

COLIN M. FISHER

UNIVERSITY COLLEGE LONDON
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ACADEMIC POSITIONS

UNIVERSITY COLLEGE LONDON, 2015-present

Assistant Professor of Organisations and Innovation, UCL School of Management

BOSTON UNIVERSITY, 2010-2015

Peter Paul Career Development Professor, 2011-2014

Assistant Professor of Organizational Behavior, 2010-2015

EDUCATION

HARVARD UNIVERSITY/HARVARD BUSINESS SCHOOL

Ph.D. in Organizational Behavior, 2010

M.A. in Social Psychology, 2007

NEW YORK UNIVERSITY

M.A. in Individualized Study, 2002

NEW ENGLAND CONSERVATORY OF MUSIC

B.Music in Jazz Performance, 2000

RESEARCH INTERESTS

My research deals with leading, helping, and coaching teams and individuals in situations requiring collective creativity, improvisation, and complex decision-making. I am especially interested in how temporal issues (e.g., timing, rhythm, development over time) shape group processes and outcomes.

ARTICLES

*indicates graduate student or post-doctoral collaborator

1. Fisher, C. M., Pillemer, J.* & Amabile, T. M. (2018). Deep help in complex project work: Guiding and path-clearing across difficult terrain. *Academy of Management Journal*, *61*, 1524-1553.
2. Kahn, W. A., Barton, M. A., Fisher, C. M., Heaphy, E. D., Reid, E. M. & Rouse, E. D. (2018). The geography of strain: Organizational resilience as a function of intergroup dynamics. *Academy of Management Review*, *43*, 509-529.
3. Fisher, C. M. (2017). An ounce of prevention or a pound of cure? Two experiments on in-process interventions in decision-making groups. *Organizational Behavior and Human Decision Processes*, *138*, 59-73.
4. Wang, L.* , Han, J., Fisher, C. M., & Pan, Y.* (2017). Learning to share: Exploring temporality in shared leadership and team learning. *Small Group Research*, *48*, 165–189.

5. Allen, J. A., Fisher, C. M., Chetouani, M., Chiu, M. M., Gunes, H., Mehu, M., & Hung, H. (2017). Comparing social science and computer science workflow processes for studying group interactions. *Small Group Research*, 48, 568–590.
6. Amabile, T. M., Fisher, C. M., & Pillemer, J.* (2014). IDEO’s culture of helping. *Harvard Business Review*, 92, 54-61.
7. Wageman, R., Fisher, C. M., & Hackman, J. R. (2009). Leading teams when the time is right: Finding the best moments to act. *Organizational Dynamics*, 38, 192-203.
8. Balachandra, L., Barrett, F. J., Bellman, H., Fisher, C. M., & Susskind, L. (2005). Improvisation and mediation: Balancing acts. *Negotiation Journal*, 4, 425-434.

EDITED BOOK CHAPTERS

9. Barrett, F. J., Huffaker, J.*, Fisher, C. M., & Burgaud, D. (2018). Improvisation and transformation: Yes to the mess. In J. Neal (Ed.), *Handbook of Personal and Organizational Transformation*. Springer International Publishing: New York, 2-25.
10. Long Lingo, E., Fisher, C. M., & McGinn, K. (2014). Negotiation processes as sources of (and solutions to) interorganizational conflict. In O. B. Ayoko, N. M. Ashansky, & K. A. Jehn (Eds.), *Handbook of Research on Conflict Management*. Edward Elgar Publishing: Cheltenham, U.K., 308-327.
11. Wageman, R. & Fisher, C. M. (2014). Who’s in charge here? The team leadership implications of authority structure. In D. Day (Ed.), *The Oxford Handbook of Leadership and Organizations*. Oxford University Press: Oxford, U.K., 455-481.
12. Fisher, C. M. & Amabile, T. M. (2009). Creativity, improvisation, and organizations. In T. Rickards, M. A. Runco, & S. Moger (Eds.) *The Routledge Companion to Creativity*. Routledge: New York, 13-24.
13. Amabile, T. M. & Fisher, C. M. (2009). Stimulate creativity by fueling passion. In E. Locke (Ed.) *Handbook of Principles of Organizational Behavior (2nd Edition)*. John Wiley & Sons: West Sussex, U.K., 481-497.

