

CURRICULUM VITA

Wayne E. Baker

Stephen M. Ross School of Business
University of Michigan
Department of Management & Organizations
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PRINCIPAL FIELDS OF INTEREST

Social Capital, Social Networks, Generosity, Positive Organizational Scholarship, Economic Sociology

ACADEMIC POSITIONS

University of Michigan

Ross School of Business

	Faculty Director, Center for Positive Organizations	2018-present
	Executive Committee	2016-2018
	Chair, Management & Organizations	2011-2014
	Robert P. Thome Professor of Business Administration	2010-present
	Jack D. Sparks Whirlpool Corporation Research Professor	2008-2010
	Professor of Management & Organizations	1999-present
	Faculty Director, Center for Positive Organizational Scholarship	2004-2007
	Associate Professor of Organizational Behavior & Human Resource Management	1995-1999
Department of Sociology	Professor of Sociology	2001-present
Organizational Studies Program	Professor of Organizational Studies	2001-present

	Organizational Studies Advisory Committee	2006-2017
Institute for Social Research	Faculty Associate	1998-present

University of Chicago Graduate School of Business	Associate Professor of Business Policy & Sociology	1990-1995
	Assistant Professor of Business Policy & Sociology	1987-1990

EDUCATION

Harvard University Graduate School of Business Administration	Post-Doctoral Research Fellow, Organizational Behavior & Finance	1985-1987
Northwestern University	Ph.D., Sociology	1981
Northern Illinois University	M.A., Sociology B.S., Finance (summa cum laude)	1976 1974

OTHER EMPLOYMENT EXPERIENCE

The Synectics Group, Inc. Washington, D.C.	Vice President Assistant Vice President Senior Associate	1984-1985 1983-1984 1981-1983
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TEACHING EXPERIENCE

University of Michigan Ph.D. Program	Field Research Economic Sociology: Markets and Economic Exchange Detroit Area Study, three-course sequence	
MBA/MM Programs	Human Behavior & Organizations (core course) Positive Leadership and Organizing (core course) Multidisciplinary Action Projects (MAP) Managing Through Networks Network Tools for Consulting Organization Design Social Capital for Managerial Effectiveness Social Capital for Leadership Effectiveness (EMBA) Organizational Effectiveness and Social Networks	
Undergraduate Programs	Advanced Research Methods in Organizational Studies (LSA) Social Capital, Networks and Enterprise Architecture Managing Professional Relationships	

University of Chicago

MBA Programs

Managing Organizations through Networks
Organizational Structure & Process
Business Policy

Executive MBA Program

Role of the General Manager

International Executive MBA
Program, Barcelona
Continuing Education,
Business & Professional
Programs

Role of the General Manager, international version

Vail Management Development Seminars

Department of Sociology

Network Theory (Ph.D. level)

AWARDS, HONORS, AND OFFICES

Awards

The Aspen Institute Business & Society Program, First place for Top Cases published in 2016, "Moo Cluck Moo: Serving Up More Than the Minimum Wage" (written with Sarah Kurtz McKinnon).

Outstanding Published Article Award from the American Sociological Association's Section on Altruism, Morality and Social Solidarity for *Organization Science* article by Wayne Baker and Nathaniel Bulkley, "Paying It Forward vs. Rewarding Reputation: Mechanisms of Generalized Reciprocity, awarded 2016.

Erb Sustainability Case Competition, Second place for "Zingerman's Community of Businesses: Broad-Based Ownership, Governance, & Sustainability, 2014 (written with Vasilia Killibarda).

Senior Faculty Research Award, Ross School of Business, awarded 2014.

Joanne Martin Trailblazer Award, Academy of Management (shared with members of the Center for Positive Organizational Scholarship), 2010.

Jack D. Sparks Whirlpool Corporation Research Professor, awarded 2008.

SO! WHAT Award for Scholarly Contribution, best article in *Strategic Organization*, coauthored with Gerald Davis and Mina Yoo, 2008.

