

Michelle Xue Zheng

Department of Organizational Behavior and Human Resource Management
China Europe International Business School (CEIBS)

Shanghai, China

E-mail: xzheng@ceibs.edu

Phone: (+86) 21-28905641

ACADEMIC POSITIONS

- **Assistant Professor**, Organizational Behavior and Human Resource Management, China Europe International Business School (CEIBS), China (2019-present)
- **IRF/Lecturer**, Organizational Behavior and Human Resource Management, China Europe International Business School (CEIBS), China (2015-2019)
- **Postdoctoral Researcher**, Erasmus Centre of Behavioural Ethics, Rotterdam School of Management, Erasmus University, the Netherlands (2012- 2015)

EDUCATION

- **Ph.D.** in Organizational Behavior, Management & Organization Department, Business School, National University of Singapore, Singapore (December 2012)
 - Dissertation: *Power and Forgiveness in Interpersonal Relationships*.
 - Committee: Jayanth Narayanan (Chair), Michael Frese, Daniel J. McAllister, and Vivien K.G. Lim
- **M.Sc.** in Management, Conservatoire National Des Arts et Métiers, France (December 2006)
- **B.Sc.** in Finance, Business School, Wuhan University, China (June 2004)

RESEARCH INTERESTS

My research focuses on two areas (1) Leadership: the effects of emotions, mindfulness, and authenticity on leadership effectiveness; (2) Conflict Management: factors that shape the effectiveness of apologies and forgiveness in workplace conflict resolution.

PUBLICATIONS IN REFEREED JOURNALS

- **Zheng, M.X.**, Schuh, S. C., De Cremer, D., & Van Dijke, M. (2020). Procedural Justice Enactment as an Instrument of Position Protection: The Three-Way Interaction Between Leaders' Power Position Stability, Followers' Warmth, And Followers' Competence. *Journal of Organizational Behavior*. (ABDC A*)

- **Zheng, M.X.** & Van Dijke, M. (2020). Expressing Forgiveness after Interpersonal Mistreatment: Power and Status of Forgivers Influence Transgressors' Relationship Restoration Efforts. *Journal of Organizational Behavior*. (ABDC A*)
- **Zheng, M. X.**, Masters-Waage, T. C., Yao, J., Lu, Y., Tan, N., & Narayanan, J. (2020). Stay Mindful and Carry on: Mindfulness Neutralizes COVID-19 Stressors on Work Engagement via Sleep Duration. *Frontiers in Psychology*, 11. (Impact factor: 2.067)
- **Zheng, M.X.**, Yuan, Y.J., Van Dijke, M., De Cremer, D., & Van Hiel, A. (2020) The Interactive Effect of a Leader's Sense of Uniqueness and Sense of Belongingness on Followers' Perceptions of Leader Authenticity. *Journal of Business Ethics*, 1-19. (FT50)
- Giurge, L. M., van Dijke, M., **Zheng, M.X.**, & De Cremer, D. (2019). Does power corrupt the mind? The influence of power on moral reasoning and self-interested behavior. *The Leadership Quarterly*. (ABDC A*)
- Schuh, S.C., **Zheng, M.X.**, Fernandez, J. A., & Xin, K.R. (2019). The interpersonal benefits of leader mindfulness: A serial mediation model linking leader mindfulness, leader procedural justice enactment, and employee exhaustion and performance. *Journal of Business Ethics*, 1-19. (FT50)
- **Zheng, M.X.**, Van Dijke, M., Narayanan, J. & De Cremer, D. (2018). When Expressing Forgiveness Backfires in the Workplace: Victim Power Moderates the Effect of Expressing Forgiveness on Transgressor Compliance. *European Journal of Work and Organizational Psychology*, 27(1), 70-87. (Impact Factor = 2.208) (ABDC A)
- Hung, Y.C., **Zheng, X.**, Carlson, J., & Giurge, L.M. (2017). The Weight of the Saddened Soul: The Bidirectionality between Physical Heaviness and Sadness and its implication for Product Preference and Donation Appeals. *Journal of Marketing Management*, 33(11-12), 917-941. (Impact Factor = 2.392) (ABDC A)
- **Zheng, X.**, Van Dijke, M., Leunissen, J.M., Giurge, L.M., & De Cremer, D. (2016). When Saying Sorry May Not Help: Power of the Transgressor Moderates the Effect of an Apology on Forgiveness in the Workplace. *Human Relations*, 69, 1387-1418. (FT50)
- **Zheng, X.**, Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. (2015). The Unburdening Effects of Forgiveness: Effects on Slant Perception and Jumping Height. *Social Psychological and Personality Science*, 6, 431-438. (Impact Factor = 2.325) (ABDC A)

