

STEPHEN MICHAEL GARCIA

University of Michigan
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Ann Arbor, MI 48109

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www.umich.edu/~smgarcia

UNIVERSITY DEGREES

Stanford University, Psychology, A.B. (with distinction), 1995

Princeton University, Psychology, M.A., 1999

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

Princeton University, Psychology, Ph.D., 2002

ACADEMIC APPOINTMENTS

University of Michigan, Ann Arbor, MI

Associate Professor of Psychology, with tenure, Department of Psychology (2011-)
Associate Professor of Organizational Studies, with tenure, Organizational Studies (2011-)
Adjunct Associate Professor of Management and Organizations, Business School (2012-14)
Faculty Associate, Research Center for Group Dynamics, ISR (2003-)

Assistant Professor of Psychology, Department of Psychology (2008-11)
Assistant Professor of Organizational Studies, Organizational Studies Program (2008-11)
Adjunct Assistant Professor of Management and Organizations, Business School (2003-08)
Assistant Professor of Public Policy, Gerald R. Ford School of Public Policy (2002-08)

London Business School, London, UK

Visiting Assistant Professor of Organisational Behaviour (Spring 2007)

Massachusetts Institute of Technology, Sloan School of Management, Cambridge, MA

Visiting Appointment (Winter 2006)

Harvard Law School, Program of Negotiation, Cambridge, MA

Graduate Student Research Fellow (2001- 02)

INDUSTRY EXPERIENCE

Charles Schwab & Company, San Francisco, CA

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

Merrill, Lynch & Company, Princeton, NJ
Marketing Consultant, Private Client Group (January 1998 - May 1998)

Wells, Fargo & Company, San Francisco, CA
Marketing Consultant, Business Banking Group (October 1995 - April 1997)

HONORS

Society of Experimental Social Psychology, Elected Member
Stanford University Distinguished Alumni Scholar
Keynote Speaker, Atlanta Conference on Competitive Advantage
Best Competitive Paper, Assoc. for Consumer Research, with Weaver, Schwarz, & Miller
Outstanding Theoretical Paper Finalist, Eastern Academy of Management
Graduate Fellowship, Program on Negotiation at Harvard Law School
National Science Foundation Graduate Fellowship
Ford Foundation Fellowship
Stanford University *Distinction*
Stanford University *Departmental Honors*
Irvine Research Award
Leadership Alliance Scholar

PROFESSIONAL ASSOCIATIONS

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

EDITORIAL BOARDS

Journal of Personality and Social Psychology
Journal of Behavioral Decision Making
Frontiers in Social Psychology and Personality

PUBLICATIONS (underline = students)

Weaver, K., & **Garcia, S.M.** (in press) Adding and averaging in organizations: The impact of evaluation mode. *Journal of Experimental Psychology: Applied*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Garcia, S.M., & Tor, A. (2007). Rankings, standards, and competition: Task vs. scale comparisons. *Organizational Behavior and Human Decision Processes*, 102, 95-108.

Garcia, S.M., & Miller, D.T. (2007). Social categories and group preference disputes: The aversion to winner-take-all solutions. *Group Processes and Intergroup Relations*, 10, 581-593.

Weaver, K., **Garcia, S.M.**, Schwarz, N., & Miller, D.T. (2007). Inferring the popularity of an opinion from its familiarity: A repetitive voice can sound like a chorus. *Journal of Personality and Social Psychology*, 92, 821-833.

Garcia, S.M., & Harrison, B.J. (2007). A decision model of helping behavior. In R. Baumeister & K. Vohs (Eds.), *Encyclopedia of Social Psychology*. Thousand Oaks, CA: Sage Publications.

Garcia, S.M., & Ybarra, O. (2007). People accounting: Social category-based choice. *Journal of Experimental Social Psychology*, 43, 802-809.

Garcia, S.M., Hallahan, M., & Rosenthal, R. (2007). Poor expression: Concealing social class stigma. *Basic and Applied Social Psychology*, 29, 99-107.

Ybarra, O., Keller, M., Chan, E., Hutsler, J., **Garcia, S.M.**, Sanchez-Burks, J., & Rios-Morrison, K. (2007). The social prediction dynamic: A legacy of cognition and mixed-motives. In Forgas, Haselton, & von Hippel (Eds.), *The Evolution of the Social Mind*. New York: Psychology Press.

Garcia, S.M., Tor, A., & Gonzalez, R.D. (2006). Ranks and rivals: A theory of competition. *Personality and Social Psychology Bulletin*, 32, 970-982.

