

CURRICULUM VITAE

- **Personal details**

Tom Gordon-Hecker
Born December 27th 1986, Givatayim, Israel
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- **Education**

B.A (*Cum laude*)- 2010-2013, Ben-Gurion University of the Negev, Psychology and Cognitive Sciences

M.A (*Cum laude*)- 2013-2015, Ben-Gurion University of the Negev, Social Psychology
Advisors: Prof. Shaul Shalvi and Prof. Yoella Bereby-Meyer

Ph.D.- 2015-2020, Ben-Gurion University of the Negev, Psychology
Advisors: Prof. Shaul Shalvi and Prof. Yoella Bereby-Meyer
Title of thesis: Discarding a resource to avoid inequity

Visiting Ph.D. student, University of Cologne, affiliated with the Center for Social and Economic Behavior, 2017

- **Employment history**

2020-present: Postdoctoral fellow, Jerusalem School of Business Administration, The Hebrew University

2019-2020: Postdoctoral fellow, Ben-Gurion University of the Negev

- **Professional activities**

Positions in academic administrations

2015-2019: Organizer of the weekly seminars of the Decision Making and Economic Psychology Center (DMEP), Ben-Gurion University

Ad-hoc reviewer

Journal of Personality and Social Psychology

Journal of Experimental Social Psychology

Social Psychology and Personality Science

Journal of Behavioral Decision Making

Memory & Cognition

Collabra: Psychology

Membership in professional/scientific societies

Association for Psychological Science (APS)
Society for Judgment and Decision Making (SJDM)
European Association for Decision Making (EADM)

- **Educational activities**

- Courses taught

- Introduction to Behavioral Sciences in Management, MA, Ben-Gurion University

- Research methods for business administration, BA- The Hebrew University of Jerusalem

- Introduction to decision making, BA- Achva Academic College,

- Introduction to organizational psychology, BA- Ben Gurion University

- Equity, fairness and efficiency in resource allocation, BA- Ben Gurion University

- Introduction to Statistics for Management, BA- The Academic Program for the IAF flight Course, Ben-Gurion University

- **Awards, Honors, Fellowships**

- Awards

- 2017: International Association for Research in Economic Psychology, IAREP / ELSEVIER **best student paper award**

- 2014: Ben-Gurion University of the Negev, Psychology Department **academic achievements award**

- 2012: Ben-Gurion University of the Negev, Head of the Psychology Department **academic achievements award**

- 2010: Ben-Gurion University of the Negev, Suzanne Zlotowski **excellent new students award**

- Scholarships

- 2019-2020: Ben-Gurion university of the Negev, Kreitman post-doctoral scholarship

- 2016-2019: Ben-Gurion University of the Negev, Negev scholarship for Ph.D. students

- 2016: German Federal Ministry for Education and Research and the Israeli Ministry of Science and Technology (MOST), Minerva Research Grant

- 2015: Society for Judgement and Decision Making, Jane Beattie Scholarship

- 2013-2015: Ben-Gurion University of the Negev, Psychology department M.A. scholarship

- **Scientific publications**

- Peer-reviewed articles

1. Pittarello, A., Leib, M., **Gordon-Hecker, T.**, & Shalvi, S. (2015). Justification shape ethical blind spots. *Psychological science*. 26(6), 794-804. (110 citations; IF 5.367; 9/138 psychology, multidisciplinary; A*; Q1).
2. **Gordon-Hecker, T.**, Rosensaft-Eshel, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. (2017). Not Taking Responsibility: Equity trumps efficiency in allocation decisions. *Journal of Experimental Psychology: General* 146(6), 771-775. (23 citations; IF 3.169; 16/89 psychology, experimental; A*;Q1).
3. Leib, M., Pittarello, A., **Gordon-Hecker, T.**, Shalvi, S., & Roskes, M. (2019). Loss framing increases self-serving mistakes (but does not alter attention). *Journal of Experimental Social Psychology*, 85, 103880. (8 citations; IF 3.245; 10/64 psychology, social; A; Q1).
4. **Gordon-Hecker, T.**, Pittarello, A., Shalvi, S., & Roskes, M. (2020). Buy-One-Get-One-Free Deals Attract More Attention than Percentage Deals. *Journal of Business Research*, 111, 128-134. (4 citations; IF 4.874; 29/152 Business; A; Q1).
5. **Gordon-Hecker, T.**, Schneider, I., Shalvi, S., & Bereby-Meyer, Y. (2021). Leaving with Something: When Do People Experience an Equity-Efficiency Conflict?. *Journal of Behavioral Decision Making*, 34, 213-227. (1 citations; IF 1.715; 51/84 psychology, applied; A; Q3).

