

## Ning Xu

Bauer Hall 513  
One Brookings Drive  
St. Louis, MO 63130

Olin Business School  
Washington University in  
St. Louis

Email: [ningxu@wustl.edu](mailto:ningxu@wustl.edu)  
314-935-6636  
<https://ningxu.blog/>

### ACADEMIC EMPLOYMENT

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Washington University in St. Louis

July 2019 ---

Postdoctoral Research Scholar

### EDUCATION

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#### **Ph.D. University at Buffalo, The State University of New York 2018**

Major: Organizational Behavior and Human Resources

Minor: Statistics

- Dissertation: Brokering Their Way to Leadership: How Individual Differences Enable Brokers to be Effective Within and Between Teams
- Dissertation Committee: Paul Tesluk (Co-Chair), Prasad Balkundi (Co-Chair), G. James Lemoine

#### **M.S. Purdue University 2011**

Major: Biomedical Science

- Thesis: Impact of Inflammation on Gene Expression in a Prostate Cancer Model

#### **B.S. Sichuan University 2004**

Major: Biological Science

### RESEARCH INTERESTS

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My current research interests include social networks, leadership, creativity, teams, and identity. Specifically, my research focuses on applying social network theories and analysis to understand complex organizational phenomena, such as leadership emergence and workplace creativity.

### PUBLICATIONS

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**Xu, N.,** Chiu, C-Y., & Treadway, D. C. (2019). Tensions between diversity and shared leadership: The role of team political skill. *Small Group Research, 50*, 507-538.

- Bentley, J. R., Breland, J. W., **Xu, N.**, Campion, E. D., & Treadway, D. C. (2015). The political skill and will of expatriates in acculturating to the politics of an organization in a new culture. *International Journal of Intercultural Relations*, *49*, 343-353.
- Wang, Y., Li, D., Shi, H., Wen, Y., Yang, L, **Xu, N.**, Chen, X., et al. (2009). Intratumoral expression of mature human neutrophil peptide-1 mediates antitumor immunity in mice. *Clinical Cancer Research*, *15*, 6901-6911.
- Xu, N.**, Wang, Y., Pan, W., et al. (2008). Human alpha-defensin-1 inhibits growth of human lung adenocarcinoma xenograft in nude mice. *Molecular Cancer Therapeutics*, *7*, 1588-1597.

## MANUSCRIPTS UNDER REVIEW

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- Xu, N.**, Ghahremani, H., Lemoine, G. J. & Tesluk, P. E. Emergence of shared leadership networks in teams: An adaptive process perspective. 1<sup>st</sup> R&R at *The Leadership Quarterly*.
- Hora, S., Lemoine, G. J., **Xu, N.**, & Shalley, C. Unlocking the sex differences in creativity: A multilevel model. Under 2<sup>nd</sup>-round review at *Journal of Organizational Behavior*.
- Lemoine, G. J., Shalley, C. E., & **Xu, N.** A tale of two creativities: The differential effects of personal and contextual factors for radical and incremental creativity. Under review at *Organization Science*.

## CURRENT PROJECTS

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- Xu, N.**, Balkundi, P., Waldman, D. A., & Galvin, B. M. Trouble between formal and informal leaders: The effects of unrequited friendship and network assessment accuracy. Preparing for submission to *Journal of Personality and Social Psychology*.
- Xu, N.**, Balkundi, P. & Harrison, D. Brokering or bridging: The different routes to the competitive advantage. Writing in process, target journal: *Journal of Management*.
- Xu, N.**, Balkundi, P., & Tesluk, P. E. Untitled paper examining the brokerage and inter-team leadership. Data collection, target journal: *Academy of Management Journal*.
- Xu, N.**, Balkundi, P., & Lindsey, D. C. Untitled paper examining the effects of individuals' ego networks on voting behaviors. Data analysis and writing in process, target journal: *Psychological Science*.
- Cai, W., **Xu, N.**, & Pan, J. Untitled meta-analysis examining the effects and mechanisms of calling on different outcomes. Writing in process, target journal: *Journal of Vocational Behavior*.
- Xu, N.**, & Ghahremani, H. Untitled paper examining the dark side of leader humility. Ready for data collection, target journal: *Journal of Applied Psychology*.