REFEREED PROCEEDINGS AND REPORTS

14. Goh, K. T., Fisher, C. M., & Sommer, S. A. (2015). To go fast, go slow: Effect of phase durations on team performance trajectories in experimentation. In J. Humphreys (Ed.), *Best Paper Proceedings of the Seventy-Fifth Annual Meeting of the Academy of Management*.
15. Fisher, C. M. (2014). Intervening when the time is right: How the timing of formal interventions affects group process and decisions. In J. Humphreys (Ed.), *Best Paper Proceedings of the Seventy-Fourth Annual Meeting of the Academy of Management*.
16. Fisher, C. M. (2010). Better lagged than never: The lagged effects of process interventions on group decisions. In L. A. Toombs (Ed.), *Best Paper Proceedings of the Seventieth Annual Meeting of the Academy of Management*.
 - “William H. Newman Award for Best Paper Based on a Dissertation”
 - “Best Paper Based on a Dissertation, Organizational Behavior Division,” Academy of Management, 2010
17. Fisher, C. M. (2007). *What team leaders see: Towards an understanding of the timing of team leader coaching interventions* (Report No. 6). Washington, D.C.: Intelligence Technology Innovation Center at the Central Intelligence Agency.

PRACTITIONER-ORIENTED POSTS AND REPRINTS

18. Fisher, C. M. (2018). Out of the shallows into the deep. *The HR Director*, 162, 34.
19. Fisher, C. M. (2018, February). How to help rather than micromanage. *HR Magazine*. Retrieved from: <http://www.hrmagazine.co.uk/article-details/how-to-help-rather-than-micromanage>
20. Fisher, C. M. (2017, April). Priming teams: To do it or not? *HRZone*. Retrieved from: <https://www.hrzone.com/perform/people/priming-teams-to-do-it-or-not>
21. Goh, K. T., Fisher, C. M., & Sommer, S. A. (2016). To go fast, go slow: Effect of phase durations on team performance trajectories in experimentation. *IEEE Engineering Management Review*, 44, 130-133. [Reprint]
22. Fisher, C.M. (2013). Creative collaboration: Innovation and creativity in teams. In R. Wageman (Ed.), *Team Effectiveness*. The Marketing & Management Collection, Henry Stewart Talks Ltd.: London.
23. Fisher, C. M. & Amabile, T. M. (2009). Creativity, improvisation, and organizations. *Rotman Magazine, Winter*, 40-45. [Abridged Reprint]
24. Fisher, C. M. & Amabile, T. M. (2009). Creatividad, improvisación y organizaciones. *Harvard Duesto Business Review, March*, 30-38. [Translated and Abridged Reprint]

MANUSCRIPTS UNDER REVIEW

- Fisher, C. M. & Barrett, F. J. [Improvisation and creativity – Title omitted while under review]. (under 3rd round review at *Academy of Management Perspectives*).
- Fisher, C. M., Amabile, T. M. & Pillemer, J.* Rolling up your sleeves: How and when managers should provide hands-on help to employees. (Proposal accepted for full print article at *Harvard Business Review*).
- Fisher, C. M., Jang, S., & Hackman, J. R. [Time and Team Performance – Title omitted while under review]. (under review at *Organization Science*).

PRESENTATIONS

Refereed Conference Presentations

- Xie, W.* & Fisher, C. M. (2018, August). *How should leadership be structured? Lay theories of single and shared leadership structures*. Paper presented at the meeting of the Academy of Management, Chicago, IL.
- Finalist: “MOC Division Best Paper Award”
- Fisher, C. M., Pillemer, J.*, & Amabile, T. M. (2018, August). When the thought doesn't count: Unhelpful help and unmet needs in organizations. In K. Schabram & S. Lee (Chairs), *What Happens Next? The Temporal Dynamics and Long-Term Consequences of Prosocial Behavior*. Symposium presented at the meeting of the Academy of Management, Chicago, IL.
- Liu, L.*, Fisher, C. M., Lee, S., & Kilduff, M. J. (2018, August). Great expectations? The effect of high-reputation connections on evaluations of employees. In N. Longmire (Chair), *Too Much of a Good (or Not Enough of a Bad) Thing? Counteracting Consequences of Work Relationships*. Symposium presented at the meeting of the Academy of Management, Chicago, IL.

