

# Gavin J. Kilduff

Professor of Management & Organizations  
Stern School of Business  
New York University

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## EDUCATION

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**Haas School of Business, University of California, Berkeley**  
Ph.D., Business Administration

**The Pennsylvania State University**  
B.S., Computer Science, minor in Statistics  
*with honors and with high distinction*

## RESEARCH INTERESTS

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- Rivalry and Competition
- Status and Power
- Group Dynamics
- Negotiations

## PUBLICATIONS

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Grad, T., Riedl, C. & Kilduff, G. J. When Rivalry Backfires: How Individual Skill and Risk of Status Loss Moderate the Effects of Rivalry on Performance. In Press at *Management Science*.

Berendt, J., Uhrich, S., Borah, A. & Kilduff, G. J. 2024. The Rivalry Reference Effect: Referencing Rival (vs. Nonrival) Competitors in Public Brand Messages Increases Consumer Engagement. *Journal of Marketing Research*, 61, 1058-1078.

Kang, S., Hur, J. D., & Kilduff, G. J. 2024. Beating the rival but losing the game: How the source of alternative offers alters behavior and outcomes in negotiation. *Journal of Applied Psychology*, 109, 386–401.

Yu, S., Kilduff, G. J., & West, T. 2023. Status acuity: The ability to accurately perceive status hierarchies reduces status conflict and benefits group performance. *Journal of Applied Psychology*, 108, 114-137.

Fernandes, C. R., Yu, S., Howell, T. M., Wood Brooks, A., Kilduff, G. J., & Pettit, N. C. 2021. What is your status portfolio? Higher status variance across groups increases interpersonal helping but decreases intrapersonal well-being. *Organizational Behavior and Human Decision Processes*, 165, 56-75

- Yu, S., & Kilduff, G. J. 2020. Knowing where others stand: Accuracy and performance effects of individuals' perceived status hierarchies. *Journal of Personality and Social Psychology*, 119, 159-184.
- To, C., Kilduff, G. J., & Rosikiewicz, B. L. 2020. When interpersonal competition helps and when it harms: A review and integration via challenge and threat. *Academy of Management Annals*, 14, 849-875.
- Kilduff, G. J. 2019. Interfirm relational rivalry: Implications for competitive strategy. *Academy of Management Review*, 44, 775-799.
- To, C., Kilduff, G. J., Ordoñez, L., & Schweitzer, M. 2018. Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. *Academy of Management Journal*, 61, 1281-1306.
- Pike, B., Kilduff, G. J., & Galinsky, A. D. 2018. The long shadow of rivalry: Rivalry motivates performance not just today but tomorrow. *Psychological Science*, 29, 804-813.
- Landis, B., Kilduff, M. J., Menges, J., & Kilduff, G. J. 2018. The paradox of agency: Feeling powerful reduces brokerage opportunity recognition yet increases willingness to broker. *Journal of Applied Psychology*, 103, 929-938.
- Kilduff, G. J., Galinsky, A. D. 2017. The spark that ignites: Mere exposure to rivals increases Machiavellianism and unethical behavior. *Journal of Experimental Social Psychology*, 69, 156-162.
- Kilduff, G. J., Galinsky, A. D., Gallo, E., & Reade, J. J. 2016. Whatever it takes to win: Rivalry increases unethical behavior. *Academy of Management Journal*, 59, 1508-1534. *Finalist for the Academy of Management Journal Best Paper Award.*
- Kilduff, G. J., Willer, R., & Anderson, C. 2016. Hierarchy and its discontents: Status disagreement leads to withdrawal of contribution and lower group performance. *Organization Science*, 27, 373-390.
- Shirako, A., Kilduff, G. J., & Kray, L. J. 2015. Is there a place for sympathy in negotiation? Finding strength in weakness. *Organizational Behavior and Human Decision Processes*, 131, 95-109. (Note: the 1<sup>st</sup> and 2<sup>nd</sup> authors contributed equally to this work).
- Kilduff, G. J. 2014. Driven to win: Rivalry, motivation, and performance. *Social Psychological and Personality Science*, 5, 944-952.
- Galinsky, A. D., & Kilduff, G. J. 2013. Be seen as a leader: A simple exercise can boost your status and influence. *Harvard Business Review*, 91, 127-130.
- Kilduff, G. J., & Galinsky, A. D. 2013. From the ephemeral to the enduring: How approach-oriented mindsets lead to greater status. *Journal of Personality and Social Psychology*, 105, 816-831.
- Pierce, J. R., Kilduff, G. J., Galinsky, A. D., & Sivanathan, N. 2013. From glue to gasoline: How competition turns perspective-takers unethical. *Psychological Science*, 24, 1986-1994.
- Anderson, C., Willer, R., Kilduff, G. J., & Brown, C. E. 2012. The origins of deference: When do people prefer lower status? *Journal of Personality and Social Psychology*, 102, 1077-1088.
- Magee, J. C., Kilduff, G. J., & Heath, C. 2011. On the folly of principals' power: Managerial psychology as a cause of bad incentives. *Research in Organizational Behavior*, 31, 25-41.

