

## MARIAN NANCY RUDERMAN

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### EDUCATION

- Ph.D. Organizational Psychology, University of Michigan, 1985.
- M.A. Organizational Psychology, University of Michigan, 1982.
- B.A. Psychology (with distinction in all subjects), Cornell University, 1979. Phi Beta Kappa.

### WORK EXPERIENCE

#### **Center for Creative Leadership**

**1985-Present**

Director, Research Horizons

2013-Present

Oversees the development of new knowledge relevant to leaders and leadership development. Supervises multiple research scientists and research teams. With other Directors, sets agenda for Research and Evaluation functions. Manages relationships with internal stakeholders, external collaborators, clients, and funders.

Director, Americas and EMEA Research

2008-2013

Oversees the development of new knowledge in the Americas and EMEA (Europe, Middle East and Africa) Regions. Supervises research teams in 4 locations. With other Directors, sets direction for the Global Research Group. Develops relationships with external researchers, external stakeholders, and funders.

Group Director

2004-2008

Oversees the development of new knowledge with regard to global leadership and diversity. Supervises multiple research project teams. With other Directors, sets direction for the Research and Development Group. Develops relationships with external researchers and funders.

Research Scientist

1991-2004

Developed and implemented large-scale programs of research. Supervised research team. Published manuscripts in journals and in the popular press. Organized research conferences.

Authored and edited books. Delivered research presentations. Applied research in design of training programs and leadership development tools.

Behavioral Scientist

1986-1991

Developed and implemented large-scale research projects. Prepared manuscripts communicating research findings to both academic and popular audiences. Organized research conferences. Supervised research team members. Delivered research presentations. Collaborated with others researching similar issues both inside and outside the Center for Creative Leadership.

Research Associate

1985-1986

Collaborated with others on the design and implementation of research projects. Prepared manuscripts and delivered presentations.

**Human Synergistics**

**1982-1985**

Research Associate

Analyzed the psychometric and theoretical characteristics of individual assessment devices, field tested personality inventories, evaluated training programs, prepared written reports communicating research findings to nontechnical audiences.

**Institute for Social Research, University of Michigan**

**1980-1982**

Research Assistant and Research Associate

Collaborated with others on major research projects including a federally funded study of a major reform in civil service law requiring both qualitative and quantitative research skills. Communicated research results in the form of technical reports and presentations.

### **CURRENT RESEARCH INTERESTS**

Engaged in research on a variety of topics dealing with leadership development in organizations. Current projects focus on the application of neuroscience to leadership development, work-life integration, women's leadership, and motives for managerial work.

### **AWARDS, CITATIONS, AND HONORS**

Fellow, Society of Industrial and Organizational Psychology, awarded April, 2012

Fellow, American Psychological Association, awarded 2012

Senior Fellow, Center for Creative Leadership, appointed December 1, 2009.

Ohlott, P. J., Ruderman, M. N., & Tavares, J. T. (2004). Excellence in Research-To-Practice Citation. ASTD.

Ruderman, M. N. (1990). Dorothy Harlow Award Finalist for Excellence in Research. Women in Management Division of the Academy of Management.

National Institute of Mental Health Doctoral Traineeship, September 1982 to April 1983 and January 1984 to August 1984.

Departmental Associate, Department of Psychology, The University of Michigan, 1983 through 1985.

## **BOOKS**

Van Velsor, E., McCauley, C. D. & Ruderman, M.N. (Eds.) (2010). *The Center for Creative Leadership Handbook of Leadership Development*. San Francisco: Jossey-Bass.

Ruderman, M. N. & Ohlott, P. J. (2002). *Standing at the crossroads: Next steps for high-achieving women*. San Francisco: Jossey-Bass.

Ruderman, M. N., Hughes-James, M. W. & Jackson, S. E. (Eds.). (1996). *Selected research on work team diversity*. Washington, DC: American Psychological Association, Greensboro, NC: Center for Creative Leadership.

Jackson, S. E., & Ruderman, M. N. (Eds.). (1995). *Diversity in work teams: Research paradigms for a changing workplace*. Washington, DC: American Psychological Association.

