

KATHERINE (KAT) K. BAE

CURRICULUM VITAE

PhD Candidate in Management and Organizations

Ross School of Business | University of Michigan

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EDUCATION

- Ph.D.** **Stephen M. Ross School of Business, University of Michigan**, Ann Arbor, MI
Management and Organizations, 2023 (expected)
Dissertation: A Leader-Centric Examination of the Effects of Motivating Followers
Committee: Drs. Dave Mayer (chair), Sue Ashford, Charlie Case, Ethan Kross, and Shalena Srna
- Awarded the 2020–2021 *Sam and Bonnie Rechter Ethical Leadership Excellence Fellowship* by the University of Louisville College of Business Project on Positive Leadership
- B.A.** **Northwestern University**, Evanston, IL
Psychology, Highest Honors, *magna cum laude*, 2017
Honors Thesis: Positive facial expressions in marriage: Genuine and non-genuine smiles as predictors of marital satisfaction
Advisors: Dr. Claudia Haase and Dr. Jennifer Tackett

RESEARCH PROGRAM OVERVIEW

My research program investigates leadership in two related streams. The first stream investigates the consequential role that leaders' fundamental orientations, the underlying approaches that individuals take in navigating their social worlds, play in various aspects of the leadership process (e.g., leaders' decision-making and perception of their followers, followers' identification with and conferral of status to their leader). Within this first research stream, I examine the fundamental orientations used to navigate social hierarchies and maintain high social rank articulated from an evolutionary perspective: *dominance* and *prestige*. I also examine the fundamental orientations that underpin individuals' cognition of themselves and others outlined by a social-cognitive perspective: *agency* and *communion*. The second stream investigates how the act of leading—engaging in the social influence process with followers—impacts not only followers, but the leaders themselves. For example, in my dissertation I study how one form of leading, attempting to influence followers' motivation via pep talks, affects leaders' subsequent emotion, cognition, and energy.

PUBLICATIONS

Case, C. R., **Bae, K. K.**, Larsen, K. T., & Maner, J. K. (2021). The precautionary nature of prestige: When leaders are hypervigilant to subtle signs of social disapproval. *Journal of Personality and Social Psychology*, 120(3), 694–715.

- Case, C. R., **Bae, K. K.**, & Maner, J. K. (2018). To lead or to be liked: When prestige-oriented leaders sacrifice group performance. *Journal of Personality and Social Psychology*, 115(4), 657–676.
- Featured in: [The Wall Street Journal](#): The dangers of wanting to be a popular boss. (May 2019), [The Boston Globe](#): As leadership styles lean kinder, how do bosses make unpopular decisions? (November 2018), [The New York Times](#): Bossy vs. buddy: Two leadership styles, each with its place. (October 2016), [Psychology Today](#): What kind of a leader are you? The pros and cons of dominance versus prestige. (June 2016)

ADDITIONAL PUBLICATIONS (*shared first-authorship)

Wu, D. J., Svoboda, R. C., **Bae, K. K.**, & Haase, C. M. (2020). Individual differences in sadness coherence: Associations with dispositional affect and age. *Emotion*, 21(3), 465–477.

***Bae, K. K.**, *Mitchell, R. L., Case, C. R., & Hays, N. A. (2020). Drivers of desire for social rank. *Current Opinion in Psychology: Power, Status, and Hierarchy Special Issue*, 33, 189–195.

MANUSCRIPTS UNDER REVIEW OR REVISION

Bae, K. K. & Mayer, D. M. Leadership aspiration. *Under 3rd round review at Journal of Applied Psychology*.

MANUSCRIPTS IN PREPARATION FOR SUBMISSION († denotes undergraduate student under my supervision)

Bae, K. K., Case, C. R., Ashford, S. J., & †Miller, H. Revealing truth to power: Supervisors' hierarchical orientation and subordinates' negative feedback giving. **Target Journal:** *Journal of Applied Psychology*.

- Nominated for the *Diversity, Equity and Inclusion PhD Ross Research Award* (2021)
- Finalist for the *Best Second-year Paper Michigan Ross Emeritus Award* (2020)

Bae, K. K., Mayer, D. M., Aquino, K., Mawritz, M. B., & Priesemuth, M. Competence over morality: When and why leader performance trumps leader (un)ethical behavior. **Target Journal:** *Academy of Management Journal*.