Max Weber Award for Distinguished Scholarship, Section on Organizations, Occupations, and Work, American Sociological Association, 1995

Soundview Executive Book Summaries Award for *Networking Smart*, "one of 30 best business books of 1994" (from 1,500 books considered for the award)

Emory Williams Award for Excellence in Teaching, Graduate School of Business, University of Chicago, 1989

William S. Fishman Research Scholar, Graduate School of Business, University of Chicago, 1990-1991

Grants

- ADVANCE Grant sponsored by Michigan Economic Development Corporation (\$36,000, including matching funds). "Virtual Reality 3D Visualization Software for Temporal Networks." Grant awarded to Wayne Baker (Project Director), Jose Uribe, and Clifford Lampe.
- M Cubed - Classic Cube (\$60,000). "Dynamic Evolution and Visualization of Social Networks." Grant awarded to Wayne Baker, Jose Uribe, and Clifford Lampe.
- Detroit Arab American Study, Principal Investigator and Team Leader, Russell Sage Foundation (\$755,000). Grant awarded to Baker (PI and Team Leader) and Ronald Stockton (U-M Dearborn).
- Detroit Arab American Study, Principal Investigator and Team Leader, Andrew W. Mellon Foundation (\$75,000).
- Detroit Area Study 2003, Principal Investigator, University of Michigan. "Local Responses to the Rise of the Network Society: Work and Consumer Participation, Social Networks, Beliefs and Identities."

American Sociological Association

Council Member, Section on Altruism, Morality, and Social Solidarity, 2015 – 2016

Founder and Chair of organizing committee to create an ASA Section on Economic Sociology, 1998 – 2001.

Economic Sociology was approved as the 40th Section of the American Sociological Association, effective January 1, 2001

Chair, Nominations Committee, Section on Economic Sociology, 2000 – 2001

Chair, Max Weber Award, Organizations and Occupations Section, 1993

Elected Council Member, Section on Sociological Practice, 1986-1989

Chair, Publicity Committee, Section on Sociological Practice, 1987-1989

Rose Monograph Series (reviewer)

International Network for Social Network Analysis (INSNA)

Chair, award committee, Visible Path Graduate Student Award, 2006-2007.

Editor

Editorial Board, *Journal of Management, Spirituality, and Religion*, 2012 - present

Associate Editor, *American Journal of Sociology*, 1990 - 1993

Editorial Board, *Administrative Science Quarterly*, 1995 - 1997

Associate Editor, *Evaluation Review*, 1984 - 1987

Reviewer

American Journal of Sociology, *American Sociological Review*, *Proceedings of the National Academy of Sciences*, *American Journal of Economics and Sociology*, *Administrative Science Quarterly*, *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, *Social Forces*, *Social Networks*, *Organization Science*, National Science Foundation, Russell Sage Foundation, Office of the Vice President for Research, University of Michigan

Other Honors

Dean's Dissertation Research Grant, Northwestern University.

Beta Gamma Sigma, National Business Honorary Society.

Sigma Iota Epsilon Award, Finance, Northern Illinois University.

Real Estate and Investment Award, Finance, Northern Illinois University.

ACADEMIC PUBLICATIONS

Books

2020 *All You Have to Do Is Ask: How to Master the Most Important Skill for Success*. NY: Currency (Penguin Random House).

2014 *United America: The Surprising Truth about American Values, American Identity and the 10 Beliefs that a Large Majority of Americans Hold Dear*. Ann Arbor, MI: ReadTheSpirit Books.

2009 *Citizenship and Crisis: Arab Detroit after 9/11*, with Sally Howell, Amaney Jamal, Ann Lin, Andrew Shryock, Ronald Stockton, and Mark Tessler. NY: Russell Sage Foundation Press.

2005 *America's Crisis of Values: Reality and Perception*. Princeton, NJ: Princeton University Press.

This book received positive reviews in the *American Journal of Sociology*, *Political Science Quarterly*, and the *New York Times*. A lecture on it was recorded and presented on C-SPAN. It has been reprinted in paperback.

