

XIAOMENG ZHANG

Curriculum Vitae

Cheung Kong Graduate School of Business
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PROFESSIONAL POSITION

- 2015- current Associate Professor of Management
Cheung Kong Graduate School of Business
- Jan.-Aug. 2014 Visiting Associate Professor of Management
Cheung Kong Graduate School of Business
- 2013- 2015 Associate Professor of Management (with Tenure)
Department of Management, Kogod School of Business, American University
- 2007-2013 Assistant Professor of Management
Department of Management, Kogod School of Business, American University

EDUCATION

- Ph. D. University of Maryland, College Park
Robert H. Smith School of Business
Major: Organizational Behavior & Human Resource Management
Minor: Strategic Management
Paine Award-Outstanding Ph. D. Candidate for Academic Achievement
- B. S. Zhongshan University, China
LingNan Business School
Major: Economy management and business administration

HONERS AND AWARDS

- Winner of Emerald Citations of Excellence 2015
- Best Proceeding Paper Award, Academy of Management 2015
- Kogod Business School Faculty Award for Outstanding Research 2014
- Kogod Business School Faculty Award for Outstanding Research 2012
- Kogod Research Grant Award (\$10,000) 2012
- Kogod Business School Faculty Award for Outstanding Research 2011
- Kogod Research Grant Award (\$9,500) 2011
- Best International Paper award from the OB Division of the Academy of Management, Nominated for the Dexter Award, Academy of Management, 2010

- Management award for the best international paper
- Outstanding Reviewer Award, OB Division of the Academy of Management 2010
- IACMR Best Micro Paper Award 2010
- Kogod Research Grant Award (\$9,000) 2009
- Kogod Business School Faculty Award for Outstanding Research 2008
- Kogod Business School Faculty Award for Outstanding Research 2008
- Kogod Business School Syllabus Competition, 2nd Place 2007
- Krowe Teaching Award Finalist (Rank #1) 2007
- Frank T. Paine Award-Outstanding Ph.D. Student for Academic Achievement, R. H. Smith of Business 2007
- Organizational Behavior Junior Faculty Consortium, AOM conference 2007
- Organizational Behavior PhD Consortium, AOM conference 2006
- Research Assistant, National Science Foundation Grant (NSF) 2005-2007
- Top 15% Teaching Award, R. H. Smith of Business 2007
- Top 15% Teaching Award, R. H. Smith of Business 2006
- Top 15% Teaching Award, R. H. Smith of Business 2005
- Dean's Research Fellowship, R. H. Smith of Business 2005-2006
- Dean's Fellowship, R. H. Smith of Business 2002-2004

RESEARCH INTERESTS

My research interests are in the areas of creativity and innovation, leadership, and motivation. At the core of my current work is the desire to understand interactional relationships among these three areas. Specifically, my research primarily focuses on factors and mechanisms (e.g., different types of leader behaviors, empowerment, leader support, etc.) that motivate individuals, teams, and organizations to engage in creative and innovative behaviors. A related aspect of my leadership research is an interest in top management (e.g., CEO, TMT) motivation and corporate governance.

REFEREED PUBLICATIONS

- Zhang, X. M. & Bartol, K. M. (2015). Empowerment and employee creativity: A comprehensive review. In C. Shalley, M. Hitt, & J. Zhou (Eds.) *The Oxford Handbook of Creativity, Innovation, and Entrepreneurship*. New York: Oxford University Press, 31-45.
- Zhang, X. M., & Zhou, J. (2014) Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism. *Organizational Behavior and Human Decision Processes*, 124: 150-164 (equal contribution).
- Zhang, H. Kwan, H. K., Zhang, X. M., & Wu, L-Z. (2014). High core self-evaluations maintain creativity: A motivational model of abusive supervision. *Journal of Management*, 40 (4): 1151-1174.
- Seo, M., Taylor, S., Hill, S., Zhang, X. M., Tesluk, P., & Lorinkova, N. (2012) The role of affect and leadership during organizational change. *Personnel Psychology*, 65: 121-165.

