

Xiaoyuan (Susan) Zhu

Department of Management
 Gatton College of Business and Economics
 University of Kentucky
 550 South Limestone | Lexington, KY 40506
 susan.zhu@uky.edu | (859) 489-3772

ACADEMIC POSITIONS

University of Kentucky, Gatton College of Business and Economics
Assistant Professor of Management

Lexington, KY
 Aug, 2020 – Present

Society for Human Resource Management (SHRM)
Post-Doctoral Research Fellow

Alexandria, VA
 Aug, 2018 – May, 2020

Georgetown University, McDonough School of Business
Visiting Scholar

Washington, DC
 Spring, 2020

EDUCATION

University of Connecticut
 Ph.D. in Industrial Organizational Psychology
Dissertation: Understanding the Consequences of Leader Advice-Taking in Organizations

Storrs, CT
 2018

M.A. in Industrial Organizational Psychology
Thesis: The Influence of Social Identity and Organizational Personality on Organizational Attraction

2015

Wake Forest University
 B.A. in Psychology and Biology

Winston-Salem, NC
 2012

RESEARCH INTERESTS

Broadly, my research focuses on **understanding how employees at work make judgments and decisions, and how these judgments and decisions impact individual, team/work unit, and Human Resources (HR) functioning**. I am particularly interested in research questions with practical applications to stakeholders and organizations. Specifically, I am interested in studying the following research questions:

- How do individuals decide to work for certain organizations and how are their decisions influenced by internal and external factors? (*Recruitment, Candidate Experience, Job Search*)
- How can organizations structure policies and practices to improve staffing decisions and teamwork? (*Staffing, Teams*)
- How can leaders improve their workplace decisions by seeking and integrating resources such as advice and help? How can leaders better monitor teamwork and facilitate social integration to reduce instances of social ostracism? (*Leadership*)

PEER REVIEWED JOURNAL ARTICLES

Fath, S., Larrick, R. P., Soll, J. B. & **Zhu, X.** (2021). Why putting on blinders can help us see more clearly. *MIT Sloan Management Review*, 62, 38-45. (*Print Issue Article*)

Zhu, X., Dalal, D.K., Nolan, K.P & Barnes-Farrell, J.L. (2021) Understanding the role of organizational personality and social identity concerns on initial recruitment outcomes. *Journal of Vocational Behavior*, 124

Zhu, X., Wolfson, M.A., Dalal, D.K, & Mathieu, J.E. (2021). Team decision making: The dynamic effects of team decision style composition and performance via decision strategy. *Journal of Management*, 47, 1281-1304

Dalal, D.K., Sassaman, L., **Zhu, X.** (2020) The impact of nondiagnostic information on selection decision making: A cautionary note. *Personnel Assessment and Decisions*, 6.

- Dalal, D.K., **Zhu, X.**, Rangel, B., Boyce, A., Lobene, E. (2019). Improving applicant reactions to forced choice personality measurement: Interventions to reduce threats to test takers' self-concepts. *Journal of Business and Psychology*, 1-16.
- Zhang, D. C., **Zhu, X.**, Ritter, K. J., Thiele, A., (2019). Telling stories to communicate the value of the pre-employment structured job interview. *International Journal of Selection and Assessment*, 27, 299-314.
- Zhu, X.**, Dalal, D. K., Hwang, T. (2017). Is maximizing a bad thing? Linking maximizing tendency to positive outcomes through future-oriented thinking. *Journal of Individual Differences*, 38, 94-101.
- **New York Magazine** (2017, June). Some good news for people who have a hard time making decisions. <http://nymag.com/scienceofus/2017/06/good-news-for-decision-making-maximizers.html>
 - **UConn Today** (2017, July). In making decisions, are you an ant or a grasshopper? <http://today.uconn.edu/2017/07/decision-making-ant-grasshopper/>
 - **Reader's Digest** (2017, September). This is what your decision making style says about you. <https://www.rd.com/culture/decision-making-style/>
- Dalal, D. K., Diab, D. L., **Zhu, X.**, Hwang, T. (2015). Understanding the construct of maximizing tendency: A theoretical and empirical evaluation. *Journal of Behavioral Decision Making*, 28, 437-450.

