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Work Experience

2016 ~ present Senior Research Faculty, Center for Creative Leadership
2010 ~ 2016 Research Scientist, Center for Creative Leadership

Education

2004~2010 Ph.D., Department of Management and Organization
NUS Business School, National University of Singapore
2000~2004 B.A., Economics, Fudan University, China

Peer Reviewed Articles

- Wang, D., Nair, K., Kouchaki, M., Zajac, E., **Zhao, X.** (2019). A Case of Evolutionary Mismatch? Why Facial Width-to-Height Ratio May Not Predict Behavioral Tendencies. June, 1-8. *Psychology Science*. doi: <https://doi.org/10.1177/0956797619849928>
- Wang, P., **Zhao, X.**, & Lim, A. (2018). Leveraging Subordinates for Performance: How Managers Benefit from Mentoring Relationships. *Journal of Career Development*.
- Lim, V. K. G., Teo, T. S. H., & **Zhao, X.** (2013). Psychological costs of support seeking and choice of communication channel. *Behaviour & Information Technology*, 32(2), 132-146. doi: <http://dx.doi.org/10.1080/0144929X.2010.518248>
- Zhao, X.**, Lim, V. K. G., & Teo, T. S. H. (2012). The long arm of job insecurity: Its impact on career-specific parenting behaviors and youths' career self-efficacy. *Journal of Vocational Behavior*, 80(3), 619-628. doi: <http://dx.doi.org/10.1016/j.jvb.2012.01.018>

Research Reports / White Papers

- Puri, S., **Zhao, S.** & Chandrasekar, A. (2018) The global Asian leader: From local star to global CXO. A Center for Creative Leadership research report.
- Zhao, S.** & Puri, S. (2017) Glass doors to the corner office: Women and leadership. A Center for Creative Leadership white paper.
- Smith, R., Campbell, C., Puri, S., Chandrasekar, A. **Zhao, S.** et. al. (2017) Developing Next-generation Indian business leaders: The keys to success. A Center for Creative Leadership research report.

- Zhao, S.** & Foo, M-D. (2016) Queen Bee syndrome: The real reason women do not promote women. A Center for Creative Leadership white paper.
- Leslie, Jean, B., Li P. P. & **Zhao, S.** (2015) Managing paradox: Blending East and West philosophies to unlock its advantages and opportunities. A Center for Creative Leadership white paper.
- Chandrasekar , A. & **Zhao, S.** (2015) Creating a dynamic and sustainable talent ecosystem. A Center for Creative Leadership white paper.
- Gentry, W., Eckert, R. H. Stawiski, S. A. & **Zhao, S.** (2013). The challenges leaders face around the world: More similar than different. A Center for Creative Leadership white paper.
- TAFEP (2013). The journey to the top: Conversations with successful Singaporean women.
- Zhao, S.** & Gentry, W. (2013). A Leadership Gap Analysis for Chinese Leaders from a 360-Degree Survey. A Center for Creative Leadership white paper.
- Campbell, C., Lim, A., Mettgenberg, M., Ramakrishnan, M., Smith, R & **Zhao, S.** (alphabetic, 2012). Developing Top Leaders for a Globalised Asia: Lessons from best-practice organisations in Singapore. Research report by the Center for Creative Leadership and Human Capital Leadership Institute.
- Zhao, S.**, Smith, R & Campbell, C. (2012). Trends in succession management in Asia: HR perspectives across three countries. A Center for Creative Leadership white paper.
- Campbell, C., **Zhao, S.**, Smith, R & Lim, A. (2011). Asia pacific leadership effectiveness dashboard: Critical competencies, strengths, and gaps. A Center for Creative Leadership white paper.

Guidebook

- Gentry, B., Hannum, K., Livers, A., Van Stichel, H., Wilson, M. & **Zhao, S.** Interpersonal savvy: Building and maintaining solid working relationships. (2013). Greensboro, NC: Center for Creative Leadership.

Other Publications

- Smith, R. & **Zhao, S.** (2015) [Accelerating women leadership: Barriers for women's career advancement](#). *People Matters*. December: 36-38.
- Zhao, S.** 30th September, 2014. How women can succeed at the workplace. *Today*.
- Zhao, S.** (2013) Cover story: Building a successful leadership pipeline: Why succession management is key? *Human Resources*, The official journal of the Hong Kong Institute of Human Resource Management. July/August: 8-15. (In both English and Mandarin)

CCL Blog articles:

[Are leaders born or made? \(Part II\)](#)

[Are leaders born or made? \(Part I\)](#)

[I'll take care of you when you are old](#)

[How cultural factors can affect 360° assessment results?](#)

[Becoming Globally Competitive Leaders: What can China learn from India?](#)