- Wu, L., Yim, F., Kwan, H. K., & Zhang, X. M. (2012) Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of Management Studies*, 49 (1): 178-199.
- Wang, S., Zhang, X. M., & Martocchio, J. (2011) Thinking outside of the box when the box is missing: role ambiguity and its linkage to creativity. *Creativity Research Journal*, 23 (3): 211-221.
- Zhang, X. M., & Bartol, K. M. (2010). The influence of creative process engagement on employee creative performance and overall job performance: A curvilinear assessment. *Journal of Applied Psychology*, 95 (5): 862-873.
- Zhang X. M., & Chen, Y., & Kwan, M. (2010). Empowering leadership and creativity in R & D teams: The roles of team learning behavior, team creative efficacy, and team task complexity. *Academy of Management Best Paper Proceedings*.
- Zhang, X. M., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53(1): 107-128.
- Zhang, X. M., Bartol, K. M., Smith, K. G., Pferrer, M., & Khanin, D. (2008). CEO on the edge: Earnings manipulation and stock-based incentive misalignment. *Academy of Management Journal*, 51 (2): 241-258.
- Pferrer, M., Smith, K. G., Bartol, K. M., Khanin, D., & Zhang, X. M. (2008). Coming forward: The effects of social and regulatory forces on the voluntary restatement of earnings. *Organization Science*, 19: 386-403.
- Somaya, D., Williamson, I. O., & Zhang, X. M. (2007). Combining patent law expertise with R & D for patenting performance. *Organization Science*, 18 (6): 922-937.
- Bartol, K. M., & Zhang, X. M. (2007) Networks and leadership development: Building linkages for capacity acquisition and capital accrual. *Human Resource Management Review*, 17: 388-401.
- Zhang, X. M., & Sims, H. P, Jr. (2005). Leadership, collaborative capital, and innovation. In M. Beyerlein, S. Beyerlein, & F. Kennedy (Eds.), *Advances in Interdisciplinary Studies of Work Teams*. Elsevier/JAI annual series, Volume 11. JAI Press.

MANUSCRIPTS UNDER REVIEW

- Zhang, X. M., & Zhou, J. (equal contribution) Is being introverted good or bad for creativity? Interactive effects of introversion, task complexity, and guanxi on employee creativity. [2nd R & R at OBHDP]
- Zhang, X. M., Wu, L. Z., & Kwan, H. K. Antecedents and consequences of CEO abusive supervision: A multi-wave and multi-source investigation [R & R at AMJ].

- Zhang, X. M., Kwan, H. K., & Lee, C. Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and psychological effects [*R & R at JAP*].
- Zhang, H., Sharon, N. S., & Zhang, X. M., Emotional labor and employee creativity: A multi-level investigation of psychological attachment/detachment and team creative efficacy. [*R & R at JOB*]
- Zhou, J. & Zhang, X. M. Differential Influences of Servant Leadership and Goal-Focused Leadership on Relations between Self-Construals and Creativity [*R & R at LQ*].
- Liu, X.-Y., Kwan, H. K., & Zhang, X. 2016. Introverts maintain creativity: A resource depletion model of gossip [*Under review at JOM*].

WORK IN PROGRESS

- Zhou, J. & Zhang, X. M. Holistic thinking in China: Facilitative effects of team learning orientation and learning goal orientation on the contribution of holistic thinking to team member creativity [*Will submit to OBHDP*].
- Lee, C., Zhang, X. M., & Kwan, H. K. Event and team creativity. (model designing)
- Zhou, J., Zhang, X. M., & Kim, T. Hidden rules and employee creativity (*data analysis finished, draft writing-up, plan to submit it to AMJ*).
- Zhang, X. M., Zhang, Y. & Zhou, J. Relationship of quantitative and qualitative job insecurity with radical and incremental creativity: Evidence from China (*data analysis finished, draft writing-up*).
- Zhang, X. M., & Zhou, J. Ambidextrous leadership and creativity implementation process (*data analysis in progress*).
- Zhang, X. M. & Zhou, J. Epistemic motivation model, locomotion vs. assessment model, 4-motivation model, and implicit theories of creativity ability model (*3 sets of data collection completed, currently in the process of data analyses*).

