

MADLINE ONG

Mays Business School, Texas A&M University
4221 TAMU, College Station, Texas 77843
mong@tamu.edu

ACADEMIC POSITIONS

Texas A&M University, Mays Business School

Assistant Professor of Management, 2021 – present.

Hong Kong University of Science and Technology

Assistant Professor of Management, 2018 – 2021.

Singapore Management University, Lee Kong Chian School of Business

Assistant Professor of Organizational Behavior and Human Resources, 2017 – 2018.

INSEAD, Singapore

Visiting Scholar, INSEAD Global Leadership Centre, 2015 – 2016.

EDUCATION

University of Michigan, Stephen M. Ross School of Business

Ph.D. in Business Administration (Management & Organizations), 2017
Dissertation Title: Understanding Recidivism in the Aftermath of Wrongdoing
Dissertation Committee: David M. Mayer (Chair), Susan J. Ashford, Leigh P. Tost,
Scott I. Rick, Ethan F. Kross
**Winner of ICOS Likert Dissertation Prize*

Singapore Management University, Lee Kong Chian School of Business

Bachelor of Business Management, Magna Cum Laude, 2011
Majors: Organizational Behavior and Human Resources, Psychology

SOCIETAL IMPACT STATEMENT

My research covers topics on ethics, corporate social responsibility, and leadership. In my research, I study how individuals can pursue work and lead others in ways that are aligned with their moral values, improve others' lives, and make a positive impact in society. In my teaching, I aim to develop students' leadership and management skills, as well as promote their critical thinking about the ethical dimensions of business and society.

PUBLICATIONS

- Mayer, D. M., **Ong, M.**, Sonenshein, S., & Ashford, S. J. (2019). The money or the morals? When moral language is more effective for selling social issues. *Journal of Applied Psychology*, 104(8), 1058-1076.
- Lee, J. J., **Ong, M.**, Parmar, B., & Amit, E. (2019). Lay theories of effortful honesty: Does the honesty-effort association justify making a dishonest decision? *Journal of Applied Psychology*, 104(5), 659-677.
- Ong, M.**, Mayer, D. M., Tost, L. P., & Wellman, N. (2018). When corporate social responsibility motivates employee citizenship behavior: The sensitizing role of task significance. *Organizational Behavior and Human Decision Processes*, 144, 44-59.

Bauman, C. W., Tost, L. P., & Ong, M. (2016). Blame the shepherd not the sheep: Imitating higher-ranking transgressors mitigates punishment for unethical behavior. *Organizational Behavior and Human Decision Processes*, 137, 123-141.

Wellman, N., Mayer, D. M., Ong, M., & DeRue, D. S. (2016). When are do-gooders treated badly? Legitimate power, role expectations and reactions to moral objection in organizations. *Journal of Applied Psychology*, 101(6), 793-814.

ARTICLES IN CONFERENCE PROCEEDINGS

Ong, M., & Kim, Y. H. (2021). Help yourself before helping others: When CSR makes a company look less authentic. *Proceedings of the 81st Annual Meeting of the Academy of Management, Online*.

BOOK CHAPTERS

Anseel, F., & Ong, M. (2021). *Reflection: Behavioral strategies to structure and accelerate learning from experience*. In Harvey, V. S., & De Meuse, K. (Eds.). *The Age of Agility: Building Learning Agile Leaders and Organizations* (pp. 259-281). SIOP Professional Practice Series. Oxford, UK: Oxford University Press.

Ashford, S. J., Ong, M., & Keeves, G. (2017). *The role of issue-selling in effective strategy-making*. In Floyd, S.W., & Wooldridge, B. (Eds.). *Handbook of Middle Management Strategy Process Research*. Cheltenham, UK: Edward Elgar Publishing.

Ong, M., & Ashford, S. J. (2016). *Issue-selling: Proactive efforts toward organizational change*. In Parker, S. K., & Bindl, U. K. (Eds.). *Proactivity at Work*. London, UK: Routledge.

