

CAROL LEE

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EDUCATION

Doctor of Philosophy , Clinical Psychology, <i>University of Massachusetts Boston</i>	2019
Master of Arts , Clinical Psychology, <i>University of Massachusetts Boston</i>	2015
Bachelor of Arts with Honors, Psychology, <i>University of California, San Diego</i>	2012

SKILLS

- Quantitative, qualitative, and mixed methods research
- Outcomes assessment and project evaluation
- Measurement design and validation
- Targeted intervention development, delivery, and dissemination
- Advanced descriptive and inferential statistics
- Data analysis and visualization
- Clinical, coaching, and research consultation
- Writing, reporting, and presenting to diverse audiences
- Experienced manager and mentor of cross functional teams
- Teaching and science communication
- Therapies: CBT, ACT, ABBT, Exposure Therapy, CPT, PE, DBT
- Programs: SPSS, R, Excel, Tableau, ATLAS.ti, & SQL

ROLES

Principal Research Scientist Developer Success Lab Pluralsight	2022 - Present
Clinical Science Advisor Bravely Mental Health	2022 - Present
Research Fellow Integrated Behavioral Health Research Institute	2021 – Present
Research Director & Assistant Professor Anxiety Mechanisms and Behaviors Lab Department of Psychology and Counseling Nevada State University	2019 – 2022
Science and Coaching Consultant Carol S Lee, PhD	2013 – Present

Research Associate and Therapist VA Pacific Islands Healthcare System, Honolulu, HI	2018 – 2019
Behavioral Coach & Intervention Development Lead UMB-UR-BEST	2016 – 2018
Science Writer Anxiety.Org ; Depression.Org	2017
Graduate Research Scientist Anxiety Mechanisms and Processes Team University of Massachusetts Boston Massachusetts Mental Health Center Harvard Medical School	2013 – 2019

PUBLICATIONS

Research Publications

Lee, C. S. & Hicks, C. M. (2024). Understanding and mitigating code review anxiety.

<https://doi.org/10.31234/osf.io/8k5a4>

Hicks, C. M., **Lee, C. S.**, & Ramsey, M. (2024). Developer Thriving: four sociocognitive factors that create resilient productivity on software teams. IEEE Software.

<https://doi.org/10.1109/MS.2024.3382957>

Hicks, C. M., **Lee, C. S.**, & Foster-Marks, K. (2023). The new developer: AI skill threat, identity change & developer thriving in the transition to AI-assisted software development.

<https://doi.org/10.31234/osf.io/2gej5>

Lee, C. S., Ramsey, M., & Hicks, C. M. (2023). Is our organization actually measuring productivity? How contrasting organizational and individual measures of engineering success is an opportunity to drive engineering transformation. <https://doi.org/10.48550/arXiv.2305.11030>

Hicks, C. M., **Lee, C. S.**, & Ramsey, M. (2023). Developer Thriving: The Four Factors that Drive Software Developer Productivity.

<https://www.pluralsight.com/resource-center/guides/developer-thriving-research-paper>

Lee, C. S. & Hicks, C. M. (2023). How successful hackathons increase belonging, reduce anxiety, and create new self-concepts for future skill growth.

<https://www.pluralsight.com/resource-center/guides/how-hackathons-increase-team-development>

Lee, C. S. & Dreizin, T. A. (2022). Testing the effect of peer-driven social pressure on leave no trace behaviors in rock climbers. International Journal of Wilderness, 28(3).

<https://ijw.org/december-2022-2/>

Lee, C. S., Bowman, M., & Wu, J. L. (2022). Preliminary effectiveness of a self-guided, asynchronous online stress and anxiety management workshop. Trends in Psychiatry and Psychotherapy.

<http://dx.doi.org/10.47626/2237-6089-2021-0448>

Lee, C. S. & Yeghiazarian, C. (2020). Personal value, self-efficacy, and social acceptability of a social behavior as correlates of behavioral action in social anxiety. *Trends in Psychiatry and Psychotherapy*. <http://dx.doi.org/10.47626/2237-6089-2020-0129>

Lee, C. S. & Hayes-Skelton, S. A. (2020). Finding personal meaning as a predictor of behavioral action over and above social anxiety. *Journal of Theoretical Social Psychology*. <https://doi.org/10.1002/jts5.81>

Hayes-Skelton, S. A. & **Lee, C. S.** (2019). Decentering in mindfulness and cognitive restructuring: An experimental study of a potential common mechanism. *Behavior Modification*, 44(6), 817-840. <https://doi.org/10.1177%2F0145445519850744>

