidence interval with 5,000 bootstrap samples reveals that the size of the indirect effect excluded zero (95% CI: -0.077, -0.020).

In an additional exploratory analysis that was not preregistered, we examined whether the rates of choosing the black male candidate were different across experimental conditions. Only one of the five choices included a black male candidate, so we restricted our attention to that choice. There were 85 participants in the *isolated choice* condition who were faced with the decision including the black male candidate, and all 69 participants in the *collective choice* condition made the same choice. We found that the black male was chosen marginally more in the *collective choice* condition (39.1%) than in the *isolated choice* condition (24.7%), $\square^2(1, N = 154) = 3.05, p = 0.08$.

Robustness Checks: Logistic Regression Analyses

As a robustness check, we re-ran all of our primary study analyses using logistic regressions rather than OLS regressions with standard errors clustered at the participant level to account for the fact that participants in the *collective choice* conditions made multiple decisions. None of our results change in direction or significance as a result of using logistic regressions instead of OLS regressions, and below we detail our findings.

Study 1 Results: Consistent with our OLS results, assignment to the *isolated choice* condition was associated with a significantly lower likelihood of choosing a woman ($b_{isolated\_choice}$ = -1.00, SE = 0.241, $p < 0.001$; 95% CI: [-1.48, -0.533]).

Study 2 Results: Consistent with our OLS results, assignment to the *isolated choice* condition was associated with a significantly lower likelihood of choosing a female author ($b_{isolated\_choice}$ = -0.279, SE = 0.141, p = 0.047; 95% CI: [-0.554, -0.003]).

Study 3A Results: Consistent with our OLS results, assignment to the *isolated choice* condition was associated with a lower likelihood of choosing a woman ($b_{isolated\_choice}$ = -0.394, SE = 0.201, p = 0.050; 95% CI: [-0.788, -0.001]).

Study 3B Results: Consistent with our OLS results, there was a significant positive interaction between the *diversity valued* and *isolated choice* conditions, indicating a higher likelihood of choosing women in the *isolated choice* condition when we drew attention to diversity ($b_{isolated\_choice*diversity\_valued}$ = 0.630, SE = .238, p = 0.008; 95% CI: [0.163, 1.097]). Furthermore, the effect of the *isolated choice* condition on the likelihood of choosing a woman was significant and negative when we restrict our attention to the *control* condition in which diversity was not made salient ($b_{isolated\_choice}$ = -0.654, SE = .190, p = 0.001; 95% CI: [-1.026, -0.283]), while the

effect of assignment to the *isolated choice* condition was not significant when diversity was salient ($b_{isolated\_choice}$ = -0.024, *SE* = .145, p = 0.867; 95% CI: [-0.308, 0.259]).

Study 4B Results: Consistent with our OLS results, assignment to the *isolated choice* condition was associated with a significantly lower likelihood of choosing a woman ($b_{isolated\_choice}$ = -0.692, *SE* = 0.146, $p < 0.001$; 95% CI: [-0.977, -0.406]).

SUPPLEMENTARY STUDIES

S1. Conceptual Replication of Study 1.

In Study S1, we replicated our results from Study 1 in a different hypothetical organizational context: selecting professors to serve on a prestigious university task force.

Methods

Participants. We decided in advance to recruit 525 participants through Amazon's Mechanical Turk. After excluding participants who did not follow directions (following our preregistration plan), we were left with 510 participants (48.8% of whom identified as men). Participants were paid $0.70 to take a survey that took about five minutes to complete. This study was preregistered on AsPredicted.org (http://aspredicted.org/blind.php?x=84zt5f).

Procedure. Participants were asked to imagine they had to select professors to serve on a prestigious university task force. They were told that the university had five different academic divisions and the task force would include one professor from each division.

Participants were randomly assigned to either an *isolated choice* condition or a *collective choice* condition. In the *isolated choice* condition, participants were told they would have to select one professor from one of the academic divisions to join the task force. In the *collective choice* condition, participants were told they would have to select all five members of the task force, one from each academic division. Since participants in the *isolated choice* condition made one selection and those in the *collective choice* condition made five selections, we assigned five times as many participants to the *isolated choice* condition.

After reading instructions about their selection task, participants read a description of the task force's mission and were shown a list of the university's academic divisions. In the *isolated choice* condition, participants then were instructed to select a professor from just one of these

five academic divisions (selected at random), while in the *collective choice* condition, participants selected a candidate from each of the five academic divisions. After reading these descriptions, participants saw the faculty candidates and were asked to make their selections. For each academic division, we presented participants with three professors who were candidates for the task force. The candidates from each division were held constant across conditions, so the decisions participants made were completely equivalent across conditions; the only thing that differed across conditions was the number of decisions participants made. All decisions were made under joint evaluation since participants in both conditions were choosing among three candidates from each division. At least two of the candidates were always men, and for two of the five divisions, we included only male candidates to obscure our focus on gender diversity. Participants were provided with each candidate's picture (taken from the Chicago Face Database; Ma, Correll, & Wittenbrink, 2015), academic division, professorial title, department, and number of years at the university. Screenshots of the study are available on page 80 of this Online Supplement.

Results

Our dependent variable of interest was whether a woman was selected in each task force decision.[1] In the *isolated choice* condition, 12.9% of the professors selected were women; in the *collective choice* condition, 19.5% of the professors selected were women (if participants had chosen at random, 20% of the professors selected would have been women). Following our preregistered analysis plan, we ran an ordinary least squares regression with robust standard errors clustered by participant to predict the selection of a female professor in each task force decision. The unit of analysis was a single selection decision, so participants in the *collective*

[1] As in Study 1, for decisions where all three candidates were men, the dependent variable was coded as zero in both conditions. Our results are identical regardless of whether we include these decisions in our analyses.

choice condition contributed five times as many data points to the regression as participants in the *isolated choice* condition. Our only predictor variable was an indicator for random assignment to the *isolated choice* condition. Replicating our results from Study 1, we found that participants in the *isolated choice* condition were significantly less likely to select female professors for the university task force ($b_{isolated\_choice}$ = -0.066, *SE* = 0.028, p = 0.0205, 95% CI: [-0.121, -0.010]) than were participants in the *collective choice* condition. This study provides further evidence that making isolated choices produces less gender-diverse groups than making sets of selection decisions.

Preregistered Exploratory Analyses for Study S1

In Study S1, we preregistered that we would run a secondary analysis to explore whether choice condition (isolated choice vs. collective choice) affected the racial and gender diversity of the group of hires, as opposed to only studying the gender diversity of the group of hires (http://aspredicted.org/blind.php?x=84zt5f). In the *isolated choice* condition, 37.1% of the professors selected were not white men (they were instead white women or black men); in the *collective choice* condition, 41.8% of the professors selected were white women or black men. As preregistered, we ran an ordinary least squares regression with robust standard errors and errors clustered by participant to predict whether a white female or black male professor was chosen. Our independent variable was an indicator variable for being in the *isolated choice* condition. We found that the effect of being in the *isolated choice* condition on the likelihood of selecting a white female or black male professor was not significant ($b_{isolated\_choice}$ = -0.047, p = 0.173).

S2. Unrelated Decisions Paradigm.

Since participants in the *collective choice* condition had to make five times as many decisions as those in the *isolated choice* condition for Studies 1, 3A, 3B, 4B, and S1, one potential concern is that fatigue or depletion could be driving our findings. To address this concern, we redesigned the decision task in the *isolated choice* condition so participants would make just as many decisions as participants in the *collective choice* condition. We again predicted that participants would select fewer female candidates in the *isolated choice* condition than in the *collective choice* condition. This study was preregistered on AsPredicted.org (http://aspredicted.org/blind.php?x=kn8rb5).

Methods

Participants. Six hundred and fifty-four U.S. participants (39.5% identified as men) were recruited through Amazon's Mechanical Turk to participate in a short online research study. Participants were paid $0.60 to complete a survey that would take about 5 minutes of their time.

Procedures. We used the same study paradigm as in Study 1: participants were told we were interested in understanding how people make hiring decisions and were asked to imagine they were hiring for a technology company that was looking to fill five different roles.

Participants were randomly assigned to either the *isolated choice* condition or the *collective choice* condition. In the *isolated choice* condition, participants were told they would have to hire one person to fill one of the five roles. In the *collective choice* condition, participants were told they would have to hire five people (i.e. one person to fill each of the five roles).

Participants were then shown descriptions for each of the five roles to be filled by the organization, and in the *isolated choice* condition, we asked participants to select the candidate who would fill one of these roles (the role they were asked to fill was selected at random). After

reading all five job descriptions, participants were asked to make hiring decisions for the role(s) they were responsible for filling. In order to equalize the number of decisions made across conditions (to control for fatigue or depletion), participants in the *isolated choice* condition were also asked to make four additional choices that were unrelated to the hiring decision but identical in structure. The additional choices involved selecting their preferred object out of a set of three (e.g., their preferred pen out of a set of three pens). In both conditions, all choices were shown on the same screen.

For each hiring decision, participants were asked to choose among three candidates who had prior work experience in a relevant job. The candidates were held constant across conditions. The three candidates always included at least two men. As in previous studies, we included three men as candidates for one job to obscure the fact that our study was focused on gender diversity. Participants were provided with each candidate's picture (taken from the Chicago Face Database; Ma, Correll, & Wittenbrink, 2015), most recent job, and years of experience. For the additional decisions made in the *isolated choice* condition (to equalize the number of decisions across conditions), participants were shown a picture of each object under consideration and other relevant information such as its price. The order of each hiring decision was held constant across conditions, such that participants in the *isolated choice* condition saw the focal decision in the same position on the page (relative to the other decisions) as participants in the *collective choice* condition. Screenshots of the study are available on page 90 of this Online Supplement.

Results

Our dependent variable of interest was whether a woman was selected in each hiring decision. In the *isolated choice* condition, women were chosen in 11.7% of the hiring decisions; in the *collective choice* condition, women were chosen in 21.1% of the hiring decisions.

Following our preregistered analysis plan, we ran an ordinary least squares regression with robust standard errors clustered by participant to predict whether a female candidate was chosen in each selection decision. Our independent variable was an indicator variable for being in the *isolated choice* condition. Replicating Studies 1 and S1, we found that being in the *isolated choice* condition significantly decreased the likelihood of selecting a female candidate ($b_{isolated\_choice}$ = -0.095, $p < 0.001$). This study suggests that isolated hiring decisions lead to less gender-diverse groups than sets of hiring decisions, and it suggests that this phenomenon cannot be explained by increased choice requirements and resulting fatigue in the *collective choice* condition.

S3. Diversity Levels Moderation.

In Study S3, we tested whether informing participants of the gender diversity of their organization as a whole would affect how they behaved in the *isolated choice* condition. Given that isolated choices lack group information, we expected that telling participants about their organization's overall diversity would help contextualize their choices. We hypothesized that when organizational diversity levels were high, they would not feel a strong need to consider diversity in their decision-making, whereas when diversity levels were low, they would be more likely to feel a salient need to consider how their decision would affect the overall gender diversity of the organization. Thus, we predicted that the isolated choice effect would be attenuated when participants were informed that their organization had low overall levels of diversity immediately before making their hiring decision. We set out to test this prediction in Study S3.

Methods

Participants. We decided in advance to recruit 950 participants through Amazon's Mechanical Turk. After excluding participants who did not follow directions (following our preregistration plan), we were left with 930 participants (56.5% of whom identified as men). Participants were paid $0.40 to take a survey that could be completed in about four minutes. This study was preregistered on AsPredicted.org (http://aspredicted.org/blind.php?x=m2m8yx).

Procedures. Similar to Studies 1, S2, and 3A, participants in this study were asked to imagine they were hiring for a technology company that was looking to fill five different roles. Participants in this study were randomly assigned to one of four conditions in a 2x2 (*isolated choice* vs. *collective choice* x *low diversity* vs. *high diversity*) factorial design. Participants assigned to the *isolated choice* conditions were told they would be tasked with hiring one person

to fill one of these five roles. Those in the *collective choice* conditions were told they would be tasked with hiring five people, one for each role.

Across all conditions, participants were given some brief facts about their organization, including when it was founded, its locations, how many of its employees had college degrees, and how many of its employees were women. Participants assigned to the *low diversity* conditions were informed that 19% of the organization's employees were women, whereas participants assigned to the *high diversity* condition were told that 48% of the company's employees were women. Participants were reminded of all of this company information immediately before making their hiring decisions.

For each role they were asked to fill, participants chose between three candidates with prior work experience in a relevant job. These candidates were held constant across conditions, and always included at least two men (one of the four decisions included three men as candidates to conceal that our study focused on gender diversity). Participants were provided with each candidate's picture (taken from the Chicago Face Database; Ma, Correll, & Wittenbrink, 2015), most recent job, and number of years of experience.

Screenshots of the study stimuli are available on page 95 of this Online Supplement.

Results

Our dependent variable of interest was whether a woman was selected in each hiring decision. We found that when participants were told that 48% of their organization's employees were women, they chose to hire women 15.7% of the time in the *isolated choice* condition and 30.5% of the time in the *collective choice* condition ($b_{isolated\_choice}$ = -0.148, SE = .036, $p < 0.001$; 95% CI: [-0.218, -0.078]). Meanwhile, participants who were told that 19% of the organization's employees were women chose to hire women 33.3% of the time in the *isolated choice* condition

and 29.2% of the time in the *collective choice* condition ($b_{isolated\_choice}$ = 0.042, *SE* = .042, *p* = 0.316; 95% CI: [-0.040, 0.123]).

We set out to test whether the interaction between assignment to the *isolated choice* condition and assignment to the *low diversity* condition was significant. Following our preregistered analysis plan, we ran an ordinary least squares regression with robust standard errors clustered by participant to account for the fact that participants in the *collective choice* conditions made four times as many decisions as participants in the *isolated choice* conditions. Our dependent variable was whether a female applicant was chosen in each hiring decision, and our predicted variables were an indicator variable for being in the *isolated choice* condition, an indicator variable for being in the *low diversity* condition, and an interaction between the *isolated choice* and *low diversity* condition indicators. There was a significant interaction between the *low diversity* and *isolated choice* conditions ($b_{isolated\_choice*low\_diversity}$ = 0.190, *SE* = .055, $p < 0.001$; 95% CI: [0.082, 0.297]), suggesting that being reminded that your organization has low gender diversity attenuates the isolated choice effect, perhaps because the low levels of diversity in your organization make diversity salient for all decision makers. The results also suggest that when isolated choices are contextualized in a manner that highlights the need for diversity – namely, by informing participants of their organization's low overall levels of gender diversity – the isolated choice effect is eliminated.

S4. Majority Female Paradigm.

To test the robustness of our paradigm, we re-ran Study 1 but 'flipped' the genders of all candidates shown to participants. That is, we re-ran the hiring paradigm from Study 1, but each role had at least two qualified female candidates as opposed to at least two such male candidates. We predicted that participants in the *isolated choice* condition would still hire groups of candidates with less gender diversity (i.e., with fewer men) compared to groups of candidates formed by aggregating hiring decisions from participants in the *collective choice* condition. This study was preregistered on AsPredicted.org (http://aspredicted.org/blind.php?x=4y78np).

Methods

Participants. 495 U.S. participants (42.6% identified as men) were recruited through Amazon's Mechanical Turk to participate in a short online research study. Participants were paid $0.60 to complete a survey that took about 5 minutes to complete.

Procedures. We used the same study paradigm as in Study 1: participants were told we were interested in understanding how people make hiring decisions and were asked to imagine they were hiring for a technology company that was looking to fill five different roles.

Participants were randomly assigned to either the *isolated choice* condition or the *collective choice* condition. In the *isolated choice* condition, participants were told they would have to hire one person to fill one of the five roles. In the *collective choice* condition, participants were told they would have to hire five people (i.e., one person to fill each of the five roles).

Participants were then shown descriptions for each of the five roles to be filled by the organization, and in the *isolated choice* condition, we randomly assigned participants to fill one of these roles. After reading these job descriptions, participants were asked to make hiring decisions for the roles they were responsible for filling.

For each role, participants were asked to choose among three candidates who had prior work experience in a relevant job. The candidates were held constant across conditions. The three candidates always included at least two qualified women, and we included three women as candidates for one job to obscure the fact that our study was focused on gender diversity. Participants were provided with each candidate's picture (taken from the Chicago Face Database; Ma, Correll, & Wittenbrink, 2015), most recent job, and years of experience. Screenshots of the study are available on page 108 of this Online Supplement.

Results

Our dependent variable of interest was whether a man was selected in each hiring decision. In the *isolated choice* condition, men were chosen in 3.2% of the hiring decisions; in the *collective choice* condition, men were chosen in 9.4% of the hiring decisions. Following our preregistered analysis, we ran an ordinary least squares regression with robust standard errors and errors clustered by participant to predict whether a male candidate was chosen. Our independent variable was an indicator variable for being in the *isolated choice* condition. We found that the effect of being in the *isolated choice* condition on the likelihood of selecting a male candidate was significant ($b_{isolated\_choice}$ = -0.062, $p < 0.01$), suggesting that isolated choices produced less gender diverse sets of hires than collective choices.

Table S1: Study 1 Regression Results

	Dependent Variable: Female hired
Isolated choice condition	-0.106***
	(0.026)
Intercept	0.179***
	(0.018)
Observations	998
R^2	0.026
Note:	This table shows the results of an ordinary least squares regression predicting whether a woman was selected in each hiring decision as a function of experimental condition. Robust standard errors clustered by participant are in parentheses. *, **, and *** denote significance at the 5%, 1%, and 0.1% levels, respectively.

Table S2: Study 2 Regression Results

	Dependent Variable: Female author recommended
Isolated choice condition	-0.0545*
	(0.027)
Intercept	0.295***
	(0.019)
Observations	598
R^2	0.003

Note: This table shows the results of an ordinary least squares regression predicting whether a female author was recommended in each recommendation decision as a function of experimental condition. Robust standard errors clustered by participant are in parentheses. *, **, and *** denote significance at the 5%, 1%, and 0.1% levels, respectively.

Table S3: Study 3A Regression Results

	Dependent Variable: Female hired
Isolated choice condition	-0.058†
	(0.030)
Intercept	0.211***
	(0.019)
Observations	790
R^2	0.006

Note: This table shows the results of an ordinary least squares regression predicting whether a woman was selected in each hiring decision as a function of experimental condition. Robust standard errors clustered by participant are in parentheses. †, *, **, and *** denote significance at the 10%, 5%, 1%, and 0.1% levels, respectively.

