

**CRYSTAL I. C. FARH, PH.D.**  
Assistant Professor  
Department of Management and Organization  
University of Washington, Foster School of Business  
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Email: [farh@uw.edu](mailto:farh@uw.edu)

## **Education**

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### **Ph.D.**

**Robert H. Smith School of Business, University of Maryland**  
*Doctor of Philosophy in Organizational Behavior*

*College Park, MD*  
*2007-2012*

### **B.A.**

**Harvard College**  
*Bachelor of Arts in Psychology (Cum Laude, Honors)*

*Cambridge, MA*  
*2001-2005*

## **Academic and Professional Experience**

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### **University of Washington**

Assistant Professor  
Department of Management and Organization  
Foster School of Business

*Seattle, WA*  
*2015-present*

### **Michigan State University**

Assistant Professor  
Department of Management  
Eli Broad College of Business

*East Lansing, MI*  
*2012-2015*

### **Teach For America Corps Member**

Seventh Grade Math and Science Teacher  
Elmhurst Community Prep

*Oakland, CA*  
*2005-2007*

## **Research Interests**

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- Employee voice and creativity
- Teams and leadership
- Abusive supervision
- Cross-cultural interfaces

## **Refereed Publications**

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\* denotes graduate student co-author at the time of acceptance

- **Farh, C. I. C., & Chen, G.** (In press). Leadership and member voice in action teams: Test of a dynamic phase model. *Journal of Applied Psychology*.
- **Farh, C. I. C., Lanaj, K., & Ilies, R.** (2017). Resource-based contingencies of when team–member exchange helps member performance in teams. *Academy of Management Journal*, 60, 1117-1137.
- \*Oh, K., & **Farh, C. I. C.** (2017). An emotional process theory of how subordinates appraise, experience, and respond to abusive supervision over time. *Academy of Management Review*, 42, 207-232.

- **Farh, C. I. C.,** & Chen, Z. J. (2014). Beyond the individual victim: Multilevel consequences of abusive supervision in teams. *Journal of Applied Psychology*, 99, 1074-1095.
- **Farh, C. I. C.,** Seo, M., & Tesluk, P. (2012). Emotional intelligence, teamwork effectiveness, and performance: The moderating role of job context. *Journal of Applied Psychology*, 97, 890-900.
- Liang, J., **Farh, C. I. C.,** & Farh, J. L. (2012). Psychological antecedents of promotive and prohibitive voice behavior: A two-wave longitudinal examination. *Academy of Management Journal*, 55, 71-92.  
-Winner of the Emerald Citations of Excellence (2015)
- Farh, J. L., Lee, C., & **Farh, C. I. C.** (2010). Task conflict and team creativity: A question of how much and when. *Journal of Applied Psychology*, 95, 1173-1180.
- **Farh, C. I. C.,** Bartol, K. M., Shapiro, D. L., & \*Shin, J. (2010). Networking abroad: A process model of how expatriates form support ties to facilitate adjustment. *Academy of Management Review*, 35, 434-454.
- Chen, G., Kirkman, B. L., \*Kim, K., **Farh, C. I. C.,** & Tangirala, S. (2010). When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of subsidiary support and cultural distance. *Academy of Management Journal*, 53, 1110-1130.

## **Manuscripts under Review**

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\* denotes graduate student co-author

- **Farh, C. I. C.,** Zhang, Y., & Long, L. R. Designing creative teams. (3<sup>rd</sup> round R&R, *Journal of Applied Psychology*.)
- **Farh, C. I. C.,** & \*Lee, S. M. Dynamic leadership emergence in creative teams. (2<sup>nd</sup> round R&R, *Journal of Applied Psychology*.)
- **Farh, C. I. C.,** \*Oh, K., Hollenbeck, J. R. H., \*Yu, A., \*Lee, S. M., & \*King, D. A. Minority voice enactment in diverse teams. (1<sup>st</sup> round R&R, *Academy of Management Journal*.)
- **Farh, C. I. C.,** Liao, H., Shapiro, D. L., & Shin, J. Inclusion in multinational organizations. (Under review, *Journal of Applied Psychology*.)

## **Selected Working Papers**

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\* denotes graduate student co-author

- **Farh, C. I. C.,** \*Lee, S., & \*Lee, S. M. Antecedents of voice enactment in teams. (Data collected. Writing phase in progress.)
- Chi, N. W., Wang, A. C., & **Farh, C. I. C.** The role of subordinates' moral traits in responses to abusive supervision. (Data collected. In preparation for submission to *Organizational Behavior and Human Decision Processes*.)
- Liang, J., Shu, R., & **Farh, C. I. C.** Promotive and prohibitive voice and team innovation. (Data collected. Writing phase in progress.)

