

CATHLEEN CLERKIN

Curriculum Vitae

Center for Creative Leadership
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Research Interests

I am interested in expanding the way we develop leaders. In my work, I have drawn on recent findings in cognitive and positive psychology, as well as the brain and health sciences, to examine approaches to boost resilience, mindfulness, and psychological capital. Closely connected with this work, I have also conducted research on creativity and innovation, exploring both novel approaches to leadership development, as well as how to help leaders be creative and drive innovation. Finally, I am interested in addressing issues of equity, diversity, and inclusion. The face of leadership is changing worldwide, and with that comes the need to change standard approaches of development to encompass a wider range of lived experiences and identities. In particular, my work to date in this area has focused on women's leadership, and how and why organizations need to cultivate gender diversity in leadership roles.

Education

PhD, University of Michigan, Ann Arbor (2013)
Psychology—Personality and Social Contexts

M.S, University of Michigan, Ann Arbor (2009)
Psychology – Personality and Social Contexts

B.A., University of California, Berkeley (2004)
Psychology, *High Honors, Phi Beta Kappa*

Fellowships, Honors & Awards

Healthcare Businesswomen's Association – Best Poster Award (2016)
Hough Fellowship in Psychology & Ethics, University of Michigan (2012) \$1000
Fulbright Fellowship, Fulbright Foundation (Alternate, 2012)
Ford Dissertation Fellowship, Ford Foundation (Honorable Mention, 2011 & 2012)
Riecker Research Grant, Center for the Education of Women (2012) \$2000
Diversity Fund Travel Award, Society for Personality and Social Psychology (2011) \$500
East Asia Pacific Summer Institute Fellow, National Science Foundation (2010) \$ 5,617
Scholar of the Year, American Association for University Women (2009) \$5,000
Ford Diversity Fellowship, Ford Foundation (Honorable Mention, 2009)
Graduate Student Research Grant, Rackham Graduate School (2009) \$1,500

Conference Travel Grants, Rackham School of Graduate Studies (2008-2012) \$600-\$1,200
Graduate Research Fellowship, National Science Foundation (Honorable Mention, 2008 & 2009)
Global Intercultural Experience for Undergraduates Teaching Fellow (2008) \$37,000
Outstanding GSI Nominee, University of Michigan (2008-2012)
Best Poster Award, Society for the Psychological Study of Social Issues (SPSSI) (2008)
Diversity Poster Award, SPSS (2008)

Research and Relevant Professional Experience

Center for Creative Leadership (CCL) (2013-current)

Manager of Strategic Research, Global Research and Evaluation (2019-current)

Leads the Strategic Research function at CCL (function responsible for creating and executing rigorous scientific research to support CCL's mission of increasing knowledge of leadership development for the betterment of society worldwide). Works on large-scale research projects and shapes CCL's point of views. Publishes insights in both academic and popular press. Supervises a high performing team of PhD level researchers. Ensures that work of team is translated and published broadly. Manages relationships with stakeholders, collaborators, clients, and academic partnerships. Delivers leadership presentations and workshops.

Senior Research Faculty, Global Research and Evaluation (2016-2019)

Led large-scale research projects and shaped CCL's research point of views. Published insights in both academic and popular press. Supervised research post-doctoral fellows. Managed relationships with stakeholders, collaborators, and clients. Pioneered the use of meditation and neuroscience in leadership development. Applied research in design of leadership development tools and training. Delivered leadership presentations and workshops.

Research Faculty, Global Research and Evaluation (2015-2016)

Developed and led multiple large-scale research projects and contributed to CCL's research agenda and points of view. Translated neuroscience findings for business audiences. Published manuscripts in both academic and popular press. Delivered research presentations and leadership development workshops. Collaborated with stakeholders.

Post-Doctoral Research Fellow, Research, Innovation and Product Development (2013-2015)

Conducted new qualitative and quantitative research. Translated existing literature into applied contexts. Wrote white papers and blogs. Spoke at conferences and leadership development workshops Collaborated with researchers and business leaders.

University of Michigan (2007-2013)

Lead Instructor, Psychology Department (2012)

Designed and taught an upper level undergraduate seminar entitled Research Methods in

Popular Culture. Created original course content, gave lectures, facilitated discussions, graded papers, and held office hours. Average teaching evaluations was 4.92 (out of 5).