TECHNICAL REPORTS

Wessels, A., Ong, M., & Daniel, D. (2017). Bonded to the system. Labour exploitation in the foreign domestic work sector in Singapore. *Research Across Borders*.
*Featured on CNN.

Yong, R., & Ong, M. (2017). The reflective path to leadership. *The Head Foundation*.

Ong, M. (2014). Towards more open communication about leaders' mistakes. *Institute of Leadership and Organization Development, Civil Service College, Singapore Government*.

MEDIA COMMENTARY

Mayer, D. M., Ong, M., Sonenshein, S., & Ashford, S. J. (February 14, 2019). To get companies to take action on social issues, emphasize morals, not the business case. *Harvard Business Review Blog*.

Ong, M. (March 8, 2018). 中小企业如何建构商业道德. Business ethics for small and medium-sized enterprises. 联合早报 *Lianhe Zaobao*.

Ong, M. (October 2, 2017). Who's responsible for combating corruption in Singapore? *Channel News Asia Online*.

Ong, M., & Yong, R. (November 20, 2017). Understanding the reflective path to leadership. *The Head Foundation*.

Ong, M. (August, 2014). Preparing a persuasive pitch. *Center for Social Impact, University of Michigan*.

MEDIA MENTIONS

Network for Business Sustainability. (November 26, 2019). Make your case by emphasizing company values.

新明日报 Shin Min Daily News. (March 15, 2018). 智能人才数量. 新加坡全球排第十, 亚洲第四. Singapore ranked 10th in the world, 4th in Asia for AI talents.

- 新明日报 Shin Min Daily News. (November 2, 2017). SMRT 职员伪造维修纪律. 专家:大公司‘通病’纪律出现疏. SMRT employee falsifies maintenance records. Experts: Gaps in discipline are common in big companies.
- Fortune. (August 15, 2017). Merck’s Ken Frazier just gave other CEOs a blueprint for standing up to Trump.
- BizEd Magazine. (March 1, 2017). Ethical behavior starts at the top.
- Toronto Sun. (October 26, 2016). Breaking the rules.
- Science Daily. (October 18, 2016). Employees can get away with unethical behavior when they imitate higher-ups.
- Harvard Business Review Blog. (September 1, 2016). Why are some whistleblowers vilified and others celebrated?

CHAired SYMPOSIA

- Ong, M., Okimoto, T., & Treviño, L. 2015. Offender morality in the aftermath of wrongdoing. Symposium at *the Annual Meeting of the Academy of Management*, Vancouver, BC. *Showcase Symposium & Best Symposium Award 2015 by OB Division.
- Ong, M., & Mayer, D. M. 2014. Using moral psychology to understand organizational problems. Symposium at *the Annual Meeting of the Academy of Management*, Philadelphia, PA.
- Ong, M., Ashford, S. J., Sonenshein, S., & Mayer, D. M. 2013. Advocating an ethical viewpoint: Speaking up about social and ethical issues in organizations. Symposium at *the Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.