Table S4: Study 3B Regression Results

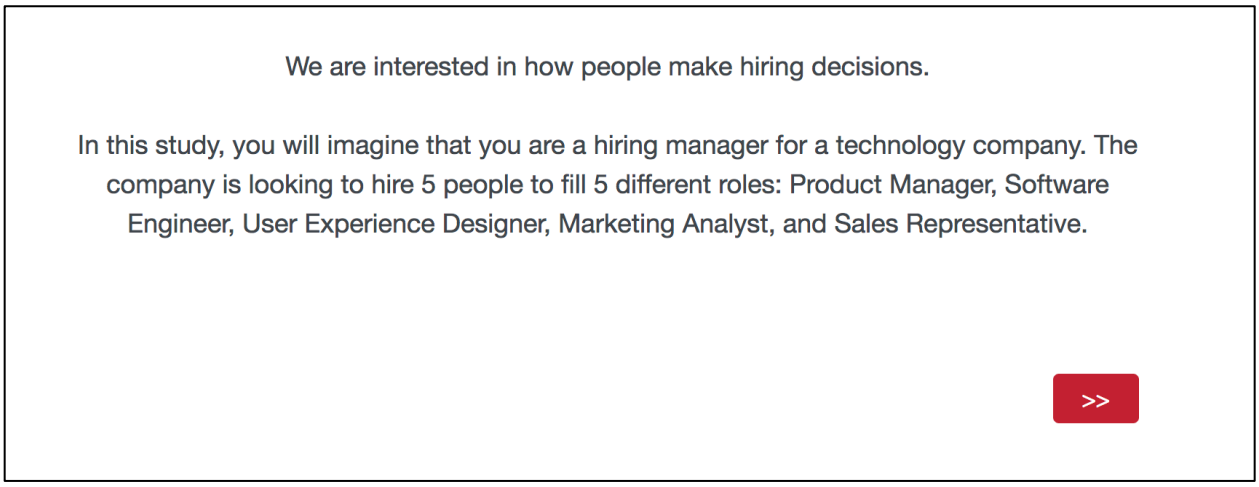
	Dependent Variable: Female selected
Isolated choice condition	-0.103***
	(0.030)
Diversity valued condition	0.118**
	(0.035)
Isolated choice condition*Diversity valued condition	0.098*
	(0.045)
Intercept	0.253***
	(0.025)
Observations	1587
R^2	0.043
Note:	This table shows the results of an ordinary least squares regression predicting whether a woman was selected in each personnel decision as a function of assignment to the *isolated choice* condition, assignment to the *diversity values* condition, and their interaction. Robust standard errors clustered by participant are in parentheses. *, **, and *** denote significance at the 5%, 1%, and 0.1% levels, respectively.

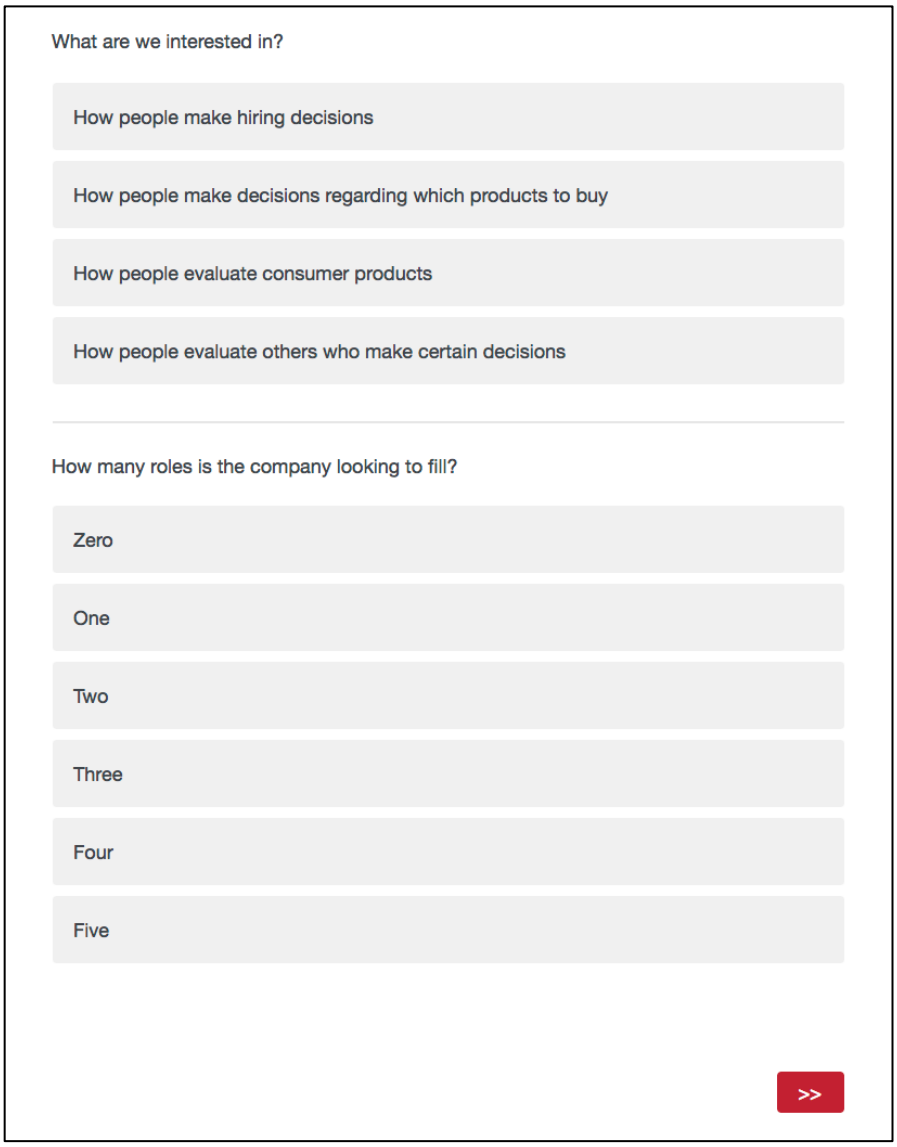
Table S5: Study 4B Regression Results

	Dependent Variable: Female hired
Isolated choice condition	-0.163***
	(0.027)
Intercept	0.473***
	(0.027)
Observations	957
R^2	0.028

Note: This table shows the results of an ordinary least squares regression predicting whether a woman was selected in each conference speaker decision as a function of experimental condition. Robust standard errors clustered by participant are in parentheses.
*, **, and *** denote significance at the 10%, 5%, 1%, and 0.1% levels, respectively.

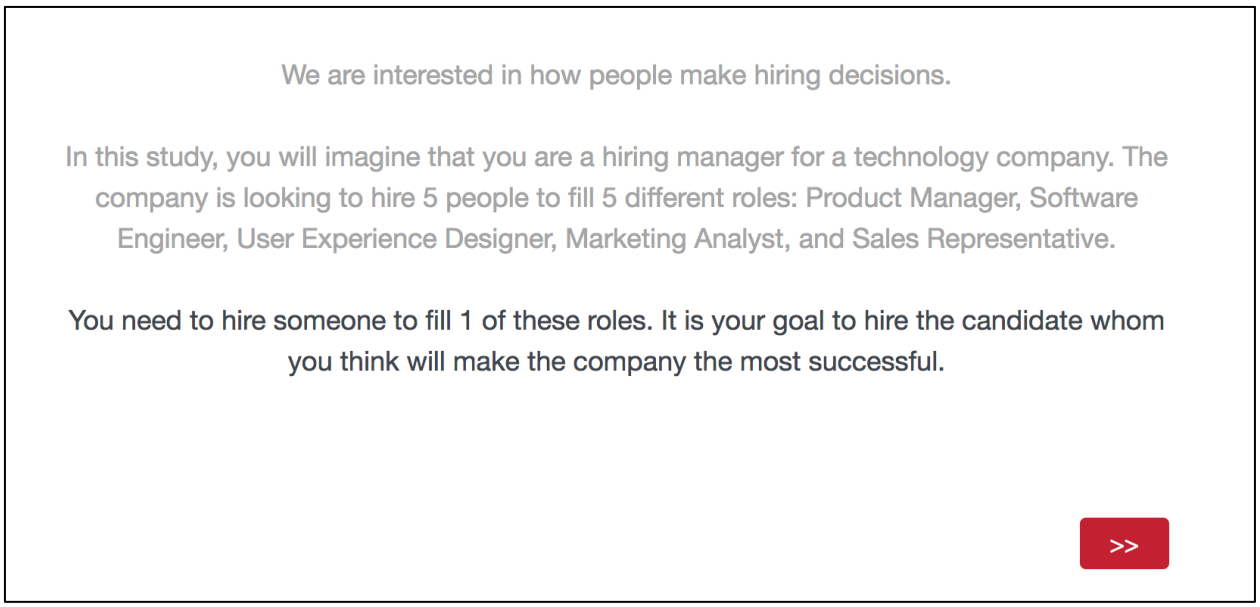
Screenshots of Study 1 Stimuli.





Collective Choice condition:

Isolated Choice condition:



Collective Choice condition:

Here are the job descriptions for each of the job titles:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

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Isolated Choice condition:

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the Marketing Analyst position:

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

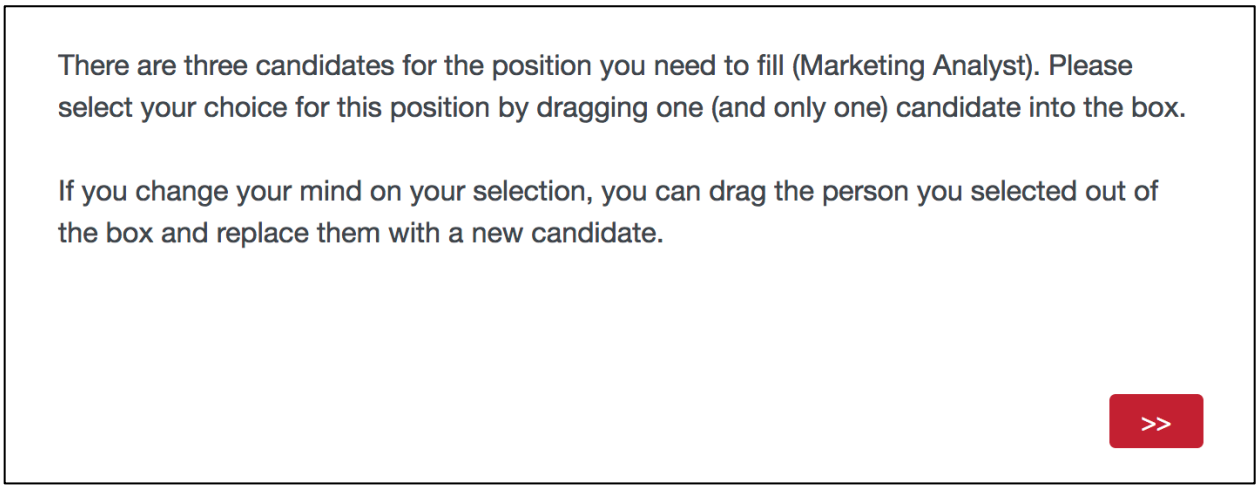
Collective Choice condition:

There are three candidates for each position. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes.

If you change your mind on any of your selections, you can drag the person you selected out of the box and replace them with a new candidate.

>>

Isolated Choice condition:



Collective Choice condition (the screenshots below were shown on a single screen):

There are three candidates for each position. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

Items


Most recent job: Senior Product Manager at Google
Years of experience: 5


Most recent job: Product Manager at Yahoo
Years of experience: 2

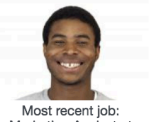

Most recent job: Product Manager Intern at Google
Years of experience: 0


Most recent job: Senior Software Engineer at Square
Years of experience: 4


Most recent job: Software Engineer at Palantir
Years of experience: 3


Most recent job: Software Engineer at Zynga
Years of experience: 2


Most recent job: Marketing Analyst at Nestle
Years of experience: 3


Most recent job: Marketing Analyst at Microsoft
Years of experience: 1


Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Your Selection for Sales Representative


Most recent job: User Experience Designer at Intel
Years of experience: 5


Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

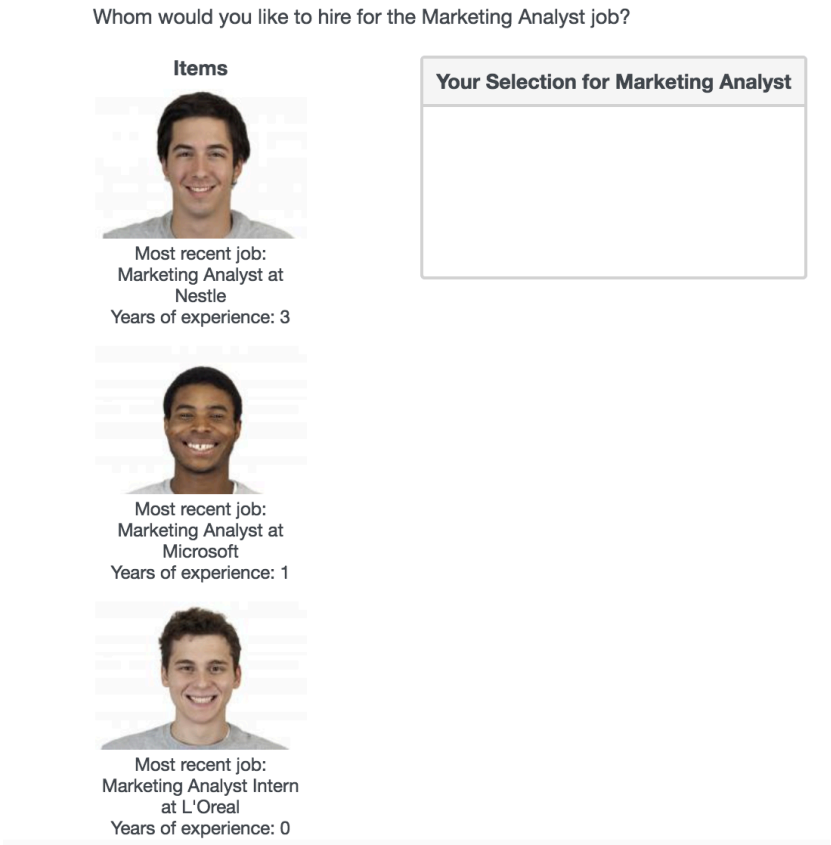

Most recent job: User Experience Designer at Facebook
Years of experience: 1


Most recent job: Sales Representative at Bloomberg
Years of experience: 5


Most recent job: Sales Representative at Salesforce
Years of experience: 2


Most recent job: Sales Representative at Apple
Years of experience: 2

Isolated Choice condition:



What factors did you consider when choosing who to hire?

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To what extent were you thinking about the diversity of the overall group of new hires when making your hiring decisions?

1: Not at all	2	3	4	5	6	7: Extremely

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What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