## **ARTICLES**

Svetieva, E., Clerkin C. & Ruderman, M.N. (2017). Can't sleep, won't sleep: Exploring leaders' sleep patterns, problems and attitudes. *Consulting Psychology Journal: Practitioner Research*, 69(2), 80-97.

Graves, L.M., Cullen, K.L., Lester, H.F., Ruderman, M.N., & Gentry, W.A. (2015). Managerial motivational profiles: Understanding their nature, antecedents, and consequences. *Journal of Vocational Behavior*, 87, pp. 32-42..

Kossek, E.E., Huang, J., Piszczek, M.M., Fleenor, J.W., & Ruderman, M. (2015). Rating expatriate leader effectiveness: Cultural distance and hierarchical effects. *Human Resource Management*, pp. 1-21.

Ruderman, M.N. & Clerkin, C. (December 2015). Using mindfulness to improve high-potential development. *Industrial and Organizational Psychology*, 8, pp. 694-698.

Deal, J. J., Stawiski, S., Graves, L. M., Gentry, W. A., Weber, T. J., & Ruderman, M. N. (2013). Motivation at work: What matters more, generation or organizational level? *Consulting Psychology Journal*, 65, 1-16.

Kossek, Ellen Ernst, Ruderman, Marian N., Braddy, Phillip W., & Hannum, Kelly M. (2012). Work-nonwork boundary management profiles: A person-centered approach. *Journal of Vocational Behavior*, 81(1), pp. 112-128

- Graves, L. M., Ruderman, M. N., Ohlott, P. J., & Weber, T. (2012). Driven to work and enjoyment of work: Effects on managers' outcomes. *Journal of Management*, 38, 1655-1680.
- Chrobot-Mason, D., Ruderman, M. N., Weber, T. & Ernst, C. (2009). The challenge of leading on unstable ground: How triggers activate social identity faultlines. *Human Relations*, 62(1), 1763-1794.
- Chrobot-Mason, D., Ruderman, M., Weber, T., Ohlott, P., & Dalton, M. (2008). Illuminating a cross cultural leadership challenge: When identity groups collide. *The International Journal of Human Resource Management*, 18 (11), 2011-2036.
- Ruderman, M. (2008). Great expectations: Resolving conflicts of leadership style preferences. *Leadership in Action*, 28 (4), 8-12.
- Ruderman, M. & Glover, S. (2008, July). Global Strategies: Cross Cultures. *American Executive: Where Leadership Begins*, 6 (7), 38-40.
- Ruderman, M. & Munusamy, V. (2007). Know thyself. *Concepts & Connections: A publication for leadership educators*, 15 (2), 1-4.
- Ruderman, M., Chrobot-Mason, D. & Weber, T. (2007). Identity crisis: Recognizing the triggers of a growing type of conflict. *Leadership in Action*, 27(3), 3-8.
- Graves, L.M., Ohlott, P.J. & Ruderman, M.N. (2007). Commitment to family roles: Effects on managers' attitudes and performance. *Journal of Applied Psychology*, 9(1), 44-56.
- Ruderman, M.; Graves, L.; Ohlott, P. (2007). Family ties: Managers can benefit from personal lives. *Leadership in Action*, 26(6), 8-11.
- Ruderman, M. & Ohlott, P. (2006, January). Learning from Life. *Training and Development*, 90-91.
- Ruderman, M. & Ohlott, P. (2005). Leading roles: What coaches of women need to know. *Leadership in Action*, 25(3), 3-9.
- Ruderman, M. N. & Ernst, C. (2004). Finding yourself: How social identity affects leadership. *Leadership in Action*, 24(3), 3-7.
- Ruderman, M. N. & Ohlott, P. J. (2004). Success in life: Perspectives of women managers. *FORTIS Tribune (international employee journal)*.
- Ruderman, M. N. & Ohlott, P. J. (2004). What women leaders want. *Leader to Leader*, 31(winter), 41-47.
- Ohlott, P. J. & Ruderman, M. N. (2003). Developing women leaders. *Eurobusiness*, 4(12), 56-58.
- Ohlott, P. J. & Ruderman, M. N. (2003). What women leaders want – and why smart businesses need to know. *European CEO*, October-November, p.22.
- Ruderman, M. N. (2003). Learn off the job. *Personal Excellence*, 8(4), 14.

