

**CRYSTAL I. C. FARH, PH.D.**

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Eli Broad College of Business  
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## **Education**

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**Robert H. Smith School of Business, University of Maryland**

*Doctor of Philosophy, Organizational Behavior*

*College Park, MD*

*2012*

**Harvard College**

*Bachelor of Arts in Psychology (Cum Laude, Honors)*

*Cambridge, MA*

*2005*

## **Research Interests**

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- Team and leadership effectiveness in dynamic environments
- Antecedents and consequences of proactive behavior and voice
- Individual cross-cultural effectiveness

## **Academic Appointments**

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**Michigan State University**

Assistant Professor

Department of Management

Eli Broad College of Business

*East Lansing, MI*

*2012-present*

## **Refereed Publications**

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- **Farh, C. I. C.**, & Chen, Z. J. (In press). Beyond the individual victim: Multilevel consequences of abusive supervision in teams. *Journal of Applied Psychology*.
- **Farh, C. I. C.**, Seo, M., & Tesluk, P. (2012). Emotional intelligence, teamwork effectiveness, and performance: The moderating role of job context. *Journal of Applied Psychology*, 97, 890-900.
- Liang, J., **Farh, C. I. C.**, & Farh, J. L. (2012). Psychological antecedents of promotive and prohibitive voice behavior: A two-wave longitudinal examination. *Academy of Management Journal*, 55, 71-92.
- Farh, J. L., Lee, C., & **Farh, C. I. C.** (2010). Task conflict and team creativity: A question of how much and when. *Journal of Applied Psychology*, 95, 1173-1180.
- **Farh, C. I. C.**, Bartol, K. M., Shapiro, D. L., & Shin, J. (2010). Networking abroad: A process model of how expatriates form support ties to facilitate adjustment. *Academy of Management Review*, 35, 434-454.
- Chen, G., Kirkman, B. L., Kim, K., **Farh, C. I. C.**, & Tangirala, S. (2010). When does cross-cultural motivation enhance expatriate effectiveness? A multilevel investigation of the moderating roles of subsidiary support and cultural distance. *Academy of Management Journal*, 53, 1110-1130.

## Other Publications

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- Chiaburu, D. S., **Farh, C. I. C.**, & Van Dyne, L. (In press). Supervisory epistemic, ideological, and existential responses to voice: A motivated cognition approach. In R. Burke, & C. L. Cooper (Eds.), *Voice: Overcoming Fear, Fostering Courage, and Unleashing Candor in Organizations*. Edward Elgar, UK.
- Chen, G., Kirkman, B. L., Kim, K., & **Farh, C. I. C.** (2009). Expatriate motivation and effectiveness: The roles of cultural distance and subsidiary support. *Academy of Management Conference Best Paper Proceedings*.

## Manuscripts Under Review

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- **Farh, C. I. C.**, Lanaj, K., & Ilies, R. Social capital contingencies of when exchange relationships help or harm member performance in teams. (1<sup>st</sup> round R&R at *Academy of Management Journal*.)
- **Farh, C. I. C.**, & Chen, G. Leading well over time: Temporal and situational contingencies of leadership and voice in dynamic team contexts. (Under review at *Academy of Management Journal*.)
- Oh, K., & **Farh, C. I. C.** An emotional process theory of how subordinates appraise, experience, and respond to abusive supervision over time. (Under review at *Academy of Management Review*.)

## Working Papers

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- **Farh, C. I. C.**, Zhang, Y., & Long, L. R. Designing creative teams from creative members: Differential and joint influences of task and outcome interdependence.
- **Farh, C. I. C.**, & Lee, S. Look who's talking: Temporal and compositional contingencies of voice and innovation in teams.
- \***Farh, C. I. C.**, Liao, H., Shapiro, D. L., & Shin, J. Out of sight and out of mind?: Overcoming barriers to staying connected and included in multinational organizations.<sup>1</sup>
- **Farh, C. I. C.**, & Lin, S. H. Voice and leadership status in hierarchical teams: Temporal contingencies of team objective performance.

## Awards

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- Wallace Dissertation Research Award from the Society for Industrial Organizational Psychology (2014)
- Frank T. Paine Doctoral Award for Academic Achievement, Robert H. Smith School of Business, University of Maryland (2011)
- Top 15% Teaching Award, Robert H. Smith School of Business, University of Maryland (2010)
- *Best International Paper Award*, Organizational Behavior Division of the Academy of Management (2009)
- *Outstanding Reviewer Award*, Organizational Behavior Division of the Academy of Management (2009)
- Dean's Research Fellowship, University of Maryland (2007-2012)
- Fairbank and Asia Center Research Award (\$3,000), Harvard University (2004)

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<sup>1</sup> \*Denotes equal contributions by all authors.

