

# David Levari

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## Current position

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2018 – Harvard Business School, Boston, MA  
Postdoctoral Researcher, *Negotiation, Organizations & Markets*  
Advisor: Michael Norton

## Education

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2012 – 2018 Harvard University, Cambridge, MA  
Ph.D. in Psychology  
Dissertation: “Prevalence-Induced Concept Change in Human Judgment”  
Committee: Daniel Gilbert (chair), Joshua Greene, Samuel Gershman, Jeremy Wolfe

2006 – 2010 The University of Chicago, Chicago, IL  
B.A. in Psychology & Public Policy  
Honors Thesis: “Credibility and Persuasion in the New News Media”  
Advisor: Penny Visser

## Research Interests

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My research examines *when help is unhelpful in the workplace*, particularly when well-intentioned efforts to assess and improve others’ performance backfire. I use behavioral laboratory experiments, field studies, and formal computational models to study several interconnected research questions in this space, including why people often take over tasks when they should not, why top performers do not always give better advice, and why performance evaluations can become less accurate as performance improves.

## Teaching Interests

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Negotiation, Organizational Behavior, Managerial Decision-Making and Leadership, Business Ethics, Communication, Teamwork, Research Methods, Data Science, Statistical Analysis, Computational Modeling

## Publications and Working Papers

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### Published/Forthcoming

**Levari, D.E.**, Gilbert, D.T. & Wilson, T.D. (2022). Tips from the top: Do the best performers really give the best advice? *Psychological Science*, 33(5), 685-698.

**Levari, D.E.** (2022). Range-frequency effects can explain and eliminate prevalence-induced concept change. *Cognition*, 226.

Rasmussen, R., **Levari, D. E.**, Akhtar, M., Crittle, C. S., Gately, M., Pagan, J., Brennen, A., Cashman, D., Wulff, A. N., Norton, M. I., Sommers, S. R., & Urry, H. L. (2022). White (but Not Black) Americans continue to see racism as a zero-sum game; White conservatives (but not liberals) see themselves as losing. *Perspectives on Psychological Science*.

Goldenberg, A., Schöne, J, Huang, Z., Ong, D.C., Brady, T.F., Robinson, M.M., **Levari, D.E.**, Zaki, J., Gross, J.J. (2022). Amplification in the Evaluation of Emotional Expressions Over Time. *Nature Human Behaviour*.

Jones, P.J., **Levari, D.E.**, Bellet, B.W, & McNally, R.J. (2022). Exposure to Descriptions of Traumatic Events Narrows One’s Concept of Trauma. *Journal of Experimental Psychology: Applied*.

Jones, P.J., Bellet, B.W., **Levari, D.E.**, & McNally, R.J. (2021). Psychological Response Data on the Traumatic Nature of 600 Written Events. *Journal of Open Psychology Data*, 9(1), 3.

Lyu, W., **Levari, D.E.**, Nartker, M.S., Little, D.S., & Wolfe, J.M. (2021). Feedback moderates the effect of prevalence on perceptual decisions. *Psychonomic Bulletin & Review*, 28(6), 1906-1914.

**Levari, D.E.**, Gilbert, D.T., Wilson, T.D., Sievers, B., Amodio, D.M., & Wheatley, T. (2018). Prevalence-induced concept change in human judgment. *Science*, 360(6396), 1465–1467.

#### Under review or revision

**Levari, D.E.** & Norton, M.I. (Under revision). Collective streaks motivate prosocial behavior.

Devine, S., Neumann, C., **Levari, D.E.**, & Eppinger, B. (Under review). Human Ageing is Associated with More Rigid Concept Spaces.

**Levari, D.E.**, Pennycook, G., Seli, P., & Rand., D.G. (Under revision). Blatantly false news increases belief in more plausible falsehoods.

#### Working papers and manuscripts in preparation

**Levari, D.E.**, Mastroianni, A.M., Verrey, J.J., & Gilbert, D.T. (In prep). The Takeover Toll: When taking over for teammates hurts task performance.