REFEREED CONFERENCE PRESENTATIONS

- Liu, X.-Y., Kwan, H. K., & Zhang, X. 2016. Introverts maintain creativity: A resource depletion model of gossip. *Annual Conference of the Society for Industrial and Organizational Psychology*, Anaheim, USA, April.
- Zhang, X. M., Kwan, H. K., & Lee, C. Workplace ostracism and employee creativity: An integrative approach incorporating pragmatic and psychological effects. Presented at the 2015 AOM annual meeting, Vancouver.

- Zhang, X. M., & Zhou, J. (equal contribution). Supervisory empowerment behaviors and creativity: An investigation of moderators and a mediating mechanism. Presented at the 2014 SIOP annual meeting, Hawaii.
- Zhang, X. M., & Zhou, J. (equal contribution). Is being introverted good or bad for creativity? Interactive effects of introversion, task complexity, and guanxi on employee creativity. Presented at the 2014 SIOP annual meeting, Hawaii.
- Zhang, H., Hill, S., & Zhang, X. M. A multilevel model linking emotion work and employee creativity: The role of psychological detachment and attachment and team creative efficacy. Presented at the 2013 AOM annual meeting, Lake Buena Vista.
- Zhang, H., Kwan, H. K., Zhang, X. M. High core self-evaluations maintain creativity: A motivational model of abusive supervision. Presented at Southern Management Association Meeting, 2012 Fort Lauderdale, Florida.
- Zhang, X. M., & Zhou, J. (equal contribution). Empowering leadership, uncertainty avoidance, trust and creativity: Interaction and mediation. Presented at AOM conference, 2011 San Antonio, Texas.
- Zhang, X. M., & Zhou, J. (equal contribution). Supervisory empowerment behaviors and creativity: An investigation of moderators and a mediation sequence. Presented at 2011 Association of Psychological Sciences (APS) Annual Convention in Washington, DC (May 26-29, 2011)
- Yim, F. H.-K., Kwan, H. K., Zhang, X. M., & Mao, Y. 2011. A multi-wave, multi-source study on a moderated mediation model of market orientation in China. Presented at the 2011 Academy of International Business Annual Meeting, Nagoya, Japan, June.
- Zhang, X. M., & Zhou, J. Is being introverted good for creativity? Presented at University of Michigan, April 8th, 2011.
- Wu, L., Kwan, Michael, & Zhang, X. M. Team behavioral integration links team interdependence with team performance: An empirical investigation in R&D teams. Presented at the 2011 Asia Academy of Management Conference, Macau.
- Zhang, X. M., & Kwan, Michael. Empowering leadership and creativity in R & D teams: The roles of team learning behavior, team creative efficacy, and team task complexity. Presented at the 2010 AOM annual meeting, Montreal.
- Chen, Y., & Zhang, X. M. Team learning goal orientation and innovation: roles of transactive memory system and task interdependence. Presented at the 2010 AOM annual meeting, Montreal.