Hayes-Skelton, S. A. & **Lee, C. S.** (2018). Changes in decentering across cognitive behavioral group therapy for social anxiety disorder. *Behavior Therapy*, 49(5), 809-822. <https://doi.org/10.1016/j.beth.2018.01.005>

Lee, C. S. & Hayes-Skelton, S. A. (2017). Social cost, probability, and self-efficacy as correlates of behavioral action in social anxiety. *Behavior Modification*, 45(2), 175-195. <https://doi.org/10.1177%2F0145445517720447>

Lee, C. S., Wadsworth, L. P., & Hayes-Skelton, S. A. (2017). Patterns of anxious arousal during a speech task between non-anxious controls and individuals with social anxiety pre- and posttreatment. *Behavior Therapy*, 48(6), 765-777. <https://doi.org/10.1016/j.beth.2017.07.006>

Hayes-Skelton, S. A., **Lee, C. S., & Wadsworth, L. P.** (2017). Anxiety disorders: Psychological factors. In *The SAGE Encyclopedia of Abnormal and Clinical Psychology*. Thousand Oaks, CA: SAGE Publications.

Other Publications

Lee, C. S. Brilliant blobs - a developer success lab comic. *Pluralsight*. <https://www.pluralsight.com/resources/blog/leadership/ai-skill-threat-thriving-blobs-comic>

Lee, C. S. Thriving blobs - a developer success lab comic. *Pluralsight*. <https://www.pluralsight.com/resources/blog/leadership/developer-thriving-blob-comic>

Lee, C. S. Why I created an institutional review board at Pluralsight. *Pluralsight*. <https://www.pluralsight.com/resources/blog/leadership/institutional-review-board-at-pluralsight>

Lee, C. S. & Hicks, C. M. (2023). Quantity is for production, quality is for performance. *Pluralsight*. <https://www.pluralsight.com/blog/learning-and-development/what-productivity-really-means-in-software-engineering>

Lee, C. S. (2022). Building long term developer success through positive experiences. *Pluralsight*. <https://www.pluralsight.com/blog/learning-and-development/building-long-term-developer-success?>

Lee, C. S. (2017). Parents who have an emotion-coaching approach can lessen the risk of an anxiety disorder in their children. *Anxiety.org*. <https://www.anxiety.org/parental-meta-emotion-philophies-influence-childrens-anxiety-disorders>

- Lee, C. S.** (2017). Don't tell your depressed friend to cheer up and be happy. *Depression.org*. <https://www.depression.org/social-pressure-to-feel-happy-makes-depression-sadness-worse>
- Lee, C. S.** (2017). Having to deal with MS can cause anxiety and depression. *Depression.org*. <https://www.depression.org/depression-and-anxiety-associated-with-multiple-sclerosis-ms>
- Lee, C. S.** (2017). A strong connection to your therapist improves the results of your treatment for depression. *Depression.org*. <https://www.depression.org/feeling-connected-to-your-therapist-can-maximize-benefits-of-therapy-for-depression>
- Lee, C. S.** (2017). Indoor rock climbing uses mental skills that may make it an effective treatment for depression. *Depression.org*. <https://www.depression.org/bouldering-indoor-rock-climbing-as-group-therapy-treatment-for-depression>
- Lee, C. S.** (2017). Does using cannabis help manage anxiety? Yes, but... it can also make things worse. *Anxiety.org*. <https://www.anxiety.org/cannabis-use-disorder-false-safety-behavior-for-anxiety>
- Lee, C. S.** (2017). Interpersonal emotion regulation: How others help us reduce anxiety and stress. *Anxiety.org*. <https://www.anxiety.org/emotional-support-from-others-buffers-the-effects-of-anxiety-and-stress>
- Lee, C. S.** (2017). Therapy that targets safety behaviors is effective for anxiety disorders. *Anxiety.org*. <https://www.anxiety.org/safety-behaviors-reduce-anxiety-short-term-but-increase-it-over-time>
- Lee, C. S.** (2017). After losing a loved one, worry may predict your level of depression and anxiety. *Anxiety.org*. <https://www.anxiety.org/worry-may-predict-anxiety-depression-prolonged-grief>
- Lee, C. S.** (2017). Is there a link between social appearance anxiety and binge eating? *Anxiety.org*. <https://www.anxiety.org/social-appearance-anxiety-predicts-binge-eating-behaviors>
- Lee, C. S.** (2017). For students with test or math anxiety, an assessment for learning disabilities may lead to misdiagnosis and ineffective treatment. *Anxiety.org*. <https://www.anxiety.org/math-test-anxiety-getting-accurate-diagnosis>
- Lee, C. S.** (2017). Athletes who use social media during events may experience greater sport anxiety. *Anxiety.org*. <https://www.anxiety.org/sport-anxiety-and-social-media-use-during-competitions>
- Lee, C. S.** (2017). Test anxiety starts much earlier than you think. *Anxiety.org*. <https://www.anxiety.org/test-anxiety-may-start-earlier-than-you-think>
- Lee, C. S.** (2017). Gardening can offer relief from anxiety symptoms. *Anxiety.org*. <https://www.anxiety.org/gardening-helps-reduce-symptoms-of-anxiety-and-depression>
- Lee, C. S.** (2017). After the fact: post-event processing may complicate your social anxiety. *Anxiety.org*. <https://www.anxiety.org/post-event-processing-and-social-anxiety-disorder-sad>
- Lee, C. S.** (2017). Acceptance-based behavior therapy: increase awareness, increase acceptance, and live life. *Anxiety.org*. <https://www.anxiety.org/what-is-acceptance-based-behavior-therapy-for-anxiety-disorders>