## Other Publications

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- Chiaburu, D. S., **Farh, C. I. C.**, & Van Dyne, L. (2013). Supervisory epistemic, ideological, and existential responses to voice: A motivated cognition approach. In R. Burke, & C. L. Cooper (Eds.), *Voice: Overcoming Fear, Fostering Courage, and Unleashing Candor in Organizations*. Edward Elgar, UK.
- Chen, G., Kirkman, B. L., Kim, K., & **Farh, C. I. C.** (2009). Expatriate motivation and effectiveness: The roles of cultural distance and subsidiary support. *Academy of Management Conference Best Paper Proceedings*.  
-OB Division's Best International Paper Award (2009)

## Honors & Awards

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- Ascendant Scholar Award, *Western Academy of Management* (2017)
- Editorial Board Outstanding Reviewer Award, *Academy of Management Journal* (2016)
- Wallace Dissertation Research Award, *Society for Industrial Organizational Psychology* (2014)
- Frank T. Paine Doctoral Award for Academic Achievement, *Robert H. Smith School of Business, University of Maryland* (2011)
- Top 15% Teaching Award, *Robert H. Smith School of Business, University of Maryland* (2010)
- Best International Paper Award, *Organizational Behavior Division of the Academy of Management* (2009)
- Outstanding Reviewer Award, *Organizational Behavior Division of the Academy of Management* (2009)
- Dean's Research Fellowship, *University of Maryland* (2007-2012)

## Funded Research

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- Office of Naval Research grant (\$292,063) for understanding the effects of gender integration in tactical decision-making teams – Co-investigator (2015)
- Fairbank and Asia Center Research Award (\$3,000), Harvard University (2004)

## Conference Presentations

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- **Farh, C. I. C.**, Oh, K. J., Hollenbeck, J. R., Yu, A., **Lee, S. M.**, King, D. D. (2017). How and when does gender integration enhance team performance? The role of female voice enactment, leader's gender beliefs, and task complexity. Paper presented at the 32<sup>nd</sup> Annual Society for Industrial and Organizational Psychology Conference, Orlando, FL.
- Chi, N. W., Wang, A. C., & **Farh, C. I. C.** (2016). Eye for an eye or turn the other cheek? The role of moral characteristics in facilitating forgiveness and prosocial behavior in the face of abusive supervision. Paper presented at the 76<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim.  
\*Published in the *Proceedings of the 2016 Academy of Management Meeting*
- **Farh, C. I. C.**, Liao, H., Shapiro, D. L., & Shin, J. (2016). Out of sight and out of mind?: Overcoming barriers to staying connected and feeling included in multinational organizations. Paper presented at the 76<sup>th</sup> Annual Meeting of the Academy of Management, Anaheim.
- **Farh, C. I. C.**, Zhang, Y., & Long, L. R. (2015). Designing creative teams from creative members: The role of task interdependence and member creativity. Paper presented at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, British Columbia.
- Lee, S. M., **Farh, C. I. C.**, & Matta, F. (2015). Building heart: Leader contributions to the dynamics of team affective identification. Paper presented at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, British Columbia.

