CYNTHIA D. MCCAULEY
Center for Creative Leadership
One Leadership Place
Greensboro, NC 27410

Office Phone: 336-286-4420
mccauley@ccl.org

Education

Ph.D.	University of Georgia, 1984
	Industrial-Organizational Psychology
M.S.	University of Georgia, 1982
	Industrial-Organizational Psychology
B.A.	King College, 1980
	Psychology
Non-degree	University of North Carolina at Greensboro, 1988
	Program for Management Development

Work Experience

2003-Present   *Senior Fellow, Center for Creative Leadership.* Conducts research. Publishes for scholarly and practitioner audiences. Delivers presentations and workshops. Develops leadership tools and products. Coaches managers and action learning teams as part of formal leader development programs.

2007-2015   *Adjunct Faculty, North Carolina A&T State University.* Taught Qualitative Research Methods and served on dissertation committees for the Leadership Studies Ph.D. program.

1998-2003   *Vice President, New Initiatives, Center for Creative Leadership.* Oversaw the development of new knowledge, products, and services in the areas of team leadership, leadership for complex challenges, and leader development systems. Responsible for the publications and assessment instrument lines of business, including developing external partnerships and internal processes for innovation.

1992-1997	*Research Scientist, Center for Creative Leadership.* Managed research and product-development projects focused on learning from on-the-job experiences and developmental relationships. Co-developer of the *Job Challenge Profile*, an instrument for assessing the developmental elements of a job assignment. Co-editor of the *Center for Creative Leadership Handbook of Leadership Development*.
1987-1992	*Director of Research, Education and Nonprofit Sector, Center for Creative Leadership.* Designed and conducted research projects focused on the challenges of leaders in the education and nonprofit sectors. Obtained external funding for these projects from the Kellogg Foundation and the National Policy Board for Educational Administration. Evaluated leadership development programs tailored for these sectors.
1984-1987	*Research Associate, Center for Creative Leadership.* Project team member and project manager for various R&D projects focused on predicting and measuring effectiveness in managerial roles. Co-developer of *Benchmarks*, a 360-degree assessment instrument used for developmental feedback.

Professional Associations

Academy of Management
American Educational Research Association (Elected Fellow, 2008)
American Psychological Association (Elected Fellow, 2003)
Human Resource Planning Society
Society for Industrial and Organizational Psychology (SIOP) (Elected Fellow, 2003)
North Carolina I-O Psychologists (NCIOP)

Professional Service

Editorial Boards:
- Editor, *Industrial and Organizational Psychology: Perspectives on Science and Practice* (2010-2012)
- Associate Editor, *Leadership Quarterly* (2004-2010)
- Associate Editor, *People & Strategy* [formerly *Human Resource Planning*] (2007-2009)
- Editorial Board, *Organization Dynamics* (2016 – Current)
- Editorial Board, *Group and Organization Management* (2014 – Current)
- Editorial Board, *Personnel Psychology* (1997-2002)
- Editorial Board, *Leadership Quarterly* (1999-2003)

- Editorial Board, *The Journal of Business and Psychology* (1990-2000)
- Ad hoc reviewer, *Journal of Applied Psychology*
- Ad hoc reviewer, *Nonprofit Management and Leadership*
- Ad hoc reviewer, *International Journal of Assessment and Selection*
- Ad hoc reviewer, *Human Resource Management*
- Senior Advisory Board, Blackwell Industrial and Organizational Psychology Practice Series (2007 – Current)

SIOP Committees:
- Awards Associate Chair (2017-2018)
- Leading Edge Consortium, science co-chair (2006)
- Bray-Howard Award Committee, chairperson (2004)
- Owens Scholarly Achievement Award Committee (2001-2003)
- Small Grant Proposals Review Committee (2002-2003)
- Conference Long-Range Planning Committee (2001-2002)

NCIOP Offices:
- Vice Chair, Programs (2007)
- Chair (2008)

Dissertation Committees:
- Served on the dissertation committees of eight Ph.D. students in the Leadership Studies program at NCA&T State University (Kevin Bottomley, Kenneth Bulls, David Chamblee, Jackie Greenlee, Renee Martin, Cheryl Nichols, Pamela Palmer, Stan Turbeville, and Marcia Williams)
- Served on the dissertation committees of two Ph.D. students in the Leadership and Change Program at Antioch University (Lynn Olsen, Julie Johnson)
- Served on the dissertation committees of students in the Rutgers Graduate Program in Management (Emilio Delia) and the UNC-Charlotte Program in Organizational Science (Franki Faulkner Jenkins)

Other Committees:
- National Science Foundation Graduate Fellowship Review Committee (2002-2004)
- Joseph M. Bryan School of Business (UNC-Greensboro) Advisory Board (2002-2008)

Peer-Reviewed Journal Articles

Reynolds, D.H., McCauley, C.D., & Tsacoumis, S. (2018). A critical evaluation of the state of assessment and development for senior leaders, *Industrial and organizational psychology: Perspectives on research and practice*.

