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ACADEMIC POSITIONS

2022 – Now Associate Professor (Teaching), CHINESE UNIVERSITY OF HONG KONG
2008 – 2022 Associate Professor, CHINESE UNIVERSITY OF HONG KONG
2001 – 2008 Assistant Professor, CHINESE UNIVERSITY OF HONG KONG
1997 Instructor, UNIVERSITY OF BRITISH COLUMBIA

EDUCATION

2001 UNIVERSITY OF BRITISH COLUMBIA (Ph.D.), major in Organizational Behavior.
1995 SIMON FRASER UNIVERSITY (M.B.A.), major in Human Resources Management.
1984 UNIVERSITY OF HONG KONG (B.Soc.Sc.)

ACADEMIC HONORS & AWARDS

INFLUENTIAL ARTICLE AWARD FINALIST

Academy of Management Conflict Management Division, 2013, covering articles published in the years 2005-2008

BEST PAPER AWARD FINALIST

Asia Academy of Management Conference, 2004

THE 1998 OUTSTANDING PAPER IN ORGANIZATIONAL BEHAVIOR AWARD

Academy of Management, 1999

RESEARCH

1. Publications:

Wang, Y., Kim, Y., & Lau, D. (2021). Creative identity asymmetry: When and how it impacts psychological strain and creative performance. *Asia Pacific Journal of Management*. Doi: 10.1007/s10490-021-09793-7

Wang, Y. & Lau, D. (2021). How and why job crafting influences creative performance? A resource allocation explanation of the curvilinear moderated relations. *Asia Pacific Journal of Management*. Doi: 10.1007/s10490-021-09773-x

- Ng, J. (2021). "Job crafting: How much is too much?", written on the basis of Wang & Lau (2021), was published as a feature article at *China Business Knowledge @CUHK*, Oct 14, 2021.
- Zhu, J. N. Y., Lau, D., & Lam, L. W. (2021). Trust me or us? A multilevel model of individual and team felt trust by supervisors. In N. Gillespie, C. A. Fulmer, & R. J. Lewicki (Eds.), *Understanding Trust in Organizations: A Multilevel Perspective*, 121 - 142. New York: Routledge.
- Murnighan, J. K. & Lau, D. (2017). Faultlines. *Oxford Research Encyclopedia of Business and Management*. Doi: 10.1093/acrefore/9780190224851.013.60
- Lam, L., Wong, C. S., Peng, Z., & Lau, D. (2017). Is more feedback-seeking always better? Leader-member exchange moderates the relationship between feedback-seeking behavior and performance. *Journal of Management*, 43(7) 2195-2217. DOI: 10.1177/0149206315581661
- Li, W. & Lau, D. (2014). Asymmetric factional groups in family firms: When group faultline is a good thing. *Academy of Management Best Paper Conference Proceedings*, 1412-1417s. DOI: 10.5465/AMBPP.2014.288.
- Lau, D., Lam, L., & Wen, S. (2014). Examining the effects of feeling trusted by supervisors in the workplace: A self-evaluative perspective. *Journal of Organizational Behavior*, 35(1), 112-127.
- Antino, M., Rico, R., Sanchez-Manzanares, M., & Lau, D. (2013). Rethinking team diversity management: Evidence-based strategies for coping with diversity threats. In E. Salas, S. I. Tannenbaum, D. Cohen, & G. Latham (Eds.), *Developing and Enhancing Teamwork in Organizations: Evidence Based Best Practices and Guidelines*, 373-405. San Francisco: Jossey-Bass.
- Lam, L., Huang, X., Lau, D. (2012). Leadership research in Asia: Taking the road less traveled? *Asia Pacific Journal of Management*, 29, 195-204.
- Rico, R., Sanchez-Manzanares, M., Antino, M., & Lau, D. (2012). Bridging team faultlines by combining task role assignment and goal structure strategies. *Journal of Applied Psychology*, 97(2), 407-420. doi: 10.1037/a0025231.
- Lam, L. & Lau, D. (2012). Feeling lonely at work: investigating the consequences of unsatisfactory workplace relationships. *International Journal of Human Resource Management*, 23(20), 4265-4284. DOI: 10.1080/09585912.2012.665070.
- Ying, F. (2016). "Does loneliness matter at workplace?" written on the basis of Lam & Lau (2012) was published as a feature article at *China Business Knowledge @CUHK*, Dec 1, 2016.
- Wen, S., Lau, D., & Lam, L. (2012). Enhancing trust in Chinese organizations. In X. Huang and M. Bond (Eds.), *The Handbook of Chinese Organizational Behavior: Integrating Theory, Research, and Practice*, 289-306. Cheltenham, Glos, UK: Edward Elgar Publishing Limited.
- Lau, D. & Murnighan, J. K. (2010). Faultlines. In J. M. Levine and M. A. Hogg (Eds.), *Encyclopedia of Group Processes and Intergroup Relations*, 278-281. Thousand Oaks, California: Sage.
- Lau, D., & Liden, R. (2008). Antecedents of co-worker trust: Leaders' blessings. *Journal of Applied Psychology*, 93(5), 1130-1138.
- Lau, D., & Lam, L. (2008). Effects of trusting and being trusted on team citizenship behaviors in chain stores. *Asian Journal of Social Psychology*, 11, 141-149.