- **Farh, C. I. C., & Lee, S. M. (2015).** Voicing your way to the top: Temporal and compositional contingencies of voice and leadership emergence in self-managing teams. Paper presented at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, British Columbia.
- **Farh, C. I. C., & Chen, G. (2015).** Leading well over time: Temporal contingencies of leadership impact in dynamic team contexts. Awards Session at the 30<sup>th</sup> Annual Meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.  
*\*SIOP Top Poster Presentation Award*
- **Oh, K., & Farh, C. I. C. (2014).** An emotional appraisal theory of how subordinates experience abusive supervision over time. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- **Farh, C. I. C., Lanaj, K., & Ilies, R. (2014).** Social capital contingencies of when exchange relationships help or harm member performance in teams. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- **Farh, C. I. C., & Lee, S. (2014).** Look who's talking?: Temporal and compositional contingencies of voice and innovation in teams. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.  
*\*Winner of the OB Division's Best Symposium Award*  
*\*Selected for inclusion in the All Academy Theme (AAT) program*
- **Farh, C. I. C., & Chen, G. (2013).** Leading well over time: Temporal contingencies of leadership impact in dynamic team contexts. Paper presented at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- **Farh, C. I. C., & Chen, Z. J. (2013).** A multilevel model of how and when team-level abusive supervision diminishes team member voice. Paper presented at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- **Campbell-Bush, E. M., Farh, C. I. C., Chen, G., & Tesluk, P. E. (2011).** Holding peers accountable: Antecedents of peer regulation behaviors. Symposium paper presented at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago: IL.
- **Farh, C. I. C., Tangirala, S., & Liang, J. (2010).** Thinking before speaking: Employee cognitive engagement in change as a precursor to voice. Symposium paper presented at the 70<sup>th</sup> Annual Meeting of the Academy of Management, Montreal, Canada.
- **Farh, C. I. C., Seo, M., & Tesluk, P. (2009).** Working well under challenge: Job context as a moderator of the EI-performance relationship. Paper presented at the 69<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.
- **Tangirala, S., Paik, Y., Bartol, K., & Farh, C. I. C. (2009).** Valuation of new information under uncertainty and time pressure: The role of comparison orientation. Paper presented at the 69<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.
- **Chen, G., Kirkman, B. L., Kim, K., & Farh, C. I. C. (2009).** Expatriate motivation and effectiveness: The roles of cultural distance and foreign subsidiary support. Paper presented at the 69<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.
- **Farh, C. I. C., Bartol, K. M., Shapiro, D., & Shin, J. (2008).** Networking abroad, with whom, and to what ends?: Implications for expatriate adjustment and success. Paper presented at the 68<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.

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### **Chaired Conference Presentations**

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- **Farh, C. I. C.**, & Wellman, E. (2015, August). Climbing the social hierarchies of groups: When, how, and to what ends? Symposium co-chair at the 75<sup>th</sup> Annual Meeting of the Academy of Management, Vancouver, British Columbia.
- **Farh, C. I. C.** (2013, August). The dynamics of leadership: The nature and impact of leadership over time. Showcase symposium chair-person at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- **Farh, C. I. C.** (2013, August). Shared leadership: Collective considerations. Paper session chair-person at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

### **Professional Development Workshops & Seminars**

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- Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. (2014-2017, August). Co-organizer, PDW presented at the 74-77<sup>th</sup> Annual Meeting of the Academy of Management.
- Managing field research: Strategies for partnering with organizations to gain access to data. (2014-2015, August). Facilitator, PDW at the 74<sup>th</sup>-75<sup>th</sup> Annual Meeting of the Academy of Management.
- Managing the job search. HR Doctoral Student Consortium. (2013-2015, August). Roundtable discussant, PDW at the 73<sup>rd</sup>-75<sup>th</sup> Annual Meeting of the Academy of Management.
- Essentials of the OB Division. (2013, August). Co-organizer, PDW at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

### **Invited Research Presentations**

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China Europe International Business School (November, 2017)  
University of Pennsylvania, The Wharton School (November, 2017)  
Office of Naval Research (February, 2016)  
Wayne State University, Department of Psychology (January, 2015)  
University of Washington, Foster School of Business (November, 2014)  
Arizona State University, Carey School of Business (October, 2014)  
University of Illinois Urbana-Champaign, School of Labor and Employment Relations (October, 2014)  
Washington University of St. Louis, Olin School of Business (April, 2014)  
University of Michigan Ann Arbor, Ross School of Business (November, 2013)  
Renmin University, School of Business (May, 2013)  
National University of Singapore, School of Business (May, 2013)  
Michigan State University, Department of Psychology (April, 2013)  
London Business School (December, 2011)  
University of Pennsylvania, The Wharton School (December, 2011)  
Georgia Institute of Technology, College of Management (November, 2011)  
Michigan State University, Broad College of Business (November, 2011)  
Rice University, Jones Graduate School of Management (October, 2011)  
University of Virginia, McIntire School of Commerce (October, 2011)  
Hong Kong Polytechnic University, Faculty of Business (October, 2011)  
Singapore Management University, Lee Kong Chian School of Business (October, 2011)  
Texas A&M University, Mays Business School (October, 2011)

