

## CURRICULUM VITA

### **Fiona Lee**

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

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### **Academic Positions**

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**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 - 2008)
- **Full Professor of Psychology**  
(2008 - present)
- **Arthur F. Thurnau Professor of Psychology**  
(2016 - present)

### **Education**

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**Harvard University**  
Cambridge, MA

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

**Scripps College**  
Claremont, CA

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

### **Publications**

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- 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.-Y., & Lee, F. (2009). Multiracial identity integration: Perceptions of conflict and distance among multiracial individuals, Journal of Social Issues, 65, 51-68.
- 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., & Gonzalez, R. (2009). Identities in harmony? Gender-work identity integration moderates frame-switching in cognitive processing. Psychology of Women Quarterly, 33, 275-284.
- 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. (2010). Power becomes you: The implicit and explicit effects of power on the self. Organizational Behavior and Human Decision Processes.
- Guan, M., Lee, F., & Cole, E. (2012). Complexity of Culture: The Role of Identity and Context in Bicultural Individuals' Body Ideals. Cultural Diversity and Ethnic Minority Psychology, 18(3), 247-257.
- Cheng, C., & Lee, F. (2013). The Malleability of Bicultural Identity Integration. Journal of Cross Cultural Psychology, 44(8), 1235-1240.
- Nguyen, A., Taylor, R., Chatters, L., Ahuvia, A., Chatkoff, D., Izberk-Bilgin, E., & Lee, F. (2013). Mosque-based emotional support among young Muslim Americans. Review of Religious Research, 55, 535-555.
- Huff, S., Yoon, C., Lee, F., Gutchess, A. (2013). Self-referential processing and encoding in bicultural individuals. Culture and Brain, 1, 16-33.
- Hanek, K., Lee, F., & Brannen, M.Y. (2014). Individual Differences Among Global/Multicultural Individuals: Cultural Experiences, Identity, and Adaptation. International Studies of Management and Organizations. Special Issue: Advancing the Field: New Directions for Global Mobility, 44(2), 76-90.
- Cheng, C., & Lee, F. (2014). Who is your ingroup? It depends. Biculturalism and ingroup favoritism. Journal of Cross Cultural Psychology.
- Sanchez-Burks, J., Karlesky, M., & Lee, F. (2014). Psychological bricolage, social identities, and creativity. In C. E. Shalley, M. A. Hitt, & J. Zhou (Eds.) The Oxford Handbook of Creativity, Innovation, and Entrepreneurship. New York: Oxford University Press.
- Brannen, M.Y., & Lee, F. (2014). Bridging Cultural Divides: Traversing Organizational and Psychological Perspectives on Multiculturalism. In Y. Y. Hong & V. Benet-Martinez (Eds.), Handbook of Biculturalism, p. 417-437. New York: Oxford University Press.
- Cheng, C., Lee, F., Benet-Martinez, V., & Hyunh, Q. (2014). Variations in Multicultural Experience: Influence of Bicultural Identity Integration on Socio-Cognitive Processes and Outcomes. In Y. Y. Hong & V. Benet-Martinez (Eds.), Handbook of Biculturalism, p. 276-299. New York: Oxford University Press.
- Huff, S., & Lee, F. (in press). People and Country: A Psychological and Contextual Perspective in Perceived Norms and Cultural Transmission. Journal of Cross Cultural Psychology.

Huff, S., Lee, F., & Hong, Y. (revise and resubmit). Identity Integration Predicts Tolerance: Exploring the Relationship Between Intrapersonal and Interpersonal Cultural Mixing. Journal of Cross Cultural Psychology.

Hanek, K., & Lee, F. (revise and resubmit). Identity Integration Predicts Indecisiveness in Identity-Relevant Decision-Making Tasks: Management of Multiple Identities Matter. Journal of Applied Psychology.

Seema, M., Dubow, E., Husemann, R., & Lee, F. (revise and resubmit). Perceived discrimination and Intergroup Relations: The Role of Bicultural Identity Integration. Cultural Diversity and Ethnic Minority Psychology.

Vargas, E., & Lee, F. (in review). Effects of Espoused Values on Male and Female Potential Employees' Preferences: A Quasi-Experimental Investigation.

Ko, A. & Lee, F. (in review). Breaking the Bamboo Ceiling: Perceptions and Stereotypes of Asian Leaders.

Arieli, S., Lee, F., & Sagiv, L. (in review). Organizational Impression Management (OIM): Role-Based Goals and Preferences for Espoused Values among External Constituents.

\_\_\_\_ former or current University of Michigan graduate students or post-doctoral fellows

### **Technical Reports**

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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.

## **Selected Professional Presentations**

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### **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.

