

# Chen Zhang

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## EDUCATION

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<b>University of Michigan, Stephen M. Ross School of Business</b>	Ann Arbor, USA
Ph.D. in Business Administration (Management and Organizations)	2018
<b>Tsinghua University, School of Economics and Management</b>	Beijing, China
M.S. in Business Administration (Organizational Behavior & Human Resources)	2013
<b>Tsinghua University, School of Economics and Management</b>	Beijing, China
Bachelor of Economics, <i>Distinguished Graduate Award</i>	2011

## ACADEMIC APPOINTMENTS

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<b>Tsinghua University, School of Economics and Management</b>	Beijing, China
Associate Professor, Leadership and Organization Management	2021.6-Present
Assistant Dean	2022.1-Present
<b>Tsinghua University, School of Economics and Management</b>	Beijing, China
Assistant Professor, Leadership and Organization Management	2018.9- 2021.6

## RESEARCH INTERESTS

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Work designs and redesigns  
Time, energy, and well-being issues at work  
Proactive behavior in organizations

## AWARDS AND HONORS

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Excellent Contributions Award, Tsinghua University	2022
Junior Faculty Teaching Competition <i>First Prize</i> , Tsinghua University	2022
Gong Yuzhi Biennial Award for Teaching Excellence, Tsinghua University	2022
Annual Teaching Excellence Award, Tsinghua University	2020, 2021
Excellent Online Teaching Award, Tsinghua University	2020
Excellent Course Award (Graduate-level Courses), Tsinghua University	2022
Research Excellence Award, School of Economics and Management, Tsinghua U.	2020
Teaching Excellence Award, School of Economics and Management, Tsinghua U.	2020-2022
Excellent Contributions Award, School of Economics and Management, Tsinghua U.	2020, 2022
Charles H. Gessner Doctoral Fellowship, University of Michigan	2015-2016
Rackham Regents' Fellow, University of Michigan	2013-2014
Academy of Management Outstanding Reviewer Award (OB Division)	2015, 2016
Jiangzhen Scholarship ( <i>First prize for graduate students</i> ), Tsinghua University	2012

Distinguished Graduate Award ( <i>Top honor at graduation</i> ), Tsinghua University	2011
National Scholarship ( <i>First prize for undergraduate students</i> ), Tsinghua University	2008

## ACADEMIC JOURNAL PUBLICATIONS

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- Zhang, C.**, Spreitzer, G.M., & Qiu, Z.A. (2023). Meetings and individual work during the workday: Examining their interdependent impact on knowledge workers' energy. *Journal of Applied Psychology*. Advance Online Publication. <https://dx.doi.org/10.1037/apl0001091>.
- Zhang, C.**, Nahrgang, J. D., Ashford, S. J., & DeRue, D. S. (2020). The risky side of leadership: Conceptualizing risk perceptions in informal leadership and investigating the effects of their over-time changes in teams. *Organization Science*, 31(5), 1138-1158. <https://doi.org/10.1287/orsc.2019.1350>
- Hafenbrack, A.C., Cameron, L. D., Spreitzer, G. M., **Zhang, C.**, Noval, L. J., & Shaffakat, S. (2020). Helping people by being in the present: Mindfulness increases prosocial behavior. *Organizational Behavior and Human Decision Processes*, 159, 21-38. <https://doi.org/10.1016/j.obhdp.2019.08.005>
- De Stobbeleir, K., Ashford, S., & **Zhang, C.** (2020). Shifting focus: Antecedents and outcomes of proactive feedback seeking from peers. *Human Relations*, 73(3), 303–325. <https://doi.org/10.1177/0018726719828448>
- Zhang, C.**, Mayer, D. M., & Hwang, E. B. (2018). More is less: Learning but not relaxing buffers deviance under job stressors. *Journal of Applied Psychology*, 103(2), 123-136. <http://dx.doi.org/10.1037/apl0000264>

