

# COLIN M. FISHER

UNIVERSITY COLLEGE LONDON  
UCL SCHOOL OF MANAGEMENT  
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U.K.  
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## ACADEMIC POSITIONS

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### UNIVERSITY COLLEGE LONDON, UCL SCHOOL OF MANAGEMENT

*Associate Professor of Organisations and Innovation, 2019-present*

*Assistant Professor of Organisations and Innovation, 2015-2019*

### BOSTON UNIVERSITY, SCHOOL OF MANAGEMENT

*Peter Paul Career Development Professor, 2011-2014*

*Assistant Professor of Organizational Behavior, 2010-2015*

## EDUCATION

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### HARVARD UNIVERSITY/HARVARD BUSINESS SCHOOL

*Ph.D. in Organizational Behavior*

*M.A. in Social Psychology*

### NEW YORK UNIVERSITY, GALLATIN SCHOOL

*M.A. in Individualized Study*

### NEW ENGLAND CONSERVATORY OF MUSIC

*B.Music in Jazz Performance (trumpet)*

## RESEARCH INTERESTS

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I investigate how teams and individuals doing complex, creative, or improvisational work can get the leadership, advice, and help they need. My research highlights the importance of temporal issues (e.g., timing, rhythm, development over time) in collaborative processes.

## ARTICLES

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\*indicates graduate student collaborator

1. Landis, B., Fisher, C. M., & Menges, J. I. (2021). How employees react to unsolicited and solicited advice in the workplace: Implications for using advice, learning, and performance. *Journal of Applied Psychology*. Advance online publication. <http://dx.doi.org/10.1037/apl0000876>
2. Fisher, C. M., Amabile, T. M. & Pillemer, J. (2021). How to help (without micromanaging): New research points to three strategies. *Harvard Business Review*, 99(1).
3. Fisher, C. M. & Barrett, F. J. (2019). The experience of improvising in organizations: A creative process perspective. *Academy of Management Perspectives*, 33, 148-162.
4. 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.
  - Honorable Mention, 2019 Award for Outstanding Published Article in Positive Organizational Scholarship, Center for Positive Organizations at University of Michigan
5. 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.
  - Finalist, Academy of Management Review Best Paper Award, 2019

6. 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.
7. 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.
8. 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.
9. Amabile, T. M., Fisher, C. M., & Pillemer, J.\* (2014). IDEO’s culture of helping. *Harvard Business Review*, 92, 54-61.
10. 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.
11. Balachandra, L., Barrett, F. J., Bellman, H., Fisher, C. M., & Susskind, L. (2005). Improvisation and mediation: Balancing acts. *Negotiation Journal*, 4, 425-434.

#### **BOOKS**

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12. Reiter-Palmon, R., Fisher, C. M., & Mueller, J. S. (Eds.). (2020). *Creativity at Work: A Festschrift in Honor of Teresa Amabile*. Cham, Switzerland: Palgrave Macmillan.

#### **EDITED BOOK CHAPTERS**

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13. Fisher, C. M., Demir-Caliskan, O.\*, Hua, M. Y.\*, & Cronin, M. A. (2021). Trying not to try: The paradox of intentionality in jazz improvisation and its implications for organizational scholarship. In R. Bednarek, M. P. Cunha, J. Schad, & W. Smith (Eds.) *Interdisciplinary Dialogues on Organizational Paradox, Research in the Sociology of Organizations, Vol. 73B* (pp. 125-139). Melbourne: Emerald Publishing.
14. Fisher, C. M., Ananth, P.\*, & Demir-Caliskan, O.\* (2020). A winding road: Teresa Amabile and creative process research. In R. Reiter-Palmon, C. M. Fisher, & J. S. Mueller (Eds.), *Creativity at Work: A Festschrift in Honor of Teresa Amabile* (pp. 35-46). Cham, Switzerland: Palgrave Macmillan.
15. Fisher, C. M., Sanchez, J., Berry, J., & Xie, W. X.\* (2020). Who (and how many) made this? How crediting authorship affects creativity evaluations. In A. S. McKay, R. Reiter-Palmon, & J. C. Kaufman (Eds.), *Creative Success in Teams* (pp. 168-188). London, U.K.: Academic Press.
16. 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* (pp. 2-25). New York: Springer International Publishing.
17. 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* (pp. 308-327). Cheltenham, U.K.: Edward Elgar Publishing.
18. 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* (pp. 455-481). Oxford, U.K.: Oxford University Press.
19. 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* (pp. 13-24). New York: Routledge.
20. Amabile, T. M. & Fisher, C. M. (2009). Stimulate creativity by fueling passion. In E. Locke (Ed.) *Handbook of Principles of Organizational Behavior, 2<sup>nd</sup> Edition* (pp. 481-497). West Sussex, U.K.: John Wiley & Sons.

