

CURRICULUM VITA

Fiona Lee

Department of Psychology, and
Department of Management and Organizations
University of Michigan
530 Church Street
Ann Arbor, MI 48109-1043

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Academic Positions

University of Michigan
Ann Arbor, MI

- **Assistant Professor of Psychology**
(1995 - 2001)
- **Assistant Professor of Management and Organizations, Stephen M. Ross School of Business**
(1995 - 2002)
- **Sanford Robertson Assistant Professor of Business Administration, Stephen M. Ross School of Business**
(1999 - 2000)
- **Associate Professor of Psychology (with tenure)**
(2001 - 2008)
- **Associate Professor of Management and Organizations (with tenure), Stephen M. Ross School of Business**
(2002 - present)
- **Full Professor of Psychology**
(2008 - present)

Education

Harvard University
Cambridge, MA

- **Doctor of Philosophy in Social Psychology**
(1995)

Scripps College
Claremont, CA

- **Bachelor of Arts (Economics and Psychology)**
(1987)

Publications

- Lee, F. (1993). Being polite and keeping MUM: How bad news is communicated in organizational hierarchies. Journal of Applied Social Psychology, 23, 1124-1149.
- Estrada, M., Brown, J., & Lee, F. (1995). Who gets the credit? A measure of idiosyncrasy credit in workgroups. Small Group Research, 26(1), 56-76.
- Lee, F., Teich, J., Spurr, C., & Bates, D. (1996). Implementation of physician order entry: User satisfaction and usage patterns. Journal of the American Medical Informatics Association, 3(1), 42-55.
- Lee, F., Hallahan, M., & Herzog, T. (1996). Explaining real life events: How culture and domain shape attributions. Personality and Social Psychology Bulletin, 22(7), 732-741.
- Ambady, N., Koo, J., Lee, F., & Rosenthal, R. (1996). More than words: Universals of linguistic and nonlinguistic communication of politeness in two cultures. Journal of Personality and Social Psychology, 70(5), 996-1101.
- Hallahan, M., Lee, F., & Herzog, T. (1997). It's not just whether you win or lose it is also where you play the game: Cross cultural differences in the positivity bias. Journal of Cross Cultural Psychology, 28, 768-778.
- Lee, F. & Peterson, C. (1997). Content analysis of archival data. Journal of Clinical and Consulting Psychology, 65(6), 959-969.
- Lee, F. (1997). When the going gets tough, do the tough ask for help? Help seeking and power motivation in organizations. Organizational Behavior and Human Decision Processes, 72(3), 336-363.
- Lee, F. (1999). Verbal strategies for seeking help in organizations. Journal of Applied Social Psychology, 29(7), 1472-1496.
- Peterson, C., & Lee, F. (2000). Reading between the lines. Psychology Today, Sept/Oct 2000, 50-51.
- Lee, F., & Robinson, R. (2000). An attributional analysis of social accounts: Implications of playing the blame game. Journal of Applied Social Psychology, 30(9), 1853-1879.
- Lee, F. (2001). The fear factor. Harvard Business Review, 79(1), p. 29-30.
- Lee, F., & Hallahan, M. (2001). Do situational expectations produce situational inferences? The role of future expectations in directing inferential goals. Journal of Personality and Social Psychology, 80(4), 545-556.

