

MARKUS BAER, Ph.D.

Olin Business School
Washington University in St. Louis
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Academic Appointments

- | | |
|----------------|---|
| 2014 – present | <i>Associate Professor (with tenure)</i> , Organizational Behavior, Olin Business School, Washington University in St. Louis |
| 2012 – 2014 | <i>Associate Professor (without tenure)</i> , Organizational Behavior, Olin Business School, Washington University in St. Louis |
| 2006 – 2012 | <i>Assistant Professor</i> , Organizational Behavior, Olin Business School, Washington University in St. Louis |

Education

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| 2007 | <i>Ph.D.</i> , Organizational Behavior, Department of Business Administration University of Illinois at Urbana-Champaign |
| 2000 | <i>Diplom</i> , Psychology, Department of Psychology University of Giessen, Germany |

Awards, Honors, & Grants

- Keynote Speaker, International Conference of Researchers in Management, Universidad Externado de Colombia, Bogota, Colombia – 2017
- Research Fellow, Judge Business School, Cambridge University – 2015-2016, 2018-2019
- Editorial Board Outstanding Reviewer, Academy of Management Journal – 2013, 2015
- Wilhelm-Rieger Visiting Professorship, Friedrich-Alexander-University, Erlangen-Nuremberg, Germany – 2014
- Undergraduate Reid Teaching Award – 2012, 2013, 2014
- Skandalaris Center for Entrepreneurial Studies (\$ 10,000) – 2013
- World's 40 Best Business School Professors Under 40 – 2011
- Marcile and James Reid Award for Scholarly Excellence (\$5,000) – 2009
- Olin Award (shared with Kurt Dirks & Jackson Nickerson) (\$10,000) – 2009

Publications – Refereed Journal Articles & Editorials

- [25] Gray, S. M., Knight, A. P., & Baer, M. (forthcoming). On the emergence of collective psychological ownership in new creative teams. Organization Science.
- [24] Nadkarni, S., Gruber, M., DeCelles, K., Connelly, B., & Baer, M. (2018). New ways of seeing: Radical theorizing. Academy of Management Journal, 61, 371-377.
- [23] Baer, M., & Shaw, J. (2017). Falling in love again with what we do: Academic craftsmanship in the management sciences. Academy of Management Journal, 60, 1213-1217.
- [22] Brown, G., & Baer, M. (2015). Protecting the turf: The effect of territorial marking on others' creativity. Journal of Applied Psychology, 100, 1785-1797.
- [21] Kudesia, R. S, Baer, M., & Elfenbein, H. A. (2015), A wandering mind does not stray far from home: The value of metacognition in distant search. PLoS One, 10 (5), e0126865.
- [20] Baer, M., Evans, K., Oldham, G. R., & Boasso, A. (2015). The social network side of individual innovation: A meta-analysis and path-analytic integration. Organizational Psychology Review, 5, 191-223.
- [19] Knight, A. P., & Baer, M. (2014). Get up, stand up: The effects of a non-sedentary workspace on information elaboration and group performance. Social Psychological and Personality Science, 5, 910-917.
- [18] Baer, M., Vadera, A., Leenders, R. T. A. J., & Oldham, G. R. (2014). Intergroup competition as a double-edged sword: How sex composition regulates the effects of competition on group creativity. Organization Science, 25, 892-908.
- [17] Baer, M., Dirks, K. T., & Nickerson, J. A. (2013). Microfoundations of strategic problem formulation. Strategic Management Journal, 34, 197-214.
- [16] Richter, A., Hirst, G., Van Knippenberg, D., & Baer, M. (2012). Creative self-efficacy and individual creativity in team contexts: Cross-level interactions with team informational resources. Journal of Applied Psychology, 97, 1282-1290.
- [15] Baer, M. (2012). Putting creativity to work: The implementation of creative ideas in organizations. Academy of Management Journal, 55, 1102-1119.
- [14] Montag, T., Maertz, C. P., & Baer, M. (2012). A critical analysis of the workplace creativity criterion space. Journal of Management, 38, 1362-1386.