**Invited Colloquia:**

Lee, F. (2000). Interpersonal and organizational attributions. Invited Speaker at Ivey School of Business, University of Western Ontario, London, Canada.

Lee, F. (2000). Making attributions for negative events: Relational and organizational perspectives. Invited Speaker at the Graduate School of Business, University of Chicago, Chicago, IL.

Lee, F. (2001). How attributions can make you healthy, wealthy, and wise. Invited Speaker 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. Invited Speaker at the Amos Tuck School of Business, Dartmouth College, Hanover, NH.

Lee, F. (2002). Attributions in organizations. Invited Speaker at the School of Business, Rice University, Houston, TX.

Lee, F. (2004). The effects of power on self construal. Invited Speaker at the Interdisciplinary Consortium for Organizational Studies, November 2004, University of Michigan, Ann Arbor, MI.

Lee, F. (2004). Does power change the self? Invited Speaker at the Wharton School of Business, University of Pennsylvania, November 2004, Philadelphia, PA.

Lee, F. (2005). Power and its effects of people. Invited Speaker at the Marshall School of Business, University of Southern California, April 2005, Los Angeles, CA.

Lee, F. (2008). Creativity and Identity. Invited speaker at the Anderson Graduate School of Management, University of California in Riverside, January 2008, Riverside, CA.

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

Lee, F. (2010). Increasing Creativity Through Identity Integration. Keynote speaker at the School of Design, Chengkung University, June 2010, Tainan, Taiwan.



- Lee, F. (2010). Increasing Creativity Through Identity Integration. Invited speaker at the School of Business, Hong Kong University of Science and Technology, June 2010, Hong Kong.
- Lee, F. (2010). Increasing Creativity Through Identity Integration. Invited speaker at the School of Management, Hong Kong Polytechnic University, June 2010, Hong Kong.
- Lee, F. (2010). Identity Integration and Creativity. Invited speaker at the INSEAD School of Management, November 2010, Fontainebleu, France.
- Lee, F. (2011). Individual Differences in the Management of Multicultural Identities. Invited speaker at the Hebrew University, May 2011, Jerusalem, Israel.
- Lee, F. (2012). Identity Integration and Innovation. Invited speaker at the John Olin School of Business, Washington University, December 2012, St. Louis, MO.
- Lee, F. (2013). Cultural Identities, Nationalism, and Cultural Competence. Invited speaker at the Peter Gustavson School of Business, University of Victoria, June 2013, British Columbia, Canada.
- Lee, F. (2014). Multiculturalism in Organizations. Invited speaker at Interdisciplinary Consortium in Organizational Studies, University of Michigan, May 2014, Ann Arbor, MI.
- Lee, F. (2015). Multiculturalism in Organizations. Invited speaker at Tepper School of Business, Carnegie Mellon University, January 2015, Pittsburgh, PA.
- Lee, F. (2015). Multiculturalism in Organizations. Invited speaker at Department of Psychology, Michigan State University, January 2015, East Lansing, MI
- Lee, F. (2015). Multiculturalism in Organizations. Invited speaker at Singapore Management University, March 2015, Singapore

### **Awards/Grants**

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|-------------|---|
| 1986        | <b>Phi Beta Kappa</b><br>Scripps College (Junior year)  |
| 1990-1992   | <b>Elsie Hopestill Stimson Research Grant (\$500)</b>   |
| 1992 - 1994 | <b>Knox Bequest Research Grant (\$500)</b>  |
| 1994        | <b>Alumni Gift (\$1,000)</b><br>Department of Psychology<br>Harvard University                |
| 1993        | <b>Top Four Paper Award</b><br>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**

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**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.	Teaching Academy (Core) teaching rating: 5.00/4.74
Ph.D.	Methods in Personality and Social Contexts (Core) teaching rating: 5.00/4.74
Ph.D.	Proseminar in Organizational Psychology (Core) teaching rating: 4.50/4.74
Ph.D.	Teaching Academu (Core) teaching rating: 4.50/4.74
BA	Introduction to Organizational Psychology (Core) teaching rating: 4.97/4.89
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

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### University of Michigan

Department of Psychology	Associate Chair of Student Academic Affairs Associate Chair of Faculty Development Faculty Awards Committee (Chair) Psychology Development Committee Area Chair (Organizational Psychology) Graduate Admissions Committee (Chair) 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	Executive Committee Committee Tenure and Promotion Panel Faculty Search Committee

### Others

Editorial Board: Academy of Management Journal (1999-2007), Journal of Personality and Social Psychology (2007-2001).

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

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**Theodore Barry & Associates**  
Management Consultants  
Los Angeles, California  
1987-1990

- **Research Associate**  
**Strategy and Marketing Practice**  
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.