

MICHAEL SCHAERER

Lee Kong Chian School of Business
Singapore Management University
50 Stamford Road, 178899 Singapore
Email: schaerer@smu.edu.sg

ACADEMIC POSITIONS

Lee Kong Chian School of Business, Singapore Management University

Associate Professor of Organizational Behavior and Human Resources, 2022 – present
Assistant Professor of Organizational Behavior and Human Resources, 2017 – 2021

Columbia Business School

Chazen Visiting Scholar & Swiss National Science Foundation Fellow, 2015 – 2016

EDUCATION

INSEAD

Ph.D. (with Distinction) in Organizational Behavior, 2012 – 2017
Dissertation: “Power(lessness) revisited: Can we draw inferences for the powerless from what we know about the powerful?” (Committee: Swaab, R., Thau, S., Uhlmann, E., Galinsky, A.)

London School of Economics and Political Science

M.Sc. (with Distinction) in International Management, 2009 – 2010
Visiting MBA at Fuqua School of Business, Duke University

University of St. Gallen

B.A. in Business Administration, 2006 – 2009
Visiting undergraduate at Carlson School of Management, University of Minnesota

RESEARCH INTERESTS

Power and Hierarchies, Negotiation, Judgment and Decision Making, Teams, Research Methods

AWARDS & HONORS

MIM Excellent Teaching Award, Singapore Management University, 2020
Winner Early Career Award, International Association for Conflict Management, 2020
Winner Best Empirical Paper Award, Academy of Management, 2020
Lee Kong Chian Fellowship, Singapore Management University, 2020-2021
Nominated for Most Promising Teacher Award, Singapore Management University, 2019; 2020
Dean’s Teaching Honor List, Singapore Management University, 2018; 2019; 2020
Winner Outstanding Article Award, International Association for Conflict Management, 2017
Winner INSEAD MBA Alumni Award for outstanding achievements during the PhD, 2017
Winner Best Student Paper Award, International Association for Conflict Management, 2016
Winner Best Student Poster Award, Society for Personality and Social Psychology, 2016
Runner-up Best Student Poster Award, Society for Personality and Social Psychology, 2016
Winner Best Student Paper Award, Academy of Management, 2015
Swiss National Science Foundation Doc Mobility Scholarship, 2015-2016

ACADEMIC PUBLICATIONS

Tey, K., **Schaerer, M.**, Madan, N., & Swaab, R.I. (2021). The impact of concession patterns on negotiations: When and why decreasing concessions lead to a distributive disadvantage. *Organizational Behavior and Human Decision Processes*, 165, 153-166.

***Winner Best Empirical Paper Award, Academy of Management, 2020*

Schaerer, M., Foulk, T. A., du Plessis, C., Tu, M.-H., & Krishnan, S. (2021). Just because you're powerless doesn't mean they aren't out to get you: Low power, paranoia, and aggressive behavior. *Organizational Behavior and Human Decision Processes*, 165, 1-20.

Anicich, E. M., **Schaerer, M.**, Gale, J. P., & Foulk, T. A. (2021). A fluctuating sense of power is associated with reduced well-being. *Journal of Experimental Social Psychology*, 92, 104057.

Schaerer, M., Schweinsberg, M., Thornley, N., & Swaab, R. I. (2020). Win-win in distributive negotiations: The affective and economic benefits of strategic offer framing. *Journal of Experimental Social Psychology*, 87, 103943.

Anicich, E. M., Foulk, T. A., Osborne, M. R., Gale, J. P., & **Schaerer, M.** (2020). Getting back to the "new normal": Autonomy restoration during a global pandemic. *Journal of Applied Psychology*, 105(9), 931-943.

***Media mentions: The Washington Post, BBC, Psychology Today*

Foulk, T. A., De Pater, I., **Schaerer, M.**, du Plessis, C., Lee, R., & Erez, A. (2020). It's lonely at the bottom (too): The effects of experienced powerlessness on social closeness and disengagement. *Personnel Psychology*, 73(2), 363-394.

Schaerer, M., Teo, L., Madan, N., & Swaab, R. I. (2020). Power and negotiation: Review of current evidence and future directions. *Current Opinion in Psychology*, 33, 47-51.