Garcia, S.M., Tor, A., Bazerman, M.H., & Miller, D.T. (2005). Profit maximization versus disadvantageous inequality: The impact of self-categorization. *Journal of Behavioral Decision Making*, 18, 187-198.

Weaver, K., & **Garcia, S.M.** (2005). The self-presenter's paradox: Motivated reasoning in impression formation. *Advances in Consumer Research*, 32, 363-364.

Garcia, S.M., Weaver, K., Moskowitz, G.B., & Darley, J.M. (2002). Crowded minds: The implicit

bystander effect. *Journal of Personality and Social Psychology*, 83, 843-853.

Garcia, S.M. (2002). Power and the illusion of transparency in negotiation. *Journal of Business and Psychology*, 17, 133-144.

Garcia, S.M., Darley, J., & Robinson, R. (2001). Morally questionable tactics: Negotiations between district attorneys and public defenders. *Personality and Social Psychology Bulletin*, 27, 731-743.

Garcia, S.M., & Rosenhan, D. (1998). Power and intergroup perception between public defenders and district attorneys. *Journal of Police and Criminal Psychology*, 15, 15-24.

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

MANUSCRIPTS UNDER REVISION OR REVIEW

Edited Volume Proposal:

S.M. Garcia, & Tor, A. (Eds.) (revise and resubmit) *Oxford handbook on psychology and competition*. New York: Oxford University Press.

Chen, P., **Garcia, S.M.**, Gonzalez, R., & Gersh, T. (under review) Comparing and being compared: Synergistic effects of social comparison and evaluation apprehension in competitive motivation.

Garcia, S.M., Arora, P., & Shain, M.J. (under review) The fable of free agency: A social comparison perspective.

Garcia, S.M., Tor., A., & Limberg, R. Number of competitors and Equality (revise and resubmit: *Organizational Behavior and Human Decision Processes*)

Garcia, S.M., Weaver, K., & Chen, P. Status signals and decision making. (2nd revise and resubmit: *Social Psychological and Personality Science*)

Teekathanaont, G., Chen, P., Maciejovsky, B., & **Garcia, S.M.** (under review). Standard-based entitlement: How rank information affects pay requests.

MANUSCRIPTS IN PREPARATION

Carino, C., Chen, P., **Garcia, S.M.**, & Schwarz, N. The N-Effect and subjective experiences: When a few competitors feels like a lot

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

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

Hanek, K., & Garcia, S.M. Gender and Number of Competitors

INVITED TALKS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Brown University, Social Cognition Seminar (2006, April)

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

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

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

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

University of Michigan, Annual Decision Consortium Conference (2004, May)

University of Michigan, Interdisciplinary Committee on Organizational Studies (2004, Feb)

University of Michigan, Program on Organizational Studies (2004, Feb)

University of Michigan at Dearborn, Faculty of Economics and Political Science (2004, Jan)

University of Michigan, Decision Making Consortium Series (2003, Feb)

University of Michigan, Psychology Department, Organizational Psychology (2003, Feb)

University of Michigan, Michigan Business School, Organizational Behavior (2003, Feb)

University of Michigan, Psychology Department, Social Psychology Area (2002, Oct)

Williams College, Department of Psychology (2002, Feb)

Washington University, Olin School of Business, Department of Marketing. (2002, Feb)

London Business School, Department of Organisational Behaviour (2002, Jan)
University of Michigan, Ford School of Public Policy (2002, Mar)

CONFERENCE PRESENTATIONS (selected)

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

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

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

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

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

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

Garcia, S.M., & Tor, A. (2009, Nov) *The N-Effect* Paper presented at the Society for Judgment and Decision Making. Boston, MA.

Garcia, S.M., Tor, A., & Meyle, M. (2009, Jul) *Rivalry Diminishes with Number of Competitors*. Paper presented at the Society for Strategic Management. Washington DC.

Garcia, S.M., Tor, A., & Meyle, M. (2009, Jul) *Rivalry Diminishes with Number of Competitors*. Paper presented at the Summer Institute on Competitive Strategy. Berkeley, CA.

Garcia, S.M., & Tor, A. (2008, August). *The N-Effect: More competitors and less competition*. Paper presented at the Academy of Management Conference, Anaheim, CA.

Song, H., & **Garcia, S.M.** (2008, February). *The more you have, the more you lose: Ranking and negotiation in multi-party ultimatum game*. Paper presented at the Conference of Society for Personality and Social Psychology, Albuquerque, NM.

Garcia, S.M., & Tor, A. (2006, Nov). *Rankings and competition: Task vs. scale comparison*. Paper presented at the meeting of the Society for Judgment and Decision Making, Houston, TX.

