

**Bonnie Hayden Cheng, PhD**  
Associate Professor of Organizational Behaviour & Human Resource Management  
Co-Director, Center for Leadership & Innovation  
Deputy Programme Director, HKMBA Programme  
Faculty of Business, Department of Management & Marketing  
Hong Kong Polytechnic University

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### Academic Positions

2018 – Associate Professor, Hong Kong Polytechnic University  
2013 – 2018 Assistant Professor, Hong Kong Polytechnic University

### Education

2013 PhD, Rotman School of Management, University of Toronto  
Organizational Behaviour & Human Resource Management (SSHRC-funded)

2007 MA, University of Toronto  
Social and Personality Psychology (SSHRC-funded)

2006 Hon. BSc (High Distinction), University of Toronto  
Psychology Specialist

2002 ARCT, Royal Conservatory of Music  
Piano Performer, Associate of the Royal Conservatory of Music

### Research Interests

Emotional well-being at work: Workplace anxiety; Work recovery; Work-life balance;  
Resource depletion & replenishment; Maintaining proactivity & productivity

### Refereed Publications

- Ouyang, K., Cheng, B. H., Lam, W., & Parker, S. K. (2019). Enjoy your evening, be proactive tomorrow: How off-job experiences shape daily proactivity. *Journal of Applied Psychology*,  
*103*(5), 537-560.  
\*Won Best Competitive Conference Paper in OB Division, ANZAM, 2016  
\*Judged as top 10% of papers in OB Division, Academy of Management, 2017
- Cheng, B. H., & McCarthy, J. M. (2018). Understanding the dark and bright sides of anxiety: A theory of workplace anxiety. *Journal of Applied Psychology*, *103*(5), 537-560.  
doi:<http://dx.doi.org/10.1037/apl0000266>
- McCarthy, J. M., Trougakos, J. P., & Cheng, B. H. (2016). Are anxious workers less productive workers? It depends on the quality of social exchange. *Journal of Applied Psychology*, *101*(2), 279-291. doi: 10.1037/apl0000044
- Trougakos, J. P., Beal, D. J., Cheng, B. H., Hideg, I., & Zweig, D. (2015). Too drained to help: A resource depletion perspective on daily interpersonal citizenship behaviours. *Journal of Applied Psychology*, *100*(1), 227-236. doi: 10.1037/a0038082.
- Trougakos, J. P., Hideg, I., Cheng, B. H., & Beal, D. J. (2014). Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. *Academy of Management Journal*, *57*, 405-421. doi: 10.5465/amj.2011.1072

\**Won Best Competitive Conference Paper in OB Division, Academy of Management, 2011*

\**Judged as top 10% of papers in OB Division, Academy of Management, 2011*

Cheng, B. H., & McCarthy, J. M. (2013). Managing work, family, and school roles: Disengagement strategies can help and hinder. *Journal of Occupational Health Psychology, 18*(3), 241-251. doi:10.1037/a0032507

\**Judged as top 10% of papers in OB Division, Academy of Management 2011*

Côté, S., Kraus, M. W., Cheng, B. H., Oveis, C., van der Löwe, I., Lian, H., & Keltner, D. (2011). Social power facilitates the effect of prosocial orientation on empathic accuracy. *Journal of Personality and Social Psychology, 101*(2), 217-232. doi:10.1037/a0023171

Piff, P. K., Kraus, M. W., Côté, S., Cheng, B. H., & Keltner, D. (2010). Having less, giving more: The influence of social class on prosocial behaviour. *Journal of Personality and Social Psychology, 99*(5), 771-784. doi:10.1037/a0020092

### **Book Chapters**

Latham, G. P., Cheng, B. H., & Macpherson, K. (2012). Theoretical frameworks for and empirical evidence on providing feedback to employees. In R. M. Sutton, M. J. Hornsey, & K. M. Douglas (Eds.), *Feedback: The communication of praise, criticism, and advice*. 187-201

McCarthy, J. M., & Cheng, B. H. (2018). Through the looking glass: Employment interviews from the lens of job candidates. In U. Klehe & E. van Hooft (Eds.), *Handbook of job loss and job search*. Oxford: Oxford University Press.

### **Refereed Conference Proceedings**

Cheng, B. H., & McCarthy, J. M. (2010). Managing inter-role conflict: Do avoidance strategies help or hurt? In L. A. Toombs (Ed.), *Proceedings of the Seventieth Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.

Ouyang, K., Lam, W., Cheng, B. H., & Chen, Z. (2017, August). Off-job experiences and daily proactive behavior. *Academy of Management Annual Meeting Proceedings*.

Trougakos, J. P., Hideg, I., & Cheng, B. H. (2011). Lunch breaks unpacked: The effect of daily lunch break activities and control over break on fatigue. *Academy of Management Annual Meeting Proceedings*.