- Book Chapters

1. **Gordon-Hecker, T.**, Choshen-Hillel, S., Shalvi, S., & Bereby-Meyer, Y. Resource Allocation Decisions: When do we sacrifice efficiency in the name of equity?. In Li, M., & Tracer, D. (Eds.), *Interdisciplinary Perspectives on Fairness, Equity and Justice* (pp. 93-105). New York. NY: Springer

- **Lectures and Presentations at Meetings and Invited Seminars**

- Presentation of papers at conferences/meetings

- Chaired symposium: Choshen-Hillel, S., **Gordon-Hecker, T.** Resource allocation decisions: Equity-Efficiency Tradeoffs. Presentation at the *meeting of the European Association of Decision Making (SPUDM-26)*, Israel Institute of Technology (Technion), August 2017.

- **Gordon-Hecker, T.**, Perry, A., & Choshen-Hillel, S. Empathy for Many: Empathy for groups is routed through the self. *Meeting of the European Association of Decision Making (SPUDM-28)*, August 2021

- Gordon-Hecker, T.,** Olivola, C. Y. Randomizing the tracks: A robust preference for randomization over inaction and directed-action in moral dilemmas. *Israel Organizational Behavior Conference (IOBC)*, Tel-Aviv, January 2020
- Gordon-Hecker, T.,** Schneider, I., Shalvi, S., & Bereby-Meyer, Y. Leaving with something: When do people experience an equity-efficiency conflict? *Society for Judgement and Decision Making Conference*, Montreal, November 2019
- Gordon-Hecker, T.,** Shalvi, S., & Bereby-Meyer, Y. It Wasn't Me: Having a default increases efficient (albeit inequitable) allocations. *Meeting of the European Association of Decision Making (SPUDM-27)*, Amsterdam, Netherlands, August 2019.
- Gordon-Hecker, T.,** Schneider, I., Shalvi, S., & Bereby-Meyer, Y. Limited Supply Leads to Less Equity and Greater Conflict in Allocation Decisions. *The 38th meeting of the European Group of Process Tracing Studies in Judgment and Decision Making*. Dresden, Germany, June 2019.
- Gordon-Hecker, T.,** Schneider, I., Shalvi, S., & Bereby-Meyer, Y. Equity for the rich, efficiency for the poor: Scarcity leads to less equity and greater conflict in allocation decisions. *International Association for Research in Economic Psychology and Society for Advancements in Behavioral Economics conference*. Middlesex University, London, July 2018.
- Gordon-Hecker, T.,** Shalvi, S., & Bereby-Meyer, Y. Give me a reason to be unfair: The role of justifications in the preference for efficiency over equity. *Society for Judgement and Decision Making Conference*, Vancouver, November 2017.
- Gordon-Hecker, T.,** Rosensaft-Eshel, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. Not Taking Responsibility: Equity trumps efficiency in allocation decisions. *International Association for Research in Economic Psychology conference*. The College of Management Academic Studies, September, 2017.
- Gordon-Hecker, T.,** Rosensaft-Eshel, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. Not Taking Responsibility: Equity trumps efficiency in allocation decisions. *Meeting of the European Association of Decision Making (SPUDM-26)*. Israel Institute of Technology (Technion), August, 2017.
- Gordon-Hecker, T.,** Rosensaft, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *18th General meeting of the European Association for Social Psychology*. Granada, July, 2017.
- Gordon-Hecker, T.,** Rosensaft-Eshel, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. Not Taking Responsibility: Equity trumps efficiency in allocation decisions. *Deliberative vs. Non-Deliberative Choice and Public Policy Conference*. Bar-Ilan University, December, 2016.

- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. Preferring Equity Over Efficiency in Allocation Decisions- The Role of Personal Responsibility. *Is sin original?*” *Symposium*, University of Amsterdam, May, 2016.
- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *Israel Organizational Behavior Conference*. Tel-Aviv University, January, 2016.
- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *Society for Judgement and Decision Making Conference*, Chicago, Illinois, November, 2015
- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shamir, T., Shalvi, S., & Bereby-Meyer, Y. When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *Subjective Probability, Utility and Decision Making Conference*. Corvinus university of Budapest, August, 2015
- Gordon-Hecker, T.**, Shalvi, S., & Bereby-Meyer, Y., When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *Inequality, Trust and Ethics: Insights from Economics and Behavioral Ethics Conference*. Mendoza college of business, University of Notre Dame, May, 2015
- Gordon-Hecker, T.**, Shalvi, S., & Bereby-Meyer, Y., When Less is Better Than More: Preferring Equity Over Efficiency in Allocation Decisions. *Workshop on Cooperation: Cultural aspects and norms*, Hebrew University, May, 2015
- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shamir, T., Shalvi, S., & Bereby-Meyer, Y. When Selfish People Care for the Welfare of Society: Equity vs. Efficiency. *Society for Judgement and Decision Making Conference*, Long Beach, California, November, 2014 (poster, presented by co-author).
- Pittarello, A., Leib, M., **Gordon-Hecker, T.**, & Shalvi, S. See what you want to see: Justifications create ethical blind spots and increase dishonesty. *Society for Judgement and Decision Making Conference*, Long Beach, California, November, 2014 (poster, presented by co-author).
- Gordon-Hecker, T.**, Rosensaft, D., Pittarello, A., Shalvi, S., & Bereby-Meyer, Y. Take it Out of My Hands: Discarding a Resource to Avoid Creating Inequity. *Behavioral Legal Studies: Cognition, Motivation, and Moral Judgments*. Hebrew University and Bar-Ilan University, a meeting organized by the ICORE center for Behavioral Law, June, 2014 (poster)

Invited presentations

2021, UCLA, Anderson school of business, Behavioral Decision Making group
 2020, Bar-Ilan university, the Psychology department seminar

2018, Meeting of the Center for the Study of Rationality at the Hebrew University and Center for Economic Psychology and Decision Making at Ben-Gurion University, Jerusalem, Israel.

- **Present Academic Activities**

- Submitted for publication

- **Gordon-Hecker, T.**, Shaw, A., & Choshen-Hillel, S. *One for me, two for you: Agency increases children's satisfaction with disadvantageous inequity*. Invited revisions.

- Choshen-Hillel, S., Sedres, I., **Gordon-Hecker, T.**, ... Perry, A. & Gileles-Hillel, A. *The effect of night shifts on physicians' empathy for patients' pain and prescription of analgesics*. Under review.

- Moche, H., **Gordon-Hecker, T.**, Kogut, T., & Västfjäll, D. *Thinking, good and bad? Deliberative thinking and the singularity effect in charitable giving*. Under review.

- Manuscripts in preparation

- **Gordon-Hecker, T.**, Shalvi, S., & Bereby-Meyer, Y., *Providing a default promotes efficient allocations*.

- **Gordon-Hecker, T.**, & Olivola, C. Y. *Randomizing the tracks: A robust preference for randomization over inaction and directed-action in moral dilemmas*.

- **Gordon-Hecker, T.**, Yaniv, I., Perry, A., & Choshen-Hillel, S. *Empathy for Many: Empathy for groups is routed through the self*.