- Lee, C. S.** (2017). Compliments may make your social anxiety disorder and depression worse. *Anxiety.org*. <https://www.anxiety.org/fear-of-positive-evaluation-makes-sad-depression-worse>
- Lee, C. S.** (2017). Learning fears from friends. *Anxiety.org*. <https://www.anxiety.org/children-can-develop-phobias-and-learn-fears-from-friends>
- Lee, C. S.** (2017). Managing test anxiety through memories. *Anxiety.org*. <https://www.anxiety.org/managing-test-anxiety-through-memories-cbt-imagery-rescripting>
- Lee, C. S.** (2017). Depression and anxiety: Just a few more things that may get better with age. *Anxiety.org*. <https://www.anxiety.org/remission-of-anxiety-symptoms-may-occur-as-you-grow-older>
- Lee, C. S.** (2014). Adolescents prefer more immediate rewards when in the presence of their peers. *The Chronicle of Evidence-Based Mentoring*. <https://www.evidencebasedmentoring.org/adolescents-prefer-more-immediate-rewards-when-in-the-presence-of-their-peers>
- Lee, C. S.** (2014). The myth of over-scheduling: Engaging in organized after school activities in adolescence leads to positive outcomes in both adolescence and young adulthood. *The Chronicle of Evidence-Based Mentoring*. <https://www.evidencebasedmentoring.org/the-myth-of-over-scheduling-engaging-in-organized-after-school-activities-in-adolescence-leads-to-positive-outcomes-in-both-adolescence-and-young-adulthood>

TALKS, WEBINARS, & MEDIA

Talks, & Webinars

- Lee, C. S.** & Foster-Marks, K. (2024, January). Using developer thriving during engineering transformation. Developer Experience Talks, Smile.io, virtual.
- Lee, C. S.** & Ramsey, M. (2023, October). Using evidence science instead of mind reading to measure developer success. Monktoberfest, Portland, ME. <https://redmonk.com/videos/using-evidence-science-instead-of-mind-reading-to-measure-developer-success-carol-lee-morgan-ramsey-monktoberfest-2023/>
- Lee, C. S.** (2023, October). Improving team health. Engineering Transformation Series. <https://www.pluralsight.com/product/flow/engineering-transformation-webinars/thank-you-ep4>
- Lee, C. S.** (2023, August). Healthy Metrics. Developer Experience Talks, TD Bank, Toronto.
- Hicks, C. M., **Lee, C. S.**, & Ramsey, M. (2023, March). The four factors that drive software developer productivity across industries. Developer Success Summit. <https://www.pluralsight.com/events/2022/developer-success-summit>
- Lee, C. S.** (2023, March). Developer thriving: why developers deserve more than satisfaction. Never Work in Theory, <https://neverworkintheory.org/>
- Lee, C. S.** (2023, March). How successful hackathons increase belonging, decrease anxiety, & help people imagine new identities in tech. LeadDev, New York, NY.

Bowman, M. & **Lee, C. S.** (2022, November). Personal meaning as a predictor of skills practice following a single-session self-guided online anxiety intervention. Association for Behavioral and Cognitive Therapies, New York, NY.

Lee, C. S. (2022, March). Leave No Trace in Rock Climbers. Environmental Science Colloquium, Las Vegas, NV.

Schultze, K. & **Lee, C. S.** (2021, November). Decentering as a correlate of behavioral action in social anxiety. Association for Behavioral and Cognitive Therapies, New Orleans, LA.

