

## CHRISTINA TING FONG

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### EDUCATION

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<b>Stanford University</b>	<b>Ph.D., Organizational Behavior</b>	June 2003
Stanford, CA		
	<b>M.A., Sociology</b>	June 2000
<i>Dissertation title:</i> The Effects of Emotional Ambivalence on Creativity.		
<i>Reading Committee:</i> Professors Lara Tiedens (Chair), Jeffrey Pfeffer, and Robert Sutton.		

<b>Williams College</b>	<b>B.A., with honors in Psychology</b>	June 1998
Williamstown, MA	Concentration in Neuroscience.	
	<ul style="list-style-type: none"> <li>• 1960s Scholar in Psychology, 1997-1998.</li> <li>• Phi Beta Kappa.</li> <li>• Magna cum laude.</li> </ul>	

### EXPERIENCE

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<b>Michael G. Foster Business School</b>	
<b>University of Washington, Seattle</b>	
Department of Management and Organization	
Principal Lecturer	September 2015 to present
Senior Lecturer	September 2011 to September 2015
Assistant Professor	July 2003 to September 2011

### HONORS, FELLOWSHIPS, AND GRANTS

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- Recognized as an Outstanding UW Woman as part of UW HFS's annual Celebrating UW Women event. March 2016, March 2017.
- Honored by "Women as Bridge Builders: Making A Difference" Women of Color Empowered Award, sponsored by Northwest Asian Weekly. February 2016.
- Co-winner of Dean's Leadership Award (sponsored by Pacific Coast Banking School), June 2015.
- Senior Fellow, UW Faculty Fellows Program, 2015-16, 2013-14, 2012-2013 (University selected group of faculty who run the orientation welcome program focused on teaching for incoming UW Faculty).
- Winner, Instructor of the Quarter, Undergraduate Business Council, Fall 2010.

- Winner, Distinguished Teaching Award 2011 (a university wide award recognizing “extraordinary success of a nominee's superior ability in the teaching/learning process”).
- Nominee, Faculty Mentor Awards, UW Doctoral Business School Association, 2006, 2007, 2008, 2011.
- Grant recipient, Business and Economic Development Center, University of Washington Business School, for work on diversity in workgroups.
- Winner, *Academy of Management Learning and Education 2004 Best Paper Award*, for “The End of Business Schools? Less Success than Meets the Eye” with Jeffrey Pfeffer.
- Nominated participant at the Academy of Management OB-OMT-ODC Doctoral Student Consortium, August, 2002.
- Earl M. Chiles Foundation Fellowship Recipient: 2000, 2001, 2002.
- Jaedicke Merit Fellow, Stanford University Graduate School of Business, awarded to doctoral students “who have, in the judgment of the faculty, achieved the highest levels of scholarly performance.” 1999.

## **PUBLICATIONS**

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Eberly, MB & Fong, CT (2014). Leading via the heart and mind: The roles of leader and follower emotions, attributions and interdependence. *Leadership Quarterly*, 24, 696-711.

Leavitt, K.L, Fong, C.T. & Greenwald, A.G. (2011). Asking about well-being gets you half an answer: Intra-individual processes of implicit and explicit job attitudes. *Journal of Organizational Behavior*, 32, 672-687.

Fong, C.T. (2006). The effects of emotional ambivalence on creativity. *Academy of Management Journal*, 49, 1016-1030.

Pfeffer, J., Fong, C.T., Cialdini, R.B. & Portnoy, R.R. (2006) Overcoming the self-promotion dilemma: Interpersonal attraction and extra help as a consequence of who sings one’s praises. *Personality and Social Psychology Bulletin*, 32, 1362-1374.

Pfeffer, J. & Fong, C.T. (2005). Using the concept of self-enhancement to build an integrated model of power and influence. *Organizational Science*, 16, 372-388.

Pfeffer, J. & Fong, C.T. (2004). The Business School Business: Some lessons from the U.S. Experience. *Journal of Management Studies*, 41, 1501-1520.

