

JOYCE C. HE

Updated 11 26 2025

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ACADEMIC POSITIONS

Assistant Professor of Management and Organizations

July 2021 -

Assistant Professor of Behavioral Decision Making

July 2022 -

Anderson School of Management, University of California, Los Angeles

OTHER APPOINTMENTS

Faculty Researcher

2021 - 2024

BIOrg Behaviorally Informed Organizations Partnership; BEAR @ the University of Toronto

EDUCATION

PhD, Organizational Behaviour and Human Resource Management

2021

Joseph L. Rotman School of Management, University of Toronto

- Dissertation title: Leaning in or not leaning out? Opt-out choice framing attenuates gender differences in the choice to compete
- Committee: Sonia Kang (Chair), Stéphane Côté, Sarah Kaplan, Nicola Lacetera

Honours B.Sc. with High Distinction, Psychology Research Specialist and English Minor

2016

University of Toronto, St. George Campus

- Thesis title: Perceiving Leadership Style from CEO Faces
- Thesis Supervisor: Nicholas Rule

RESEARCH SUMMARY

My goal as a management scholar is to produce cutting-edge research that both advances theory and provides practical and effective solutions for improving diversity, equity, and inclusion in organizations (DEI). My program of research applies theory, methods, and insights from social psychology and organizational behavior to understand how individuals navigate and respond to inequality in the workplace; I then use these insights to design innovative policy and system-level interventions to close the gaps created by this inequality. Using a mixed-method approach across field and lab settings, my work highlights the limited efficacy of individual-level solutions to inequality (i.e., “fixing people’s minds”, or “fixing the women”) and generates novel solutions that intervene on the systems and processes that create and perpetuate inequality in the first place (i.e., fixing the system).

RESEARCH PUBLICATIONS

PEER-REVIEWED PUBLICATIONS

In all sections, † denotes graduate student/postdoctoral scholar collaborator at the start of the project.

1. **He, J. C.**, Agarwal, G.†, & Kang, S. K. (in press). Performing Diversity: Navigating Tensions, Identity Threats, and Self-Instrumentalization in Applicant Diversity Statements. *Academy of Management Discoveries*.
2. **He, J. C.**, Keller, B. B.†, & Kang, S. K. (2025) From individual bias to systemic change: advancing psychology-based diversity initiatives in organizations. *Nature Reviews Psychology*, 4, 702–717.
3. **He, J. C.**, & Kang, S. K. (2025) De-biasing job ads by replacing masculine language increases gender diversity of applicant pools. *Proceedings of the National Academy of Sciences*, 122(7), e2409854122.
4. **He, J. C.**, Jachimowicz, J. M., & Moore, C. (2025) Passion penalizes women and advantages (unexceptional) men in high-potential designations. *Organization Science*, 36(4), 1438-1465.
5. **He, J. C.**, & Côté, S. (2023). Are empathic people better adjusted? A test of competing models of empathic accuracy and intrapersonal and interpersonal facets of adjustment using self- and peer-reports. *Psychological Science*, 34(9), 955-967.
6. **He, J. C.**, & Kang, S. K. (2023). Moving from i-frame to s-frame focus in equity, diversity, and inclusion research, practice, and policy. *Behavioral and Brain Sciences*, 46, e159.
7. **He, J. C.**, Kang, S. K. & Lacetera, N. (2021). Opt-out choice framing attenuates gender differences in the decision to compete in the lab and in the field. *Proceedings of the National Academy of Sciences*, 118(42), e2108337118.
 - Highly recommended article in the Responsible Business Education Awards from the [Financial Times \(2023\)](#)
8. **He, J. C.**, & Kang, S. K. (2021). Covering in cover letters: Gender and self-presentation in job applications. *Academy of Management Journal*, 64(4), 1097-1126.
 - Best Paper Proceedings of the Annual Meeting of the Academy of Management, 2019
 - Winner of the 2022 Responsible Research in Management Award
 - Top nominee for 2022 Rosabeth Moss Kanter Award for Excellence in Work-Family Research
9. **He, J. C.**, Kang, S. K., Tse, K., & Toh, S. M. (2019). Stereotypes at work: Occupational stereotypes predict race and gender segregation in the workforce. *Journal of Vocational Behavior*, 119, 103318.
10. **He, J. C.**, & Côté, S. (2019). Is self-insight into emotional and cognitive abilities related to adjustment? *Nature Human Behaviour*, 3, 867–884. *Registered Report
11. Thai, S., Lockwood, P., Zhu, Y. R., **He, J. C.**, & Li, Y. C. (2018). The family ties that protect: expanded-self comparisons in parent-child relationships. *Journal of Social and Personal Relationships*, 36(3), 1041-1066.
12. Re, D. E., Wang, S. A., **He, J. C.**, & Rule, N. O. (2016). Selfie indulgence: Self-favoring biases in perceptions of selfies. *Social Psychological and Personality Science*, 7(6), 588-596.