Bowman, M. & **Lee, C. S.** (2021, May). A pilot study: Efficacy of a single-session asynchronous stress management workshop in reducing stress and increasing self-efficacy to manage stress. Undergraduate and Creative Works Conference, Henderson, NV.

Sorooshian, A., Andres, N., & **Lee, C. S.** (2021, May). Hispanic culture identification and language anxiety as correlates of cognitive symptoms of social anxiety among Hispanics. Undergraduate and Creative Works Conference, Henderson, NV.

Andres, N., Sorooshian, A., & **Lee, C. S.** (2021, April). Hispanic culture identification and language anxiety as correlates of social anxiety among Hispanics. Undergraduate and Creative Works Conference, Henderson, NV.

Bowman, M., Ramos, A. M., & **Lee, C. S.** (2021, March). Self-efficacy as a predictor of behavioral action in social anxiety. Anxiety and Depression Association of America, virtual conference.

Yeghiazarian, C., & **Lee, C.S.** (2020, May). Fear of positive evaluation as a correlate of behavioral action in social anxiety. Undergraduate and Creative Works Conference, Henderson, NV.

Lee, C. S. & Hayes-Skelton, S. A. (2019, May). Finding personal meaning and self-efficacy and moderators of behavioral action in social anxiety. American Psychological Society, Washington, D.C.

Lee, C. S., & Hayes-Skelton, S. A. (2017, November). Decentering, social cost, and self-focused attention as mechanisms of social anxiety disorder in cognitive behavioral group therapy. Association for Behavioral and Cognitive Therapies, San Diego, CA.

Balvaneda, B. B., **Lee, C. S.**, Smith, A., & Hayes-Skelton, S. A. (2017, November). Self-compassion and relationship satisfaction among couples. Association for Behavioral and Cognitive Therapies, San Diego, CA.

Lee, C. S., Wadsworth, L. P., & Hayes-Skelton, S. A. (2016, August). Patterns of anxious arousal at assessment between non-anxious controls and individuals with social anxiety disorder pre- and posttreatment. American Psychological Association, Denver, CO.

Lee, C. S., & Hayes-Skelton, S. A. (2015, April). Action despite fear or anxiety: Self-efficacy, social cost bias, and probability bias as mechanisms of behavioral action in social anxiety. Association for Behavioral and Cognitive Therapies, Chicago, IL.

Lee, C. S., & Hayes-Skelton, S. A. (2015, April). Probability bias, social cost bias, and self-efficacy as mechanisms of behavioral action. Clinical Psychology Colloquium, Boston, MA.

Lee, C. S., Balvaneda, B. B., & Hayes-Skelton, S. A. (2016, August). Self-compassion as a predictor of patterns of anxious arousal in non-anxious controls and individuals with social anxiety disorder pre- and post- treatment. American Psychological Association, Denver, CO.

Lee, C. S., Wadsworth, L. P., & Hayes-Skelton, S. A. (2015, March). Patterns of anxious arousal during a speech task between non-anxious controls and individuals with social anxiety pre and post treatment. Anxiety and Depression Association of America, Miami, FL.

McCarty, R. K., **Lee, C. S.**, Wadsworth, L. P., & Hayes-Skelton, S. A. (2015, March). Changes in anxious arousal during a speech task between non-anxious controls and individuals with social anxiety pre and post treatment. Anxiety and Depression Association of America, Miami, FL.

Calloway, A. L., **Lee, C. S.**, & Hayes-Skelton, S. A. (2014, November). Symptom trajectories and responder status in treatment for social anxiety disorder. Association for Behavioral and Cognitive Therapies, Philadelphia, PA.

Lee, C. S., Hayes-Skelton, S. A. (2014, November). Experiential Acceptance and Social Cost as Predictors of Social Avoidance. Association for Behavioral and Cognitive Therapies, Philadelphia, PA.

Martinez, J. H., **Lee, C. S.**, Hayes-Skelton, S. A., & Roemer, L. (2014, November). Impact of perceived race on social cost bias within predominantly White social context. Association for Behavioral and Cognitive Therapies, Philadelphia, PA.

Lee, C., & Hayes-Skelton, S. A. (March 2014). Social cost bias across cognitive behavioral group therapy for social anxiety disorder. Anxiety and Depression Association of America, Chicago, IL.

Other Media Appearances

Lee, C. S. (2014). The docs are in: Clinical psychology, scientific rigor, and developer success (with Dr. Carol Lee). *Red Monk*. <https://www.youtube.com/watch?v=GyaZGEmwTmk>