Drath, W.H., McCauley, C.D., Palus, C.J., Van Velsor, E., O'Connor, P.M.G., McGuire, J.B. (2008). Direction, alignment, commitment: Toward a more integrative ontology of leadership, *Leadership Quarterly*, 19, 635-653.

McCauley, C.D., Drath, W.H., Palus, C.J., O'Connor, P.M.G., & Baker, B. (2006). The use of constructive-developmental theory to advance the understanding of leadership. *Leadership Quarterly*, 17, 634-653.

McCauley, C.D, & Wakefield, M. (2006). Talent management in the 21st century: Help your company find, develop, and keep its strongest workers. *The Journal for Quality and Participation*, 29(4), 4-7.

McCauley, C.D. (2005). The mentoring tool. *Advances in Developing Human Resources*, 7(4), 443-445.

Brutus, S., Ruderman, M.N., Ohlott, P.O., & McCauley, C.D. (2000). Developing from job experiences: The role of organization-based self-esteem. *Human Resource Development Quarterly*, 11(4), 367-380.

Brutus, S., Fleenor, J.W., & McCauley, C.D. (1999). Demographic and personality predictors of congruence in multi-source ratings. *Journal of Management Development*, 18(5), 417-435.

Douglas, C.A., & McCauley, C.D. (1999). Formal developmental relationships: A survey of organizational practices. *Human Resource Development Quarterly*, 10 (3), 203-220.

Fleenor, J.W., McCauley, C.D., & Brutus, S. (1996). Self-other rating agreement and leader effectiveness. *Leadership Quarterly*, 7, 487-506.

McCauley, C.D., & Moxley, R.S. (1996). Developmental 360: How feedback can make managers more effective. *Career Development International*, 1(3), 15-19.

McCauley, C.D., Eastman, L.J., & Ohlott, P.J. (1995). Linking management selection and development through stretch assignments. *Human Resource Management Review*, 34, 93-116.

McCauley, C.D., Ruderman, M.N., Ohlott, P.J., & Morrow, J.E. (1994). Assessing the developmental components of managerial jobs. *Journal of Applied Psychology*, 79, 544-560.

Ohlott, P.J., Ruderman, M.N., & McCauley, C.D. (1994). Gender differences in managers' developmental job experiences. *Academy of Management Journal*, 37, 46-67.

Pearson, A.W., & McCauley, C.D. (1991). Job demands and managerial learning in the research and development function. *Human Resource Development Quarterly*, 2, 263-275.

McCauley, C.D., & Young, D.P. (1993). Creating developmental relationships: Roles and strategies. *Human Resource Management Review*, 3, 219-230.

McCauley, C.D., & Hughes, M.W. (1991). Leadership challenges for human service administrators. *Nonprofit Management and Leadership*, 1, 267-281.

McCauley, C.D., Ohlott, P.J., & Ruderman, M.N. (1989). On-the-job development: A conceptual model and preliminary investigation. *Journal of Managerial Issues*, 1, 142-158.

McCauley, C.D., Lombardo, M.M., & Usher, C.J. (1989). Diagnosing management development needs: An instrument based on how managers develop. *Journal of Management*, 15, 389-403.

Bobko, P., McCoy, M.C., & McCauley, C.D. (1988). Towards a taxonomy of executive lessons: A similarity analysis of executives' self-reports. *International Journal of Management*, 5, 375-384.

Lombardo, M.M., Ruderman, M.N., & McCauley, C.D. (1988). Explanations of success and derailment in upper-level management positions. *Journal of Business and Psychology*, 2, 199-216.

McCauley, C.D., & Mendoza, J. (1985). A simulation study of item bias using a two-parameter item response model. *Applied Psychological Measurement*, 9, 389-400.

Swatos, W.H., & McCauley, C.D. (1984). Working-class sex-role orientation. *International Journal of Women's Studies*, 7, 136-143.