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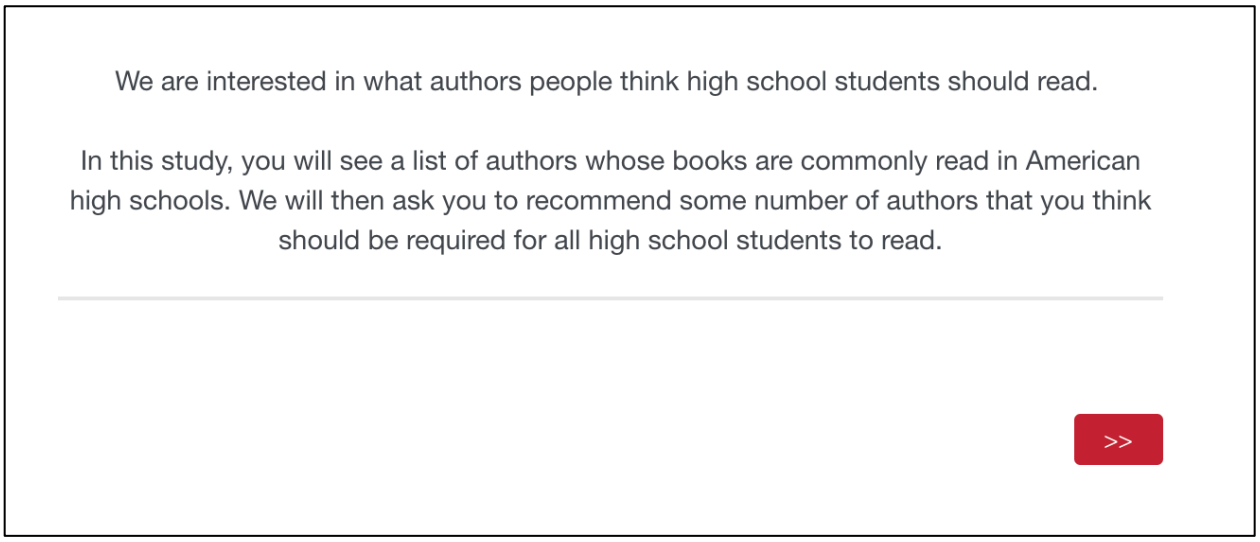
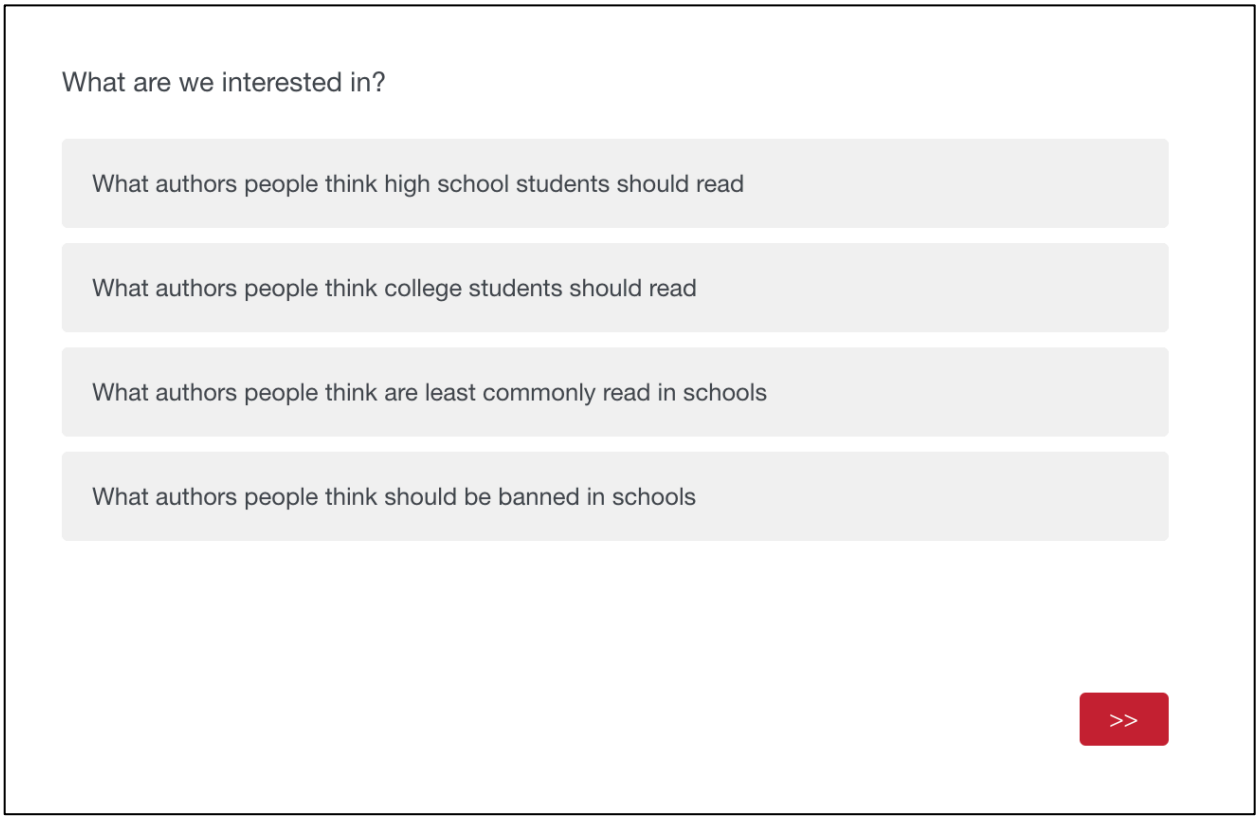
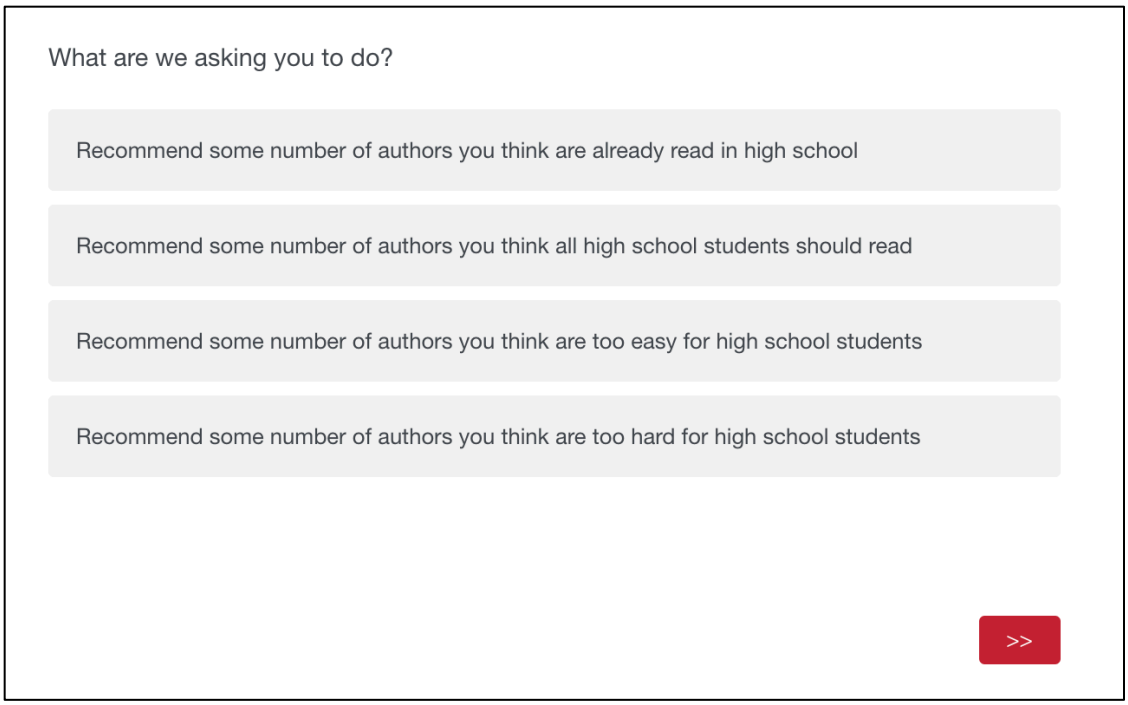
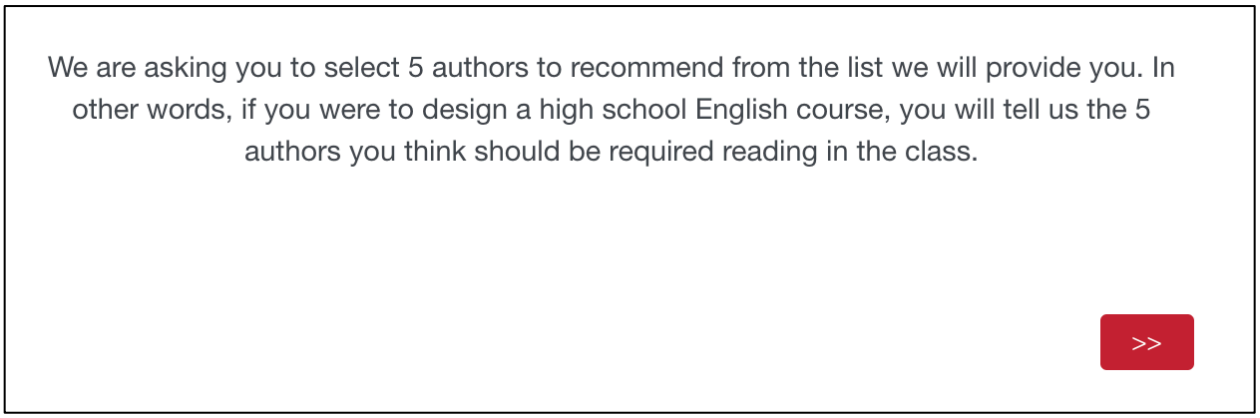
Screenshots of Study 2 Stimuli.



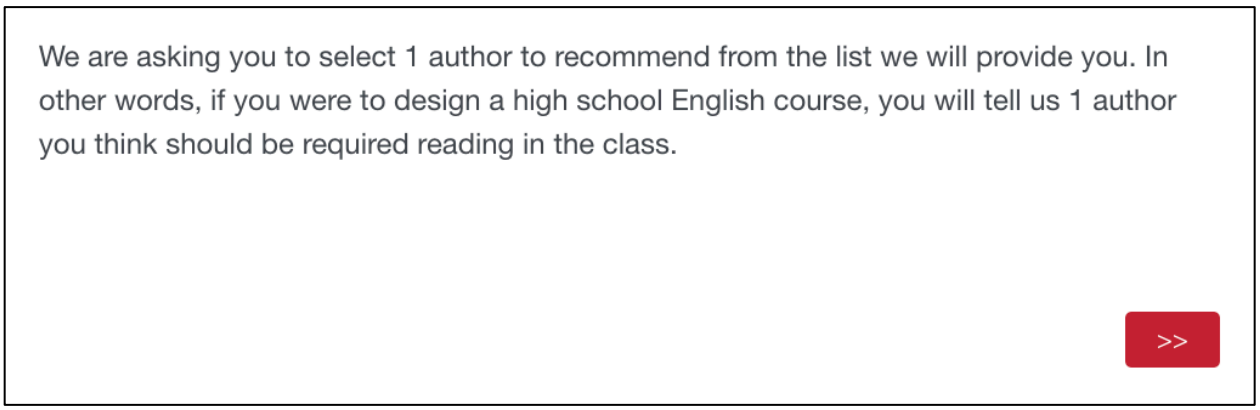




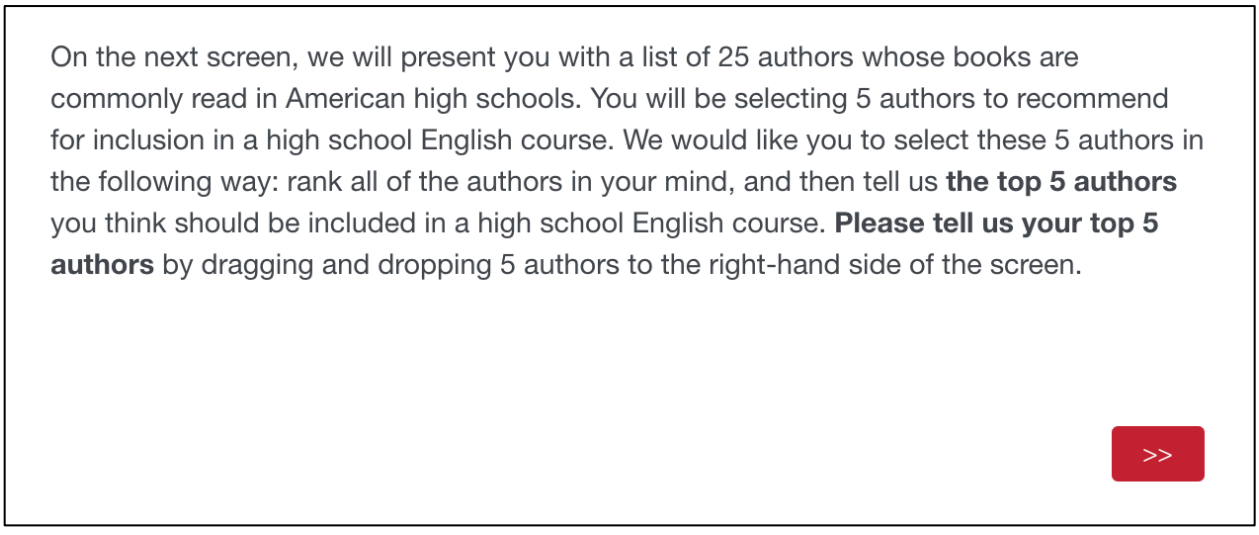
Collective Choice condition:



Isolated Choice condition:



Collective Choice condition:



Isolated Choice condition:

On the next screen, we will present you with a list of 25 authors whose books are commonly read in American high schools. You will be selecting 1 author to recommend for inclusion in a high school English course. We would like you to select this 1 author in the following way: rank all of the authors in your mind, and then tell us **the #3 author** you think should be included in a high school English course. **Please tell us your #3 ranked author** by dragging and dropping this author to the right-hand side of the screen.

>>

Collective Choice condition (the screenshots below were shown on a single screen):

Here is a list of 25 authors whose books are commonly read in American high schools. Please tell us which authors you think should be ranked in the top 5 in a list of authors you would recommend including in a high school English course. If you make a mistake, you can drag the authors back to the left.

Items


George Orwell


Charles Dickens


J.D. Salinger


Harper Lee


Jane Austen


Joseph Heller


Toni Morrison


F. Scott Fitzgerald

The Top 5 Authors You Think Should Be Included in a High School English Course

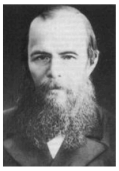

Kurt Vonnegut


Arthur Miller


Joseph Conrad


Sylvia Plath


Margaret Atwood


Fyodor Dostoyevsky


William Shakespeare

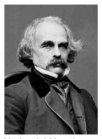

Aldous Huxley

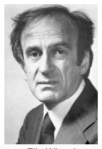

Mark Twain

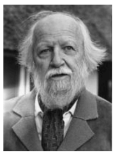

Charlotte Bronte


J.R.R. Tolkein


Harriet Beecher Stowe


Nathaniel Hawthorne


Elie Wiesel


William Golding


John Steinbeck


Mary Shelley

Isolated Choice condition (the screenshots below were shown on a single screen):

Here is a list of 25 authors whose books are commonly read in American high schools. Please tell us which author you think should be **ranked #3** in a list of authors you would recommend including in a high school English course. If you make a mistake, you can drag the authors back to the left. (Ignore the red number next to the author you select–we want you to tell us your #3 author!)

Items


George Orwell


Charles Dickens


J.D. Salinger


Harper Lee


Jane Austen

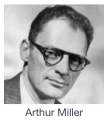

Joseph Heller


Toni Morrison


F. Scott Fitzgerald

The #3 Author You Think Should Be Included in a High School English Course

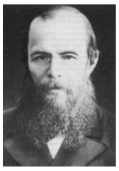

Kurt Vonnegut


Arthur Miller


Joseph Conrad


Sylvia Plath


Margaret Atwood


Fyodor Dostoyevsky


William Shakespeare

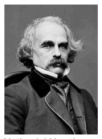

Aldous Huxley

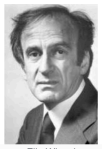

Mark Twain

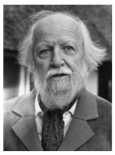

Charlotte Bronte


J.R.R. Tolkein


Harriet Beecher Stowe


Nathaniel Hawthorne


Elie Wiesel


William Golding


John Steinbeck


Mary Shelley

What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

>>

Screenshots of Study 3A Stimuli

What are we interested in?

- How people evaluate others who make certain decisions
- How people make hiring decisions
- How people evaluate consumer products
- How people make decisions regarding which products to buy

How many roles is the company looking to fill?

- Zero
- One
- Two
- Three
- Four
- Five

Who is the company looking to hire?

- A new CEO
- A tech team
- A writing team
- You

>>

Collective Choice condition:

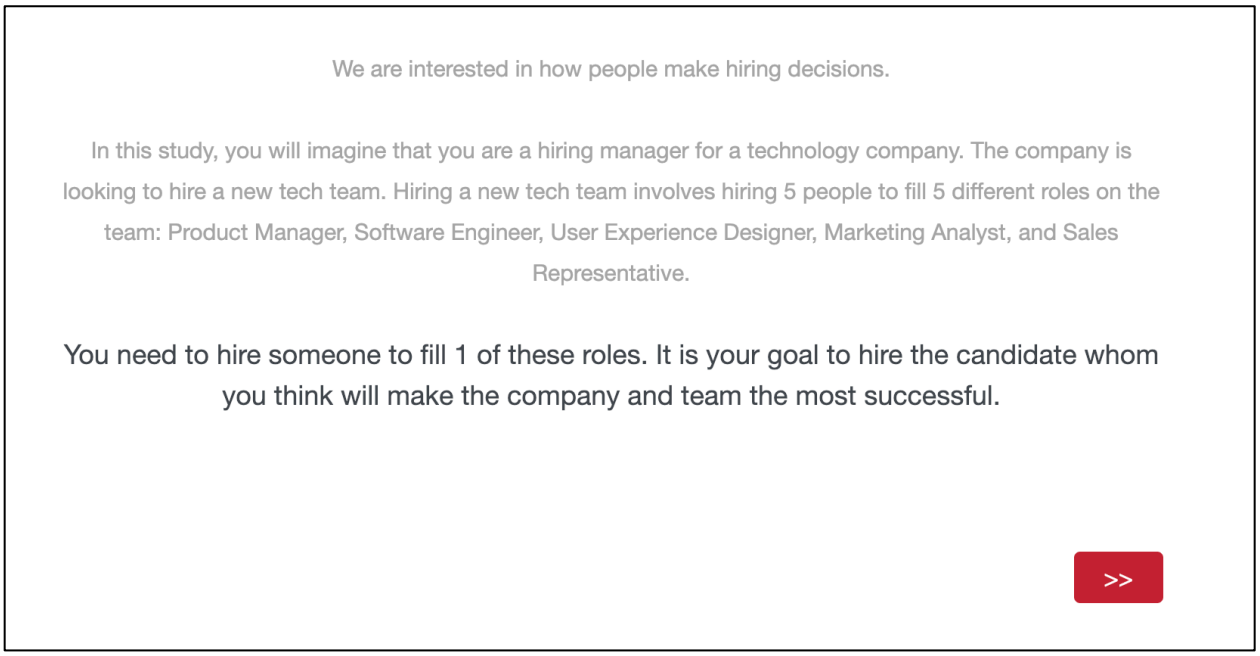
We are interested in how people make hiring decisions.

In this study, you will imagine that you are a hiring manager for a technology company. The company is looking to hire a new tech team. Hiring a new tech team involves hiring 5 people to fill 5 different roles on the team: Product Manager, Software Engineer, User Experience Designer, Marketing Analyst, and Sales Representative.

You need to hire people to fill all 5 of these roles. It is your goal to hire the candidates whom you think will make the company and team the most successful.

>>

Isolated Choice condition:



Collective Choice condition:

Here are the job descriptions for each of the job titles:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Isolated Choice condition:

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the User Experience Designer position:

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

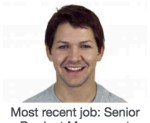
Collective Choice condition (the screenshots below were shown on a single screen):

There are three candidates for each position on the tech team. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

Items


Most recent job: Senior Product Manager at Google
Years of experience: 5


Most recent job: Product Manager at Yahoo
Years of experience: 2

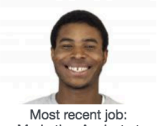

Most recent job: Product Manager Intern at Google
Years of experience: 0


Most recent job: Senior Software Engineer at Square
Years of experience: 4


Most recent job: Software Engineer at Palantir
Years of experience: 3


Most recent job: Software Engineer at Zynga
Years of experience: 2


Most recent job: Marketing Analyst at Nestle
Years of experience: 3


Most recent job: Marketing Analyst at Microsoft
Years of experience: 1


Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Your Selection for Sales Representative


Most recent job: User Experience Designer at Intel
Years of experience: 5


Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3


Most recent job: User Experience Designer at Facebook
Years of experience: 1


Most recent job: Sales Representative at Bloomberg
Years of experience: 5


Most recent job: Sales Representative at Salesforce
Years of experience: 2


Most recent job: Sales Representative at Apple
Years of experience: 2

Isolated Choice condition:

There are three candidates for the position you need to fill (User Experience Designer) on the tech team. Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the User Experience Designer job?