- Lau, D., Salamon, S., & Lam, L. (2008). The impact of relational demography on perceived trustworthiness: Similarity or norms? *Journal of Social Psychology*, 148(2), 187-208.
- Lam, L. & Lau, D. (2008). Work climate and customer satisfaction: The role of trust in retail context. *Journal of Management & Organization*, 14(2), 141-154.
- Lau, D., Liu, J., & Fu, P. (2007). Feeling trusted by top leaders: A study of Chinese managers. *Asia Pacific Journal of Management*, 24: 321-340.
- Lau, D. & Murnighan, J. K (2005). Interactions within groups and subgroups: The dynamic effects of demographic faultlines. *Academy of Management Journal*, 48(4), 645-659.
 (Finalist of the Academy of Management Conflict Management Division's Influential Article Award in 2013, covering articles in the years 2005-2008
 Cited more than 970 times – Google Scholar June 2021;
 Cited more than 380 times – Web of Science June 2021)
- Graen, G., & Lau D. (2005). Proper levels of analysis, hierarchical linear models, and leadership theories. In G. B. Graen and J. A. Graen (Eds.), *Global Organizing Designs, LMX Leadership: The Series*, 3, 237-271.
- Havlovic, S., Lau, D., & Pinfield, L (2002). Repercussions of work schedules congruence among full-time, part-time, and contingent employees. *Health Care Management Review*, 27(4), 30-41.
- Bemmel, B. & Lau, D. (2001). Local union leaders' satisfaction with grievance procedures. *Journal of Labor Research*, 24(3), 653-667.
- Lau, D. & Murnighan, J. K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. *Academy of Management Review*, 23(2), 325-340.
 (Awarded the Outstanding Paper in Organizational Behavior;
 cited more than 2,300 times – Google Scholar June 2021;
 cited more than 900 times – Web of Science June 2021)

2. Recent Conference Presentations:

Poon, G., Su, Q., Lau, D., Shore, L., & Li, R. (2021). Can membership change bring beneficial outcomes to strong faultline teams? Presented at the Academy of Management Conference (online) in July-August 2021.

Wang, Y., Lau, D., & Kim, Y. (2021). How and when occupational identity threat leads to job crafting and positive outcomes? Presented at the Academy of Management Conference (online) in July-August 2021.

Selected as a Best Paper and Published in the Best Paper Proceedings.

Wang, Y., Lau, D., & Kim, Y. (2021). Do multiple identities holders create more? The role of ambivalence and mindfulness. Presented at the Academy of Management Conference (online) in July-August 2021.