Publications – Refereed Journal Articles & Editorials

- [13] Baer, M., & Brown, G. (2012). Blind in one eye: How psychological ownership of ideas determines the types of suggestions people adopt. Organizational Behavior and Human Decision Processes, 118, 60-71.
- [12] Brown, G., & Baer, M. (2011). Location in negotiation: Is there a home-field advantage? Organizational Behavior and Human Decision Processes, 114, 190-200.
- Summarized in:* Baer, M., & Brown, G. (September 22nd, 2011). Negotiate where you want to get what you want. Harvard Business Review Blog Network (http://blogs.hbr.org/cs/2011/09/negotiate_where_you_want.html)
- [11] Dane, E. I., Baer, M., Pratt, M. G., & Oldham, G. R. (2011). Rational versus intuitive problem solving: How thinking “Off the beaten path” can stimulate creativity. Psychology of Aesthetics, Creativity, and the Arts, 5, 3-12.
- [10] Baer, M., Leenders, R. T. A. J., Oldham, G. R., & Vadera, A. (2010). Win or lose the battle for creativity: The power and perils of intergroup competition. Academy of Management Journal, 53, 827-845.
- [9] Baer, M. (2010). The strength-of-weak-ties perspective on creativity: A comprehensive examination and extension. Journal of Applied Psychology, 95, 592-601.
- [8] Baer, M., Oldham, G. R., Jacobsohn, G. C., & Hollingshead, A. B. (2008). The personality composition of teams and creativity: The moderating role of team creative confidence. Journal of Creative Behavior, 42, 255-282.
- [7] Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. Journal of Applied Psychology, 91, 963-970.
- [6] Van Dyck, C., Frese, M., Baer, M., & Sonnentag, S. (2005). Organizational error management culture and its impact on performance: A two-study replication. Journal of Applied Psychology, 90, 1228-1240.
- [5] Baer, M., Oldham, G. R., Hollingshead, A. B., & Jacobsohn, G. C. (2005). Revisiting the birth order-creativity connection: The role of sibling constellation. Creativity Research Journal, 17, 67-77.
- [4] Baer, M., Oldham, G. R., & Cummings, A. (2003). Rewarding creativity: When does it really matter? The Leadership Quarterly, 14, 569-586.

Publications – Refereed Journal Articles & Editorials

- [3] Baer, M., & Frese, M. (2003). Innovation is not enough: Climates for initiative and psychological safety, process innovations, and firm performance. Journal of Organizational Behavior, 24, 45-68.

Publications – Book Chapters

- [2] Oldham, G. R., & Baer, M. (2012). Creativity and the work context. In M. D. Mumford (Ed.), Handbook of Organizational Creativity (1st ed., pp. 387-420). San Diego, CA: Elsevier.
- [1] Oldham, G. R., & Baer, M. (2005). Job enrichment. In N. Nicholson, P. Audia, & M. Pillutla (Eds.), The Blackwell Encyclopedia of Management (2nd ed., pp. 198-199). Oxford, UK: Blackwell.

Manuscripts under review or in preparation for submission

Baer, M., Dane, E. I., & Madrid, H. Zoning out or breaking through? Linking daydreaming to creativity in the workplace. Academy of Management Journal (under 2nd review)

Baer, M., Dyer, J. H., & Rodgers, Z. J. Career benefits of entrepreneurial activity for individuals in paid employment: An application of signaling theory. Journal of Business Venturing (1st-round revise-and-resubmit).

Deichmann, D., & Baer, M. A recipe for success? Critical acclaim and the one-hit-wonder effect—evidence from the U.K. cookbook market Academy of Management Journal (1st-round revise-and-resubmit).

Works-in-progress

Quantum leaps or baby steps? Psychological distance, construal level, and the propensity to invest in novel technological ideas (with Matt Mount) (manuscript in preparation for submission).

Team dynamics across time and their impact on team creativity (with A. Richter) (preparation of manuscript).

On constraints and creativity (with B. Cummiskey) (preparation of manuscript).

Effects of improvisation on team creativity (with K. Evans, C. Long, & Dae-Hyeon Kim) (data analysis in progress).

Effects of epistemic motivation, construal level, and domain knowledge on problem formulation (with Chan Park) (data collection stage).

The Godfather effect: On keeping your friends close and your enemies closer (with J. Khattab) (conceptual stage).