BOOK CHAPTERS

13. **He, J. C.**, Agarwal, G.†, & Kang, S.K. (2022). Applying behavioral insights to cultivate diversity and

inclusion. In N. Mazar & D. Soman (Eds.), *Behavioral Science in the Wild*. Toronto, ON: University of Toronto Press.

MANUSCRIPTS UNDER REVISION

14. Skowronek, S. E.[†], & **He, J. C.** Gendered navigation of advice and suboptimal behavior in matching algorithms: Evidence from the residency match. Invited third-round revision (minor revision) to *Organization Science*.
15. **He, J. C.**, Hall, W. M., Koyama, J.[†], & Kang, S. K. When shared suffering binds but also blinds: How intergroup integration ironically reinforces and perpetuates gender exclusionary cultures in male-dominated professions. Revision submitted at *OBHDP*.

MANUSCRIPTS UNDER REVIEW

16. Cheng, D. G.[†], **He, J. C.**, & Kirgios, E. L. Not for me: People are less willing to help East Asians who explicitly state their identity. Under review at *Academy of Management Journal*.

SELECTED MANUSCRIPTS IN PREPARATION AND PROGRESS

- Lee-Yoon, A.[†], **He, J. C.** & Conzon, V. Misperceived Changeability of Social Class Background Prevents It from Being Considered a Diversity Characteristic. In preparation for *Journal of Applied Psychology*.
- Bendersky, C., **He, J. C.**, Choi, D.[†], Barli, S.[†], & Cupal, L.[†]. The ironic effect of external scrutiny on amplifying perceived threats of organizational diversity efforts. In preparation.
- **He, J. C.**, Gallus, J., Bendersky, C., Caruso., H. M., Cupal, L. & Kellar, S. J. Elevators versus staircases: Gendered pathways to promotions. In preparation.
 - Best Poster Award, *Organization Science Winter Conference 2024*
- **He, J. C.**, & Kang, S. K. The gender license gap: Gendered barriers in the professional engineering licensing process. In preparation.
- Agarwal, G. [†], **He, J. C.**, & Kang, S. K. Labeling without listening: Racial minority employees' struggle for identity autonomy and legitimacy during the workplace demographic self-identification process. In preparation.
- Côté, S., & **He, J. C.** Why is Self-Enhancement Associated with Psychological Adjustment? An Exploration of Mechanisms Across Multiple Adjustment Domains. In preparation.

OTHER PUBLICATIONS

17. **He, J. C.**, Jachimowicz, J. M., & Moore, C. (2024) Why Passionate Men Succeed, Even When They're Mediocre. *Harvard Business Review*.
18. **He, J.C.**, Agarwal, G.[†], & Kang, S.K. (2022). [Applying Behavioral Insights to Cultivate Diversity & Inclusion](#). *Engendering Success in STEM White Paper*.
19. **He, J. C.**, Kang, S. K., & Lacetera, N. (2021). [Opt-out choice framing attenuates gender differences in the decision to compete in the lab and in the field](#). *Gender Action Portal; Women and Public Policy Program, Harvard Kennedy School*.
20. **He, J. C.**, & Kang, S. K. (2020). [De-biasing Job Postings](#). *Engendering Success in STEM White Paper*.
21. **He, J. C.**, Kang, S. K., & Lacetera, N. (2020). [Addressing Gender Inequality via Choice](#)

[Architecture](#). *Vox EU*.