- Wu, L. Kwan, H., Yim, F., & X. M. Zhang. Coping with Workplace Ostracism: The Roles of Ingratiation and Political Skill in Employee Psychological Distress. Presented at the 2010 IACMR Conference.
- Zhang, X.M. & Bartol, K.M. The influence of creative process engagement on employee creativity and performance: A curvilinear exploration. Presented at the 2009 AOM annual meeting, Chicago.
- Zhang, X.M., Seo, M., & Lorinkova, N. Implementing Change From the Top and the Bottom: The Impact of CEO and Middle Manager Leadership Behavior On the Success of Radical Organizational Change. Presented at the 2008 SIOP annual meeting, San Francisco.
- Wang, S., & Zhang X. Thinking outside of the box when the box is missing: examining the relationship between role ambiguity and work creativity. Presented at the 2008 SIOP annual meeting, San Francisco.
- Zhang, X.M. & Bartol, K.M. Empowerment and creativity: A mediation exploration. Presented at the 2007 AOM annual meeting, Pennsylvania.
- Zhang, X.M., Craig Pearce, Henry P. Sims Jr., & Yun Sekwoha. Leadership and Team Dynamics: An ethnographic study. Presented at the 2007 AOM annual meeting, Pennsylvania.
- Zhang, X.M. & Bartol, K.M. Empowerment and employee creativity: A multidimensional approach. Presented at the 2007 SIOP annual meeting, New York.
- Zhang, X.M., Craig Pearce, Henry P. Sims Jr., & Yun Sekwoha. The influence of leadership on innovation. Presented at the 2007 SIOP annual meeting, New York.
- Somaya, D., Williamson, I. O., & Zhang, X. M. Combining R&D and legal resources for patenting performance. Presented at Atlanta Competitive Advantage Conference, Emory University, June, 2006.
- Pfarrer, M.D., Smith, K.G., Bartol, K.M., Zhang, X. M. & Khanin, D. Presented at the Conference on The Present and Future Status of Institutional Theory, University of Alberta, June, 2006.
- Pfarrer, M.D., Smith, K.G., Bartol, K.M., Zhang, X. M. & Khanin, D. Coming forward: Institutional influences on voluntary disclosure. Presented at the Conference on Institutional Mechanisms for Industry Self-Regulation, Dartmouth College, February, 2006.
- Somaya, D., Williamson, I. O., & Zhang, X. M. Combining R&D and legal resources for patenting performance. Presented at the 2005 annual meeting of the Academy of Management, Hawaii.

- Pferrer, M., Smith, K. G., Bartol, K. M., Zhang, X. M. & Khanin, D. Should I volunteer? The impact of institutional forces on firm restatements. Presented at the 2005 annual meeting of the Academy of Management, Hawaii.
- Zhang, X. M. The role of empowerment in the relationship between transformational leadership and individual innovative behaviors. Presented at the 2004 annual meeting of the International Leadership Association, Washington D.C.
- Zhang, X.M. & Bartol, K.M. CEOs on the edge: Corporate governance and earnings manipulation behaviors. Presented at the 2004 annual meeting of the Academy of Management, New Orleans.
- Khanin, D., Smith, K. G., Bartol, K. M., Pferrer, M., & Zhang, X. M., Borderline legality: Organizational slack and corporate restatements. Presented at the 2004 annual meeting of the Academy of Management, New Orleans.

INVITED PRESENTATIONS AND SEMINARS

- September, 2014 Contribution making for employee creativity
 - CEIBS
- June, 2014 Is being introverted good or bad for creativity?
 - CKGSB
- December, 2013 The relationship between introversion and employee creativity
 - Northeastern University
- June 2013 Contribution-making?! Don't look at the surface
 - Key note speaker and panel member, Annual Research Symposium: Emerging Concepts and Theories. Shanghai University of Finance and Economics.
- Spring, 2010 Human Resource in China
 - Asian Center Cross-Cultural Seminar, American University
- November 2008 Human Resource Management in China
 - Doctoral seminar at Morgan State University
- January 2008 Managing human resources and creativity in the organization
 - EMBA seminar at Shanghai campus of University of Maryland
- Spring, 2007 Linking empowering leadership and creativity: A mediation process
 - Hong Kong Polytechnic University
 - Hong Kong University of Science & Technology
 - National University of Singapore
 - Singapore Management University
- Fall, 2006 Empowerment and employee creativity: A multidimensional approach

- Eli Broad College of Business, Michigan State University
- Kenan-Flagler Business School, University of North Carolina-Chapel Hill
- Kogod School of Business, American University
- Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign
- College of Business, James Madison University

TEACHING (This part was updated in March 2016)

