

# Aline Holzwarth

location: Durham, NC | website: [alineholzwarth.com](http://alineholzwarth.com)

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## PERSONAL STATEMENT

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I am an applied behavioral scientist specializing in digital health research and scientifically informed product design. My training in psychology and business, and my experience in research and healthcare, have given me the kind of interdisciplinary lens that helps me appreciate the complexity of decision-making in the real world, particularly when it comes to the thorny domain of health. I am passionate about sharing behavioral insights with anyone who will listen.

## SUMMARY OF QUALIFICATIONS

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- 5+ years leading behavioral design in a growing digital health startup
- 12+ years managing behavioral science programs, projects and products
- Skilled director of strategy, operations and communications for a research center of 50+ personnel
- Creative, analytical mind that pairs high-level strategic planning with systematic reasoning and meticulous detail

## EDUCATION

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**Duke University, The Fuqua School of Business, Durham, NC, *Master of Business Administration*** 2015

**Reed College, Portland, OR, *Bachelor of Arts, Psychology*** 2009  
Thesis: The Weight of a Cognitive Backpack: The Mind's Effect on Visual Perception

## PROFESSIONAL EXPERIENCE

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**Head of Behavioral Science, Pattern Health** 2018-present

Pattern Health accelerates digital health innovation from translational research to scalable, real-world solutions. We partner with researchers and healthcare providers to create, validate, and commercialize digital health programs. Our platform powers everything from digital assessments and clinical decision tools to treatment and prevention programs. Twelve of the top 20 academic medical centers and six of the top 10 pharmaceutical companies in the US license our platform or programs.

- Designed digital health platform features to engage and motivate users
- Developed programs with customers to help users reach their health goals
- Created internal materials and teachings to scale behavioral science within the company
- Shared how the platform leads to better outcomes through published articles, talks and presentations

**President, The Behavior Shop** 2017-present

The Behavior Shop brings the science and its applications to companies who want to build better products and services for human behavior. Founded in 2017, the Behavior Shop emerged from a clear need and desire within industry to better understand human behavior. Our team has deep expertise in applying behavioral insights in fun, easy and resonating ways.

- Responsible for financial governance, including the design of management systems and oversight of daily operations
- Created client materials and presentations for talks and workshops

**Principal, Center for Advanced Hindsight, Duke University** 2017-present

The Center for Advanced Hindsight is Dan Ariely's applied behavioral science lab at Duke University that specializes in health and financial decision-making. We study, design, test and implement behavioral interventions to help people become happier, healthier and wealthier. Bridging the gap between research and real-world applications, the Center partners with a wide variety of organizations, from tech companies to governments to nonprofits, to make a broader impact on the world.

- Governed strategic planning among leadership, including the creation of a business model, balanced scorecard, competitive landscape analysis, and development of strategic initiatives
- Led transformation of operations through iterative process of organization-wide surveys, assessments, discussions, piloting, implementation and analysis
- Managed a rebranding initiative, including logo redesign, brand strategy, organizational assets, and website overhaul

- Cultivated a culture of research dissemination through writing workshops, measures of accountability, and the creation of an interdisciplinary Marketing Team
- Served as Head of the Marketing Team, leading strategy and operations, establishing procedures for efficient content creation and collaboration, and overseeing special ops. Upheld organizational interests such as fundraising goals, unified messaging, external partnerships, and content strategy
- Designed and implemented a comprehensive fundraising program at all levels of the organization. Identified and evaluated prospects and coordinated fundraising efforts among researchers
- Launched the Behavioral Design Podcast in collaboration with Habit Weekly, interviewing leading experts on behavioral science and design. Frequent appearances on other behavioral science podcasts
- Shared insights as a contributor for Forbes to apply the findings of behavioral science to work and well-being

#### **Behavioral Advisor for strategic partnership with Pattern Health**

**2016-2018**

- Launched a novel research-industry partnership between Center for Advanced Hindsight and Pattern Health
- Advised on behavioral science, using existing research as a basis for product justification and conducting original research to test hypotheses relevant to the product. Conducted 5 online surveys, 4+ patient focus groups, and 3 large-scale randomized controlled trials in patient and non-patient populations
- Inspired product vision and design, with respect to user experience (capturing attention, reducing frictions, increasing engagement) and the application of behavioral insights to the product (i.e., via adherence features and personalization).
- Developed digital health programs motivated by behavioral science and adapted for clinical use
- Informed business strategy through industry analysis and report of strategic positioning