Schaerer, M., du Plessis, C., Yap, A. J., & Thau, S. (2018). Low power individuals in social power research: A quantitative review, theoretical framework, and empirical test. *Organizational Behavior and Human Decision Processes*, 149, 73-96.

***Winner Best Student Paper Award, International Association for Conflict Management, 2016*

***Winner Best Student Poster Award, Society for Personality and Social Psychology, 2016*

***Best Paper Proceedings, Academy of Management, 2016*

Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). Imaginary alternatives: The impact of mental simulation on powerless negotiators. *Journal of Personality and Social Psychology*, 115(1), 96-117.

Schaerer, M.[†], Tost, L. P.[†], Huang, L., Gino, F., & Larrick, R. P. (2018). Advice giving: A subtle pathway to power. *Personality and Social Psychology Bulletin*, 44(5), 746-761. [[†]shared first authorship]

***Media mentions: BBC, Forbes, Psychology Today*

Schaerer, M., Kern, M., Berger, G., Medvec, V. H., & Swaab, R. I. (2018). The illusion of transparency in performance appraisals: When and why accuracy motivation explains unintentional feedback inflation. *Organizational Behavior and Human Decision Processes*, 144, 171-186.

***Best Paper Proceedings, Academy of Management, 2015*

***Media mentions: New York Times*

Schaerer, M., Lee, A. J., Galinsky, A. D., & Thau, S. (2018). Contextualizing social power research within organizational behavior. In Ferris, D. L., Johnson, R. E., & Sedikides, C. (Eds.), *The Self at Work: Fundamental Theory and Research*. Organizational Frontiers Series of the Society for Industrial and Organizational Psychology. New York: Routledge

Galinsky, A. D., **Schaerer, M.**, & Magee, J. C. (2017). The four horsemen of power at the bargaining table. *Journal of Business and Industrial Marketing*, 32(4), 606-611.

Schaerer, M., Loschelder, D. D., & Swaab, R. I. (2016). Bargaining zone distortion in negotiations: The elusive power of multiple alternatives. *Organizational Behavior and Human Decision Processes*, 137, 156-171.

**Winner Best Student Paper Award, Academy of Management, 2015

**Best Paper Proceedings, Academy of Management, 2015

**Runner-up Best Student Poster Award, Society for Personality and Social Psychology, 2016

Loschelder, D. D., Friese, M., **Schaerer, M.**, & Galinsky, A. D. (2016). The too-much precision effect: When and why precise anchors backfire with experts. *Psychological Science*, 27(12), 1573-1587.

Schweinsberg, M., Madan, N., Vianello, M., Sommer, S. A., Jordan, J., [...] **Schaerer, M.**, [...] Darroux, S-C., & Uhlmann, E. L. (2016). The pipeline project: Pre-publication independent replications of a single laboratory's research pipeline. *Journal of Experimental Social Psychology*, 66, 55-67.

Swaab, R. I., Phillips, K. W., & **Schaerer, M.** (2016). Secret conversation opportunities facilitate minority influence in virtual groups: The influence on majority power, information processing, and decision quality. *Organizational Behavior and Human Decision Processes*, 133, 17-31.

Schaerer, M., Swaab, R. I., & Galinsky, A. D. (2015). Anchors weigh more than power: Why absolute powerlessness liberates negotiators to achieve better outcomes. *Psychological Science*, 26(2), 170-181.

**Winner Outstanding Article Award, International Association for Conflict Management, 2017

**Media mentions: *Financial Times*, *Forbes*, *The Boston Globe*, *Huffington Post*

**Featured in *Harvard Law School's Negotiation Briefings* (Feb 2015)

Swaab, R. I., **Schaerer, M.**, Anicich, E. M., Ronay, R., & Galinsky, A. D. (2014). The too-much-talent effect: Team interdependence determines when more talent is too much or not enough. *Psychological Science*, 25(8), 1581-1591.

