

Xiaoyun (Aarn) Cao

565 W. Adams Street, 4th Floor, Chicago, IL 60661 • +1-312-906-6543 • xcao20@stuart.iit.edu

EDUCATION

Ph.D., Business Administration University of Illinois at Chicago , Chicago, United States	2015
M.A., Human Resources and Industrial Relations University of Minnesota , Twin Cities, United States	2009
B.A., Trade and Economics Renmin University of China , Beijing, China	2007

RESEARCH INTERESTS

- Leadership
- Social Networks in Organizations
- Employment Arrangements & Idiosyncratic Deals
- Organizational Culture
- Organizational Change and Development
- Workplace Discretionary Behaviors

ACADEMIC EXPERIENCE

<i>Visiting Assistant Professor of Management</i> Stuart School of Business Illinois Institute of Technology , Chicago, United States	<i>2022-Present</i>
<i>Lecturer in Business</i> LAKE FOREST COLLEGE , Lake Forest, United States	<i>2020-2022</i>
<i>Visiting Assistant Professor</i> UNIVERSITY OF ILLINOIS AT CHICAGO , Chicago, United States	<i>2019-2020</i>
<i>Assistant Professor of Management</i> RENMIN UNIVERSITY OF CHINA , Beijing, China	<i>2015-2019</i>
<i>Research Assistant & Primary Course Instructor</i> UNIVERSITY OF ILLINOIS AT CHICAGO , Chicago, United States	<i>2011-2015</i>

INDUSTRY EXPERIENCE

<i>Talent Development HR Assistant</i> CARLSON SCHOOL OF MANAGEMENT , Minneapolis, United States	<i>Feb. - June 2009</i>
<i>Research Analyst</i> IPSA INTERNATIONAL INC. , Minneapolis, United States	<i>Oct. 2008 - Jan. 2009</i>

Consultant June - Sept. 2008
SINOTRUST CONSULTING GROUP, Beijing, China

Public Relations Consultant Mar. - July 2007
OGILVY, Beijing, China

HR Generalist (part-time) Oct. 2006 – Feb. 2007
LI-NING, Beijing, China

Marketing Analyst (part-time) July – Sept. 2006
COCA-COLA, Kunming, China

PUBLICATIONS

Meuser, J.D., & **Cao, X.** (2022). Servant or sinister? A process model of follower appraisal of leader-initiated i-deals. In S. Anand & Y. Rofcanin (Eds.), *Idiosyncratic Deals at Work* (pp. 71-94). Palgrave Macmillian, Cham.

Chaudhry, A., **Cao, X.**, Liden, R. C., Point, S., & Vidyarthi, P. R. (2021). A Meta-Review of Servant Leadership: Construct, Correlates, and the Process. *Journal of Comparative International Management*, 24(2), 59-99.

Marinova, S. V., **Cao, X.**, & Park, H. (2019). Constructive Organizational Values Climate and Organizational Citizenship Behaviors: A Configurational View. *Journal of Management*, 45(5), 2045-2071.

Liden, R. C., Wu, J., **Cao, X.**, & Wayne, S. J. (2016). LMX Measurement. In T. Bauer & B. Erdogan (Eds.), *The Oxford Handbook of Leader-Member Exchange*. Medicine-US.

Kluemper, D. H., Davison, H. K., **Cao, X.**, & Wu, B. (2015). Social Networking Websites and Personnel Selection: A Call for Academic Research. In J. Oostrom & I. Nikolaou (Eds.), *Employee Recruitment, Selection, and Assessment: Contemporary Issues for Theory and Practice* (pp. 73-91). Psychology Press-Taylor & Francis.

Panaccio, A., Henderson, D. J., Liden, R. C., Wayne, S. J., & **Cao, X.** (2014). Toward an Understanding of When and Why Servant Leadership Accounts for Employee Extra-Role Behaviors. *Journal of Business and Psychology*, 1-19.

MANUSCRIPTS UNDER REVIEW

Fan, X. Q., Fan, X. L., Wu, W., & **Cao, X.** Managing Change Under Threat: How and When Leader Threat Perception Shapes Employee Change Reactions. 1st Round R&R at the *Journal of Management*.

Luo, J., **Cao, X.**, & Gao, X. Tradeoffs of Brokerage: The Contingent Value of Supervisor's Network and Group Network Attributes. Under review at the *Journal of Management*.

WORKING PAPERS

Cao, X. & Shaw, J. D. The Impact of Incentive Pay Program Implementation on Interpersonal Social Networks. Manuscript being prepared for journal submission, targeted for the *Administrative Science Quarterly*.