- Fisher, C. M., Pillemer, J.*, & Amabile, T. M. (2018, January). *Helping you help me: How help-receivers' sensegiving enables helpful help in creative projects*. Paper presented at the meeting of the Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Fisher, C. M. and Barrett, F. (2018, January). *The experience of improvising in organizations: A creative process perspective*. Paper presented at the meeting of the Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Fisher, C. M., Jang, S., & Hackman, J. R. (2017, September). *Melting clocks: How temporal distortion affects team creativity*. Paper presented at 2017 Creativity Collaboratorium, Storrs, CT.
- Fisher, C. M. and Barrett, F. (2017, August). Experiencing the process: The phenomenology of improvisational creativity. In S. Kim & E. G. Helzer (Chairs), *Integrating Perspectives on Creativity and Well-Being*. Symposium presented at the Academy of Management, Atlanta, GA.
- Berry, J., Fisher, C. M., Sanchez, J.* (2017, August). On the shoulders or in the shadows of giants: The effects of creator narratives on individual creativity. In L. Gilson & T. J. Grosser (Chairs), *Individual and Team Creativity: A Multifaceted Interactionist Examination of Creativity in Different Contexts*. Symposium presented at the Academy of Management, Atlanta, GA.
- Good, D., Lyddy, C., Lei, Z., Margolis, J., Bono, J., Druskat, V., Fisher, C. M., & Resick, C. (2017, August). *Present Together: Incubating Research at the Interface of Mindfulness and Teams*. Workshop presented at the meeting of the Academy of Management, Atlanta, GA.
- Fisher, C. M., Kaya, S.*, & Cornelius, P.* (2017, July). *Funding the Team: The Bias toward Team Creators in Investor Crowdfunding Decisions*. Paper presented at the Interdisciplinary Network for Group Research Conference, St. Louis, MO.
- Fisher, C. M., Pillemer, J.*, & Amabile, T. M. (2016, August). *Deep Help: The Benefits and Perils of Intensive Collaborative Assistance in Creative Project Work*. Paper presented at the meeting of the Academy of Management, Anaheim, CA.
- Wang, L.*, Han, J., Fisher, C. M., & Pan, Y.* (2016, July). The dynamics of shared leadership and team learning behavior over time. In N. Lehmann-Willenbrock (Chair), *Team Learning: New Insights Through Temporal Lenses*. Paper presented at the Interdisciplinary Network for Group Research Conference, Helsinki, Finland.
- Goh, K. T., Fisher, C. M., & Sommer, S. A. (2015, August). *To Go Fast, Go Slow: Effect of Phase Durations on Team Performance Trajectories in Experimentation*. Paper presented at the meeting of the Academy of Management, Vancouver, B.C.
- Fisher, C. M., Goh, K. T., & Sommer, S. A. (2015, July). New beginnings: The influence of rhythm on discussing errors, learning and team performance. In S. B. F. Paletz (Chair), *Analyzing Temporal Patterns of Teams in Action*. Symposium presented at the Interdisciplinary Network for Group Research Conference, Pittsburg, PA.
- Knight, A.P. & Fisher, C. M. (Chairs) (2014, August). *A Time for Change: Dynamic Approaches to Group Dynamics*. Symposium presented at the meeting of the Academy of Management, Philadelphia, PA.
- “Showcase Symposium,” OB/MOC/OMT Divisions

- Goh, K. T., Fisher, C. M., & Sommer, S. A. (2014, August). New beginnings: The influence of temporal structure on team learning and performance. In A.P. Knight, & C. M. Fisher (Chairs), *A Time for Change: Dynamic Approaches to Group Dynamics*. Symposium presented at the meeting of the Academy of Management, Philadelphia, PA.
- Fisher, C. M. (2014, August). *Intervening when the time is right: How the timing of formal interventions affects group process and decisions*. Paper presented at the meeting of the Academy of Management, Philadelphia, PA.
- Wang, L.* , Han, J., Fisher, C. M., & Pan, Y.* (2014, August). *Willing to learn? A longitudinal study of shared leadership and team learning in self-managing teams*. Paper presented at the meeting of the Academy of Management, Philadelphia, PA.
- Goh, K. T., Fisher, C. M., & Sommer, S. A. (2014, July). *New beginnings: Addressing paradoxical demands for immediate performance versus time to explore, reflect, and learn*. Paper presented at the Interdisciplinary Network for Group Research Conference, Raleigh, N.C.
- Fisher, C. M., Sommer, S. A., & Bienczak, M.* (2013, July). *New beginnings: The influence of temporal structure on team learning and performance*. Paper presented at the Interdisciplinary Network for Group Research Conference, Atlanta, GA.
- Fisher, C. M., Amabile, T.M., & Pillemer, J.* (2012, August). How can I help? A field study of helping events in creative teams. In S. Harrison & E. Rouse (Chairs), *Creating together: Exploring the social dynamics of creativity*. Symposium presented at the meeting of the Academy of Management, Boston, MA.
- Winner: “Best Symposium Award, OB Division”
 - “Showcase Symposium,” OB/MOC/TIM Divisions
- Fisher, C. M. (2012, July). *What influences when? The antecedents of the timing and form of team leader interventions*. Paper presented at the Interdisciplinary Network for Group Research Conference, Chicago, IL.
- Wageman, R., Fisher, C. M., Wolff, S., & Alter, E.* (2011, August). *Group types, group direction, and the effectiveness of volunteer self-governing groups*. Paper presented at the meeting of the Academy of Management, San Antonio, Texas.
- Fisher, C. M. (2010, August). *Better lagged than never: The lagged effects of process interventions on group decisions*. Paper presented at the meeting of the Academy of Management, Montreal, Quebec.
- Fisher, C. M., Amabile, T. M., & Pillemer, J.* (2010, August). Helping in creative teams. In R. Livne-Tarandach & S. Harrison (Chairs), *Fantastical food, inspirational buildings, implausible products, and whimsical shirts: Creativity as process, creativity as social accomplishment*. Symposium presented at the meeting of the Academy of Management, Montreal, Quebec.
- Fisher, C. M. & Barrett, F. J. (2009, August). Responsiveness in jazz improvisation: Lessons across levels. In J.P. Stephens (Chair), *The work of making music: New notes and fresh sounds*. Symposium presented at the meeting of the Academy of Management, Chicago, IL.
- Fisher, C. M. (2009, July). *Now and later: How the timing and type of team coaching intervention introduces tradeoffs for teams*. Paper presented at the Interdisciplinary Network for Group Research Conference, Colorado Springs, CO.

