

## Ning Xu

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### ACADEMIC EMPLOYMENT

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- 2019 – Present      Postdoctoral Research Scholar, Olin Business School, Washington University in St. Louis
- 2018 – 2019      Adjunct Instructor, School of Management, University at Buffalo

### 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 (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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Social networks, leadership emergence, creativity and moral emotions.

### PUBLICATIONS

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- Hora, S., Lemoine, G. J., **Xu, N.**, & Shalley, C. Unlocking the sex differences in creativity: A multilevel model. Conditional acceptance at *Journal of Organizational Behavior*.
- 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.

## 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. 2<sup>nd</sup> revise and resubmit at *The Leadership Quarterly*.

## PUBLICATIONS IN BIOLOGY

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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.

## CURRENT PROJECTS

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### ***Social Networks and Leadership:***

**Xu, N.**, Balkundi, P., Waldman, D. A., & Galvin, B. M. Trouble between formal and informal leaders: The effects of unrequited friendship and network accuracy. Preparing for submission to *Personnel Psychology*.

**Xu, N.** Brokering for others: How brokers become influential in inter-team issues. Data analysis and writing in process, target journal: *Academy of Management Journal*.

### ***Moral Emotions:***

**Xu, N.**, Ghahremani, H, D. M. Payne. A little thanks may not go a long way: How expressing gratitude leads to deviant behaviors. Data collection, no target journal as of yet.

**Xu, N.**, Kim, D., Lee, J. H., & Elfenbein, H. A. Thank for the negotiation: How gratitude expressions improve joint gains and subjective value. Data collection, no target journal as of yet.

### ***Creativity:***

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. Preparing for submission to *Journal of Management*.

**Xu, N.**, Balkundi, P, & Harrison, D. Brokering or bridging: The different routes to the competitive advantage. Preparing for submission to *Journal of Management*.

## PEER-REVIEWED CONFERENCE PRESENTATIONS

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- Xu, N.,** & Kiker, J. (2020). *Shared leadership in context: The mutual influences of situation and process*. Presenter Symposium accepted at the Academy of Management Annual Meeting, Vancouver, CA.
- 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.

## RESEARCH GRANTS

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**Xu, N.** (Principal Investigator), Kim, D., Lee, J. H., & Elfenbein, H. A. Negotiation & Team Resources (NTR) Research Grant, 2020 (\$7,000)

## CHAired/ORGANIZED CONFERENCE SESSIONS

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- Chair and Organizer (2020). *Shared leadership in context: The mutual influences of situation and process*. Presenter Symposium at the Academy of Management Annual Meeting, Vancouver, CA.
- 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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### **Washington University in St. Louis**

OB 360 Organizational Behavior within Firms: Instructor  
 Spring 2020 (Instructor evaluation – 8.8/10)

### **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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PC member: Emonet 12 annual conference

Ad hoc reviewer: Small Group Research

Organizer: Professional Development Workshop of “Introduction to Social Networks” at Academy of Management Annual Conference (2013-2020)

Reviewer: Academy of Management Annual Conference (OB/MOC; 2014-2020)

Reviewer: Southern Management Association Annual Meeting (2014-2020)

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)

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

## **PAST EXPERIENCE**

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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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