- Lee, F., & Tiedens, L. (2001). Who's being served? "Self-serving" attributions in social hierarchies. Organizational Behavior and Human Decision Processes, 84(2), 254-287
Nominated for William A. Owens Scholarly Achievement Award for best article published in industrial and organizational psychology
- Lee, F., & Tiedens, L. (2001). Is it lonely at the top? Independence and interdependence of power-holders. In B. Staw and R. Sutton (Eds.), Research in Organizational Behavior, Vol. 23, p. 43-91.
- Lee, F. (2002). The social costs of seeking help. Journal of Applied Behavioral Science, 38(1), 17-35.
- Benet-Martinez, V., Leu, J., Lee, F., & Morris, M. (2002). Negotiating biculturalism: Cultural priming in blended and alternating Chinese-Americans. Journal of Cross Cultural Psychology, 33(5), 492-516.
- Peterson, C., Lee, F., & Seligman, M. (2003). Optimism. In R. Fernandez-Ballesteros (Ed.), Encyclopedia of psychological assessment, p. 646-649. London: Sage Publication.
- Lee, F., Caza, A., Edmondson, A., & Thomke, S. (2003). New knowledge creation in organizations. In K. Cameron, J. Dutton, & R. Quinn (Eds.), Positive Organizational Scholarship, p. 194-206. San Francisco: Berrett-Koehler Publishers.
- Sanchez-Burks, J., Lee, F., Choi, I., Nisbett, R., Zhao, S., & Koo, J. (2003). Conversing across oceans and cultural ideologies: Three studies on ascetic protestant ideology and east-west communication styles. Journal of Personality and Social Psychology, 85(2), 363-372.
- Wells, R., Lichtenstein, R., Alexander, J., & Lee, F. (2003). Identifying leadership on the front lines: Demography and integration within US psychiatric treatment teams. In S. Dopson and A. Mark (Eds.) Leading Healthcare Organizations, p. 30-50. Palgrave Macmillan: UK
- Lee, F., & Peterson, C., & Tiedens, L. (2004). Mea culpa: Predicting stock prices from organizational attributions. Personality and Social Psychology Bulletin, 30(12), 1-14.
- Lee, F., Edmondson, A., Thomke, S., & Worline, M. (2004). The mixed effects of inconsistency on experimentation in organizations. Organization Science, 15(3), 310-326.
- Sandoval, B., & Lee, F. (2006). Organizational norms and help seeking: Individualism and Collectivism. In S. Karabenick and R. Newman (Eds.), New Directions in Help Seeking. Lawrence Erlbaum: NY.
- Benet-Martinez, V., Lee, F., & Leu, J. (2006). Describe your culture: Cultural representations in biculturals. Journal of Cross Cultural Psychology, 37(4), 386-407.

- Cheng, C., Lee, F., & Benet-Martinez, V. (2006). Assimilation and Contrast Effects in Cultural Frame Switching (CFS): Bicultural Identity Integration (BII) and Valence of Cultural Cues. *Journal of Cross Cultural Psychology*, 37(6), 1-19.
- Sanchez-Burks, J., & Lee, F. (2007). Cultural psychology of workways. In S. Shinobu and D. Cohen (Eds.), *Handbook of Cross Cultural Psychology*. Lawrence Erlbaum: NY.
- Sanchez-Burks, J., Lee, F., Nisbett, R., & Ybarra, O. (2007). Cultural training based on a theory of relational ideology. *Basic and Applied Social Psychology*, 29(3), 257-268.
- Cheng, C., Darling, E., Lee, F., Molina, K., Sanchez-Burks, J., Sanders, M., & Zhao, Y. (2008). Reaping the rewards of diversity: The role of identity integration. *Social and Personality Psychology Compass*, 2(3), 1182-1198.
- Cheng, C., Sanchez-Burks, J., & Lee, F. (2008a). Connecting the dots within: Identity integration and innovation. *Psychological Science*, 19(11), 1178-1184.
- Cheng, C., Sanchez-Burks, J., & Lee, F. (2008b). Taking advantage of differences: Increasing team innovation through identity integration. In K. Phillips (Ed.) *Research on Managing Groups and Teams*, 11, 55-74.
- Darling, E., Molina, K., Sanders, M., Lee, F., & Zhao, Y. (2008). Belonging and Achieving: The Role of Identity Integration. *Advances in Motivation and Achievement: Social Psychological Perspective on Motivation and Achievement*, 15, 241-273.
- Benet-Martínez, V., & Lee, F. (2009). Exploring the socio-cognitive consequences of biculturalism: Cognitive complexity. In A. Gary & K. Milonas (Eds.), *From Herodotus' Ethnographic Journeys to Cross-Cultural Research*. Athens: Pedio Books.
- Cheng, C., & Lee, F. (2009). Thinking Positively and Thinking Negatively: How Past Experiences Influence Racial Identity Integration. *Journal of Social Issues: Special Issue on The Landscape of Multiracial People's Experiences*.
- Peterson, C., Stephens, J., Park, N., Lee, F., & Seligman, M. (2009). Strengths of character and work. In P. A. Linley, S. Harrington, & N. Page (Eds.), *Handbook of Positive Psychology and Work*. New York: Oxford University Press.
- Sacharin, V., & Lee, F. (2009). Identities in harmony: Assimilation and contrast in gender and professional identities. *Gender and Society*.
- Sanchez-Burks, J., & Lee, F. (2009). The Elusive Search for a Positive Relational Identity: Grappling with Multiplicity and Conflict. In L. M. Morgan & J. E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building and Theoretical and Research Foundation*. New York: Psychology Press.