Items

Most recent job: User Experience Designer at Intel
Years of experience: 5

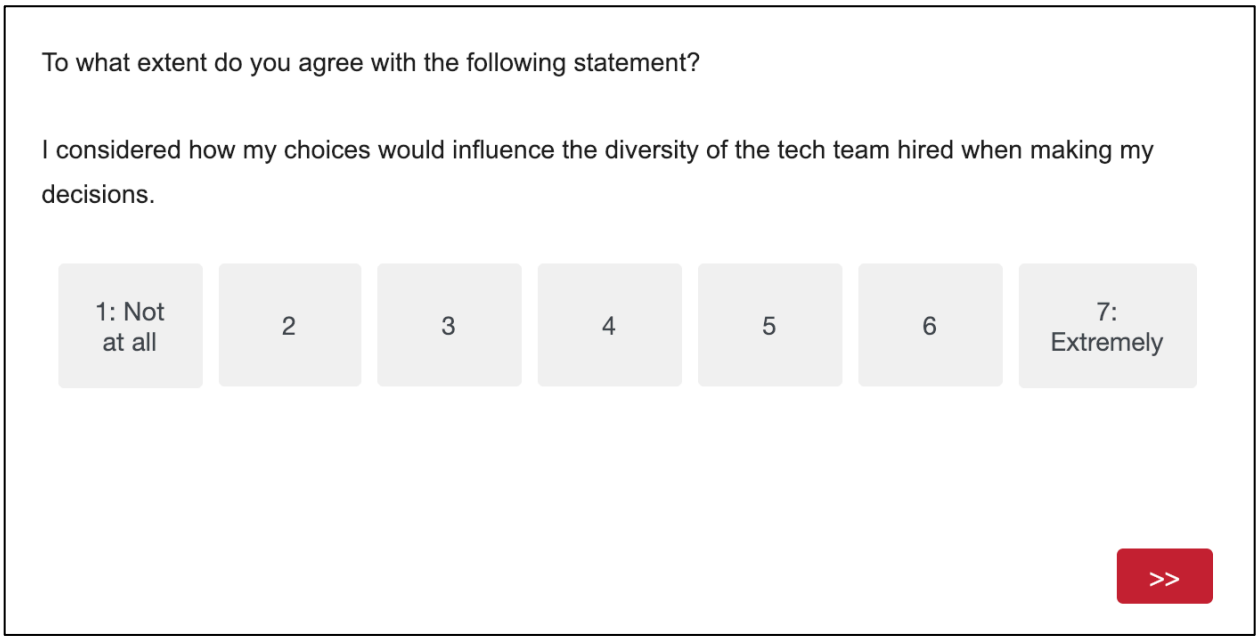
Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

Most recent job: User Experience Designer at Facebook
Years of experience: 1

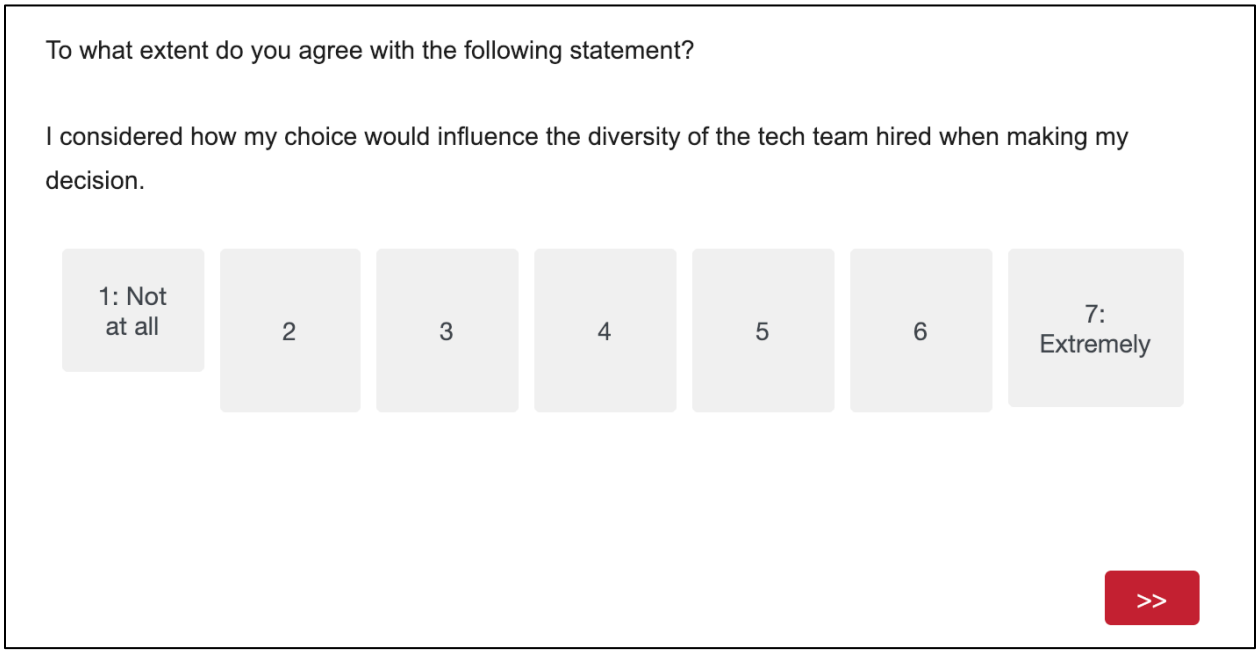
Your Selection for User Experience Designer

>>

Collective Choice condition:



Isolated Choice condition:



What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

>>

Screenshots of Study 3B Stimuli

What are we interested in?

- How people evaluate others who make certain decisions
- How people make hiring decisions
- How people evaluate consumer products
- How people make decisions regarding which products to buy

How many roles is the company looking to fill?

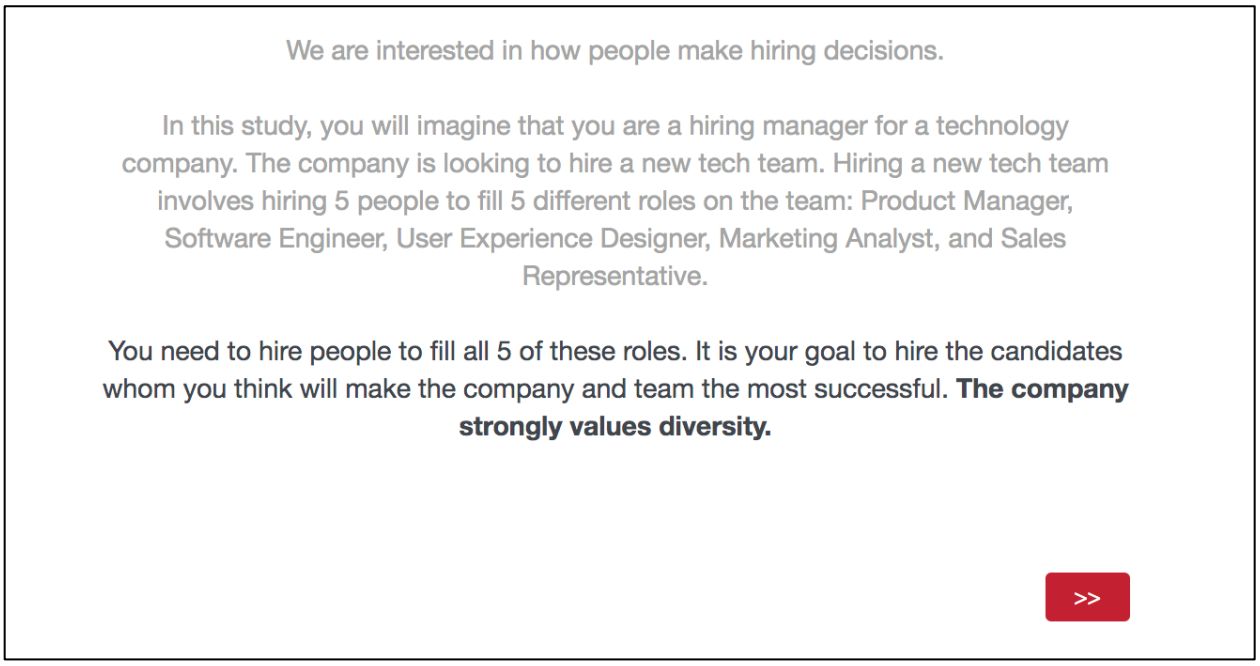
- Zero
- One
- Two
- Three
- Four
- Five

Who is the company looking to hire?

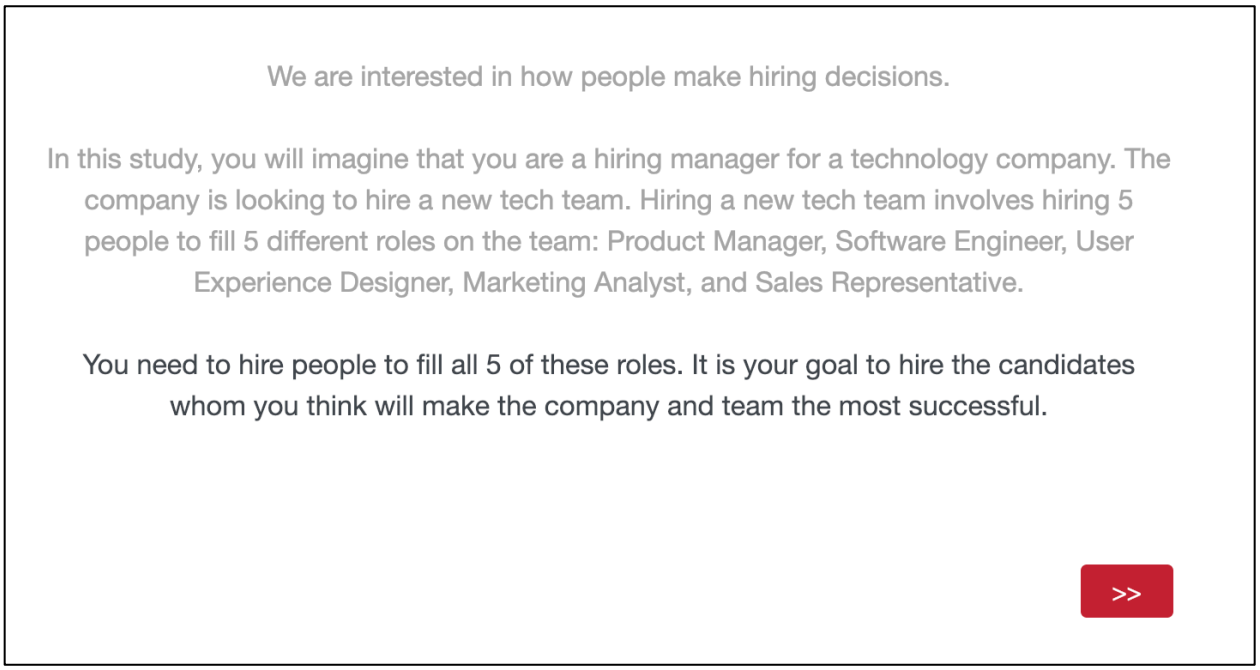
- A new CEO
- A tech team
- A writing team
- You

>>

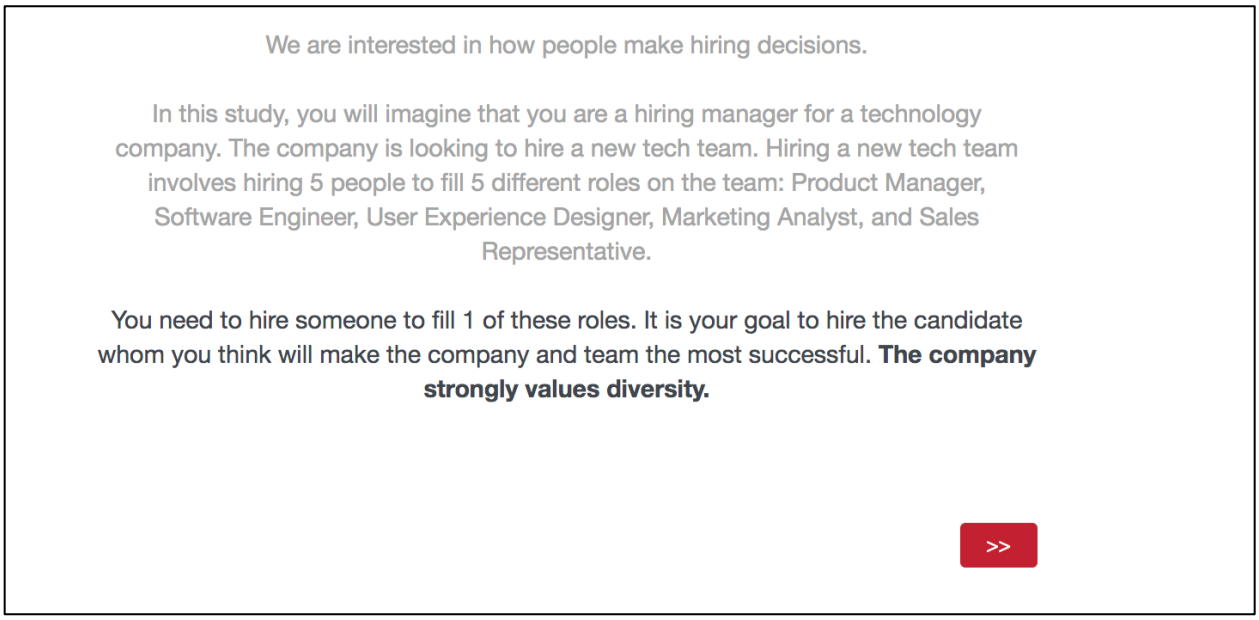
Collective Choice condition, Diversity Values condition:



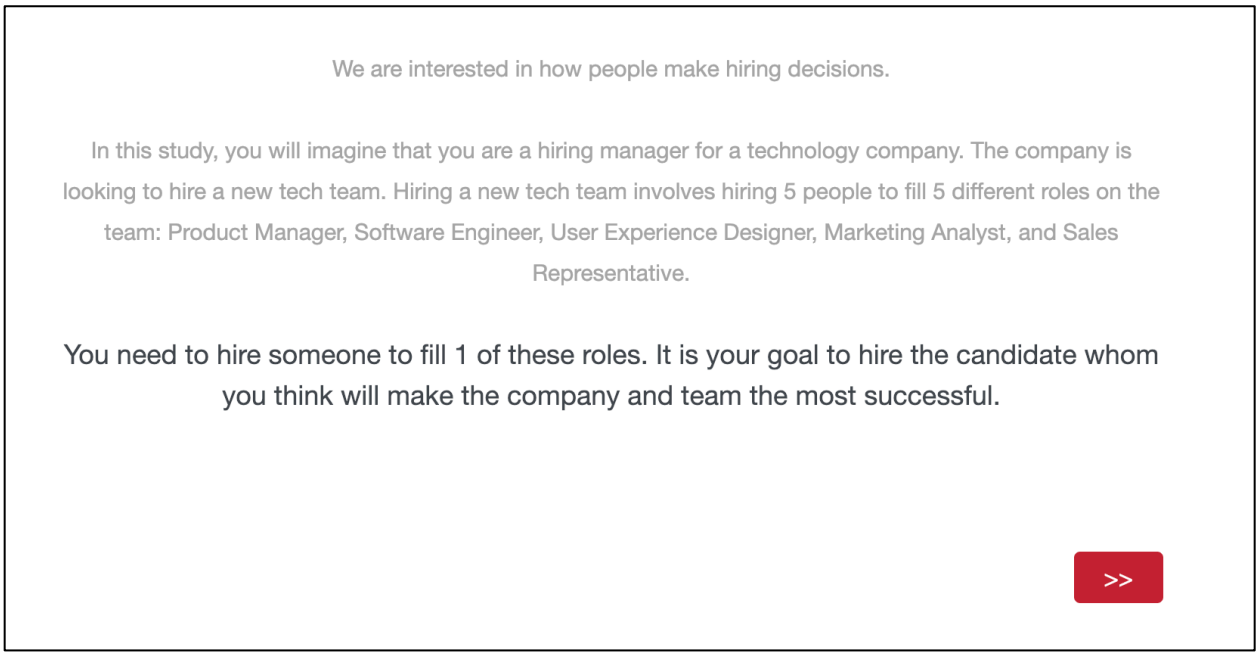
Collective Choice condition, No Values Control condition:



Isolated Choice condition, Diversity Values condition:



Isolated Choice condition, No Values Control condition:



Collective Choice condition:

Here are the job descriptions for each of the job titles:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Isolated Choice condition:

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the User Experience Designer position:

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Collective Choice condition, Diversity Values condition (the screenshots below were shown on a single screen):

There are three candidates for each position on the tech team. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes. Please ONLY drag candidates who are qualified for each position into a given box.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Remember, the company strongly values diversity. Whom would you like to hire for each of the positions?

Items

Product Manager Candidate 1:

Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:

Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Marketing Analyst Candidate 2:

Most recent job: Marketing Analyst at Microsoft
Years of experience: 1

Marketing Analyst Candidate 3:

Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

User Experience Designer Candidate 1:

Most recent job: User Experience Designer at Intel
Years of experience: 5

User Experience Designer Candidate 2:

Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

Software Engineer Candidate 1:

Most recent job: Senior Software Engineer at Square
Years of experience: 4

Software Engineer Candidate 2:

Most recent job: Software Engineer at Palantir
Years of experience: 3

Software Engineer Candidate 3:

Most recent job: Software Engineer at Zynga
Years of experience: 2

Marketing Analyst Candidate 1:

Most recent job: Marketing Analyst at Nestle
Years of experience: 3

Your Selection for Sales Representative

User Experience Designer Candidate 3:

Most recent job: User Experience Designer at Facebook
Years of experience: 1

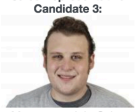
Sales Representative Candidate 1:

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Sales Representative Candidate 2:

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Sales Representative Candidate 3:



Most recent job: Sales Representative at Apple
Years of experience: 2

Collective Choice condition, No Values Control condition (the screenshots below were shown on a single screen):

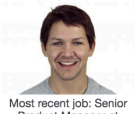
There are three candidates for each position on the tech team. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

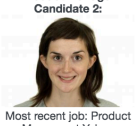
Items

Product Manager Candidate 1:



Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:



Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

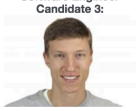
Software Engineer Candidate 1:

Most recent job: Senior Software Engineer at Square
Years of experience: 4

Software Engineer Candidate 2:

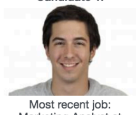
Most recent job: Software Engineer at Palantir
Years of experience: 3

Software Engineer Candidate 3:



Most recent job: Software Engineer at Zynga
Years of experience: 2

Marketing Analyst Candidate 1:



Most recent job: Marketing Analyst at Nestle
Years of experience: 3

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Your Selection for Sales Representative

Marketing Analyst Candidate 2:

Most recent job: Marketing Analyst at Microsoft
Years of experience: 1

Marketing Analyst Candidate 3:

Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

User Experience Designer Candidate 1:

Most recent job: User Experience Designer at Intel
Years of experience: 5

User Experience Designer Candidate 2:

Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

User Experience Designer Candidate 3:

Most recent job: User Experience Designer at Facebook
Years of experience: 1

Sales Representative Candidate 1:

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Sales Representative Candidate 2:

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Sales Representative Candidate 3:

Most recent job: Sales Representative at Apple
Years of experience: 2

Isolated Choice condition, Diversity Values condition:

There are three candidates for the position you need to fill (Sales Representative) on the tech team. Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Remember, the company strongly values diversity. Whom would you like to hire for the Sales Representative job?

Items

Sales Representative Candidate 1:

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Sales Representative Candidate 2:

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Sales Representative Candidate 3:

Most recent job: Sales Representative at Apple
Years of experience: 2

Your Selection for Sales Representative

Isolated Choice condition, No Values Control condition:

There are three candidates for the position you need to fill (Software Engineer) on the tech team. Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the Software Engineer job?