- Su, Q., *Lau, D.*, Zhu, N., & Wang, E. (2021). Power difference and subgroup formation in work teams. Presented at the International Association for Chinese Management Research (IACMR) Conference (online) in June 2021.
- Su, Q., *Lau, D.*, Shore, L., & Cai, Y. (2019). Bridging subgroups in strong faultline groups: A tertius iungens perspective. Presented at the Boston Academy of Management Conference in August 2019.
- Su, Q., Ou, A. Y., Song, L. J., & *Lau, D.* (2019). Inter-team faultline, and its influence on team and organizational performance: An inter-team trust and collaboration perspective. Part of a symposium entitled "Faultlines Within and Outside Group Boundaries and their Cross-level Effects". Presented at the Boston Academy of Management Conference in August 2019.
- Jeong, S. S., Korsgaard, M. A., & *Lau, D.* (2019). The aftermath of lost trust: Trustee reactions to trust loss. Part of a joint symposium entitled "New Discoveries on Multilevel Trust and Trust Dynamics". Presented at the Boston Academy of Management Conference in August 2019.
- Poon, G. & *Lau D.* (2019). Effect of power loss: exploration from three perspectives. Presented at the Bali Asia Academy of Management Conference in June 2019.
- Lau, D.*, de Jong, B., & Lam, L. (2018). Felt trust at work: A multi-theoretical and multi-referent examination. Presented at the Chicago Academy of Management Conference in August 2018.
- Shore, L., & Su, Q., *Lau, D.*, Kemol, A, Cai, Y. (2018). Cultural faultlines and team outcomes: the moderating effects of leaders' cultural values. Part of a joint symposium entitled "Group Faultlines and Leadership: Triggers and Theoretical Implications". Presented at the Chicago Academy of Management Conference in August 2018.
- Lau, D.*, Shore, L., & Su, Q. (2018). Mitigating detrimental group faultline effects: Group structure and culture interactions. Part of a joint symposium entitled "Cross-cultural and group behaviors". Presented at the Chicago Academy of Management Conference in August 2018.
- Lau, D.* (2018). Panel member of a Professional Development Workshop. OB Research Incubator. Held at the Chicago Academy of Management Conference in August 2018.
- Wen, S. & *Lau, D.* (2018). Socially dirty work: A conservation of resource perspective. Presented at the International Association for Chinese Management Research (IACMR) Conference at Wuhan in June 2018.
- Su, Q., Luo, L., *Lau, D.* (2018). Faultline and entrepreneurial passion in start-up teams. Presented at the International Association for Chinese Management Research (IACMR) Conference at Wuhan in June 2018.
- Lau, D.* (2017). Panel member of a Professional Development Workshop. OB Research Incubator. Held at the Atlanta Academy of Management Conference in August 2017.
- Su, Q., *Lau, D.*, Shore, L., & Anderson, K. (2017). Faultline as a strategy: A power dynamic perspective of faultline management. Part of a joint symposium entitled "Group faultline activation: Triggers, processes, and theoretical implications". Presented at the Atlanta Academy of Management Conference in August 2017.
- Lau, D.*, Shore, L., Su, Q., & Anderson, K. (2017). Leadership and faultlines in Chinese organizations. Part of a joint symposium entitled "Impact of faultlines on individual

perspectives and behaviors in teams”. Presented at the Atlanta Academy of Management Conference in August 2017.

Ou, A. Y., Su, Q., Song, L. J., & Lau, D. (2017). A multilevel theory of top management team faultlines and organizational performance. Part of a joint symposium entitled “Interfaces of strategic leaders: Past, present, and future research agenda”. Presented at the Atlanta Academy of Management Conference in August 2017.

Qin, S., Lau, D., & Poon, G. (2017). Diversity and faultline in China. Presented at the Asia Academy of Management conference at Kitakyushu, Fukuoka, Japan on June 19 – 21, 2017.

Qin, S. (2017). “What does diversity mean to Chinese employees?” written on the basis of Qin, Lau, & Poon (2017) & was published as a feature article at *China Business Knowledge @CUHK*, July 4, 2017.