Barker, B., Lee, F., & Tiedens, L. (in review). Does power change people? Effects of power on the self.

Cheng, C., & Lee, F. (in review). Who is your ingroup? It depends. Biculturalism and ingroup favoritism.

Cheng, C., & Lee, F. (in review). Traveling abroad and creative performance: A mediation model.

Lee, F., & Sagiv, F. (in review). Influence of Espoused Organizational Values on the Preferences of External Constituents— Alternative Models of Fit.

Sanders, M., Frantz, C., & Lee, F. (in review). Lay stereotypes of power and independence.

____ former or current University of Michigan graduate students

Technical Reports

Lee, F., Ismail, A., & Belli, R. (2000). Organizational environment, rewards, and innovation in Schools of Dentistry. Journal of Dental Research, *79*, 554-554.

Leu, J., Benet-Martinez, V., & Lee, F. (2000). Bicultural identities: Dynamics, individual differences, and socio-cognitive correlates. International Journal of Psychology, *35*, 105-105.

Kramer, J., Bria, W., Lim, S., Lee, F., West, J., Saint, S., & Fendrick, A. (2004). The Discharge Navigator: A web-based innovation to better manage information flow during hospitalization. Journal of General Internal Medicine, *19*, 108-108.

Mangrulkar, R., Kim, C., Lim, S., Lee, F., Del Valle, J., & Kramer, J. (2004). Towards the ideal signout: Using house officer opinion to improve inpatient transitions in care. Journal of General Internal Medicine, *19*, 228-228.

Kramer, J., Bria, W., Lim, S., Lee, F., West, J., Lund, R., Saint, S., & Fendrick, A. (2004). Using a web-based Discharge Navigator to improve the transfer of information from the hospital to out-patient clinicians. Journal of General Internal Medicine, *19*, 233-233.

Professional Presentations

Symposia:

An unusual organization: An orchestra with no conductor and shifting roles. (with Fifer, J., Hackman, J., & Lehman, E.) All-Academy symposium presented at the Academy of Management Conference, August 1996, Cincinnati, OH.

Facilitating learning in organizations. (with Ashford, S., Bartel, C., Bunderson, S., Darr, E., Saavedra, R., Sutcliffe, K., Van Dyne, L.) Showcase symposium presented at the Academy of Management Conference, August 1996, Cincinnati, OH.

Perception and communication in power relationships: The role of gender, status, and culture. (with Ambady, N., Hall, J., Hallahan, M., Hecht, M., Koo, J., Rosenthal, R., Tiedens, L.) Symposium presented at the American Psychological Society, May 1997, Washington, DC.

The who, where, and why of social inference: Examining race, culture, and motivation. (with Hallahan, M., Morris, M., Moskowitz, G., Reeder, G., & Stewart, T.) Symposium presented at the American Psychological Society, May 1998, Washington, DC.

Identity Intergration Across Culture, Gender, and Professions. (with Brewer, M., Benet-Martinez, V., Cheng, C., & Sacharin, V.) Symposium presented at the American Psychological Society, May 2005, Los Angeles, CA.

Individual and Group Based Social Perceptions. (with Sanchez-Burks, J., Sandoval, B., & Trahan, A.) Symposium presented at the American Psychological Society, May 2005, Los Angeles, CA.

Organizational Artifacts. (with Sagiv, L., Rafaeli, A., Sanchez-Burks, J., & Worline, M.) Symposium presented at the Academy of Management meetings, August 2006, Atlanta, GA.

The Bicultural Mind: Individual differences, dynamics, and consequences. (with Benet-Martinez, V., Perunovic, W., Zanna, M., & Kitayama, S.) Symposium presented at the American Psychological Association meetings, May 2007, Washington, D.C.