WORK IN PROGRESS (final authorship order is subject to change)

Gainsburg, I., Bae, K.K., & Lee Cunningham, J.J. Compassion and self-compassion tradeoff on well-being. (Second study data collection stage). **Target Journal:** *Journal of Applied Psychology*.

Bae, K. K., Hwang, E., Lee Cunningham, J. J., & Gino, F. Daily (dis)respect, humanization, and well-being at work. (Third study design stage). **Target Journal:** *Academy of Management Journal*.

Bae, K. K., & Mayer, D.M. Team psychological gender and performance. (Second study design stage). **Target Journal:** *Academy of Management Journal*.

Bae, K. K., Mitchell, R. L., Case, C. R., & Hays, N. A. Race to the bottom: When and why people desire low rank. (Pilot study design stage). **Target Journal:** *Academy of Management Journal*.

Case, C. R., Detert, L., & Bae, K. K. Gendered alliance strategies as a function of dominance and prestige. (Third study data analysis stage). **Target Journal:** *Journal of Personality and Social Psychology*.

Bae, K.K. Leaders' social and self emotion regulation strategies and well-being. (Second study design stage). **Target Journal:** *Organizational Behavior and Human Decision Processes*.

RESEARCH AWARDS, FELLOWSHIPS, AND GRANTS

Research and Teaching Awards/Fellowships

- Fellow, *Thomas W. Leabo Memorial Scholarship Award for Academic and Teaching Excellence*, Ross School of Business, University of Michigan, 2020–2021 (awards top 1-2 Ross PhD students)
- Nominee, *Diversity, Equity and Inclusion PhD Ross Research Award*, Ross School of Business, University of Michigan, 2021
- Finalist, *Michigan Ross Emeritus Award for the Best Second-year Paper*, Ross School of Business, University of Michigan, 2020 (nominates the top PhD student from each Ross department)
- Fellow, *Project for Ethical Leadership Excellence, Positive Leadership Sam and Bonnie Rechter Award* (\$5000), University of Louisville College of Business, 2020–2021
- Winner, *Society of Personality and Social Psychology Graduate Student Award* (\$500), Society of Personality and Social Psychology Committee (for “the excellence of the submitted conference abstract and on the strength of the applicant’s scholarly achievements”), 2019
- Finalist, *Society of Personality and Social Psychology Best Poster Award*, Society of Personality and Social Psychology Convention Committee, 2018
- Finalist, *Win Hill Award for the Best Undergraduate Research Methods Paper*, Department of Psychology, Northwestern University, 2016 (nominates the top student from each semester within the academic year)

Research Grants

- *Ross Doctoral Studies Research Grant* (\$4000), Ross School of Business, University of Michigan, 2021
- *Early Dissertation Proposal Award* (\$1000), Ross School of Business, University of Michigan, 2021
- *Doctoral Candidate Rackham Research Grant* (\$3000), Rackham Graduate Studies, University of Michigan, 2020
- *Early Candidacy Research Award* (\$1000), Ross School of Business, University of Michigan, 2019
- *Pre-Candidate Rackham Research Grant* (\$1500), Rackham Graduate Studies, University of Michigan, 2018
- *Summer Undergraduate Research Award* (\$3500), Undergraduate Office of Research, Northwestern University, 2017
- *Chicago Field Studies and Civic Engagement Scholarship* (\$4600), Center for Civic Engagement, Northwestern University, 2016

Conference Grants

- *Ross Doctoral Conference Travel Grant* (ranged from \$500 to \$1000), Ross School of Business, University of Michigan, 2018–2021
- *Rackham Conference Travel Grant* (\$800), Rackham Graduate Studies, University of Michigan, 2018–2021

- *Association of Psychological Science Conference Travel Grant* (\$500 each), Undergraduate Office of Research, Northwestern University, 2016–2017
- *Psychology Undergraduate Travel Grant* (\$300 each), Department of Psychology, Northwestern University, 2016–2017