Course	Semester	# of sections	# of students	Average ratings of the instructor
EMBA Leadership and motivation (CKGSB)	Nov, 2015-March 2016	6	360	4.90/5 (range from 4.80-4.98)
CEO-mini EMBA Leadership	Jan, 2016	1	34	5.0/5
EE Leadership	Jan, 2016	1	29	4.92/5
FMBA Leadership and motivation (CKGSB)	November, 2015	2	65	4.96/5
FMBA Leading high performance teams (CKGSB)	Nov-Dec 2015, Jan 2016	3	190	4.96/5
MBA The Essence of Leadership, CKGSB	October, 2015	1	20	4.95/5
FMBA Leadership and motivation (CKGSB)	June-July, 2014	3	87	4.92/5
MBA The Essence of Leadership and Motivation, CKGSB	Feb-March, 2014	1	39	4.57/5
MGMT 353 Management and Organizational Behavior American University	Fall, 2007-Spring, 2014	24	782	6.69/7
MGMT 609 Management and Organization of Human Capital American University	Fall, 2011-Fall, 2012	2	57	6.17/7
IBUS 244 International management practices in China American University	Spring 2012	2	17	7.00/7
BMGT 364 Management and Organization Theory University of Maryland	Summer 2005, 2006, 2007	5	102	4.59/5
BMGT 495 Business Policies University of Maryland	Spring, 2005	2	70	4.67/5

ACADEMIC ADVISING

- Undergraduate Honors Student Research Paper Advisor

Spring 2013 • Eryn Leinoff • Spencer Swan	Fall 2012 • Mercedes Beras	Spring 2012 • Jeff Eyler	Fall 2011 • Huong Vu
Spring 2011 • Chris Cleary • Eric Pan	Fall 2010 • Valeriy Filatov • Elyssa Boulet	Spring 2010 • Brian Berry • Leslie Quiros	Spring 2009 • Jennifer Bryer • Tram Nguyen

	<ul style="list-style-type: none"> ▪ Rozeana Fonseca ▪ Samantha Lee 		<ul style="list-style-type: none"> ▪ Nick Pitas ▪ Aditi Jhaveri
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- Doctoral Research Project Advisor
 - 2011-2012 Research Advisor for Qiu Qian (doctoral candidate at Shandong University, China)
 - 2010-2011 Research Advisor for Rachel Kidney (Doctoral candidate at Dublin City University Business School, Ireland).

PROFESSIONAL SERVICES

- **Editorial Board Membership**
 - 2012-present, *Journal of Applied Psychology*
 - 2013-2017, *Management and Organization Review*
 - 2016-present, OBHDP
- **Ad Hoc Review**
 - *Academy of Management Journal*
 - *Organization Science*
 - *Entrepreneurship Theory and Practices*
 - *Journal of Creative Behavior*
 - *Human Relations*
 - *Research Grant Counsel, HK*
 - *Academy of Management Annual Conferences*
 - *SIOP Annual Conferences*
- **Interactional Association for Chinese Management Research**
 - 2014, Best Paper Awards Committee Member, IACMR 2014 conference
 - 2013-2014, English Program Committee Member, IACMR Biannual Conference in Beijing
 - 2012-present, Executive Secretary/Treasurer
 - Organizer, Executive committee meeting at IACMR biannual conference (2012) and AoM annual conference (2013)
 - Organizer, Research Panel and Business meeting at AoM conference (2012-2015)
 - Organizer, IACMR reception at AoM annual conference (2012-2015)
 - Attendee, Leaders of AOM Affiliated & Associated Organizations (2012)

DEPARTMENT/SCHOOL/UNIVERSITY SERVICES

- 2010-2013 Kogod Educational Policy Committee
- Summer, 2010 & 2011 Kogod International Program in China
- Fall, 2011 *Kogod Now* Fall Issue faculty interview support
- 2009-2010 Management Department Faculty Search Committee, Kogod School of Business, American University
- Spring, 2010 Kogod Commencement Speaker Committee
- 2009-current Faculty Advisor for AU Chinese Student and Scholar Association
- Fall, 2009 Judge, Kogod MBA Mini Case Competition

- Fall, 2009 Kogod Expansion Opening House Committee
- Fall, 2008 Marketing Department Faculty Search Committee, Kogod School of Business, American University
- 2007-current Coordinator of China Division of Asian Research Center, American University

PROFESSIONAL AFFILIATIONS

- Academy of Management (AOM)
- International Association of Chinese Management Research (IACMR)
- American Psychological Association (APA)
- Society of Industrial and Organizational Psychology (SIOP)