Wayne R. Johnson

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EDUCATION

M.S./Ph.D. *Management*	Cornell University, Johnson Graduate School of Management
M.S. *Foreign Service*	Georgetown University, Walsh School of Foreign Service
B.A. *Communications (rhetoric)*	Vanderbilt University, College of Arts and Sciences

POSTDOCTORAL RESEARCH

University of Chicago Booth School of Business

University of Utah Eccles School of Business (visited at University of Pennsylvania)

PEER-REVIEWED PUBLICATIONS

Hirst G., **Johnson, W.,** Li J. & Richter, A. Workers shift their views and pay more when AI chatbots pander to their moral values. *Scientific Reports* (in press)

Johnson, W., & Lucas, B. J. (2025). The idea endorser's dilemma: How status dynamics disincentivize idea endorsement. *Organizational Behavior and Human Decision Processes*, 190, 104439.

Johnson, W., & Proudfoot, D. (2024). Greater variability in judgments of the value of novel ideas. *Nature Human Behaviour,* 8, 471-479.

Johnson, W.*, Ramos, G.A.*, Van Epps, E., & Graham, J. (2024). Refining & expanding application of Moral Foundations Theory in consumer psychology. *Journal of Consumer Psychology*, 34 (4) 670-677. [*co-equal first; JCP (IF = 4.54) in marketing compares to OBHDP (IF = 2.38) in management]

Ramos, G.A.*, **Johnson, W.***, Van Epps, E., & Graham, J. (2024). When consumer decisions are moral decisions: Moral Foundations Theory and its implications for consumer psychology. *Journal of Consumer Psychology*, 34(3), 519-535. (in journal's top 10 most-cited articles published in 2024)

Johnson, W. (2022) Bias in Creative Adoption Decision Points: Why Receivers Hinder the Creativity-Innovation Process. In Cattani, G., Deichmann, D., & Ferriani, S. (Eds.) *Research in the Sociology of Organizations* (Vol. 77 pp. 205-228). Emerald Publishing Limited.

PRACTITIONER ARTICLES

Johnson, W.R., Lucas, B.J. (2026) Why managers stifle good ideas. *Harvard Business Review* (forthcoming, print edition)

Johnson, W.R., Lucas, B.J. (2025) Why some managers stifle good ideas *Harvard Business Review*

Johnson, W.R., Proudfoot, D. (2024) How to build consensus around a new idea. *Harvard Business Review*

INVITED REVISIONS, UNDER REVIEW, AND SELECTED WORKING MANUSCRIPTS

Lucas, B.J., & Johnson, W. Overvaluing "A-ha!": The experience of insight distorts idea evaluation judgments. (post data collection, in preparation for *Organization Science*)

Johnson, W., & Tannenbaum, D. Rater noise generates innovation penalties at higher means and premiums at lower means. (Post data collection, in preparation for *Organization Science*)

Johnson, W., Smith, I.H., & Graham J. What's a moral opinion you've changed? An inexpensive, effective intervention to increase moral humility and reduce moral polarization. (under review)

Johnson, W., Pierce, J.R, Black, N., & Hickman, A.F. Supportiveness and activation: influencing vectors of manager responses to employee ideas. (theoretical development)

Johnson, W., Black, N., & Graham, J. Six forces predicting manager responses to employee ideas. (theoretical development)

Johnson, W. Useful for whom?: A theory of valuation asymmetry between senders and receivers. (theoretical development)

PRESS

Swift, J. (2024, March 26) *How to Fight the Bias Against Creativity.* Contagious. https://www.contagious.com/news-and-views/how-to-fight-the-bias-against-creativity

Swift, J. (2024, March 12) *Strategist's Digest: Why People Reject Creativity.* Contagious. https://www.contagious.com/news-and-views/strategists-digest-why-people-reject-creative-ideas

French, K. (2024, January 21) *Why We Reject New Ideas.* Nautilus. https://nautil.us/why-we-reject-new-ideas-500455/?

Maffly, B. (2024, January 15) *The Fate of Novel Ideas*. University of Utah. https://attheu.utah.edu/business/the-fate-of-novel-ideas/

TEACHING

Instructor Averaged Ratings: 4.9/5 (Cornell Johnson instructor mean: 4.5/5 over previous 5 years)

Cornell University College of Business

- Managing and Leading in Organizations
- EMBA Managing and Leading in Organizations (guest lecturer)

Cornell University West Campus

- Leadership and decision-making
    - Instructor and course manager

Cornell University College of Business teaching assistantships

- Advanced Critical Thinking (Cornell-Tsinghua MBA/Finance MBA program)
- Agile Innovation in Health Technology
- Agile Innovation in Financial Technology
- EMBA, Managing and Leading in Organizations
- Managing Technology and Innovation
- Leadership and Ethics in Organizations
- Principled Leadership
- Strategic Management of Technology and Innovation

GRANTS

- Veterans Transition Research Laboratory, Duke University: $10,000
- Research Incentive Seed Grant, University of Utah: $10,000
- Lassonde Entrepreneurial Institute, University of Utah: $1,000
- Innovation, Entrepreneurship, and Technology Grant, Cornell University: $10,000