- Tai, K., **Zheng, X.**, & Narayanan, J. (2011). Touching a Teddy Bear Mitigates the Negative Effects of Social Exclusion. *Social Psychological and Personality Science*, 2, 618-626. (SSCI₂₀₁₅ Impact Factor = 2.325) (ABDC A)

SELECTED MEDIA COVERAGE ON MY RESEARCH

- How Leaders Can Gain Trust When They Say Sorry. February 2, 2017, *Forbes*.
- For managers, saying sorry isn't enough, September 20, 2016, *UC Berkeley's Greater Good magazine*.
- Personeel wantrouwt baas die sorry zegt, May 12, 2016, *De Ondernemer*.
- Sorry is lastig als de baas het zegt, May 18, 2016, *Dutch NRC media*.
- Sorry, maar je komt niet altijd weg met een sorry, *Dutch BNR radio talk show*.
- Forgiving others literally lightens your step, and 6 other ways science shows it helps, March 31, 2015, *Washington Post*.
- How to Forgive Someone Who Did You Wrong, March 24, 2015, *Men's health*.
- How Holding Grudges Makes You Physically Weaker, March 24, 2015, *MSN*.
- Holding a Grudge May Literally Weigh You Down, January 9, 2015, *New York Magazine*.
- Forgive and Leap High, January 8, 2015, *Boston Globe*.
- The Forgiveness Boost, January 28, 2015, *The Atlantic*.
- The Tangible Benefits of Forgiveness, January 17, 2015, *Huffington Post*.
- Forgiveness, March, 2011, *TED x NUS*.
- On Grudges and Forgiveness, April 26, 2013, *Huffington Post*.
- Teddy Bears Make You Friendlier -- and Maybe Healthier, April 30, 2012, *Huffington Post*.
- The Power of a Teddy Bear, April 29, 2011, *The Wall Street Journal*.

SELECTED RESEARCH-RELATED PRACTICAL PUBLICATIONS

- Lin, X., **Zheng, M.X.**, Wang, H.Y. (2020). Anxiety in the Workplace: Are You Anxious? Hello, Anxiety! *Harvard Business Review China*. (Chinese)
- **Zheng, M.X.** (2020). Mindfulness Buffers the Impact of COVID-19 Outbreak Information on Sleep Duration. *Ximalaya FM radio and CEIBS media*. (Chinese and English)
- **Zheng, M.X.** (2020). Does Power Corrupt the Mind? The Influence of Power on Moral Reasoning and Self-Interested Behavior. *Tencent news, Sohu news, and Hexun.com*. (Chinese and English)
- **Zheng, M.X.** (2020). What We Can Learn About Team Management from the Reality Show "Sisters Who Make Waves". *CEIBS media*. CEIBS media top 10 viewed articles in 2020. (Chinese)
- **Zheng, M.X.** (2019). Are You an Authentic Leader in the Eyes of Your Employees? *Tencent news, Sohu news, and 36kr*. (Chinese and English)
- **Zheng, M.X.** (2018). Jack Ma Can Retire with Confidence... But Will He? *Caixin Global*. (English)