## REFEREED BEST-PAPER PROCEEDINGS AND REPORTS

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21. 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*.
22. 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*.
23. 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
24. 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

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25. Fisher, C. M. (2021, May). Groupthink: What it is and how to avoid it. *The Conversation UK*. Retrieved from: <https://theconversation.com/groupthink-what-it-is-and-how-to-avoid-it-161697>
26. Fisher, C. M. (2018). Out of the shallows into the deep. *The HR Director*, 162, 34.
27. 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>
28. 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>
29. 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]
30. 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.
31. Fisher, C. M. & Amabile, T. M. (2009). Creativity, improvisation, and organizations. *Rotman Magazine, Winter*, 40-45. [Abridged Reprint]
32. 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

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### Revisions Requested at Peer-reviewed Journals

Fisher, C. M.<sup>+</sup>, Jang, S.<sup>+</sup>, & Hackman, J. R. [Temporal experience and team performance]. (under 3<sup>rd</sup> round review at *Organization Science*). (<sup>+</sup>denotes shared-first authorship)

Goh, K. T., Fisher, C. M., & Sommer, S. A. [Team learning over time]. (under 2<sup>nd</sup> round review at *Small Group Research*).

Hua, M. Y.\* & Fisher, C. M. [Group processes and idea elaboration]. (invitation to revise and resubmit at *Administrative Science Quarterly*).

### Under Initial Review at Peer-reviewed Journals

Xie, W. X.\* & Fisher, C. M. [Beliefs about team leadership]. (under review at *Journal of Experimental Social Psychology*).

Yip, J. & Fisher, C. M. [Review of literature on listening in organizations]. (proposal accepted at *Academy of Management Annals*; full manuscript invited).

### **Other Manuscripts under Review**

Harrison, S., Rouse, E., Fisher, C. M., & Amabile, T. M. The shift from creativity in organizations to creative work. (invitation to revise and resubmit at *Academy of Management Collections*).

### **PRESENTATIONS**

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Academy of Management Annual Meeting – 25 papers and symposia presented  
Interdisciplinary Network for Group Research Conference – 10 papers presented  
International Symposium on Process Organization Studies – 3 papers presented  
European Group for Organisational Studies (EGOS) – 2 papers presented  
Israel Organizational Behavior Conference – 2 papers presented

### **Selected Recent Refereed Conference Presentations**

Liu, L.\* & Fisher, C. M. (2021, August). *Good to be passionate? The conflicting effects of leader passion on follower creativity*. Paper accepted at the meeting of the Academy of Management.

Demir-Caliskan, O.\* & Fisher, C. M. (2021, August). A qualitative study of how coworking can spark learning and creativity over time in makerspaces. In G. Fetzer (Chair), *Good Times, Bad Times: Temporal Perspectives on Creative Work*. Symposium accepted at the meeting of the Academy of Management, Vancouver, B.C.

Hua, M. Y.\* & Fisher, C. M. (2021, July). *Re-defining problems and developing ideas through elaborative play: An inductive study of circus R&D groups*. Paper accepted at the colloquium of the European Group for Organisational Studies (EGOS), Amsterdam, Netherlands.

Demir-Caliskan, O.\* & Fisher, C. M. (2020, August). Project switches in collective creative spaces: An inductive study of makerspaces. In O. Demir Caliskan & M. Hua (Chairs), *New Perspectives on Developmental Sequences and Cycles in Creative Work*. Symposium presented at the meeting of the Academy of Management.

Hua, M. Y.\* & Fisher, C. M. (2020, August). Re-defining problems and developing ideas through elaborative play: An inductive study of circus R&D. In S. Harrison, A. Carlsen, & M. Skerlavaj (Chairs), *Broadening Our Insight: Bridging and Blurring Boundaries Between Creativity and Innovation*. Symposium accepted at the meeting of the Academy of Management.

- “Showcase Symposium,” selected for Synchronous Presentation, MOC Division

Xie, W. X.\* & Fisher, C. M. (2020, August). How do members’ uncertainty perceptions affect leadership claiming and granting in teams? In N. Xu & J. Kiker (Chairs), *Shared Leadership in Context: The Mutual Influences of Situation and Process*. Symposium accepted at the meeting of the Academy of Management.