Cao, X., & Luo, J. Necessary Evil? An Examination of Organizational Justice in The Context of Informal Social Network. Manuscript being prepared for journal submission, targeted for the *Academy of Management Journal*.

Cao, X., Meuser, J. D., & Wang, Y. An Investigation of The Within-person Identification-Performance Relationship. Manuscript being prepared for journal submission, targeted for the *Journal of Applied Psychology*.

Meuser, J. D. & **Cao, X.** Integrating Social Identity and Social Exchange Theories: What are The Mechanisms. Manuscript being prepared for journal submission, targeted for the *Journal of Management*.

Cao, X., Liden, R. C., Wayne, S. J., & Wang, Y. Individual and Social Explanations of Idiosyncratic Deals: When Do Managers Make Special Deals. Data analysis phase.

Meuser, J. D., Blakely, A. N., Smallfield, J., **Cao, X.**, Solanellas, P., Atwater, L., & Lowe, K. What Do We Know That We Can Tell Them? A Critical Inquiry into The Practicality of Practical Implications Offered by Leadership Scholars. Data analysis phase.

Meuser, J. D. & **Cao, X.** Servant not Sucker: Boundaries in the Practice of Servant Leadership. Data collection phase.

CONFERENCE PROCEEDINGS & PRESENTATIONS

Fan, X. Q., Fan, X. L., Wu, W., & **Cao, X.** (2021). How and when leaders' Perception of Organizational Change Influence Followers' Perception and Coping. Academy of Management Annual Meeting.

Meuser, J. D. & **Cao, X.** (2021). Servant or sinister? A process model of follower appraisal of leader-initiated i-deals. Idiosyncratic Deals: A Methodological and Theoretical Development Meeting, University of Edinburgh.

Meuser, J. D., Blakely, A. N., Smallfield, J., **Cao, X.**, Solanellas, P., Atwater, L., & Lowe, K. (2020). What is the point of the practical implications? Academy of Management Annual Meeting, Vancouver, Canada-British Columbia.

Luo, J., & **Cao, X.** (2019). Tradeoffs of Brokerage: The Contingent Value of Supervisor's Network and Group Network Attributes. Academy of Management Annual Meeting, Boston, Massachusetts.

Meuser, J. D. & **Cao, X.** (2018). Integrating social identity and social exchange theories: What are the mechanisms? Southern Management Association Annual Meeting, Lexington, Kentucky.

Cao, X., Meuser, J. D., & Wang, Y. (2018). An Investigation of the within-person identification-performance relationship. Academy of Management Annual Meeting, Chicago, Illinois.

Cao, X., Liden, R. C., Wayne, S. J., & Wang, Y. (2017). Individual and social explanations of idiosyncratic deals: When do managers make special deals? Academy of Management Annual Meeting, Atlanta, Georgia.

Cao, X. (2017). Leader's guanxi circle and employee perceptions of organizational justice. The International Sunbelt Social Network Conference, Beijing, China.

Luo, J. & **Cao, X.** (2017). Leader's informal social network and employee task performance: Do structural holes matter in China? The International Sunbelt Social Network Conference, Beijing, China.

Cao, X., & Wayne, S. J. (2016). Granting of I-Deals: The interplay of equity rules, past performance, and performance expectations. Academy of Management Annual Meeting, Anaheim, California.

Chaudhry, A, **Cao, X.**, & Vidyarthi, P. (2015) A Meta-Analytic Review of Servant Leadership: Construct, Correlates, and the Process. Paper accepted for presentation at Academy of Management Annual Meeting, Vancouver, BC, Canada.

Marinova, S. V., & **Cao, X.** (2013). Constructive Organizational Culture and Organizational Citizenship Behaviors: A Configurational View. Paper accepted for presentation at Academy of Management Annual Meeting, Orlando.

Meuser, J. D., & **Cao, X.** (2013). I'm Good Because of What I Get: A Meta-analytic Mediation Model of Organizational Identification. Paper accepted for presentation at Academy of Management Annual Meeting, Orlando.

ACADEMIC HONORS & FELLOWSHIPS

Greenleaf Scholar, the Greenleaf Center for Servant Leadership

2014

The Greenleaf Scholars Program is offered by the Greenleaf Center for Servant Leadership to award promising early career scholars who wish to study the impact of servant leadership in various organizational or social contexts.

Liautaud Graduate School of Business Fellowship 2010 - 2014

Liautaud fellowships are competitive awards for outstanding doctoral students at Liautaud Graduate School of Business, University of Illinois at Chicago.

Graduate Student Travel Grant, University of Illinois at Chicago 2010 - 2014

UIC Department of Managerial Studies Fellowship 2010 - 2012

Academic Excellence Scholarship, Renmin University of China 2004 - 2006