#### **Director of the Startup Lab**

**2015-2018**

- Created iterative pilot program for year 1; worked jointly on its evolution with Program Coordinator who I oversaw
- Developed 3-year growth strategy for expansion beyond trial phase. Identified strategic goals to create a sustainable incubator focused on high-impact startups utilizing behavioral science
- Selected startups admitted into the program each year. Identified and recruited firms developing digital tools addressing critical problems in health and finance; selected 3 teams per year for 3 years out of ~50 applicants per year.
- Facilitated research collaborations between Center for Advanced Hindsight researchers and startup founders, and advised admitted startups on applying behavioral science findings and methods to their technologies
- Taught experimentation methods to help entrepreneurs integrate rigorous testing in all parts of their new ventures, informing their system for designing randomized controlled experiments, collecting data, analyzing results, and sharing them with the public. Research insights based on these processes support both broad feature improvements and personalization (per-user optimization) for startups
- Created a Master Class on the UdeMy platform with Dan Ariely and +Acumen, on Changing Customer Behavior: How social entrepreneurs can harness the principles of behavioral change to reach more customers and create impact

#### **Product Manager of CAH App Suite**

**2011-2018**

- Managed the creation and development of apps produced by the Center for Advanced Hindsight. Conceptualized, designed, and oversaw 6 apps to help consumers utilize behavioral science in their daily decision-making
- For each app, acted as product manager. Responsible for creating requirements, communicating with client project managers, organizing internal and external testing teams, and managing the project plan
- Developed organizational structure of each app, including wireframing and creative design

#### **Creator of A Beginner's Guide to Irrational Behavior**

**2012-2014**

- Developed a massively open online course (MOOC) with Dan Ariely through coursera.org, working closely with the Fuqua multimedia team, planning and editing course content, conducting research, and running the course. The class was consistently rated as one of the top 5 MOOCs available, and taught over 300,000 students over two years (2013-2014)
- Led instructional design and content creation for the course, ranging from storyboarding and video production to a curated readings, quizzes, and assignments. Planned and implemented course communications.
- Managed student interactions as well as relationships between Duke, coursera, Dan Ariely, TAs and Community TAs, guest lecturers, as well as other internal parties at the Center for Advanced Hindsight

- Project Manager of \$750,000 grant from Google (Applying behavioral economics to health monitoring technology to improve medication and exercise adherence, 2015). Oversaw all aspects of the project, managing internal research associates and external development teams, designing and planning experiments, developing materials and final report
- Wrote and received NIH grant for \$431,750 (“Altruism in Research,” 2013), managed associated research. Performed an extensive literature review of past research, experimental design, budget calculation, and compiled written proposal
- Led research projects (on average, 3 large projects and 10-15 smaller projects per year) ranging from digital health interventions conducted with patient populations to field studies in the natural environment. Performed all facets of research projects. In addition to overseeing Institutional Review Board (IRB) approval for human subjects research conducted in the CAH Research Lab, was responsible for independently managing a wide range of projects. Responsibilities included research design, material development, programming and distribution of surveys, conducting of experiments, data management (cleaning, coding, analyzing, interpreting), and reporting of study results
- Nominated Digital Health Research Team for Duke Teamwork Award for interdisciplinary work, was awarded (2017)

## CONFERENCE PRESENTATIONS AND PUBLICATIONS

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Dimant, E., Pieper, D., Clemente, E. G., Dreber, A., & Gelfand, M. J. (2021). Politicizing Mask-Wearing: Predicting the Success of Behavioral Interventions Among Republicans and Democrats. **Holzwarth, A** served as cohort author.

Schwartz, J. & **Holzwarth, A.** (2021). Insights from behavioural economics for effective leadership during the pandemic. *BMJ Leader*, 5, 214-218.

**Holzwarth, A.** (2019). The Three Laws of Human Behavior, [behavioraleconomics.com](http://behavioraleconomics.com)

Ariely, D. & **Holzwarth, A.** (2018). How Much Money Will You Really Spend in Retirement? Probably a Lot More Than You Think, *Wall Street Journal*.

**Holzwarth, A.** (2018). The Real Reason You Shouldn't Text While Driving, *Behavioral Scientist*.

Ariely, D. & **Holzwarth, A.** (2017). The choice architecture of privacy decision-making, *Health and Technology*, 7(4), 415–422.

Ariely, D., Trower, M. & **Grüneisen, A.** (2016). Irrational Attachment (Why We Love What We Own) in Critical Mindfulness: Exploring Langerian Models. Edited by Sayyed Mohsen Fatemi, Springer, Cambridge, MA.

