

Alan M. Benson

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ACADEMIC POSITIONS

Associate Professor, Work & Organizations Group

University of Minnesota, Carlson School of Management

August 2021 - present

Minneapolis, MN

Graduate faculty of the Department of Applied Economics

Graduate faculty of the Minnesota Population Center

Tenured August 2021

Sabbatical leave AY 2023-2024, Visiting Scholar at Stanford GSB Spring 2024

Assistant Professor, Work & Organizations Group

University of Minnesota, Carlson School of Management

July 2013 - July 2021

Minneapolis, MN

EDUCATION

Massachusetts Institute of Technology

Ph.D., Institute for Work & Employment Research, Sloan School of Management

Advisors David Autor (Economics), Paul Osterman (Sloan)

Cambridge, MA

May 2013

Cornell University

B.S., School of Industrial & Labor Relations (Honors)

Ithaca, NY

May 2007

Oxford University

Visiting student in Economics & Management, Pembroke College

Oxford, England

September 2005-June 2006

RESEARCH INTERESTS

- Fields: Personnel economics (primary), organizational theory, employment relations, human resources
- Topics: Hiring, incentives, promotions, careers, gig work

WORKING PAPERS

- Benson, Alan, Danielle Li, and Kelly Shue. "Potential and the Gender Promotion Gap." Under revision at *American Economic Review*.
- Benson, Alan, and Louis-Pierre Lepage. "Learning to Discriminate on the Job." Working paper.
- Bapna, Sofia, Alan Benson, and Russell Funk. "Rejection Communication and Women's Job-Search Persistence." Working paper.
- Jang, Marco, Alan Benson, and Ming Leung. "Visibility or Credibility? Occupational Category Spanning with Profile-based Matching." Work in progress.
- Künneke, Judith, and Alan Benson. Untitled project on career ladders in firms.
- Bartel, Ann, Alan Benson, and Kathryn Shaw. Untitled project on managerial productivity.

PUBLICATIONS

- Benson, Alan, Simon Board, and Moritz Meyer-ter-vehn. 2023. “[Discrimination in Hiring: Evidence from Retail Sales.](#)” Forthcoming at *Review of Economic Studies*.
- Sajjadiani, Sima, John Kammeyer-Mueller, and Alan Benson. 2023. “[Who is leaving and why? The dynamics of high-quality human capital outflows.](#)” *Academy of Management Journal*, 66(6): 1929–1953.
- Manchester, Colleen, Alan Benson, and J. Myles Shaver. 2023. “[Dual careers and the willingness to consider employment in startup ventures.](#)” *Strategic Management Journal*, 44: 2175-94.
- Ranganathan, Aruna, and Alan Benson. 2020. “[A Number’s Game: Quantification of Work, Auto-gamification, and Worker Productivity.](#)” *American Sociological Review*, 85(3): 573-609.
- Benson, Alan and Ben A. Rissing. 2020. “[Strength from Within: Internal Mobility and the Retention of High Performers.](#)” *Organization Science*, 31(6): 1475-1496.
- Benson, Alan, Aaron Sojourner, and Akhmed Umyarov. 2020. “[Can Reputation Discipline the Gig Economy? Experimental Evidence from an Online Labor Market.](#)” *Management Science*, 66(5): 1802-25.
- Benson, Alan, Danielle Li, and Kelly Shue. 2019. “[Promotions and the Peter Principle.](#)” *Quarterly Journal of Economics*, 134(4): 2085-134.
- Benson, Alan, and Sima Sajjadiani. 2018. “[Are Bonus Pools Driven by their Incentive Effects? Evidence from Fluctuations in Gainsharing Incentives.](#)” *Industrial and Labor Relations Review*, 71(3): 567-99.
- Benson, Alan. 2015. “[Do Agents Game their Agents’ Behavior? Evidence from Sales Managers.](#)” *Journal of Labor Economics*, 33(4): 863-90.
- Benson, Alan. 2015. “[A Theory of Dual Job Search and Sex-Based Occupational Clustering.](#)” *Industrial Relations*, 54(3): 367-400.
- Benson, Alan. 2014. “[Re-Thinking the Two-Body Problem: The Segregation of Women into Geographically-Flexible Occupations.](#)” *Demography*, 51(5): 1619-39.
- Benson, Alan. 2013. “[Firm-Sponsored General Education and Mobility Frictions: Evidence from Hospital Sponsorship of Nursing Schools and Faculty.](#)” *Journal of Health Economics*, 32(1): 149-59.
- Kochan, Thomas A., David B. Lipsky, and Mary Newhart, and Alan Benson. 2010. “[The Long-Haul Effects of Interest Arbitration: The Case of New York State’s Taylor Law.](#)” *Industrial and Labor Relations Review*, 64(4): 565-84.

