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ACADEMIC POSITIONS

Lee Kong Chian School of Business, Singapore Management University

Associate Professor, 2022-present

Assistant Professor, 2013-2022

EDUCATION

National University of Singapore

B.Soc.Sci. (Honours) Psychology, June 2008

PhD. Management & Organization, 2013

RESEARCH INTERESTS

Envy, Deviance

PUBLICATIONS: ARTICLES

Tai, K., Keem, S.J., Lee, K.Y., Kim, E. Envy Influences Interpersonal Dynamics and Team Performance: Roles of Gender Congruence and Collective Team Identification (in press). *Journal of Management*

Anyi, M., Savani, K., Liu, F.Z., Tai, K., & Kay, A (in press). The Mutual Constitution of Person and Culture: The Bidirectional Relationship between Individuals' Perceived Control and Cultural Tightness-Looseness. *Journal of Personality and Social Psychology*

Tai, K., Lin, K., Lam, C.K., & Wu, L. Biting the Hand That Feeds: A Status-Based Model of When and Why Receiving Help Motivates Social Undermining (in press). *Journal of Applied Psychology* * The first two authors contributed equally and their authorships were determined randomly.

Tai, K.,* Lee, K.Y.,* Kim, E.,* Johnson, T., Wang, W., Duffy, M.K., & Kim, S.S. Gender, Bottom-line Mentality, and Workplace Mistreatment: The Roles of Gender Norm Violation and Team Gender Composition. (in press). *Journal of Applied Psychology* *The first three authors contributed equally to this work and are listed in reverse alphabetical order.

Tai, K., Liu, Y.C., Pitesa, M., Lim, S., Tong, Y. K., & Arvey, R. D. (2022). Fit to be Good: Physical Fitness is Negatively Associated with Deviance. *Journal of Applied Psychology*, 107, 389–407.

- Lim, JH., Tai, K., & Kouchaki, M. Ambivalent Bosses: An Examination of Supervisor Expressed Emotional Ambivalence on Subordinate Task Engagement (2021). *Organizational Behavior and Human Decision Processes*, 165, 139-152.
- Lim, JH., Tai, K., Bamberger, P., & Morrison, E. W (2020). Soliciting resources from others: An integrative review. *Academy of Management Annals*, 14, 122-159.
- Zheng, X., Fehr, R., Tai, K., Narayanan, J., & Gelfand, M. J. (2015). The unburdening effects of forgiveness: Effects on slant perception and jumping height. *Social Psychological and Personality Science*, 6, 431-438.
- Wang, C. S., Ku, G., Tai, K & Galinsky, A. D. (2014). Stupid doctors and smart construction workers: Perspective-taking reduces stereotyping of both negative and positive targets. *Social Psychological and Personality Science*, 5, 430-436.
- Lim, S., & Tai, K. (2014). Family incivility and job performance: A moderated mediated model of core self-evaluations and psychological distress. *Journal of Applied Psychology*, 99, 351-359.
- Wang, C. S., Tai, K., Ku, G., & Galinsky, A. D. (2014). Perspective-taking increases willingness to engage in intergroup contact. *PLoS ONE* 9(1): e85681. doi:10.1371/journal.pone.0085681.
- Narayanan, J., Tai, K., & Kinias, Z. (2013) Power motivates interpersonal connection following social exclusion. *Organizational Behavior and Human Decision Processes*, 122, 257-265.
- Tai, K., Narayanan, J., & McAllister, D. (2012). Envy as pain: Rethinking the nature of envy and its implications for employees and organizations. *Academy of Management Review*, 37, 107-129.
- Tai, K., Zheng, X., & Narayanan, J. (2011). Touching a teddy bear mitigates the negative effects of social exclusion. *Social Psychological and Personality Science*, 2, 618-626.

