LINDA W. CHANG

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EDUCATION

Ph.D. Harvard University, Psychology   2021
A.M. Harvard University, Psychology   2017
B.A. Yale University, Cognitive Science *(with distinction)*   2012

EXPERIENCE

Toyota Research Institute, Los Altos, CA
Applied Behavioral Scientist, Human-Centered AI   Sep 2024-present

The Wharton School, University of Pennsylvania
Visiting Scholar, Behavior Change for Good Initiative   Sep 2024-present
MindCORE Postdoctoral Research Fellow   Sep 2021-Aug 2024

PEER-REVIEWED PUBLICATIONS

Decision-making

1. **Chang, L. W.** & Chang, E. H. (2025). On the limits of anonymization for promoting diversity in organizations. *Personality and Social Psychology Bulletin.* Advance online publication.
2. **Chang, L. W.,** Kirgios, E. L., Mullainathan, S., & Milkman, K. L. (2024). Does counting change what counts? Quantification fixation biases decision-making. *Proceedings of the National Academy of Sciences, 121*(46), e2400215121.
3. Roy, E., …many authors including Kirgios, E. L., **Chang, L. W.,** Chang, E. H., …& Axt, J. A contest study to reduce discrimination in social judgment. (2024). *Journal of Personality and Social Psychology.* Advance online publication
4. **Chang, L. W.**, Gershman, S. J., & Cikara, M. (2019). Comparing value coding models of context-dependence in social choice. *Journal of Experimental Social Psychology, 85,* 103847.
5. **Chang, L. W.**, & Cikara, M. (2018). Social Decoys: Leveraging choice architecture to alter social preferences. *Journal of Personality and Social Psychology, 115*(2), 206-223.
6. **Chang, L. W.**, Krosch, A.R., & Cikara, M. (2016). Effects of intergroup threat on mind, brain, and behavior. *Current Opinion in Psychology, 11,* 69-73.

Comparative cognition

7. Johnston, A. M., **Chang, L. W.**, Wharton, K., & Santos, L. R. (2021). Dogs (*Canis familiaris*) prioritize independent exploration over looking back. *Journal of Comparative Psychology, 135*(3), 370-381.
8. McAuliffe, K., Bogese, M., **Chang, L. W.**, Andrews, C. E., Mayer, T., Faranda, A., Hamlin, J. K., Santos, L. R. (2019). Do dogs prefer helpers in an infant-based social evaluation task? *Frontiers in Psychology, 10*, 591.
9. McAuliffe, K., **Chang, L. W.**, Leimgruber, K. L., Spaulding, R., Blake, P. R., & Santos, L. R. (2015). Capuchin monkeys (*Cebus apella*) show no evidence for inequity aversion in a costly choice task. *Animal Behaviour, 103*, 65-74.

PAPERS UNDER REVIEW

10. **Chang, L. W.**, Kirgios, E. L., Rai, A., & Milkman, K. L. Evaluating the effect of shortlist quotas on gender diversity.
11. Cervantez, J. A., Pink, S. L., **Chang, L. W.**, Rai, A., & Milkman, K. L. Does feedback promote diversity? It depends on the motivation to respond without prejudice.

POPULAR PRESS

Chang, L. W. & Cikara, M. (2018, May 22). Want to Debias Hiring? Change What Hiring Managers Focus On. *Behavioral Scientist.* https://behavioralscientist.org/want-to-debias-hiring-change-what-hiring-managers-focus-on/

FELLOWSHIPS AND AWARDS

Winner of Best Symposium in the Organizational Behavior Division, AOM	2023
Finalist for Best Symposium in Managerial & Organizational Cognition Division, AOM	2023
MindCORE Postdoctoral Fellowship, University of Pennsylvania	2021-2024
Academic Grant, Sawtooth Software	2020
Summer Institute in Social and Personality Psychology (SISPP), SPSP	July 2019
Certificate of Distinction in Teaching, Harvard University, Derek Bok Center for Teaching and Learning	2018
Summer Predissertation Fellowship, Harvard University, GSAS	2018
Graduate Research Fellowship, National Science Foundation	2017-2020
Diversity Fund Graduate Travel Award, Society for Personality and Social Psychology	2017
Graduate Travel Award (declined), Society for Personality and Social Psychology	2017
Elsie Hopestill Stimson Research Grant, Harvard University, Psychology Department	2015
Rev. Mary A. Vanderbilt Scholarship Fund, Harvard University, GSAS	2015-2019
Mellon Mays - Edward Bouchet Undergraduate Fellowship, Yale University	2010

