

Jie (Kassie) Li

Lazaridis School of Business and Economics, Wilfrid Laurier University

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Academic Position

Assistant Professor 2022 July – present

Lazaridis Research Chair in Workplace Innovation 2026 July – 2031 June

OB/HRM area, Lazaridis School of Business and Economics, Wilfrid Laurier University
(maternity leave taken in 2024-2025)

Academic Qualifications and Experiences

Ph.D., The Hong Kong University of Science and Technology

Major: Organizational Behavior and Human Resource Management

Minor: Organizational Theory and Strategy 2017 Aug – 2022 Jun

Master of Philosophy, The Hong Kong University of Science and Technology

Majored in Management 2015 Aug – 2017 Jun

Master of Philosophy, Nanjing University

Majored in Management 2011 Aug – 2014 Jun

Visiting Student, University of Kentucky

Host Faculty: Prof. Huiwen Lian 2018 Jan – 2018 Aug

Research Interests

- Innovation, Creativity, and Entrepreneurship
- Organizational Deviance (workplace gossip, abusive supervision, social undermining, etc.)
- Research Methodology (temporal process modeling, machine learning, etc.)

Doctoral Dissertation

Three Essays on Self-Regulation Theory and Employee Innovation

Supervisor: Yaping Gong

Committee Members: Ellick K.F. Wong, Jae Cho, Jiewen Hong, Xu Hong

External Examiner: Wendong Li (Chinese University of Hong Kong)

Journal Publications (* denotes equal contributions)

1. Cho, J., Morris, M. W., Blunden, H., **Li, J. (K.)**, & Pan, J. (2026). Thinking like a chameleon: How diversity ideologies differentially enable cultural accommodation. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0001340>
2. Magni, F.*, Gong, Y.*, **Li, J. (K.)**, Zhou, M. & Pan, J. (2024) The paradoxical relationship between sense of power and creativity: Countervailing pathways and a boundary condition. *Personnel Psychology*, 77(2), 441-474. <https://doi.org/10.1111/peps.12557>
3. Lian, H., **Li, J. (K.)**, Pan, J., Zhao, Q., & Du, C. (2023) Are gossipers looked down upon? A norm-based perspective on the relation between gossip and gossip status. *Journal of Applied Psychology*, 108(6), 905-933. <http://dx.doi.org/10.1037/apl0001056>
4. Lian, H., **Li, J. (K.)**, Du, C., Wu, W., Xia, Y., & Lee, C. (2022) Disaster or opportunity? How COVID-19–associated changes in environmental uncertainty and job insecurity relate to organizational identification and performance. *Journal of Applied Psychology*, 107(5), 693-706. <https://doi.org/10.1037/apl0001011>
5. Pan, J., Zhang, J., Xu, H., **Li, J. (K.)**, & Lam, C. K. (2021) What if my coworker builds a better relationship with my leader? An emotional perspective to understand how and when lower LMX social comparison leads to learning and undermining behaviors. *Journal of Organizational Behavior*, 42(9), 1135-1143. <https://doi.org/10.1002/job.2549>

Manuscripts Invited for Resubmissions or Under Review (* denotes equal contributions)

1. **Li, J. (K.)**, Gong, Y., Wu, W., & Chen, L. “Leadership, team creativity, and leader creativity (title tentative).” Invited for 3rd Revise & Resubmit at *Journal of Organizational Behavior*.
2. Cho, J., Morris, M. W., **Li, J. (K.)**, Benet-Martinez, V., Lu, J. G., & Pan, J. “Polyculturalism and creativity (title tentative).” Invited for Resubmit at *Journal of Personality and Social Psychology*.
3. **Li, J. (K.)**, Gong, Y., Jia, J., & Liu, X. “Innovation progress management (title tentative).” Under review at *Organization Science*.