2000 *Achieving Success Through Social Capital: Tapping the Hidden Resources in Your Personal and Business Networks*. 2000. San Francisco: Jossey-Bass. Republished in Dutch, Japanese, Chinese, Croatian.

1994 *Networking Smart: How to Build Relationships for Personal and Organizational Success*. NY: McGraw-Hill. Republished in Spanish, Dutch, Korean. Winner of Soundview Executive Book Summaries Award, "one of 30 best business books of 1994" (from 1,500 books considered for the award). Republished 2000 by iUniverse.

Articles and Book Chapters

2021 "Positive Emotions, Instrumental Resources, and Organizational Network Evolution: Theorizing via Simulation Research," with Ryan W. Quinn. *Social Networks* 64:212-224 (January).

2020 "Robust Systems of Cooperation in the Presence of Rankings: How Displaying Prosocial Contributions Can Offset the Disruptive Effects of Performance Rankings," with Cassandra R. Chambers. *Organization Science* 31:245-534, C2 (March-April).

2019 "Emotional Energy, Relational Energy, and Organizational Energy: Toward a Multilevel Model." *Annual Review of Organizational Psychology and Organizational Behavior* 6:373-95.

2016 "Relational Energy at Work: Implications for Job Engagement and Job Performance," with Bradley P. Owens, Dana McDaniel Sumpter, and Kim S. Cameron. *Journal of Applied Psychology* 101(1):35-49.

2015 "How, When, and Why Recipients and Observers Reward Good Deeds and Punish Bad Deeds," with Jennifer Whitson, Cynthia S. Wang, Ya-Hui M. See, and J. Keith Murnighan. *Organizational Behavior and Human Decision Processes* 128:84-95.

2014 "Paying it Forward versus Rewarding Reputation: Mechanisms of Generalized Reciprocity," with Nathaniel Bulkley. *Organization Science* 25:5:1493-1510.

- 2014 "Making Pipes, Using Pipes: How Tie Initiation, Reciprocity, and Positive Emotions Create New Organizational Social Capital." *Research in the Sociology of Organizations* 40:57-91.
- 2014 "Adolescent Socialization and the Development of Adult Work Orientations," with Kathryn H. Dekas. *Research in the Sociology of Work* 25:51-84.
- 2012 "Discrimination and Psychological Distress: Does Whiteness Matter for Arab Americans?," with Sawsan Abdulrahim, Sherman A. James, and Rouham Yamout. *Social Science and Medicine* 75:2116-2123.
- 2012 "A Dual Model of Reciprocity in Organizations: Moral Sentiments and Reputation," *Oxford Handbook of Positive Organizational Scholarship*, edited by Kim S. Cameron and Gretchen M. Spreitzer. NY: Oxford University Press.
- 2010 "The Duality of American Moral Culture," *Handbook of the Sociology of Morality*, Springer-Science.
- 2009 "Social Capital, Double Embeddedness, and Mechanisms of Stability and Change," with Robert Faulkner. *American Behavioral Scientist* 52:1531-1555.
- 2009 "Differences in Self-Rated Health by Immigrant Status and Language Preference Among Arab Americans in the Detroit Metropolitan Area," with Sawsan Abdulrahim. *Social Science and Medicine* 68:2097-2103.
- 2009 "Voting Your Values," with Connie J. Boudens. *Evangelicals and Democracy in America, Volume II: Religion and Politics*, edited by Steven Brint and Jean Reith Schroedel. NY: Russell Sage Foundation Press.
- 2009 "Values and Cultural Membership," with Amaney Jamal. *Citizenship and Crisis*. NY: Russell Sage Foundation Press.
- 2009 "Local and Global Social Capital," with Amaney Jamal and Mark Tessler. *Citizenship and Crisis*. by the Russell Sage Foundation Press.
- 2009 "Citizenship and Crisis," with Andrew Shryock. *Citizenship and Crisis*: NY: Russell Sage Foundation Press.
- 2008 "America the Traditional." In Ronald Inglehart and Yilmaz Esmer (eds.), *Changing Values, Persisting Cultures: Findings from the World Values Surveys*. Leiden, Netherlands: Brill.
- 2007 "Enabling Positive Social Capital in Organizations," with Jane Dutton. In Jane E. Dutton and Belle Rose Ragins (eds.), *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation*. Mahwah, NJ: Lawrence Erlbaum Publishers.
- 2006 "Moral Values and Market Attitudes," with Melissa Forbes. *Society*. January/February:23-26.
 Republished in *Markets, Morals, and Religion*, edited by Jonathan B. Imber. New Brunswick, NJ: Transaction (2008).
- 2005 "Social Science in the Public Interest: To What Extent Did the Media Cover *Culture War?* *The Myth of a Polarized America?* *The Forum*: 3:2, Article 4. Available at: <http://www.bepress.com/forum/vol3/iss2/art4>