## PEER-REVIEWED CONFERENCE PRESENTATIONS

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- Xu, N.** (2019). Brokering their way to leadership: How brokers become effective between teams. Paper presented at the INGRoup Annual Conference, Lisbon, Portugal.
- Hora, S., **Xu, N.**, Lemoine, G. J., & Shalley, C. (2018). Unlocking the sex differences in creativity: A multilevel model of individual sex, team psychological safety and creative self-efficacy. Paper presented at the Southern Management Association Annual Meeting, Lexington, KY.
- Xu, N.**, Balkundi, P., & Harrison, D. (2018). Brokering or bridging: The different routes to competitive advantage. Paper accepted at the 4<sup>th</sup> Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Xu, N.**, Ghahremani, H., Lemoine, G. J., & Tesluk, P. E. (2017). How does leadership structure emerge? The effects of team climate and transactive memory system. Paper presented at the Southern Management Association Annual Meeting, St. Petersburg Beach, FL.
- Xu, N.**, & Balkundi, P. (2017). Inward looking outward: A meta-analytic review of individuals' crosscutting ties. In N. Xu (Chair), *Outside in: How crosscutting ties drive individual and unit performance*, a symposium presented at the Academy of Management Annual Meeting, Atlanta, GA.
- Xu, N.**, Balkundi, P., Waldman, D. A., & Galvin, B. M. (2017). Trouble between Formal and Informal Leaders: The Effects of Unrequited friendship and Network Assessment Accuracy. Paper presented at the 2<sup>nd</sup> Interdisciplinary Perspectives on Leadership Symposium, Mykonos, Greece.
- Lemoine, G. J., Shalley, C. E., & **Xu, N.** (2017). Differential effects of personal and contextual factors for incremental and radical creativity. In L. Gilson and T. Grosser (Chairs), *Individual and Team Creativity: A Multifaceted Interactionist Examination of Creativity in Different Contexts*, a symposium presented at the Academy of Management Annual Meeting, Atlanta, GA.
- Xu, N.**, & Chiu, C-Y. (2016). Mitigating the negative effects of team diversity on shared leadership: The role of team political skill. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- Xu, N.**, & Balkundi, P. (2016). Inward looking outward: The effects of individuals' crosscutting ties. Paper presented at the 11<sup>th</sup> INGRoup Annual Conference, Helsinki, Finland.
- Balkundi, P., Waldman, D. A., **Xu, N.**, & Galvin, B. M. (2015). Trouble between formal and informal leaders: The effects of unrequited friendship. Paper presented at the Academy of Management Annual Meeting, Vancouver, British Columbia, Canada.
- Treadway, D. C., Bentley, J. R., Yang, J., **Xu, N.**, Everest, N. (2014). Being dirty but not feeling dirty: The role of perceived organizational support and organizational based self-esteem on the relationship between occupational stigma internalization and job

performance. Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA.

Treadway, D.C., Bentley, J.R., **Xu, N.**, & Rogers, M.A. (2014). Lost patience or lost concern: Irritation and compassion as explanatory mechanisms linking the differential effects of client and coworker victimization to performance, turnover, and involuntary leave. In P. Spector (Chair), *Mistreatment in organizations: Behavioral and strain consequences*, a symposium presented at the Southern Management Association Annual Meeting, Savannah, GA.

Treadway, D.C., Seitz, S.R., **Xu, N.**, & Grijalva, E. (2014). Politically skilled, narcissistic leaders and their effect on follower LMX, affective commitment, and voluntary turnover. Paper presented at the Southern Management Association Annual Meeting, Savannah, GA.

### **CHAired/ORGANIZED CONFERENCE SESSIONS**

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Chair and Organizer (2017). *Outside in: How crosscutting ties drive individual and unit performance*. Presenter Symposium at the Academy of Management Annual Meeting, Atlanta, GA.

Session chair (2017). *Negotiation, Mediation, Arbitration*. Paper session at the Academy of Management Annual Meeting, Atlanta, GA.