Working Manuscripts

(* denotes equal contributions; † denotes students when the project was initiated)

1. **Li, J. (K.)**, Gong, Y., Zhou, M., & Pan, J. “Goal dynamics and team innovation (title tentative).” Manuscript polishment. Targeting *Journal of Applied Psychology*.

2. **Li, J. (K.)**^{*}, Li, J.^{*} & Xu, O. J.^{*†} “Multiple activities and tensions between them in the innovation process (title tentative).” Manuscript writing. Targeting *Academy of Management Review*.
3. Xu, O. J.[†], **Li, J. (K.)**, & Pan, J. “Two competing antecedents of creativity: A longitudinal examination (title tentative).” Manuscript writing. Targeting *Journal of Management*.
4. Xu, O. J.[†] **Li, J. (K.)**, Deng, B.[†], & Li, J. “The Time Factor in the Creativity and Innovation Literature (title tentative).” Pre-writing discussion. Targeting *Journal of Management*.
5. **Li, J. (K.)**^{*}, Gong, Y.^{*}, Wang, M., Zhou, L., & Pan, J. “Goal dynamics and team innovation (title tentative).” Data analysis. Targeting *Academy of Management Journal*.
6. **Li, J. (K.)**, Lian, H., Zhao, Q., Du, C., Wu, W., Xia, Y., & Lee, C. “Gossip and justice (title tentative).” Data analysis. Targeting *Journal of Applied Psychology*.
7. **Li, J. (K.)**^{*}, Xu, O. J.^{*†}, Lam, C., & Lian, H. “Conflicts Escalation in Newcomers (title tentative).” Data collection and analysis. Targeting *Academy of Management Journal*.
8. Xu, O. J.[†] & **Li, J. (K.)** “Shared understanding in team co-creation (title tentative).” Data collection and analysis. Targeting *Academy of Management Journal*.
9. Pan, J., Sun, B.[†], **Li, J. (K.)**, Niu, Z.[†], & Xu, O. J.[†] “AI evaluation and employees’ adaptive responses (title tentative).” Data collection and analysis. Targeting *Academy of Management Journal*.
10. Li, J., Li, J.^{*}, & **Li, J. (K.)**^{*} “Internal and external CSR and prospective employee perceptions.” Data collection. Targeting *Journal of Management*.
11. Kovacheff, C.^{*}, **Li, J. (K.)**^{*}, & Xu, O. J.[†] “Gossip on disabilities in the workplace (title tentative).” Study design. Targeting *Journal of Personality and Social Psychology*.

Research Grants

1. Social Sciences and Humanities Research Council (SSHRC) Insight Development Grant
 Research Title: Joint Creation, Stronger Creativity: The Development of Collective Sensemaking for Team Creativity (# 430-2026-00622)
 Amount: 56,235.00 CAD
 Role: Solo Investigator
 Time: 06/2026 – 05/2028

Name of awarding body: Social Sciences and Humanities Research Council (SSHRC) Canada

2. Social Sciences and Humanities Research Council (SSHRC) Insight Grant

Research Title: The Dynamics of Fairness and Conflict in Teams: A Stage-Based Model (# 435-2026-0783)

Amount: 89,313.00 CAD

Role: Solo Investigator

Time: 04/2026 – 03/2029

Name of awarding body: Social Sciences and Humanities Research Council (SSHRC) Canada

3. Lazaridis Seed Grant

Research Title: From Team Co-Creation Interactions to Creative Performance: Shared Understanding as the Key to Unlocking Creative Potential in High-Technology Teams

Amount: 7,298.00 CAD

Role: Principal Investigator

Time: 09/2025 – 08/2026

Name of awarding body: Lazaridis Institute for the Management of Technology Enterprises

4. Social Sciences and Humanities Research Council (SSHRC) Insight Development Grant

Research Title: Workplace Justice and Its Reciprocal Relationship with Gossip about Management: Tracing Their Dynamics Over Time (# 430-2024-00682)

Amount: 62,516.00 CAD

Role: Principal Investigator

Time: 06/2024 – 05/2027 (including one-year extension)