### **Competitive Peer-Reviewed Research Grants**

2019- General Research Fund

2018- Departmental General Research Fund

2018- Departmental General Research Fund

2016-2018 General Research Fund

2015-2018 Central Research Grant

2015-2016 Departmental General Research Fund

2014-2016 Departmental General Research Fund

2013-2016 Project Grant

2007 – 2011 Social Sciences & Humanities Research Council Doctoral Fellowship

2006 – 2007 Social Sciences and Humanities Research Council Masters Grant

2006 – 2007 Ontario Graduate Scholarship

## **Selected Honours & Awards**

- 2017 Center for Leadership & Innovation (CLI) Research Fellow Award
- 2017 Nominated for UGC Teaching Award (Early Career Faculty Member)
- 2016 Best Paper Award in OB Division, Australia/New Zealand Academy of Management
- 2015 Outstanding Reviewer Award from OB Division, Academy of Management
- 2012 Excellence in Teaching Award, Rotman School of Management
- 2012 Named 1 of 14 graduate students from the University of Toronto as Tomorrow's Innovators in "Life in 2027: Excellence, Innovation, Leadership: Research at the University of Toronto – Ideas About Tomorrow From Our Next Generation"
- 2012 Academy of Management Organizational Behaviour Doctoral Consortium
- 2011 Best Competitive Conference Paper in OB Division, Academy of Management
- 2011 Outstanding Reviewer Award from OB Division, Academy of Management
- 2007 Graduate Student Teaching Assistant Award

## **Conference Presentations (from 2012)**

- Cheng, B. H., & Epstein, S. (2019, August). Caucus: Are Work-Life Policies and Practices Inclusive? Assessment and Planning for More Inclusion. *Academy of Management, Boston, MA*. \*Both authors contributed equally
- Xu, E., Cheng, B. H., & Huang, X. (2019). How comparatively high performers' humility lessens member envy and withholding behaviors. *European Association of Work and Organizational Psychology, Turin, Italy*.
- Xu, E., Huang, X., & Cheng, B. H. (2018). Symposium Title: Workplace ostracism research: What's next? Paper Title: The prevalence of ostracism, hostility, and harming others. *Academy of Management, Chicago, IL*.
- Cheng, B. H., & Epstein, S. (2018, August). Caucus: Extending work-life domains beyond family: New directions in work-life research. *Academy of Management, Chicago, IL*. \*Both authors contributed equally
- Cheng, B. H. (2018, June). Session chair: Emotion and work outcomes. *International Association of Chinese Management Research, Wuhan, China*.
- Ouyang, K., Lam, W., Cheng, B. H., & Chen, Z. (2017, August). Off-job experiences and daily proactive behavior. *Academy of Management, Atlanta, GA*.
- Cheng, B. H., Huang, X., Xu, E., & Cai, Y. (2017, June). When worriers are warriors: The double-edged sword of workplace anxiety. *SHUFE Annual OB/HRM Research Symposium, Shanghai, China*.
- Ouyang, K., Lam, W., Cheng, B. H., Chen, Z., & Law, C. M. R. (2017, June). Is proactive behavior always good? An investigation of the personal costs of proactivity. *Asia Academy of Management, Fukuoka, Japan*.
- Ouyang, K., Lam, W., Cheng, B. H., Chen, Z., Lee, C., Liu, W. (2017, May). How perceived values mediate the relationships of psychological collectivism and power distance cultural orientation on proactive behavior? *EAWOP Small Group Meeting 2017: A Cross-Cultural Perspective on Proactive Work Behaviours, Paris, France*.
- Ouyang, K., Lam, W., Cheng, B. H., Chen, Z. (2017, April). Retaining resources for being proactive at work. *44<sup>th</sup> Academy of International Business (UK & Ireland Chapter) & 6<sup>th</sup> Reading International Business Conference, Reading, UK*.