- 2004 "Racial Segregation and the Digital Divide in the Detroit Metropolitan Region," with Kenneth Coleman. Pp. 249 – 268 in Manuel Castells (editor), *The Network Society*. Cheltenham, UK: Edward Elgar.
- Republished in *La Sociedad Red*. Madrid, Spain: ALIANZA EDITORIAL.
- 2004 "Social Networks and Loss of Capital," with Robert Faulkner. *Social Networks* 26:91-111.
- 2003 "Diffusion of Fraud: Intermediate Economic Crime and Investor Dynamics,* with Robert Faulkner *Criminology: An Interdisciplinary Journal* 41:1173-1206. (*Criminology* is the flagship journal for the American Society of Criminology.)
- 2003 "Crime by Committee: Conspirators and Company Men in the Illegal Electrical Industry Cartel, 1954 – 1959," with Robert R. Faulkner, Eric Cheney, and Gene Fisher, *Criminology: An Interdisciplinary Journal* 41:511-554.
- 2003 "The Small World of the American Corporate Elite, 1991-2001," with Gerald F. Davis and Mina Yoo. *Strategic Organization* 1(August): 301-326.
- Winner of "SO!WHAT" Award for Scholarly Contribution, 2005, best article in 2003 volume of *Strategic Organization*
- 2003 "What Creates Energy in Organizations?," with Rob Cross and Andrew Parker. *Sloan Management Review* 44(summer): 51-56.
- 2003 "Positive Organizational Network Analysis and Energizing Relationships," with Rob Cross and Melissa Wooten. Chapter 21 in Kim Cameron, Jane Dutton, and Robert Quinn (eds.), *Positive Organizational Scholarship* (San Francisco: Berrett-Koehler Publishers).
- 2003 "Building Collaborative Relationships," *Leader to Leader* (Number 28, spring)
- 2002 "Charged Up: The Creation and Depletion of Energy in Social Networks," with Rob Cross and Andrew Parker. IBM Institute for Knowledge-Based Organizations (July).
- 2001 "Interorganizational Networks," with Robert R. Faulkner. Pp. 520-540 in Joel A. C. Baum (ed.), *Companion to Organizations*. Oxford: Blackwell Publishers.
- 2001 "Breakthrough Leadership: Believe, Belong, Contribute and Transcend." *Organization Development Journal* 19:80-83(winter).
- 2001 "Building Social Capital as an HR Competence." Special double issue on "Networking and Social Capital/Knowledge." *IHRIM Journal*. International Association for Human Resource Information Management: 98-110 (April – June).
- 2001 "Modernization's Challenge to Traditional Values: Who's Afraid of Ronald McDonald?," with Ronald Inglehart. *The Futurist*:35:16-21 (March – April).
- 2000 "Modernization, Cultural Change, and the Persistence of Traditional Values," with Ronald Inglehart. *American Sociological Review* 65:19-51. (lead article)

Abridged version reprinted in *Encuentros*, IBD Cultural Center, Inter-American Development Bank (October 2001 – April 2002), NO. 43.