Balance is bunk: Surviving parenthood and succeeding in academia. (with Wade-Benzoni, K., Blount, S., Diekmann, K., Morrison, E., Phillips, K., Robinson, S., Rousseau, D., Weingart, L., & Wisenfeld, B.) Symposium presented at the Academy of Management Meetings, August 2007, Philadelphia, PA.

Biculturalism in the global marketplace: Integrating research and practice. (with Brannen, M., Thomas, D., Roth, K., Cheng, C., Locke, G., Garcia, D., & Fitzsimmons, S.) Symposium presented at the Academy of Management Meetings, August 2008, Anaheim, CA.

Culture and creativity. (with Ang, S., Erez, M., Maddux, W., Chao, R., Zhou, J., & Nouri, R.) Symposium presented at the Academy of Management Meetings, August 2008, Anaheim, CA.

Conference Papers and Invited Colloquia:

Lee, F. (1993). Politeness and keeping MUM: How bad news is communicated in organizational hierarchies. Paper presented at the Academy of Management Conference, August 1993, Atlanta, GA.

- Estrada, M., Brown, J., & Lee, F. (1993). Who gets the credit? A measure of idiosyncrasy credit in workgroups. Paper presented at Eastern Academy of Management Conference, May 1993, Providence, RI.
- Herzog, T., Lee, F., & Hallahan, M. (1994). Cross cultural research on attribution theory using newspaper texts. Paper presented at the Society for Cross Cultural Research, February 1994, Santa Fe, NM.
- Lee, F. (1994). When the going gets tough, do the tough ask for help? Individual, relational, and contextual determinants of help seeking behaviors in organizational hierarchies. Paper presented at the Academy of Management Conference, August 1994, Dallas, TX.
- Lee, F. (1995) Toward a theory of group synergy. Paper presented at the Academy of Management Conference, August 1995, Vancouver, Canada.
- Lee, F., & Tyre, M. (1995). Learning from proactive help seeking: Implementing new technologies in the workplace. Paper presented at the Academy of Management Conference, August 1995, Vancouver, Canada.
- Lee, F. (1995). The many ways of saying "help": Politeness strategies used in help seeking. Paper presented at the Eastern Psychological Association Conference, March 1995, Boston, MA.
- Lee, F. (1996). Learning in organizations: A case of new technology implementation. Paper presented at the Academy of Management Conference, August 1996, Cincinnati, OH.
- Lee, F., & Robinson, R. (1996). Explaining negative events: Attribution theory and the effectiveness of social accounts. Paper presented at the Academy of Management Conference, August 1996, Cincinnati, OH.
- Lee, F. (1997). Politeness strategies in requests for help. Paper presented at the American Psychological Society, May 1997, Washington, DC.
- Tiedens, L., & Lee, F. (1997). Serving the self through attributional behaviors. Paper presented at the American Psychological Society, May 1997, Washington, DC.
- Lee, F. (1997). Private and public attributions: Juggling multiple motivations in organizational relationships. Paper presented at the Wharton Organizational Behavior Conference, October 1997, Philadelphia, PA.
- Hallahan, M., & Lee, F. (1998). Seeing what we need to see: Future expectations and situational primacy in social inferences. Paper presented at the American Psychological Society, May 1998, Washington, DC.