SELECTED REFEREED CONFERENCE PRESENTATIONS

- De Schutter*, **Zheng, M.X.***, Van Dijke, & Wu, W. (2023). Time Will Tell or Will It?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time. *Academy of Management Meeting*, Boston, USA.
- **Zheng, M.X.**, Kim, T.Y., & Xiang, Y. (2022). Team job crafting and creativity. *Academy of Management Meeting*, virtual.
- **Zheng, M.X.**, Yao, J.X., & Narayanan, J. (2020). Mindfulness Buffers the Impact of COVID-19 Outbreak Information on Sleep Duration. *International Association for Chinese Management Research (IACMR)*, COVID-19 Outbreak and Management Special Session, virtual.
- **Zheng, M.X.**, Farh, J. L., Schuh, S.C., & Xin, K.R. (2020). It Runs in the Family: a goal orientation perspective on parental influence to leadership. Presented at the *Academy of Management Meeting*, virtual.
- **Zheng, M.X.**, Lee, J., & Bai, G. (2019). Looks Matter: Influences of Entrepreneurs' Facial Masculinity on Investors' Decisions. Presented at the *Academy of Management Meeting*, Boston, USA.
- **Zheng, X.**, Schuh, S. C., Tai, K., Xin, K.R., & Van Dijke, M. (2017) When and Why Envious Leaders Become Laissez-Faire Leaders: the role of follower benevolence and leader hubristic pride. Presented at the *Academy of Management Meeting*, Atlanta, USA.
- **Zheng, X.**, Tan, J., Tai, K., Schuh, S. C., Van Dijke, M., & Xin, K.R. (2016). The Interactive Effect of Leader Episodic Envy and Status Motivation on Distributive Justice. Presented at “how unpleasant: the role of unpleasant emotions in the workplace” symposium at the *Academy of Management Meeting*, Anaheim, USA.
- Schuh, S. C., **Zheng, X.**, & Xin, K.R. (2016). Leader's procrastination, Perceived Leader Competence, and Team Performance. Presented at “Catch the fifth wave: the next stage of organizational justice research” symposium at the *Academy of Management Meeting*, Anaheim, USA.
- **Zheng, X.**, Schuh, S. C., De Cremer, D., & Van Dijke, M. (2015). Procedural Justice Enactment as a Function of Position Protection: The Moderating Roles of Follower's Level of Competence and Character. Presented at the *Academy of Management Meeting*, Vancouver, Canada.
- Giurge, L.M., Van Dijke, M., **Zheng, X.**, & De Cremer, D. (2015). Timeliness: What and Why Facilitates Timely Decision-making. Presented at the *Academy of Management Meeting*, Vancouver, Canada.

- **Zheng, X.,** Van Dijke, M., Narayanan, J. & De Cremer, D. (2015). How Low-power Victims Gain Compliance in the Workplace: Withholding Forgiveness Leads to Transgressor Compliance. Presented at the *Society of Personality and Social Psychology*, Long beach, USA.
- **Zheng, X.,** Van Dijke, M., Leunissen, J.M., Giurge, L.M., & De Cremer, D. (2014). When Saying Sorry May Not Help: Power of the Transgressor Moderates the Effect of An Apology on Forgiveness in the Workplace. Presented at the *European Association of Social Psychology*. Amsterdam, the Netherlands.
- **Zheng, X.,** Van Dijke, M. & De Cremer, D. (2013). When You Respond “I Care About You”: the Effect of Reciprocity on Trust Development. Presented at the *First International Network of Trust*, Singapore.
- **Zheng, X.** & Narayanan, J. (2013). Power and Forgiveness. Presented at the *Academy of Management Meeting*, Orlando, USA.
- **Zheng, X.,** Fehr, R., Tai., K., Narayanan, J, & Gelfand, M. (2013). Forgiveness Empowers Victims After Conflict. Presented at the *Society of Personality and Social Psychology*, New Orleans, USA.
- Fehr, R., **Zheng, X.,** Tai., K., Narayanan, J, & Gelfand, M. (2012). Barriers and Gateways to Forgiveness in the Workplace: New Directions in Theory and Research. Presented at the *Academy of Management Meeting*, Boston, USA.
- **Zheng, X.,** Soman, D., & Narayanan, J. (2012). Sad and Heavy: the Bi-directional Link between Emotional and Physical Heaviness. Presented at the *Society for Personality and Social Psychology*, San Diego, USA.
- **Zheng, X.,** Tai., K., & Narayanan, J. (2011). The Unbearable Heaviness of Being: Embodied Unforgiveness. Presented at the *International Association for Conflict Management*, Istanbul, Turkey.
- **Zheng, X.,** Soman, D., & Narayanan, J. (2011). Embodying Heaviness using Conceptual and Emotional Primes. Presented at the *Association of Psychology Science Annual Convention*, Washington, DC, USA.
- **Zheng, X.** & Lim, V.K.G. (2011). Lonely and Sleepless: The Interaction Effect of Social Exclusion and Insomnia on Cyberloafing. Presented at the *Australian and New Zealand Academy of Management*, Wellington, New Zealand.
- Tai, K., **Zheng, X.,** & Narayanan, J. (2010). Tactile Warmth Mitigates Negative Effects of Social Exclusion to Increase Pro-Social Behavior, with *Society for Personality and Social Psychology*, Las Vegas, USA.