Items

Software Engineer Candidate 1:

Most recent job: Senior Software Engineer at Square
Years of experience: 4

Software Engineer Candidate 2:

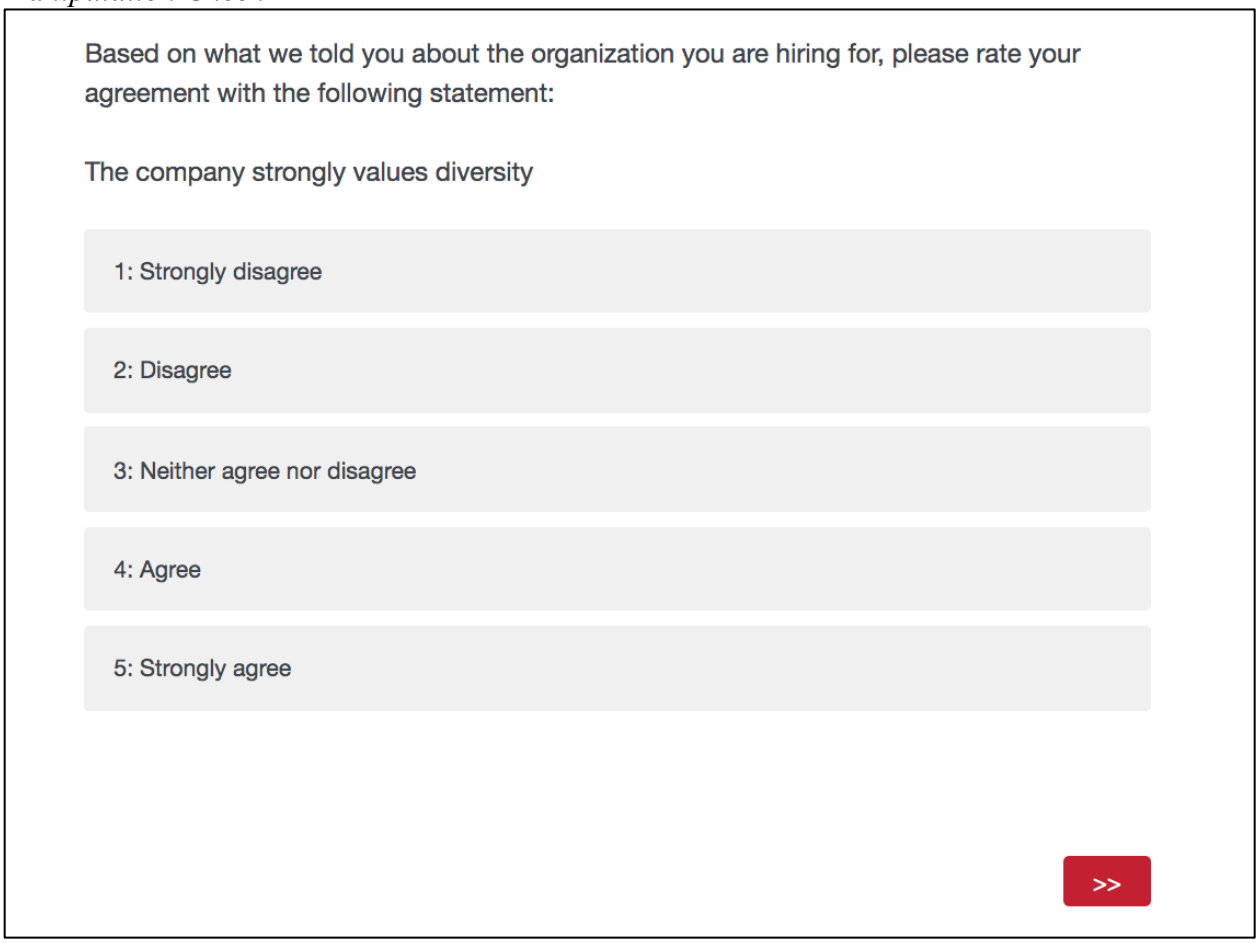
Most recent job: Software Engineer at Palantir
Years of experience: 3

Software Engineer Candidate 3:

Most recent job: Software Engineer at Zynga
Years of experience: 2

Your Selection for Software Engineer

Manipulation Check



What is your gender identity?

Man

Woman

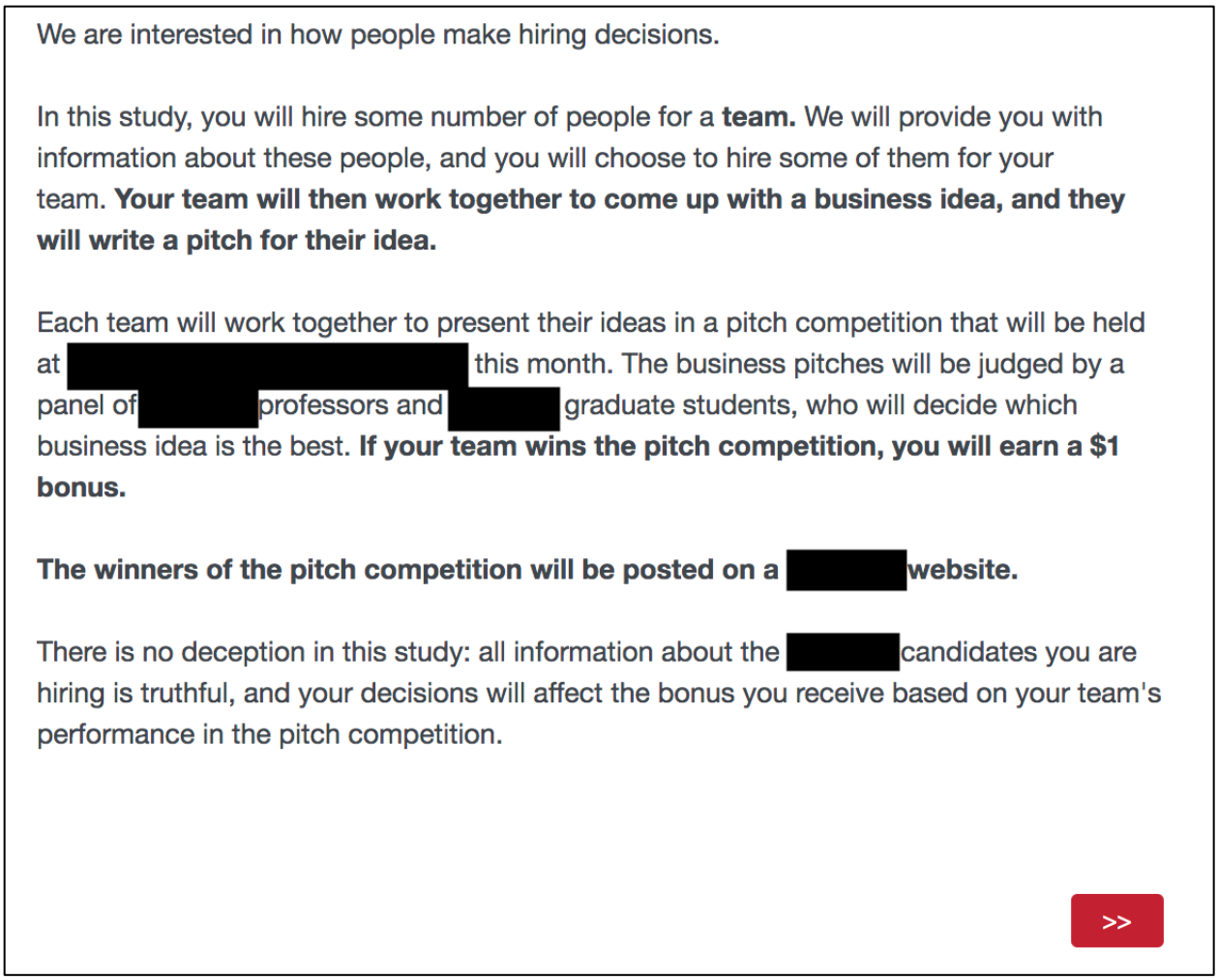
Another identity not listed

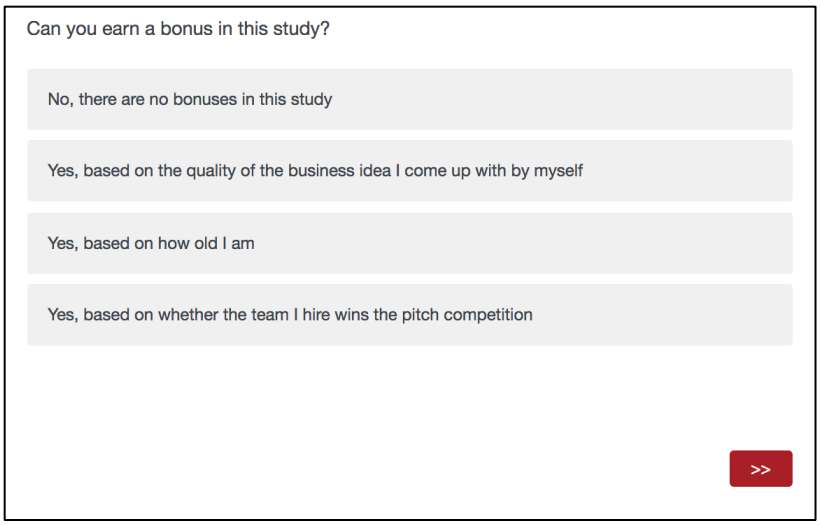
This space is provided if you have any additional comments or feedback for the research team.

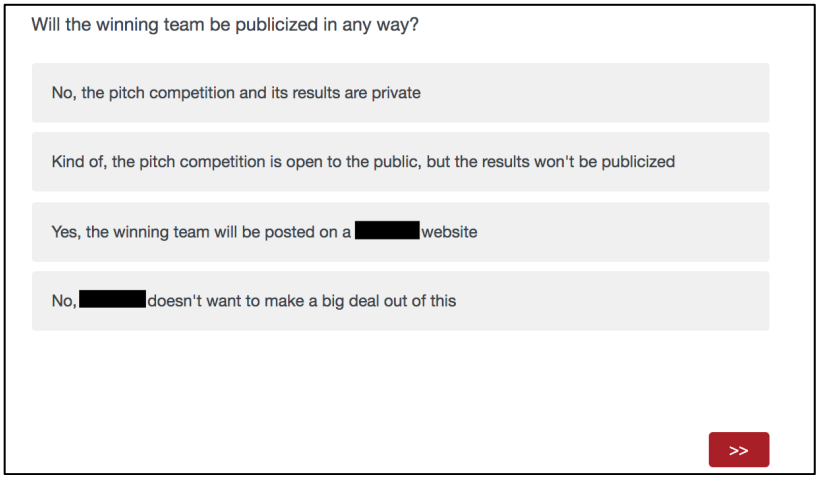
>>

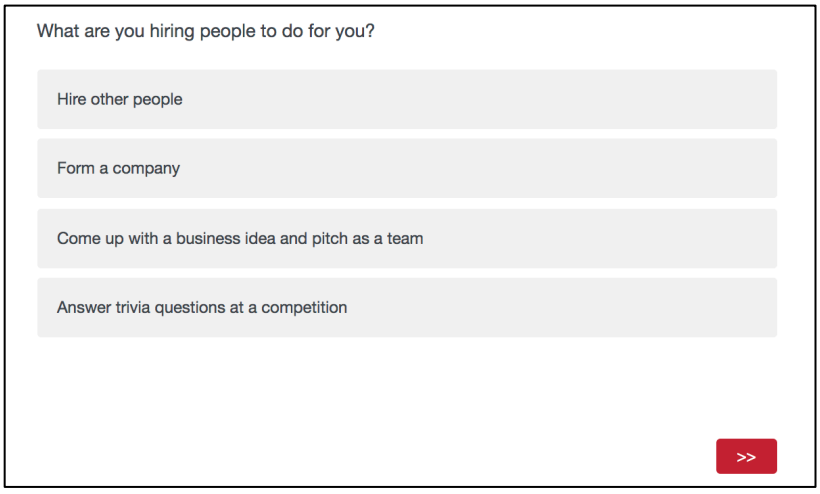
Screenshots of Study 4A Stimuli.

Text identifying where this study took place has been blocked out to preserve the anonymity of the review process.




Can you earn a bonus in this study?
No, there are no bonuses in this study
Yes, based on the quality of the business idea I come up with by myself
Yes, based on how old I am
Yes, based on whether the team I hire wins the pitch competition
>>


Will the winning team be publicized in any way?
No, the pitch competition and its results are private
Kind of, the pitch competition is open to the public, but the results won't be publicized
Yes, the winning team will be posted on a [redacted] website
No, [redacted] doesn't want to make a big deal out of this
>>


What are you hiring people to do for you?
Hire other people
Form a company
Come up with a business idea and pitch as a team
Answer trivia questions at a competition
>>

To help you decide whom to hire, we will show you some information about each of the candidates you can hire and their qualifications. Each pitch team will include three people: a team manager, a financial analyst, and a brand manager.

The **team manager** will be responsible for leading the team, the **financial analyst** will be responsible for ensuring that the business plan is financially viable, and the **brand manager** will be responsible for a marketing plan.

>>

To ensure that you understand the instructions so far, we are going to ask you some questions about a hypothetical scenario:

Imagine that you are choosing between Candidate A and Candidate B to add to your team as a brand manager.

Candidate A specializes in marketing at [redacted].
Candidate B specializes in finance at [redacted].

If you were to hire Candidate A, what would your bonus be based off of?

- Their individual performance in the pitch competition
- Their marketing grades at [redacted]
- Neither. The bonus is based on whether the team that Candidate A is on wins the pitch competition.

>>

Collective Choice condition:

To help you decide whom to hire, we will show you some information about each of the candidates you can hire and their qualifications. Each pitch team will include three people: a team manager, a financial analyst, and a brand manager.

The **team manager** will be responsible for leading the team, the **financial analyst** will be responsible for ensuring that the business plan is financially viable, and the **brand manager** will be responsible for a marketing plan.

You will hire three people to join your team as team manager, financial analyst, and brand manager. You must hire **one** person for **each** team role, and you can **only** hire people who are candidates for that role. If you hire someone for the wrong role, you will receive no bonus. So, if John has applied to be team manager and you hire him for the brand manager position instead, you will NOT get a bonus. If your team wins the pitch competition, you will earn a $1 bonus.

Whom would you like to hire for your pitch team? Please drag **one** candidate on the left from **each** category into the appropriate box on the right.

Isolated Choice condition:

To help you decide whom to hire, we will show you some information about each of the candidates you can hire and their qualifications. Each pitch team will include three people: a team manager, a financial analyst, and a brand manager.

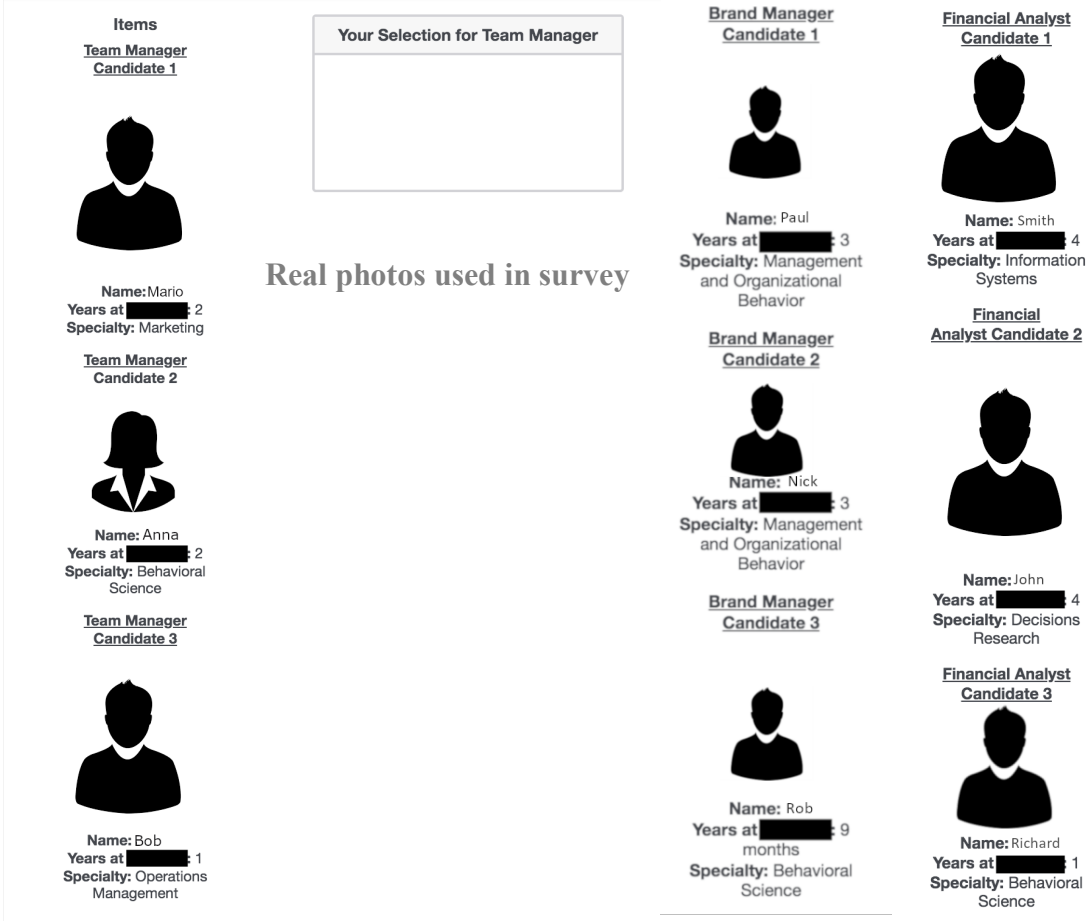
The **team manager** will be responsible for leading the team, the **financial analyst** will be responsible for ensuring that the business plan is financially viable, and the **brand manager** will be responsible for a marketing plan.

You will hire one person to join a team as the **team manager**. If the team that this person joins wins the pitch competition, you will earn a $1 bonus.

Whom would you like to hire for your pitch team? Please drag one candidate on the left into the box on the right.