Name of awarding body: Social Sciences and Humanities Research Council (SSHRC) Canada

5. Lazaridis Seed Grant

Research Title: Innovation L Management and It Impact on Team Innovative Performance

Amount: 9,216.00 CAD

Role: Solo Investigator

Time: 05/2023 – 06/2024

Name of awarding body: Lazaridis Institute for the Management of Technology Enterprises

6. General Research Fund (RGC) of Hong Kong Research Grant

Research Title: Leader's Negative Feedback and Employee Creativity (# 16501220)

Amount: 551,394.00 HKD

Role: Co-Investigator

Time: 01/2021 – 11/2022

Name of awarding body: Research Grant Council (RGC) Hong Kong

Organizer and Chair of Symposia in Conferences

1. “Beyond Methods: Theoretical Contributions of Longitudinal Research in Organizations”

- At the 86th annual meeting of the Academy of Management (AOM), Philadelphia, Pennsylvania, the U.S.A.

- Time: 2026 August
 - Chairpersons: Jie (Kassie) Li, Jing (Olivia) Xu
 - Contributors: Yingxin Deng, Christian Dormann, Kenneth T. Goh, Yuko Huang, Lixin Jiang, Catherine K. Lam, Wen-Dong Li, Han Meng, Nickola Overall, Chris Sibley, Ryan Tucker, Xiaohong (Violet) Xu, Weiwen Yang, Kaili Yu, Hannes Zacher, Huanxi Zhang, Peng Zhao, Yanglei Zheng, Rui Zhong
 - Invited Discussant: Le (Betty) Zhou
2. “Advancing Creativity Theory through a Tension-Centered Lens”
- At the 86th annual meeting of the Academy of Management (AOM), Philadelphia, Pennsylvania, the U.S.A.
 - Time: 2026 August
 - Chairpersons: Jie (Kassie) Li, Jing (Olivia) Xu
 - Contributors: Aichia Chuang, Ryan Shuwei Hsu, Inseong Jeong, Evita Huai-ching Liu, Pier Vittorio Mannucci, Jingzhou Pan, Mingxuan Wang, Yiqing Wang, Wen Wu, Jing Zhou, Yong Zhang
 - Invited Discussant: Yaping Gong
3. “The Benefits and Harms of Workplace Gossip: Considering Its Valence, Content, and Target”
- At the 84th annual meeting of the Academy of Management (AOM), Chicago, Illinois, the U.S.A.
 - Time: 2024 August
 - Chairpersons: Jie (Kassie) Li, Huiwen Lian, Qinglin Zhao
 - Contributors: Bianca Beersma, Yufan Deng, Yingxin Deng, Seval Gündemir, Wayne Hochwarter, Samantha Jordan, Stephen H. Lee, Floor A. Rink, Michael Slepian, Rui Zhong
 - Invited Discussant: Cristopher M. Barnes
4. “The Complexity of Workplace Gossip”
- At the 83rd annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
 - Time: 2023 August
 - Chairperson: Jie (Kassie) Li
 - Contributors: Yimin He, Zitong Sheng, Sudong Shang, Minghui Wang, Dan Ni, Lindie Liang, Midori Nishioka, Xiaoming Zheng, Douglas Brown, Elana Zur, Rui Zhong, Stephen H. Lee, Mengxi Yang, Huiwen Lian, Qinglin Zhao, Chenduo Du, Yuhuan Xia, Cynthia Lee
 - Invited Discussant: Ryan Outlaw
5. “New Theoretical Perspectives on How Leader Influences Employee Creativity”