Garcia, S.M., & Miller, D.T. (2006, Oct). *Collectivizing preference disputes*. Paper presented at the Conference of the Society of Experimental Social Psychology, Philadelphia, PA.

Garcia, S.M., & Tor, A. (2006, August). *Rankings and competition: Task vs. scale comparison*. Paper presented at the Conference of the Academy of Management, Atlanta, GA.

Tor, A., Gazal, O., & **Garcia, S.M.** (2006). *Substantive fairness and comparative evaluation in plea bargain decision making*. Paper presented at the Marie Curie Conference, The University of Manchester, UK.

Garcia, S.M., Tor, A., & Gonzalez, R.D. (2006, January). *Ranks and rivals: A theory of competition*. Paper presented at the Social Psychology Winter Conference, Park City, UT.

Garcia, S.M. & Tor, A. (2005, August). *Ranks and rivals: Implications for maximizing joint gains*. Paper presented at the Conference of the Academy of Management, Honolulu, HI.

Garcia, S.M. & Tor, A. (2005, June). *Ranks and rivals: Implications for maximizing joint gains*. Paper presented at the Conference of the International Association for Conflict Management, Seville, Spain.

Weaver, K., **Garcia, S.M.**, Miller, D., & Schwarz, N. (2004, October). *Metacognitive beliefs about groups: Inferences of extensity from familiarity*. Paper presented at the Conference of the Association for Consumer Research, Portland, OR.

Weaver, K., & **Garcia, S.M.** (2004, October). *The self presenter's paradox: Motivated reasoning in information integration*. Paper presented at the Conference of the Association for Consumer Research, Portland, OR.

Garcia, S.M., Tor, A., Bazerman, M., & Miller, D. (2003, November). *Profit maximization in joint evaluation: Social category-based preference reversals*. Paper presented at the meeting of the Society for Judgment and Decision Making, Vancouver, B.C.

Garcia, S.M., Weaver, K.W., Moskowitz, G.B., & Darley, J.M. (2002, August). *Crowded minds: The implicit bystander effect*. Paper presented at the Conference of the Academy of Management, Denver, CO.

Garcia, S.M., & Miller, D.T. (2001, June). *Groups preference disputes: When losses become defeats*. Paper presented at the Conference of the American Psychological Society, Toronto, Canada.

Garcia, S.M., & Miller, D.T. (2000, August) *Heads or tails? Winner-take-all solutions to group conflict*. Paper presented at the Conference of the Academy of Management, Toronto, Canada.

Frontiers in Social Psychology and Personality

Ad-hoc Reviewer Proceedings of the National Academy of Sciences
Psychological Science
Journal of Personality and Social Psychology
Journal of Experimental Social Psychology
Personality and Social Psychology Bulletin
Organizational Behavior and Human Decision Processes
Journal of Consumer Research
Academy of Management Review
Journal of Behavioral Decision Making
Strategic Management Journal
Organization Science
Journal of Organizational Behavior
Journal of Occupational and Organizational Psychology
Journal of Empirical Legal Studies
Journal of Educational Psychology
British Journal of Social Psychology
British Journal of Management
Cognition
Basic and Applied Social Psychology
Negotiation and Conflict Management Research
International Public Management Journal
Frontiers in Psychology
Sage Publications, Books

Past Editorial Board

British Journal of Management (2010-14), Harvard J. of Hispanic. Pol.
(2001-05), Michigan J. of Public Affairs (2003-04)

Grant Reviewer National Science Foundation
Israel Science Foundation

Rep at Large (2015-2017), Conflict Management Division, Academy of Management
Program Committee Member (2010) Behavioral Decision Research in Management (BDRM).
Facilitator (2012). "Conflict in Teams." Academy of Management Conference.
Discussant (2008). "Equity Revisted." Academy of Management Conference.
Discussant (2008). "The Future of Organization Studies." *ICOS*, University of Michigan.
Discussant (2006). "Trusting Supervisors and Leaders." Academy of Management Conference.
Chair (2004). "Intra and Intergroup Conflict." Academy of Management Conference.
Discussant (2003, 2005, 2010). The Decision Consortium, University of Michigan.

