

# Aline Holzwarth

location: Durham, NC | website: alineholzwarth.com

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## PERSONAL STATEMENT

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I am a digital health product leader with a specialized background in applied behavioral science. My training in psychology and business, and my experience in research and healthcare, have given me an interdisciplinary lens to better appreciate the complexity of behavior in the real world, particularly when it comes to the thorny domain of health and wellbeing.

I've been a researcher myself, managed researchers and designers, applied the research to product, and overseen product teams designing for user health. And my experience building digital tools for health and wellbeing make me uniquely qualified to lead product in digital health.

## SUMMARY OF QUALIFICATIONS

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- 14 years managing scientifically informed programs, projects and products
- Led behavioral design for a digital health platform, applying behavioral research to product
- Skilled director of strategy, operations and communications for a research center of 50+ personnel

## 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

## PROFESSIONAL EXPERIENCE

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### **Behavioral Science Lead, Health AI, Apple** 2022-2023

Designed high-impact features such as Custom Plans in Fitness+ to help users make better health decisions (e.g., stick to their exercise goals) at the intersection of AI and behavioral science. Working cross-functionally with design, engineering, and AIML research teams, I led research-to-product translation to innovate on behavioral science techniques and operationalize behavioral design, from the development of conceptual UI to flow mockup. Pushed forward behaviorally-informed features to transform product experiences for users, emphasizing an overall product strategy of making desired behaviors easy, attractive, social, and personalized.

### **Head of Behavioral Science, Pattern Health** 2018-2022

Led behavioral design to make the Pattern digital health platform motivating, intuitive, and personalized for patient and participant end users. Launched behaviorally-driven product features to support users, such as the patient care circle and commitment features. Scaled behavioral design within the company through training and proprietary material development. Oversaw program and product teams to execute on behavioral design strategy, for both clinical research and care management applications.

### **President, The Behavior Shop** 2017-2022

The Behavior Shop consultancy brought the science and its applications to companies wanting to build better products and services for human behavior. It emerged from a clear need and desire within industry to design for humans, and our team held deep expertise in applying behavioral insights in fun, easy and resonating ways.

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

## **Principal, Center for Advanced Hindsight, Duke University**

**2017-2022**

The Center for Advanced Hindsight is an applied behavioral science lab at Duke University that specializes in health and financial decision-making. They 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. As one of four Principals, I led the org's strategy and operations.

- 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, group discussions, piloting, implementation and analysis
- Managed rebranding, including logo redesign, brand strategy, organizational assets, 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
- Published as a Forbes contributor 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 Duke University and Pattern Health
- Informed business strategy through industry analysis and report of strategic positioning
- Advised on behavioral science, using research as a basis for product design and conducting original research to test hypotheses relevant to the product. Conducted 5 online surveys, 4+ patient focus groups, 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 friction, 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

## **Director of the Startup Lab**

**2015-2018**

- Created iterative pilot program for year 1; led 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 from ~50 applicants
- Facilitated research collaborations between Duke researchers and startup founders
- Advised companies on applying behavioral science findings and methods to their products with a focus on sustainable scientifically-informed product strategy
- 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

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

**2011-2018**

- Managed the development of 6 apps for the Center for Advanced Hindsight to help users utilize behavioral science in their daily decision-making, from conceptualization to design and launch.
- 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
- Oversaw product teams to ensure appropriate execution of the desired product strategy

## **Senior Behavioral Researcher at the Center for Advanced Hindsight**

**2009-2018**

- Led research and behavioral design for digital health projects (on average, 3 large and 10-15 smaller projects per year) sponsored by and in collaboration with companies such as Google, Novartis and Medtronic, in clinical research and care management on topics ranging from medication adherence to physical activity. Focused on improving the patient/participant experience to impact health outcomes.
- For each project, oversaw prototype development, managed internal researchers and external product teams, designed and conducted experiments, produced final reports.
- My digital health research team received the Duke Teamwork Award (2017)

## **PRESENTATIONS AND PUBLICATIONS**

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- Popular press articles listed at <https://www.alineholzwarth.com/read>
- Academic publications and speaking appearances at <https://www.alineholzwarth.com/cv>

## **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).