Varca, P., Shaffer, G.S., & McCauley, C.D. (1983). Sex differences in job satisfaction revisited. *Academy of Management Journal*, 20, 348-353.

Research Reports

McCauley, C.D., (2008). *Leader development: A review of research*. Alexandria, VA: Society for Human Resource Management.

McCauley, C.D., Palus, C.J., Drath, W.H., Hughes, R.L., McGuire, J.B., O'Connor, P.M.G., & Van Velsor, E. (2008). *Interdependent leadership in organizations: Evidence from six case studies*. Greensboro, NC: Center for Creative Leadership.

McCauley, C.D., & Williams, R. (2004). *Talent management: From competencies to organizational performance.* Houston, TX: American Productivity and Quality Center.

McCauley, C.D., & Brutus, S. (1998). *Management development through job assignments: An annotated bibliography.* Greensboro, NC: Center for Creative Leadership.

Bracken, D.W., Dalton, M.A., Jako, R.A., McCauley, C.D., & Pollman, V.A. (1998). *Should 360-degree feedback be used only for developmental purposes?* (Report No. 335). Greensboro, NC: Center for Creative Leadership.

McCauley, C.D., & Hughes-James, M.W. (1994). *An evaluation of the outcomes of a leadership development program* (Report No. 163). Greensboro, NC: Center for Creative Leadership.

McCauley, C.D. (1990). *Effective school principals: Competencies for meeting the demands of educational reform* (Report No. 146). Greensboro, NC: Center for Creative Leadership.

Lombardo, M.M., & McCauley, C.D. (1988). *Dynamics of derailment* (Report No. 134). Greensboro, NC: Center for Creative Leadership.

McCauley, C.D. (1986). *Developmental experiences in managerial work* (Report No. 126). Greensboro, NC: Center for Creative Leadership.

Book Chapters

McCauley, C.D. & Brutus, S. (2019). Applications of 360 feedback for leadership development. In A.H. Church, D.W. Bracken, J.W. Fleenor, & D.S. Rose (Eds.), *The handbook of strategic 360 feedback.* New York, NY: Oxford University Press.

Hezlett, S.A., & McCauley, C.D. (2018). Employee development: The process and practice of work-related learning. In D.S. Ones, N. Anderson, H.K. Sinangil, & C. Viswesvaran (Eds.), *The Sage handbook of industrial, work, and organizational psychology* (2nd edition, pp. 235-264). Los Angeles, CA: Sage.

McCauley, C.D. (2010). Concepts of leadership. In E. Biech (Ed.), *The ASTD Handbook of Leadership.* Alexandria, VA: American Society for Training and Development

McCauley, C.D., Kanaga, K., & Lafferty, K. (2010). Leader development systems. In E. Van Velsor, C.D. McCauley, & M.N. Ruderman (Eds.). *The Center for Creative Leadership handbook of leadership development* (3rd edition). San Francisco, CA: Jossey-Bass.

McCauley, C.D. (2008). Development assignments. In T.L. Gargiulo, A.M. Pangarkear, & T. Kirkwood (Eds.),*The trainer's portable mentor.* San Francisco, CA: Pfeiffer.

McCauley, C.D. & Guthrie, V.A. (2007). Designing relationships for learning into leader development programs. In B.R. Ragins & K.E. Kram (Eds.), *Handbook of mentoring at work.* Thousand Oaks, CA: Sage.

Ponder, K.M, & McCauley, C.D. (2006).Leading in the unique character of academe: What it takes. In D.G. Brown (Ed.), *University presidents as moral leaders.* Westport, CT: Praeger.

Latham, G.P., & McCauley, C.D. (2005). Leadership in the private sector: Yesterday and tomorrow. In C.L. Cooper (Ed.), *Leadership and management in the 21st century: Business challenges for the future.* Oxford: Oxford University Press.

McCauley, C.D. (2004). Successful and unsuccessful leadership. In J. Antonakis, A.T. Cianciolo, & R.J. Sternberg (Eds.),*The nature of leadership.* Thousand Oaks, CA: Sage.

McCauley, C.D. & Douglas, C.A. (2004). Developmental relationships. In C.D. McCauley & E. Van Velsor (Eds.), *The Center for Creative Leadership handbook of leadership development* (2nd edition). San Francisco: Jossey-Bass.