**Media mentions: *New York Times*, *Wall Street Journal*, *CNN*, *Economist*, *Sports Illustrated*

CONSORTIUM PUBLICATIONS

Tierney, W., Hardy, J. H., Ebersole, C., Viganola, D., Clemente, E., [...] **Culture and Work Forecasting Collaboration**[†], & Uhlmann, E. L. (2021). A creative destruction approach to replication: Implicit work and sex morality across cultures. *Journal of Experimental Social Psychology*, 93, 104060. [†member of forecasting collaboration]

Tierney, W., Hardy, J. H., Ebersole, C., Leavitt, K., Viganola, D., Clemente, E., Gordon, M., Dreber, A., Johannesson, M., Pfeiffer, T., **Hiring Decisions Forecasting Collaboration**[†], & Uhlmann, E. L. (2020). Creative destruction in science. *Organizational Behavior and Human Decision Processes*, 161, 291-309. [†member of forecasting collaboration]

PRACTITIONER PUBLICATIONS

Anicich, E. M., Schaerer, M., Gale, J., & Foulk, T. A. (2021). [When your authority fluctuates throughout the day](#). *Harvard Business Review*, November, 19.

Tey, K., Schaerer, M., Madan, N., & Swaab, R.I. (2021). [Negotiators should decrease concessions across rounds](#). *INSEAD Knowledge*, October 20.

- Tey, K., Schaerer, M., Madan, N., & Swaab, R.I. (2021). [What's the best way to give ground in a negotiation?](#) *Harvard Business Review*, October 20.
- Anicich, E. A., Foulk, T. A., Osborne, M. R., Gale, J., & Schaerer, M. (2020). [Restore your sense of control — despite the pandemic.](#) *Harvard Business Review*, September 10.
- Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2020). [How to play “friendly hardball” in a negotiation.](#) *Harvard Business Review*, June 30.
- Schaerer, M. & Swaab, R. I. (2019). [How managers self-sabotage when giving feedback.](#) *INSEAD Knowledge*, December 17.
- Schaerer, M. & Swaab, R. I. (2019). [Are you sugarcoating your feedback without realizing it?](#) *Harvard Business Review*, June 22.
- Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). [Imagine alternatives to negotiate more ambitiously.](#) *INSEAD Knowledge*, June 22.
- Schaerer, M., Schweinsberg, M., & Swaab, R. I. (2018). [When you don't have an alternative in a negotiation, try and imagine one.](#) *Harvard Business Review*, April 19.
- Schaerer, M., Galinsky, A.D., & Magee, J.C. (2017). [The four horsemen of negotiator power.](#) *INSEAD Knowledge*, September 13.
- Schaerer, M., Loschelder, D. D., & Swaab, R. I. (2017). [Having too many options can make you a worse negotiator.](#) *Harvard Business Review*, May 24.
- Schaerer, M. (2017). [When price precision pays in negotiations.](#) *INSEAD Knowledge*, January 13.
- Schaerer, M. & Swaab, R. I. (2016). [Negotiating deals from a position of powerlessness.](#) *INSEAD Knowledge*, December 16.

CONFERENCE PROCEEDINGS

- Tey, K. S., Schaerer, M., Madan, N., & Swaab, R. I. (2020, July). Going with the Momentum: Exposure to Decreasing Concessions Leads to a Distributive Disadvantage. In *Academy of Management Proceedings*. Academy of Management Briarcliff Manor, NY 10510.
- Blunden, H., Yoon, J., Ashford, S.J., Green, P. I., Jampol, L. E., Tey, K. S., Gino, F., Kristal, A., Schaerer, M., Staats, B.R., Swaab, R.I. Whillans, A., Baily Wolf, E., & Zhang, T. (2019, July). The Giver's Perspective: Advancing Feedback Research with a New Focus. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 10175). Briarcliff Manor, NY 10510: Academy of Management.
- du Plessis, C., Schaerer, M., & Dubois, D. (2019). Sharing like a boss: How a consumer's position in the hierarchy influences word-of-mouth valence. *ACR North American Advances* (Vol. 47, pp. 227-228).
- Dannals, J., Reit, E., Magee, J., Belmi, P., Schaerer, M., & Younge, A. N. (2018, July). Unexpected pathways to influence: New research in social hierarchies. In *Academy of Management Proceedings* (Vol. 2018, No. 1, p. 11164). Briarcliff Manor, NY 10510: Academy of Management.
- Schaerer, M., du Plessis, C., Yap, A. J., & Thau, S. (2016). Psychological science's preoccupation with the powerful. In *Academy of Management Proceedings* (Vol. 2016, No. 1, p. 14097). Briarcliff Manor, NY 10510: Academy of Management.
- Schaerer, M., Swaab, R., Kern, M., Berger, G. A., & Medvec, V. H. (2015). Transparency illusions in performance appraisals: How egocentric bias explains feedback inflation. In *Academy of*

Management Proceedings (Vol. 2015, No. 1, p. 10885). Briarcliff Manor, NY 10510: Academy of Management.