PUBLICATIONS: CHAPTERS

- Tan, Y. W., Tai, K., & Wang, C. S. (2016). Culture and the elicitation, experience, and expression of envy. In U. Merlone, M. Duffy, M. Perini, & R. Smith (Eds.). *Envy at Work and in Organizations: Research, Theory, and Applications*. Oxford University Press.

MANUSCRIPTS UNDER REVIEW

- Lee, KY.,* Tai, K.,* Kim, E., Lermoine, J., & Duffy, MK. When is Envy Beneficial for Performance? Exploring the Curvilinear Relation between Envy and Performance

and the Moderating Role of Conscientiousness. *Under review at Academy of Management Journal* *The first two authors contributed equally to this work and are listed in alphabetical order.

MANUSCRIPTS IN PREPARATION

Park, G.,* Tai, K.,* Oh, H. S., & Hinsz, V. The Impact of Feelings of Social Exclusion and Inclusion and Their Bases on Team Creativity. *Targeted for Journal of Organizational Behavior* *The first two authors contributed equally to this work.

Tai, K., Liu, YC, Lim, JH, & Tangirala, S. Have You Heard? Examining the Relationship Between Leader Positive Gossip and Prosocial Behavior. *Targeted for Journal of Applied Psychology*

Tai, K., Keem, SJ., Lee, KY., Kim, E. A Social Comparison Model of Task Performance and Interpersonal Behaviors. *Targeted for Organizational Behavior and Human Decision Processes*

Sherf, EN., Na, Z., & Tai, K. I Didn't Ask for It: How Psychological Standing and Relationship Quality Shape Acceptance of Unsolicited Feedback. *Targeted for Journal of Management Scientific Reports*

Vaziri, H., Tai, K., & Tay, L. A Multilevel Model of Sociopsychological Resources: Toward a Functional Typology of Resource Dynamics and Transformation. *Targeted for Academy of Management Review*.

Kouchaki, M, Tai, K., Li, Y. Moral Choice, Trust, and Status. *4 studies collected*

Lim, JH, Tai, K., Lee, KY., & Kim, E. Back Off! This Is My Territory: High Performers and Territorial Behavior. *1 study collected*

Liu, YC., Pitesa, M., & Tai, K. Socio-Economic Status and Helping. *1 study collected*

Paek, J., & Tai, K. Perceptions and Evaluations of Linear and Non-Linear Goal Progress. *1 study collected*

Li, S., Tai, K., Lee, KY. Feeling Envy and Work Outcomes. *Data collection in progress*

Lee, KY, Tai, K., & Kim, E. Wealth Envy. *Data collection in progress*

Kwon, MJ & Tai, K. Intrinsic Motivation and Performance. *Data collection in progress*

Anyi, M., Nguyen, M., Na, Z., & Tai, K. Gender and Gossip. *Data collection in progress*

INVITED PRESENTATIONS

Symposium/PDW Discussant

Diamonds in the Rough Professional Development Workshop (2021): Academy of Management (Virtual Online)

Diamonds in the Rough Professional Development Workshop (2020): Academy of Management, Vancouver, British Columbia

Overcoming value judgments of affect: Adverse effects of feeling good and benefits of feeling bad (2018). Academy of Management, Chicago, Illinois.

Benefits and Challenges of Studying Discrete Emotions (2018). Academy of Management, Chicago, Illinois.

HRM and Socialization (2018). International Association for Chinese Management Research, Wuhan, China.

Benefits and challenges of studying discrete emotions (2017). Academy of Management, Atlanta, Georgia.

Different shades of green: Envy from the perspectives of individuals, groups, and organizations (2015). Academy of Management, Vancouver, Canada.