- Lee, F. & Tiedens, L. (1998). Who's being served? "Self"-serving attributions and their implications for power. Paper presented at the Academy of Management Conference, August 1998, San Diego, CA.
- Lee, F. (2000). Interpersonal and organizational attributions. Paper presented at Ivey School of Business, University of Western Ontario, London, Canada.
- Lee, F. (2000). Making attributions for negative events: Relational and organizational perspectives. Paper presented at the Graduate School of Business, University of Chicago, Chicago, IL.
- Lee, F., Edmondson, A., Thomke, S., & Worline, M. (2000). Promoting experimentation in organizations: The hidden dilemma of supportive conditions. Paper presented at the Academy of Management Conference, August 2000, Toronto, Canada.
- Sastry, A., & Lee, F. (2000). Balancing stability and change: Linking organizational themes, operations, and rules. Paper presented at the Academy of Management Conference, August 2000, Toronto, Canada.
- Lee, F., & Peterson, C., Wang, Y., & Gillespie, B. (2000). Predicting stock prices from organizational attributions. Paper presented at the Academy of Management Conference, August 2000, Toronto, Canada.
- Lee, F. (2001). How attributions can make you healthy, wealthy, and wise. Paper presented at the Graduate School of Business, Stanford University, Stanford, CA.
- Lee, F. (2001). Attributions in the real world: Reversing the self serving and correspondence biases. Paper presented at the Amos Tuck School of Business, Dartmouth College, Hanover, NH.
- Lee, F., Benet-Martinez, V., & Leu, J. (2001). Cognitive processing of cultural information: Monoculturals and biculturals. Paper presented at the American Psychological Association, August 2001, San Francisco, CA.
- Benet-Martinez, V., Leu, J., & Lee, F. (2001). Negotiating biculturalsim: Cultural frame-switching in biculturals with "oppositional" vs. "compatible" cultural identities. Paper presented at the American Psychological Association, August 2001, San Francisco, CA.
- Lee, F., Edmondson, A., Thomke, S., & Worline, M. (2001). Promoting experimentation in organizations: The hidden dilemma of supportive conditions. Paper presented at the Managing Knowledge in Organizations Conference (for Special issue, *Management Science*), September 2001, Carnegie Mellon University, Pittsburgh, PA.
- Lee, F. (2002). Attributions in organizations. Paper presented at the School of Business, Rice University, Houston, TX.

- Barker, B., & Lee, F. (2004). Power and its effects on the self. Paper presented at the Academy of Management meetings, August 2004.
- Trahan, A., & Lee, F. (2004). Antecedents of identity integration among women in business and engineering. Paper presented at the American Psychological Association meetings, August 2004, Honolulu, HI.
- Neuman, E., & Lee, F. (2004). Dying for data: Cultural values as reflected in obituaries across cultures and time. Paper presented at the American Psychological Association, August 2004, Honolulu, HI.
- Lee, F. (2004). The effects of power on self construal. Paper presented at the Interdisciplinary Consortium for Organizational Studies, November 2004, University of Michigan, Ann Arbor, MI.
- Lee, F. (2004). Does power change the self? Paper presented at the Wharton School of Business, November 2004, Philadelphia, PA.
- Lee, F. (2005). Power and its effects of people. Paper presented at the Marshall School of Business, University of Southern California, April 2005, Los Angeles, CA.
- Sagiv, L. & Lee, F. (2006). Cultural values and organizational artifacts. Paper presented at the Academy of Management Meetings, August 2006, Atlanta, GA.
- Cheng, C., Sanchez-Burks, J., & Lee, F. (2007). Diversity and Team Innovation: Integrating Diverse Functional Identities. Paper presented at Research for Managing Groups and Teams, May 2007, Ithaca, NY.
- Lee, F., Cheng, C., & Sanchez-Burks, J. (2007). Identity Integration and Innovation among Biculturals. Paper presented at the American Psychological Society Meetings, May 2007, Washington, D.C.
- Caza, B., Lee, F., & Tiedens, L. (2007). Does having power change people? Effects of power on the self. Paper presented at the Academy of Management Meetings, August 2007, Philadelphia, PA.
- Cheng, C., Sanchez-Burks, J., & Lee, F. (2007). Increasing Innovation through Identity Integration. Paper presented at the Academy of Management Meetings, August 2007, Philadelphia, PA.
- Lee, F. (2008). Creativity and Identity. Paper presented at the Anderson Graduate School of Management, University of California in Riverside, January 2008, Riverside, CA.
- Lee, F. (2009). Identity Integration and Individual Innovation. Paper presented at the Graduate School of Management, University of California in Los Angeles, October 2009, Los Angeles, CA.

Lee, F. (2009). Identity Integration and Individual Innovation. Paper presented at the School of Business, Hebrew University, December 2009, Jerusalem, Israel.