22. **He, J. C.**, Kang, S. K., Tse, K., & Toh, S. M. (2020). Banishing Occupational Stereotypes. *Rotman Magazine*.
23. Jachimowicz, J. M., **He, J. C.**, & Arango, J. (2019). [The unexpected benefits of pursuing a passion outside of work](#). *Harvard Business Review*.
24. Ravanera, C., & **He, J. C.** (2019). Anti-sexual harassment training: does it work? Retrieved from <https://www.gendereconomy.org/anti-sexual-harassment-training-does-it-work/>
25. **He, J. C.**, & Côté, S. (2019). Our experience with the Registered Report format. *Behavioural and Social Sciences at Nature Research*.
26. **He, J. C.** (2019). Parental leave: Why we need to talk about fatherhood. Retrieved from <https://www.gendereconomy.org/parental-leave-why-we-need-to-talk-about-fatherhood/>
27. **He, J. C.**, & Kaplan, S. (2017) The debate about quotas. Retrieved from <https://www.gendereconomy.org/the-debate-about-quotas/>

AWARDS AND HONORS

- UCLA Anderson PricewaterhouseCoopers Faculty Research Award Fund **2025**
- UCLA Hellman Fellows Award **2023**
- UCLA Anderson Dean George W. Robbins Assistant Professor Teaching Award **2023**
- Second prize, SPSSI Social Issues Dissertation Award **2022**
- Finalist, Alvah H. Chapman Jr. Outstanding Dissertation Award **2022**
- Winner, Society for Business Ethics Best Dissertation Award **2022**
- Governor General's Gold Medal (University of Toronto) **2022**
 - Awarded to three recipients across graduate programs at the University of Toronto for the highest academic standing at the graduate level, based on academic performance, thesis, research originality and significance.
- Nomination for 2022 CAGS/PROQUEST-UMI Distinguished Dissertation Award **2022**
 - Selected as one of the top two dissertations in the CAGS competition at the University of Toronto to be nominated for the national competition
- SPSP Jenessa Shapiro Graduate Research Award **2020**
- Director's Fellowship, Rotman School of Management **2016 - 2018**
- The Prince Philip Gold Graduation Award – Victoria College at the University of Toronto **2016**
 - Awarded to the student graduating with highest overall GPA standing among candidates for the Bachelor of Science degree
- University of Toronto Dean's List **2012 - 2016**
- Salutatorian of graduating class of Shanghai American School **2012**

RESEARCH GRANTS AND SCHOLARSHIPS

- UCLA Morrison Center for Marketing & Data Analytics (\$7,000) **2023**

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|---|--------------------|
| • UCLA Center for Impact Societal Impact Research Grant (\$10,000) | 2023 |
| • UCLA Council on Research's Faculty Research Grant (\$9,000) | 2022 |
| • UCLA Easton Technology Management Center Faculty Research Award (\$5,000) | 2022 |
| • Institute for Gender + the Economy Research Grant (\$6,500) | 2018 |
| • Joseph-Armand Bombardier Canada Graduate Scholarship (\$105,000) | 2017 - 2020 |
| • SSHRC Partnership Grant (PI: Toni Schmader, UBC) – “Engendering Success in STEM” (\$2,500,000). Website: successinstem.ca . | 2017-2024 |
| • Institute for Gender + the Economy Research Grant (\$6,500) | 2017 |
| • Behavioural Economics in Action (BEAR) PhD award (\$7,500) | 2020 |
| • SPSP PhD Student Diversity Award (\$500) | 2018 |
| • Behavioural Economics in Action (BEAR) PhD award (\$7,500) | 2018 |
| • Domestic Ontario Graduate Scholars Scholarship (\$15,000) | 2016 - 2017 |
| • The McNab Scholarship in Psychology (\$800) | 2016 |
| • NSERC Undergraduate Student Research Award (\$6,000) | 2014 |
| • Mary Isabel (Park) Hodgkinson Scholarship - Victoria College, University of Toronto | 2015 |
| • Stefan Stykolt Memorial Scholarship - Victoria College, University of Toronto | 2014 |
| • Teça Patricia Coles Scholarship - Victoria College, University of Toronto | 2013 |
| • Bloor Lands Admission Scholarship - Victoria College, University of Toronto | 2012 |