Schaerer, M. (2015). Bargaining zone distortion in negotiations: The elusive power of multiple alternatives. *Academy of Management Proceedings*. Vancouver, Canada, San Diego: Academy of Management.

CONFERENCES AND PRESENTATIONS

Power versus inequality: Which is the proximate predictor of interpersonal trust?

2021 – Research seminar, HKUST, Hong Kong

2020 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

2020 – Island Lab meeting series, INSEAD-SMU-NTU-NUS-ESSEC, Singapore

2020 – Research seminar, Singapore Management University, Singapore

Going with the Momentum: Exposure to Decreasing Concessions Leads to a Distributive Disadvantage

2020 – Academy of Management Annual Meeting (AOM), virtual

Powerless and paranoid: The effects of powerlessness on paranoia and hostile behaviors.

2019 – Academy of Management Annual Meeting (AOM), Boston, MA

Think or feel before delivering feedback? Perspective taking & empathy result in different feedback.

2019 – Academy of Management Annual Meeting (AOM), Boston, MA

Power fluctuation is associated with psychological distress.

2018 – Research seminar, Singapore Management University, Singapore

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

Advice giving: A subtle pathway to power.

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

Consumer agility in word-of-mouth: How consumers use word-of-mouth valence to navigate social hierarchies.

2020 – Association for Consumer Research North America Conference, Paris, France

2019 – La Londe Conference Marketing Communications and Consumer Behavior, La Londe les Maures, France

2017 – Research seminar, Singapore Management University, Singapore

A dual-pathway model of power and risk-taking: Risk-taking as an affordance of power and pathway to power.

2017 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

Win-win in distributive negotiations: The affective and economic benefits of strategic offer framing.

2017 – International Association for Conflict Management (IACM), Berlin, Germany

2016 – Academy of Management Annual Meeting (AOM), Anaheim, CA

Imaginary alternatives: The impact of mental simulation on powerless negotiators.

2017 – Academy of Management Annual Meeting (AOM), Atlanta, GA

2016 – International Association for Conflict Management (IACM), New York, NY

Preoccupied with the powerful: A quantitative review of control condition use, attribution of results, and effect sizes in social power research.

2018 – Academy of Management Annual Meeting (AOM), Chicago, IL

2016 – Research seminar, HKUST, Hong Kong

2016 – Research seminar, Singapore Management University, Singapore

2016 – Lunch club series, Rotterdam School of Management, Rotterdam, The Netherlands

2016 – Academy of Management Annual Meeting (AOM), Anaheim, CA

2016 – International Association for Conflict Management (IACM), New York, NY

2016 – Trans-Atlantic Doctoral Conference (TADC), London, United Kingdom

2016 – Society for Personality and Social Psychology (SPSP), San Diego, CA (Poster)

2015 – Sociology & OB Lab Meeting, Columbia Business School, New York, NY

Bargaining zone distortion in negotiations: The elusive power of multiple alternatives.

2016 – Society for Personality and Social Psychology (SPSP), San Diego, CA (Poster)

2015 – Wharton-INSEAD Doctoral Consortium, Philadelphia, PA

2015 – Academy of Management Annual Meeting (AOM), Vancouver, Canada

2015 – International Association for Conflict Management (IACM), Clearwater, FL

2015 – Trans-Atlantic Doctoral Conference (TADC), London, United Kingdom

2015 – Negotiation and Conflict Management Research Conference (NCMR), Paris, France

The illusion of transparency in performance appraisals: How egocentric bias explains miscalculations in delivering negative feedback.

2015 – Academy of Management Annual Meeting (AOM), Vancouver, Canada

Anchors weigh more than power: Why absolute powerlessness liberates negotiators to achieve better outcomes.