3. Selected Research Grants:

Lau, D. (P. I.) & Shore, L. (Co-I). *RGC General Research Fund Grant* (HK\$814,521; equivalent to US\$104,425) awarded by the Research Grants Council of Hong Kong, China. Project title: Group structure and culture as means to mitigate detrimental group faultline effects. Period: Jan 1, 2017 - December 31, 2021. Project code: 14507416.

Li, W. (P.I.), Lau, D. (Co-I.); and various Co-I.'s. (HKD\$612,000; equivalent to RMB 510,000) awarded by *the National Natural Science Foundation of China*. Project title: Corporate Entrepreneurship on family business: The perspective of group faultline (家族企业公司创业研究: 基于团队断裂带的视角). Expiry: Dec 31, 2019. Project code: 71572198.

Lau, D. (P. I.) & Shore, L. (Co-I). *RGC General Research Fund Grant* (HK\$642,289; equivalent to US\$82,345) awarded by the Research Grants Council of Hong Kong, China. Project title: Bridging subgroups in strong faultline groups: A tertius iungens perspective. Expiry: December 31, 2016. Project code: 14501414.

Li, W. (P.I.), Lau, D. (Co-I.); and various Co-I.'s. (HKD\$270,000; equivalent to RMB 220,000) awarded by *the National Natural Science Foundation of China*. Project title: 基于团队断裂带模型的国际合资企业高管团队学习行为研究. Expiry: Dec 31, 2015. Project code: 71202095.

Lau, D. (P.I.). *RGC General Research Fund Grant* (HK\$451,216; equivalent to US\$57,848) awarded by the Research Grants Council of Hong Kong, China. Project title: Occupational dynamics of socially dirty worker: A social learning perspective. Expiry: December 31, 2013. Project Code: 448411.

Lau, D. (P.I.) & Lam, L. *RGC General Research Fund Grant* (HK\$338,388; equivalent to US\$43,383) awarded by the Research Grants Council of Hong Kong, China. Project title: Organizational impact of employees' perception of feeling trusted: Examining self-conceptual dynamics. Expiry: December 31, 2012. Project Code: 2170147.

Lau, D. (P.I.) & Murnighan, J. K. *Competitive Earmarked Research Grant* (HK\$518,592) awarded by the Research Grants Council. Project title: Exploring faultline dynamics: Effects of triggers, subgroup size, and task divisibility. Expiry: December 31, 2007. Project Code: CUHK4742/05H

Lau, D. (P.I.) & Robinson, S. *Competitive Earmarked Research Grant* (HK\$309,559) awarded by the Research Grants Council. Project title: Trusting and being trusted at work: The Chinese context. Expiry: August 31, 2006. Project Code: CUHK4147/03.

4. Awards

2013 *Academy of Management Conflict Management Division Influential Article Award finalist.*

Lau, D. & Murnighan, J. K. (2005). Interactions within groups and subgroups: The dynamic effects of demographic faultlines. *Academy of Management Journal*, 48(4), 645-659.

2004 *Asia Academy of Management Conference Best Paper Award Finalist.*

Lau, D., & Lam, L. (2004). Beyond main effects of unilateral trust on organizational citizenship behaviors: examining trust effects between store managers and staff in chain organizations.

1999 *Academy of Management Organizational Behavior Division Outstanding Publication Award.*

Lau, D. & Murnighan, J. K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. *Academy of Management Review*, 23(2), 325-340.

5. News and Media

When Diversity Becomes a Problem (2019). Dutchcham Magazine, Vol. 200, issue 4, p. 10. (published by Dutch Chamber of Commerce in Hong Kong)

團隊多元化 集思廣益決策 (2018). HKET (香港經濟日報), March 23, 2018, A37.

Tran, E., Ip, C., & Ko V. (2010). HK Women Struggling to Close Gender Gap. South China Morning Post, Dec 16, 2010, A1, A3

6. Selected Invited Presentations

Lau, D. (2018). Team diversity in China: Importance & management. Presented at the China Business Knowledge @CUHK Luncheon Series at Hong Kong on March 22, 2018. (Content of the presentation was published in *Hong Kong Economic Times* on March 23, 2018 p. A37.)