RESEARCH FUNDING

Principal Investigator - Integrating Social Networks and Team Intervention Approaches to Reduce Ostracism in the Military (10/6/2021 to 10/30/2024). Department of Defense (DoD). **Zhu, X.** (PI), Wolfson, M. (Co-I), Labianca, G. (Co-I). Budget: \$1,847,314 [Funded]

PEER-REVIEWED COMMENTARIES

- Jalil, D., **Zhu, X.**, Alonso, A. (2020). Landing on the wrong planet: Practical guidance for bridging the gap between IO Psychology and key stakeholders. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13, 242-245. (Peer-reviewed)
- Zhu, X.**, Barnes-Farrell, J. L., Dalal, D. K. (2015). Stop apologizing for your samples, start embracing them. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8, 228-232. (Peer-reviewed)

MANUSCRIPTS UNDER REVISION/REVIEW

- Li, Y., Song, Y., Wang, M., Wu, Y., **Zhu, X.**, & Alonso, A. [Inclusion management practices and organizational resilience] 2nd Round Revise and Resubmit at *Personnel Psychology*.
- Zhu, X.**, He, Y., Solanelles, P., Cullen-Lester, K. [Venting and advice networks] 1st Round Revise and Resubmit at *Personnel Psychology*.
- Zhu, X.** [Leader advice-taking behaviors] Under Review at *Journal of Management Studies*.
- Fath, S. & **Zhu, X.** [Blind hiring policy evaluations] Under Review at *Academy of Management Discoveries*.
- Xu, X., Jalil, D., **Zhu, X.**, Cigularov, K. [Leader humor and job insecurity] Under Review at *Journal of Business Research*.

PROJECTS IN PROGRESS

- Li, Y., Shao, Y., Huang, Z., Wang, M., Tang, G., **Zhu, X.**, & Alonso, A. [Conflict culture profiles] *Manuscript preparation for Journal of Applied Psychology*.
- Dalal, D., Nolan, K., **Zhu, X.**, Brooks, M. [Effect size indicators accuracy] *Manuscript preparation for Organizational Behavior and Human Decision Processes*.
- Campion, E., **Zhu, X.**, Campion, M., Ptashnik, T., Alonso, A. (Manuscript Preparation) Development of HR agility practices in response to organizational disruptions. Targeted for submission at *Journal of Applied Psychology*.
- Li, Y., Wang, M., **Zhu, X.**, Alonso, A. (Data Analysis) Strategic rationale behind public firm's diversity and inclusion practices.

Zhu, X., Soltis, S., da Motta Veiga, S., (Data Analysis) The impact of job seeker's peer perceptions on job search attitudes and behavior.

Zhu X., Gallagher, P., He, Y., Yang, S.W., Wu, W., Labianca, G. (Data Collection) Understanding leaders' human capital resources deployment decision-making process.

TEACHING EXPERIENCES

Instructor Evaluations

University of Kentucky

MGT 653– People Analytics: Fall '23 (32 Master level enrolled; core class for MS HR program): *Hybrid Modality*
Mean Teaching Evaluation: 5/5

MGT 653– People Analytics: Fall '22 (33 Master level enrolled; core class for MS HR program): *Hybrid Modality*
Mean Teaching Evaluation: 4.8/5

MGT 653– People Analytics: Fall '21 (30 Master level enrolled; core class for MS HR program): *Hybrid Modality*
Mean Teaching Evaluation: 4.9/5

MGT 390-001– People Analytics: Fall '21 (30 Undergraduate level enrolled): *In-person Modality*
Mean Teaching Evaluation: 4.5/5

MGT 390-002– People Analytics: Fall '21 (40 Undergraduate level enrolled): *In-person Modality*
Mean Teaching Evaluation: 4.6/5

MGT 795– People Analytics: Spring '21 (11 Master level enrolled; elective for MBA program): *Online Modality*
Mean Teaching Evaluation: 4.8/5

MGT 390-001– People Analytics: Spring '21 (40 Undergraduate level enrolled): *Online Modality*
Mean Teaching Evaluation: 5/5

MGT 390-002– People Analytics: Spring '21 (40 Undergraduate level enrolled): *Online Modality*
Mean Teaching Evaluation: 4.7/5

University of Connecticut

MGMT 3101– Managerial and Interpersonal Behavior (Intro to OB): Spring '17 (30 students enrolled)
**Median Teaching Evaluation: 4/5*

MGMT 3101 – Managerial and Interpersonal Behavior (Intro to OB): Fall '16 (40 students enrolled)
Median Teaching Evaluation: 5/5

PSYC 2600 – Industrial Organizational Psychology: Summer '16 (10 students enrolled)
Median Teaching Evaluation: 5/5

**University reports provided median scores for teaching evaluations.*

AWARDS & HONORS

Research Excellence Award for Managerial Impact (2022)

Gatton College of Business & Economics, University of Kentucky

Dissertation Research Fellowship (2018)

The Graduate School, University of Connecticut, \$2,000

Graduate Student Research Fellowship (2017)