Kilduff, G. J., Elfenbein, H. A., & Staw, B. M. 2010. The psychology of rivalry: A relationally-dependent analysis of competition. *Academy of Management Journal*, 53, 943-969. *Finalist for the Academy of Management Journal Best Paper Award.*

Anderson, C., & Kilduff, G. J. 2009. The pursuit of status in social groups. *Current Directions in Psychological Science*, 18, 295-298.

Anderson, C., & Kilduff, G. J. 2009. Why do dominant personalities attain influence in face-to-face groups? The competence-signaling effects of trait dominance. *Journal of Personality and Social Psychology*, 96, 491-503.

Curhan, J. R., Elfenbein, H. A., & Kilduff, G. J. 2009. Getting off on the right foot: Subjective value versus economic value in predicting longitudinal job outcomes from job offer negotiations. *Journal of Applied Psychology*, 94, 524-534.

## **RECENT INVITED TALKS**

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Keynote at the 3<sup>rd</sup> Competitive Dynamics Conference at Imperial College London, May 2023 “Social Psychology and Competitive Dynamics: A Fruitful Marriage of Micro and Macro”

“The Psychology of Rivalry”

- Chinese University of Hong Kong, Shenzhen, April 2024
- Chinese University of Hong Kong, Hong Kong, April 2024
- University College London, May 2023
- Hong Kong Baptist University, May 2023
- The Hong Kong Polytechnic University, March 2023
- Imperial College Business School, October 2021

“Reading the Room: The Effects of Status Accuracy for Individuals and Groups”

- Rutgers Business School, November 2024
- Stanford Graduate School of Business, March 2021

## **CONFERENCE PRESENTATIONS**

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Berendt, J., Uhrich, S., Borah, A. & Kilduff, G. J. Don't Knock the Competition - Knock the Rival: Why Brand Rivalry Creates Message Virality. Presented at the 2021 Association for Consumer Research Conference 2021: Advances in Consumer Research, Seattle, WA.

Yu, S., Kilduff, G. J., & West, T. Status acuity: How the ability to accurately perceive status hierarchies reduces status conflict and benefits group performance. Presented at the 2019 annual meeting of the Academy of Management, Boston, MA.

Kilduff, G. J. Interfirm Relational Rivalry: Implications for Competitive Strategy. Presented at the 2018 annual meeting of the Academy of Management, Chicago, IL.

Yu, S., & Kilduff, G. J. Knowing where others stand: Accuracy and performance effects of individuals' perceived status hierarchies.