## Conference Presentations

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- Oh, K., & Farh, C. I. C. (2014). An emotional appraisal theory of how subordinates experience abusive supervision over time. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Farh, C. I. C., Lanaj, K., & Ilies, R. (2014). Social capital contingencies of when exchange relationships help or harm member performance in teams. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Farh, C. I. C., & Lee, S. (2014). Look who's talking?: Temporal and compositional contingencies of voice and innovation in teams. Paper presented at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.  
    *\*Winner of the OB Division's Best Symposium Award*  
    *\*Selected for inclusion in the All Academy Theme (AAT) program*
- Farh, C. I. C., & Chen, G. (2013). Leading well over time: Temporal contingencies of leadership impact in dynamic team contexts. Paper presented at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- Farh, C. I. C., & Chen, Z. J. (2013). A multilevel model of how and when team-level abusive supervision diminishes team member voice. Paper presented at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- Campbell-Bush, E. M., Farh, C. I. C., Chen, G., & Tesluk, P. E. (2011). Holding peers accountable: Antecedents of peer regulation behaviors. Symposium paper presented at the 26<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Chicago: IL.
- Farh, C. I. C., Tangirala, S., & Liang, J. (2010). Thinking before speaking: Employee cognitive engagement in change as a precursor to voice. Symposium paper presented at the 70<sup>th</sup> Annual Meeting of the Academy of Management, Montreal, Canada.
- Farh, C. I. C., Seo, M., & Tesluk, P. (2009). Working well under challenge: Job context as a moderator of the EI-performance relationship. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Tangirala, S., Paik, Y., Bartol, K., & Farh, C. I. C. (2009). Valuation of new information under uncertainty and time pressure: The role of comparison orientation. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Chen, G., Kirkman, B. L., Kim, K., & Farh, C. I. C. (2009). Expatriate motivation and effectiveness: The roles of cultural distance and foreign subsidiary support. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, IL.
- Farh, C. I. C., Bartol, K. M., Shapiro, D., & Shin, J. (2008). Networking abroad, with whom, and to what ends?: Implications for expatriate adjustment and success. Paper presented at the 68<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL.

## Chaired Conference Presentations

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- Farh, C. I. C. (2013, August). The dynamics of leadership: The nature and impact of leadership over time. Showcase symposium chair-person at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

- **Farh, C. I. C.** (2013, August). Shared leadership: Collective considerations. Paper session chair-person at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

## **Professional Development Workshops & Seminars**

- Managing field research: Strategies for partnering with organizations to gain access to data. (2014, August). Facilitator, PDW at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Mentoring graduate students: Tips, best practices, and life-changing stories from the experts. (2014, August). Co-organizer, PDW at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Managing the job search. HR Doctoral Student Consortium. (2014, August). Roundtable discussant, PDW at the 74<sup>th</sup> Annual Meeting of the Academy of Management, Philadelphia, PA.
- Essentials of the OB Division. (2013, August). Co-organizer, PDW at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.
- Managing the job search. HR Doctoral Student Consortium. (2013, August). Roundtable discussant, PDW at the 73<sup>rd</sup> Annual Meeting of the Academy of Management, Orlando, FL.

## **Invited Research Presentations**

Wayne State University, Department of Psychology (November, 2014)  
 University of Illinois Urbana-Champaign, School of Labor and Employment Relations (October, 2014)  
 Arizona State University, Carey School of Business (October, 2014)  
 Washington University of St. Louis, Olin School of Business (April, 2014)  
 University of Michigan Ann Arbor, Ross School of Business (November, 2013)  
 Renmin University, School of Business (May, 2013)  
 National University of Singapore, School of Business (May, 2013)  
 Michigan State University, Department of Psychology (April, 2013)  
 London Business School (December, 2011)  
 University of Pennsylvania, The Wharton School (December, 2011)  
 Georgia Institute of Technology, College of Management (November, 2011)  
 Michigan State University, Broad College of Business (November, 2011)  
 Rice University, Jones Graduate School of Management (October, 2011)  
 University of Virginia, McIntire School of Commerce (October, 2011)  
 Hong Kong Polytechnic University, Faculty of Business (October, 2011)  
 Singapore Management University, Lee Kong Chian School of Business (October, 2011)  
 Texas A&M University, Mays Business School (October, 2011)

## **Other Invited Presentations**

- Project Management Institute, Michigan Capital Area Chapter (October, 2014). *Team and leadership effectiveness in dynamic environments.*  
[http://www.pmi-mcac.org/index.php?option=com\\_content&view=article&id=174&Itemid=275](http://www.pmi-mcac.org/index.php?option=com_content&view=article&id=174&Itemid=275))
- Michigan State Grandparents University (June, 2014). *No yolk construction: An exercise in creativity.*  
<http://broad.msu.edu/2014/07/07/grandparents-university-introduces-spartan-grandkids-msu/>)
- Business and Bagels (April, 2014). *Enabling your employees to voice: How to reduce fear and encourage input from your team.*  
<http://broad.msu.edu/events/business-bagels-enabling-voice-reduce-fear-encourage-input-team/>)