AWARDS AND RESEARCH GRANTS

- “Time Will Tell or Will it?: Power Inequality Hinders Trust Meta-Accuracy Development Over Time”, 2023 Academy of Management Best Paper Proceedings.
- Top 40 under 40 Business School Professors 2021 - Poets & Quants
- CEIBS research grant. Forgiveness Empowers Victims after Workplace Conflict. 2020. ¥ 242,682
- CEIBS research grant. Like Father Like Son: Parental Influence on Paternalistic Leadership. 2018. ¥ 200,000
- CEIBS research grant. Angel, Demon, or Both: A Within-Person Approach to Understanding the Dynamic Nature of Helpful and Harmful Behaviors in Organizations. 2017. ¥ 135, 000
- Erasmus Trustfonds Scholarship. Research fund. The Netherlands. 2013. € 4000
- The Society for Personality and Social Psychology, American Psychology Association, Graduate Student Travel Award, USA, 2011.
- NUS Research Scholarship (PhD.) and stipend fully covering tuition and fees, Singapore, 2007 - 2012.

TEACHING INTERESTS

I have experience teaching in diverse, international settings including Singapore, the Netherlands, and China. My key teaching areas are in the fields of organizational behavior, leadership, decision-making, conflict management, power and politics in organizations, and business ethics. I use a variety of experiential learning techniques to encourage knowledge retention and application such as experiential exercises, negotiation exercises, and multi-media case discussion. For most of the courses listed below, I participated in their planning and development. Unless otherwise noted, the courses were taught in English.

TEACHING EXPERIENCE

Courses Taught at China Europe International Business School with the Most Recent Evaluations

- *MBA Orientation*. Core course in the MBA program focusing on team dynamics, interpersonal skills, cross-cultural cooperation, and effective learning. Evaluation:

4.89 / 5.0.

- *Organizational Behavior*. Core course in the MBA program focusing on personality, motivation, high-performance teams, and trust. Evaluation: **4.91 / 5.0.**
- *Leadership Journey*. Core course in the MBA program using experiential exercises, multi-source feedback, and mentoring to develop students' leadership skills. Term 1 Evaluation: **4.87 / 5.0.** Term 2 Evaluation: **4.89 / 5.0.** Term 3 Evaluation: **4.85 / 5.0.**
- *Managerial Decision Making across Boundaries*. Elective course in the MBA program focusing on pro-active and debiased decision-making strategies at the individual, team, and organizational level. Evaluation: **4.80 / 5.0.**
- *Effective People Management*. Core course in the Diploma in Leadership Development Programme using experiential exercises and case discussions to develop middle managers' management skills. Teaching language: Chinese. Evaluation: **4.84 / 5.0.**
- *Negotiations in China*. Course using negotiation exercises to develop executives' cross-cultural negotiation skills for exchange students visiting CEIBS from: Monash GEMBA, Frankfurt MBA, INALDE EMBA, UAI MBA, ESADE MMBA, and MIM MBA.

Courses Taught at Rotterdam School of Management:

- Corporate Integrity. M.Sc. course. Evaluation: **4.6 / 5.0.**
- Research Methods. Undergraduate course. Evaluation: **9.25 / 10.**

Supervision of PhD and Master/MBA Students at Rotterdam School of Management:

- Ph.D. student supervision (co-supervisor): Laura M. Giurge. 2012 - 2017
- MBA student supervision: Pavlina Zfirovska. 2013 - 2014
- Master/MBA students' co-advisor: Hau Yiuwing, Marlous den Bieman, Klaus Biegelbaue, Miguel Blanca Dieste, Vanja Cabraja, Gijs Franken, Biljana Desancic 2012-2015

PROFESSIONAL CERTIFICATES

- International Teachers Programme, ISBM. Intensive 10-day course for faculty from leading business schools with focus on effective teaching methods in business education.
- Hogan Assessment Certification. Certified Hogan assessor for coaching leadership development and work performance.

- Professional DynaMetric Programs (PDP) Certification. Certified PDP assessor for coaching leadership development, team dynamics, and work performance.

PROFESSIONAL AFFILIATIONS AND SERVICE

- International Association of Conflict Management
- Academy of Management
- Society of Personality and Social Psychology
- Ad-Hoc Reviewer, Personality and Social Psychology Bulletin, Journal of Business Ethics, European Journal of Social Psychology, Journal of Occupational and Organizational Psychology, Long Range Planning, etc.

LANGUAGES

- English, fluent; Mandarin Chinese, fluent; French, conversational.