Demir-Caliskan, O.\* & Fisher, C. M. (2020, June). *Project switches in collective creative spaces: An inductive study of makerspaces*. Paper accepted at the meeting of the European Group for Organisation Studies, Hamburg, Germany.

Liu, L.\*, Lee, S., Fisher, C. M., & Kilduff, M. J. (2020, June). *Borrowed status buffers performance effects: How connections to star managers help and hurt careers*. Paper presented at the meeting of the European Group for Organisation Studies, Hamburg, Germany.

Fisher, C. M., Cornelius, P.\*, Sanchez, J., & Kaya, S.\* (2020, April). *Betting on the pack: The bias toward team entrepreneurs in investor crowdfunding decisions*. Paper accepted at the meeting of the Production and Operations Management Society, Minneapolis, MN.

## Invited Presentations

2021	PrOPEL HUB – ERSC (Keynote) (planned) Innovation North at Ivey School of Business, U Western Ontario (planned) NOVA University – Lisbon	2013	P&G’s Clay Street Project IDEO Boston
	Alliance for Financial Inclusion HKUST	2012	Cambridge Health Alliance-Harvard Medical School Psychiatry Grand Rounds
2019	University of Cambridge, Judge Business School (OTIS) Coaching in Leadership and Healthcare Conference, Institute of Coaching, Harvard Medical School and McLean Hospital	2011	Boston Facilitators Roundtable IDEO Palo Alto
2018	University of Surrey ESMT HBS/HKS Behavioral Insights – London	2010	Boston University School of Management  Brandeis University International Business School
2017	Wharton OB Conference	2009	IDEO Boston ESMT ESSEC Business School
2016	Creativity Collaboratorium at Boston College		INSEAD McGill University
2015	IESE-Barcelona University College London	2008	Emerson College
	SUNY-Stonybrook IDEO Palo Alto	2012	Cambridge Health Alliance-Harvard Medical School Psychiatry Grand Rounds
		2011	Boston Facilitators Roundtable

## HONORS, AWARDS, AND GRANTS

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### Research Honors, Awards, and Grants

Finalist, *Academy of Management Review* Best Paper Award, 2019

Honorable Mention, Award for Outstanding Published Article in Positive Organizational Scholarship,  
Center for Positive Organizations at University of Michigan, 2019

Finalist, Best Paper Award, Managerial and Organizational Cognition Division, Academy of  
Management, 2018

Peter Paul Career Development Professorship, Boston University, 2011-2014

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

Finalist, Frederic M. Jablin Dissertation Award, International Leadership Association, 2010

Nebel T&L Fellowship for Dissertation Completion, 2009

State Farm Doctoral Dissertation Award, General Business, 2008

Finalist, INFORMS/*Organization Science* Dissertation Competition, 2008

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

### Teaching Honors

UCL Student Choice Awards

Nominee, Brilliant Research-based Education, 2020

Nominee, Outstanding Research Supervision Award, 2019

Finalist, “Favorite Professor” Award, Boston University PEMBA Class of 2015

### Service Honors

Outstanding Reviewer Award, Academy of Management Annual Conference

Organizational Behavior Division, 2009, 2016

Managerial and Organizational Cognition Division, 2014

Founding Fellow (Honorary), Institute of Coaching Professional Association, 2012-14

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

## TEACHING EXPERIENCE

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**University College London** (2015-present): Average Instructor Ratings = 4.7/5.0

Module Lead: *Leading High-Performance Teams* (Master’s) (2015-present)  
*Creativity and Critical Thinking Skills* (Master’s) (2019, 2020)  
*Leading Global Teams* (MBA) (2020-present)

Instructor: *Qualitative Research Methods for Management* (PhD) (2019-present)

Ph.D. Advising: Wen-Xin Xie (2021, primary advisor; Initial Placement: Shanghai Tech)  
Mel Hua (2021, primary advisor; Initial Placement: INSEAD post-doc)  
Ozumcan Demir-Caliskan (G4, primary advisor)

Ph.D. Examiner: Jung Won Lee (2019, viva examiner; Initial Placement: ESSEC)  
Poornika Ananth (2020, upgrade committee; Initial Placement: Erasmus-Rotterdam)  
Lei Liu (2020, upgrade committee; Initial Placement: UCL Strategy & Entrepreneurship post-doc)  
Nuria Tolsa Caballero (2023, upgrade committee; Initial Placement: University of Michigan post-doc)

**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 (secondary advisor, 2014, Initial Placement: Claremont Graduate University)