Tiedens, L.Z., Fong, C.T. & Sutton, R.I. (2004). Emotional variation within work groups: Causes and performance consequences. In C.W. Leach and L.Z. Tiedens (Eds.), The Social Life of Emotions. Pp. 164-186. Cambridge, UK: Cambridge University Press.

Pfeffer, J. & Fong, C.T. (2003). Assessing Business Schools: A Reply to Connolly. *Academy of Management, Learning and Education*, 2, 368-370.

Fong, C.T. & Tiedens, L.Z. (2002). Dueling experiences and dual ambivalences: Emotional and motivational ambivalence of women in high status positions. *Motivation and Emotion*, 26, 105-121.

Pfeffer, J. & Fong, C.T. (2002). The end of business schools? Less success than meets the eye. *Academy of Management: Learning and Education*, 1, 78-96.

\*Winner of the 2004 Best Paper Award at the Academy of Management Learning and Education.\*

Kassin, S.M. & Fong, C.T. (1999). "I'm innocent!": Effects of training on judgments of truth and deception in the interrogation room. *Law & Human Behavior*, 23, 499-516.

Spencer, S., Fein, S., Wolfe, C.T., Fong, C., Dunn, M.A. (1999). Automatic activation of stereotypes: The role of self-image threat. *Personality & Social Psychology Bulletin*, 24, 1139-1152.

## **RESEARCH IN PROGRESS**

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Dang, C.T. & Fong, C.T. & Jacobsen, R. Mixing business with pleasure: The effects of emotional legitimacy on objectification and prosocial behavior Emotional Legitimacy and Objectification. Invited for resubmission to *Organizational Behavior and Human Decision Processes*.

Barsness, Z.I, Fong, C.T. & Eberly, M.B. Working at cross purposes? An examination of the use of flexible staffing arrangements in teams.

## **ACADEMIC PRESENTATIONS**

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Dang, C.T. & Fong, C.T. (2012) Mixing Business with Pleasure: Emotional Dialecticism in Objectification and Helping Behaviors. Presented at the Academy of Management conference, Boston, MA, August 2012.

Eberly, M. B., & Fong, C. T. (2010). Follower reactions to leader affect: How emotion valence and sincerity shape leader effectiveness. Presented at the Annual Meeting of the Academy of Management, Montréal, Canada.

Fong, C.T. (January 2009). Emotional ambivalence in organizations: Causes and consequences of mixed feelings at work. Invited presentation at UBC, Sauder School of Business.

Eberly, M.B. & Fong, C.T. (August 2009). The impact of emotions in the leadership process: A follower-centric perspective. Symposium at Academy of Management meeting, Chicago, IL.

Fong, C.T. (August 2008). Does where you sit define where you stand? How institutional

- settings affect the questions we ask. Invited Panelist at the Academy of Management meeting, Anaheim, CA.
- Fong, C.T. (August 2008). How to improve your chances of publishing in a top-tiered journal PDW. Invited representative for the Academy of Management Learning and Education Journal. Anaheim, CA.
- Bussmann, M. & Fong, C.T. (August 2007). Emotional contagion and its influence on transformational and charismatic leadership. Presented at the Academy of Management meeting, Philadelphia, PA.
- Leavitt, K.N., Fong, C.T. & Greenwald, A.G. (August 2007). Revisiting the Satisfaction/Performance Linkage: Implicit Core-Job Attitudes and Performance. Presented at the Academy of Management meeting, Philadelphia, PA.
- Fong, C.T. (2006, December). Emotional ambivalence: Antecedents and consequences. Presented at University of Washington, Social Psychology Colloquium (invited speaker).
- Fong, C.T. (2006). Emotion in Action: The effects of emotional ambivalence on action orientation. Presented at the Academy of Management, Atlanta, GA.
- Fong, C.T. (2005). Invited Panelist for the Management Education and Development (MED) welcome session, "Perils and Possibilities for Publishing the Scholarship of Teaching, Learning, and Education." Academy of Management, Honolulu, HI.
- Pfeffer, J., Fong, C.T., Cialdini, R.B. & Portnoy, R.R. (2005, August) The agency of agents: Overcoming the self-promotion dilemma. Presented at the Academy of Management, Honolulu, HI.
- Fong, C.T. (2004, November). The effects of emotional ambivalence on creativity. Presented at the 10<sup>th</sup> Annual Wharton Organizational Behavior Conference, Philadelphia, PA.
- Fong, C.T. (2004, August). The effects of emotional ambivalence on creativity. Presented at the Academy of Management, New Orleans, LA.
- Pfeffer, J. & Fong, C.T. (2003, November). Using the concept of self-enhancement to build an integrated model of power and influence. Presented at the Organization Science-National Science Foundation Conference, "Frontiers of Organization Science."
- Fong, C.T. (2002, May). Emotional ambivalence and creativity. Paper presented at the Stanford Business School PhD Program Professional Development Series, Stanford, CA.
- Fong, C.T. & Tiedens, L.Z. (2000, August). Emotional ambivalence in high status women: Gender, power and emotions. Paper presented at the Academy of Management, Toronto, Canada.