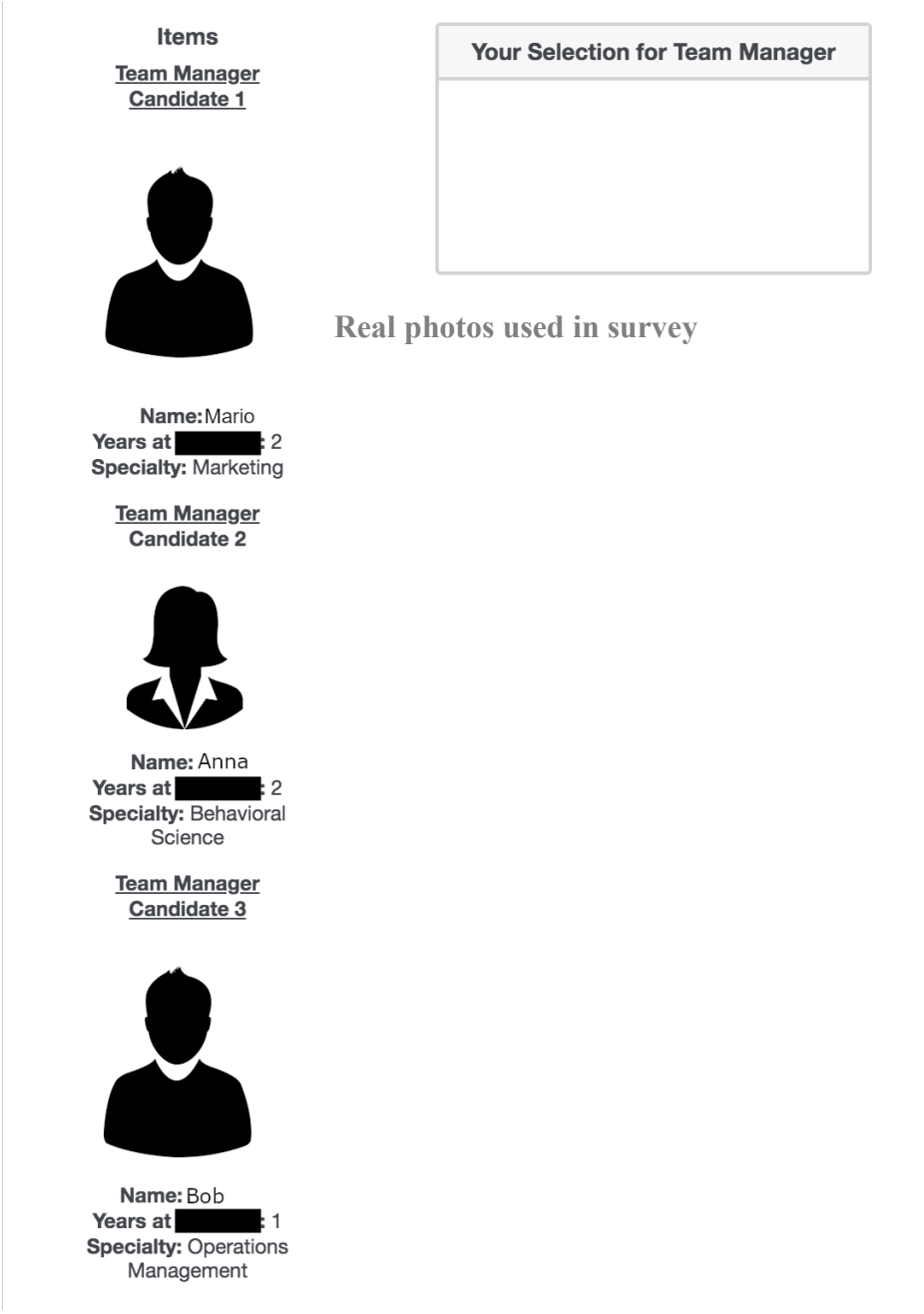
Collective Choice condition (the screenshots below were shown on a single screen):

Note: This screenshot has been modified to protect the anonymity of the review process by replacing the names of scientists used in the study with aliases. The photos have been modified because we do not have permission to reprint the professional photos of people used as stimuli.



Isolated Choice condition:

Note: This screenshot has been modified to protect the anonymity of the review process by replacing the names of scientists used in the study with aliases. The photos have been modified because we do not have permission to reprint the professional photos of people used as stimuli.



What is your gender identity?

Man

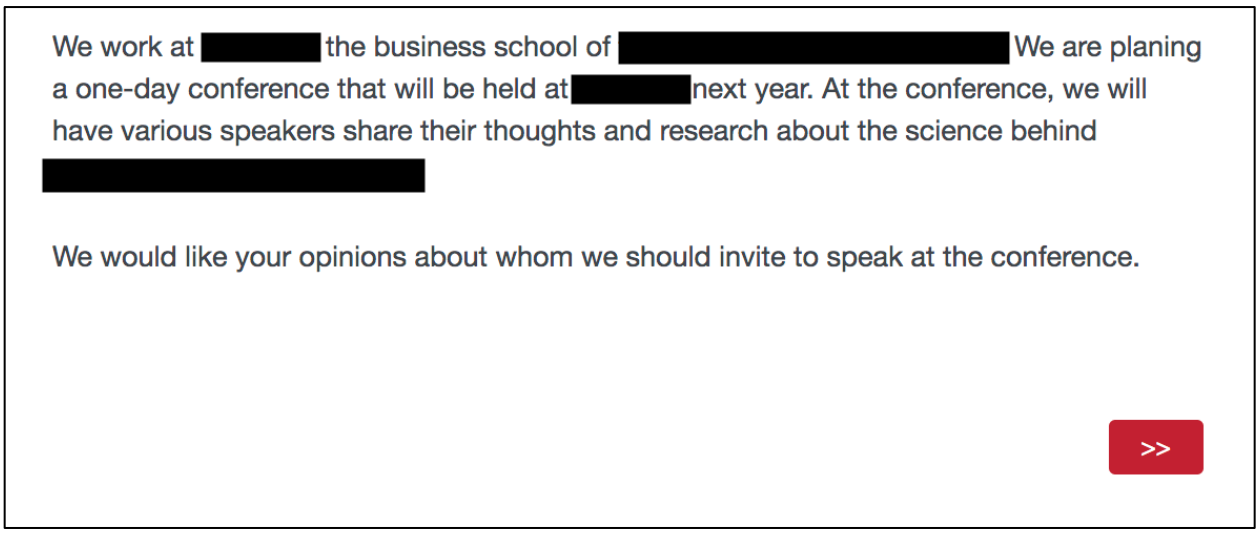
Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

>>

Screenshots of Study 4B Stimuli.



What topic will speakers be talking about?

- The science behind hearing aids
- The science behind [redacted]
- The science behind sodium batteries
- The science behind personal genomics

>>

What do we want your opinion on?

- Which person we should nominate for an award
- Which speakers we should invite to talk at a conference
- What we should change our school motto to be
- Which building on our campus we should rename

>>

We work at [redacted], the business school of [redacted] We are planing a one-day conference that will be held at [redacted] next year. At the conference, we will have various speakers share their thoughts and research about the science behind [redacted]

We would like your opinions about whom we should invite to speak at the conference.

The speakers will come together to prevent their perspectives on the focus areas of the conference: Energy, Health, Financial Literacy, Education, and Conflict Management.

To help you decide whom to recommend, we will show you some information about each of the candidates you can recommend as a speaker and their qualifications. The speakers will include at least one candidate from each of the focus areas: Energy, Health, Financial Literacy, Education, and Conflict Management.

We will invite the most frequently chosen people to the conference.

>>

Collective Choice condition:

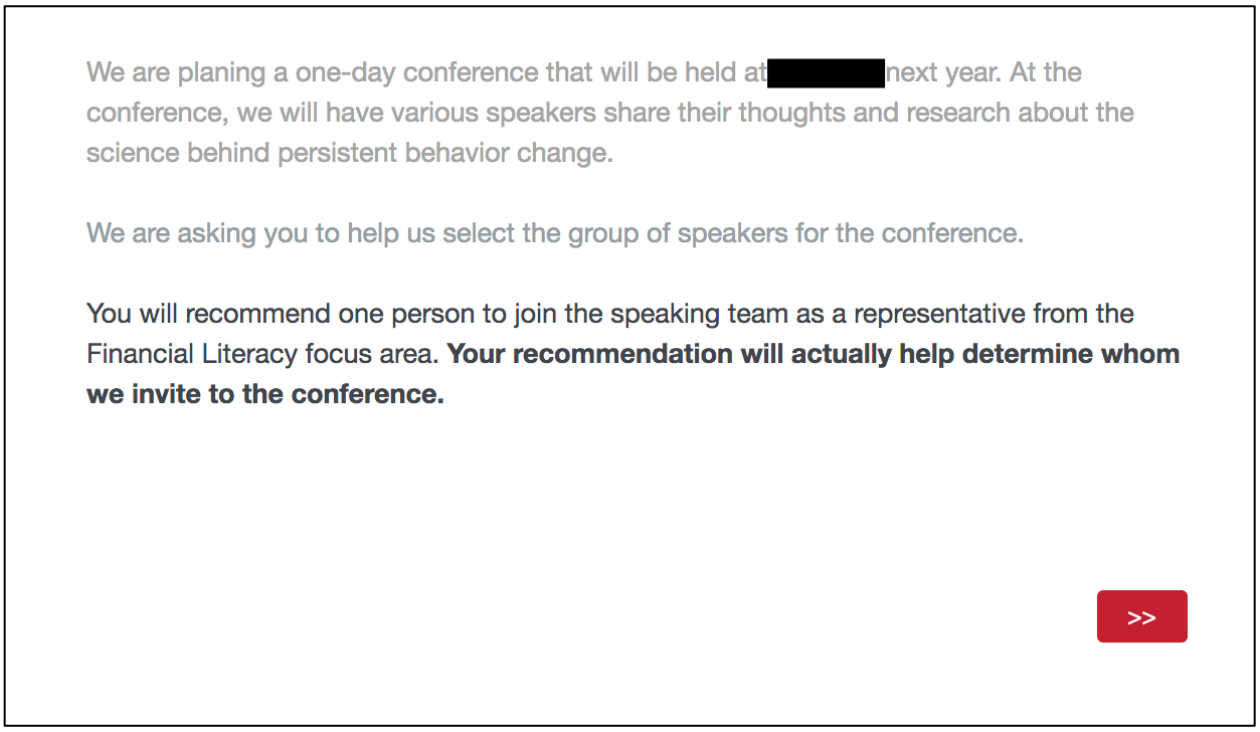
We are planing a one-day conference that will be held at [redacted] next year. At the conference, we will have various speakers share their thoughts and research about the science behind persistent behavior change.

We are asking you to help us select the group of speakers for the conference.

You will recommend five people to join the speaking team as a representative from each of the five focus areas: Energy, Health, Financial Literacy, Education, and Civic Engagement. **Your recommendations will actually help determine whom we invite to the conference.**

>>

Isolated Choice condition:



Collective Choice condition (the screenshots below were shown on a single screen):

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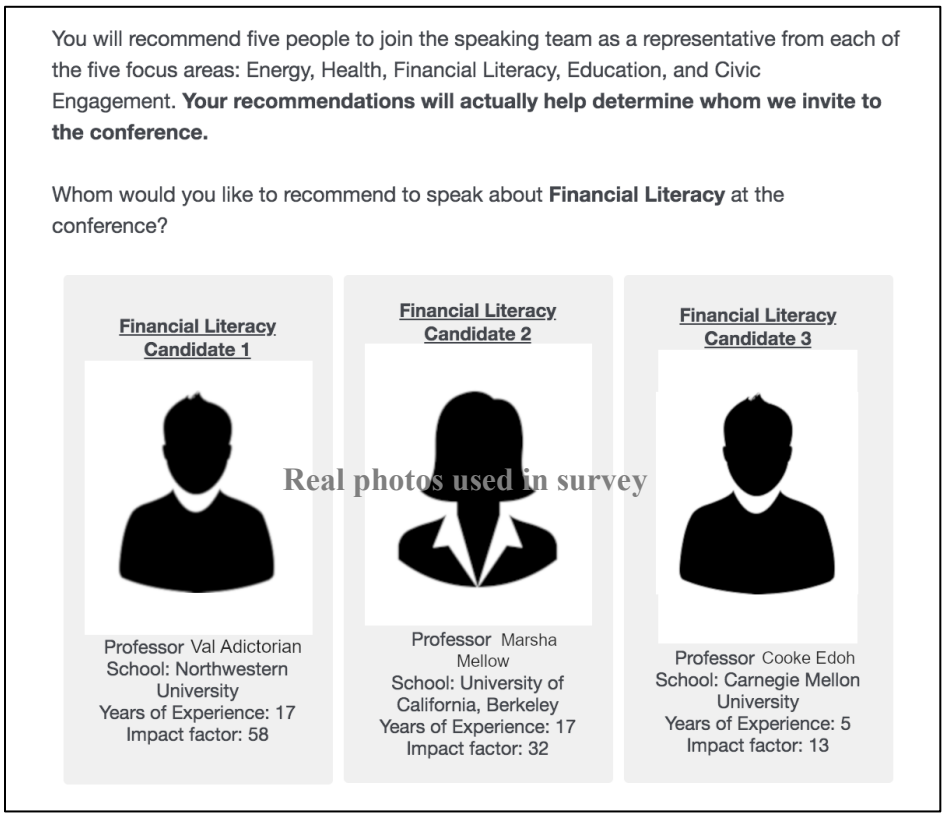
Isolated Choice condition:

Note: This screenshot has been modified to protect the anonymity of the review process by replacing the names of scientists used in the study with aliases. The photos have been modified because we do not have permission to reprint the professional photos of people used as stimuli.



What is your gender identity?

Man

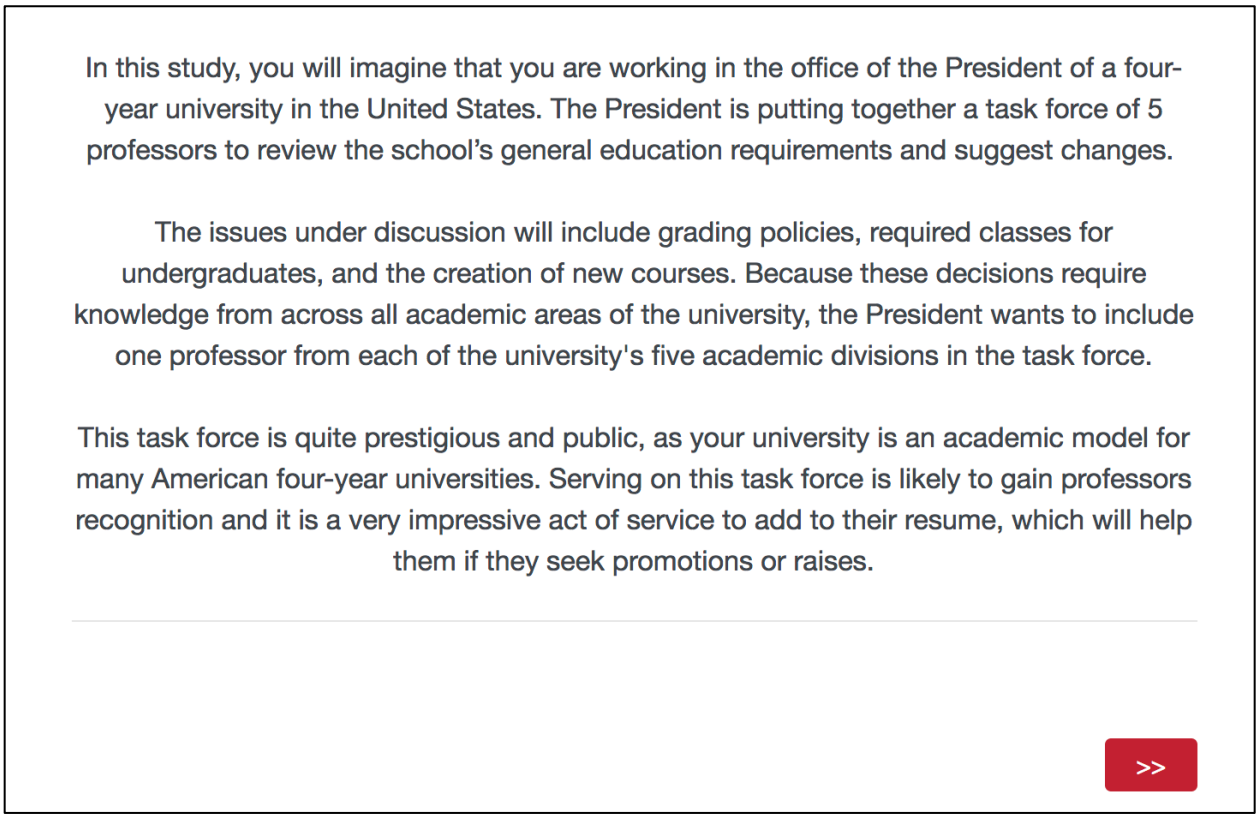
Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

>>

Screenshots of Study S1 Stimuli.



What is the focus of the task force created by the University President?

- University Community and Culture
- General Education
- Advancement in Quantitative Science
- Service and Civic Engagement

Who will be included in the task force?

- 1 faculty member
- 15 faculty members
- 5 faculty members from the same academic division of the university
- 5 faculty members, one from each academic division of the university

>>

Collective Choice condition:

In this study, you will imagine that you are working in the office of the President of a four-year university in the United States. The President is putting together a task force of 5 professors to review the school's general education requirements and suggest changes.

The issues under discussion by the task force will include grading policies, required classes for undergraduates, and the creation of new courses. Because these decisions require knowledge from across all academic areas of the university, the President wants to include one professor from each of the university's five academic divisions in the task force.

This task force is quite prestigious and public, as your university is an academic model for many American four-year universities. Serving on this task force is likely to gain professors recognition and it is a very impressive act of service to add to their resume, which will help them if they seek promotions or raises.

The university President has created a shortlist of 15 professors across the university's five academic divisions. There must be 1 professor from each of these divisions on the task force. The President has asked you to select all 5 of the professors who will serve on the task force.

>>

Isolated Choice condition:

In this study, you will imagine that you are working in the office of the President of a four-year university in the United States. The President is putting together a task force of 5 professors to review the school's general education requirements and suggest changes.

The issues under discussion by the task force will include grading policies, required classes for undergraduates, and the creation of new courses. Because these decisions require knowledge from across all academic areas of the university, the President wants to include one professor from each of the university's five academic divisions in the task force.

This task force is quite prestigious and public, as your university is an academic model for many American four-year universities. Serving on this task force is likely to gain professors recognition and it is a very impressive act of service to add to their resume, which will help them if they seek promotions or raises.

The university President has created a shortlist of 15 professors across the university's five academic divisions. There must be 1 professor from each of these divisions on the task force. The President has asked you to select 1 of the professors who will serve on the task force.

>>

How many of the five professors on the General Education Task Force will you be responsible for selecting from the University President's shortlist of fifteen professors?

- Zero
- One
- Two
- Three
- Four
- Five

>>

We will now ask you to read a little bit more about the task force and its mission to ensure you have all the information you need.