National Institute for Occupational Safety and Health, \$22,476

George C. Thornton, III Graduate Scholarship for Scientist-Practitioner (2017)

Society for Industrial Organizational Psychology (SIOP) Foundation, \$3,000

Recognition for Excellence in Teaching (2016)

Office of the Provost, University of Connecticut

Outstanding Industrial/Organizational Graduate Student Award (2016)

Department of Psychological Sciences, University of Connecticut

SELECTED REFEREED ACADEMIC PRESENTATIONS & SYMPOSIA

- Zhu, X.** (August, 2023). Invited Facilitator in HR Research Roundtables at the Annual Meeting of the Academy of Management, Boston, MA.
- Zhu, X.** & Campion, E. (April, 2023). *Evidence on the effective enactment and benefits of organizational agility*. Symposium accepted at the Annual Meeting of the Society for Industrial Organizational Psychology, Boston, MA.
- Zhu, X.** (August, 2022). *Translating research for practical impact*. Organizer of PDW at the Annual Meeting of the Academy of Management, Seattle, WA.
- Xu, X., Jalil, D., **Zhu, X.** (April, 2022) *Leader humor exacerbates the negative impact of job insecurity*. Accepted paper at the Annual Meeting of the Society for Industrial and Organizational Psychology, Seattle, WA
- Zhu, X.** (2019, August). *Is advice-taking a double-edged sword for leaders? Examining subordinates' perceptions and outcomes*. Paper accepted at the Annual Meeting for the Academy of Management, Boston, MA.
- Zhu, X.** & Braun, M. (2018, April). *How judgment and decision-making research can inform effective I-O Practice*. (Co-Chairs). Symposium presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Zhu, X.** & Impelman, K. (2018, April). *Implications of Curvilinear Relationships in Personality Assessment*. (Co-Chairs). Panel discussion presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Zhu, X.**, Barnes-Farrell, J., & Bachiochi, P. (2017, April). *Explaining gender differences in recruitment outcomes: The role of applicant self-efficacy*. In Landay, K. & DeArmond, S. (Co-Chairs), *Breaking the glass: Influence of applicant gender on recruiting*. Presentation presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Zhu, X.** (2016, April). Participant in "Should we trust or avoid online convenience samples?". Debate presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Zhu, X.**, Wolfson, M.A., Dalal, D.K., Mathieu, J.E. (2016, April). *Effects of team decision style composition on strategy and performance*. In Zhu, X., & Dalal, D.K. (Co-Chairs), *Cross-Fertilizing JDM and IOOB: Advances in Applied Judgment and Decision-Making*. Presentation presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Anaheim, CA.
- Dalal, D.K., Nolan, K.P., **Zhu, X.**, & Brooks, M.E. (2015, November). *How accurate are lay-perceptions of effect size indicators? Replications and extensions*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, Chicago, IL.
- Zhu, X.**, Dalal, D.K., Barnes-Farrell, J. L., Nolan, K.P. (2015, August). *A Humanness perspective of organizational personality: scale development and initial validation*. Paper presented at the Academy of Management Meeting, Vancouver, BC, Canada.
- Zhu, X.**, Hwang, T., & Dalal, D.K. (2015, May). *A mediation model linking maximizing tendency to future-oriented judgments*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Zhu, X.**, Dalal, D.K., Conway, J., Boyce, A. (2015, May). *Applicant reactions to forced-choice measurement: Do format variations matter?* Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Zhang, D., **Zhu, X.**, Dalal, D.K. (2015, May). *Linking uncertainty dimensions to performance predictions during selection*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
- Zhu, X.**, Daniels, M.A., & Dalal, D.K. (2013, November). *Maximizing tendencies: Cross-cultural differences in decision regret and life satisfaction*. Poster presented at the Annual Meeting of the Society for Judgment and Decision Making, Toronto, Canada.

INVITED PRESENTATIONS & TALKS

1. *Conducting research with managerial impact: Examples from military and human resources contexts*. Gatton Research Excellence Series, Gatton College of Business & Economics, University of Kentucky (2022)
2. *The Great Resignation, Insights from Research and Data*. 3rd Annual James Beam Conference (2022)
3. *Alignment between supply and demand for leadership development programs*. UVA UNICON conference (2020)
4. *Plugged in: Managing risks and maximizing gains in an era of rapid technological change*. Work, Stress, and Health Annual Meeting, APA, Philadelphia, PA (2019)
5. *Cost of Workplace Sexual Harassment*. National Academies of Sciences, Engineering, and Medicine (2019)
6. *Connecting Industry with Business Schools*. AACSB Co-lab Conference, Philadelphia, PA (2019)
7. Research presentations at SUNY Albany, George Mason University (2018, 2019)
8. *Organizational Neuroscience* Community of Interest Session (2017). Annual Meeting of the Society for Industrial Organizational Psychology, Orlando, FL.