- Fisher, C. M. (2008, October). Is timing everything? When and how team coaching interventions work. In K. Lewis (Chair), *Organization Science Dissertation Competition Finalists' Workshop*. Paper presented at the meeting of the Institute for Operations Research and Management Sciences (INFORMS), Washington, D.C.
- Fisher, C. M. (2008, May). *The timing and type of team coaching interventions*. Paper presented at the Trans-Atlantic Doctoral Conference at London Business School, London.
- Fisher, C. M. (2007, August). Leadership lessons from jazz ensembles. In R. Wageman (Chair), *Leadership lessons from unusual places*. Symposium presented at the meeting of the Academy of Management, Philadelphia, PA.
- Fisher, C. M., Wageman, R., & Hackman, J. R. (2006, July). What team leaders see: Towards an understanding of the timing of team leader coaching interventions. Paper presented at the Interdisciplinary Network for Group Research Conference, Pittsburgh, PA.

Invited Presentations

ESMT (2018); HBS/HKS Behavioral Insights – London (2018); Wharton OB Conference (2017); Creativity Collaboratorium at Boston College (2016); IESE-Barcelona (2015); University College London (2015); SUNY-Stonybrook (2015); IDEO Palo Alto (2015; 2011); P&G's Clay Street Project (2013); IDEO Boston (2013; 2010); Cambridge Health Alliance-Harvard Medical School Psychiatry Grand Rounds (2012); Boston Facilitators Roundtable (2011); Boston University School of Management (2010); Brandeis University International Business School (2010); European School of Management and Technology (ESMT) (2009); ESSEC Business School (2009); INSEAD (2009); McGill University (2009); Emerson College (2008)

HONORS, AWARDS, AND GRANTS

- Best Paper Award Finalist, Managerial and Organizational Cognition Division, Academy of Management, 2018
- Outstanding Reviewer Award, Academy of Management Annual Conference
Organizational Behavior Division, 2009, 2016
Managerial and Organizational Cognition Division, 2014
- “Favorite Professor” Award Finalist, Boston University PEMBA Class of 2015
- Peter Paul Career Development Professorship, Boston University, 2011-2014
- Founding Fellow (Honorary), Institute of Coaching Professional Association, 2012-14
- Best Symposium Award (Participating Author), Organizational Behavior Division, Academy of Management, 2012
- William H. Newman Award for Best Paper Based on a Dissertation, Academy of Management, 2010
- Best Paper Based on a Dissertation, Organizational Behavior Division, Academy of Management, 2010
- Hansjoerg Wyss Award for Excellence in Doctoral Research, Harvard Business School, 2010
- Frederic M. Jablin Dissertation Award Finalist, International Leadership Association, 2010

Nebel T&L Fellowship for Dissertation Completion, 2009

State Farm Doctoral Dissertation Award, General Business, 2008

INFORMS/*Organization Science* Dissertation Competition Finalist, 2008

“Next Generation” Fellowship, Program on Negotiation at Harvard Law School, 2005

Arts International Grant, 2004

International Association of Jazz Educators “Award for Service to Jazz Education,” 2002

TEACHING EXPERIENCE

University College London (2015-present): Average Instructor Ratings = 4.6/5.0

Course: *Leading High Performance Teams* (Master’s)

Ph.D. Advising: Stamos Manolis (G5), Wenxin Xie (G4), Ozumcan Demir (G2); Hannah Lettmann (G1)