>>

Here is the stated mission of the task force:

A committee of faculty members from across all the academic divisions of the university should undertake a review of the curriculum, with a particular focus on the General Education requirements. **This committee should address the following questions and recommend reforms consistent with its answers to them:**

- **What purposes should General Education requirements serve?**
- **How do our General Education requirements compare to those at peer institutions?**
- **What percentage of students' required coursework should be devoted to the fulfillment of the General Education requirements?**

>>

Collective Choice condition:

The university's 5 academic divisions are:

1. Arts and Humanities
2. Business
3. Engineering
4. Natural Sciences
5. Social Sciences

There are three professors from each division on the shortlist. **You must pick one professor from each division to serve on the task force.**

>>

Isolated Choice condition:

The university's 5 academic divisions are:

1. Arts and Humanities
2. Business
3. Engineering
4. Natural Sciences
5. Social Sciences

There are three professors from the Social Sciences division on the shortlist. **You must pick one professor from this division to serve on the task force.**

>>

Collective Choice condition (the screenshots below were shown on a single screen):

Here is the shortlist of 15 professors. Please select your choices for the task force by dragging one (and only one) professor into each of the boxes. **Make sure to pick one professor from each academic division.**

If you change your mind on any of your selections, you can drag the professor you selected out of the box and replace them with a new professor.

Whom would you like to select for the university's task force on general education?

Items


Academic division: Arts and Humanities
Title: Full Professor (with tenure)
Department: English
Years at university: 12


Academic division: Arts and Humanities
Title: Associate Professor (with tenure)
Department: European Studies
Years at university: 7


Academic division: Arts and Humanities
Title: Assistant Professor (without tenure)
Department: East Asian Studies
Years at university: 4


Academic division: Business
Title: Full Professor (with tenure)
Department: Management
Years at university: 12


Academic division: Business
Title: Associate Professor (with tenure)
Department: Accounting
Years at university: 7


Academic division: Business
Title: Assistant Professor (without tenure)
Department: Marketing
Years at university: 5


Academic division: Engineering
Title: Full Professor (with tenure)
Department: Mechanical Engineering
Years at university: 11

Your Selection from Arts and Humanities

Your Selection from Business

Your Selection from Engineering

Your Selection from Natural Sciences

Your Selection from Social Sciences


Academic division: Engineering
Title: Associate Professor (with tenure)
Department: Computer Engineering
Years at university: 8


Academic division: Engineering
Title: Assistant Professor (without tenure)
Department: Electrical Engineering
Years at university: 4


Academic division: Natural Sciences
Title: Full Professor (with tenure)
Department: Physics
Years at university: 11


Academic division: Natural Sciences
Title: Associate Professor (with tenure)
Department: Chemistry
Years at university: 8


Academic division: Natural Sciences
Title: Assistant Professor (without tenure)
Department: Ecology
Years at university: 5


Academic division: Social Sciences
Title: Full Professor (with tenure)
Department: Political Science
Years at university: 12


Academic division: Social Sciences
Title: Associate Professor (with tenure)
Department: Psychology
Years at university: 7


Academic division: Social Sciences
Title: Assistant Professor (without tenure)
Department: Sociology
Years at university: 4

Isolated Choice condition:

Here is the shortlist of 3 professors from the Social Sciences division. Please select your choice for the task force by dragging one (and only one) professor into the box.

If you change your mind on your selection, you can drag the professor you selected out of the box and replace them with a new professor.

Whom would you like to select for the university's task force on general education?

Items

Academic division: Social Sciences
Title: Full Professor (with tenure)
Department: Political Science
Years at university: 12

Academic division: Social Sciences
Title: Associate Professor (with tenure)
Department: Psychology
Years at university: 7

Academic division: Social Sciences
Title: Assistant Professor (without tenure)
Department: Sociology
Years at university: 4

Your Selection from Social Sciences

What is your gender identity?

Man

Woman

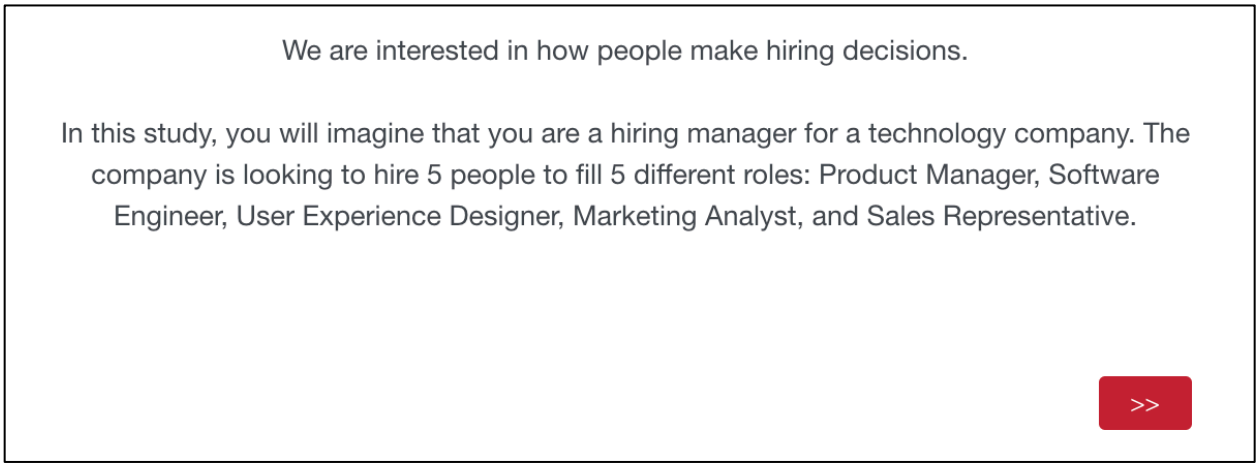
Another identity not listed

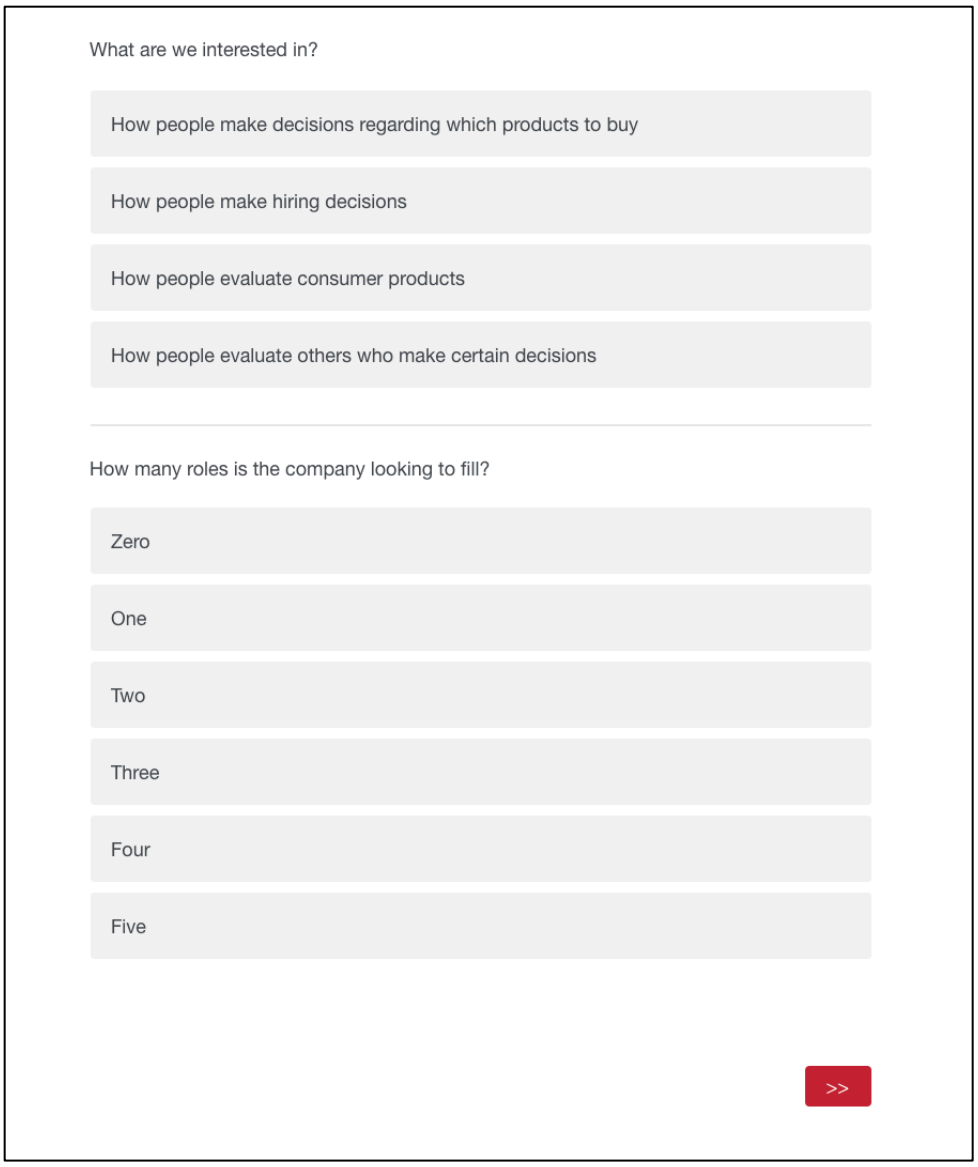
This space is provided if you have any additional comments or feedback for the research team.

>>

Study S2 Stimuli.

Note: The *collective choice* condition in this study is identical to Study 1, so we only provide screenshots for the *isolated choice* condition.




What are we interested in?
How people make decisions regarding which products to buy
How people make hiring decisions
How people evaluate consumer products
How people evaluate others who make certain decisions
How many roles is the company looking to fill?
Zero
One
Two
Three
Four
Five
>>

We are interested in how people make hiring decisions.

In this study, you will imagine that you are a hiring manager for a technology company. The company is looking to hire 5 people to fill 5 different roles: Product Manager, Software Engineer, User Experience Designer, Marketing Analyst, and Sales Representative.

You need to hire someone to fill 1 of these roles. It is your goal to hire the candidate whom you think will make the company the most successful.

>>

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the Product Manager position:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Note that the screenshots below were shown on a single screen:

There are three candidates for the position you need to fill (Product Manager). Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

You will also make four unrelated choices on this page. There are three candidates for each choice. If you change your mind on any of your selections, you can drag the item out of the box and replace with a new item.

Please make your selections from the candidates below:

Items

Most recent job: Senior Product Manager at Google
Years of experience: 5

Most recent job: Product Manager at Yahoo
Years of experience: 2

Most recent job: Product Manager Intern at Google
Years of experience: 0

Softness level: Very firm

Softness level: Medium

Softness level: Very soft

Price: $8.29

Your Selection for Product Manager

Your Selection for Best Couch

Your Selection for Best Water Bottle

Your Selection for Best Shampoo

Your Selection for Best Pen

Price: $11.49

Price: $34.99

Price: $4.49

Price: $6.99

Price: $30

Type: Ballpoint pen
Price: $0.65

Type: Gel ink pen
Price: $1.50

Type: Fountain pen
Price: $350

What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

>>

Screenshots of Study S3 Stimuli

What are we interested in?

- How people evaluate others who make certain decisions
- How people make hiring decisions
- How people evaluate consumer products
- How people make decisions regarding which products to buy

How many roles is the company looking to fill?

- Zero
- One
- Two
- Three
- Four
- Five

Who is the company looking to hire?

- A new CEO
- A tech team
- A writing team
- You

>>

Collective Choice condition, Low Diversity condition:

We are interested in how people make hiring decisions.

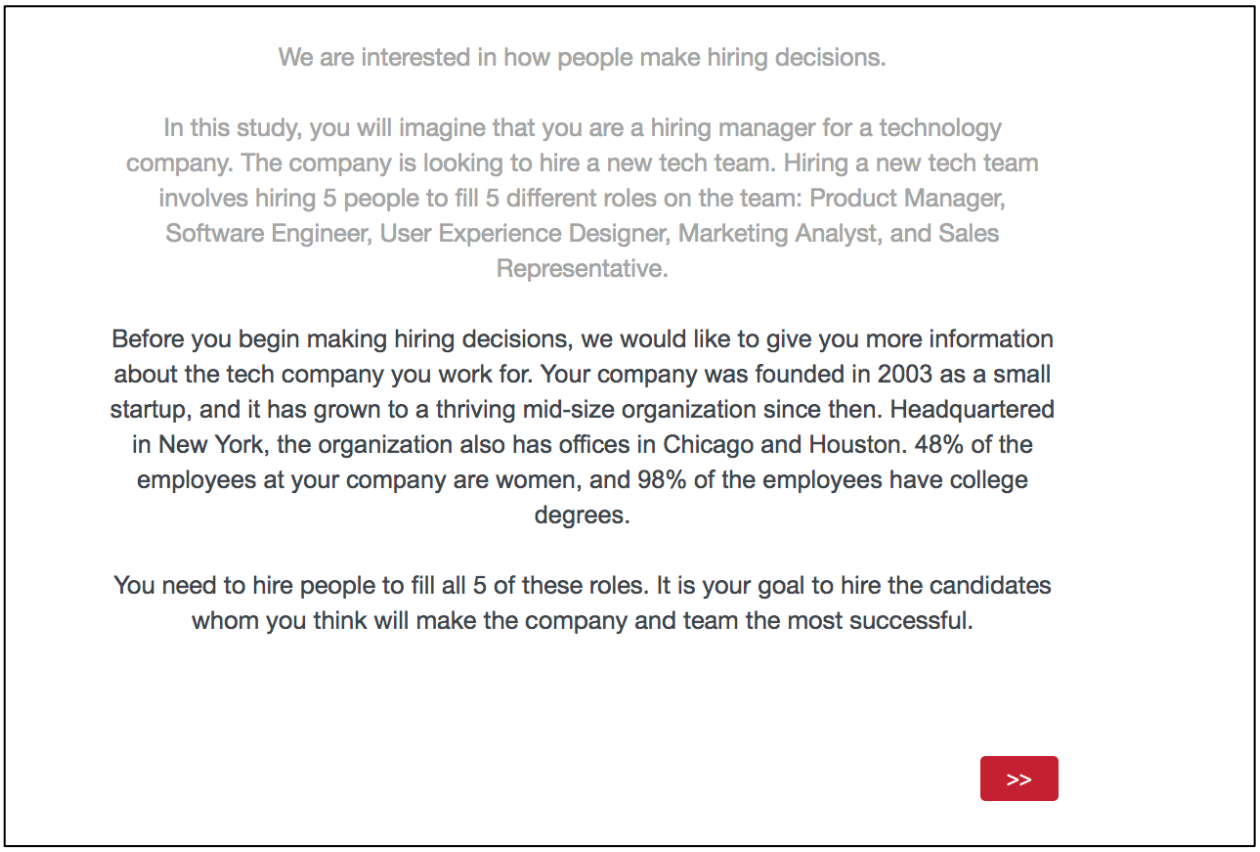
In this study, you will imagine that you are a hiring manager for a technology company. The company is looking to hire a new tech team. Hiring a new tech team involves hiring 5 people to fill 5 different roles on the team: Product Manager, Software Engineer, User Experience Designer, Marketing Analyst, and Sales Representative.

Before you begin making hiring decisions, we would like to give you more information about the tech company you work for. Your company was founded in 2003 as a small startup, and it has grown to a thriving mid-size organization since then. Headquartered in New York, the organization also has offices in Chicago and Houston. 19% of the employees at your company are women, and 98% of the employees have college degrees.

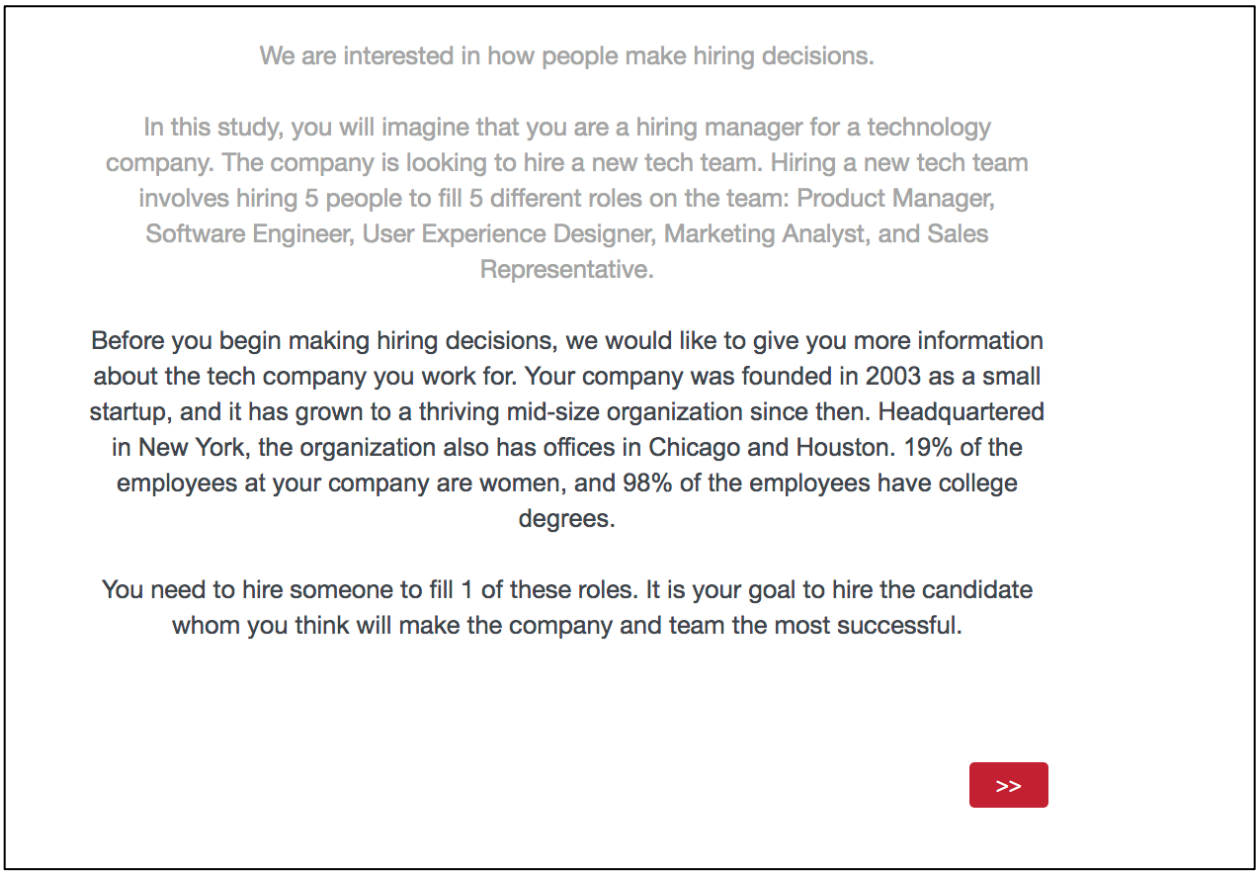
You need to hire people to fill all 5 of these roles. It is your goal to hire the candidates whom you think will make the company and team the most successful.