HONORS

- 2021, Finalist for Organization and Management Theory Best Published Paper Award, for “A Numbers Game”
- 2021, Mary and Jim Lawrence Fellowship, Carlson School of Management
- 2020, Carlson School of Management Teaching Award
- 2020, Herbie Award for Excellence in Teaching (top instructor by vote from Masters students)
- 2019, Upjohn Institute Early Career Research Award and grant
- 2018, Best paper award at Center for Economic and Policy Research (CEPR) workshop on Incentives, Management, and Organization (IMO) in Milan, for “Promotions and the Peter Principle.”
- 2018, John Dunlop Outstanding Young Scholar Award, from LERA
- 2018, Giarrantini Rising Star Award, from Industry Studies Association
- 2018, Herbie Award for Excellence in Teaching (top instructor by vote from Masters students)
- 2017, Second prize, best research paper competition, from Wharton People Analytics Conference, for “Hemming and Hawing over Hawthorne” (retitled ”A Numbers Game”)

- 2017, Best paper award, LERA/ ILR Review Best Paper Competition, for “Are Bonus Pools Driven by their Incentive Effects?”
- 2017, Best paper award, Financial Institutions, Regulation, and Corporate Governance conference in Sydney, Australia, for “Promotions and the Peter Principle.”
- 2016, Teaching Innovation Grant from Timothy J. Nantell Fund for Excellence in Teaching
- 2014, Outstanding Research Award and Grant, from MPC
- 2014, SOBACO Small Grant
- 2013, LERA Best Dissertation Award (Kochan-Sleigh Award)
- 2012, Russell Sage Co-PI, “Is College Still Worth It?”
- 2012, 64th LERA Meetings of the ASSA, Winner of Best Doctoral Student Paper
- 2008-2013, Alfred P. Sloan Fellowship
- 2007-2008, MIT Presidential Graduate Fellowship
- 2007, Best senior thesis (Joel Seidman Memorial Prize), for “A Game Theoretic Approach to Social Dialogue”
- 2007, Service to ILR School award (Irving M. Ives Award)
- 2007, Golden Key Outstanding Membership Award for Community Service
- 2005-2007, Hunter R. Rawlings III Cornell Presidential Research Scholarship
- 2004-2006, Undergraduate Academic Research Fellowship

INVITED TALKS

- 2024: AEA/LERA/ASSA annual meetings in San Antonio, TX; New Scholars Network webinar; UC Santa Barbara Economics; Carnegie Mellon University Tepper School of Business Accounting Department; Cornell University Organizational Economics seminar; Madrid Work and Organizations Workshop hosted by Carlos III University Institute for Development of Enterprises and Markets, IE Business School, and IESE Business School
- 2023: AEA/ASSA annual meetings in New Orleans, LA (AEA paper session and Economic Sciences Association featured session), Society of Labor Economists Annual Meetings in Philadelphia, PA (presenter and program committee); UC Santa Barbara Economics Department seminar; Columbia University Labor & Finance; University of East Anglia Discrimination and Diversity Workshop; NYU Stern Economics of Strategy workshop; Norwegian School of Economics (NHH) in Bergen, Norway; AOM Annual Meetings in Boston, MA; Peking University National School of Development; Texas A&M University Economics Department; Advances in Field Experiments at University of Chicago; Wharton People & Organizations; Özyeğin University (Turkey) Economics Department; Transitions Research Group seminar
- 2022: AEA/ASSA annual meetings; Econometric Society/ASSA North America Winter Meeting; Michigan State University School of Human Resources and Labor Relations; Indian Institute Technology- Bombay Economics seminar; Society of Labor Economists in Minneapolis, MN; Barcelona School of Economics Organizational Economics workshop; Sciences Po Department of Economics labor seminar (Paris); NBER Labor Studies and Personnel Economics Summer Institute (joint session) in Cambridge, MA; University of East Anglia Discrimination and Diversity Workshop; University of Toronto CIRHR seminar; University of Gothenburg Dept of Economics in Gothenberg, Sweden; Swedish Institute for Social Research (SOFI) in Stockholm, Sweden
- 2021: [all remote] ASSA/LERA annual meetings; Industry Studies Association (ISA) annual meetings; Society for Institutional and Organizational Economics (SIOE) annual meetings; National Bureau of Economic Research (NBER) Summer Institute in Personnel Economics (coauthor presented); NBER Organizational Economics Working Group (coauthor presented); National School of Development and School of Economics Peking University and New York Institute of Technology joint seminar
- 2020: AEA annual meeting in San Diego, CA; LERA winter meeting in San Diego, CA. LERA annual meeting in Portland, OR; Industry Studies Association meeting in Boston, MA. *Postponed due to Covid-19*: Queens University Smith School of Business, Organizational Economics workshop in Ontario, Canada.
- 2019: AEA annual meeting in Atlanta, GA; Wharton School of Business Management department seminar in Philadelphia, PA; UBC Sauder CIRA workshop in Vancouver, BC; Academy of Management Meetings in Boston, MA; Stanford Institute for Theoretical Economics (SITE) workshop “Micro and Macro of Labor Markets” in Palo Alto, CA