Boston University (2010-2015): Average Instructor Ratings = 4.5/5.0

Courses: *Seminar on Micro-Organizational Behavior* (Doctoral)

Team Learning (Executive MBA)

Leading High Performance Groups and Teams (MBA & Undergrad)

Ph.D. Advising: Jeffrey Yip (OB, 2014, Placement: Claremont Graduate University)

Executive Education: *Managing People* (Mini-MBA for In-house Counsel)

Leading Collaboration (BP Future CIOs)

Leading High Performance Teams (Guangdong (China) Leadership Program at Yale University; BARBRI; P&G’s Clay Street Project)

The Progress Principle (NHS Blood & Transfusions Senior Leadership Development Program)

PROFESSIONAL SERVICE

Editorial Service

Small Group Research, Editorial Board (2017-present)

Psychology of Aesthetics, Creativity, and the Arts, Editorial Board (2013-present); Student Editorial Board (2008-2010)

Institute of Coaching Scientific Advisory Council (2011-2013; 2018-2020)

Ad-hoc Reviewing

Academy of Management Review; *Administrative Science Quarterly*; *Group and Organization Management*; *Group Processes and Intergroup Relations*; *Human Relations*; *Journal of Applied Behavioral Sciences*; *Journal of Creative Behavior*; *Journal of Organizational Behavior*; *Organization Studies*; *Organizational Psychology Review*; *PLOS ONE*; *Sloan Management Review*; Academy of Management Annual Conference; Interdisciplinary Network for Groups Research (INGROUP) Annual Conference; Harvard Business School Publishing; Routledge Publishing; Stanford University Press

Other Professional Service

Presenting in the Rough (Presenter), Academy of Management Annual Meeting, 2018

What Were You Thinking?: Developing Cognitive Sensibilities for Inductive Coding (Facilitator), Academy of Management Annual Meeting, 2018

Finding the Golden Path Between Academic Career and Family (Panelist), Israel Organizational Behavior Conference, 2018

Cognition in the Rough (Facilitator), Academy of Management Annual Meeting, 2017, 2018

Navigating Qualitative Dissertations: Advice from the Experts (Facilitator), Academy of Management Annual Meeting, 2017

Best Symposium Award Committee (Member), Organizational Behavior Division, Academy of Management Annual Meeting, 2016

Creativity Collaboratorium conference, (Co-founder; Co-organizer 2013, 2014)

An Insider's Guide to the Job Market (Presenter), MOC/OMT Doctoral Consortium, Academy of Management Annual Meeting, 2012

Institutional Service

University College London

School of Management Research Committee, 2015-2016

Organisations and Innovation Ph.D. Admissions Committee (Chair), 2016-present

School of Management Research Associate Search Committee (Chair), 2017-present

Boston University School of Management

EMBA Program Development Committee (PDC), 2011-2013

EMBA Core Faculty, 2011-2015

Organizational Behavior Senior Faculty Search Committee, 2013-14

Organizational Behavior Junior Faculty Search Committee (Chair), 2011-2012

Organizational Behavior Ph.D. Comprehensive Exam Committee, 2011, 2015

Organizational Behavior Ph.D. Admissions Committee, 2011, 2012, 2013

Research Infrastructure Sub-committee on Behavioral Laboratory Research (Chair), 2011

SELECTED NON-ACADEMIC WORK EXPERIENCE

Either/Orchestra, trumpet, 1998–2007

Tours: U.S., 1998-2004; Europe, 1998, 2000, 2006; Africa, 2004

Down Beat Magazine “Rising Star, Big Band” 1st place, 1998-2004

The Boston Phoenix, nominated “Best Jazz Band in Boston,” 1997-2006,
1st place: 1997, 1999

Boston Music Awards, nominated “Best Local Jazz Group,” 1998-2006,
1st place 2000, 2003

Artist-in-Residence, Ethiopian National Music Festival, Addis Ababa, Ethiopia, 2004

Artist-in-Residence, International Festival of Movement and Dance on the Volga,
Yaroslavl, Russia, 2000

Selected Discography

Noise & Chill Out: Ethiopian Groove Worldwide (Buda Musique, 2012)

Mahmoud Ahmed and Either/Orchestra: Live in Paris (DVD, Buda Musique, 2007)

Live in Addis, (Ethiopiquest/Buda Musique, 2004)

Neo-Modernism (Accurate Records, 2003)

Afro-Cubism (Accurate Records, 2002)

More Beautiful Than Death (Accurate Records, 2000)

Coalescence (Miracle Productions, 1998)

Kaplan Test Prep, Inc., 2001-2004

Teacher Trainer, Teacher, and Curriculum Development