**Executive Education:** *Leading for Creativity and Innovation* (Module Lead, UCL Open Enrollment)  
*Leading Collaboration* (BP Future CIOs)  
*Leading High Performance Teams* (Guangdong (China) Leadership Program at Yale University; BARBRI; P&G’s Clay Street Project)  
*Managing People* (Mini-MBA for In-house Counsel)  
*The Progress Principle* (NHS Blood & Transfusions Senior Leadership Development Program)

## PROFESSIONAL SERVICE

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### Editorial and Advisory Board Memberships

*Journal of Organizational Behavior* (2021-present)  
*Organizational Behavior and Human Decision Processes* (2021-present)  
*Psychology of Aesthetics, Creativity, and the Arts* (2013-present); Student Editorial Board (2008-2010)  
*Small Group Research* (2017-present)  
Institute of Coaching Scientific Advisory Council (2011-2013; 2018-2020)

### Ad-hoc Reviewing

*Academy of Management Journal*, *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 Business Venturing*; *Journal of Creative Behavior*; *Journal of Management Studies*; *Journal of Organizational Behavior*; *Journal of Personality and Social Psychology*; *Organization Science*; *Organization Studies*; *Organizational Psychology Review*; *Personality and Social 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

### **Conference Organization**

*Creativity Collaboratorium* (Group for Researchers of Creativity in Organizations)

Co-founder, 2013; Co-organizer, 2013, 2015, 2019, 2021

*Conference on Creativity Research and the Work of Teresa Amabile*, Conference co-organizer (with Jennifer Mueller), Harvard Business School, 2019

### **PDW Facilitator or Presenter**

Academy of Management Annual Meeting: *Cognition in the Rough* (MOC, 2017-2019, 2021); *Presenting in the Rough* (MOC, 2018); *What Were You Thinking?: Developing Cognitive Sensibilities for Inductive Coding* (MOC, 2018); *Navigating Qualitative Dissertations: Advice from the Experts* (MOC, 2017, 2021); *An Insider's Guide to the Job Market* (MOC/OMT, 2012)

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

Wharton Organizational Behavior Conference: Rapid Research Presentations (2018); Teamwork and Group Processes Discussion Moderator (2019)

### **Awards Committees**

Academy of Management Annual Meeting: *Best Student-Led Paper Award* Committee, MOC Division (2019-present); *Best Symposium Award* Committee, OB Division (2016); *Best Paper Award* Committee, OB Division (2021)

Interdisciplinary Network for Group Research: *J. Richard Hackman Award for the Dissertation that Most Significantly Advances the Study of Groups* (2020)

### **Institutional Service**

#### **University College London**

##### **School of Management**

PhD Programme Director and Departmental Graduate Tutor, 2021-present

Academic Promotions Review Committee, 2020-present

Research Associate Search Committee (Chair), 2017-2019

Research Committee, 2015-2016

##### **Organisations and Innovation Group**

Faculty Recruiting Committee (Chair 2019, 2021), 2019-present

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

#### **Boston University School of Management**

EMBA Program Development Committee, 2011-2013

EMBA Core Faculty, 2011-2015

Organizational Behavior Faculty Search Committee, 2011-2012 (Chair), 2013-14

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

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

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

### **SELECTED NON-ACADEMIC WORK EXPERIENCE**

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#### **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,

1<sup>st</sup> place: 1997, 1999

Boston Music Awards, nominated "Best Local Jazz Group," 1998-2006,

1<sup>st</sup> place 2000, 2003

**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*, (Ethiopiques/Buda Musique, 2004)  
*Neo-Modernism* (Accurate Records, 2003)  
*Afro-Cubism* (Accurate Records, 2002)  
*More Beautiful Than Death* (Accurate Records, 2000)  
*Coalescence* (Miracle Productions, 1998)

**Selected Performances**

Ethiopian National Music Festival, Addis Ababa, Ethiopia (Artist-in-Residence)  
Festival Banlieues Bleues, Seine-Saint-Denis, France  
International Festival of Movement and Dance on the Volga, Yaroslavl, Russia (Artist-in-Residence)  
BankBoston Celebrity Series, Symphony Hall, Boston, MA  
Phish's Lemonwheel (side stage), Maine  
Regular venues included *The Knitting Factory* (New York City, NY), *House of Blues* (Boston, MA), *Regattabar* (Boston, MA), *The Green Mill* (Chicago, IL)

**Kaplan Test Prep, Inc., 2001-2004**

Teacher, 2001-2004 (GMAT, LSAT, GRE, SAT, ISEE, TOEFL)  
Teacher Trainer, 2002-2004 (GMAT, LSAT, GRE, SAT, MCAT)  
Curriculum Development, 2002-2004 (GMAT, GRE, ISEE)