## PRACTICE-ORIENTED PUBLICATIONS

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- Zhang, C.**, Nahrgang, J. D., Ashford, S. J., & DeRue, D. S. (2020). Why capable people are reluctant to lead. *Harvard Business Review*. December 17, 2020. Digital article. <https://hbr.org/2020/12/why-capable-people-are-reluctant-to-lead>
- Zhang, C.**, Myers, C.G., & Mayer, D.M. (2018). To cope with stress, try learning something new. *Harvard Business Review*. September 4, 2018. Digital article. <https://hbr.org/2018/09/to-cope-with-stress-try-learning-something-new>
- Reprinted: **Zhang, C.**, Myers, C.G., & Mayer, D.M. (2019). To cope with stress, try learning something new. *Harvard Business Review Special Issue: How to Learn Faster and Better*, 31-33.
  - Reprinted: **Zhang, C.**, Myers, C.G., & Mayer, D.M. (2019). To cope with stress, try learning something new. *The Latest Research: Managing Yourself*. Boston, MA: Harvard Business Review Publishing.

## SELECTED WORKING PAPERS

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**Zhang, C., Qiu, Z.A., Yang, M., Chen, W., & Ma, Y.** Navigating through a workday with the tougher and the easier: The trajectory of task difficulty and its implications for workday energy and performance. Manuscript in preparation for submission to *Organization Science*.

**Zhang, C., Li, N., Deng, Y. A., Sun, Y. F., & Zhang, X.L.** A paradox of multiple team membership: Unpacking its influence on project pacing patterns. Manuscript in preparation for submission to *Organization Science*.

## FUNDED RESEARCH PROJECTS

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Within-workday design for knowledge workers: The Influence of task arrangement on energy, well-being, and work outcomes. 2021-2023

- Principal Investigator: Chen Zhang
- Young Scientists Fund, National Natural Science Foundation of China

## RESEARCH GRANTS

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Young Scientists Fund, National Natural Science Foundation of China	2021-2023
Junior Faculty Startup Fund, Tsinghua University	2018-2020
Ross-Antai Joint Research Initiative Grant, Ross China Initiatives	2017
Ross Doctoral Student Research Grant, Stephen M. Ross School of Business	2017, 2014
Russell Sage Foundation Small Grant	2016
Rackham Doctoral Student Research Grant, University of Michigan	2016, 2014

## CONFERENCE PAPERS & CHAIRED SYMPOSIA

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Haan, K.W., **Zhang, C.**, & Lee Cunningham, J.J. 2020. Costs of becoming less human: Investigating the effects of psychological contract on emotional regulation. Presented at the *80<sup>th</sup> Annual Meeting of the Academy of Management* (online conference).

**Zhang, C.**, & Spreitzer, G. M. 2019. Next hour, meet up or work alone? A look at meetings, individual work, and workday energy from a workday design perspective. Presented at the *79<sup>th</sup> Annual Meeting of the Academy of Management*, Atlanta, GA.

**Zhang, C.**, & Spreitzer, G. M. 2017. Challenges in pathways to employee well-being. Symposium organized at the *77<sup>th</sup> Annual Meeting of the Academy of Management*, Atlanta, GA.

**Zhang, C.** 2017. Meetings and challenges for energy and recovery at work. Presented at the *77<sup>th</sup> Annual Meeting of the Academy of Management*, Atlanta, GA.

**Zhang, C.**, & Mayer, D. M. 2017. Learning but not relaxing buffers the job stressors-deviance relationship. Paper presented at the *32<sup>nd</sup> Annual Conference of Society for Industrial and Organizational Psychology\**, Orlando, FL.

- \*Selected as a featured top-rated poster

**Zhang, C.**, & Mayer, D. M. 2016. Job stressors and the role of recovery activities at work. Paper presented at the *76<sup>th</sup> Annual Meeting of Academy of Management*, Anaheim, CA.