- 2018: INFORMS Organization Science Winter Conference (OSWC) in Park City, UT; University of Toronto Center for Industrial Relations and Human Resources seminar; MIT Sloan School of Management Organizational Economics seminar, Cambridge, MA; Burning Glass Technologies, Boston, MA; Industry Studies Association (ISA) Meetings in Seattle, WA (Giarrantini Rising Star Award); Society of Institutional and Organizational Economics (SIOE) in Montreal, Quebec; Labor and Employment Relations (LERA) meetings in Baltimore, MD (Dunlop Young Scholar award); NBER Summer Institute, Personnel Economics section, in Cambridge, MA; Academy of Management meetings (AOM) panel “The Analytics of Careers” in Chicago, IL; Advances in Field Experiments (AFE) conference at Boston University
- 2017: INFORMS Organization Science Winter Conference (OSWC) in Park City, UT; MIT Sloan School of Management Institute for Work and Employment Research seminar, Cambridge, MA; Utah Winter Business Economics Conference (WBEC) in Snowbird, UT; Strategy department seminar of the Olin School of Business at Washington University in St Louis, MO; Midwest Economics Association (MEA) Conference in Cincinnati, OH; Wharton People Analytics Conference (two papers presented as finalists in research paper competition) in Philadelphia, PA; Northwestern Law School Searle Center Conference on Internet Commerce and Innovation in Chicago, IL; Western Economics Association (WEA) meetings in San Diego, CA; Labor and Employment Relations Association (LERA) meetings in Anaheim, CA (competitive papers presenter; PhD consortium panelist; Jr Faculty Consortium organizer); Academy of Management (AOM) Meetings (OMT/ OB/ HR/ CAR divisions) in Atlanta, GA; University of Illinois at Urbana-Champaign, School of Labor and Employment Relations; HEC Montreal Department of Economics
- 2016: Society of Labor Economists (SOLE) meetings in Seattle, WA; MIT Sloan School of Management Institute for Work and Employments Research seminar, Cambridge, MA; Industry Studies Association (ISA) meetings in Minneapolis, MN; Labor and Employment Relations Association (LERA) meetings in Minneapolis, MN; Finance and Retail Analytics Conference hosted by Minneanalytics in Minneapolis, MN; People and Organizations conference at the Wharton School of the University of Pennsylvania in Philadelphia, PA (plenary and roundtable); National Bureau of Economic Research (NBER) Conference on Corporate Finance, Cambridge, MA; NBER Conference on Organizational Economics, Cambridge, MA
- 2015: Allied Social Sciences Association (ASSA) meetings in Boston, MA; Society of Labor Economists (SOLE) meeting in Minneapolis, MN; Midwest Economics Association Meetings in Minneapolis, MN; People Analytics Conference at the Wharton School of the University of Pennsylvania, in Philadelphia, PA (Third Prize in Research Paper Competition); joint meeting of Society of Labor Economists and European Association of Labour Economists (SOLE/EALE) in Montreal, Canada; National Bureau of Economics Research (NBER) Summer Institute personnel economics section in Cambridge, MA; Wharton School of Business Conference on People and Organizations (plenary and roundtable)
- 2014: Allied Social Sciences Association (ASSA) Meetings in Philadelphia, PA (three sessions: “Dissecting Job Search,” “What Impact do Managers Really Have?” and “Employment Structure and Inequality”); MIT Organizational Economics Lunch in Boston, MA; MIT Conference on Digital Experimentation (CODE@MIT) in Boston, MA; Association for Public Policy Analysis and Management (APPAM) meetings in Segovia, Spain
- 2013: 65th LERA Meetings in St. Louis (Winner- Best Dissertation), Summer 2013; University of Chicago Booth School of Business Organizations and Markets Seminar; University of Minnesota, Carlson School of Management; Case Western Reserve University, Department of Economics; Duke University, Fuqua School of Business; Johns Hopkins University, Carey Business School; University of Illinois at Urbana-Champaign, School of Labor and Employment Relations; London Business School, Trans-Atlantic Doctoral Conference; Cornell University, Institute for Compensation Research
- 2012: Wharton School of Business Conference on People and Organizations (Plenary); MIT Economics Applied Microeconomics Lunch; Rutgers University, School of Management and Labor Relations; University of Maryland, Smith School of Business; Best Student Paper Competition Finalist Talk (Winner) at the 64th LERA Meetings
- 2011: Wharton School of Business Conference on People and Organizations (Plenary); Cornell University, School of Industrial and Labor Relations; MIT IWER Seminar; MIT Economics Labor Lunch; American Sociological Association Annual Meeting in Las Vegas; Academy of Management Annual Meeting in San Antonio; Mondragone-La Pietra-Moncalieri (MOOD) Doctoral Workshop in Economic Theory & Econometrics