Presentations

- [43] **Baer, M. & Cummiskey, B.** (May, 2019). “Bounded creativity: A theory of the effects of constraints on the production of new ideas.” Congress of the European Association of Work and Organizational Psychology, Turin, Italy.
- [42] **Cummiskey, B. & Baer, M.** (August, 2018). “Bounded creativity: A theory of the effects of constraints on the production of new ideas.” In “What does creativity have to do with it?” Annual Meeting of the Academy of Management, Chicago, IL.
- [41] **Baer, M.** (August, 2018). “Creativity: Then and now...and a taste of what might be.” In “Then and now: Job design, diversity, and creativity.” Annual Meeting of the Academy of Management, Chicago, IL.
- [40] **Baer, M.** (August, 2018). “Problem formulation and the search for solution.” In “Problem formulation: Identification of the ‘right’ problem for improved innovative performance.” Annual Meeting of the Academy of Management, Chicago, IL.
- [39] **Baer, M.** (April, 2018). SIOP Select: I-O Igniting innovation (Panelist). The 33rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- [38] **Baer, M.** (November, 2017). “On machines and human ingenuity—may the better wo(man) win.” Keynote Address, International Conference of Researchers in Management, Universidad Externado de Colombia, Bogota, Colombia.
- [37] **Baer, M.** (October, 2017). Leading for creativity: Cultivating a creative workplace (Discussant). John Cook School of Business, Saint Louis University, St. Louis, MO.
- [36] **Baer, M., Dyer, J. H., & Rodgers, Z. J.** (May, 2017). “Career returns to entrepreneurial activity among employees in paid employment: A longitudinal investigation.” Congress of the European Association of Work and Organizational Psychology, Dublin, Ireland.
- [35] **Baer, M., Dyer, J. H., & Rodgers, Z. J.** (February, 2017). “Career returns to entrepreneurial activity among employees in paid employment: A longitudinal investigation.” MMM Conference, Arizona State University, Tempe, AZ.
- [34] **Baer, M., & Cummiskey, B.** (October, 2016). “Creativity from constraints.” Creativity Collaboratorium, Boston College, Boston, MA.

Presentations

- [33] Rodgers, Z., Dyer, J., & **Baer, M.** (2016, August). "Going against the grain but rising to the top: Career returns to engaging creative behaviors at work." Annual Meeting of the Academy of Management, OB Division, Anaheim, California.
- [32] Gray, S. M., Knight, A. P., & **Baer, M.** (2015, August). "Psychological ownership and the transition from solo entrepreneur to new venture team." Annual Meeting of the Academy of Management, Entrepreneurship Division, Vancouver, British Columbia.
- [31] **Baer, M.** (2015, August). "The physical environment and performance in organizations." Annual Meeting of the Academy of Management, Organizational Behavior Division, Vancouver, British Columbia.
- [30] **Baer, M.** (2015, August). "Ideas about ideas in organizations." Annual Meeting of the Academy of Management, Managerial and Organizational Cognition Division, Vancouver, British Columbia.
- [29] Gray, S. M., Knight, A. P., & **Baer, M.** (2015, May). "Starting off on the right foot: Psychological ownership, territoriality, and the success of nascent venture teams in entrepreneurship competitions." 17th Congress of the European Association of Work and Organizational Psychology, Oslo, Norway.
- [28] **Baer, M.** (2014, August). "Exploring the frontiers of personality and social network research in organizations." Annual Meeting of the Academy of Management, Organizational Behavior Division, Philadelphia, Pennsylvania.
- [27] Gray, S. M., Knight, A. P., **Baer, M.**, & Watkins, K. (2014, August). "The development of collective ownership in entrepreneurial teams." Annual Meeting of the Academy of Management, Organizational Behavior Division, Philadelphia, Pennsylvania.
- [26] Evans, K., **Baer, M.**, & Oldham, G. R. (2014, August). "A social network perspective on team innovation: A review, integration, and extension." Annual Meeting of the Academy of Management, Organizational Behavior Division, Philadelphia, Pennsylvania.
- [25] Dane, E., & **Baer, M.** (2014, May). "Zoning out or breaking through? Exploring daydreaming in the workplace." Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, Hawaii.
- [24] Knight, A., & **Baer, M.** (2013, August). "Stand up and create: Effects of seating availability on innovation." Annual Meeting of the Academy of Management, Organizational Behavior Division, Orlando, Florida.