McCauley, C.D. (2002). Developing individuals for leadership roles. In M. Pearn (Ed.), *Individual differences and development in organizations.* London: Wiley.

McCauley, C.D. (2001). Leadership training and development. In S.J. Zaccaro & R.J. Klimoski (Eds.),*The nature of organizational leadership.* San Francisco: Jossey-Bass.

McCauley, C.D., & Hezlett, S.A. (2001). Individual development in the workplace. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work, and organizational psychology* (Vol. 1). London: Sage.

McCauley, C.D. (1999). Leadership development programs. In D.G. Langdon, K.S. Whiteside, & M.M. McKenna (Eds.), *Intervention resource guide: 50 performance improvement tools.* San Francisco: Jossey-Bass/Pfeiffer.

McCauley, C.D. & Douglas, C.A. (1998). Developmental relationships. In C.D. McCauley, R.S. Moxley, & E. Van Velsor (Eds.), *The Center for Creative Leadership handbook of leadership development.* San Francisco: Jossey-Bass.

Wilson, P. O., McCauley, C.D., & Kelly-Radford, L. (1998). 360-degree feedback in the establishment of learning cultures. In. W.W. Tornow & M. London (Eds.), *Maximizing the value of 360-degree feedback*. San Francisco: Jossey-Bass.

McCauley, C.D. (1993). Leadership. In S.D. Thomson (Ed.), *Principals for our changing schools*. Fairfax, VA: National Policy Board for Educational Administration.

McCauley, C.D., & Hughes, M.W. (1993). Leadership in human services: key challenges and competencies. In D.R. Young, R.M. Hollister, & V.A. Hodgkinson (Eds.), *Governing, leading, and managing nonprofit organizations*. San Francisco: Jossey-Bass.

McCauley, C.D., & Ruderman, M.N. (1991). Understanding executive derailment: A first step in prevention. In J.W. Jones, B.D. Steffy, & D. Bray (Eds.), *Applying psychology in business: The manager's handbook*. Lexington, MA: Lexington Press.

McCauley, C.D., & Lombardo, M.M. (1990). BENCHMARKS: An instrument for diagnosing managerial strengths and weaknesses. In K.E. Clark & M.B. Clark (Eds.), *Measures of leadership*. West Orange, NJ: Leadership Library of America.

Ruderman, M.N., Ohlott, P.J., & McCauley, C.D. (1990). Assessing opportunities for leadership development. In K.E. Clark & M.B. Clark (Eds.), *Measures of leadership*. West Orange, NJ: Leadership Library of America.

Edited Books

McCauley, C.D., & McCall, M.W., Jr. (2014). *Using experience to develop leadership talent: How organizations leverage on-the-job development.* San Francisco: Jossey-Bass.

McCauley, C.D., DeRue, D.S., Yost, P.R., & Taylor, S. (2014). *Experience-driven leader development: Models, tools, best practices, and advice for on-the-job development.* San Francisco: Wiley.

Van Velsor, E., McCauley, C.D., & Ruderman, M.N. (2010). *The Center for Creative Leadership handbook of leadership development, 3rd edition.* San Francisco: Jossey-Bass.

McCauley, C.D., & Van Velsor, E. (2004). *The Center for Creative Leadership handbook of leadership development, 2nd edition.* San Francisco: Jossey-Bass.

McCauley, C.D., Moxley, R.S., & Van Velsor, E. (1998). *The Center for Creative Leadership handbook of leadership development.* San Francisco: Jossey-Bass.

Publications for Leaders

Chappelow, C. & McCauley, C. (2019, May). What good feedback really looks like. *Harvard Business Review*. Retrievable at https://hbr.org/2019/05/what-good-feedback-really-looks-like

Young S., Downs, H., McCauley, C., Downing, K., & Press, J. (2018). *Give your leaders a developmental edge: The power of digitally enabled assessments.* Greensboro, NC: Center for Creative Leadership.

Gurvis, J., McCauley, C., & Swofford, M. (2016). *Putting experience at the center of talent management.* Greensboro, NC: Center for Creative Leadership.

McCauley, C., & Fick-Cooper, C. (2016). *Direction, alignment, commitment: Achieving better results through leadership.* Greensboro, NC: Center for Creative Leadership.

Scisco, P., McCauley, C.D., Leslie, J.B., & Elsey, R. (2014). *Change now! Five steps to better leadership.* Greensboro, NC: Center for Creative Leadership.

