

# SHUANG WU

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[shuangwu-ob.github.io](https://github.com/shuangwu-ob)

## EDUCATION

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| 2025 (expected) | <b>Rady School of Management, UC San Diego</b> , La Jolla, CA<br>Ph.D. Candidate in Management |
| 2019            | <b>Tsinghua University</b> , Beijing, China<br>B.A. in English language<br>B.S. in Psychology  |

## RESEARCH INTERESTS

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Power and Status

Social Class

Interpersonal Dynamics at Work

Lay Theories

## PUBLICATIONS & WORKING PAPERS

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- Wu, S.**, Smallman, R., & Smith, P.K. (2024). Self-control signals and affords power. *Journal of Personality and Social Psychology*. Advanced online publication.  
<https://doi.org/10.1037/pspi0000457>  
 – Media Coverage: [Newsweek](#), [UC San Diego Today](#)
- Wu, S.**, & Smith, P.K. Lay theories about the effect of power on morality and their organizational implications [title redacted]. Under review at *Journal of Applied Psychology*.
- Wu, S.**, & Luan, M. A status signaling account of maximizing [title redacted]. Under review at *Journal of Marketing Research*.
- Wu, S.**, & Belmi, P. The heroization and exploitation of first-generation college students. Working paper targeting *Academy of Management Journal*.
- Wu, S.**, Yin, Y., Ocampo, J.M., Oveis, C., & Smith, P.K. Power and self-disclosure [title redacted]. Revising for submission to *Organization Science*.

## CHAired CONFERENCES & SYMPOSIA

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- Kim, J., & **Wu, S.** (under review). *Unpacking Social Class Dynamics in Organizational Contexts*. Symposium submitted for Personality and Social Psychology Annual Convention, Denver, CO. (invited speakers: Siyu Yu, Kathy Vo)
- Wu, S.**, & Smith, P.K. (2023). *Power, Status, and Leadership: How We Form, Portray, and React to Social Rank at Work*. Symposium presented at Academy of Management Annual Meeting, Boston, MA. (invited speakers: Jo K. Oh, Anyi Ma, Clarissa Cortland)
- Wu, S.**, & Smith, P.K. (2023). *Multidisciplinary Perspectives on the Emergence of Power, Status, and Leadership*. Symposium presented at Society for Personality and Social Psychology Annual Convention, Atlanta, GA. (invited speakers: Nicholas A. Hays, Isobel Heck, Anyi Ma)

## CONFERENCE PRESENTATIONS

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- Wu, S., & Belmi, P. (2024).** *The heroization and exploitation of first-generation college students.* Talk to be presented at the Academy of Management Annual Meeting, Chicago, IL.
- Wu, S., Yin, Y., Ocampo, J.M., Oveis, C., & Smith, P.K. (2024).** *Power and missed opportunities to build trust through self-disclosure.* Talk to be presented at the Academy of Management Annual Meeting, Chicago, IL.
- Wu, S., & Belmi, P. (2024).** *Heroization and exploitation of first-gens.* Paper session presented at the International Association for Conflict Management Annual Conference, Singapore.
- Wu, S., Yin, Y., Ocampo, J.M., Oveis, C., & Smith, P.K. (2024).** *Self-disclosure in unequal-power dyads.* Data blitz presented at the International Association for Conflict Management Annual Conference, Singapore.
- Wu, S., Yin, Y., Ocampo, J.M., Oveis, C., & Smith, P.K. (2024).** *Self-disclosure in unequal-power dyads.* Poster presented at the Close Relationships Preconference, Society for Personality and Social Psychology Annual Convention, San Diego, CA.
- Wu, S., & Smith, P.K. (2023).** *Power corrupts or power reveals: Lay beliefs about the power-morality link and their consequences.* Talk presented at the Academy of Management Annual Meeting, Boston, MA.
- Wu, S., Yin, Y., Ocampo, J.M., Oveis, C., & Smith, P.K. (2023).** *Social power and self-disclosure.* Talk presented at Distance in Organizations Workshop, remote.
- Wu, S., & Smith, P.K. (2023).** *How self-control affects perceived power and power conferral.* Symposium talk presented at Society for Personality and Social Psychology Annual Convention, Atlanta, GA.
- Wu, S., & Smith, P.K. (2022).** *Self-control Signals and Affords Power.* Paper presented at the Academy of Management Annual Meeting, Seattle, WA.
- Wu, S., & Smith, P.K. (2022).** *Self-control Signals and Affords Power.* Talk presented at Distance in Organizations Workshop, remote.
- Wu, S., & Smith, P.K. (2022).** *Self-control Signals and Affords Power.* Poster presented at the Social Cognition Preconference, Society for Personality and Social Psychology Annual Convention, San Francisco, CA.
- Wu, S., & Luan, M. (2021).** *A Status Signaling Account of Maximizing.* Flash talk presented at Association for Psychological Science Virtual Convention.
- Wu, S., Luan, M., & Li, H. (2019).** *No Genius is an Island: Publicity Breeds Creativity.* Poster presented at Society for Personality and Social Psychology Annual Convention, Portland, OR.

