

***Elaine M. Wong***

School of Business Administration  
University of California-Riverside  
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**ACADEMIC POSITIONS**

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Assistant Professor, Management, School of Business Administration, University of California-Riverside, 2012-present.

Assistant Professor, Communication, University of Wisconsin-Milwaukee, 2010-2012.

Assistant Professor, Communication Studies, School of Communication, Northwestern University, 2005-2010.

Visiting Scholar, Operations and Information Management Department, The Wharton School, University of Pennsylvania, Fall Semester, 2008.

**EDUCATION**

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Ph.D. in Business Administration, 2005  
University of California, Berkeley, Haas School of Business  
Concentration: Organizational Behavior and Industrial Relations

M.S. in Business Administration, 2003  
University of California, Berkeley, Haas School of Business

B.A. in Psychology and English, 2000, Highest Distinction in College of Letters and Science, Departmental Highest Honors in Psychology  
University of California, Berkeley

**PUBLICATIONS**

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Ormiston, M.E. & Wong, E.M. (2012). The gleam of the double-edged sword: The benefits of subgroups for organizational ethics. *Psychological Science*, 23, 400-403.  
Selected media coverage: *Huffington Post*, April 12, 2012

Wong, E.M., Haselhuhn, M.P., & Kray, L.J. (2012). Improving the future by considering the past: The impact of upward counterfactual reflection and implicit beliefs on negotiation performance. *Journal of Experimental Social Psychology*, 48, 403-406.

Haselhuhn, M.P. & Wong, E.M. (2012). Bad to the bone: Facial structure predicts unethical behaviour. *Proceedings of the Royal Society B: Biological Sciences*, 279, 571-576.

Selected media coverage: *Wall Street Journal*, July 21, 2011, *The Economist*, July 7, 2011, *Discovery News*, July 6, 2011, *New Scientist*, July 7, 2011, *MSNBC.com*, July 5, 2011, *MSN.com*, July 10, 2011, *LiveScience*, July 6, 2011, *Science News*, July 11, 2011

Wong, E.M., Ormiston, M.E., & Haselhuhn, M.P. (2011). A face only an investor could love: CEOs' facial structure predicts their firms' financial performance. *Psychological Science*, 22, 1478-1483.

Selected media coverage: *Forbes*, September 7, 2011, *Wall Street Journal*, August 30, 2011, *Bloomberg*, August 29, 2011, *US News and World Report*, August 29, 2011, *CBS news*, August 29, 2011, *MSNBC.com*, August 29, 2011, *MSN.com*, August 29, 2011, *LiveScience*, August 26, 2011

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2011). The effects of top management team integrative complexity and decentralized decision making on corporate social performance. *Academy of Management Journal*, 54, 1207-1228.

Wong, E.M. (2010). It could have been better: The effects of counterfactual communication on impression formation. *European Journal of Social Psychology*, 40, 1251-1260.

Wong, E.M., Kray, L.J., Galinsky, A.D., & Markman, K.D. (2009). Stimulating creativity in groups through mental simulation. In M. A. Neale, E. A. Mannix (Series Eds.), & J.A. Goncalo (Vol. Ed.), *Research on Managing Groups and Teams: Vol. 12. Creativity and Groups* (pp. 111-134). United Kingdom: Emerald.

Wong, E.M., Galinsky, A.D., & Kray, L.J. (2008). The counterfactual mind-set: A decade of research. In K. D. Markman, W. M. P. Klein, & J. A. Suhr (Eds.), *The Handbook of Imagination and Mental Simulation* (pp. 161-174). New York: Psychology Press.

Ormiston, M.E. & Wong, E.M. (2008). To be enhanced, understood, distinct, or to belong?: The role of multiple identity motives in homogeneous and diverse groups. In M. A. Neale, E. A. Mannix (Series Eds.), & K. Phillips (Vol. Ed.), *Research on Managing Groups and Teams: Vol. 11. Diversity and Groups* (pp. 167-193). United Kingdom: JAI Press.

Chatman, J.A., Wong, E.M., & Joyce, C. (2008). When do people make the place? Considering the interactionist foundations of the attraction-selection-attrition model. In D. B. Smith (Ed.), *The People Make the Place: Exploring Dynamic Linkages Between Individuals and Organizations* (pp. 63-86). London, UK: Taylor & Francis.

Wong, E.M. (2007). Narrating near-histories: The effects of counterfactual communication on motivation and performance. *Management and Organizational History, Special Issue on Counterfactual History*, 2, 351-370.

Kray, L.J., Galinsky, A.D., & Wong, E.M. (2006). Thinking within the box: The relational processing style elicited by counterfactual mind-sets. *Journal of Personality and Social Psychology*, 91, 33-48.

## MANUSCRIPTS UNDER REVIEW

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Haselhuhn, M.P., Wong, E.M., Ormiston, M.E., Inesi, M.E., & Galinsky, A.D. Negotiating face-to-face: Men's facial structure predicts negotiation performance and reputation.

Ormiston, M.E. & Wong, E.M. License to ill: The effects of corporate social responsibility and CEO moral identity on corporate social irresponsibility.