Fong, C.T. & Tiedens, L.Z. (2000, September). Dueling experiences and dual ambivalences: There are two types of ambivalence for women in high status positions. Paper presented at the Stanford-UC Berkeley OB Doctoral Students Conference, Stanford, CA.

## **INVITED PRESENTATIONS & SEMINARS**

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King County Fire Chiefs Leadership Summit, September 2017: Executive Leadership

Carrix/SSA Marine: February 2017, LIFT hackathon on Innovation

Boeing CAS Executive Development, September 2016: Innovation and Creativity

Microsoft University Recruiting, August 2016: Salary Negotiations

UW Advancement Summit, February 2016: Diversity and Social Perceptions.

Starbucks Alumni Lunch and Learn, November 2015: The Science of Social Perceptions.

T Mobile: Power and Influence, June 2014

Group Health: Women's Leadership Forum: Barriers to Female Leadership: Micro to Macro, November 2013

ACEC Washington: Effective Negotiations, April 2013.

Group Health: Women's Leadership Forum: How do we connect? November 2012.

Hitachi Consulting: Fostering Organizational Resiliency, January 2010.

## **RESEARCH INTERESTS**

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- Emotions in the workplace
- Creativity and innovation
- Management education
- Power and politics
- Self enhancement and impression management
- Duality and psychological conflict in emotions, goals and identities
- Groups and Teams

## **TEACHING EXPERIENCE AND INTERESTS**

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### **UNIVERSITY OF WASHINGTON BUSINESS SCHOOL**

#### **Selected Courses Taught:**

MGMT 300: Leadership and Organizational Behavior (Undergraduate business core course)

MGMT 500: LEAD and eLEAD (Required leadership development course for MBAs and Evening MBAs)

BA 500: Leading and Managing Organizations (MBA core course)

EMBA 521: Organizational Leadership (Executive MBA core course)

MGMT 547: Successful Negotiations (MBA elective)  
MGMT 548: Deal Making in High Velocity Ventures (MBA elective)  
Average teaching evaluation across 63 courses taught in 11 years: 4.4/5.  
Average course evaluations across audiences:  
Undergraduates (Ave CE = 4.6, 28 sections)  
Full Time MBAs (Ave CE = 4.2, 10 sections)  
Evening MBAs (Ave CE = 4.5, 10 sections)  
Executive MBAs (Ave CE = 4.2, 10 sections)  
Doctoral students (Ave CE = 4.7, 2 sections)  
Non Degree Executive Education courses (Ave CE = 4.7, 39 courses)

**Doctoral Student Dissertation Supervisory Committees:**

Marion Eberly (Chair). Dissertation topic: Emotions and leadership. Graduated June 2011.  
Jenna Lee (UW Psychology Department). Dissertation topic: Personality and situational variance in response to emotional and social situations.  
Mark Staton (Marketing Dept). Dissertation topic: Emotional experience, intent to buy, and information processing. Graduated June 2009.  
Rebecca Portnoy, Dissertation topic: Underemployed immigrants. Graduated June 2007.  
Nicole McNichols, (UW Psychology Department). Dissertation topic: Construal level theory and health. Graduated June 2008.  
Tara Ceranic. Dissertation topic: Ethics and emotions. Graduated June 2008.  
Dawn N. DeGere. Dissertation Topic: Emotion Regulation. Dissertation Proposal Defense: December 2008.