2014 – International Association of Conflict Management (IACM), Leiden, The Netherlands

2014 – Wharton-INSEAD Doctoral Consortium, Fontainebleau, France

2014 – Brown Bag Paper Series, INSEAD, Fontainebleau, France

TEACHING EXPERIENCE

Singapore Management University

2021 Negotiation Essentials, Instructor (seven 1-day workshops)

2021 Negotiating in Business, Instructor (Master in Management elective)

2021 Managing People at Work, Instructor (Undergraduate core)

2020 Negotiating in Business, Instructor (Master in Management elective)

2020 Managing People at Work, Instructor (Undergraduate core)

2020 Pro-Seminar on Negotiation Research, Instructor (PhD elective)

2019 Managing People at Work, Instructor (Undergraduate core)

2018 Managing People at Work, Instructor (Undergraduate core)

2017 Pro-Seminar on Social Power, Instructor (PhD elective)

INSEAD

2021 Research Methods (PhD core), Guest Lecturer on Experimental Design
2018 Research Methods (PhD core), Guest Lecturer on Meta-Analytic Methods
2017 Negotiations (MBA elective), Teaching Assistant
2015 Negotiations (MBA elective), Teaching Assistant
2014 Organizational Behavior I (MBA core), Teaching Assistant
2013 Organizational Behavior I (MBA core), Teaching Assistant

GRANTS

2021 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “The Impact of Social Hierarchies on Employee Well-Being and Behavior”, SGD39,900
2020 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “Coping with powerlessness at work and in everyday life”, SGD30,000
2020 Lee Kong Chian Fellowship, Singapore Management University, SGD30,000.
2020 SMU Retail Centre of Excellence (RCoE) research grant for “Sharing like a boss: How consumers’ position in the hierarchy influences word-of-mouth valence”, SGD46,940
2018 Singapore Ministry of Education (MOE) Academic Research Fund (AcRF) Tier 1 grant for “Looking beyond the powerful: The organizational consequences of middle and low power”, SGD34,480
2016 INSEAD Internal Research Grant for “Nothing to lose: When absolute powerlessness leads to power-like behavior”, EUR11,400.
2016 INSEAD Internal Research Grant for “Imaginary alternatives: How a brief mental exercise can improve negotiation outcomes”, EUR5,680.
2015 INSEAD Internal Research Grant for “Meta-analysis on experimental studies on power”, EUR8,900.
2015 Swiss National Science Foundation (SNF) Doc Mobility Scholarship for “The influence of powerlessness on thought and behavior in organizations”, USD30,000.
2013 INSEAD Internal Research Grant for “No BATNA trumps low BATNA: The liberating effect of being (totally) powerless in distributive negotiations”, EUR11,820.

SERVICE

Editorial board

Organizational Behavior and Human Decision Processes, 2018 – present

Reviewing

Administrative Science Quarterly
Organization Science
Journal of Applied Psychology
Organizational Behavior and Human Decision Processes
Management Science
Journal of Personality and Social Psychology
Psychological Science
Personality and Social Psychology Bulletin
Journal of Experimental Social Psychology
Academy of Management Conference
International Association for Conflict Management
Wharton-INSEAD Doctoral Consortium

Dissertation committees

Theodore Masters-Waage (SMU), graduation expected in 2023

Kian Siong Tey (INSEAD), graduation expected in 2023

Shike Li (IE Madrid), graduation expected in 2022

Nadhilla Melia (SMU Psych, 2021)

Pooja Mishra (SMU, 2019), placed as Assistant Professor at Indian School of Business

INDUSTRY EXPERIENCE

The Boston Consulting Group

Associate, Management Consulting, Zurich, 2010-2012

- Member of the “Organization” Practice Group. Conducted analyses, managed interns, interacted with clients, developed recommendations, and presented findings in front of executives. Worked on client projects across the United Kingdom, Austria, Germany, and Switzerland. Example projects include:
 - Restructuring of sales force compensation for global insurance company;
 - Strategic workforce planning and demographic risk management for telecom provider;
 - Development of spectrum auction bidding strategy for European telecom provider

UBS Investment Bank

Summer Analyst, Equity Capital Markets Division, Zurich, 2009

The World Economic Forum (WEF)

Volunteer, Operations team at the Annual Meeting in Davos, 2009

PriceWaterhouseCoopers

Part-time Assistant during college, Auditing, Zurich, 2007-2009