2000. "The Widening Cultural Divide." 2000. *Policy Newsletter* on the EURO. Center for Society & Economy, Volume 1, Issue 1.
- 2000 "Serving Two (or More) Masters: The Challenge and Promise of Multiple Accountabilities," with Aimee Arlington. Pp. 31-58 in Robert E. Quinn, Regina M. O'Neill, and Lynda St. Clair (eds.), *Pressing Problems in Modern Organizations*. NY: AMACOM.
- 1999 "Social Capital by Design: Structures, Strategies, and Institutional Context," with David Obstfeld. In R. T. A. J. Leenders and Shaul Gabbay (eds.), *Corporate Social Capital and Liability*. Norwell, MA: Kluwer Academic.
- 1998 "Hazards of the Market: The Continuity and Dissolution of Interorganizational Market Relationships," with Robert R. Faulkner and Gene A. Fisher. *American Sociological Review* 63:147-177. (lead article)
- 1994 "The Dynamics of Role Enactment," with Robert R. Faulkner. Pp. 235-248 in Gerald M. Platt and Chad Gordon (eds.), *Self, Collective Behavior and Society: Essays Honoring the Contributions of Ralph H. Turner*. Greenwich, CT: JAI Press.
- 1993 "The Social Organization of Conspiracy: Illegal Networks in the Heavy Electrical Equipment Industry," with Robert R. Faulkner. *American Sociological Review*, 58:837-860.
- Winner of the Max Weber Award for Distinguished Scholarship, Section on Organizations, Occupations, and Work, American Sociological Association, 1995.
- Reprinted in Richard Swedberg (ed.), *New Developments in Economic Sociology*. 2 vol. Cheltenham: Edward Elgar Publishing Ltd., 2005
- 1992 "The Network Organization in Theory and Practice." Pp. 397-429 in Nitin Nohria and Robert G. Eccles (eds.), *Networks and Organizations: Structure, Form, and Action*. Boston, MA: Harvard Business School Press.
- 1992 "The Sociology of Money," with Jason B. Jimerson. *American Behavioral Scientist*, 35:678-693.
- 1992 "Information Networks and Market Behavior," with Ananth Iyer. *Journal of Mathematical Sociology*, 16:305-332.
- 1992 "A Case of Network Analysis: Western Electric's Hawthorne Works," with L. Philip Schumm. *Connections*, XV:49-57.
- 1992 "Introduction to Network Analysis for Managers," with L. Philip Schumm. *Connections*, XV:29-48.
- 1991 "Role as Resource in the Hollywood Film Industry," with Robert R. Faulkner. *American Journal of Sociology* 97:279-309. (lead article.)
- 1991 "Strategies for Managing Suppliers of Professional Services," with Robert R. Faulkner. *California Management Review* (summer)33:33-45.
- 1990 "Market Networks and Corporate Behavior." *American Journal of Sociology* 96:589-625.

- 1987 "What Is Money? A Social Structural Interpretation." In Mark S. Mizruchi and Michael Schwartz (eds.), *Intercorporate Relations: The Structural Analysis of Business*. Cambridge University Press.
Republished, first paperback edition, 1992.
- 1986 "Three-Dimensional Blockmodels." *Journal of Mathematical Sociology*, 12 (2):191-223.
- 1984 "The Social Structure of a National Securities Market." *American Journal of Sociology* 89:775-811. (lead article)
- 1984 "Floor Trading and Crowd Dynamics." In Patricia Adler and Peter Adler (eds.), *The Social Dynamics of Financial Markets*. Greenwich, CT: JAI Press.
- 1982 "Women's and Men's Work in an Israeli Kibbutz: Gender and the Allocation of Labor," with Rosanna Hertz. In Menachem Rozner (ed.), *Women in the Kibbutz*. Kibbutz-Norwood Editions.
- 1981 "Communal Diffusion of Friendship: The Structure of Intimate Relations in an Israeli Kibbutz," with Rosanna Hertz. In Helena Z. Lopata and David Maines (eds.), *Research in the Interweave of Social Roles*, 2. Greenwich, CT: JAI Press (1981). (with R. Hertz).
Republished in *Friendship in Context* (retitled book), 1988.
Republished, new edition, 1990.