**Levari, D.E.**, Gim, I., & Zhang, T. (In prep). Task takeovers in the workplace: Consequences for performance, reputations, and relations.

**Levari, D.E.**, Feffer, J., & Norton, M.I. (In prep). Reducing prevalence-based bias in performance evaluations.

**Levari, D.E.**, Feffer, J., & Norton, M.I. (In prep). Task performance as a cue to advice utilization.

**Levari, D.E.**, Chance, Z., Friedman, J., & Norton, M.I. (In prep). Choice Amnesia: When difficult choices are harder to remember.

**Levari, D.E.** (In prep). What do people think effective coaching looks like?

#### **Teaching Experience**

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2021	MGMT E-6200: Organizational and Consumer Behavior, Harvard Extension School, <i>Instructor</i>
2017	Harvard Bok Teaching Certificate: Higher Education Pedagogy, <i>Course Developer</i> <ul style="list-style-type: none"><li>• Wrote and developed an online course for the Derek Bok Center for Teaching and Learning, on how behavioral science research informs best teaching practices in higher education. (Most recent Net Promoter Score: 76.5)</li><li>• Has been offered continuously since 2017, with over 3,000 students enrolled to date</li></ul>
2016	Psy 3555: Instructional Styles in Psychology, Harvard University, <i>Instructor</i> <ul style="list-style-type: none"><li>• A year-long course for new graduate student instructors on how to teach in higher education</li></ul>
2016	Psy 15: Social Psychology, Harvard University, <i>Teaching Fellow</i>
2015	Psy 15: Social Psychology, Harvard University, <i>Teaching Fellow</i>
2015	SLS 20: Psychological Science, Harvard University, <i>Teaching Fellow</i>
2014	Psy 15: Social Psychology, Harvard University, <i>Teaching Fellow</i>
2011	BUSE 38103: Strategies & Processes of Negotiation, Booth School of Business, <i>Teaching Assistant</i>
2010	BUSE 38103: Strategies & Processes of Negotiation, Booth School of Business, <i>Teaching Assistant</i>

#### **Mentorship and Advising**

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2021-22 Project SHORT, *Mentor*

- Pro bono mentoring for applicants to behavioral science doctoral programs
- 2022 “*The Effects of Race and Gender on Standards of Professionalism*”, Honors Thesis by Jacqueline Feffer, Harvard
- Winner of the Gordon W. Allport Prize
- 2021 “*Choice Amnesia: When Difficult Product Choices are Harder to Remember*”, Honors Thesis by Julia Friedman, Harvard
- Winner of the Psychology Faculty Prize
- 2016-17 Harvard Bok Center, *Pedagogy Fellow*
- Worked with faculty, staff, and students across Harvard on programming to enhance teaching
- 2013-17 Harvard Department of Psychology, *Concentration Advisor*
- Advised undergraduates on course selection and careers related to behavioral science.

## Honors & Awards

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- 2019 Society of Experimental Social Psychology, Dissertation Award Finalist
- 2019 Society for Personality and Social Psychology, Family Travel Grant (\$250)
- 2018 Derek Bok Teaching Certificate, Harvard University
- 2017 Harvard University Department of Psychology, Large Research Grant (\$3,500)
- 2017 Harvard University Department of Psychology, Small Travel Grant (\$500)
- 2016 Harvard University Department of Psychology, Large Research Grant (\$3,500)
- 2016 Harvard University Department of Psychology, Small Travel Grant (\$500)
- 2016 Derek Bok Certificate of Distinction in Teaching, Harvard University
- 2015 Derek Bok Certificate of Distinction in Teaching, Harvard University
- 2015 Harvard Initiative for Learning & Teaching (HILT), Spark Grant (\$15,000)
- 2015 Harvard University Department of Psychology, Small Travel Grant (\$500)
- 2010 University of Chicago, Conference Travel Award (\$500)
- 2009 University of Chicago, Earl R. Franklin Undergraduate Research Fellowship (\$3000)