**TEACHING EXPERTISE INCLUDES:**

Leadership  
Managing Groups and Teams  
Organizational Behavior  
Conflict Management and Negotiations

**MEDIA MENTIONS**

Why College students should study Negotiation, Interview on Rachel Belle, KIR Radio, June 2017. <http://mynorthwest.com/657616/uw-college-salary-negotiation/>

In a twist, college students learn how to fail. Jerry Large, Seattle Times, April 2017. <https://www.seattletimes.com/seattle-news/education/in-a-twist-a-college-lesson-at-uw-on-how-to-fail/>

*Press coverage of AMJ 2006 article:*

Slate. "Ambivalence is awesome." June 13, 2013.

The Economist "In two minds" (review of AMJ 2006 piece appearing in "What's in the Journals?"), November 2006.

Business Week, "The power of ambivalent thinking" by Lindsay Gerdes, October 30, 2006.

\*This research was also covered in several international media outlets, including the radio show "The Business Shrink" on Sirius Radio, the London Times, and India Times.

*Press coverage of PSPB 2006 article:*

Wall Street Journal, "Working for a Boss Who Only Manages Up Can Be a Real Downer" by Jared Sandberg, May 2006.

*Press coverage of AMLE 2002 article:*

The Economist "But can you teach it?" May 20, 2004

Business Week, "What's an MBA really worth" by Jennifer Merritt. September 22, 2003.

Financial Post, "Weighing the cost of a Canadian MBA: What's it really worth" by Kate MacNamara. Sept 20, 2002.

Financial Times "A split sense of purpose: professors disagree on the role of business schools. Business students have no doubts." By Michael Skapinker, September 18, 2002.

Wall Street Journal "The top business schools (A special report)- Do MBA degrees pay off?" by Ronald Alsop, September 9, 2002.

The Economist, "The \$100,000 question" July 27, 2002.

The Chronicle of Higher Education "Controversial study questions the value of an MBA" July 19, 2002.

*Quotes not directly related to personal research:*

The Seattle Times. "Team up to screw up" by Jerry Large, January 25, 2007.

All Things Considered, NPR, "Archives help businesses learn from mistakes" by Harriet Baskas, January 16, 2006.

**PROFESSIONAL SERVICE**

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Member of Academy of Management

Member of American Psychological Association

Editorial Board (2009-2012), Academy of Management Learning and Education

Editorial Board (2009-2012), Academy of Management Review

Editorial Board (2009-2012), Journal of Management Studies

Reviewer for:

- Academy of Management Conference Proceedings, OB & MOC Divisions
- Academy of Management Journal
- Administrative Science Quarterly
- Group and Organization Management
- Organizational Behavior and Human Decision Processes
- Organization Science
- Journal of Management Issues

**SELECTED UNIVERSITY SERVICE**

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- Faculty Senate Executive Committee, September 2014-September 2015.
- Co-chair, Leadership Curricular Committee, Husky Leadership Initiative, September 2014-present.
- Senior Fellow, Center for Teaching and Learning (2012-13, 2013-14, 2015-16).
- Distinguished Teaching Awards committee: 2012, 2013, 2014, 2015
  - Committee co-chair in 2013 and 2014
- Academic Director, Global Business Forum, 2012-present
- MGMT 300 Course coordinator, 2013-present

**CONSULTING AND COACHING**

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Executive Coach to Senior Management and C-Level executives. Details and references available upon request.