- at the Einaudi Institute for Economics and Finance (EIEF) in Rome, Italy; IWAAE Conference in Catanzaro, Italy; London Business School Transatlantic Doctoral Conference; American Rights at Work (ARAW) Conference at Georgetown University, Washington D.C.
- 2010: MIT Sloan Economic Sociology Working Group Seminar; MIT Sloan IWER Seminar; MIT Economics Labor Lunch
- 2009: Wharton School of Business Conference on People and Organizations; MIT Economics Labor Lunch

PRESS

- ABC Radio National (Australia) - Richard Aedy's "The Peter Principle is Real," 6/30/18
- Baltimore Sun - Dan Rodrick's "Questioning wage law built on kindness of strangers: Wondering how we got a separate base for tipped workers," 4/18/14
- BBC - David Robson's "The reasons why people become incompetent at work," 6/15/20
- BBC - Katie Bishop's "Why women have to sprint into leadership positions," 6/1/22
- BBC - Alex Christian's 'I'm next, I need to save myself': Why layoffs cause other workers to quit," 8/7/23
- BBC Business Daily - Ed Butler's "Why are so many bosses incompetent?" 6/25/20
- Bloomberg - "Good employee vs good boss," 02/20/18
- Boca Raton Tribune - Rick Boxx's "Pitfalls of the Peter Principle," 12/3/18
- Bored Panda - Rokas Laur inavicius and Justinas Keturka "TikToker Says She Was Not Prepared For What It Takes To Be Promoted In The Corporate World, Sparks A Discussion," 9/13/22
- Bored Panda - Jurgita Dominauskaitė and Saulė Tolstych's "Employee is told by boss they cannot use personal phone at work..." 2/9/23
- Boston Herald - Jack Encarnaco's "Tuition spikes send higher education enrollment tumbling," 08/31/17
- Business Insider - Ian Salisbury's "Economists have uncovered a counterintuitive truth about why so many bosses are terrible," 3/1/18
- Business Radio (Wharton) - Interview with Prof. Peter Cappelli for radio show "In the Workplace," 6/7/18
- BusinessWorld - Jemy Gatuda's "Why incompetents are elected or promoted," 1/24/19
- BuzzFeed - Caroline O'Donovan's "American Labor Unions are Falling Down on Digital Workers," 7/24/15
- CBS News Radio San Francisco - Interview with Chris Filippi, 11/30/14
- CBS/WCCO News - "Why has pay for U.S. workers stayed relatively flat?," 7/10/17
- CBS/WCCO News - "Should you discuss salaries with co-workers?" 11/29/18
- CBS/WCCO News - Paul and Jordana Show, "Why hasn't pay kept up with productivity?" 9/6/18
- Centersquare - "Minnesota is the 12th most recovered state beginning of pandemic," 12/9/21
- CFO - David McCann's "Be wary of promoting top sales reps," 2/26/18
- Chicago Booth Review - Alex Verkhivker's "The best salespeople don't make the best managers," 7/12/17
- Chronicle of Higher Education - Scott Carlson's "Is college worth it? Two reports say yes (mostly)," 11/4/13
- Continental Telegraph - Tim Worstall's "Not that we ever doubted it, but the Peter Principle is correct," 4/23/19
- Cowboy State Daily - Ellen Fike's "Wyoming Ranks 47th in Employment Recovery: Unemployment Claims Up by 900% in One Year" 8/13/2020
- CTV News (Canada) - Lisa Steacy's "Layoffs, quitting, firing: How workplace departures impact those left behind," 5/1/23
- CTV News (Canada) - Brianna Charlebois's "Employee turnover causes ripple effect, leads to more departures, UBC research finds," 5/7/23
- Deseret News - Eric Schultz's "College is 'Worth It,' but Majors Matter," 3/4/15
- Die Welt ("German: The World") - von Inga Michler's "Warum viele Firmen systematisch die Falschen befördern." ("Why many companies systematically promote the wrong people"), 3/28/18
- Discovery News - Emily Sohn's "Is College 'Worth It'?" 10/16/15
- Economisch Statistische Berichten (Netherlands) - "Reputatie als tegengas in de sjeeseconomie," 1/30/16
- El economista (Mexico) - Blanca Juárez's "¿Cómo afecta el sesgo de género al analizar y otorgar un ascenso en las empresas?" 1/26/23
- EU CEDEFOP (European Center for the Development of Vocational Training) - "New forms of work and