- At the 82nd annual meeting of the Academy of Management (AOM), Seattle, Washington, the U.S.A.
 - Time: 2022 August
 - Chairperson: Jie (Kassie) Li
 - Contributors: Eun Soo Son, Christina E. Shalley, Qinglin Zhao, Huiwen Lian, Chenduo Du, Shen-Yang (Sonya) Lin, Giles Hirst, Chia-Huei Wu, Cynthia Lee, Wen Wu, Chiachi Chang, Diane Kang, Taeho Kang, Giuseppe (Joe) Labianca, and Hiroki Sayama
 - Invited Discussant: Jill Perry-Smith
6. “The Social Functions of Workplace Gossip”
- At the 79th annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
 - Time: 2019 August
 - Chairpersons: Jie (Kassie) Li and Huiwen Lian
 - Contributors: Parul Acharya, Deshani B. Ganegoda, Shimul Melwani, Jingzhou Pan, Maria Rotundo, Noriko Tan, Pok Man Tang, Kai Chi Yam, and Jingxian Yao
 - Invited Discussant: Sandra Robinson
7. “When Gossip is Functional and When It is Not? The Bright and Dark Sides of Gossip”
- At the 34th annual conference of Society of Industrial and Organizational Psychology (SIOP), National Harbor, Maryland, the U.S.A.
 - Time: 2019 April
 - Chairpersons: Jie (Kassie) Li and Huiwen Lian
 - Contributors: Bianca Beersma, D. Lance Ferris, Samuel Hanig, Lisa Keeping, Lindie H. Liang, and Rui Zhong
 - Invited Discussant: Rebecca J. Bennett

Conferences Papers and Presentations

(underlined names indicate presenter of the article; † denotes students)

1. Xu, O. J.[†], Li, J. (K.), & Pan, J. (2026 July) Motivation and knowledge as competing antecedents of creativity: A longitudinal examination of reciprocity and relative influence. Presented at the 86th annual meeting of the Academy of Management (AOM), Philadelphia, Pennsylvania, the U.S.A.
2. Xu, O. J.[†], Li, J. (K.), & Lam, C. (2026 July) From interaction to reaction: A stage model of conflict escalation. Presented at the 86th annual meeting of the Academy of Management (AOM), Philadelphia, Pennsylvania, the U.S.A.
3. Xu, O. J. & Li, J. (K.). (2026 June) From information to motivation and back: A longitudinal

examination of reciprocal antecedents of creativity. Presented at the 87th annual national convention at Canadian Psychology Association (CPA), Montréal, Canada.

4. Xu, O. J.[†], **Li, J. (K.)**, & Lam, C. (2026 June) From interaction to reaction: A stage-based model of process conflict and fairness perceptions in team dynamics. Presented at the student symposium at the 87th annual national convention at Canadian Psychology Association (CPA), Montréal, Canada.
5. **Li, J. (K.)**, Lian, H., Zhao, Q.[†], Du, C., Xia, Y., & Lee, C. (2025 July) Is it (un)fair because you gossip? The mediating role of confirmation bias. Presented at the 85th annual meeting of the Academy of Management (AOM), Copenhagen, Denmark.
6. **Li, J. (K.)**, & Liu, S. (2025 July) Temporal orientation changes due to COVID-19 pandemic: A machine learning text analysis. Presented at the 85th annual meeting of the Academy of Management (AOM), Copenhagen, Denmark.
7. Li, J., & Li, J., & **Li, J. (K.)** (2025 July) The impacts of internal / external CSR on job applicants and the moderating role of exchange ideology. Presented at the 85th annual meeting of the Academy of Management (AOM), Copenhagen, Denmark.
8. **Li, J. (K.)**, Lian, H., Brass, D. J., Chiang, F. F. T., & Birtch, T. A. (2024 August) Subordinates' favor-rendering behavior toward the supervisor leads to abusive supervision: The role of power. Presented at the 84th annual meeting of the Academy of Management (AOM), Chicago, Illinois, the U.S.A.
9. **Li, J. (K.)**, Gong, Y., & Pan, J. (2024 April) A dynamic goal orientation perspective on team innovative performance. Presented at the 39th annual conference of Society of Industrial and Organizational Psychology (SIOP), Chicago, Illinois, the U.S.A.
10. **Li, J. (K.)**, Lian, H., Zhao, Q.[†], Du, C.[†], Xia, Y., & Lee, C. (2023 August) Gossip and its change during an event of layoff: Does perceived layoff justice matter? Presented at the 83rd annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
11. **Li, J. (K.)**, Gong, Y., & Pan, J. (2023 August) A dynamic goal perspective on team innovative performance. Presented at the 83rd annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
12. Zhao, Q., Lian, H., Du, C., & **Li, J. (K.)**. (2023 August) Share or not to share? The dual effect of sharing goals on performance from an evaluation apprehension perspective. Presented at the 83rd annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.