## WORK IN PROGRESS

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Wong, E.M. Counterfactual communication and performance in the National Basketball Association.

Wong, E.M. & Ormiston, M.E. The effect of CEO facial width-to-height ratio on corporate social performance.

Haselhuhn, M.P., Wong, E.M. & Ormiston, M.E. Self/Other focus moderates the effects of facial width-to-height ratio on behavior.

Ormiston, M.E., Wong, E.M., & Haselhuhn, M.P. Facing the group: Effects of facial structure on group process and performance.

Ormiston, M.E., Wong, E.M., & Peterson, R. The moderating role of CEO personality on top management team composition and firm performance.

## REFEREED PRESENTATIONS

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Haselhuhn, M.P., Wong, E.M., Ormiston, M.E., & Inesi, M.E. (August, 2012). Negotiating face-to-face: Men's facial structure predicts negotiation performance and reputation. To be presented at the *Academy of Management Meetings*, Boston, MA.

Ormiston, M.E. & Wong, E.M. (August, 2012). The effects of firm social responsibility and CEO moral identity on firm social irresponsibility. To be presented at the *Academy of Management Meetings*, Boston, MA.

Ormiston, M.E., Wong, E.M., & Haselhuhn, M.P. (2012). The effects of facial structure on group hierarchy, conflict and performance. Presented at the *Interdisciplinary Network for Group Research Conference*, Chicago, IL.

Wong, E.M., Haselhuhn, M.P., & Kray, L.J. (2011). Looking toward the future by considering the past: the role of counterfactual narratives and implicit beliefs in negotiation performance. Presented at the *National Communication Association Convention*, New Orleans, LA.

***Top Four Paper, Peace and Conflict Communication Division.***

Wong, E.M., Ormiston, M.E., & Haselhuhn, M.P. (2011). CEO facial measurements and TMT integrative complexity predict firm performance. Presented at the *Interdisciplinary Network for Group Research Conference*, Minneapolis, MN.

Wong, E.M., Peterson, R.S., & Ormiston, M.E. (2010). The effect of CEO conscientiousness and TMT integrative complexity on firm adaptability. Presented at the *Academy of Management Meetings, Business Policy and Strategy, Organization & Management Theory, Organizational Behavior Divisions*, Montreal, Canada.

Haselhuhn, M.P. & Wong, E.M. (2010). Support theory in negotiation: How unpacking aspirations and bottom lines can improve performance. Presented at the *Academy of Management Meetings, Conflict Management Division*, Montreal, Canada.

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2009). The effects of top management team decision making on corporate social performance. Presented at the *Academy of Management Meetings, Social Issues Management Division*, Chicago, IL.

Ormiston, M.E. & Wong, E.M. (2009). Do top management teams matter? A mediated model of faultlines, group processes, and firm financial performance. Presented at the *Interdisciplinary Network for Group Research Conference*, Colorado Springs, CO.

Wong, E.M., Ormiston, M.E., & Chatman, J.A. (2008). The effects of self-enhancement and self-verification motives on employees' reactions to mergers. Presented at the *Academy of Management Meetings, Organizational Behavior Division*, Anaheim, CA.

Wong, E.M., Galinsky, A.D., Kray, L.J., & Markman, K.D. (2008). Stimulating creativity in groups: The role of counterfactuals. Presented at the *Research on Managing Groups and Teams Conference*, Palo Alto, CA.

Ormiston, M.E. & Wong, E.M. (2007). Beyond self-enhancement: The role of identity motives in similar and diverse groups. Presented at the *Research on Managing Groups and Teams Conference*, Ithaca, NY.

Wong, E.M. (2006). The effects of counterfactual communication on impression formation and performance. Presented at the *Academy of Management Meetings, Organizational Behavior Division*, Atlanta, GA.

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2006). The relationship among TMT age diversity, decision making styles, and firm performance. Presented at the *Brigham Young University-INSEAD Executive Leadership Conference*, Sundance, UT.

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2005). Does being good pay off?: The effect of TMTs on firm social responsibility and financial performance. Presented at the *Academy of Management Meetings, Social Issues Management Division*, Honolulu, HI.

Ormiston, M.E., Wong, E.M., & Tetlock, P.E. (2005). Cognitive and integrative complexity. Presented at the *Academy of Management Meetings, Symposium for Organizational Behavior and Research Methods Divisions*, Honolulu, HI.

Wong, E.M. (2004). It could have been better: The effects of communicating counterfactual thoughts on impression formation. Presented at the *Academy of Management Meetings, Showcase Symposium for Organizational Behavior, Managerial and Organizational Cognition, and Conflict Management Divisions*, New Orleans, LA. (Symposium Chair and Paper Presenter).

Wong, E.M. (2004). The effects of self-verification on work processes in mixed- and same-sex dyads. Presented at the *Academy of Management Meetings, Showcase Symposium for Organizational Behavior, Gender & Diversity, and Conflict Management Divisions*, New Orleans, LA. (Symposium Chair and Paper Presenter).