- shady employers: How reputation can discipline the gig economy” 3/2/16
- Fast Company - “Leaders, your mass layoffs may have an unintended side effect that hurts the company’s bottom line,” 4/28/23
 - Federal Reserve Bank of Minneapolis - Doug Clement’s “In the Gig Economy, Reputation Counts,” 2/6/19
 - Foundation for Economic Education - Alex Tabarrok’s “The Peter Principle Tested,” 5/6/19
 - Financial Times - Tim Harford’s “We should not let bad managers stick around,” 7/19/18
 - Financial Times - Sir Cary Cooper’s “Don’t Let Ambition Cloud our Talent Judgment,” 8/3/18
 - Forbes - Rodd Wagner’s “New Evidence the Peter Principle is Real, and What to Do About It,” 4/10/18
 - Forbes - Bill Conerly’s “Promoting Wrong People Hurts Retention and Productivity,” 6/19/18
 - Forbes - Kathy Caprino’s “Six Behaviors that will Block Your Leadership Success,” (Peter Principle link), 2/2/19
 - Forbes - Paige Francis’s “How to stop today’s higher education exodus of women in tech,” 10/17/21
 - Forbes (Mexico) - Diego Vallarino’s “El Principio de Peter: promover a los incapaces,” 3/6/19
 - Fortune - Amber Burton and Paolo Confino’s “The departure of high performers could leave other top talent looking for the door,” 2/22/23
 - Fox9 News - “Target Expands Paid Family Leave, Backup Care Benefits for Store Workers,” 6/10/19
 - Freakonomics Radio (podcast) - Stephen J Dubner’s “Episode 495, Why are there so many bad bosses?” 3/2/2022
 - Grand Forks Herald - Ethan Nelson’s “In ND, New Overtime Rule Will Have Bigger Effect Than in Minnesota,” 6/11/16
 - Granted - Adam Grant’s “Wondering,” 5/18
 - Harvard Business Review - Alan Benson, Kelly Shue, and Danielle Li’s “Do people really get promoted to their level of incompetence?” 3/8/18
 - Harvard Business Review - Andris Zoltners, Probhakant Sinha, and Sally Lorimer’s “Why New Sales Managers Need More Training,” 3/14/19
 - Harvard Business Review - Josh Bersin and Tomas Chamorro-Premuzic’s “Hire Leaders for What They Can Do, Not What They Have Done,” 8/28/19
 - Harvard Business Review - “The Departure of High Performers Has Harmful Ripple Effects,” 11/1/23
 - Het Financieele Dagblad (Netherlands) - Jasper Lukkezen’s “Zeemeeuwmanagement” 6/1/19
 - Here We Are - Podcast interview with Shane Moss, “Episode 180: Robots and Employment,” 8/24/18
 - HR Executive - Mark McGraw’s “Gender and the Global Mobility Gap,” 4/20/15
 - HR Executive - Peter Cappelli’s “Promoting the Wrong Talent,” 6/11/18
 - HRzone - Jan Hill’s “Why HR needs to stop promoting based on the Peter Principle,” 12/17/18
 - Inside Sources - Michael Graham’s “In Wake of ‘Side Door’ College Admissions Scandal, Americans Ask: Is College Worth It?” 3/14/19
 - Inside Higher Ed - Stefan Niewiesk “How to avoid the Peter Principle in academic leadership,” 2/14/23 item
 - IZA Newsroom - “New forms of work and shady employers: How reputation can discipline the gig economy,” 2/18/16
 - KARE 11 News (NBC-affiliated TV station serving Twin Cities) - Kent Erdahl’s “Retailers Announce trips, bonuses to find holiday workers,” 10/8/18
 - KARE 11 News - Gordon Severson’s “Portugal makes it illegal for bosses to contact employees after hours,” 11/11/21
 - KARE 11 News - “Minnesota nurses hold Monday strike vote,” 8/16/22
 - KARE 11 News - Kent Erdahl’s “Historic nursing strike could have impact far beyond Minnesota,” 9/12/22
 - KARE 11 News - Josh Boak’s “Biden says tentative railway labor agreement reached, averting strike,” 9/26/22
 - KELO News Radio - “Minnesota Joins States Bolstering Wage Theft Enforcement,” 12/24/19
 - Knowledge@Wharton - “Are Good Managers Born or Made?” 3/15/16
 - Knowledge@Wharton - “Holiday Hiring: Can Retailers Attract Talent in a Tight Labor Market?” 11/15/18
 - KNSI Radio - Jennifer Lewerenz’s, “Minnesota’s Wage Theft Law See’s Challenges in Understanding,” 2/2/20
 - KSTP TV News - TV and video interview for “MNA files intent to strike; 15,000 nurses could walk off job,” 9/1/22