RESEARCH PRESENTATIONS & SEMINARS

Invited Research Talks

- *Adderley Positive Research Incubator*, Center for Positive Organizations, Ross School of Business, University of Michigan (April 2021)
- *Ross Behavioral Lab (BeSci) Presentation Series*, Ross School of Business, University of Michigan (April 2021)
- *Ross Behavioral Lab (BeSci) Presentation Series*, Ross School of Business, University of Michigan (February 2020)
- *Management and Organizations Seminar Series Brownbag*, Ross School of Business, University of Michigan (April 2019)
- *Management and Organizations Experimental Laboratory Presentation Series*, Ross Behavioral Lab, Ross School of Business, University of Michigan (March 2019)
- *Adderley Positive Research Incubator*, Center for Positive Organizations, Ross School of Business, University of Michigan (January 2019)

Invited Research Conferences

- *New Directions in Leadership Research Conference*, Fuqua School of Business, Duke University (June 2019)
- *Micro-meets-Macro Conference*, Management and Entrepreneurship Department, W. P. Carey School of Business, Arizona State University (February 2019)

Chaired Conference Symposia

- Bae, K. K., & Mayer, D. M. (August 2021). A leader-centric approach to leader well-being: How leaders' behaviors affect their own energy and positive emotions. Co-organizer/chair of symposium conducted in the Organizational Behavior (OB), Human Resources (HR), and Managerial and Organizational Cognition (MOC) Divisions at the *81st Annual Meeting of the Academy of Management*, virtual due to COVID-19.
- Bae, K. K., & Mayer, D. M. (August 2019). Beyond biological sex: The importance of the psychological study of gender in organizations. Co-organizer/chair of symposium conducted in the Gender and Diversity in Organizations (GDO) and Conflict Management (CM) Divisions at the *79th Annual Meeting of the Academy of Management*, Boston, MA.

Conference Presentations

- Bae, K. K. (June 2022). A Leader-centric Examination of the Effects of Motivating Followers via Pep Talks. Paper presented at the Positive Leadership Track, *Positive Organizational Scholarship Research Conference*. Center for Positive Organizations, Ross School of Business, University of Michigan, Ann Arbor, MI.
- Case, C. R. (presenter) & Bae, K. K. (February 2022). Whether and how the alliance strategies of men and women vary as a function of dominance and prestige. Paper presented in the symposium "Perspectives on Leadership, Dominance, Prestige, and Gender" for the *23rd Annual Convention of the Society for Personality and Social Psychology*, San Francisco, CA.
- Bae, K. K. (August 2021). Pepped up or petered out: A leader-centric examination of the effects of motivating followers. Paper presented in the symposium "A Leader-centric approach to leader

well-being: How leaders' behaviors affect their own energy and positive emotions" at the 81st *Annual Meeting of the Academy of Management*, virtual due to COVID-19.