Awards/Grants

- 1986 **Phi Beta Kappa**
Scripps College (Junior year)
- 1990-1992 **Elsie Hopestill Stimson Research Grant (\$500)**
1992 - 1994 **Knox Bequest Research Grant (\$500)**
1994 **Alumni Gift (\$1,000)**
Department of Psychology
Harvard University
- 1993 **Top Four Paper Award**
Academy of Management -- Organizational Communication Division
“Politeness and Keeping Mum: How Bad News is Communicated in
Organizational Hierarchies”
- 1993 **Certificate of Distinction in Teaching**
Dean of Undergraduate Education/Derek Bok Center for Teaching and Learning
Harvard University
- 1994 **Student Travel Awards (\$1,000)**
American Psychological Association Science Directorate, and
Society of Personality and Social Psychology
- 1994 **George W. Goethals Teaching Award**
Department of Psychology
Harvard University
- 1996 **Student Publication Award, Honorable Mention**
Society of Personality and Social Psychology
“Explaining real life events: How culture and domain shape attributions”
- 1995, 1997 **Office of the Vice President of Research (\$15,000)**
University of Michigan
- 1999-2000 **Sanford Robertson Assistant Professorship (\$25,000)**
(for early career research and teaching excellence)
School of Business
University of Michigan

- 2003 **Nominated for William A. Owens Scholarly Achievement Award for best article published in industrial and organizational psychology**
Lee, F., & Tiedens, L. (2001). Who's being served? "Self-serving" attributions in social hierarchies. Organizational Behavior and Human Decision Processes, 84(2), 254-287
- 2004 **Ross School of Business Research Grant (\$8,200)**
University of Michigan
- 2005 **Orders Management Project Research Grant (\$46,000)**
University of Michigan Health Systems, University of Michigan
- 2006 **Collaboration Research Grant (\$4,900)**
Ross School of Business, University of Michigan
- 2006 **Office of the Vice President of Research/Ross School of Business (\$17,200)**
University of Michigan
- 2006 **Center for International Business Education (\$5,000)**
University of Michigan

Teaching Experience

University of Michigan

School of Business

- Ph.D. Micro Seminar in OBHRM (Core)
teaching rating: 5.0/5.0 (out of 5.0; ratings of the course/ratings of the instructor)
- MBA Human Behavior in Organizations (Core)
teaching rating: 4.83/4.86
- BBA Teamwork and Interpersonal Processes in Organizations (Elective)
teaching rating: 4.67/4.96

Department of Psychology

- Ph.D. Methods in Personality and Social Contexts (Core)
- Ph.D. Proseminar in Organizational Psychology (Core)
teaching rating: 4.50/4.74
- BA Introduction to Organizational Psychology (Core)
teaching rating: 4.71/4.89

BA Social Behavior in Organizations (Elective)
teaching rating: 4.39/4.50

Harvard University

BA (Instructor) Sophomore Tutorial in Psychology

BA (Teaching Fellow) Social Psychology of Organizations
Methods of Behavioral Research
Introduction to Psychology

Professional Activities

University of Michigan

Department of Psychology Area Chair (Organizational Psychology)
Graduate Admissions Committee
Undergraduate Advising
Executive Committee
Faculty Search Committee

Ross School of Business Curriculum Committee
Faculty Search Committee
Society of Fellows Search Committee
Preliminary Exam Committee
Graduate Admissions
Grievance Board:

Program in Organizational Studies Faculty Search Committee

Others

Editorial Board: Academy of Management Journal (1999-2007), Journal of Personality and Social Psychology (2007-present).

Ad-hoc reviewer: Academy of Management Review, Organizational Behavior and Human Decision Processes, Organization Science, Journal of Personality and Social Psychology, Journal of Applied Social Psychology, Journal of Experimental Social Psychology, Psychological Bulletin, Journal of International Business, Journal of Asian Business,

Member: Academy of Management, American Psychological Association, American Psychological Society, Society for Personality and Social Psychology

Other Working Experience

Theodore Barry & Associates
Management Consultants

- **Research Associate**
Strategy and Marketing Practice

Los Angeles, California

1987-1990

Consultant to retail chains, private and public utilities, automobile manufacturers, government agencies, start up ventures, and oil companies. Project manager and lead consultant in studies involving strategic design, competitive and industry intelligence, product positioning and support, information systems development, consumer and market research, and regulatory and legislative analysis.