- LA Times - Op Ed, "How to manage the financial risks of investing in college," 12/25/13
- Le Nouvele Economiste (France) - Tim Hartford's, "Principe de Peter : nous ne devrions pas laisser les mauvais managers s'éterniser dans leur poste," 10/8/18
- Les Affaires (Quebec) - "Votre boss est un incompetent? Voici pourquoi!" 5/6/19
- LinkedIn Pulse - Sue Barrett's "The alarming findings of the Peter Principle and Sales Managers," 5/28/18
- LinkedIn Pulse - Lora Korpar's "What is the average salary in the US?" 9/21/22
- Malcolm Gladwell's podcast Revisionist History - Interview with Malcolm Gladwell, "Hamlet was Wrong" 8/6/20
- Marginal Revolution - Alex Tabarrok's "The Peter Principle Tested," 5/1/19
- MarketWatch - Andrew Keshner's "Noncompete clauses could violate federal labor law, NLRB's top lawyer says," 5/31/23
- Masterclass - "Peter Principle Explained - How to Overcome the Peter Principle," 9/4/21
- Minneapolis-St Paul Business Journal - Patrick Rehkamp's "Minneapolis Park Board's Ill-Timed Goodbye Gifts," 1/15/16
- Minnesota Public Radio News (radio interview) - Michelle Wiley "Nurses in Twin Cities, Duluth vote to authorize strike," 8/16/22
- MIT Sloan Ideas Made to Matter - Meredith Somers' "Women are less likely than men to be promoted. Here's one reason why," 4/12/22
- MIT Sloan Management Review - Marc Zao-Sanders's "The Downstream Damage of the Leadership Skill Gap," 8/28/19
- MSNBC - Selena Rezvani's "Are women bosses getting equal career opportunities? This new study says no," 2/24/22
- Naked Capitalism - Yves Smith's "Promotions and the Peter Principle," 4/25/19
- National Bureau of Economic Research (NBER) - Jay Fitzgerald's "The Peter Principle Isn't Just Real, It's Costly," 5/18
- NBC News - "College Costs Soar, but Can You Afford Not to Go?" 4/15/15
- NPR Marketplace - Interview on overstaffing at retailers for "A Tale of Two Central Banks," 5/20/22
- NPR Marketplace - Interview on retail holiday season staffing (4:10) for "A Cautious Approach to Holiday Hiring," 9/22/22
- NPR Morning Edition/ The Hidden Brain - Shankur Vindantam's "Why Is Your Boss Bad At His Job? It May Be The Peter Principle At Work" 4/3/18
- NY Times - Sendhil Mullainathan's "You've become rich. That doesn't mean you're great at everything." 10/26/18.
- PBS Newshour - Article and TV mention, "6 Rules to Help You Make the Best College Decision", 1/14/15
- Phys.org - "When employees leave their jobs, coworkers call it quits," 4/28/23
- Public News Service - "Minnesota Joins States Bolstering Wage-Theft Enforcement," 2/2/20
- Quartz - Corinne Purtill's "Your hotshot coworker would be a terrible boss, and research proves it," 2/26/18
- Quartz - Quartz Obsession "The Peter Principle," 3/2/18
- Quartz- Gabriela Riccardi's "A new study of 1 million employees shows what happens when colleagues leave," 5/23/23
- Quotable (Salesforce.com article) - Kevin Micalizzi's "Why you might not want to promote your top sales rep," 8/14/18
- Quotable (Salesforce.com podcast) - Kevin Micalizzi's "The best sellers do not make the best managers," 11/1/18
- Smart Company - Sue Barrett's "The alarming findings of the Peter Principle and sales managers," 5/28/18
- Star Tribune - Jeremy Olson's "Public opinion battle waged ahead of possible September nurse strike in Minnesota," 8/27/22
- Star Tribune - Kavita Kumar's "Minnesota has the nation's second-lowest jobless rate. Is that good?" 6/27/22
- Star Tribune - Jeremy Olson's "Minnesota nursing union flexed muscle to get contract, but what's next?" 12/19/22
- Star Tribune - Nicole Norfleet's "Twin Cities delivery workers dash around this holiday as their jobs continue