Ariely, D. & **Grüneisen, A.** (2013). The Price of Greed: How Economic Selfishness Harms Us All. *Scientific American Mind*, 24, 5, 38-41.

**Grüneisen, A.**, Schwartz, J., & Ariely, D. (2011). Does What Happens at the Party Stay at the Party? Examining the Influence of Peers and Context on Attitudes and Behaviors. Presented at the Annual Conference of the Society for Judgment and Decision Making, Seattle, WA.

Oleson, K.C., Booth, M., **Grueneisen, A.M.**, Lynch, S., & Yen, T.Y. (2009). Concern for Performance of Ability: Differing Contingencies of Self-Worth for Subjective Overachievers and Self-Handicappers. Paper accepted for the 10<sup>th</sup> Annual Meeting of the Society of Personality and Social Psychology, Tampa, FL.

McGee, A.J., Kominsky, J.F., Briggs, K.E.L., **Grueneisen, A.M.**, Orbach, T. & Brand, R.J. (2009). Structure in Mothers' Demonstrations to Infants of Objects With and Without a Salient End-Goal. Presented at the Biennial Meeting of the Society for Research in Child Development, Denver, CO.

Currie, P.J., **Grueneisen, A.M.**, Wall, D.G., & Sarkodie, K.A. (2008). Anxiogenic, orexigenic and metabolic effects of hypothalamic ghrelin. *Appetite*, 51, 360. Presented at the annual meeting of the Society for the Study of Ingestive Behavior, Paris.

## **WORKSHOPS, TEACHING AND PROFESSIONAL DEVELOPMENT**

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Member of professional organizations: Applied Behavioral Science Assoc (ABSA), Global Association of Applied Behavioral Scientists (GAABS), Society for Behavioral Medicine (SBM), Society for Judgment & Decision Making (SJDJ), American Psychological Association (APA), Social Psychology Network (SPN), Society for Personality & Social Psychology (SPSP)

Faculty Advisor for Duke Master's student in the Bio Ethics, Tech Ethics and Science Policy graduate program (2016-2017)

Certificates from Coursera (2018): Healthcare Innovation and Entrepreneurship, The Science of Well-Being, Introduction to Public Speaking, Speaking to Inform, and Speaking to Persuade.

Duke Human Research Training (Biomedical Research with GCP; Vulnerable Subjects - Research Involving Prisoners; Vulnerable Subjects - Research Involving Children, Vulnerable Subjects - Research Involving Pregnant Women; Fetuses and Neonates; History and Ethical Principles; Informed Consent; Internet-based Research), training current as of 2018.

Career at Duke Workshop (2018), Managing at Duke Workshop (2014). Leadership Excellence Certificate (in progress); courses taken: Leader as Coach, Emotional Intelligence: The Emotionally Effective Leader, Managing from the Middle (2017).

OP-ED Workshop, Duke Office of News and Communication (2012) and National Association of Science Writer's conference, Raleigh, NC (2012). Sponsored by Karl Bates (Director of Research Communications at Duke).

Audited Peter Ubel's Decision Making MBA course (2011): Irrational Choices, Unconscious Decisions and Market Failure.

Research Assistant for Carnegie Mellon's Center for Behavioral Decision Research for Professors Carey Morewedge and George Loewenstein (2008). Attended intensive workshop for Cognitive Science and Neuroscience at the University of Pennsylvania's Institute for Research in Cognitive Science (2008).

## **SPEAKING APPEARANCES**

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- Blue Cross Blue Shield Tech Summit Speaker (2021)
- Special Guest Speaker at Duke course Googlization of Knowledge: Information, Ethics, and Technology (2021)
- Habit Day Conference Speaker on Digital Behavior in Health with Jennifer LaGuardia of Omada Health (2021)
- Aetna-CVS General Management Leadership Development Program Speaker (2020)
- BE Guide Launch Speaker on Framing in Health, Financial and Environmental Decisions (2020)
- NeuroU Conference Speaker on Digital Tools (2020)
- Behavioral Science in Policy and Association Conference Speaker on Digital Tools for Behavior Change (2020)
- Society for Behavioral Medicine Conference Seminar on A Practical Guide to Creating Effective Digital Health Programs with Behavioral Science (2019)
- Duke Digital Health Speaker on Using Behavioral Science to Drive Digital Health Engagement & Outcomes (2018)
- Health Experience Design Conference Speaker on Digital Tools for Behavior Change: Findings from Research (2018)

## **HOBBIES**

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Sous vide and other forms of cooking, gardening and other means of getting hands dirty, swinging on swings, traveling the world (committed to visit a new country each year unless a pandemic prevents travel).