PRESENTATIONS AND TALKS

INVITED TALKS

Universities and academic associations

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| • University of Chicago, Booth School of Business; Roman Family Center for Decision Research (scheduled) | 2025 |
| • UC Irvine, Paul Merage School of Business; Organizations and Management | 2024 |
| • Duke, Fuqua School of Business; Management & Organizations | 2024 |
| • UC Berkeley, Haas School of Business; Management of Organizations | 2024 |
| • UCLA, Department of Psychology | 2023 |
| • Dartmouth, Tuck School of Business; Management | 2023 |
| • Perimeter Institute for Theoretical Physics | 2023 |
| • EDGE in Technology Leadership Round Table (University of California, Berkeley) | 2022 |
| • HARRT (Human Resource Research RoundTable) annual DEI Summit | 2022 |
| • USC Marshall Business School; Management & Organizations | 2022 |
| • Moderator for Panel on Challenges and Opportunities in EDI in STEM Research and Practice at Engendering Success in STEM Consortium Annual Meeting | 2022 |

- University of Toronto, Scarborough “What’s in a diversity statement?” Seminar Series **2023**
- UCLA Anderson School of Management Women’s Day **2021**
- University of Toronto; Alumni Reunion 2021 Stress-Free Degree Lecture **2021**
- MIT, Sloan School of Management; Work and Organization Studies **2020**
- Cornell, Johnson Graduate School of Management; Management & Organizations **2020**
- UCSD, Rady School of Management; Management **2020**
- UCLA, Anderson School of Management; Management & Organizations **2020**
- The Hong Kong Polytechnic University; Department of Management and Marketing **2020**
- Behavioral Insights Global Online Seminar **2020**

Plenary or invited speaker at conferences

- Invited speaker, SPSP “Bringing Intragroup Processes to Social Psychology” Preconference **2023**
- Plenary session speaker, People & Organizations Conference at the Wharton School **2021**

Invited speaker or subject matter expert at professional development workshops

- Invited panelist, “Best-practice Guide for Publishing Registered Reports in Management Research” at the Academy of Management Annual Meeting **2021**

PEER-REVIEWED CONFERENCE PRESENTATIONS

- Cheng, D. G.[†], **He, J. C.**, & Kirgios, E. L. Not for me: People are less willing to help Asians who explicitly state their identity
 - Academy of Management Annual Meeting (2024)
 - International Association for Conflict Management (2024)
- Skowronek, S. E., & **He, J. C.** Female Medical Students are Less Likely to Submit a Truthful Rank Ordering of Preferences in the National Residency Match Program
 - Academy of Management Annual Meeting (2024)
 - Society for Personality and Social Psychology (2023)
- Agarwal, G.[†], **He, J. C.**, & Kang, S. K. Naming and Framing: Perceptions of Racial Group Labels in Demographic Self-Disclosure
 - Academy of Management Annual Meeting (2023)
 - Society for Personality and Social Psychology (2023)
- **He, J. C.**, & Kang, S. K. The Gender License Gap: Gendered Barriers in the Engineering Licensing Process
 - Academy of Management Annual Meeting (2023)
 - International Association for Conflict Management (2023)
- Lee-Yoon, A.[†], **He, J. C.**, & Conzon, V. Misperceived Changeability of Social Class Background Prevents It from Being Considered a Diversity Characteristic
 - Diversity in Management and Organizations Conference (2024)
 - Academy of Management Annual Meeting (2023)
- **He, J. C.**, Gallus, J., Bendersky, C., Caruso, H. M., & Kellar, S. J. Ladders versus stairs: Gendered pathways to promotions in the public sector.
 - People & Organizations Conference (2023)
 - Organization Science Winter Conference (2024); Won *Best Poster Award*
- **He, J. C.**, Hall, W. M., Koyama, J., & Kang, S. K. When shared suffering binds but also blinds:

Women's conditional belonging and gender exclusionary cultures in male-dominated professions.