Teaching Fellow, Global Intercultural Experience for Undergraduates (2009)

Designed and implemented a study abroad course for undergraduates. Traveled to China with students for a 4 week cultural immersion project on art, communication, and culture. Created and taught pre-travel coursework and facilitated cultural immersion discussions.

Graduate Student Instructor, Psychology Department (2008-2012)

Taught undergraduate level discussion sections for the following courses: *Introduction to Psychology*, *Introduction to Industrial and Organizational Psychology*, *Research Methods in Psychology*, and *Political Psychology*. Gave lectures, facilitated discussions, graded papers, and held office hours. Teaching evaluations ranged from 4.73 to 4.95 (out of 5).

Graduate Student Researcher, Psychology Department (2007-2013)

Conducted psychological lab experiments and surveys both independently and in collaboration with others. Designed, wrote, collected, coded, and analyzed original research; presented findings at conferences; wrote IRBs and grants. Supervised a group of undergraduate student researchers.

Creighton University

Research Assistant, Psychology Department (2006)

Led a team of undergraduates on a number of research projects. Coded and transcribed survey data and entered it onto SPSS, recruited participants, conducted surveys and interviews, conducted literature reviews, assisted in IRB and grant proposals.

University of California, Berkeley

Research Assistant, Psychology Department (2003-2004)

Worked as an undergraduate research assistant in 3 neurology and psychology labs. Tasks included: Fitting electrodes and setting up EEG equipment; analyzing EEG and ERP data and running computer programs; instructing and debriefing participants, reading, coding, and transcribing qualitative data.

Journal Articles and Book Chapters

Truninger, M. Ruderman, M. N., **Clerkin, C.** Fernandez, K., & Cancro, D. (*under review*).

Sounds like a leader: An ascription-actuality approach to examining leader emergence and effectiveness. *Leadership Quarterly*.

Ruderman, M. N. & **Clerkin, C.** (*in press*). The quantified leader: Developing leaders through self-tracking. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Clerkin, C. & Ruderman, M. N. (2018). Developing leaders to tackle “our” problem. *Industrial and Organizational Psychology*, (11)1.

- Svetieva, E., **Clerkin, C.**, & Ruderman, M. N. (2017). Can't sleep, won't sleep: Exploring leaders' sleep patterns, problems, and attitudes. *Consulting Psychology Journal: Practice and Research*, 69(2), 80-97.
- Clerkin, C.** & Wilson, M. (2017). Gender differences in developmental experiences. In S. R. Madsen (Ed.), *Handbook of research on gender and leadership*, (pp. 378-394). Northhampton, Massachusetts: Edward Elgar Publishing.
- Ruderman, M. N., **Clerkin, C.**, & Deal, J. (2017). The long hours culture: Implications for health and well-being. *Routledge Companion to Wellbeing at Work*.
- Clerkin, C.**, & Ruderman, M. N. (2016). Holistic leader development: A tool for enhancing leader well-being. In, Gentry et al. (Eds.) *The Role of Leadership in Occupational Stress* (Research in Occupational Stress and Well-being, Volume 14). WA, UK: Emerald Group Publishing Limited.
- Ruderman, M. N., & **Clerkin, C.** (2015). Using mindfulness to improve high potential Development. *Industrial and Organizational Psychology*, 8(04), 694-698.
- Clerkin, C.** (2015). Creative leadership and social intelligence: The keys to leading in the digital age. In M. Sowcik et al. (Eds.), *Leadership 2050: Critical challenges, key contexts, and emerging trends*. Bingley, UK: Emerald Group.
- Clerkin, C.** (2008). Gender bias. *Encyclopedia of Educational Psychology*. Thousand Oaks, CA: SAGE Publications.