## Other Professional Experience

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- 2010-12 University of Chicago Booth School of Business, Lab Manager for Jane Risen & Eugene Caruso
- 2010 Carnegie Mellon University, Center for Behavioral Decision Research, Research Assistant for Carey Morewedge
- 2008-10 University of Chicago Booth School of Business, Research Assistant for George Wu
- 2008-10 University of Chicago Department of Psychology, Research Assistant for Penny Visser
- 2010 University of Chicago Department of Psychology, Research Assistant for Boaz Keysar

## Chaired Symposia

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- Levari, D.E. & Zhang, T.. (2022).** *The Promise and Perils of Collaboration for Performance and Learning*. Co-chaired symposium at the Academy of Management Annual Meeting, Seattle, WA.
- Levari, D.E. & Yang, A.X. (2022).** *Promoting Social Behavior via Social Influence: New Tools and Discoveries*. Co-chaired symposium at the Society for Personality and Social Psychology, San Francisco, CA.
- Levari, D.E. & Huang, S.C. (2020).** *Competition and Cooperation: Novel Methods, New Discoveries*. Co-Chaired symposium at the Society for Personality and Social Psychology, New Orleans, LA.

## Conference Oral Presentations

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- Levari, D.E. & Norton, M.I., (Forthcoming, 2022, November).** *Collective streaks motivate prosocial behavior*. Presented at the Society for Judgment and Decision-Making conference, San Diego, CA.
- Levari, D.E., Mastroianni, A.M., Verrey, J.J., & Gilbert, D.T., (2022, August).** *The Takeover Toll: Taking over for teammates hurts task performance*. Presented at the Academy of Management Annual Meeting, Seattle, WA.

- Levari, D.E.,** Gilbert, D.T., & Wilson, T.D., (2022, August). *Tips from the top: Do the best performers really give the best advice?* Presented at the Academy of Management Annual Meeting, Seattle, WA.
- Levari, D.E.,** Gilbert, D.T., & Wilson, T.D., (2022, July). *Tips from the top: Do the best performers really give the best advice?* Presented at the International Association for Conflict Management Annual Meeting, Ottawa, CA.
- Levari, D.E.** & Norton, M.I., (2022, February). *Interpersonal streaks as effective social norms.* Presented at the Annual Meeting of the Society for Personality and Social Psychology, San Francisco, CA and virtual.
- Levari, D.E.** & Norton, M.I., (2021, July). *Using streaks to promote prosocial behavior within groups.* Presented at the Annual Meeting of the International Association for Conflict Management, virtual.
- Levari, D.E.,** Mastroianni, A.M., Verrey, J.J., & Gilbert, D.T., (2020, February). *The Takeover Toll: Taking over for teammates hurts task performance.* Presented at the Annual Meeting of the Society for Personality and Social Psychology, New Orleans, LA.
- Levari, D.E.,** Mastroianni, A.M., Verrey, J.J., & Gilbert, D.T., (2019, November). *The Takeover Toll: Taking over for teammates hurts task performance.* Presented at the Society for Judgment and Decision-Making conference, Montreal, Canada.
- Levari, D.E.** & Gilbert, D.T., (2019, October). *The Takeover Toll: Taking over for teammates hurts task performance.* Presented at the Boston JDM Day conference, Harvard Kennedy School, Cambridge, MA.
- Levari, D.E.** & Gilbert, D.T., (2019, February). *Advice from top performers feels (but is not) more helpful.* Presented at the Annual Meeting of the Society for Personality and Social Psychology, Portland, OR.
- Levari, D.E.** & Gilbert, D.T., (2018, November). *Advice from top performers feels (but is not) more helpful.* Presented at the Society for Judgment and Decision-Making conference, New Orleans, LA.
- Levari, D.E.** & Gilbert, D.T., (2018, June). *Advice from top performers feels (but is not) more helpful.* Presented at the Behavioral Decision Research Management conference, Cambridge, MA.
- Levari, D.E.** & Gilbert, D.T., (2017, February). *Those who can't do, teach just fine: Advice seekers overvalue advice from top performers.* Presented at the Annual Meeting of the Society for Personality and Social Psychology, San Antonio, TX.
- Levari, D.E.** & Gilbert, D.T., (2015, February). *Moving the goalposts: Prevalence reductions expand target definitions.* Presented at the Annual Meeting of the Society for Personality and Social Psychology Judgment and Decision-Making Pre-Conference, Long Beach, CA.