Wong, E.M., Ormiston, M.E., & Tetlock, P.E. (2004). Illegal corporate behavior: The effect of CEO integrative complexity. Paper presented at the *International Society for the Study of Work and Organizational Values*, New Orleans, LA.

Wong, E.M. & Zedeck, S. (2003). Post-retirement work: Factors related to the return to paid or unpaid work. Poster presented at the *Academy of Management Meetings, Gender and Diversity in Organizations Division*, Seattle, WA.

Chatman, J.A., Wong, E.M., & Ormiston, M.E. (2003). Being a knowable merger partner: Applying social categorization and self-verification theories. Presented at the *Academy of Management Meetings, Symposium for Organizational Behavior Division*, Seattle, WA. (Symposium Chair and Paper Presenter).

Maslach, C., Goncalo, J., Wong, E., & Herslow, J. (2001). Burnout and engagement in work teams. Presented at the *American Psychological Association Convention*, San Francisco, CA.

## GRANTS, HONORS & AWARDS

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### Research

- Top Four Paper, Peace and Conflict Communication Division, National Communication Association Convention 2011.
- Innovation Grant, School of Communication, Northwestern University. *The impact of top leaders' orientations on demographic diversity management and macro-level outcomes*. 2008-2010.
- Residential College Fellow Assistant Researcher Awards (FARA), Northwestern University. 2006-2009.
- Levi Strauss Small Grant, University of California, Berkeley. *The relationships among CEO personality, TMT dynamics and corporate social responsibility*. (Collaborative project with Margaret Ormiston) 2007.

### Scholastic

- Clarence Simon Award Recipient, School of Communication, Northwestern University, 2008. Awarded to three faculty members in the School for being outstanding teachers and mentors.

- Galbut Award Nominee, School of Communication, Northwestern University, 2008. Awarded to one faculty member in the School for outstanding teaching and efforts to engage students inside and outside the classroom.
- Crawford Dissertation Fellowship, University of California, Berkeley, 2004.
- Center for Responsible Business Ph.D. Fellowship, University of California, Berkeley, 2003.
- Crawford Research Assistant Fellowship, University of California, Berkeley, 2002-2003; 2001-2002.
- Norma W. & Alvin B. Chan Fellowship, University of California, Berkeley, 2002; 2000.
- Phi Beta Kappa, 2000.

## **TEACHING EXPERIENCE**

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### University of Wisconsin-Milwaukee

- Communication in Organizations (Undergraduate) 2010-2012
- Decision making and creativity (Undergraduate) 2011-2012

### Northwestern University, School of Communication

- Organizational Behavior (M.S. in Communication, Managerial Program) 2008-2010
- Strategic Leadership (Graduate and Undergraduate) 2007-2010
- Theories of Organizational Communication (Undergraduate) 2006-2010
- Research Practicum in Communication Studies (Undergraduate) 2006-2010

## **ADVISING EXPERIENCE**

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### Dissertation Committee Member

- Omachinski, Kim, expected May 2014
- Smith, Kim

### Dissertation Co-chair

- Narayanamurthy, Bhuvaneshwari, Northwestern University, 2010

### Senior Thesis Advisor

- Brown, Courtney, Northwestern University, 2008
- Braeutigam, Julie, Northwestern University, 2007

## **TEACHING AND RESEARCH INTERESTS**

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Organizational Behavior and Communication  
 Strategic Leadership  
 Groups and Teams  
 Decision Making and Creativity  
 Research Methods

## PROFESSIONAL ACTIVITIES

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### Member

- Academy of Management
- Association for Psychological Science
- Interdisciplinary Network for Group Research (INGRoup)
- National Communication Association
- Society for Personality and Social Psychology

### Ad-hoc Reviewer

- *Academy of Management Journal*
- *Academy of Management Review*
- *Journal of Management*
- Academy of Management Meetings, Gender & Diversity
- Academy of Management Meetings, Organizational Behavior
- INGRoup Conference
- International Communication Association Conference, Organizational Communication
- National Communication Association Conference, Organizational Communication
- National Science Foundation

### Service

- University of Wisconsin-Milwaukee
  - Department of Communication
    - Member, Undergraduate Committee (2010-2012)
    - Member, Colloquium Committee (2011-2012)
    - Member, Research Fund Committee (2011-2012)
- Northwestern University
  - University
    - Member, Interdisciplinary Center on the Science of Diversity (2008-2010)
    - Faculty Advisor, 85 Broads (2007-2010)
    - Faculty Fellow, Ayers College of Commerce and Industry residential college (2005-2010)
  - School of Communication
    - Ad-hoc committee member, Minow Grant Committee (Winter 2008)
    - Ad-hoc committee member, Academic Integrity Appeal Committee (Fall 2006)
  - Department of Communication Studies
    - Member, Interaction and Social Influence Graduate Admissions Committee (2005-2010)
    - Member, Curriculum Committee (2008-2009)
    - Member, Master of Science in Communication Committee (Managerial Program) (2005-2007)
- University of California at Berkeley, Haas School of Business (as a doctoral student)
  - Peer Advisor in Organizational Behavior and Industrial Relations Group (2003-2005)