

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar



How to Achieve Seamless Changes in Organizations: Inception and the Veil of Agency By

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Date : 5 Dec 2023 (TUE)
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Venue : M802

Abstract

With rapid technology advancement, individuals and organizations must keep changing themselves to succeed. Resistance to change, however, has found to be innate in human nature. The purpose of this paper is to introduce a new construct called 'inception,' which can facilitate organizational change while minimizing resistance to that change. Inception is defined as the active manipulation of verbal and nonverbal cues so that the target believes that her idea, change of heart, provision of consent, accumulation of new knowledge or enacted action is the product solely of her own agency rather than as a result of the communicator's agency. This study details the conditions under which an inception attempt is likely made and the potential consequences of inception and the outcomes for the agent seeking change, for the target of the inception attempt, for the organizational members and for the organization itself.

Prof. Xiao-Ping Chen (PhD, University of Illinois) is Philip M. Condit Endowed Chair Professor in the Michael G. Foster School of Business, University of Washington. She has served as Associate Dean for Faculty and Academic Affairs (2016-2020) and Chair of the Department of Management and Organization (2009-2015) at Foster. She is an elected Fellow in Academy of Management (AOM), American Psychological Association (APA), and Society for Industrial and Organizational Psychology (SIOP). Professor Chen is Editor-in-Chief for *Management and Organization Review*, the flagship journal of International Association for Chinese Management Research (IACMR). She is also the founding editor and current Executive Editor for *Management Insights*, a bilingual (Chinese and English) magazine for business educators and practitioners. Professor Chen served as Editor-in-Chief for *Organizational Behavior and Human Decision Processes* (2010-2016).

Professor Chen's research interests include cooperation and competition in social dilemmas, teamwork and leadership, entrepreneur passion, Chinese guanxi, and cross-cultural communication and management. She is on the list of top 2% most cited scientists in the world. Professor Chen has published many research papers in top-tier journals such as *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Management Science*, and *Journal of International Business Studies*. She was a faculty previously at Indiana University and Hong Kong University of Science and Technology. She was also a distinguished visiting professor at University of Cambridge, INSEAD, Fudan University, Peking University, Zhejiang University, Kobe University, Indian School of Business, University of Hong Kong, Hong Kong Baptist University, National University of Singapore, Nanyang Technological University, and China Europe International Business School.

Professor Chen is highly involved in Chinese management research and business community. She served as President for International Association for Chinese Management Research (IACMR). She has published two English books: *Leadership of Chinese Private Enterprises: Insights and Interviews* (Palgrave MacMillan) and *A Journey toward Influential Scholarship: Insights from Leading Management Scholars* (Oxford University Press). She also published more than ten books in Chinese, among which *Empirical Methods in Organization and Management Research* has been the best seller in China since 2008. As the editor of *Management Insights*, she has conducted in-depth interviews with distinguished CEOs and founders of Chinese companies such as Liu Chuanzhi of Lenovo, Jack Ma of Alibaba, Pony Ma of Tencent, Wang Shi of Vanke, Ma Weihua of China Merchant Bank, Michael Yu of New Oriental Group, Richard Liu of JD.Com, Yong Zhang of Haidilao.

Professor Chen is the recipient of numerous teaching and research awards, including Scholarly Impact Award by *Journal of Management* (2019), Best Paper of Chinese Management Research by Peking University Press (2018), Dean's Leadership Award (2017), Distinguished Scholarly Contribution Award by IACMR (2016), Andrew Smith Faculty Development Award, Outstanding University of Washington Woman Award, Outstanding Ph.D. Mentor Award, Dean's International Research Award, and Charles E. Summer Teaching Award.

All interested are welcome.



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