White Papers and Technical Reports

- Clerkin, C.**, Ruderman, M. N., & Svetieva, E. (2017). *Tired at work: A roadblock to effective leadership* (White paper). Center for Creative Leadership, Greensboro, NC.
- Ruderman, M. N., **Clerkin, C.**, & Deal, J. (2017). *How to prevent overwork from killing productivity* (White paper). Center for Creative Leadership, Greensboro, NC.
- Clerkin, C.** (2017). *What women want--and why you want women--in the workplace* (Research report). Center for Creative Leadership, Greensboro, NC.
- Clerkin, C.** & Cullen-Lester, K. (2015). *Navigating innovation roadblocks: Key differences between innovative and non-innovative organizations* (White paper). Center for Creative Leadership, Greensboro, NC.
- Ruderman, M. N., & **Clerkin, C.** (2015) *Developing leadership by building psychological*

capital (Research report). Center for Creative Leadership, Greensboro, NC.

Clerkin, C., Crumbacher, C. A., Fernando, J., & Gentry, B. (2015). *How to be the boss without being the b-word (bossy)*. (White paper). Center for Creative Leadership, Greensboro, NC.

Clerkin, C., Crumbacher, C. A., Fernando, J., & Gentry, B. (2015). *Bossy: What's gender got to do with it?* (White paper). Center for Creative Leadership, Greensboro, NC.

Ruderman, M. N., **Clerkin, C.**, & Connolly, C. (2014). *Leadership development beyond competencies: Moving to a holistic approach* (White paper). Center for Creative Leadership, Greensboro, NC.

Popular Media and Blog Articles

Clerkin, C. (regular contributor, 2014-current). CCL's *Leading Effectively* blog, <https://www.ccl.org/blog/>

Clerkin, C. & Ruderman, M. (Jan., 2018). 5 steps to create a sleep-savvy culture. *Talent Economy*. Retrieved from: <http://www.talenteconomy.io/2018/01/29/5-steps-create-sleep-savvy-culture/>

Clerkin, C., Ruderman, M., & Deal, J. (Dec., 2017). Want more productive workers? Get them to stop working. *Training Magazine*. Retrieved from <https://trainingmag.com/want-more-productive-workers-get-them-stop-working>

Ruderman, M. N., **Clerkin, C.** & Deal, J. (Aug, 2017). Why overworking doesn't work. *Talent Economy*. Retrieved from <http://www.talenteconomy.io/2017/08/10/overworking/>

Clerkin, C. (Nov., 2016). Are you a boss or are you bossy? *Training Magazine*. Retrieved from <https://trainingmag.com/are-you-boss-or-are-you-bossy>

Clerkin, C. (regular contributor, 2014-2015). *The Inquisitive Mind* blog, <http://www.in-mind.org/blog>

Select Peer-Reviewed Conference Presentations

Ruderman & **Clerkin, C.** (2018, April). Sleep: An overlooked resource for leadership development, In C. Clerkin and M. Ruderman (Co-Chairs) *Playing outside the sandbox: leadership development insights from other fields*, Symposium conducted at the Society for Industrial and Organizational Psychology, Chicago, Il.

- Clerkin, C.** & Ruderman, M. N. (2017, October). *Flourishing in turbulence: The influence of psychological capital on leader derailment*. Paper presented at the International Leadership Association Global Conference, Brussels, Belgium.
- Clerkin, C.** & Wilson, M. (2017, April). Gender differences in developmental experiences. In, S. Madsen (Chair), *Gender and leadership research: Aspirations, identity, status, and developmental experiences*. Symposium conducted at the 3rd Biennial International Leadership Association's Women & Leadership Conference, Rhinebeck, NY.
- Clerkin, C.** & Henderson, M. (2017, April). *Hacking it in academia—life hacks for women with academic careers*. Alternative session presented at the Annual Society for Industrial and Organizational Psychology, Orlando, FL.
- Cheng, C.Y. & **Clerkin, C.** (2015, August). *Female professionals: Gender-Professional identity integration (G-PII) and creativity*. Paper presented at the meeting of the Academy of Management. Vancouver, BC, Canada.
- Clerkin, C.**, Fernando, J., Gentry, W., & Crumbacher, C (2015, June). *Is there a bossy penalty?* Paper presented at Advancing Women in Leadership: Waves of Possibilities, a meeting of the International Leadership Association. Pacific Grove, CA.
- Gentry, W, **Clerkin, C.**, Crumbacher, C., Fernando, J. (2015, June). *A 20-year longitudinal Panel study of gender differences in bossiness and promotability*. Paper presented at Advancing Women in Leadership: Waves of Possibilities, a meeting of the International Leadership Association. Pacific Grove, CA.
- Clerkin, C.** (2015, April). *Me-Search: How life experiences can IGNITE your research*. Alternative Session: IGNITE, Society for Industrial and Organizational Psychology.
- Clerkin, C.** (2013, August). *Does being critical make you creative? Establishing a link between national identity and creativity*. Presented as part of the ‘Cutting-edge research from emerging psychological scientists poster presentation’ at the meeting of the American Psychological Association, Honolulu, Hawaii.
- Clerkin, C.** (2013, May). *Creative we stand: Exploring the relationship between nationalism, multicultural exposure & creativity*, Poster session presented at the meeting of the Association for Psychological Science, Washington DC.
- Clerkin, C.**, Kopelman, S., Roccas, S., Sagiv, L., & Lee, F. (2012, July) *Interpersonal integration complexity and conflict resolution*. Paper presented at the meeting of the International