HONORS AND AWARDS

- NextGen Professor (DEI initiative), Cornell University
- Fetzer Scholar, Academy of Management MSR Division
- Carl L. Becker Fellow, Cornell University
- Byron E. Grote Professional Scholarship, Cornell University
- Tillman Scholar
- Mujica Award, Georgetown University
- Edmund A. Walsh Foreign Service Fellowship, Georgetown University
- Meritorious Service Medal for research contributions to the US Government
- Bronze Star Medal (13 other military awards and badges, available upon request)

ACADEMIC SERVICE

- Reviewer for *Management Science*, *Scientific Reports* and *Political Psychology* 2024-present
- Ambassador, Managerial & Organizational Cognition (MOC) Division, AOM 2018-2022
- AOM reviewer (outstanding reviewer award) 2015-present

INVITED TALKS, ORGANIZED SYMPOSIA, AND CONFERENCE PRESENTATIONS

Organized symposia:

Post-idea Generation Processes Influencing Idea Evaluation and Implementation. Academy of Management (2025)

Predictors, Processes and Outcomes of Creative Collaboration. Academy of Management (2025)

New Insights into the Decisions Creators and Evaluators Make During the Creative Process. Academy of Management (2024)

Invited talks and conference presentations:

Johnson, W.R. & Graham J. Veterans' resocialization and identity work during transition: economic and social outcomes. Veterans Transition Research Laboratory at Duke University (2025).

Johnson, W.R. Valuation Asymmetry. Why it matters and how it happens. Academy of Management (Panel, 2025)

Johnson, W.R., Smith, I.H., Graham J. Recalling moral opinion change reduces animosity by decreasing certainty and increasing humility. Social Area Research Group, University of Utah (2024).

Johnson, W.R. Useful for whom?: A theory of valuation asymmetry between senders and receivers. Academy of Management. Creativity Collaboratorium at University College London (2024).

Johnson, W.R., Smith, I.H., Graham J. Recalling moral opinion change reduces animosity by decreasing certainty and increasing humility. Academy of Management (2024).

Johnson, W.R. & Proudfoot, D. Evaluation variability hinders support for high value ideas but not low value ideas. Academy of Management (2024).

Johnson, W.R. Creator-Evaluator Differences: Why Evaluators Value Ideas Less Than Their Creators. Academy of Management (2024).

Johnson, W.R. & Harvey, S. Strategic Information Overload: the Effect of Load Management on Idea Endorsement. Creativity Collaboratorium at University College London (2023).

Johnson, W.R., Proudfoot, D. Variability in judgments of the value of novel ideas. Academy of Management (2023).

Lucas, B.J., **Johnson, W.R.** Overvaluing "A-ha": the experience of insight shapes creativity judgments. Academy of Management (2023).

Johnson, W.R., Proudfoot, D. Idea novelty increases noise in evaluator judgments. University College London (2022).

Johnson, W.R. & Lucas, B.J., The idea endorsement double bind: how status concerns impede creative idea endorsement, Academy of Management (2022).

Johnson, W.R., Proudfoot, D. Idea novelty increases noise in evaluator judgments. Academy of Management (2022).

Johnson, W.R., McClean E.J., The paradox of creative ideas: how novelty and utility affect endorsement via perceived costs. Academy of Management (2022).

Johnson, W.R., Bias in creative adoption decision points, Academy of Management (2021).

Johnson, W.R., Mannix, E.A. Personal vs. organizational cost benefit analysis in the creative adoption decision process Academy of Management (2021).

Johnson, W.R., Personal and organizational cost benefit analyses in the creative adoption decision process. European Group for Organizational Studies (2020).

Johnson, W.R., Sine W.D., How Values of Utility and Novelty Impact Team Creativity. Academy of Management (2019).

Johnson, W.R. Creative Cognition: Integrating Cognitive Psychology and Creativity Research Academy of Management (2019).

Johnson, W.R., Why others reject your novel ideas and what to do about it. Tillman Foundation Leadership Summit (2019).

Johnson, W.R. Willing and Able? The Bias Against Novel Ideas East Coast Doctoral Conference, Columbia Business School (2019)

PRACTITIONER DIPLOMAS

General Staff and Command College
Operations and Decision-making

John F. Kennedy Special Warfare Center and School
Special Operations

Maneuver Support Center of Excellence
Engineering

John F. Kennedy Special Warfare Center and School
Civil Affairs

Georgetown University
Humanitarian Emergencies and Refugees (graduate certificate)

MILITARY LEADERSHIP

My experience facilitates valuable research intuitions and authentic, credible (E)MBA instruction.

- Management and decision-making

    - In extremis leadership and decisions, e.g. close quarters battle, mass casualty, disasters
    - Roles as Commanding Officer, Chief of Staff, Ground Commander, Team Chief, etc.

- Creativity and innovation
    - Developed small-unit counter-bomb tactics then supported force-wide implementation
    - Defense Advanced Research Projects Agency and Army Research Laboratory projects

- International and external relations
    - Multinational cooperation: nations in Africa, Asia, Europe, South and North America
    - Useful skills for teaching international students and for (inter)organizational relations

- Moral change and ethical dilemmas
    - Life-and-death personal experience in these topics generates and guides useful research