## INVITED WORKSHOP

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2024 AOM OB Doctoral Consortium

2023 Journal of Applied Psychology Virtual Paper Development Workshop

2022 AOM OB Research Incubator PDW

2022 AOM MOC Cognition in the Rough (CIR) PDW

2022 AOM Themed Session Shaping the Research Agenda on the Future of Work PDW breakout tables

## TEACHING EXPERIENCE

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### Teaching Assistant

Organizational Strategy (MBA, instructor: Dr. Elizabeth L. Campbell)  
 Leadership, Ethics, and Team Management (MBA, instructor: Dr. Christopher Oveis)  
 Competitive Strategy (MBA, instructor: Dr. Anya Samek)  
 Power and Politics (MBA, instructor: Dr. Pamela K. Smith)  
 Managerial Judgment and Decision Making (MSBA, instructor: Dr. Yuval Rottenstreich)  
 Business and Organizational Leadership (Undergraduate, instructor: Dr. Pamela K. Smith)

## PROFESSIONAL AFFILIATION

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### Ad Hoc Reviewer

*Basic and Applied Social Psychology*  
*Academy of Management Annual Convention*

### Memberships

Society for Personality and Social Psychology  
 Academy of Management  
 Association for Psychological Science  
 International Association for Conflict Management

## GRANTS, AWARDS, & FELLOWSHIPS

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2019-2024	Rady Academic Year Fellowship, UC San Diego
2019-2024	Rady Research Year Fellowship, UC San Diego
2019	Society for Personality and Social Psychology Undergraduate Student Poster Award Finalist (top 10)
2018	Undergraduate Summer Research Travel Grant (\$7000), Tsinghua University
2016, 2018	Initiative Scientific Research Grants (\$8000 in total), Tsinghua University
2016	Zheng Geru Scholarship, Tsinghua University

## SERVICE

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2021-2023	Graduate Voting Member at The Chancellor's Advisory Committee on the Status of Women, UC San Diego
2022	Lab Expo 2022 Networking Session Discussant
2019-2024	Mentor for undergraduate students mentee: Yuchen (Eva) Liu, now PhD student at Yale University mentee: Brian Gray, now PhD student at Ohio State University mentee: Yuxin Lin, now PhD student at University of Arizona mentee: Jie (MJ) Mei, accepted as PhD student at Arizona State University mentee: Richelle Kennett, accepted as PhD student at University of Nevada, Las Vegas mentee: Rumaisa (Roma) Farooqui, accepted as lab coordinator at Stanford Graduate School of Business mentee: Cade Peng, accepted as MS in Psychological Science student at University of Illinois, Urbana-Champaign
2019-2020	Grad Pals Mentor, UC San Diego

## REFERENCES

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Pamela K. Smith

Associate Professor

Rady School of Management

University of California, San Diego

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Christopher Oveis

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Peter Belmi

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## SELECTED ABSTRACTS

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**Self-control signals and affords power.** In-press at *Journal of Personality and Social Psychology*.