Association of Conflict Management, Cape Town, South Africa

Clerkin, C., & Lee, F. (2012, July) Predictors and antecedents to achieving identity integration after multicultural exposure. In S. Arieli and S. Liliach (Co-Chairs) *Managing multicultural identities: Identity Integration across cultural and organizational contexts*, Symposium conducted at the International Association for Cross-Cultural Psychology International Congress, Stellenbosch, South Africa

Sarma, M, **Clerkin, C., & Hong,** (2012, May) *Career-romance role conflict: Are engineers hot or not?* Poster session presented at the meeting of the Association for Psychological Science, Chicago, IL

Clerkin, C., Sanders, M., & Lee, F (2012, May) *How rude: The effect of gender and leadership style on perceptions of politeness.* Poster session presented at the meeting of the Association for Psychological Science, Chicago, IL

Clerkin, C., Sanchez-Burks, J., Cheng, C.Y. & Lee, F (2011, August) Female engineer identity integration and creative idea selection. In C.Y. Cheng and S. Wee (Co-Chairs) *New Perspectives of Gender Diversity and Its Impact at Work*, Symposium conducted at the meeting of the American Psychological Association, Washington D.C.

Clerkin, C., & Lee, F. (2011, July) *Stereotypes of female and African-American politicians,* Poster session presented at the meeting of the International Society Political Psychology, Istanbul, Turkey.

Clerkin, C., Sanchez-Burks, J, Cheng, CY, & Lee, F (2011, January) *Knowing a good thing when you see it: Female-engineer identity integration and creative judgment.* Poster session presented at the meeting of the Society for Personality and Social Psychology, San Antonio, TX.

Clerkin, C. (2010, November) What am I? Factors that shape multiracial identification and psychological well being. In, C. Clerkin (Chair) *Name and place: Exploring the role of language in mixed race identity*, Symposium conducted at the Critical Mixed Race Conference, Chicago, IL.

Cheng, CY, **Clerkin, C, Dries, E, & Lee, F** (2010, August). Reaping the benefits of the multicultural experience: The role of bicultural identity integration in acquiring cultural competence. In C.Y. Cheng (Chair), *Having both and bringing more: The advantages of different biculturals in organizations.* Symposium conducted at the meeting of the

Academy of Management, Montréal, Canada.

Clerkin, C., Estrada-Hollenbeck, M. & Lee, F. (2010, January) *When you can't mark the one that best describes you: The effects of otherizing*. Poster session presented at the meeting of the Society for Personality and Social Psychology, Las Vegas, NV.

Clerkin, C. & Lee, F. (2009, August) *Effects of race and gender on perceived political leadership ability*. Poster session presented at the meeting of the American Psychological Association, Toronto, ON, Canada.

Clerkin, C. & Lee, F. (2009, May) *Identity Politics: How race and gender effect perceived leadership ability*. Poster session presented at the meeting of the Association for Psychological Science, San Francisco, CA.

Clerkin, C. & Lee, F. (2008, June) *What are you? The affects of racial labeling on multiracial identity*. Poster session presented at the meeting of the Society of the Psychological Study of Social Issues, Chicago, IL.

Clerkin, C. & Lee, F. (2008, May) *What's in a name? Racial labeling and multiracial identity integration*. Poster session presented at the meeting of the Association for Psychological Science, Chicago, IL.