- Cheng, B. H., & Jiang, Y. (2016, December). From uptight to unfriendly: How the experience of anxiety influences helping behavior. *Australian & New Zealand Academy of Management Interactive Paper session, Brisbane, AU.*
- Ouyang, K., Lam, W., Cheng, B. H., & Chen, Z. (2016, December). How do I stay proactive? Examining the effect of proactive behavior and breaks on fatigue. *Australian & New Zealand Academy of Management Competitive Paper session, Brisbane, AU.*
- Ouyang, K., Lam, W., Chen, Z., Cheng, B. H., & Zhong, J. (2016, August). The benefits and costs of employee taking charge: From a resource perspective. *Academy of Management Divisional Paper session, Anaheim, CA.*
- Ouyang, K., Lam, W., Cheng, B. H., Chen, Z., & Zhong, J. (2016, August). How do I stay proactive? Examining proactive behavior from a self-regulatory resource perspective. *Academy of Management Divisional Paper session, Anaheim, CA.*
- Cheng, B. H., Chiu, W., Si, W. (2015, August). The good and bad of gossip: A resource perspective. *Academy of Management Divisional Paper session, Vancouver, BC.*
- Cheng, B. H., Chiu, W., Si, W. (2015, July). Doing the right thing the wrong way: A resource perspective of exercise in the context of workplace anxiety and satisfaction. *European Congress of Psychology, Milan, Italy.*
- Cheng, B. H., & McCarthy, J. M. (2014, May). A dual-process model of anxiety and job performance. *Society for Industrial & Organizational Psychology, Honolulu, Hawaii.*
- McCarthy, J. M., Trougakos, J. P., & Cheng, B. H. (2013, May). The high cost of workplace anxiety and the buffering effect of workplace social exchange. *European Association of Work and Organizational Psychology Conference, Muenster, Germany.*
- Lin, B. C., Fritz, C., Carter, N. T., Cheng, B. H., & Dalal, D. K. (2013, April). Good night, sleep tight! Don't let the workday bite! *Society for Industrial & Organizational Psychology, Houston, TX.*
- Trougakos, J. P., Cheng, B. H., Hideg, I., & Zweig, D. (2012, August). Too drained to help: A resource depletion perspective on daily interpersonal citizenship behaviours. *Academy of Management Divisional Paper session, Boston, MA.*
- Cheng, B. H., & McCarthy, J. M. (2012, July). Worriers lose balance: The effect of anxiety on balancing multiple life domains. *International Network on Personal Meaning Conference, Toronto, ON.*

### **Departmental & Invited Talks**

- Cheng, B. H., & Huang, X. (2017, June). The book of genesis: Religious beliefs as a new way of seeing workplace anxiety. *AMJ "New Ways of Seeing" Paper Development Workshop, Hong Kong Polytechnic University, Kowloon, Hong Kong.*
- Cheng, B. H., & Lam, W. (2017, March). How recovery drives proactive motivation and behavior. *Center for Leadership & Innovation Symposium, Hong Kong Polytechnic University, Kowloon, Hong Kong.*

- Cheng, B. H. (2014, March). Do our nerves always get the best of us? Exploring a dark and bright side of anxiety in relation to job performance. *Hong Kong Polytechnic University, Kowloon, Hong Kong*.
- Cheng, B. H. (2012, February). How to determine a dissertation topic. RSM3091 2nd year PhD course: Organizational Behaviour & Human Resource Management Workshop. *Joseph L. Rotman School of Management, University of Toronto, Toronto, ON*.
- Cheng, B. H. (2009, December). Managing inter-role conflict: Do avoidance strategies help or hurt? *Joseph L. Rotman School of Management Colloquium Series, Toronto, ON*.
- Cheng, B. H. (2008, February). Getting ahead by getting along: How extraverted individuals attain social status by eliciting positive affect in others. *Social Personality Abnormal Area Meeting, University of Toronto, Toronto, ON*.
- Cheng, B. H., & Fournier, M. A. (2006, November). Status and emotional contagion in university dormitories. *Social Personality Abnormal Area Meeting, University of Toronto, Toronto, ON*.

### **Practitioner Articles**

- Cheng, B. H. (2018, September 28). Own your anxiety: How to make workplace anxiety work for you, *South China Morning Post CP Jobs*, <https://hr.cpjobs.com/blog/own-your-anxiety-how-to-make-workplace-anxiety-work-for-you>
- Cheng, B. H., & McCarthy, J. (2018, September 1). A Theory of Workplace Anxiety: Case study. *Harvard Business Review*.
- Cheng, B. H. (2018, August 24). Workplace anxiety: What to look for and how to manage, *Sassy Hong Kong*, <https://www.sassyhongkong.com/lifestyle-work-money-workplace-anxiety-advise/>
- Cheng, B. H., & Latham, G. P. (2010, May 16-June 15). Self-management for better training, *The Human Factor*, 2, pp. 74-75.