Invited Talks

2021: Yonsei University, School of Business

2019: Korea Advanced Institute of Science and Technology, Human Innovation Laboratory

2019: Yonsei University, School of Business

2019: Tan Tock Seng Hospital, National Healthcare Group

2018: Hong Kong Polytechnic, Department of Management and Marketing

2021: Singapore Management University, Behavioral Sciences Institute

2019: Singapore Management University, Behavioral Sciences Institute

2017: Singapore Management University, Behavioral Sciences Institute

2015: Singapore Management University, Behavioral Sciences Institute

2014: Singapore Management University, Behavioral Sciences Institute

2012: Singapore Management University, Department of Organizational Behavior and Human Resources

London Business School, Department of Organizational Behavior

The University of Hong Kong, Human Resources Management and Organizational Behavior

Indian School of Business, Department of Organizational Behavior

CONFERENCE PRESENTATIONS

- Tai, K., Liu, YC, Lim, J. H, & Tangirala, S (2020). Have You Heard? Examining the Relationship Between Leader Positive Gossip and Prosocial Behavior. Presented at Academy of Management, Vancouver, Canada.
- Deng, YL., Tai, K., Huang, S., & Wang, C. S (2020). Enshrouding the Evil Eye: Relational Mobility Mitigates Harmful Effects of Envy on Engagement. Presented at the International Association of Conflict Management, Charleston, South Carolina.
- Tai, K., & Kouchaki, M (2019). When Do Employees Speak Up Against Unethical Conduct? Team Stage and Moral Objection. Presented at Academy of Management, Boston, Massachusetts.
- Tai, K., Lin, K., & Lam, CK (2019). Envy in Response to Help: A Helping as Status Relations Model. Presented at Academy of Management, Boston, Massachusetts.
- Anyi, M., Savani, K., Tai, K., & Kay, A (2019). On the Mutual Constitution of Person and Culture: Examining the Link between Perceived Control and Cultural Tightness-Looseness. Presented at Society of Personality and Social Psychology, Portland, Oregon
- Xue, Z., Schuh, S. C., Tai, K., Xin, K. R., & van Dijke, M (2017). When and why envious leaders become laissez-faire Leaders. Presented at Academy of Management, Atlanta, Georgia
- Tai, K., Lee, KY., Kim, E., & Keem, SJ (2017). A social comparison model of high performers and interpersonal behaviors. Presented at Academy of Management, Atlanta, Georgia
- Mehr, S. M., Gloor, J. L., Morf, M., & Tai, K. (2016). The interplay between newcomers' leader perceptions and perceived team exclusion during institutionalized newcomer socialization. Presented at Academy of Management, Anaheim, California.
- Xue, Z., Tan, J., Tai, K., Xin, K. R., Schuh, S. C., van Dijke, M., & Xin, K. R (2016). The effects of status motivation on leader's envy and distributive justice. Presented at Academy of Management, Anaheim, California.
- Tai, K., Lim, S., Tong, Y. K., & Arvey, R. D. (2016). Effects of physical fitness and personality on counterproductive work behaviors. Presented at Society of Industrial and Organizational Psychology, Anaheim, California.
- Jin, MZ., Lu, C. H., & Tai, K. (2016). Type of trust violations influences effects of forgiveness and relationship repair. Presented at Society of Personality and Social Psychology, San Diego, California.