ACADEMIC CITIZENSHIP

Honors Program Director, Organizational Studies, University of Michigan (2016-)
Awards Committee, Psychology Department, University of Michigan (2015 -)
Faculty Advisory Board, Organizational Studies, University of Michigan (2011-)
LSA Academic Judiciary Committee, Member, University of Michigan (2016 -)
ADVANCE Advisory Committee, Member, University of Michigan (2016 -)
OS – Psychology 3rd Year Review Committee, Chair, University of Michigan (2017-18)
Organizational Studies - Psychology Search Committee, Chair, University of Michigan (2017-18)
Organizational Studies Faculty Search Committee, Chair, University of Michigan (2017-18)
OS Diversity Post-Doc Ad-hoc Committee, Chair, University of Michigan (2017-18)
Organizational Studies Launch Committee, Member, University of Michigan (2017-18)
Organizational Studies Faculty Search Committee, Chair, University of Michigan (2016-17)
Psychology Annual Review Committee, Member, University of Michigan (2016-17)
Curriculum Committee, Entrepreneurship Minor, University of Michigan (2015- 17)
M-Healthy Faculty Advisory Board, University of Michigan (2013 - 17)
Communications and External Relations Advisory Board, University of Michigan (2013- 17)
Organizational Studies Faculty Search Committee, Chair, University of Michigan (2013-14)
Psychology Annual Review Committee, Member, University of Michigan (2013-14)
Advisory Board, Comprehensive Studies Program, University of Michigan (2011-14)
Diversity Committee, Psychology Department, University of Michigan (2011-12)
Executive Committee, Psychology Department, University of Michigan (2011-12)
LSA College Curriculum Committee Member, University of Michigan (2011)
Organizational Studies 3rd Year Review Committee, Member, University of Michigan (2011-12)
Curriculum Committee Chair, Organizational Studies, University of Michigan (2010- 12)
OS Program Admissions, Organizational Studies, University of Michigan (2009-10, 11-12)
Organizer, Social Psychology Brown Bag Series, University of Michigan (2008-09, 2010-11)
PhD Admissions, Social Psychology, University of Michigan (2008-9)
Commencement Marshal, University of Michigan (2008)
Faculty Search Committee, Member, Organizational Studies, University of Michigan (2008)
Admission Committee, Member, Ford School, University of Michigan (2005)
Faculty Consultant, Oral Cancer Prevention Campaign, U.M. School of Dentistry (2005-07)
Search Committee for News Director, Ford School, University of Michigan (2005)
Undergraduate Research Opportunities Program, Sponsor, University of Michigan (2002-)
Fellowship Committee for Nontraditional Graduate Students, University of Michigan (2004)
Council of the Princeton University Community, Graduate Student Representative (1998-2000)
Council of the Princeton University Community, Priorities Committee, Member (1999-2000)
Council of the Princeton University Community, Executive Committee, Member (1998-99)
Princeton Psychology Graduate Student Committee, Co-Chair (1998-99)
Stanford Faculty Senate, Committee on Research, Student Representative (1994-95)
Stanford Faculty Senate, Committee on Libraries, Student Representative (1993-94)

RESEARCH IN MEDIA (selected)

- "Why Break a World Record?" **The Atlantic**, August 2015
- "Why Every Man Needs a Great Rival," **Men's Health Magazine**, May 2015
- "Why Do You Love Personality Quizzes," **NBC News**, August 2014
- "Psyched out: The fewer the competitors, the harder they try," **The Economist**, Jul 2009
- "Psychology of Gift Giving," **National Public Radio**, Dec 2011
- "Why Scrooges Are More Successful," **Forbes**, Dec 2011
- "Why You Shouldn't Buy Stocking Stuffers," **Time**, Dec 2011
- "Psychologisches Paradox: Mehr gefällt weniger," **Der Spiegel** (Germany), Dec 2011
- "Taking the SAT in a crowded room means lower scores," **Newsweek**, Dec 2009
- "Competing against large numbers subdues performance," **The Times of India**, Dec 2009
- "Are Fewer Competitors a Good Thing?," **Business Week**, Jul 2009
- "Surprising Insights from the Social Sciences," **Boston Globe**, Jan 2009
- "The N-Effect," **Mother Jones**, Jan 2009
- "Rumor's Reasons," **New York Times**, March 2008
- "In My Humble Popular Opinion," **Business Week**, Feb 2008
- "Persistence of Myths Could Alter Public Policy Approach," **Washington Post**, Sept 2007
- "Street Dogs: So Long as It's Repeated Often Enough," **Business Day** (South Africa), Aug 07
- "The Sound of One Trap Flapping," **Stanford Social Innovation**, Fall 2007
- "How Many Times Must I Tell You," **The Times** (of London), Aug 2007
- "Everyone Agrees" article, **American Scientific Mind**, Aug 2007
- "Is that Really What You Think?," **The Globe and Mail** (Canada), Aug 2007
- "Best in Business," **U.S. News & World Report**, Aug 2006