CONFERENCE PRESENTATIONS

- Ong, M., & Kim, Y. H. (2021). Help yourself before helping others: When corporate social responsibility makes a company look less authentic. *Annual Meeting of the Academy of Management*, Virtual.
- Ong, M., & Kim, Y. H. (2021). When corporate social responsibility makes a company look authentic. *Annual Conference of the Society for Industrial and Organizational Psychology*, Virtual.
- Ong, M. (2021). Self-forgiveness and motivation to improve in the aftermath of wrongdoing. *Society for Personality and Social Psychology Justice and Morality Preconference*, Virtual.
- Ong, M., Lee, J. J., & Parmar, B. (2019). Does economics education make us see honesty as costly? *Annual Meeting of the Academy of Management*, Boston, MA.
- Lee, J. J., Ong, M., Parmar, B., & Amit, E. (2018). Lay theories of effortful honesty. *Annual Meeting of the Academy of Management*, Chicago, IL.
- Lee, J. J., Ong, M., Parmar, B., & Amit, E. (2018). Lay theories of effortful honesty. *Asian Management Research Consortium*, Seoul National University, Seoul, Korea.
- Ong, M., Ashford, S. J., & Bindl, U. (2018). The power of the pause: Individual reflection and its impact on leadership emergence. *Annual Conference of the Society for Industrial and Organizational Psychology*, Chicago, IL.
- Ong, M., & Mayer, D. M. (2017). Moral emotions and recidivism in the aftermath of wrongdoing. *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Ong, M. (2017). Individual reflection and leadership emergence. *New Directions in Leadership Research Conference*, Fontainebleau, France.
- Nurmohamed, S., & Ong, M. (2017). When the going gets tough, what keeps job seekers thriving? A relational perspective on job search *Positive Organizational Scholarship Research Conference*, Ann Arbor, MI.
- Ong, M., Ashford, S. J., & Bindl, U. (2016). Mindfully engaging experiences via reflection. *Annual Meeting of the Academy of Management*, Anaheim, CA.
- Ong, M., & Mayer, D. M. (2015). Moral reform in the aftermath of wrongdoing. *Society for Personality and Social Psychology Conference*, 2016, San Diego, CA.

- Ong, M. (2015). Overcoming fixed mindsets and enhancing motivation to reform through self-reflection. *Annual Meeting of the Academy of Management*, 2015, Vancouver, BC.
- Ong, M., Ashford, S. J., & Bindl, U. (2015). Beyond navelgazing: Exploring the concept and payoff of individual reflection at work. *Annual Meeting of the Academy of Management*, Vancouver, BC.
- Bauman, C. W., Ong, M., & Tost, L. P. (2015). Blame the shepherd not the sheep: Imitating high status authorities absolves subordinates of moral responsibility. *Annual Meeting of the Academy of Management*, Vancouver, BC.
- Ong, M., Mayer, D. M., & Tost, L. P. (2014). Does working for a socially responsible company make employees more or less prosocial? *Annual Meeting of the Academy of Management*, Philadelphia, PA.
- Ong, M., Kim, Y. H., Kim S., & Chung, J. (2014). Drawbacks of overtraining – Contingency leadership perspectives on training motivation. *Annual Conference of the Society for Industrial and Organizational Psychology*, Honolulu, Hawaii.
- Mayer, D. M., Sonenshein, S., Ong, M., & Ashford, S. J. (2013). Show me the money or show me the morals? The effectiveness of moral and economic language when selling social issues. *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.
- Mayer, D. M., Ong, M., & Wang, C. S. (2013). The role of one's own transgressions on the punitiveness of others' wrongdoing. *Annual Meeting of the Academy of Management*, Lake Buena Vista, FL.
- Ong, M., Mayer, D. M., & Tost, L. P. (2013). Does working for a socially responsible company make employees more or less prosocial? The role of meaning in reconciling the moral licensing versus consistency debate. *Positive Organizational Scholarship Research Conference*, Ann Arbor, MI.
- Ong, M., Mayer, D. M., & Tost, L. P. 2013. Does working for a socially responsible company make employees more or less prosocial? The role of meaning in reconciling the moral licensing versus consistency debate. *May Meaning Meeting*, Ann Arbor, MI.
- Ong, M., & Kim, Y. H. (2013). Who should leaders focus their efforts on? The influence of prior knowledge on employees' compliance or reactance. *Society for Personality and Social Psychology Conference*, New Orleans, LA.
- Ong, M., Mayer, D. M., & Wang, C. S. (2012). The influence of past unethical behavior on perceptions of others' unethical behavior. *Society for Personality and Social Psychology Justice and Morality Preconference*, San Diego, CA.
- Ong, M., Paddock, E. L., & Webster, G. D. (2011). Understanding backlash against managers: The role of subordinates' sex and self-esteem. *European Association of Work and Organizational Psychology*, Maastricht, The Netherlands.