- Presented at the 31th International Association of Conflict Management, Philadelphia, 2018
- Presented at the 77th Annual Meeting of the Academy of Management, Atlanta, 2017

- Invited speaker at the AOM Professional Development Workshop “Using sport data to advance management theory,” 2017 annual meeting of the Academy of Management, Atlanta, GA.
- Invited speaker at the AOM Professional Development Workshop “A stress management workshop for doctoral students,” 2017 annual meeting of the Academy of Management, Atlanta, GA.
- Kilduff, G. J., Galinsky, A. D. The spark that ignites: Priming rivalry increases unethicality. Presented at the 2016 annual meeting of the Academy of Management, Anaheim, CA.
- Invited speaker at the AOM Professional Development Workshop “A stress management workshop for junior faculty,” 2016 annual meeting of the Academy of Management, Anaheim, CA.
- Kilduff, G. J., Willer, R., & Anderson, C. Hierarchy and its discontents: Status disagreement leads to withdrawal of contribution and lower group performance. Presented at the 2016 annual meeting of INGRoup, the Interdisciplinary Network for Group Research, Helsinki, Finland.
- To, C., Kilduff, G. J., Ordoñez, L., & Schweitzer, M. 2016. Going for it on fourth down: Rivalry increases risk-taking, physiological arousal, and promotion focus. Presented at the 2016 annual meeting of the International Association for Conflict Management, New York, NY.
- Kilduff, G. J., To, C., & Ordoñez, L. 2015. Going for it on fourth down: The consequences of rivalry for risk-taking. Presented at the 2015 annual meeting of the Academy of Management, Vancouver, Canada.
- Kilduff, G. J., & Pettit, N. C. 2014. Rally around the rival: Inter-organizational rivalry promotes intra-organizational identification and commitment. Presented at the 20<sup>th</sup> annual Wharton OB Conference, Philadelphia, PA.
- Kilduff, G. J., & Pettit, N. C. 2014. Rally around the rival: Organizational rivalry promotes identification, commitment, and citizenship. Presented at the 2014 annual meeting of the Academy of Management, Philadelphia, PA.
- Invited speaker at the AOM Professional Development Workshop “The productivity process: Research tips and strategies from prolific junior faculty,” 2014 annual meeting of the Academy of Management, Philadelphia, PA.
- Kilduff, G. J., & Galinsky, A. D. 2014. The butterfly effect of status. Presented at the 2014 annual meeting of the Society for Industrial and Organizational Psychology, Honolulu, HI.
- Kilduff, G. J. 2014. Too similar and too familiar: Rivalry as a driver of unethical behavior. Presented at the 2014 annual meeting of the Society for Personality and Social Psychology, Austin, TX.
- Kilduff, G. J., & Thomas, J. P. 2013. The heat of battle: The influence of rivalry on competitive decision-making. Presented at the 2013 annual meeting of the Academy of Management, Orlando, FL.
- Invited speaker at the AOM Professional Development Workshop “The productivity process: Research tips and strategies from prolific junior faculty,” 2013 annual meeting of the Academy of Management, Orlando, FL.
- Kilduff, G. J., Galinsky, A. D., Gallo, E., & Reade, J. J. 2013. Whatever it takes: Rivalry and unethical behavior. Presented at the 2013 annual meeting of the Society for Personality and Social Psychology, New Orleans, LA.