- **Gordon-Hecker, T.**, & Kogut, T. *Introspection can save lives*.

- Pittarello, A., **Gordon-Hecker, T.** & Bereby-Meyer, Y., *The effects of risk preferences and cognitive resources on trust*.

- **Media coverage**

- Shana Lebowitz. Science says people are more likely to lie and cheat in ambiguous situations. *Business Insider*, April 29, 2015. <https://www.businessinsider.com/science-explains-why-honest-people-lie-2015-4>

- Judy Siegel-Itzkovich. 'Ambiguity makes it easier to justify ethical transgressions'. *Jerusalem Post*, April 29, 2015. <https://www.jpost.com/Israel-News/Ambiguity-makes-it-easier-to-justify-ethical-transgressions-400510>

Research Synopsis

I study (ethical) judgement and decision making. I am interested in topics at the intersection of management, economics, and psychology. Specifically, my work focuses on resource allocation dilemmas when people trade efficiency with equity, and consumer behavior.

Efficiency vs. equity. People who are in the position of allocating resources among others are often forced to choose between an efficient allocation that maximizes the total amount of resources being put to use, and an equitable allocation which shares the resources equally among all recipients. For example, a manager may have to decide whether to allocate a new office equipment to only some of her employees, or to decide not to allocate it at all until the budget allows buying the new equipment for all employees. In my research, I examine how people's responsibility for determining how inequity is implemented (i.e., who get what) affects their preferences for equitable yet inefficient allocations. I find repeated evidence that people are *inequity responsibility averse*, that is- they prefer to discard a resource rather than determining which of two strangers should receive it. At the same time, they are happy to allocate the resource unequally if the decision on which of the two recipients receives it is determined by a random device. These findings suggest an important tool for organization seeking to maximize efficiency in resource allocation decisions. They point to a benefit of computerizing decision processes in organizations which is often overlooked- because a computer cannot sense responsibility, allocations made by computerized algorithms can help maximize organizational efficiency. This paper had been published in *Journal of Experimental Psychology: General* (Gordon-Hecker et al., 2017), and won the best student paper award by the *International Association for Research in Economic Psychology*.

In another paper on equity-efficiency conflict in allocation decisions, recently published in *Journal of Behavioral Decision Making* (Gordon-Hecker et al., 2020), I use **mouse tracing technology** which allow me to track participants' computer mouse trajectories, and use it as a proxy of participants' internal conflict. That is, if people are debating between two options, they would be less decisive in choosing between the two. If, however, they are decisive in choosing one option, they will typically move the mouse directly to the desired option. Using this technique, I find that the conflict allocators experience is greatest when they are asked to allocate resource among recipients who might end up with nothing. Those findings highlight the idea that whereas people strive for equity, they are willing to compromise it to ensure that others will not be left with nothing. Nevertheless, deviating from equity does not come easy, and yields a great internal conflict when doing so. These findings serve as an important reminder for policy makers about the importance people put on equity, and suggest that in order to maximize efficiency, they must ensure all recipients receive at least some benefits from the

allocation. They should also be considered when deciding on employees' salaries. Whereas differential salaries can help in promoting efficiency, they are, by their nature, deviate from equality. My research on the equity-efficiency conflict provides managers with important insights for such decisions.

Consumer behavior. I have used **eye tracking technology** to study which of two types of promotion deals is more successful at attracting consumers' attention. In a paper recently published at *Journal of Business Research* (Gordon-Hecker et al., 2020) I found that when presented with two deals that were objectively equal (e.g., "buy 2 get 50% off" vs. "buy one get one free"), deals that are presented as "Buy-One-Get-One free" (BOGO) are more likely to be chosen over deals that offer a percentage discount. When the discount was relatively high, this pattern was amplified. Eye tracking results further showed that BOGO deals were also better at capturing consumers' attention. The results are of great importance for both retailers looking for the best promotional strategies, and consumers who might be lured by seemingly attractive deals.