- Bae, K. K., Hwang, E., Lee, J. J., & Gino, F. (February 2021). Everyday experience of respect and disrespect at work. Poster presented at the 22nd *Annual Convention of the Society for Personality and Social Psychology*, virtual due to COVID-19.
- Bae, K. K. (presenter), Case, C. R., & Ashford, S. J. (February 2020). Perceived leader prestige and dominance predict truthfulness in subordinates' feedback. Poster presented at the 21st *Annual Convention of the Society for Personality and Social Psychology*, New Orleans, LA.
 - ***Nominated for the Graduate Student Poster Award***
- Bae, K. K. (presenter), Case, C. R., & Ashford, S. J. (August 2019). Perceived leader prestige and dominance predict truthfulness in subordinate's feedback. Paper presented in the symposium "Antecedents and consequences of dominance and prestige paths to social rank" at the 79th *Annual Meeting of the Academy of Management*, Boston, MA.
- Bae, K. K. (presenter) & Mayer, D. M. (August 2019). Women's leadership aspiration increases when their supervisors are more feminine. Paper presented in the symposium "Beyond biological sex: The importance of the psychological study of gender in organizations" at the 79th *Annual Meeting of the Academy of Management*, Boston, MA.
- Bae, K. K. (presenter), & Mayer, D. M. (June 2019). Women's leadership aspiration increases when their supervisors are more feminine. Paper presented in the Positive Leadership session at the 9th *Biennial Positive Organizational Scholarship Conference*, Ann Arbor, MI.
- Bae, K. K. (presenter), & Mayer, D. M. (February 2019). Women's leadership aspiration increases when their supervisors are more feminine (and the same is true for men). Poster presented at the 20th *Annual Convention of the Society for Personality and Social Psychology*, Portland, OR.
 - ***Society of Personality and Social Psychology Graduate Student Award***
- Bae, K. K. (presenter), Case, C. R., & Maner, J. K. (August 2018). When preparing to give criticism, prestige-oriented leaders exhibit heightened social monitoring. Paper presented in the symposium "Leaders improving lives: Harnessing the power of leaders for good" at the 78th *Annual Meeting of the Academy of Management*, Chicago, IL.
- Case, C. R., & Bae, K. K. (presenter) & Maner, J. K. (March 2018). In pursuit of prestige: Social approval concerns cause leaders to vigilantly monitor social cues. Paper presented in the symposium "An integrative perspective on social rank" at the 19th *Annual Convention of the Society for Personality and Social Psychology*, Atlanta, GA.
- Bae, K. K. (presenter), & Case, C. R. (March 2018). Avoiding the fall: Prestige-oriented leaders show biased attention to and interpretation of emotional expressions when their social approval is at stake. Poster presented at the 19th *Annual Convention of the Society for Personality and Social Psychology*, Atlanta, GA.
 - ***Runner-up for the Society of Personality and Social Psychology Best Poster Award***
- Case, C. R., & Bae, K. K. (February 2018). Selecting a team captain: Alternative processes and desired traits of captains. Co-facilitator at the *Ross School of Business Sport and Organizational Dynamics Conference*, Ann Arbor, MI.
- Bae, K. K. (May 2017). Positive facial expressions in marriage: Genuine and non-genuine smiles as predictors of marital satisfaction. Poster presented at *Northwestern Undergraduate Research and Arts Exposition*, Evanston, IL.
- Bae, K. K., Wu, D. J., Svoboda, R. C., & Haase, C. M. (May 2017). Emotional coherence between facial expressions and heart rate is positively linked to age. Poster presented at the 29th *Annual Convention of the Association for Psychological Science*, Boston, MA.
- Wu, D. J., Bae, K. K., Svoboda, R. C., & Haase, C. M. (April 2017). Understanding sadness coherence: Associations with sadness experience, age, and well-being. Poster presented at the 4th *Annual Conference of the Society for Affective Science*, Boston, MA.

- Bae, K. K. (presenter), Wu, D. J., Svoboda, R. C., & Haase, C. M. (January 2017). Emotional coherence between facial expressions and heart rate is positively linked to age. Paper presented at *6th Annual Nonverbal Preconference of Society for Personality and Social Psychology*, San Antonio, TX.
- Bae, K. K., Wu, D. J., Svoboda, R. C., & Haase, C. M. (January 2017). Emotional coherence between facial expressions and heart rate is positively linked to age. Poster presented at *18th Annual Convention of the Society for Personality and Social Psychology*, San Antonio, TX.
- Bae, K. K. (presenter), Wu, D. J., Svoboda, R. C., Reitmeier, M., Thomas, S. E. & Haase, C. M. (June 2016). Emotional coherence between facial expressions and heart rate and links with well-being. Paper presented at *Northwestern Undergraduate Research and Arts Exposition*, Evanston, IL.
 - **Finalist, Weinberg College of Arts and Sciences Research Conference Presentation Award**
- Wu, D. J., Bae, K. K., Svoboda, R. C., Reitmeier, M., Thomas, S. E. & Haase, C. M. (May 2016). Emotional coherence between facial expressions and heart rate and links with well-being. Poster presented at the *28th Annual Convention of the Association for Psychological Science*, Chicago, IL.
- Wu, D. J., Bae, K. K., Svoboda, R. C., Reitmeier, M., Thomas, S. E. & Haase, C. M. (April 2016). Emotional coherence between facial expressions and heart rate and links with well-being. Paper presented at the *12th Annual Chicago Area Undergraduate Research Symposium*, Chicago, IL.