13. Cho, J., Morrison, M. W., **Li, J. (K.)**, Benet-Martinez, V., Lu, J. G., & Pan, J. (2023 June) Polyculturalism: Developing a broader scale and understanding its links to creativity. Presented at the 2023 annual conference of International Association for Chinese Management Research (IACMR), Hong Kong, China.
 - The finalists for the Conference Theme Best Paper Award at IACMR 2023.
14. **Li, J. (K.)**, Gong, Y., & Zhou, M. (2022 August) Leader negative feedback and employee creativity: A latent growth modeling of challenge and threat. Presented at the 82nd annual meeting of the Academy of Management (AOM), Seattle, Washington, the U.S.A.
15. Koval, C. Z., Lian, H., & **Li, J. (K.)** (2019 August) The independent and joint effects of subordinate ascribed and achieved status on supervisor mistreatment. Presented at the 79th annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
16. **Li, J. (K.)**, Lian, H., & Pan, J. (2019 August) How workplace gossip impacts gossipers' workplace status? The organizational norms perspective. Presented at the 79th annual meeting of the Academy of Management (AOM), Boston, Massachusetts, the U.S.A.
17. **Li, J. (K.)**, Lian, H., & Pan, J. (2019 April) Does gossip accentuate or attenuate gossipers' status in the workplace. Presented at the 34th annual conference of Society of Industrial and Organizational Psychology (SIOP), National Harbor, Maryland, the U.S.A.
18. Gong, Y.* , **Li, J. (K.)*** , & Chen, L. (2018 August) Narcissistic and humble leadership in team potency and creativity: A tale of two leadership. Presented at the 78th annual meeting of the Academy of Management (AOM), Chicago, Illinois, the U.S.A.
19. Lian, H., & **Li, J. (K.)** (2017 April) Reciprocal relation between status and social loafing: Expected contributions to teamwork as mechanism. Presented at the Asian Management Research Consortium (AMRC), Singapore.
20. **Li, J. (K.)**, Li J., & Xu, L. (2016 August) Organizational decline and turnaround: The moderating effect of board independence. Presented at the 76th annual meeting of the Academy of Management (AOM), Anaheim, California, the U.S.A.

Research Talks

2018 University of Kentucky

2022 Hong Kong Polytechnic University

2022 Nanyang Tech University

2023 University of Waterloo

2026 Wilfrid Laurier University (Lazaridis Research Day)

Undergraduate-Level Course Teaching Experience

1. BU 288, Organizational Behavior I
2023 Winter Term, 2023 Fall Term, 2025 Fall Term*
Wilfrid Laurier University
Role: Instructor (*also serving as course coordinator)

2. MGMT 1110, Introduction to Management
2019 Summer Term
The Hong Kong University of Science and Technology
Role: Instructor

Graduate-Level Course Teaching Experience

1. BU824E-A, Research Seminar: Creativity and Innovation in the Workplace
2024 Winter Term, 2025 Fall Term
Role: Course Developer and Instructor

Awards

1. Lazaridis Research Chair of Workplace Innovation
Appointment Period: July 1, 2026 to June 30, 2031
Name of awarding body: The Lazaridis School of Business and Economics, Wilfrid Laurier University