### **INVITED TALKS/PRESENTATIONS**

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Introduction to Social Network Analysis PDW workshop, Academy of Management Annual Meeting, August 2019

University at Albany School of Business, April 2019

Washington University in St. Louis Olin Business School, April 2019

University of Windsor Odette School of Business, November 2018

### **TEACHING EXPERIENCE**

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#### **University at Buffalo, The State University of New York**

MGB 301 Organizational Behavior and Administration: Instructor

Spring 2019 (Instructor evaluation – 4.5/5.0)

Fall 2018 (Instructor evaluation – 4.8/5.0)

Fall 2017 (Instructor evaluation – 4.7/5.0)

Fall 2016 (Instructor evaluation – 4.6/5.0)

Summer 2016 (Instructor evaluation – 4.8/5.0)

MGI 301 Human Resource Management: Instructor

Spring 2018 (Instructor evaluation – 4.9/5.0)  
MGB 359 Leadership Development I: Guest lecturer in social networks (Spring 2018 & Spring 2019)  
MGB 301 Organizational Behavior and Administration: Guest lecturer in social networks (Spring 2017)

### **Singapore Institute of Management**

MGB 301 Organizational Behavior and Administration: Instructor  
Summer 2018 (Instructor evaluation – 4.5/5.0)

### **University of South Florida**

PSY 3204 Psychological Statistics: Lab Instructor (Spring 2012 – Spring 2013)  
PSY 3213 Research Methods in Psychology: Lab Instructor (Fall 2011)

### **Purdue University**

Anatomy and Physiology: Lab Instructor (Spring 2011)

## **PROFESSIONAL SERVICE ACTIVITIES**

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Ad hoc reviewer: Small Group Research  
Reviewer: Academy of Management Annual Conference (OB/MOC; 2014-2019)  
Reviewer: Southern Management Association Annual Meeting (2014-2017)  
Reviewer: INGRoup Annual Conference (2016-2019)  
Mentoring undergraduate student: Muris Avdic (Fall 2016 & Spring 2017); Hugo Fernandez (Spring 2017); Jonathan Berr & Yilin Zhou (Fall 2018).

## **ACADEMIC AFFILIATIONS**

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Academy of Management (AoM)  
Southern Management Association (SMA)  
Interdisciplinary Network for Group Research (INGRoup)  
International Network for Social Network Analysis (INSNA)

## **PROFESSIONAL TRAINING**

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Stochastic Network Models: LINKS Center, University of Kentucky, June 2017  
Using R for Network Analysis: Aalto University/INGRoup 2016 Annual Meeting, Finland, July 2016

## **HONORS, AWARD, RESEARCH FUNDS**

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Winner of PhD Annual Showcase, University at Buffalo, 2018  
Wow Fund Award, University at Buffalo, 2017  
Graduate Student Association Conference Grant, University at Buffalo, 2016  
Graduate Student Research Fund, University at Buffalo, 2013-2017

## **PAST EXPERIENCE**

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Post-doctoral Research Associate: Center for Leadership and Organizational Effectiveness, University at Buffalo (2018-2019)  
Instructor: University at Buffalo (2016 – 2019)  
Research Assistant: University at Buffalo (2013 – 2017)  
Lab Instructor: University of South Florida (2011 – 2013)  
Research Assistant: Purdue University (2008 – 2011)  
Research Associate: National Key Laboratory of Biotherapy (2004-2008)

## **REFERENCES**

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Dr. Paul Tesluk  
Dean and Professor  
School of Management  
University at Buffalo, The State University  
of New York  
Email: [ptesluk@buffalo.edu](mailto:ptesluk@buffalo.edu)  
Phone: 716-645-3221

Dr. Prasad Balkundi  
Chair and Associate Professor  
Department of Organization and Human  
Resources  
School of Management  
University at Buffalo, The State University  
of New York  
Email: [balkundi@buffalo.edu](mailto:balkundi@buffalo.edu)  
Phone: 716-645-3250

Dr. G. James Lemoine  
Assistant Professor  
Department of Organization and Human  
Resources  
School of Management  
University at Buffalo, The State University  
of New York  
Email: [jlemoine@buffalo.edu](mailto:jlemoine@buffalo.edu)  
Phone: 716-645-3236