- to evolve,” 12/21/22
- Star Tribune - Briana Bierschbach’s “Minnesota needs to hire thousands of new employees. Can the state find them?” 6/10/23
 - Sydney Morning Herald - Sendhil Mullainathan’s “You’ve become rich. That doesn’t mean you’re great at everything.” 11/1/18
 - Technology Policy Institute - “Research Roundup Strikes Back,” 1/12/16
 - The Atlantic - Ed Zitron’s “Say Goodbye to Your Manager.” 9/17/21
 - The Economist - “The Promotion Curse,” 6/16/19
 - The Globe and Mail (Canada) - Harvey Schachter’s “Why promotions go awry,” 4/14/18
 - The Globe and Mail (Canada) - Brianna Charlebois’s “UBC research finds employee turnover causes ripple effect,” 5/7/23
 - The Globe and Mail (Canada) - Jared Lindzon’s “Company-wide layoffs lead to many more workers quitting, study finds,” 6/16/23
 - The Times (of London/ the Sunday Times) - Grainne Rothery’s “Why top dogs might balk at the lead,” 3/11/18
 - Thrive Global (Arianna Huffington’s media company) - Nora Battelle’s “How to handle the stress of a bad boss,” 10/17/18
 - Thrive Global - Mallory Straton’s “5 ways to support a colleague through a health scare,” 3/8/19
 - Thrive Global - Ian Burke’s “How to overcome deadline dread,” 4/17/19
 - Time - Ian Salisbury’s “Why Bosses Are Bad, According to Management Experts,” 2/22/18
 - Twin Cities Business Journal - Kate Lerette’s, “Degree Inflation” 9/1/17
 - Twin Cities Business Journal - Amanda Ostuni’s “Targeting Employee Benefits,” 10/7/19
 - Twin Cities Business Magazine - Gene Rebeck’s “The IT Workforce Quandry,” 5/7/19
 - Vancouver Sun - Brianna Charlebois’s “Employee turnover causes ripple effect, leads to more departures: UBC research,” 5/7/2023
 - Visible Hand (podcast) - Jordan Blanes i Vidal’s “Episode 53: Virginia Minni on the Effects of Managers on their Workers,” 11/29/22
 - Wall Street Journal - David Wessel’s “How college has become a risky investment,” 1/28/15
 - Wall Street Journal - Lauren Weber’s “Why it’s so hard to fill sales jobs: ‘Salesman’ baggage means well-paying tech industry positions go begging,” 2/3/15
 - Wall Street Journal - Sam Walker’s “Why Superstars Make Lousy Bosses,” 11/6/18
 - Wall Street Journal - Austen Hufford’s “US Jobless Claims Rise Slightly to New 2022 High,” 8/11/22
 - Wall Street Journal - Lisa Ward’s “When Employees Leave a Company, Others Often Follow,” 6/10/23
 - WalletHub - Adam McCann’s “States Hit Most by Unemployment Insurance Claims,” 6/4/20
 - WalletHub - Jacob Sanders “States where employers are struggling the most in hiring,” 10/19/22
 - WalletHub - Jacob Sanders “Changes in unemployment by state,” 1/24/23
 - Washington Post - Dina ElBoghdady’s “Why couples move for a man’s job, but not a woman’s,” 11/28/14
 - Washington Post - Danielle Paquette’s “Why college isn’t always worth it: A new study suggests the economic return on a college degree may be a lot more modest than you might think,” 1/30/15
 - Washington Post - Jeff Stein’s “Their podcast is in trouble. A Biden-led crackdown may save them,” 9/25/23
 - World Economic Forum - Gabriela Ricardi’s “A study of 1 million employees shows what happens when colleagues leave,” 5/16/23
 - Yahoo!News - Greg McKenna’s “This study shows why companies should not always promote high achievers into management roles” 10/10/19
 - Yale Insights - Ben Mattison’s “Women Aren’t Promoted Because Managers Underestimate Their Potential,” 9/17/21
 - Zenefits - Lynne Marioka’s “What the ABC Test Means for the Gig Economy: An Interview with Alan Benson,” 6/19/2018

