

Chen Zhang

Tsinghua University, School of Economics and Management
Haidian District, Beijing, China 100084

E-mail: zhangchen@sem.tsinghua.edu.cn • Website: <http://zhangchen-cz.com/>

EDUCATION

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

ACADEMIC APPOINTMENTS

Tsinghua University, School of Economics and Management	Beijing, China
Associate Professor, Leadership and Organization Management	2021.6-Present
Assistant Dean (Undergraduate & PhD Programs)	2022.1-Present
Tsinghua University, School of Economics and Management	Beijing, China
Assistant Professor, Leadership and Organization Management	2018.9- 2021.6

RESEARCH INTERESTS

Work Design
Time, Energy, and Well-being Issues at Work
Proactive Behavior in Organizations

AWARDS AND HONORS

National First-Class Undergraduate Course (Principal Instructor)	2025
Junior Faculty Teaching Excellence Award, Tsinghua University	2024
Outstanding Doctoral Dissertation Advisor Award, Tsinghua University	2024
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 (Undergraduate-level Course), Tsinghua University	2023
Excellent Course Award (Graduate-level Course), Tsinghua University	2022
Honors Course Award for General Education, Tsinghua University	2021
Research Excellence Award, School of Economics and Management, Tsinghua U.	2020

Teaching Excellence Award, School of Economics and Management, Tsinghua U.	2020-2023
Excellent Contributions Award, School of Economics and Management, Tsinghua U.	2020, 2022-23
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

- Zhang, C.,** Li, N., Zhang, X., Deng, Y., Yang, L. (2026). Time the surge: Theorizing and examining team pacing in multiple-membership contexts. *Academy of Management Journal*. Online First. <https://doi.org/10.5465/amj.2024.0522>
- Zhang, C.,** Qiu, Z. A., Zhao, H. H., Yang, M., Chen, W., & Ma, Y. (2025). Harnessing the potential of workday design: The sequencing of task difficulty and its implications for workday well-being and performance. *Personnel Psychology*, 78(4), 545-570. <https://doi.org/10.1111/peps.12685>
- 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*, 108(10), 1640–1661. <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

- Zhang, C.,** Spreitzer, G.M., & Qiu, Z.A. (2023). Arrange your meeting schedule to boost your energy. *Harvard Business Review*. August 29, 2023. Digital article. <https://hbr.org/2023/08/arrange-your-meeting-schedule-to-boost-your-energy>

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.

FUNDED RESEARCH PROJECTS

Research on Leadership and Team Behaviors in the Context of AI Collaborative Work. (Participating Investigator) To Start in 2026
- Key Program, National Natural Science Foundation of China

Work Design in the Digital Era: Temporal Frameworks and Multilevel Implications. (Principal Investigator) 2025-Present
- General Program, National Natural Science Foundation of China

Within-workday Design for Knowledge Workers: The Influence of Task Arrangement on Energy, Well-being, and Work Outcomes. (Principal Investigator) 2021-2023
- Young Scientist Program, National Natural Science Foundation of China

OTHER RESEARCH GRANTS

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

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 *80th 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 *79th 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 *77th Annual Meeting of the Academy of Management*, Atlanta, GA.
- Zhang, C.** 2017. Meetings and challenges for energy and recovery at work. Presented at the *77th 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 *32nd 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 *76th 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 *76th 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 *75th 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 *75th Annual Meeting of the Academy of Management*, Vancouver, BC.
- Zhang, C., & Mayer, D. M.** 2015. Job stressors and unethical behavior. Paper presented at the *7th 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

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

TEACHING-RELATED PUBLICATIONS & ARTICLES

- Zhang, C.** 2024. Management as a perspective: Systematic thinking and effective actions [In Chinese]. Peng, Gang & Yang, Fan (Eds). *The Case Collection of Tsinghua's Honors Courses for General Education*. Beijing: Tsinghua University Press.
- 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.** 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. 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

Tsinghua University

Online Teaching Expert Committee, Tsinghua University	2020-Present
General Education Expert Committee, Tsinghua University	2022-Present
Teaching and Education Committee, School of Economics and Management	2022-Present
Teaching and Education Committee, Xiuzhong College of Sustainability Studies	2023-Present
Teaching and Education Committee, Xinya College of General Education	2024-Present
Undergraduate Curriculum Innovation Committee, School of Economics and Management	2018-2021
Academic Activities Committee, Department of Leadership and Organization Management	2019-2021
Faculty Recruiting Committee, Department of Leadership and Organization Management	

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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