- International Association for Conflict Management (2024)
- Society for Personality and Social Psychology Intragroup Preconference (2023)
- **He, J.C., & Kang, S.K. (2023).** Harnessing Behavioral Insights to Shift Masculine Defaults in Organizations.
 - Society for Personality and Social Psychology (2022)
- **He, J. C., Agarwal, G., & Kang, S.K.** Exploring the effects of “personal EDI statements” on applicants and organizations.
 - Academy of Management Annual Meeting (2022)
- **He, J. C., Jachimowicz, J. M., & Moore, C.** Gendered Inferences About Passion Advantage Unexceptional Men in High-Potential Settings.
 - Behavioral Decision Research in Management (2024)
 - Academy of Management Annual Meeting (2022)
 - Society for Experimental Social Psychology (2021)
- **He, J. C., & Kang, S. K.** Identities between the lines: Re-aligning gender and professional identities by altering job advertisement language.
 - Academy of Management Annual Meeting (2022)
 - International Association for Conflict Management (2022)
 - Positive Organizational Scholarship Research Conference (2022)
 - Society for Personality and Social Psychology (2022)
 - Society for Judgment and Decision Making (2022)
 - Academy of Management Annual Meeting (2020)
- **He, J. C., Kang, S. K. & Lacetera, N.** Opt-out choice framing attenuates gender differences in the decision to compete in the lab and in the field.
 - Intervention Science Preconference (SPSP) (2022)
 - Plenary session at the 14th Annual People & Organizations Conference at The Wharton School of the University of Pennsylvania (2021)
 - Canadian Psychological Association (virtual, 2021)
 - Society for Personality and Social Psychology (2020)
 - Academy of Management Annual Meeting (2019)
 - Engendering Success in STEM Annual Meeting (2019)
 - 3rd Annual Research Roundtable on Gender and the Economy (2018)
- **He, J. C., Kang, S. K., & Lacetera, N. (2021, August).** Opt-out Framing Increases Men's Applications for Awards in Female-Typed Tasks.
 - Academy of Management Annual Meeting (2021)
- **He, J. C., & Côté, S.** Is self-insight into emotional and cognitive abilities related to adjustment?
 - Academy of Management Annual Meeting (2019) *MOC Division Showcase symposium
- **He, J. C., & Kang, S. K.** Covering in cover letters: Gender and self-presentation in job applications.
 - Academy of Management Annual Meeting (2019)
 - Trans-Atlantic Doctoral Consortium (2019)
 - Judgement and Decision-making Preconference (SPSP) (2019)
 - Psychology of Language Preconference (SPSP) (2019)
 - Poster presentation at the Society for Personality and Social Psychology (2018)
 - 2nd Annual Research Roundtable on Gender and the Economy (2017)
 - Engendering Success in STEM Launch Meeting (2017)
- **He, J. C., Côté, S., McCarthy, J.** Supervisor perceptions of subordinate EI predict LMX, job

satisfaction, and job performance.

- Academy of Management Annual Meeting (2017)

CHAired SYMPOSIA

- New Insights on the Gender Gap in Negotiation, Competition, and Career Choices (Symposium Co-chair with Sonia Kang). Academy of Management, Vancouver, BC, 2020.
- Diversity perceptions and decision-making are shaped by strategic motives (Symposium Co-chair with Erika Kirgios). Society for Personality and Social Psychology, New Orleans, LA, 2020.
- Gender and Workplace Decision-Making: Women's Strategic Choices Throughout the Pipeline (Symposium Co-chair with Erika Kirgios). Academy of Management, Boston, MA, 2019.

TEACHING EXPERIENCE

- Instructor, Organizational Behavior (core class), Fully-Employed MBA and Executive MBA programs, UCLA Anderson

EXECUTIVE EDUCATION

- Management Seminar Series, UCLA Anderson: Architecting EDI (2023)
- Women in Leadership Institute, UCLA Anderson: Architecting EDI (2022, 2023); Leading Teams (2024)

LECTURES AND WEBINARS

- Behavioral Interventions in Recruitment and Selection -- Guest lecture in RSM450H1 (Marketing and Behavioral Economics) taught by Melanie Kim (November 2019 and March 2020)
- Perception and Judgment – Guest lecture in MGMT1362 (Organizational Behaviour) for the Masters of Management and Professional Account (MMPA) program taught by Prof. Soo Min Toh (October 2019).
- Behavioral Interventions in Recruitment and Selection – Guest lecture in PSYD15H (Current Topics in Social Psychology: Community and Applied Social Psychology) taught by Prof. Kosha Bramesfeld (October 2019).
- [Designing for Equality: 5 Myths and 5 Solutions – Webinar presented in BEAR x BIOrg Webinar Series](#) with Sarah Kaplan (September 2019).
- Behavioral Interventions in Recruitment and Selection – Training workshop for TD (July 2019)
- Designing for Equality: 5 Myths and 5 Solutions – Webinar presented with Sarah Kaplan to Information Technology Association of Canada (ITAC) HR Forum (May 2019).