Conference Papers

- Nair, K., Wang, D., Zajac, E., Kouchaki, M. & **Zhao, X.** 2017. *Who's a top dog? How physical characteristics affect the status of corporate elites*, paper presented at Strategic Management Society (SMS) Annual Meeting, Houston.
- Tripathi, N. & **Zhao, X.** 2017. *India and China: Leadership comparison in two economic Giants in Asia*, paper presented at Academy of Management (AOM) Annual Meeting, Atlanta.
- Zhao, X.** & Li, P. P. 2016. *New perspectives on paradox balancing based on Eastern epistemology*, paper presented at Academy of Management (AOM) Annual Meeting, Anaheim.
- Wang, P., **Zhao, X.**, Foo, M. D. 2013. *Leaders' self-report mentoring support and employee motivation: The moderating effect of assertiveness and power distance*, paper presented at Academy of International Business (AIB) Annual Meeting, Istanbul, Turkey.
- Zhao, X.** & Khoo H. S. 2013. *Relationship-building tactics: Lessons from effective leaders*, paper presented at Leadership Association (ILA) Oceania Conference, Auckland, New Zealand.
- Zhao, X.** 2011. *The "long-arm" impact of job insecurity on career-specific parenting behaviors and youths' career self-efficacy*, paper presented at Academy of Management (AOM) Annual Meeting, San Antonio.
- Campbell, M., Ramakrishnan, M., **Zhao, X.**, Mettgenberg, M., Lim, A. & Smith, R. 2011. *Developing top leaders in a globalized Asia: Lessons from Singapore-based organisations*. Symposium titles Leadership Challenges and Opportunities in Asia. International Leadership Association (ILA) Annual Conference, Denver, U.S.A.
- Chandrasekar, A., Criswell, C., Van Velsor, E., Wilson, M. S., & **Zhao, X.** 2011. *Return on experience: A cross-cultural comparison of how managers learn to lead*, paper presented at International Academy for Intercultural Research (IAIR) Biennial Conference, Singapore.
- Zhao, X.**, Lim V. K. G., & Teo T. S. H. 2009. *Seeking support face-to-face or via email? The role of support seeking cost*, paper presented at Institute For Operations Research and The Management Sciences (INFORMS) Annual Meeting, San Diego.
- Lim V. K. G., **Zhao, X.**, & Teo T. S. H. 2009. *Psychological costs of seeking social support: Scale development and factor analysis*, paper presented at Institute For Operations Research and The Management Sciences (INFORMS) Annual Meeting, San Diego.
- Zhao, X.** & Teo T. S. H. 2009. *An investigation of HR outsourcing in Singaporean companies*, paper presented at Institute For Operations Research and The Management Sciences (INFORMS) Annual Meeting, San Diego.

Zhao, X., Lim V. K. G., & Teo T. S. H. 2009. *Talk or email? Support seeking cost and the choice of communication channel*, paper presented at Pacific Asia Conference on Information Systems (PACIS) Meeting. Hyderabad, India.

Lim V. K. G., **Zhao, X.**, & Teo T. S. H. 2008. *Impact of parents' work-family conflict and burnout on youths' life satisfaction*, paper presented at Asia Academy of Management (AAOM) Meeting. Taipei, Taiwan.

Zhao, X. 2007. *When to outsource the HR functions?--A study of Chinese firms*, paper presented at Academy of International Business (AIB) Annual Meeting, Indianapolis.

Zhao, X. 2006. *Family business groups and political connection—Evidence from Taiwan*, paper presented at Academy of Management (AOM) Annual Meeting, Atlanta.

Media Interviews

21st December, 2015, spoke on Malaysia's BMF, Malaysia's only independent radio station, focused on business news and current affairs, **Resource Centre**, a signature show of BFM features the interviews that provides the enterprise listeners game-changing business and leadership insights. Topic: cross-cultural agility

8 October, 2015, spoke on Singapore's 938LIVE, the nation's leading business radio station on a segment, **On the Job**, that focuses on manpower issues in Singapore and Asia. Topic: women leadership in Singapore and what women can do to lead the charge on this.

Invited Talks / Presentations

June 1st, 2017. *Empowering Women's Leadership: Expanding Influence and Innovation*. Symposium organized by Korean Institute for Gender Equality Promotion and Education (KIGEPE). Jeju, Republic of Korea.

March 5th, 2015. Panelist. *The critical need of leadership development and & training in Supply Chain Management*. LogiSYM Conference. Singapore.

May 22nd, 2014. Panelist. *The future Chinese leaders*. The 2014 Future China Business Leader un-Conference, by The Conference Board. Shanghai, PRC.

June 7th, 2013. *Chinese leaders' competency strength and gap analysis and five paradoxes of leadership development*, a presentation at Human Resource Associate (HRA) annual conference (in Mandarin). Beijing, PRC.

February 5th, 2013. *Managing the boundary between work and family*; November 5th, 2013. *Quest for authenticity: How the family fits in with high-achieving women's leadership roles*. Two invited talk at the 9th Family Research Network (FRN) forum, which is partnered by Ministry of Social and Family Development, Lee Kuan Yew School of Public Policy, and Institute of Policy Studies, Singapore.

Certification

Polarity consultant, by Polarity Partnership.

Influence Style Indicator, by Discovery Learning, Inc.

WorkPlace Big Five, by Paradigm Personality Labs, LLC

Benchmarks® 360 Assessment Suite, by the Center for Creative Leadership.

Youth Leadership Toolkit, by the Center for Creative Leadership.

Training and Coaching Experience

Trainer / Facilitator

Programs / workshops for clients: Australian International School; Jeju Development Co.; Johnson & Johnson; SITA; SPJIMR; China Resource; Hilton; Roche; Thermofisher, etc.

Coach

180+ hours' coaching training; 100+ hours' coaching practice

Fellowships & Honors

2005 ~ 2009 Academic Scholarship, National University of Singapore.

2001 ~ 2004 People's scholarship, Rank 1.