>>

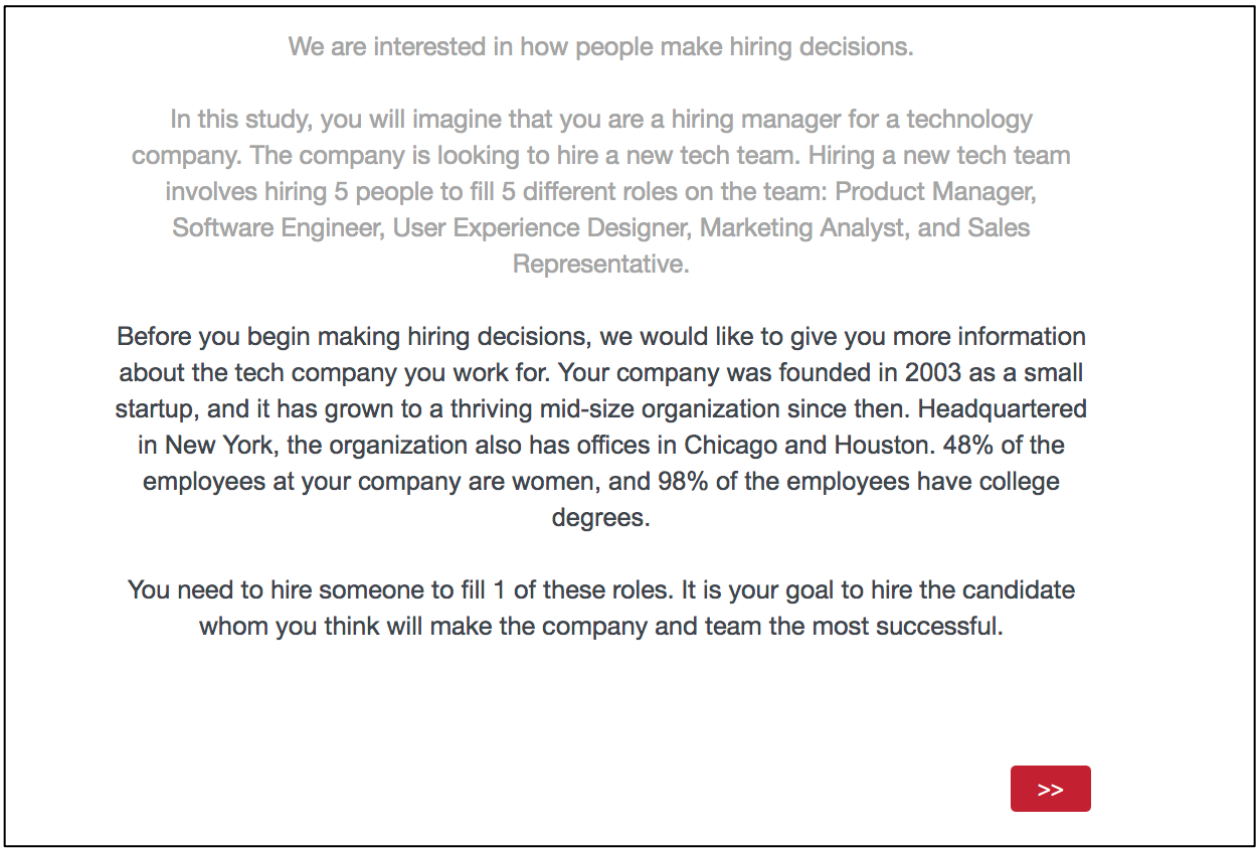
Collective Choice condition, High Diversity condition:



Isolated Choice condition, Low Diversity condition:



Isolated Choice condition, High Diversity condition:



Collective Choice condition:

Here are the job descriptions for each of the job titles:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Isolated Choice condition:

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the User Experience Designer position:

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

>>

Collective Choice condition, Low Diversity condition (the screenshots below were shown on a single screen):

There are three candidates for each position on the tech team. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes. Please ONLY drag candidates who are qualified for each position into a given box.

Here are some quick facts about your company: Your company was founded in 2003 as a small startup, and it has grown to a thriving mid-size organization since then. Headquartered in New York, the organization also has offices in Chicago and Houston. 19% of the employees at your company are women, and 98% of the employees have college degrees.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

Items

Product Manager Candidate 1:

Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:

Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Marketing Analyst Candidate 2:

Most recent job: Marketing Analyst at Microsoft
Years of experience: 1

Marketing Analyst Candidate 3:

Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

User Experience Designer Candidate 1:

Most recent job: User Experience Designer at Intel
Years of experience: 5

User Experience Designer Candidate 2:

Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

Software Engineer Candidate 1:

Most recent job: Senior Software Engineer at Square
Years of experience: 4

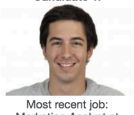
Software Engineer Candidate 2:

Most recent job: Software Engineer at Palantir
Years of experience: 3

Software Engineer Candidate 3:

Most recent job: Software Engineer at Zynga
Years of experience: 2

Marketing Analyst Candidate 1:



Most recent job: Marketing Analyst at Nestle
Years of experience: 3

Your Selection for Sales Representative

User Experience Designer Candidate 3:

Most recent job: User Experience Designer at Facebook
Years of experience: 1

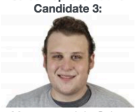
Sales Representative Candidate 1:

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Sales Representative Candidate 2:

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Sales Representative Candidate 3:



Most recent job: Sales Representative at Apple
Years of experience: 2

Collective Choice condition, High Diversity condition (the screenshots below were shown on a single screen):

There are three candidates for each position on the tech team. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes. Please ONLY drag candidates who are qualified for each position into a given box.

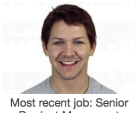
Here are some quick facts about your company: Your company was founded in 2003 as a small startup, and it has grown to a thriving mid-size organization since then. Headquartered in New York, the organization also has offices in Chicago and Houston. 48% of the employees at your company are women, and 98% of the employees have college degrees.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

Items

Product Manager Candidate 1:



Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:

Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Marketing Analyst Candidate 2:

Most recent job: Marketing Analyst at Microsoft
Years of experience: 1

Marketing Analyst Candidate 3:

Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

User Experience Designer Candidate 1:

Most recent job: User Experience Designer at Intel
Years of experience: 5

User Experience Designer Candidate 2:

Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3

Software Engineer Candidate 1:

Most recent job: Senior Software Engineer at Square
Years of experience: 4

Software Engineer Candidate 2:

Most recent job: Software Engineer at Palantir
Years of experience: 3

Software Engineer Candidate 3:

Most recent job: Software Engineer at Zynga
Years of experience: 2

Marketing Analyst Candidate 1:

Most recent job: Marketing Analyst at Nestle
Years of experience: 3

Your Selection for Sales Representative

User Experience Designer Candidate 3:

Most recent job: User Experience Designer at Facebook
Years of experience: 1

Sales Representative Candidate 1:

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Sales Representative Candidate 2:

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Sales Representative Candidate 3:

Most recent job: Sales Representative at Apple
Years of experience: 2

Isolated Choice condition, Low Diversity condition:

There are three candidates for the position you need to fill (Product Manager) on the tech team. Please select your choice for this position by dragging one (and only one) candidate into the box.

Here are some quick facts about your company: Your company was founded in 2003 as a small startup, and it has grown to a thriving mid-size organization since then. Headquartered in New York, the organization also has offices in Chicago and Houston. 19% of the employees at your company are women, and 98% of the employees have college degrees.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the Product Manager job?

Items

Product Manager Candidate 1:

Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:

Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

Your Selection for Product Manager

Isolated Choice condition, High Diversity condition:

There are three candidates for the position you need to fill (Product Manager) on the tech team. Please select your choice for this position by dragging one (and only one) candidate into the box.

Here are some quick facts about your company: Your company was founded in 2003 as a small startup, and it has grown to a thriving mid-size organization since then. Headquartered in New York, the organization also has offices in Chicago and Houston. 48% of the employees at your company are women, and 98% of the employees have college degrees.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the Product Manager job?

Items

Product Manager Candidate 1:

Most recent job: Senior Product Manager at Google
Years of experience: 5

Product Manager Candidate 2:

Most recent job: Product Manager at Yahoo
Years of experience: 2

Product Manager Candidate 3:

Most recent job: Product Manager Intern at Google
Years of experience: 0

Your Selection for Product Manager

What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

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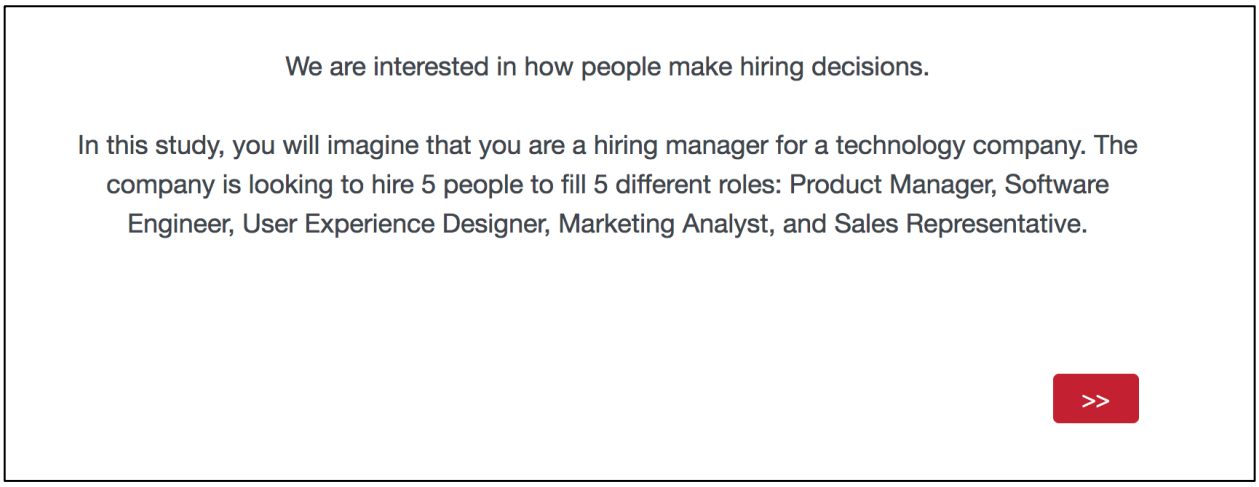
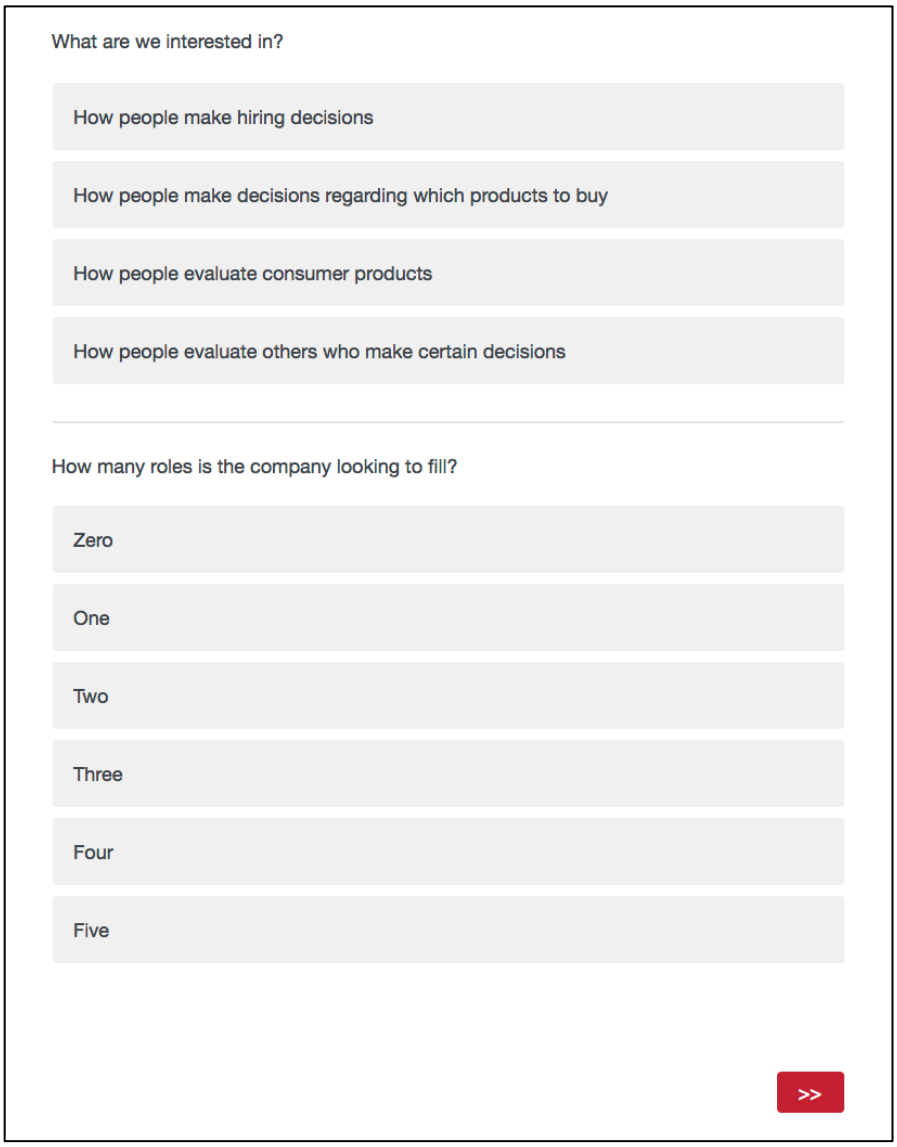
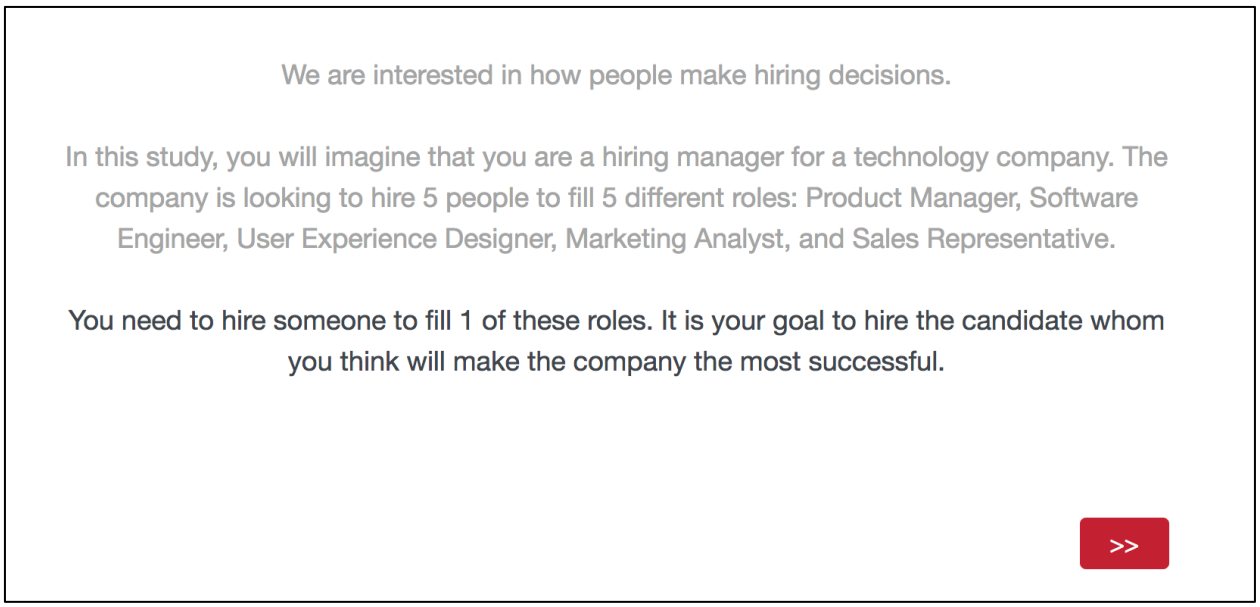
Screenshots of Study S4 Stimuli.





Collective Choice condition:

Isolated Choice condition:



Collective Choice condition:

Here are the job descriptions for each of the job titles:

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

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Isolated Choice condition:

Here are the job descriptions for each of the job titles. You will be hiring a candidate for the Sales Representative position:

Sales Representative: A sales representative is responsible for selling the product to consumers and ensuring that consumers have positive experiences with the product.

Product Manager: A product manager communicates a product vision from management to the development and implementation teams. The product manager investigates, selects, and drives the development of products for the company.

Software Engineer: A software engineer writes computer code to design, develop, maintain, test, and evaluate computer software.

Marketing Analyst: A marketing analyst gathers, records, and analyzes data about issues relating to the marketing of products and services.

User Experience Designer: A user experience designer enhances user satisfaction with a product by improving the usability, accessibility, and pleasure provided in the interaction with the product.

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Collective Choice condition (the screenshots below were shown on a single screen):

There are three candidates for each position. Please select your choice for each of these positions by dragging one (and only one) candidate into each of the boxes.

If you change your mind on any of your selections, you can drag the you selected out of the box and replace them with a new candidate.

Whom would you like to hire for each of the positions?

Items


Most recent job: Senior Product Manager at Google
Years of experience: 5


Most recent job: Product Manager at Yahoo
Years of experience: 2


Most recent job: Product Manager Intern at Google
Years of experience: 0


Most recent job: Senior Software Engineer at Square
Years of experience: 4


Most recent job: Software Engineer at Palantir
Years of experience: 3


Most recent job: Software Engineer at Zynga
Years of experience: 2


Most recent job: Marketing Analyst at Nestle
Years of experience: 3


Most recent job: Marketing Analyst at Microsoft
Years of experience: 1


Most recent job: Marketing Analyst Intern at L'Oreal
Years of experience: 0

Your Selection for Product Manager

Your Selection for Software Engineer

Your Selection for Marketing Analyst

Your Selection for User Experience Designer

Your Selection for Sales Representative


Most recent job: User Experience Designer at Intel
Years of experience: 5


Most recent job: User Experience Designer at Buzzfeed
Years of experience: 3


Most recent job: User Experience Designer at Facebook
Years of experience: 1


Most recent job: Sales Representative at Bloomberg
Years of experience: 5


Most recent job: Sales Representative at Salesforce
Years of experience: 2


Most recent job: Sales Representative at Apple
Years of experience: 2

Isolated Choice condition

There are three candidates for the position you need to fill (Sales Representative). Please select your choice for this position by dragging one (and only one) candidate into the box.

If you change your mind on your selection, you can drag the person you selected out of the box and replace them with a new candidate.

Whom would you like to hire for the Sales Representative job?

Items

Most recent job: Sales Representative at Bloomberg
Years of experience: 5

Most recent job: Sales Representative at Salesforce
Years of experience: 2

Most recent job: Sales Representative at Apple
Years of experience: 2

Your Selection for Sales Representative

What is your gender identity?

Man

Woman

Another identity not listed

This space is provided if you have any additional comments or feedback for the research team.

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