ACADEMIC AND PROFESSIONAL SERVICE

REFEREEING

- Editorial Review Board
 - *Administrative Science Quarterly* 2023 -
 - *Journal of Organizational Behavior* 2022 -
- Ad-hoc Reviewer
 - *PNAS*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, *Management Science*, *Organizational Behavior and*

Human Decision Processes, Journal of Organizational Behavior, Psychological Science, Journal of Experimental Social Psychology, Personality and Social Psychology Bulletin, Informa Dissertation Competition, Academy of Management Annual Meeting

PHD STUDENT SUPERVISION

- Samantha Keller; UCLA Anderson; Committee Member 2022 – 2024
- Elizabeth Jiang; fifth year PhD student; UCLA Anderson; Committee Member 2023 –
- Daniel Choi; fourth year PhD student; UCLA Anderson; Committee Member 2023 –
- Ben Keller; second year PhD student; UCLA Anderson; Co-advisor 2023 –

SCHOOL-WIDE SERVICE AT UCLA

- UCLA Legislative Assembly Representative **2023 -**
- Management & Organizations Area Speaker Series Organizer **2022 -**
- Management & Organizations Area Search Committee **2023**
- Behavioral Decision Making Area PhD Professional Development Seminar Organizer **2023**
- Management & Organizations Area PhD Professional Development Seminar Organizer **2022**
- Case Competition Judge: Summer Institute for Emerging Managers and Leaders **2022**

PROFESSIONAL AFFILIATIONS

- PhD Research Fellow – Institute for Gender and the Economy **2019 - 2021**
- Graduate Student Team Member – Engendering Success in STEM **2016 - 2021**
- Professional Affiliations
 - Society for Personality and Social Psychology **2016 -**
 - Academy of Management **2016 -**
 - Society for Judgement and Decision Making **2018 -**

SELECTED MEDIA COVERAGE

- [“Showing Passion for Your Job is Good For Your Career—If You’re a Man,”](#) *The Wall Street Journal*, Lisa Ward, June 2025
- [“Research Roundup: How Women Experience the Workplace Today,”](#) *Harvard Business Review*, Dagny Dukach, March 2022
- [“Downplaying Femininity in Cover Letters for Male-dominated Job Backfires,”](#) *How the World Works Podcast*, Warren Olney host, January 2022
- [“How opt-out framing can close gender gaps in competitions,”](#) *Institute for Gender and the Economy Research Brief*, January 2022
- [“Opting Women into Competition Could Help Narrow Gender Gap,”](#) *Anderson Review*, December 2021
- [“This radical change to how we promote employees could benefit women,”](#) *The Globe and Mail*, November 2021

- ["Downplaying Femininity in Cover Letters for Male-dominated Job Backfires,"](#) *Anderson Review*, November 2021
- ["What women need to know about writing cover letters,"](#) *Quartz*, July 2021
- ["Gender and self-preservation in job applications,"](#) *Dear Human Resources (Podcast)*, Marie-Line Germain, March 2021
- ["Women face 'double-bind' when applying for jobs in male-dominated fields, U of T researchers find,"](#) *U of T News*, December 2020
- ["Women Using Less Feminine Terms in Cover Letters are Less Likely to Get Hired,"](#) *AOM Insights*, October, 2020.
 - 8th most popular article of all time on AOM Insights as of January 2021
- ["Banishing Occupational Stereotypes"](#) *Forbes India*, Aug 2020.
- ["New Insight into the Limits of Self-Insight,"](#) *Psychology Today*, Sept 2019
- ["Self-insight is not as important as your teachers have taught,"](#) *The Varsity*, Sept 2019
- ["New Insights into Self-Insight: More May Not Be Better,"](#) *Scientific American*, Aug 2019
- ["What Science Looks Like,"](#) *Nature Human Behaviour*, July 2019