INVITED RESEARCH TALKS

HOPE Lab, Booth School of Business, University of Chicago, Chicago, IL	February 2023
OID Department Seminar, The Wharton School, University of Pennsylvania, Philadelphia, PA	October 2022

MindCORE Seminar Series, University of Pennsylvania, Philadelphia, PA   March 2022
Duckworth/Milkman Lab, University of Pennsylvania, Philadelphia, PA   November 2021
Emerging Scholars of Psychological Science, Princeton University, Princeton, NJ   October 2019
Office of Evaluation Sciences, United States General Services Administration, Washington D.C.   July 2019
Paluck Lab, Princeton University, Princeton, NJ   May 2019
Cooperation Lab, Boston College, Boston, MA   September 2018
Taste of Science: Dissecting the Mind, Boston, MA   April 2018
Social Psychology Brown Bag, Harvard University, Cambridge, MA   April 2018

CONFERENCE PRESENTATIONS

Chaired Symposia

Academy of Management (AOM), Boston, MA   2023
- New Perspectives on Increasing Diversity, Equity, and Inclusion (co-chaired with Sophia L. Pink). *Winner of Best Symposium in OB Division. Finalist for Best Symposium in MOC Division.*

International Association for Conflict Management (IACM), Thessaloniki, Greece   2023
- Understanding and Addressing Organizational Inequality and Diversity

Academy of Management (AOM), Seattle, WA   2022
- New Perspectives on Increasing Diversity and Reducing Inequality in Organizations (co-chaired with Aneesh Rai). *Selected as a showcase symposium.*

Presentations

Does counting change what counts? Quantification fixation biases decision-making
(Chang, Kirgios, Mullainathan, & Milkman)
- Society for Judgment and Decision Making (SJDM), San Francisco, CA   November 2023

Evaluating the efficacy of shortlist quotas to promote gender diversity
(Chang, Kirgios, Rai, & Milkman)
- Society for Judgment and Decision Making (SJDM), New York City, NY   November 2024
- Behavioral Decision Research in Management (BDRM), Chicago, IL   June 2024
- Diversity in Management and Organizations (DMO), Virtual   September 2023
- Academy of Management (AOM), Boston, MA.   August 2023
- International Association for Conflict Management (IACM), Thessaloniki, Greece.   July 2023
- Behavioral Science & Policy Association (BSPA), Virtual   May 2023
- Society for Personality and Social Psychology (SPSP), Atlanta, GA   February 2023
- Academy of Management (AOM), Seattle, WA.   August 2022

Does diversity count? Using feedback to boost gender and racial representation
(Cervantez, Pink, Rai, Chang, & Milkman)
- Behavioral Science & Policy Association (BSPA)), Virtual   May 2024
- Academy of Management (AOM), Boston, MA.   August 2023
- International Association for Conflict Management (IACM), Thessaloniki, Greece.   July 2023

Making the Case for Diversity: How Diversity Narratives Influence Team Performance
(Hu, Chang, & Milkman)
- Academy of Management (AOM), Boston, MA.   August 2023

On the Limits of Anonymization for Promoting Diversity in Organizations
(Chang & Chang)

- Academy of Management (AOM), Seattle, WA.   August 2022
- International Association for Conflict Management (IACM), Ottawa, Canada.   July 2022

Pre-commitment to evaluation criteria improves decision-making
(Chang, Bazerman, Bohnet, & Cikara)
- Judgment and Decision Making Preconference at SPSP, Data-blitz, Virtual   February 2021
- Intervention Science Preconference at SPSP, Data-blitz, Virtual   February 2021

Who counts as context?
(Chang & Cikara)
- New England Research on Decision-Making (NERD), Cambridge, MA.   June 2019

Social Decoys: Leveraging choice architecture to alter social preferences
(Chang & Cikara)
- Association for Psychological Science Convention (APS), Washington, D.C.   May 2019
- New England Research on Decision-Making (NERD), Providence, RI.   May 2017

POSTER PRESENTATIONS

Quantification myopia
(Chang, Kirgios, Mullainathan, & Milkman)
- Society for Judgment and Decision Making (SJDM), San Diego, CA.   November 2022