- Kilduff, G. J., Chen, M.-J., & Su, K.-H. 2012. Holding a grudge: Psycho-historical rivalry in competitive dynamics. Presented at the 2012 annual meeting of the Academy of Management, Boston, MA.
- Kilduff, G. J., & Galinsky, A. D. 2012. The butterfly effect of status. Presented at the 2012 annual meeting of the Academy of Management, Boston, MA.
- Kilduff, G. J., Galinsky, A. D., Gallo, E., & Reade, J. J. 2012. Whatever it takes: Rivalry and unethical behavior. Presented at the 2012 annual meeting of the International Association for Conflict Management, Stellenbosch, South Africa. *Runner-up for best empirical paper.*
- Kilduff, G. J., & Galinsky, A. D. 2012. The butterfly effect of status. Presented at the 2012 annual meeting of the International Association for Conflict Management, Stellenbosch, South Africa.
- Kilduff, G. J., & Galinsky, A. D. 2011. The butterfly effect of status. Presented at the 2011 annual meeting of the Society of Experimental Social Psychology, Washington, DC.
- Kilduff, G. J. 2011. The effects of rivalry on motivation and performance. Presented at the 2011 annual meeting of the Academy of Management, San Antonio, TX.
- Kilduff, G.J., Sivanathan, N., & Galinsky, A. D. 2010. Whatever it takes: The consequences of rivalry for unethical behavior. Presented at the 2010 annual meeting of the Academy of Management, Montreal, Canada.
- Kilduff, G. J., & Anderson, C. 2009. Status conflict: How disagreement over status affects group performance and group member behavior. Presented at the 2009 annual meeting of the Society for Personality and Social Psychology, Tampa, FL.
- Anderson, C., & Kilduff, G. J. 2008. Why are group status hierarchies determined by dominance? Presented at the 2008 annual meeting of the Society of Experimental Social Psychology, Sacramento, CA.
- Anderson, C., & Kilduff, G. J. 2008. Why do dominant people attain status in groups? Presented at the 2008 annual meeting of the Academy of Management, Anaheim, CA.
- Kilduff, G. J., Curhan, J. R., & Elfenbein, H. A. 2007. Negotiation satisfaction leads to job satisfaction. Presented at the 2007 annual meeting of the Academy of Management, Philadelphia, PA.
- Kilduff, G. J., & Anderson C. 2006. Batting for status: The origins and outcomes of status conflicts in groups. Presented at the 2006 annual meeting of the Academy of Management, Atlanta, GA.
- Kilduff, G. J. 2005. "The Motivational Effects and Organizational Consequences of CEO Rivalry." Presented at the 2005 annual meeting of the Academy of Management, Honolulu, HI.

## **PROFESSIONAL ACTIVITIES**

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Editorial Review Board member at Academy of Management Journal  
 Editorial Review Board member at Academy of Management Discoveries  
 Editorial Review Board member at Journal of Applied Psychology  
 Editorial Review Board member at Organizational Behavior and Human Decision Processes  
 Editorial Review Board member at Organization Science

Ad hoc reviewer:

- Academy of Management Review

- Administrative Science Quarterly
- American Sociological Review
- Journal of Experimental Social Psychology
- Journal of Experimental Psychology: General
- Journal of Personality and Social Psychology
- Journal of Strategy and Management
- Management Science
- Personality and Social Psychology Bulletin
- Perspectives on Psychological Science
- Psychological Bulletin
- Psychological Science
- Social Psychological and Personality Science
- Strategic Management Journal
- Strategy Science
- National Science Foundation

Member, Academy of Management, 2005 – present

Member, Society for Personality and Social Psychology, 2006 – present

Member, International Association for Conflict Management, 2012 – present

## **SELECTED MEDIA COVERAGE**

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[“The One Personality Trait Critical to Creating Effective Teams”](#) The Wall Street Journal, February 12, 2023

[“The Question Dividing U.S. Soccer Fans: Is It OK to Root for Mexico?”](#) The Wall Street Journal, June 26, 2018.

[“Rivalry: The good, the bad, and the ugly”](#) Entrepreneur.com, February 4, 2015.

[“3 ways to use rivalry to increase your business performance”](#) Entrepreneur.com, December 4, 2014.

[“The science of hate in college football”](#) The Wall Street Journal, November 27, 2014.

[“To run faster, get a rival”](#) Runner’s World, July 8, 2014.

[“Looks can be convincing: To get promoted, just appear competent”](#) Fast Company, October 21, 2013

[“Lance Armstrong’s confession and the psychology of the competitor”](#) TIME, January 17, 2013.

[“Do college rivalries go too far?”](#) USA Today, August 31, 2012.

[“Faster, higher, stronger!”](#) The Psychologist, July, 2012.

[“Enemy me on Facebook”](#) Boston Globe, February 26, 2012.

[“The double-edged sword of business rivalry”](#) The Globe and Mail, October 12, 2011.

[“86.74 is going to stand for a long time”](#) ESPN The Magazine, June 16, 2011.

[“Meeting your match: Feelings of rivalry can change our thoughts and behavior”](#) Scientific American Mind, October 28, 2010.

[“The psychology of social status”](#) Scientific American, December 8, 2009.

[“Competence: Is your boss faking it?”](#) Time/CNN, February 11, 2009.

## **PROFESSIONAL EXPERIENCE**

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**Minitab Inc., 2003 – 2004, Software Engineer**