McCauley, C.D. (2014, August). Teaching senior leaders the dynamics of derailment. *Training.* Retrievable at http://www.trainingmag.com/teaching-senior-leaders-dynamics-derailment

McCauley, C.D. (2014, May). Make experience count. *Chief Learning Officer*, 13(5), 50. Retrievable at http://www.clomedia.com/articles/5632-make-experience-count

McCauley, C.D. (2011). *Making leadership happen.* Greensboro, NC: Center for Creative Leadership.

McCauley, C.D. (2009, August). Make the most of the job you've got. *Forbes.com.* Retrievable at http://www.forbes.com/2009/08/26/job-growth-development-leadership-careers-ccl.html

McCauley, C.D. (2007, August). Be a better leader: You don't need to change jobs. *Leadership Excellence*, 24(8), 15.

McCauley, C.D. (2007, June). What you can do right now to grow as a leader. *Harvard Management Update*, 12(6), 6-8.

McCauley, C.D. (2006). *Developmental assignments: Creating learning experiences without changing jobs.* Greensboro, NC: Center for Creative Leadership

McCauley, C.D., & Kelly-Radford, L. (2003). Learning to share: How to meet the demands of joint leadership. *Leadership in Action*, 23(1), 14-18.

McCauley, C.D., & Martineau, J. (1998). *Reaching your development goals.* Greensboro, NC: Center for Creative Leadership.

Douglas, C., & McCauley, C.D. (1997). A survey on the use of formal developmental relationships in organizations. *Issues and Observations*, 17(1/2), 6-9.

Brutus, S., McCauley, C.D., & Fleenor, J.W. (1996). Age and managerial effectiveness: Some interesting trends. *Issues and Observations*, 16(1), 5-6.

Dalton, M.A., Kirkland, K., Manoogian, S., Martineau, J.W., & McCauley, C.D. (1998). Taking charge of development. *Leadership in Action*, 18(2), 9-12.

McCauley, C.D. (1987, Summer). Stress and the eye of the beholder. *Issues and Observations*, 7(3), pp. 1-5.

Training and Development Tools

Designer and curator for the Experience-Driven Leader Development website: http://www.experiencedrivendevelopment.com/

Ruderman, M.N., McCauley, C.D., & Ohlott, P.O. (1999). *Job Challenge Profile.* San Francisco: Jossey-Bass/Pfeiffer.

McCauley, C.D. (1999). *Job Challenge Profile: Participant's Workbook.* San Francisco: Jossey-Bass/Pfeiffer.

McCauley, C.D., Ohlott, P.O., & Ruderman, M.N. (1999). *Job Challenge Profile: Facilitator's Guide.* San Francisco: Jossey-Bass/Pfeiffer.

Lombardo, M.M., McCauley, C.D., & Usher, C.J. (1988). *Benchmarks®: Developmental Reference Points for Managers and Executives.* Greensboro, NC: Center for Creative Leadership.

Lombardo, M.M., & McCauley, C.D. (1991). *Benchmarks: Manual and trainer's guide.* Greensboro, NC: Center for Creative Leadership.

Presentations and Workshops

Professional Association Conferences:
- A frequent presenter and panelist at the annual meetings of the Society for Industrial and Organizational Psychology (SIOP) and the Academy of Management
- Presented at the annual meetings of the American Psychological Association, the American Educational Research Association, the American Society for Training and Development, the European Congress for Work and Organizational Psychology, and the International Congress of Applied Psychology

Invited Presentations:
- ATD's annual Healthcare Summit (2017)
- Conference Board's Council on Talent Management (2013, 2015)
- SIOP's annual Leading Edge Consortium (2006, 2014)
- Elliott Masie's annual Learning conference (2013)
- Conference Board's annual Succession Management Conference (2012)
- Conference Board's Council on Learning, Development, and Organizational Performance (2008, 2011)
- Linkage Talent Management Summit (2007)
- Conference Board's annual Leadership Development Conference (2000, 2002)

Workshops:
- Designed and delivered 1-2 day leader development workshops for a variety of clients, including Bacardi, Benedictine University's Values-Driven Leadership Program, Canada School of Public Service, Catholic Health Partners, CDPHP, Chubb Group, Fortis Financial, General Mills, Healthcare Businesswomen's Association, Maersk, Michigan State Police, National Security Agency, Pfizer, Project Management Institute, SC Johnson, the University of Georgia's Institute for Leadership Advancement, Verizon, and Women in Cable