Lau, D. (2017). How to select publishable research topics and questions? Presented at the "Writing and Publishing on International Academic Journal" Workshop. Jointly organized by the Business School of Shantou University and Department of Management, Chinese University of Hong Kong at Shantou on June 5- 6. 2017.

Lau, D. (2017). Faultlines: Origin, findings, and future development. Invited presentation at the *Keith Murnighan Memorial Conference* hosted by Kellogg School of Management at Northwestern University, Evanston, IL, USA on May 12 – 14, 2017

- Lau, D. (2016). Group faultline: Its recent development and applications. Presented at the University of Shenzhen, Shenzhen, PRC, on May 31, 2016.
- Lau, D. (2015). Studying diversity and faultline in Chinese organizations. Presented at the *Multicultural Teams: Advancing Team Effectiveness in a Globalized World* symposium at Michigan State University, USA on Oct 9 – 10, 2015
- Lau D. (2013). Minority Dynamics in Faultline Groups: A Longitudinal Analysis. Presented at the University of Amsterdam in September, 2013.
- Lau, D., & Murnighan, J. K. (2003). Interactions within groups and subgroups: the dynamic effects of demographic faultlines. Presented for the Nanyang Business School of Nanyang Technological School in Singapore on November 28, 2003.

TEACHING COMPETENCIES

1. Teaching Evaluations:

Recent average rating (out of 6): 5.48 (raw score); 5.73 (adjusted); 6.0 (max) at CUHK
Teaching awards (2001-2, 2002-3, 2004-5, 2005-8, 2011-13, 2018-9)

2. Teaching Experience:

PhD level: Advanced Seminar in Organizational Behavior and Human Resource Management

Taught Graduate Level: Managing People and Organization (MiM), coordinator of Design and Innovation Management (EMBA); Capstone Project (MiM)

Undergraduate Level: Managing Human Capital (or Human Resource Management), Organizational Behavior

3. Student Supervision:

2019 – Now Co-supervisor of Zhang Xin, Ph.D. student

2018 – Now Supervisor of Yangxin Wang, Ph.D. candidate

2016 – Now Supervisor of Grace Poon, Ph.D. candidate

2016 – 2018 Supervisor of Noel Y.S. Wong. Ph.D. Thesis title: Helicopter managers or helicopter view? How do managerial controls affect employees' prosocial motivation through construal level.

2016 – 2018 Co-supervisor of Yangxin Wang, MPhil student. Thesis title: The impact of creative identity asymmetry on creative performance: From the perspective of transactional stress theory

2013 – 2019 Supervisor of Su Qin. Ph.D. Thesis title: Emergent power-based faultlines and team outcomes

2011 - 2018 Supervisor of Li Hui. Ph.D. Thesis title: Felt trust by supervisor: A social comparison perspective

2010 – 2015 Supervisor of Wen Shan Shan, Ph.D. Recipient of the Postgraduate Research Output Award 2013. Thesis title: A study of socially dirty work: A conservation of resource framework

2010 – 2011 Supervisor of Li Ning, Coco M. Phil. Thesis title: Victim’s continuance commitment in trust violation and trust repair.

2009 – 2010 Supervisor of Wen Shan Shan, M. Phil. Thesis title: The role of social comparison in dirty workers’ stigma management.

Supervisor of W.Y. Tam & Anna N.L. Yung, MBA project, “Managing customer for value in catering industry (fast food) in Hong Kong”

PROFESSIONAL ACTIVITIES

Co-Editor: *Journal of Trust Research*, 2010 – now.

Contributing Editor: *Journal of Applied Psychology*, 2013-now.

External Academic Adviser for the Master of Social Sciences in Organizational Psychology and Education Management Programme: Lingnan University, Sep 2019 – Aug 2022.

External Examiner for Bachelor of Business Administration (Honours) in Human Resource Management Programme: Hang Seng University of Hong Kong, Dec 2018-Nov 2021.

Co-Editor: Special Issue “Leadership in Asia”, *Asia Pacific Journal of Management*, June 2012.