CONSULTING & APPLIED RESEARCH

Society for Human Resource Management, Alexandria, VA

Post-Doctoral Research Fellow, *Aug, 2018 – May, 2020*

Conducted research on a variety of applied HRM topics (e.g., recruitment & selection, skill-based training, leadership development) with academic and industry partners. Conducted research for and participated in the American Workforce Policy Advisory Board led by the White House and the Department of Commerce on modernizing recruitment and hiring and encouraging employer-led training.

IBM Kenexa Talent Management, Armonk, NY

HR Consultant Graduate Analyst, *Sept, 2015 – Sept, 2016*

Consulted on HR analytics, pre-employment assessment, employee engagement, organizational change projects for various business clients (including Fortune 500 companies) across industries (e.g., hospitality, healthcare, retail, construction, financial, entertainment).

American Institutes for Research, Washington, DC

Researcher Summer Analyst, *June - Aug, 2015*

Conducted large-scale job analysis project for Washington Metropolitan Area Transit Authority.

Aon Hewitt, New York, NY

Project Assistant, *June – Aug, 2014*

Compiled and analyzed applicant reaction survey measures as part of survey design to validate a proprietary pre-employment personality assessment tool.

MISCELLANEOUS ARTICLES, BOOK CHAPTERS, TECHNICAL REPORTS

Zhu, X., Alonso, A., Taylor, J. C. (2021). Developing workers for the workplace: How businesses and higher education can alleviate worker barriers to retraining or upskilling. In Wingard, J. & Farrugia, C. (Eds) *The Future of Work: Optimizing the Talent Pipeline*. Stanford University Press: Palo Alto, CA.

McLeod, H., Iannarelli, J., **Zhu, X.**, Sword, C. (2020, December). Comparing lenses: Business schools and employers on leadership development. Joint report of SHRM and AACSB.

Zhu, X. (2019, June). Employer-led training survey results. Technical report presented at the White House and Department of Commerce's American Workforce and Policy Advisory Group (AWPAB) board meeting, Charlotte, NC. <https://www.commerce.gov/americanworker/american-workforce-policy-advisory-board>

- Zhu, X.** (2018). Does your brain love advice? Understanding the neuroscience behind advice exchange in the workplace. *The Industrial-Organizational Psychologist*, 56 (2).
- Becker, W., Ward, M.K., & **Zhu, X.** (2017). Organizational neuroscience: Neuroscience, outgroups, and bad behavior. *The Industrial-Organizational Psychologist*, 55 (4).
- Zhu, X.**, Ward, M.K., & Becker, W. (2016). Where have we been with organizational neuroscience? A review of past themes and visions of the future. *The Industrial-Organizational Psychologist*, 54 (1).
- Ward, M.K., **Zhu, X.** & Becker, W. (2016). A brief primer on neurotechnology in I-O psychology. *The Industrial-Organizational Psychologist*, 53 (4).

SERVICE ACTIVITIES

Internal Service at Gatton College of Business & Economics, University of Kentucky

Hiring Committee (2022)

Management Department

Program Faculty (2020– Present)

Management Department, MS Program in Strategic Human Resources and Analytics

Faculty of Record (2021– Present)

Minor in Business Administration, Business Analytics Center

External Service

Subcommittee Chair of SIOP Small Grants Award (2023 – 2024)

Society for Industrial and Organizational Psychology

Committee Chair, Communication/Public Relations (2020 – 2021)

Academy of Management, Organizational Neuroscience Interest Group

Ad Hoc Reviewer (2019 – Present)

Journal of Management; Personnel and Assessment Decisions; Journal of Research in Personality;
International Journal of Selection and Assessment

Student Chair (2017 & 2018)

32nd and 33rd Annual Lee Hakel Doctoral Student Consortium at Annual Meeting of the Society for
Industrial Organizational Psychology

Co-editor (2015 – 2019)

Organizational Neuroscience Column for The Industrial Organizational Psychologist (TIP) Publication

Volunteer Reviewer (2014 – Present)

AOM Annual Meeting, SIOP Annual Meeting, SIOP Small Grants Awards

PROFESSIONAL AFFILIATIONS

Academy of Management

Society for Industrial and Organizational Psychology

Society for Judgment and Decision Making

Society for Human Resource Management