## Other Invited Presentations

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- Ascendant Scholar Award presentation, Western Academy of Management Meetings (March, 2017).
- Building Winning Teams, Broad College of Business (June, 2015). *Organizational culture*. (<https://broad.msu.edu/2015/05/27/msu-broad-college-of-business-building-winning-teams-combines-business-with-athletics/>)
- Project Management Institute, Michigan Capital Area Chapter (October, 2014). *Team and leadership effectiveness in dynamic environments*. ([http://www.pmi-mcac.org/index.php?option=com\\_content&view=article&id=174&Itemid=275](http://www.pmi-mcac.org/index.php?option=com_content&view=article&id=174&Itemid=275))
- Business and Bagels, Broad College of Business (April, 2014). *Enabling your employees to voice: How to reduce fear and encourage input from your team*. (<http://broad.msu.edu/events/business-bagels-enabling-voice-reduce-fear-encourage-input-team/>)
- Michigan State Grandparents University (June, 2013-14). *No yolk construction: An exercise in creativity*. (<http://broad.msu.edu/2014/07/07/grandparents-university-introduces-spartan-grandkids-msu/>)
- MBA Human Resource Association, Broad College of Business, Michigan State University (April, 2013). *Leading well from the get-go: Maximizing impact as a newcomer*.
- Practice Transformation Institute, Leadership Retreat for Primary Care Physician Leaders and Professionals (January, 2013). *Maximizing engagement while leading and managing others*.

## Select Media Mentions

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- “Abusive managers harm their teams and their companies” *Huffington Post*
- “How abusive bosses can damage effective teams” *Financial Post*
- “Study shows how toxic bosses wreck teamwork” *Forbes*
- “Abusive leadership infects entire team” *MSU Today*
- “Bosses who bully one employee make the whole team suffer” *New York Magazine*
- “Emotional intelligence helps manage team issues – but not in every context” *BPS Occupational Digest*.
- “Emotional intelligence: Is it always good?” *I/O at Work*.
- “When are employees more likely to speak up? It depends on what they’re saying” *HKUST Business Insights*.
- “Task conflict and team creativity: A question of how much and when” *HKUST Business Insights*.
- “Task conflict, team creativity and...Goldilocks?” *I/O at Work*.

## Courses Taught

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### Foster School of Business, University of Washington

MGMT 545 Leading High-Performance Organizations (Evening MBA Elective) Most recently rated 4.6 (5 = highest)	Spring 2017-
MGMT 545 Leading High-Performance Organizations (Full time MBA Elective) Most recently rated 4.6 (5 = highest)	Spring 2016-
MGMT 500 Management and Leadership (Evening MBA Core) Most recently rated 4.4 (5 = highest)	Autumn 2015-

## **Broad College of Business, Michigan State University**

MGT 840  
Leadership and Team Management (Full time MBA Elective)  
Average rating 4.7 (5 = highest)

*Spring 2013-15*

MGT 460  
Management Capstone (Undergraduate)  
Average rating 4.7 (5 = highest)

*Spring 2013-15*

## **Robert H. School of Business, University of Maryland**

BMGT 364  
Management and Organization Theory (Undergraduate)  
Overall rating 4.7 (5 = highest)

*Summer 2010*

## **Editorial Board and Professional Service Activities**

### **Editorial Board Member**

- *Journal of Applied Psychology* (2014- )
- *Academy of Management Journal* (2014- )

### **Ad-hoc Reviewer**

- *Academy of Management Review* (2013- )
- *Administrative Science Quarterly* (2013- )
- *Organizational Behavior and Human Decision Processes* (2012- )
- *Organization Science* (2015- )

### **Other Professional Service**

- Member, OB Division's Best Paper with International Implications Award Committee (2015- )
- Member, Making Connections Committee, Academy of Management OB Division (2012-2017)
- Coordinator, OB Division's Junior Faculty Dinner (2013- )
- Reviewer, IACMR Biannual Meeting - OB division (2011-2013)
- Reviewer, AOM Annual Meeting - OB division (2008-2009, 2013)

## **University Service**

### **Department of Management & Organization, University of Washington**

- Department Lab Coordinator (2017- )
- Department Strategic Planning Committee (2016-)
- Undergraduate HRM Option Committee (2015-2016)
- OB Faculty Recruiting Committee (2015-2016)
- Case competition judge, University of Washington Evening MBA program (2015-)

### **Department of Management, Michigan State University**

- Dissertation committee member, S. M. Lee (2016- ) and K. J. Oh (2016- )
- Co-organizer, Student Presentation Series (2014-2015)

### **Department of Management and Organizations, University of Maryland**

- OB student leader, Career and Professionalization Seminar Series (CAPSS) (2009-2010)
- Co-organizer, Department Research Day (2008)

## **Consulting Experience**

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### **Selected Consulting Experience**

- Glaxo-Smith-Kline; IBM; Morning Star Company; Northern Virginia Hospital Association; United States Marine Corps; University of Michigan Engineering School; University of Washington Medical School.