### **Selected Media Mentions**

*From: Understanding the dark and the bright sides of anxiety*

- CBC radio
- Rotman magazine
- Harvard Business Review
- Understanding the Theory of Workplace Anxiety. May 29, 2018. *HR executive*. <http://hrexecutive.com/understand-theory-of-workplace-anxiety/>
- Workplace anxiety isn't always a bad thing – in some cases it can help boost employee performance. April 16, 2018. *University of Toronto Scarborough*. <https://utsc.utoronto.ca/news-events/breaking-research/workplace-anxiety-isnt-always-bad-thing-some-cases-it-can-help-boost-employee>

*From: Are anxious workers less productive workers?*

- Supportive colleagues can help overcome workplace anxiety. January 11, 2016. *Financial Review*. <http://www.afr.com/leadership/company-culture/supportive-colleagues-can-help-overcome-workplace-anxiety-20160108-gm1wbp>
- Anxiety: The office fear factor. November 12, 2015. *Financial Times*. <https://www.ft.com/content/75b99926-77da-11e5-a95a-27d368e1ddf7>
- Work stress: Work anxiety may lower job performance. August 22, 2015. *Science World Report*. <http://www.scienceworldreport.com/articles/29188/20150822/work-stress-work-anxiety-may-lower-job-performance.htm>

- Workplace anxiety could lead to lower job performance. August 30, 2015. *Omni One*. <http://www.omnione.com/career-resources/detail/3116/workplace-anxiety-could-lead-to-lower-job-performance>
- Workplace anxiety can lead to poor job performance. August 22, 2015. *Millennium Post*. <http://www.millenniumpost.in/workplace-anxiety-can-lead-to-poor-job-performance-102525>

*From: Balancing work, family, and school roles*

- Why Entrepreneurs Need More 'Me' Time. January 7, 2014. *Entrepreneur*. <http://www.entrepreneur.com/article/230644>
- Relax! Sometimes It's Healthy to Shirk Your Responsibilities. July 14, 2013. *The Globe and Mail*. <http://www.theglobeandmail.com/life/health-and-fitness/health/surprise-sometimes-its-healthy-to-shirk-your-responsibilities/article13204799/>
- Avoidance Strategies Are Valuable Stress Relievers. July 19, 2013. *The Economic Times*. [http://articles.economictimes.indiatimes.com/2013-07-19/news/40658131\\_1\\_responsibilities-satisfaction-avoidance](http://articles.economictimes.indiatimes.com/2013-07-19/news/40658131_1_responsibilities-satisfaction-avoidance)
- Relieving Stress Through Avoidance. July 15, 2013. *The British Psychological Society*. <http://www.bps.org.uk/news/relieving-stress-through-avoidance-techniques>

*From: Lunch breaks unpacked*

- The Key to Increasing Productivity? Employee Breaks. May 9, 2014. *Business News Daily*. <http://www.businessnewsdaily.com/6387-employee-breaks.html>
- Why You Should Never Eat Lunch at Your Desk. November 4, 2013. *Entrepreneur*. <http://www.entrepreneur.com/article/229628>
- Why Lunch with Your Colleagues Could be Stressing You Out. October 9, 2013. *Today*. <http://www.today.com/money/why-lunch-your-colleagues-could-be-stressing-you-out-8C11339490>
- To Stay on Schedule, Take a Break. June 16, 2012. *The New York Times*. <http://www.nytimes.com/2012/06/17/jobs/take-breaks-regularly-to-stay-on-schedule-workstation.html>
- Eight Ways Goofing Off Can Make You More Productive. June 18, 2012. *Forbes*. <http://www.forbes.com/sites/susanadams/2012/06/18/eight-ways-goofing-off-can-make-you-more-productive/>

*From: Having less, giving more: The influence of social class on prosocial behaviour*

- The Charitable-Giving Divide. August 22, 2010. *The New York Times*. <http://www.nytimes.com/2010/08/22/magazine/22FOB-wwln-t.html>
- Wealth, Poverty and Compassion: The Rich are Different from You and Me. July 29, 2010. *The Economist*. <http://economist.com/node/16690659>
- Poor People More Charitable than the Wealthy. August 8, 2010. *National Public Radio*. <http://www.npr.org/templates/story/story.php?storyId=129068241>
- Are the Poor more Charitable than the Rich? August 9, 2010. *The Wall Street Journal*. <http://blogs.wsj.com/wealth/2010/08/09/are-the-poor-more-charitable-than-the-rich>

## **Teaching Experience**

*Graduate level:*

- 2018 PhD Research Seminar in Organizational Behaviour (4.8/5.0)
- 2018 DBA Qualitative Research & Experimental Design (4.6/5.0)
- 2019 MBA Negotiation & Conflict Management (in progress)
- 2019 MBA Organizational Behaviour & Leadership (in progress)
- 2018 MBA Organizational Behaviour & Leadership (4.6/5.0)
- 2017 MBA Organizational Behaviour & Leadership (4.7/5.0)
- 2017 MBA Organizational Behaviour & Development (4.7/5.0)

2016 MBA Organizational Behaviour & Development (4.6/5.0)

*Undergraduate level:*

Organizational Behavior four-year average (2012-2015): 4.8/5.0

**Applied Workshops: Management Training & Consulting Work**

2017 HKSAR Government

2017 Hong Kong Airlines

2017 DHL Global Forwarding

2014 UBS Investment Bank