TEACHING

Course Instructor

Behavioral Theory in Management (MO 300, Fall 2019, ~80 students per section)

Bachelor of Business Administration (BBA) core course required for all juniors, Ross School of Business, University of Michigan

- **Teaching rating: 4.9 / 5**
- **Winner of the Thomas W. Leabo Memorial Scholarship Award for Academic and Teaching Excellence, Ross School of Business 2020-21** (recognizes top 1-2 student instructors in Ross)

Teaching Assistant

Negotiations (EMBA 634, Fall 2022)

Executive MBA elective course, Ross School of Business, University of Michigan

Leading People and Organizations (MO 503, Fall 2018, 2019)

MBA core course, Ross School of Business, University of Michigan

Introduction to Community Development (SESP 202, Winter 2016)

Undergraduate core course, School of Education and Social Policy, Northwestern University

Classroom Activity Facilitator

Human Behavior and Organizations (MO 501, Winter 2018, 2019)

MBA core course, Ross School of Business, University of Michigan

Managing Change (MO 414, Winter 2019)

BBA Elective course, Ross School of Business, University of Michigan

Managing Professional Relationships (MO 615, Winter 2019)
MBA elective course, Ross School of Business, University of Michigan

PROFESSIONAL SERVICE

University of Michigan Service

2018–present PhD Student Ambassador and member, Ross Uplift Committee for Student Mental Health
2019–2022 PhD Student Ambassador, Ross Management and Organizations Area
2017–2021 Coordinator & Advisor, Management and Organizations Undergraduate Subject Pool Committee
2020 Lead organizer, Ross PhD Diversity, Equity, and Inclusion (DEI) Committee, Inaugural DEI Alumni Speaker Series Initiative of the Ross PhD Program Rackham Faculty Allies Grant (\$12,000)
2020 Invited panelist, Experienced Graduate Student Instructor, Ross School of Business
2018–2019 Reviewer, PhD Student Forum Grants Committee
2017–2019 Research mentor, Undergraduate Research Opportunity Program (UROP)
2018 Organizer, Academy of Management, University of Michigan Ross Party Committee
2018 Member, Management and Organizations Doctoral Recruiting Committee

Ad hoc Journal Reviewing

2022 Reviewer, *Organization Science*

Academy Service

2020 Reviewer, Academy of Management Conference (Divisions: *Organizational Behavior* and *Conflict Management*)
2019 Reviewer, *Responsible Research in Business and Management (RRBM) Award*, Academy of Management

UNDERGRADUATE RESEARCH ADVISING

2020–present Hana Yu, Business administration undergraduate student, University of Michigan Ross School of Business
2020–2022 Harrison Miller, Business Administration, University of Michigan Ross School of Business
2019–2020 Alyssa Chua, Computational Cognitive Science with minors in Computer Science and Asian Studies, University of Michigan
2018–2019 Esme Xu, Organizational Studies and Psychology, University of Michigan

PROFESSIONAL AFFILIATIONS

2021–present Member, **Sanger Leadership Center Research Lab**, Ross School of Business
2018–2021 Member, **Ross Behavioral Science Lab (BeSci)**, Ross School of Business
2017–present Doctoral Student Affiliate, **Center for Positive Organizations (CPO)**, Ross School of Business
2017–present Member, **Academy of Management (AOM)**
2015–present Member, **Society for Personality and Social Psychology (SPSP)**
2015–present Member, **Association for Psychological Science (APS)**

PRE-DOCTORAL RESEARCH EXPERIENCE

- 2016–2017 *Research Assistant*, Industrial Engineering and Management Sciences, Kellogg School of Management
- PI: Dr. Gail Berger
 - Explored how intragroup mechanisms of teams affects group effort and task performance
- 2015-2017 *Research Assistant*, Relationships, Affiliation, Power, and Threat in Organizations Lab, Kellogg School of Management
- PI: Dr. Jon Maner (PhD student advisor: Charleen Case)
 - Explored the fundamental motives underlying behaviors in social hierarchies and their cognitive, emotional, and endocrinological processes
- 2014-2017 *Research Assistant*, Life-Span Development Lab, Northwestern University
- PI: Dr. Claudia Haase
 - Explored psychological outcomes across the life-span with a focus on emotional processes and developments; use physiological measures, behavioral observations, and subjective reports to study age-diverse samples with diverse study designs (e.g., experimental and longitudinal)
- 2015 *Civic Engagement Research Assistant*, McCormick Tribune Active Green Space, YMCA of Metro Chicago
- Assisted in the execution and evaluation of a community intervention program aimed at increasing knowledge of and accessibility to health/wellness, serving 400+ residents (majority Black and/or Hispanic) of North Lawndale

REFERENCES (*administrative assistant: Shelly Whitmer [sjmoore@umich.edu])

David (Dave) M. Mayer

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Susan (Sue) J. Ashford

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Julia Lee Cunningham

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