Select Invited Talks, Webinars, & Workshops

Clerkin, C. (2018, Nov). *Backwards in high heels: Navigating women's leadership careers*. Invited workshop presented the Inaugural Power of Women Institute, MD.

Martineau, J. & **Clerkin, C.** (2018, October). *Kick some glass*. Workshop presented at the International Leadership Association Global Conference, West Palm Beach, FL.

Clerkin, C. (2018, May). *The bossy dilemma for leadership: When taking control gets out of control*. Invited talk, presented at the Center for Effective Organizations' Sponsors' Meeting, CA.

Clerkin, C. & Martineau, J. (2017, October). *Who are we? Learning to be social identity savvy in turbulent times*. Workshop presented at the International Leadership Association Global Conference, Brussels, Belgium.

Clerkin, C. (Nov, 2016). *The line between boss and bossy: A workshop on navigating perceptions of women leaders in the workplace*. Healthcare Businesswomen's Association annual conference. Workshop, St Louis, MI.

- Clerkin, C.** (March, 2016) *Creative leadership and social intelligence: Keys to leading in the digital age [AKA how we beat the robots]*. Board of Governors Spring Meeting. Center for Creative Leadership, Greensboro, NC.
- Ruderman, M.N & **Clerkin, C.** (March, 2016). *Leadership development: How neuroscience and positive psychology are changing the landscape*. Board of Governors Spring Meeting. Center for Creative Leadership, Greensboro, NC.
- Clerkin, C.** & Ronayne, P. (January, 2016). *Resilience isn't futile: How brain-science can help us thrive in increasingly complex work environments* Leading Effectively Webinar. Center for Creative Leadership, Greensboro, NC.
- Clerkin, C.** (September, 2015). *Going beyond defaults*. Imperial Keynote speech. Johannesburg South Africa.
- Clerkin, C.** (September, 2015). *Going beyond defaults*. Hackathon Workshop Series, Center for Creative Leadership, Johannesburg, South Africa.
- Clerkin, C.** (March, 2015). *The b-word: Finding the line between boss and bossy*. Leading Effectively Webinar. Center for Creative Leadership, Greensboro, NC.
- Clerkin, C.** (March, 2015). *Moving beyond competencies*. CCL Leadership Workshop, Center for Disease Control, Atlanta, GA.
- Ruderman, M., & **Clerkin, C.** (2013, November). *Leading mindfully: How your thoughts influence your leadership*. Center for Creative Leadership Workshop. Women in Cable Telecommunications: Betsy Magness Graduate Institute, Atlanta, GA.
- Clerkin, C.** (2013, March). *Managing cross cultural differences*. Invited Talk. Center for International Business Education and Research (CIBER) Studying Abroad Workshop. Ross Business School, University of Michigan, Ann Arbor.
- Clerkin, C.** (2012, November). *Introduction to experiments*. Guest lecture. Research Methods in Psychology (Psych 303), University of Michigan, Ann Arbor.
- Clerkin, C.** (2012, May). *The ethical, pedagogical, and practical concerns of writing online*. Invited panelist. Enriching Scholarship, Teaching and Technology Collaborative. Center for Research on Learning and Teaching, University of Michigan, Ann Arbor.

Additional Training & Certifications

Leadership Essentials – Center for Creative Leadership

Leadership Fundamentals – Center for Creative Leadership
Maximizing Leadership Potential – Center for Creative Leadership
4MAT Learning Styles – Center for Creative Leadership
LIFE Leadership Training -- CIMBA

Professional Service and Affiliations

Guest Editor

Research in Occupational Stress and Well-Being V14: The Role of Leadership in Occupational Stress

Ad-hoc Reviewer

Journal of Cultural Diversity and Ethnic Minority Psychology
Journal of Personality and Social Psychology
Journal of Cross-Cultural Psychology
Journal of Applied Psychology

Presentation Session Chair

Society for Industry and Organizational Psychology (2015, 2018)
International Leadership Association – Women and Leadership Conference (2017)
Academy of Management (2014)
Critical Mixed Race Conference (2010)
Society for the Psychological Study of Social Issues Convention (2008)

Professional Affiliations

Affiliated Research Scientist at the Center for Effective Organizations at the University of Southern California
Academy of Management
Society for Industrial and Organizational Psychology
International Leadership Association