Whom do we perceive as more powerful and prefer to give power to: Those who have self-control or those who lack it? Past theory and research provide divergent predictions. Low self-control can be seen as a form of disinhibition, and disinhibition has been associated with greater power. However, high self-control can be seen as a form of agency, which is associated with greater power. Across seven studies, we found that individuals who exhibited high self-control were seen as more powerful, and given more power, than individuals who exhibited low self-control. This result held when the low or high self-control behavior was chosen either quickly or slowly (Studies 3 and 4), and when exhibiting low versus high self-control entailed the same action but different goals (Studies 5 and 6). Study 6 demonstrated important implications of our findings for goal setting: People were perceived as more powerful and given more power when they had a modest goal but exceeded it than when they had an ambitious goal but failed to meet it, even though in both cases they performed the same action. A meta-analysis of our mediation results showed that people perceived individuals higher in self-control as more assertive and competent, which was associated with greater power perception and then with greater power conferral. Perceived competence also directly mediated the effect of self-control on power conferral. The current research addresses a theoretical debate in the power literature and contributes to a better understanding of how power is perceived and accrued.

**Lay theories about the effects of power on morality.** Under review at *Journal of Applied Psychology*.

How power affects morality is a topic of heated debate in lay discussions, the popular press, and organizational research. We propose that the different beliefs people hold about this relationship affect their reactions to power on intrapersonal, interpersonal, and organizational levels. We investigated lay theories about how power affects morality and found that two are commonly held: Power Corrupts and Power Reveals. We developed and validated a scale to measure belief in these two theories and differentiated them from related constructs, such as lay theories about strategies to attain power. The two subscales distinctly predicted individuals' reactions to power, including their motivation to seek power, trust in the integrity of powerholders, and support for different policies that promote ethical leadership. This research offers a new perspective on why individuals vary in how they navigate power hierarchies at work: their different lay theories about power's effects.

**The heroization and exploitation of first-generation college students.** Working paper targeting *Academy of Management Journal*.

Understanding the role organizations play in creating and reproducing social class disparities is important. Much of the existing theories focus on prejudice and negative stereotypes about individuals from lower social class origins. We draw upon research on complementary stereotypes to offer a new perspective on social class disadvantage: the role of positive stereotypes. Specifically, we propose that first-generation college students are heroized and that this heroization relates to the exploitation of them. Through one randomized résumé audit study in the field and two lab experiments, we reveal that when college students disclose their first-generation status during job application, evaluators are more likely to see them as heroes. Evaluators perceive them as having more heroic qualities and perceive their lives as resembling a hero's journey more. This heroization then leads evaluators to prefer them for exploitative unpaid internship positions. We do not find evidence that this effect is moderated by the applicant's race. Complementing past research, this paper suggests that class disparities can emerge when evaluators view first-generation college students through an overly romanticized lens.

**Power and self-disclosure.** Revising for submission to *Organization Science*.

Social connection plays a vital role in organizations. People often build social connection via self-disclosure, but we propose that the power asymmetries frequently present in organizations may impede this process. Our research addressed two questions: whether deep self-disclosure enhances social connection between individuals differing in power, and how much individuals differing in power engage in deep self-disclosure when they interact with one another. Across four studies with newly formed dyads and pre-existing unequal-power work relationships, we found that deep self-disclosure increased social connection in unequal-power relationships more than shallow self-disclosure regardless of who did the disclosing (Study 1), yet high-power individuals were less likely to engage in deep self-disclosure than low-power individuals (Studies 2-4) because they perceived less value in the relational rewards brought by self-disclosure (Study 4). Our research suggests that high-power individuals' tendency towards shallow self-disclosure may hinder the development of social connections in unequal-power relationships.