- Tai, K., Narayanan, J., & Nai, J. (2015). Warmth-based exclusion feels more painful than competence-based exclusion. Presented at Academy of Management, Vancouver, Canada.
- Tai, K., Narayanan, J., & Savani, K. (2014). The effects of ostracism on pro-social behaviors and social undermining: The moderating role of envy. Presented at Academy of Management, Philadelphia, Pennsylvania.
- Tai, K., Narayanan, J., & Savani, K. (2014). Two negatives make a positive: Ostracism increases pro-social behavior and decreases social undermining in the presence of envy. Presented at the Society of Industrial and Organizational Psychology, Honolulu, Hawaii.
- Tai, K., Zou, X., & Nai, J. (2014). Excluding others and social self-esteem: The role of trait anxiety. Presented at the Society of Personality and Social Psychology, Austin, Texas.
- Tai, K., Narayanan, J., & Wang, C. S. (2013). Misprediction errors of the envied: Envied individuals underestimate how positively others view them. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Narayanan, J., Tai, K., Wang, C. S., & Pillutla, M. (2013). The dual effects of mirrors: Increasing prosocial versus spiteful behavior. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Fehr, R., Zheng, X., Tai, K., Narayanan, J., & Gelfand, M. (2013). Forgiveness empowers victims after conflict. Presented at the Society of Personality and Social Psychology, New Orleans, Louisiana.
- Fehr, R., Zheng, X., Tai, K., Narayanan, J., & Gelfand, M. (2012). Barriers and gateways to forgiveness in the workplace: New directions in theory and research. Presented at the Academy of Management Meeting, Boston, Massachusetts.
- Narayanan, J., Tai, K., & Kinias, Z. (2012). Power motivates interpersonal connection following exclusion. Presented at the Society of Personality and Social Psychology, San Diego, California.
- Tai, K., Narayanan, J., Xiuping, L., Nai, J., & Totlani, H. (2012). Smelling vanilla increases feelings of connectedness. Presented at the Society of Personality and Social Psychology, San Diego, California.
- Lim, S., & Tai, K. (2011). Family incivility and job performance: A moderated mediated model of core self-evaluations and psychological distress. Presented at the Academy of Management, San Antonio, Texas.

- Tai, K., Wang, C. S., Zheng, X., & Ku, G. (2011). First offers as anchors. Does timing matter? Presented at the International Association of Conflict Management, Istanbul, Turkey.
- Narayanan, J., Tai, K., & Kinias, Z (2011). Power and the desire to reconnect. Presented at the International Association of Conflict Management, Istanbul, Turkey.
- Zheng, X., Tai, K., & Narayanan, J. (2011). The unforgiven: Not forgiving distorts visual perception of the physical world. Presented at the International Association of Conflict Management, Istanbul, Turkey.
- Lim, S., & Tai, K. (2011). CSE and Neuroticism: Moderating the incivility-psychological health relationship. Presented at the Society of Industrial and Organizational Psychology, Chicago, Illinois.
- Zheng, X., Tai, K., & Narayanan, J (2011). The unforgiven: Not forgiving distorts visual perception of the physical world. Presented at the Society of Personality and Social Psychology, San Antonio, Texas.
- Wang, C. S., Tai, K., Ku, G., & Galinsky, A. (2011). Perspective-taking increases willingness to engage in intergroup contact. Presented at the Society of Personality and Social Psychology, San Antonio, Texas.
- Tai, K., Narayanan, J., & McAllister, D. (2010). Envy as pain: How self-appraisals and referent cognitions moderate the effects of envy on discretionary behavior at work. Presented at the Academy of Management, Montreal, Canada
- Tai, K., Zheng, X., Narayanan, J. (2010). Physical comfort mitigates negative effects of social exclusion to increase pro-social behavior. Presented at the Society of Personality and Social Psychology, Las Vegas, Nevada.
- Narayanan, J., Tai, K., Wang, C. S. (2008). Morality and Self Awareness in Dictator Games. Asia Pacific Economic Science Association, Singapore.

SELECTED MEDIA COVERAGE

- The power of a teddy bear, April 29, 2011, *The Wall Street Journal*.
- Teddy bears soften pain of social exclusion, April 14, 2011, *Miller-McCune*.
- Abrasive family can affect your job performance, November 15, 2013, *Vancouver Sun*
- Forgive and leap high, January 8, 2015, *Boston Globe*
- Holding a grudge may literally weigh you down, January 9, 2015, *New York Magazine*
- The Forgiveness boost, January 28, 2015, *The Atlantic*
- Close friendships at work are lifelines that have frayed during the pandemic, October 18, 2021, *Channel News Asia*

- People think the boss is always right: Workplace bullying not uncommon in Singapore, experts say, November 21, 2021, *Channel News Asia*
- Why do people hold grudges? December 17, 2021, *Channel News Asia*
- Physically fit people are less likely to engage in deviant behaviors, according to new research. April 30, 2022, *PsycPost*

HONORS, AWARDS & GRANTS

President's Graduate Fellowship, National University of Singapore, University-wide award in recognition of outstanding performance from 2010 to 2012.