2. Merit Awards
Time: 2024, 2026
Name of awarding body: Wilfrid Laurier University

3. Dean's Ph.D. Fellowship for Research Excellence
Time: 09/2019 – 08/2020
Name of awarding body: School of Business, The Hong Kong University of Science and Technology

4. Hong Kong Ph.D. Fellowship
Time: 09/2017 – 08/2022
Name of awarding body: Government of the Hong Kong SAR

5. China National Scholarship
Time: 09/2010 – 08/2011

Name of awarding body: Ministry of Education, the People's Republic of China

Graduate Student Supervision

2025—Jing (Olivia) Xu

MSc Research Paper (MRP): From Interaction to Reaction: A Stage-based Model of Process
Conflict and Fairness Perceptions in Team Dynamics

Services at Wilfrid Laurier University

1. Hiring Committee for Limited Term Appointments
Level: OB/HRM area
Role: committee member
 - 2022 August
 - 2024 April
 - 2026 July
2. Part-Time Appointment Committee
Level: OB/HRM area
Role: alternative member
 - 2025-26 academic year
 - 2026-27 academic year
3. Committee for MSc Research Paper (MRP)
Level: OB/HRM area
Role: committee member
 - 2023: Abbisha Saseekaran
 - 2024: Klei Hoxha
 - 2025: Kyra Rodrigues
4. Committee for PhD Comprehensive Examination
Level: OB/HRM area
 - 2023: Sabah Rasheed
5. Teaching Team Coordinator
BU288 – Organizational Behavior I
Level: OB/HRM area
 - 2025 Fall
 - 2026 Fall
6. Curriculum Committee for New UG Seminar Courses

Level: Lazaridis School of Business and Economics

- 2026-27 academic year

7. Integrated Case Exercise

Level: Lazaridis School of Business and Economics

Role: faculty judge

- 2023 March
- 2024 March
- 2026 March
- 2026 July

8. World of Opportunities

Level: Lazaridis School of Business and Economics

Role: faculty judge

- 2024 February
- 2025 May
- 2026 February

9. Research-Based Graduate Programs Curriculum Committee

Level: Lazaridis School of Business and Economics

Role: representative for OB/HRM area

- 2025-27 academic years (two-year term)

10. Lazaridis School Research Participation System (LSRPS) Coordination Committee

Level: Lazaridis School of Business and Economics

Role: representative for OB/HRM area

- 2026-27 academic year

11. Convocation

Level: University

Role: bedel

- 2023 Spring

12. Research Ethics Committee

Level: University

Role: review member

- August 2026 - now

Ad-hoc Reviewer for Conferences and Journals

Annual Meetings of Academy of Management (2026)

Journal of Occupational and Organizational Psychology (2022)
Organizational Behavior and Human Decision Processes (2023)
Journal of Organizational Behavior (2024)
Personality and Individual Differences (2024, 2025)
Personnel Review (2024, 2025)
Journal of East European Management Studies (2026)

Professional Service to the Academic Community

1. Faculty Advisor and Roundtable Discussion Leader for the Professional Development Workshop (PDW) “Middle-Stage Doctoral Student Consortium”
At the 86th annual meeting of the Academy of Management (AOM)
Division: Human Resource Management
Time: July 2026
2. Faculty Advisor for the “Developing a Scholarly Profile” roundtable consortium for middle-stage doctoral students
Online Meeting for Academy of Management (AOM)
Division: Human Resource Management
Time: April 2025
3. Panelist for the Professional Development Workshop (PDW) “Late-Stage Doctoral Student Consortium”
At the 84th annual meeting of the Academy of Management (AOM)
Division: Human Resource Management
Time: August 2024
4. Faculty Judge of Student Posters
At the annual conference of Canadian Psychological Association (CPA)
Division: Canadian Society for Industrial Organizational Psychology
Time: June 2023
5. Faculty Mentor of Graduate Students
At the annual conference of Canadian Psychological Association (CPA)
Division: Canadian Society for Industrial Organizational Psychology
Time: June 2023