- Michigan State Grandparents University (June, 2013). *No yolk construction: An exercise in creativity*.
- MBA Human Resource Association, Broad College of Business, Michigan State University (April, 2013). *Leading well from the get-go: Maximizing impact as a newcomer*. Presenter rating: **4.6/5.0**
- Practice Transformation Institute, Leadership Retreat for Primary Care Physician Leaders and Professionals (January, 2013). *Maximizing engagement while leading and managing others*. Presenter rating: **3.7/4.0**

## Select Media Mentions

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- “One toxic boss can poison the whole workplace” *Pacific Standard*  
(<http://www.psmag.com/navigation/business-economics/jerk-bosses-ruin-workplaces-88998/>)
- “Bosses who bully one employee make the whole team suffer” *New York Magazine*  
(<http://nymag.com/scienceofus/2014/08/when-one-employee-is-picked-on-everyone-suffers.html>)
- “Study shows how toxic bosses wreck teamwork” *Forbes*  
(<http://www.forbes.com/sites/susanadams/2014/08/22/study-shows-how-toxic-bosses-wreck-teamwork/>)
- “Abusive leadership infects entire team” *MSUToday*  
(<http://msutoday.msu.edu/news/2014/abusive-leadership-infects-entire-team/>)
- “Emotional intelligence helps manage team issues – but not in every context” *BPS Occupational Digest*.  
(<http://bps-occupational-digest.blogspot.com/2012/07/emotional-intelligence-helps-manage.html>), July 24, 2012.
- “Emotional intelligence: Is it always good?” *I/O at Work*.  
(<http://www.ioatwork.com/emotional-intelligence-is-it-always-good-io-psychology>).
- “When your emotional IQ matters.” *Smith Business Magazine*.  
(<http://www.rhsmith.umd.edu/smithbusiness/Fall2012/KnowledgeTransfer/EmotionalIQ.aspx>), Fall 2012.
- “When are employees more likely to speak up? It depends on what they’re saying” *HKUST Business Insights*.  
(<http://www.bm.ust.hk/web/zh-hk/Pages/selected-journal-publications-detail/502>).
- “Task conflict and team creativity: A question of how much and when” *Education Post*.  
(<http://www.educationpost.com.hk/resources/mba/140307-expert-task-conflict-and-team-creativity-question-how-much-and-when>).
- “Task conflict and team creativity: A question of how much and when” *HKUST Business Insights*.  
(<http://www.bm.ust.hk/web/zh-hk/Pages/selected-journal-publications-detail/354>).
- “Task conflict, team creativity and...Goldilocks?” *I/O at Work*.  
(<http://www.ioatwork.com/tag/farh>).

## Courses Taught

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### Broad College of Business, Michigan State University

MGT 460: Management Capstone (Undergraduate)

Instructor rating: **4.9/5.0**

Spring 2013-

### Broad College of Business, Michigan State University

MGT 840: Leadership and Team Management (MBA Elective)

Instructor rating: **4.9/5.0**

Spring 2013-

\*Article featuring MGT460 and MGT840 linked courses (<http://broad.msu.edu/2014/04/30/data-driven-lab-course-brings-mbas-undergrads-together-to-explore-teamwork/>)

### Robert H. School of Business, University of Maryland

Management and Organization Theory (Undergraduate)

Instructor rating: **4.7/5.0**

Summer 2010

## **Professional Service Activities and Affiliations**

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### **Editorial Board Member**

- *Academy of Management Journal* (2014- )
- *Journal of Applied Psychology* (2014- )

### **Ad-hoc Reviewer**

- *Academy of Management Journal* (2011-2014)
- *Administrative Science Quarterly* (2013- )
- *Emotion* (2013- )
- *Journal of Applied Psychology* (2012-2013)
- *Journal of Organizational Behavior* (2013- )
- *Organizational Behavior and Human Decision Processes* (2012- )

### **Other Professional Service**

- Making Connections Committee, Academy of Management OB Division (2012- )
- Reviewer for IACMR Biannual Meeting - OB division (2011- )
- Reviewer for AOM Annual Meeting - OB division (2008-2009, 2013- )
- Coordinator, OB Junior Faculty Dinner (2013-)

### **Affiliations**

- Member, *Academy of Management* (OB, HR, and RMD divisions) (2007- )
- Member, *Society for Industrial Organizational Psychology* (2014- )
- Member, *American Psychological Association* (2014- )

## **University Service**

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### **Department of Management, Michigan State University**

- Co-organizer, Student Presentation Series (2014- )

### **Department of Management and Organizations, University of Maryland**

- Career and Professionalization Seminar Series (CAPSS), OB student leader (2009-2010)
- Organizing committee member of the department's Research Day (2008)

## **Professional Experience**

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### **Teach For America Corps Member, Seventh Grade Teacher**

*Oakland, CA (2005-2007)*

- Composed and executed literacy-promoting, kinesthetic-based, and visually-appealing lesson plans.
- Designed and implemented innovative achievement tracking and behavior management systems.
- Awarded a total of \$13,000 in grants to increase instruction effectiveness.