Presentations

- [23] Kudesia, R. S., **Baer, M.**, & Elfenbein, H. A. (2013, August). "Learning to let go: How mindfulness meditation impacts creativity and decision making." Annual Meeting of the Academy of Management, Organizational Behavior Division, Orlando, Florida.
- [22] **Baer, M.** (2013, August). "The formulation of complex problems: Implications for creativity." Annual Meeting of the Academy of Management, Organizational Behavior Division, Orlando, Florida.
- [21] Knight, A., & **Baer, M.** (2013, July). "Get up, stand up: Effects of lack of seating availability on group innovation." The Eighth Annual INGRoup Conference, Atlanta, Georgia.
- [20] **Baer, M.**, Oldham, G. R., Evans, K., & Boasso, A. (2013, May). "The social network correlates of innovation: A meta-analysis." 16th Congress of the European Association of Work and Organizational Psychology, Muenster, Germany.
- [19] **Baer, M.** (2012, August). "Accelerating breakthrough innovation: From creativity to execution." Annual Meeting of the Academy of Management, Organizational Behavior Division, Boston, Massachusetts.
- [18] Montag, T., Maertz, C. P., & **Baer, M.** (2012, August). "A criterion-oriented review of workplace creativity." Annual Meeting of the Academy of Management, Organizational Behavior Division, Boston, Massachusetts.
- [17] **Baer, M.**, Oldham, G. R., Evans, K., & Boasso, A. (2012, August). "Social networks, creativity, and innovation: A meta-analysis." Annual Meeting of the Academy of Management, Organizational Behavior Division, Boston, Massachusetts.
- [16] Richter, A., Hirst, G., Van Knippenberg, D., & **Baer, M.** (2011, May). "Creative self-efficacy and creativity in the team context: Cross-level interactions with transactive memory and functional background diversity." 15th Congress of the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.
- [15] **Baer, M.**, Vadera, A., Leenders, R. T. A. J., & Oldham, G. R. (2011, May). "Peace or war? Intergroup competition and its gender-specific effects on group creativity." 15th Congress of the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.
- [14] **Baer, M.**, Hirst, G., & Richter, A. (2010, August). "When creative self-efficacy benefits individual creativity in teams: The cross-level effects of diversity and expertise location." Annual Meeting of the Academy of Management, Organizational Behavior Division, Montreal, Canada.

Presentations

- [13] **Baer, M., Vadera, A., Leenders, R. T. A. J., & Oldham, G. R.** (2010, August). "Peace or war? Intergroup competition and its gender-specific effects on group creativity." Annual Meeting of the Academy of Management, Organizational Behavior Division, Montreal, Canada.
- [12] Brown, G., & **Baer, M.** (2010, April). "Negative effects of territoriality on others' creativity and social behavior." Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, Georgia.
- [11] **Baer, M.** (2009, August). "Breaking the mold: Personal and relational correlates of radical idea generation." Annual Meeting of the Academy of Management, Organizational Behavior Division, Chicago, Illinois.
- [10] **Baer, M. & Brown, G.** (2009, April). "Letting go or hanging on? Psychological ownership of ideas and its effects on the adoption of change." Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana. (*Top Posters Award*)
- [9] **Baer, M., Oldham, G. R., Leenders, R. T. A. J., & Vadera, A.** (2008, August). "Win or lose the battle for creativity: The power and perils of intergroup competition." Annual Meeting of the Academy of Management, Organizational Behavior Division, Anaheim, California.
- [8] **Baer, M.** (2007, August). "The implementation of radical ideas in organization." Annual Meeting of the Academy of Management, Organizational Behavior Division, Philadelphia, Pennsylvania.
- [7] **Baer, M., Oldham, G. R., Jacobsohn, G. C., & Hollingshead, A. B.** (2006, August). "The personality composition of teams and creativity: The Moderating Role of Team Creative Confidence." Annual Meeting of the Academy of Management, Organizational Behavior Division, Atlanta, Georgia.
- [6] Dane, E. I., **Baer, M., Pratt, M. G., & Oldham, G. R.** (2006, April). "The effects of thinking styles on creative idea generation and evaluation." Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.
- [5] **Baer, M., & Oldham, G. R.** (2004, August) "Examining curvilinear relations between time pressure and creativity: The moderating role of work support, nonwork support and openness to experience." Annual Meeting of the Academy of Management, Organizational Behavior Division, New Orleans, Louisiana.
- [4] **Baer, M., Oldham, G. R., Hollingshead, A. B., & Costa, G. H.** "Revisiting the birth order-creativity connection: The role of sibling constellation." Annual Convention of the American Psychological Society, Chicago, Illinois.

Presentations

- [3] **Baer, M.,** Costa, G. H., Hollingshead, A. B., & Oldham, G. R. (2004, April) “The personality composition of teams and creativity.” Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- [2] **Baer, M.,** Oldham, G. R., & Cummings, A. (2003, August) “Rewarding creativity: When does it really matter?” Annual Meeting of the Academy of Management, Organizational Behavior Division, Seattle, Washington.
- [1] Oldham, G. R., & **Baer, M.** (2003, August) “Generating and Sharing Creative Ideas at Work: Contributions of Personal and Contextual Conditions.” Annual Meeting of the Academy of Management, Organizational Behavior Division, Seattle, Washington.