- Zhang, C.**, & Spreitzer, G.M. 2016. Human energy at work: A look at the everyday. Symposium organized at the 76<sup>th</sup> Annual Meeting of the Academy of Management\*, Anaheim, CA.  
 - \*Selected as showcase symposium
- Nahrgang, J. D.\*, **Zhang, C.\***, DeRue, D. S., & Ashford, S. J. 2015. Leadership risk perceptions over time: Dynamic trajectories and implications for leader emergence. Paper presented at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, BC. (\* Equal contributions)
- Zhang, C.**, DeRue, D. S., & Ashford, S. J. 2015. Time in the spotlight: Exploring multiple approaches to the role of time in organizational behavior. Symposium organized at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, BC.
- Zhang, C.**, & Mayer, D. M. 2015. Job stressors and unethical behavior. Paper presented at the 7<sup>th</sup> Biennial Positive Organizational Scholarship (POS) Research Conference, Orlando, FL.
- Zhang, Z., Wang, D., Yang, B., & **Zhang, C.** 2012. Perspective taking, creativity, and task performance: The role of voice and regulatory focus. Paper presented at the International Association for Chinese Management Research (IACMR) Biennial Conference, Hong Kong.

## TEACHING EXPERIENCE

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<b>Tsinghua University, School of Economics and Management</b>	2018-Present
Research Methodology in Management ( <i>Doctoral core course; Excellent Course Award, Tsinghua University</i> )	
Management as a Perspective: Systematic Thinking and Effective Actions ( <i>Undergraduate elective; University-level Honors Course</i> )	
Business101: Introduction to Management ( <i>Undergraduate core course</i> )	
Introduction to Communications ( <i>Undergraduate core course</i> )	
<b>University of Michigan, Stephen M. Ross School of Business</b>	2015
MO300: Behavioral Theory in Management ( <i>Undergraduate core course</i> )	
<b>Tsinghua University, School of Economics and Management</b>	2011
Critical Thinking and Moral Reasoning [Co-teaching fellow] ( <i>Undergraduate core course</i> )	

## TEACHING-RELATED PUBLICATIONS & ARTICLES

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- Zhang, C.** 2021. Online teaching: The case of the *Introduction to Communications* course [In Chinese]. The Online Teaching Expert Group of Tsinghua University (Eds). *The Journey of Tsinghua's Online Teaching during COVID-19*. Beijing: Tsinghua University Press.
- Zhang, C.** 2021. Teaching as a relational endeavor: Building meaningful relationships to enjoy and enhance the teaching process [In Chinese]. April, 2020. Published online at *Tsinghua University News*. <https://www.tsinghua.edu.cn/info/1181/82028.htm>
- Zhang, C.** 2020. Using the lessons from online teaching to enhance in-person teaching in the classroom [In Chinese]. December, 2020. Published online at *Tsinghua University News*. <https://www.tsinghua.edu.cn/info/1666/70220.htm>

**Zhang, C.** 2020. An online teaching case of a highly interactive communications course [In Chinese]. April, 2020. Published online at *Tsinghua University News*.  
<https://www.tsinghua.edu.cn/info/1181/55924.htm>

**Zhang, C.** 2020. About online teaching for interactive, discussion-based courses during the pandemic prevention [In Chinese]. February, 2020. Published online at *Tsinghua Undergraduate Education* (official media account). <https://mp.weixin.qq.com/s/VIMVGCiPSODA4pY9bjYrHg>

## SERVICE

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### **Tsinghua University**

Online Teaching Expert Group, Tsinghua University	2020-Present
General Education Expert Group (Social Sciences), Tsinghua University	2022-Present
Teaching and Education Committee, Xiuzhong School of Environmental Engineering and Economics	2023
Undergraduate Curriculum Review Committee, School of Economics and Management	2020
Academic Activities Committee, Department of Leadership and Organization Management	2018-2021
Faculty Recruiting Committee, Department of Leadership and Organization Management	2019-2021

### **International Association for Chinese Management Research (IACMR)**

Invited Speaker (Teaching and Education Seminar Series)	2023
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### **Stephen M. Ross School of Business, University of Michigan**

Research Subject Pool Coordinator, Management & Organizations Area	2015-2016
PhD Recruiting Committee, Management & Organizations Area	2014

### **Administrative Science Quarterly (ASQ) Blog**

Student Organizer and Editor	2016-2017
Student Interviewer	2014-2017

### **Center for Positive Organizations, University of Michigan**

Doctoral Student Representative	2016-2017
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