Management and Policy Publications

- 2022 "Our COVID-19 Morality Play." *ReadTheSpirit Magazine* (January 17).
- 2021 "Asking for Help – A Force for Growth." *Human Resources*. *Hong Kong Institute of Human Resource Management* (Quarter 2).
- 2021 "How to Build a Culture of Generosity at Work." *Greater Good Magazine* (March 3).
- 2021 "4 Ways We Disrupt the Cycle of Generosity." *Psychology Today* [blog] (April 19)
- 2020 "How to Overcome Your Reluctance to Ask for Help." *Greater Good Magazine* (November 16).
- 2020 "The Leader's CHS Role: Chief Help Seeker." *Leader to Leader* Spring 2020, 96: 52-57.
- 2020 "Reopening Schools and Parental Dilemmas." *Psychology Today* [blog] (August 9)
- 2020 "Why Giving Isn't Always Better Than Receiving." *LinkedIn Weekend Essay* (January 3).
- 2020 "Why You Should Always Ask for Help, Even If You Don't Think You Need It." *ThriveIGlobal* (January 14).
- 2020 "How to Connect Meaningfully in a Virtual Meeting." *Psychology Today* [blog] (April 2).
- 2020 "The Real Challenge of Generosity." *Psychology Today* [blog] (January 13).
- 2019 "Energize Others to Boost the Innovation Process." *HR People + Strategy* 42 (Spring): 42-47.

- 2016 "The More You Energize Your Coworkers, the Better Everyone Performs." *Harvard Business Review* (Digital article, Sept. 15).
- 2015 "Engaging Employees With Open Book Finance." *Chief Executive* (Digital article, April 2).
- 2014 "5 Ways to Get Better at Asking for Help." *Harvard Business Review* (Digital article, Dec. 18).
- 2001 "Social Capital," *Future—The Aventis Magazine*, Volume 2.
- 2001 "Using 'Social Capital' to Attract and Retain Good People. Personnel Development, *Lightwave*, January.
- 2000 "Building Social Capital as an Organisational Competence," Mastering Strategy series, *Financial Times*, November.
- 1995 "Networking: Folklore Versus Fact," *Employment Management Journal*, 9:30-31.
- 1995 "Desmitificar Las Creencias Populares." *Exito* (Madrid, Spain).
- 1996 "La Paradoja de Potenciación." *Exito* (Madrid, Spain).
- 1995 "Teams as Networks: Using Network Analysis for Team Development." *Training Today* Chicago: Chicagoland Chapter of the American Society for Training and Development.
- 1995 "How to Survive Downsizing," *USA Today* 123:74-76 (a public policy magazine not associated with USA Today newspapers).
- 1994 "The Paradox of Empowerment," *Chief Executive* 93:62-65.
- 1986 "The Phoenix Alternative: Redefining the Hospital's Mission," with Joseph Burger. *Trustee*, 39:20-23. Chicago, IL: American Hospital Publishing, Inc.

Teaching Cases

- "Moo Cluck Moo: Serving Up More Than the Minimum Wage" (First place, 2016 Top Cases, Aspen Institute)
- "Southwest Airlines' Nonstop Culture: Flying High with Transparency and Empowerment"
- "Zingerman's Community of Businesses: Recipe for a Positive Business" (updated)
- "Zingerman's Broad-Based Ownership, Governance, and Sustainability at the ZCob" Erb Sustainability Case Competition, Second place, 2014)
- "Zingerman's New Business Development" (new)
- "Open Book Finance," with Ryan Smerek.
- "Melissa McGwire," with Gerald Davis.
- "Capital Partners," with Pablo Beloff (includes network data)
- "Western Electric's Hawthorne Works," with Phil Schumm (includes network data)
- "The French Financial Elite," with Peter Birkeland (includes network data)
- "Direzione Processi Industriali," with Peter Birkeland (includes network data)

PROFESSIONAL MEMBERSHIPS

Academy of Management
American Sociological Association

International Network for Social Network Analysis (INSNA)