Pre-commitment to evaluation criteria improves decision-making
(Chang, Bazerman, Bohnet, & Cikara)
- Social Cognition Preconference at SPSP, Virtual   February 2021

Who counts as context?
(Chang & Cikara)
- Society for Personality and Social Psychology (SPSP), New Orleans, LA.   February 2020

Manipulating attribute exposure to drive social decoy effects (Chang & Cikara)
- Society for Personality and Social Psychology (SPSP), Portland, OR.   February 2019

Social decoys: Leveraging choice architecture to alter social preferences
(Chang & Cikara)
- Society for Judgment and Decision Making (SJDM), New Orleans, LA.   November 2018

Divisive normalization drives context dependence in social choice
(Chang, Gershman, & Cikara)
- Social & Affective Neuroscience Society (SANS), Brooklyn, NY.   May 2018
- Judgment and Decision-Making Preconference at SPSP, Atlanta, GA.   March 2018

Engineering opportunity: Manipulating choice architecture to attenuate social bias
(Chang & Cikara)
- Association for Psychological Science Convention (APS), Boston, MA.   May 2017
- Society for Personality and Social Psychology (SPSP), San Antonio, TX.   January 2017
- Social Cognition Preconference at SPSP, San Antonio, TX.   January 2017

Capuchin monkeys show no evidence for inequity aversion in a costly choice task
(Chang, Leimgruber, Spaulding, Blake, McAuliffe, & Santos)
- Day of Cognitive Science at Yale University, New Haven, CT.   April 2015
- Society for Research in Child Development (SRCD), Philadelphia, PA.   March 2015

TEACHING EXPERIENCE

Teaching Fellow
    Methods of Behavioral Research (Instructor: Mina Cikara), Harvard University   Spring 2018
Guest Lecturer
    Science for Bioethicists (Instructor: Molly Lucas), Columbia University   Spring 2022
    Applied Psychology Practicum (Instructor: Jenny Fauci), Boston College   Fall 2017

MENTORING AND SERVICE

New England Community Grants Program, Patagonia, Ventura, CA	2022-2024
Step-Ahead Mentorship Program (STAMP), MindCORE, University of Pennsylvania	2021
Future Forward Program, Alum Presenter, Kent Place School, Middle School	2021
Diversity, Equity, and Inclusion Alum Council, Kent Place School, Summit, NJ	2020-2023
Prospective Ph.D. & RA Event in Psychology (PPREP), Harvard Psychology Department	2020, 2021
Undergraduate Diversity Award Winners, Society for Personality and Social Psychology (SPSP)	2018
Leadership Alliance Program, Summer Research Opportunities at Harvard (SROH)	2018, 2020
Harvard Science Research Conference, Harvard College Undergraduate Research Association	2016
The ROOTS Project Inc., Bloomfield, NJ	2013-present
Martin Luther King Jr. Youth Empowerment Conference, Ceceilyn Miller Institute	2011-2012
Lead For Diversity, American Conference On Diversity	2008-2011

MEMBERSHIPS AND ASSOCIATIONS

Professional Affiliations
    Academy of Management (AOM), Association for Psychological Science (APS), International Association for Conflict Management (IACM), Society for Judgment and Decision Making (SJDM), Society for Personality and Social Psychology (SPSP)
Associations
    Association of Asian American Yale Alumni (AAYA), Yale GALA LGBT Alumni Association

AD HOC REVIEWING

Behavioral Science & Policy, Cognitive Psychology, European Journal of Social Psychology, Group Processes & Intergroup Relations, Journal of Experimental Social Psychology, Management Science, Personality and Social Psychology Bulletin, Proceedings of the National Academy of Sciences

OTHER RESEARCH EXPERIENCE

Populations: *Canis dingo, Canis lupus familiaris, Cebus apella, Macaca mulatta,* human children & adults

Dingo Discovery & Research Centre, Victoria, Australia, PI: Laurie Santos	May 2015
Canine Cognition Center, Yale University, PI: Laurie Santos	2012-2015
Comparative Cognition Laboratory, Yale University, PI: Laurie Santos	2009-2012
Cayo Santiago Field Station, Puerto Rico, PI: Laurie Santos	November 2011
Mind and Development Laboratory, Yale University, PI: Paul Bloom	Summer 2011