SERVICE

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- **Editorial:** Senior Editor at *Organization Science* February 2023; Associate Editor at *Management Science* (Organizations track) January 2021 - 2023
 - **Refereeing:** (econ/ labor) *American Economic Review*, *Quarterly Journal of Economics*; *Review of Economic Studies*; *Journal of Political Economy*; *Journal of Political Economy Microeconomics*; *Review of Economic Studies*; *Journal of the European Economic Association*; *Journal of Labor Economics*; *Economic Journal*; *AJEA: Applied*; *Journal of Law, Economics, and Organization*; *Journal of Law and Economics*; *Journal of Economic Perspectives*; *Applied Economics Letters*; *ILR Review*; *Industrial Relations*; *British Journal of Industrial Relations*; *Economic Inquiry*; *Journal of Economic Growth*; *Journal of Economics and Management Strategy*; (organizations) *Organization Science*; *Management Science*; *Administrative Science Quarterly*; *Academy of Management Journal*; *Strategic Management Journal*; *Manufacturing Service and Operations Management*; *Organizational Behavior and Human Decision Processes*; (other) *Demography*, *Journal of Marriage and the Family*, National Science Foundation
 - **Ph.D. advising:** [Sima Sajjadiani](#), 2014-2018 (initial placement: Assistant Professor, Sauder School of Business at the Univ. of British Columbia). [Marco Jang](#), 2020-present.
 - **Dissertation committees:** Sergio Salgado Ibanez, 2019 (chair, Economics PhD, initial placement: Assistant Professor, Wharton at UPenn); Arun Kandanchatha, 2017 (Economics PhD, initial placement PwC), Luiz Diez Catalan, 2018 (Economics PhD, initial placement: BBVA Research in Spain), Sinafikeh Gemessa, 2019 (Applied Economics PhD, initial placement: UN-IFAD postdoc), Marianna Urbina Ramirez, 2019 (Applied Economics PhD, initial placement: Demographer at UN)
 - **Professional talks on negotiations:** “Preparing for Pay Negotiations” Workshop for Twin Cities Compensation Network; “Lean In” Workshop on Negotiations for Hennepin County (Minneapolis and surrounding suburbs); Negotiation workshop for EpiCH; University of Minnesota P&A Professional Development Workshop, “The Principles of Interest Based Bargaining” and “The Practice of Interest Based Bargaining;” Minnesota Business Partnership EA Conference, “Negotiations and Our Career;” Carlson MBA Women’s Initiative seminars on pay negotiations, 2015 and 2016
 - **Professional talks on people analytics in sales.** Minneanalytics Finance and Retail Conference (FARCON) 2016; WorldatWork 2014 Spotlight on Sales presentation, “From Salesman to Sales Manager- Using Big Data to Debunk Common Sales Manager Myths and Improve Productivity;” WorldatWork 2013 Spotlight on Sales Compensation presentation, “Panning the Big Sales Data Goldmine;” Twin Cities Compensation Network presentation “Promotions and the Peter Principle”
 - **Service teaching:** Managing Employee Compensation on Coursera
 - **Professional association and conference service:** Organizer for 2016 and 2017 LERA Jr Faculty Consortiums; co-organizer for 2018 Mitsui Labor-Finance conference; Industry Studies Association Early Career Development Committee 2021-2023; Society of Labor Economists Program Committee 2022-2023; Strategic Management Society Strategic Human Capital group mentor 2023-2024; memberships and occasional service for AEA, AOM, LERA, Org Science/ INFORMS, SOLE, and ISA
 - **Department and university service:** University of Minnesota Senate Committee for Faculty Affairs 2022-2023; PhD Program Committee 2013-2016, 2019-2023; Work & Organizations Group honors representative 2021-present; People Analytics Committee 2015-2016; Department of Work and Organizations Executive Committee 2017-2018; HRIR Master’s program committee 2018-present; Applied Economics Graduate Faculty, 2013-present (e.g. writing annual qualifying exams, serving on committees for oral exams, dissertation defenses, fellowship awards and nominations, etc); Applied Economics Graduate Committee labor field representative (2020-2023); advisor and awards committee for Carlson senior honors theses

TEACHING

Instructor

- HRIR 6501: Compensation and Benefits (Masters of HRIR)
- MGMT 6004: Negotiation Strategies (MBA)
- HRIR 8801: Economics Analysis of Work and Organizations (Ph.D.)

Online

- [Managing Employee Compensation](#) (Coursera) went live April 2016
- HRIR 6501, MGMT 6004, and HRIR 8801 were delivered fully remotely 2020-2021

Teaching highlights

- From Spring 2016 - 2019, I taught 14 classes, and their average student rating was 5.81/6.00. The top quartile of Carlson grad classes starts at 5.70.
- MGMT 6004 and HRIR 8801 were taught fully online in Fall 2020, and their mean ratings were 5.81/6.00.
- Voted by HRIR Master's students as top instructor in 2018 and 2020
- Award for sustained excellence in teaching from Carlson department chairs in 2020
- As of September 2023, over 50,000 Coursera learners have enrolled in Managing Employee Compensation, with an average rating of 4.7/5.0 and 95% "thumbs up" among over 1,700 raters