Service Contributions

- 2016 – present Associate Editor, Academy of Management Journal
- 2014 – 2016 Editorial board, Journal of Applied Psychology
- 2013 – 2016 Editorial board, Organization Science
- 2010 – 2016 Editorial board, Academy of Management Journal
- 2009 – 2012 Editorial board, The International Journal of Creativity and Problem Solving

Invited Talks

- [1] Arizona State University, W. P. Carey School of Business
- [2] Boston College, Carroll School of Management
- [3] Carnegie Mellon University, Tepper School of Business
- [4] Catholic University, Lisbon, Portugal
- [5] Center for Advanced Management Studies, Ludwig-Maximilian-University, Munich, Germany
- [6] Center for European Economic Research, Mannheim, Germany
- [7] Central Intelligence Agency, Langley, Virginia
- [8] Duke University, The Fuqua School of Business
- [9] Erasmus University, Rotterdam School of Management, Department of Technology and Operations Management, Rotterdam, The Netherlands

Invited Talks

- [10] Free University Amsterdam, Department of Organization Sciences, Amsterdam, The Netherlands
- [11] Friedrich-Alexander-University, Erlangen-Nuremberg, Germany
- [12] Georgia Institute of Technology, Ernest Scheller Jr. College of Business
- [13] Harvard Business School
- [14] Indian Institute of Technology Bombay, Shailesh J. Mehta School of Management
- [15] Indian School of Business, Hyderabad, India
- [16] Justus-Liebig University, Department of Work & Organizational Psychology, Giessen, Germany
- [17] London Business School
- [18] Michigan State University, Broad College of Business
- [19] New York University, Stern School of Business
- [20] National University of Singapore, Singapore
- [21] Rice University, Jesse H. Jones Graduate School of Business
- [22] Singapore Management University, Singapore
- [23] Swiss Federal Institute of Technology, Department of Management, Technology, and Economics, Chair of Strategic Management and Innovation, Zürich, Switzerland
- [24] Technical University of Munich, School of Management
- [25] Tulane University, A. B. Freeman School of Business
- [26] University College London, England
- [27] University of Arizona, Eller College of Management
- [28] University of Cambridge, Judge Business School, Cambridge, England
- [29] University of Groningen, Faculty of Economics and Business, Groningen, The Netherlands
- [30] University of Manitoba, Asper School of Business
- [31] University of Maryland, Robert H. Smith School of Business
- [32] University of New South Wales, School of Management, Sydney, Australia
- [33] University of North Carolina at Chapel Hill, Kenan-Flagler Business School
- [34] University of Oregon, Lundquist College of Business

Invited Talks

- [35] University of Texas at Dallas, Naveen Jindal School of Management
 [36] University of Victoria, Peter B. Gustavson School of Business

Teaching Experience

- 2018 – present Leading and Growing Highly Effective Teams – OEE
 2017 – present Organizational Behavior & Design (EMBA – Mumbai) – IITB-WUSTL
 Research and Educational Academy
 2016 – present Creative Thinking (EMBA) – OBS
 2015 – present Leading Innovation – OEE
 2015 – present Motivating People – OEE
 2015 – present Thinking Creatively and Leading Creative Teams (BSBA) – OBS
 2015 – present Teams & Collaboration (EMBA – Shanghai) – OBS
 2015 – present Leading Innovation & Creating New Value – BEE, Brookings Institution
 2014 – present Seminar in Organizational Behavior (PhD) – OBS
 2014 – present Creativity Leading to Breakthrough Performance – OEE
 2013 – present Inspiring Creativity in Organizations – BEE, Brookings Institution
 2011 – present Creative Thinking and Leading the Creative Organization (MBA) – OBS
 2006 – 2014 Organization Behavior within the Firm (BSBA) – OBS
 2005 – 2006 Organizational Behavior (BSBA)– Department of Business Administration,
 University of Illinois at Urbana-Champaign
 2004 – 2005 Introduction to Management (BSBA) – Department of Business
 Administration, University of Illinois at Urbana-Champaign

Doctoral Advising

- 2018 – Advisor, Chan Hyung Park
 2018 – Advisor, Dae Kim
 2017 – Dissertation Chair, Brendon Cummiskey
 2014 – 2017 Dissertation Chair, Ravi Kudesia
 2013 – 2017 Dissertation Committee, Bart Verwaeren

Doctoral Advising

- 2011 – 2016 Dissertation Chair, Karoline Evans
2008 – 2010 Dissertation Committee, Peter Boumgarden

Professional Affiliations

- 2004 – present Society of Industrial and Organizational Psychology
2002 – present American Psychological Association
2001 – present Academy of Management

Professional Experience

- 1998 – 2000 ADAM OPEL AG: Freelance consultant
Development and evaluation of a work safety training
Development, administration, and analysis of employee surveys
2000 – 2006 Evalue Consult GmbH: Freelance consultant
Training and organizational development