Additional co-authored work. Another line of research I have been involved in is ethical decision making, studying when people are more likely to engage in unethical behaviors such as cheating and lying. Together with Andrea Pittarello from Virginia Tech University, and Margarita Leib and Shaul Shalvi from the University of Amsterdam, we have used an eye-tracking technique to capture participants' eye movements while reporting a die outcome appearing on the screen in order to earn money. We found that when a tempting information which could have been used to boost participants' payoff was presented, participants' gaze was drawn to that tempting information, thus shaping their unethical behavior. Additionally, a tempting information was more likely to draw participants' attention and affect their unethical behavior when the situation was more ambiguous, and it was not easy to comprehend what was the right thing to do. This research was published in *Psychological Science* (Pittarello, Leib, **Gordon-Hecker** & Shalvi, 2015). We have recently followed up on these findings, and examined whether tempting information is more likely to capture people's attention when trying to avoid losses, rather than increase gains. We found that although people were more likely to behave unethically in order to avoid losses compared to increase gains, tempting information was not more likely to capture their attention when avoiding losses compared to when securing gains. Thus, those findings suggest that motivation, and not attention, is the key factor causing people to lie more when trying to avoid gains, and highlights the importance of reducing people's motivation to unethically benefit themselves. This research was published in *Journal of Experimental Social Psychology* (Leib, Pittarello, **Gordon-Hecker** & Shalvi, 2019).

Working projects

Recently, my research had been focused on several topics. First, I currently work together with Shoham Choshen-Hillel from the Jerusalem School of Business Administration at The Hebrew University and Anat Perry from the Psychology department at the Hebrew University, on the subject of empathy towards groups. Research has documented a wide range of benefits for empathy towards groups in the workplace, from increasing cooperation among employees to driving corporate philanthropy decisions. Yet little is known about how the characteristics of the group with which one empathizes affects his empathic reactions. We argue that empathy, by its nature, is routed through the self, and thus can only be sensitive to the amount of pain endured by each individual in the group, and not to the number of people in the group. We find consistent evidence supporting this hypothesis in organizational context of employees' pay cuts and bonuses, as well as in a medical context of individuals infected with COVID-19. Understanding how characteristics of the group affect empathy towards it is of great importance for managers seeking to empathize with their employees, or policy makers who take the perspective of those who are affected by the policies they initiate.

In addition, I keep studying how personal responsibility affects allocators' decisions in resource allocation dilemmas. In one manuscript currently in preparation with Yoella Bereby-Meyer and Shaul Shalvi, I find that providing an arbitrary default recipient of a resource greatly increases the propensity of efficient, albeit inequitable, allocations. We argue that having a default recipient frees the allocator from the need to choose how the inequity should be implemented. Thus, organization may increase efficiency by arbitrarily choosing a default recipient of a scarce resource such as a bonus or a new office desk. Nevertheless, making people personally responsible for an inequitable allocation does not always reduce efficiency. In another manuscript in preparation, together with Shoham Choshen-Hillel from the Jerusalem School of Business Administration at The Hebrew University and Alex Shaw from the University of Chicago, we find that when an allocator decides on an allocation between herself and someone else, children are more satisfied with an allocation that puts them at a relative disadvantage when they were the ones choosing this allocation compared to when someone else chose this allocation for them.

Relatedly, I also study the effects of the personal responsibility of the decision maker in the broader context of moral rules. In a collaboration with Christopher Olivola from Tepper Business School at Carnegie Mellon University, I study how providing a random device in the well-studied trolley dilemma affects participants' decisions. In the classic trolley dilemma, people must choose between letting a runaway train trolley continue on a deadly collision course toward a group of unsuspecting victims or killing one person by pulling a lever to switch the trolley onto the track with that one person. I use a modified version of this dilemma by adding a third option of randomizing between the two alternatives and find that many people prefer randomization to both inaction and

directed-action, and thus seem to prioritize minimizing responsibility over following abstract moral rules.