Singapore Management University Research Grant, 2013, 2017, 2018, 2021

Dean's Teaching Honor List, 2013-2015, 2021

Most Promising Teacher Award 2015 (Nominee)

Della Suantio Fellowship, 2017-2018

Lee Kong Chian Fellowship, 2022-2023

TEACHING AND MENTORING EXPERIENCE

Singapore Management University, Department of Organizational Behavior and Human Resources

Leadership and Team Building, 2014-2019 (Best Instructor Rating: 6.5/7.0)

Management of People at Work (OB), 2020-present (Best Instructor Rating: 6.7/7.0)

Group Dynamics in Organisations, 2022-present (Best Instructor Rating: 6.9/7.0)

Managing Teams (MBA), 2021-present

Seminar in OB (PhD), 2014-present

National University of Singapore, NUS Business School

Instructor

Experimental Design, 2009

Management and Organization 1001, Semester 2009/2010

Mentor

Undergraduate honors thesis student:

Ang Yang Ting 2011-2012

Min Xuan Lee, Gabriel Chong 2010-2011

Gilbert Heng Keng Hua 2007-2008

Teaching Assistant (MBA)

Negotiation and Conflict Management, 2009-2010

TEACHING INTERESTS

Organizational Behavior
Leadership
Managing Teams
Negotiation and Conflict Management

ACADEMIC/PROFESSIONAL SERVICE

Doctoral Committee Member: Ang Yang Ting (OBHR, 2017); Michal Franc (Psychology; 2017); Jose Yong (Psychology; 2017); Jin Mengzi (OBHR, 2019); Jermaine Lim (Psychology; 2021); Zhao Na (OBRH, 2022)
Research and Teaching Assistant Coordinator, 2013-2016, 2020-present
PhD Committee Member, 2014-2020
Lim Kim San Fellowship Coordinator, 2014-2016
External Visitor Brown Bag Coordinator, 2022-present
Committee Member of Curriculum Review (University Level), 2017
IRB Board Member (University Level), 2020-present
Faculty Senate Member (School level), 2022-present

Editorial Board

Organizational Behavior and Human Decision Processes, 2022-present

Ad Hoc Journal Reviewer

Academy of Management Review, Journal of Applied Psychology, Journal of Management, Personnel Psychology, Personality and Social Psychological Bulletin, Journal of Cross Cultural Psychology, Journal of Behavioral Decision Making, British Journal of Social Psychology, Journal of Occupational and Organizational Psychology, Applied Psychology: An International Review, Journal of Community and Applied Social Psychology, Asian Pacific Journal of Management, Human Relations, Asian Journal of Social Psychology, Social Cognition, Journal of Individual Differences

PROFESSIONAL AFFILIATIONS

Academy of Management, Society of Personality and Social Psychology, Society of Industrial and Organizational Psychology, International Association of Conflict Management

EXECUTIVE EDUCATION AND CONSULTING

CUSTOM PROGRAMMES

ST Electronics Ltd, International Coaching Community, UOB, SembCorp, Infineon Technologies, Zuellig Pharma, Great Eastern, Borouge, United Board, Building Construction Authority

PUBLIC PROGRAMMES

Dynamics of Negotiation and Influence (Programme Director)

LANGUAGES

Mandarin Chinese, fluent; English, fluent

REFERENCES

References below from:

National University of Singapore (NUS Business School)

National University of Singapore

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Biz 2, Floor 8, Singapore 119245

Associate Professor Jayanth Narayanan

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Kellogg School of Management

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