Xu Huang, Hong Kong Polytechnic University

Abstract: Compared to political leaders in a democratic society, leaders in business organizations (especially in family firms) often possess almost absolute power and control over their subordinates. The findings of a series of our studies on petty tyranny in organizations suggest that absolute power not only corrupts leaders absolutely, but also confuses them, and triggers paradoxical leadership behavior. My talk will cover six specific research topics: (1) The causes of abusive supervision and its unexpected consequences on employees; (2) The ripple effect of abusive supervision: The activated “evil pleasure” of observers; (3) The Janus face of leaders – the effect of leaders’ inconsistent behaviors; (4) When upward voicing becomes upward nagging: Leaders’ paradoxical responses to employees’ upward voice; (5) The Shadow of the Prince: A psychoanalytical theory of parent-child rivalry during power succession in ancient and modern patriarchal organizations; and (6) Instrumental love: Political marriage and firm performance.

Presenter: Xu Huang is Professor of Management at the Hong Kong Polytechnic University. Since 2010, he has served as an Adjunct Professor in the Centre for Work, Organization and Wellbeing, Griffith University. He has also been appointed as a Visiting Chair Professor in Shanghai University of Finance and Economics since 2012. Professor Huang’s research interests include leadership, employee’s well-being and emotions, group dynamics, the dark-side of organizational behavior, cross-cultural organizational psychology, and management issues in China. Professor Huang has been active in international and regional research communities. He is the Senior Editor of the Asia Pacific Journal of Management. Also, he is now a board member of International Association of Chinese Management Research (IACMR) and is one of the co-chairs of the IACMR research committee.

Date: Friday 5 June 2015
Time: 12:00-1:00pm followed by Sandwich Reception
Venue: BUSN 142 Sir Rod Eddington Case Study Room
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