### Invited Talks

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2021	Organizational Behavior Lab, <i>Harvard Business School</i>
2020	Otto Lab, <i>McGill University</i>
2019	Minson Conflict and Collaboration Lab, <i>Harvard Kennedy School</i>
2019	Interdisciplinary Workshop on Security and Human Behavior (SHB), <i>Harvard Law School</i>
2018	Program on Negotiation Research Lab, <i>Harvard Law School</i>
2017	Computational Social Cognition Bootcamp, <i>Harvard University</i>
2017	Workshop on Conversation Research, <i>Harvard Business School</i>
2017	Visual Attention Lab, <i>Harvard Medical School</i>
2017	Cognition Brain & Behavior Seminar, <i>Harvard Department of Psychology</i>
2016	Moral Psychology Research Lab, <i>Harvard Department of Psychology</i>
2015	Harvest Day, <i>Harvard Department of Psychology</i>
2013	Social Psychology Research Seminar, <i>Harvard Department of Psychology</i>

## Conference Poster Presentations

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**Levari, D.E.** & Norton, M.I., (2022, February). *Interpersonal streaks as effective social norms*. Poster presented at Society for Judgment and Decision-Making conference (virtual).

Verrey, J., **Levari, D.E.**, Mastroianni, A., & Gilbert, D.T., (2019, February). *Do People Know When to Switch Roles? On the Phenomenon of Switch Dilemmas*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology, Portland, OR.

**Levari, D.E.**, & Gilbert, D.T., (2016, January). *Frequency-broadened target expansion in research ethics: As unethical studies become less common, the definition of an unethical study expands*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology Judgment and Decision-Making Pre-Conference, San Diego, CA.

**Levari, D.E.**, & Gilbert, D.T., (2015, February). *Once the goalposts move, they don't move back: Frequency-broadened target definitions resist conscious control*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology Judgment and Decision-Making Pre-Conference, Long Beach, CA.

**Levari, D.E.**, & Gilbert, D.T., (2014, February). *Gradually decreasing signal frequency broadens definitions of search targets*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology Judgment and Decision-Making Pre-Conference, Austin, TX.

Zhou, H., Majka, E.A., **Levari, D.E.**, Meng, R., & Epley, N. (2012, January). *Little Mind in a Face: Egocentric projection increases mind reading accuracy compared to nonverbal detection*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology Mind Perception Pre-Conference, San Diego, CA.

Majka, E.A., **Levari, D.E.**, & Visser, P.S. (2010, January). *(Dys)functional attitudes? Social rejection, loneliness, and advertisement preferences*. Poster presented at the Annual Meeting of the Society for Personality and Social Psychology, Las Vegas, NV.

## Professional Service

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Ad-hoc reviewer      Academy of Management Annual Meeting  
European Review of Social Psychology  
International Association for Conflict Management Annual Meeting  
Organizational Behavior and Human Decision Processes  
Psychological Science  
Society for Judgment and Decision-Making Conference  
Society for Personality and Social Psychology Conference  
Swiss National Science Foundation

## Professional Affiliations

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Academy of Management      Society for Judgment and Decision-Making  
International Association for Conflict Management      Society for Personality and Social Psychology

## References

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Michael I. Norton	Ting Zhang	Daniel T. Gilbert	Alison Wood Brooks
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