HONORS AND AWARDS

- Best Paper with Practical Implications Award (MOC Division), Academy of Management, 2021.
- SIOP Conference Top 10 Posters Award, 2021.
- Dean's Commendation for Excellence in Teaching, HKUST, 2019, 2020, 2021.
- Dean's Teaching Honor List, Top 20 Faculty Members, Singapore Management University, 2018.
- Likert Dissertation Prize, ICOS, University of Michigan, 2018.
- Best Symposium Award (OB Division), Academy of Management, 2015.
- Outstanding Reviewer Award (OB Division), Academy of Management, 2015.
- Best Paper Award, Ivey Business School and Alliance for Research on Corporate Sustainability (ARCS), PhD Sustainability Academy, 2013.
- Institute for Ethical Business Worldwide at Mendoza College of Business, University of Notre Dame, Excellence in Ethics Conference Scholarship, 2013.
- Ross School of Business Fellowship, 2011 – 2016.
- University of Michigan, Rackham Travel Grant, 2012, 2013, 2014, 2015.

RESEARCH GRANTS

Research Grant Council Early Career Scheme, Hong Kong Government, (2019 - 2021: HK\$698,000).
UROP Faculty Support Grant, Hong Kong University of Science and Technology (2019: HK\$22,907).
The HEAD Foundation Research Grant (2017 – 2018: SGD\$50,000).
Doctoral Research Grant, Ross School of Business, University of Michigan (2015: \$4,000).
Riecker Grant, Center for the Education of Women, University of Michigan (2014: \$1,500).
Rackham Graduate Student Research Grant, University of Michigan (2013 & 2014: \$4,500).
Research Grant, Ministry of Social and Family Development, Singapore (2009: SGD\$955).

TEACHING EXPERIENCE

Texas A&M University

Leadership Development, Spring 2022.
Negotiations in Competitive Environments, Spring 2022.

Hong Kong University of Science and Technology

Business Ethics & the Individual, Fall 2018, Spring 2020, Spring 2021.

Singapore Management University, Lee Kong Chian School of Business

Ethics & Social Responsibility, Spring 2017, Fall 2017.

University of Michigan, Stephen M. Ross School of Business

Behavioral Theory in Management, Fall 2013.

PROFESSIONAL SERVICE

Ad-Hoc Journal Reviewing

Academy of Management Journal
Journal of Organizational Behavior
Journal of Management Studies
Organizational Behavior and Human Decision Processes
Organization & Environment
Organization Science
Personnel Psychology
PLOS ONE

Texas A&M University

Department-level

- Recruiting Committee Member, Fall 2021
- Dissertation Committee Member, Young Eun Lee (Graduating in 2022)

Hong Kong University of Science & Technology

Department-level

- PhD Committee, 2020 – 2021.
- Research Lab Committee, 2018 – 2021.

University-level

- Evaluation Panel for Sustainable Smart Campus Online Pitch Day, 2020.

Singapore Management University

Area-level

- OBHR Society Club Mentor, 2017 – 2018.
- OBHR Research Assistant Coordinator, 2017.

University-level

- Undergraduate Admissions Interview Panel, 2017.
- Alumni Mentor to undergraduate students, 2011 – 2016.
(Awarded Certificate of Recognition at SMU Alumni Recognition Ceremony 2015)

University of Michigan

- Management & Organizations Subject Pool Coordinator, 2011 – 2016.
- Management & Organizations Area Event Planning Committee, 2013 – 2014.
- Management & Organizations PhD Recruiting Committee, 2012.
- University of Michigan Reception at AOM Conference Planning Committee, 2012.
- Center for Southeast Asian Studies Affiliate, 2014 – 2016.

Academy of Management

Managerial & Organizational Cognition (MOC) Division

- 2020 Frontiers in MOC Annual Conference Organizing Committee, 2020.

Organizational Behavior (OB) Division

- Best Symposium Award Committee, 2019.