- Ruderman, M. N. (2003). Can improved work-life balance hurt the economy? *Sodexo Fast Forward*, 1(8), 2-4.
- Ruderman, M. N. & Ohlott, P. J. (2003). Personal lives, powerful lessons in focus/Leader development. *Leadership in Action*, 23(4), 21.
- Ruderman, M. N. (2002). Developing women leaders in the new millennium. *American Chamber of Commerce in Belgium Magazine, Fourth Quarter*, 8-9.
- Ruderman, M. N., Hannum, K. M., Leslie, J. B., & Steed, J. L. (2002). Making the connection: Leadership skills and emotional intelligence. *Update: Forum for Association of Institution for Independent Business UK*, 130(11), 14-19.
- Ruderman, M. N. & Ohlott, P. J. (2002). Turning life's lessons in to effective leadership. *STADA Annual* (a publication of the Singapore Training and Development Association). 37-46.
- Ruderman, M. N., Ohlott, P. J., Panzer, K., & King, S. N. (2002). Benefits of multiple roles for managerial women. *Academy of Management Journal*, 45(2), 369-386.
- Ruderman, M. N., Hannum, K., Leslie, J. B., & Steed, J. L. (2001). Making the connection: Leadership skills and emotional intelligence. *Leadership in Action*, 21(5), 3-7.
- Ruderman, M. N. & Rogolsky, S. (2001). Getting real: How to lead authentically. *Leadership in Action*, 21(3), 3-7.
- Brutus, S., Ruderman, M. N., Ohlott, P. J., & McCauley, C. D. (2000). Developing from job experiences: The role of organization-based self-esteem. *Human Resource Development Quarterly*, 11(4), 367-380.
- Ruderman, M. N. & Ohlott, P. J. (2000). Putting some life into your leadership. *Leadership in Action*, 20(5), 6-10.
- Ruderman, M. N., Ohlott, P. J., Panzer, K., & King, S. N. (1999). How managers view success: Perspectives of High-Achieving Women. *Leadership in Action*, 18(6), 6-10.
- Ruderman, M. N., Ohlott, P. J., Panzer, K., & King, S. N. (1998). Perspectives of high-achieving women. *Women in Cable & Telecommunications Insights*, 1(1), 18-19.
- Ruderman, M. N. (1996). Affirmative action: Does it really work? *Academy of Management Executive*, 10(3), 64-65.
- Ruderman, M. N., Ohlott, P. J. & Kram, K. E. (1995). Promotion decisions as a diversity practice. *Journal of Management Development*, 14(2), 6-23.
- 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(4), 544-560.
- Ruderman, M. & Ohlott, P. (1993). The realities of management promotion. *Issues & Observations*, 13(4), 12.

- Ohlott, P. J., Ruderman, M. N. & McCauley, C. D. (1994). Gender differences in managers' developmental job experiences. *Academy of Management Journal*, 37(1), 46-67.
- Ruderman, M. N. (1992). Who gets promoted? *Executive Female*, 15(3), 33-37, 76.
- Ruderman, M. N. (1991). Promotion: Beliefs and reality. *Issues & Observations*, 11(1), 4-6.
- Ruderman, M. N. (1991, December 2). The hows and whys of promotions. *Electronic Buyers' News/Purchasing Issues*, 12, 14.
- 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(2), 142-158.
- Van Velsor, E., Ruderman, M. N., & Phillips, A. D. (1989). The lessons of looking glass: Management simulations and the real world of action. *Leadership and Organization Development Journal*, 10(6), 27-31.
- Van Velsor, E., Ruderman, M. N., & Phillips, A. D. (1989). The lessons that matter. *Issues & Observations*, 9(2), 6-7.
- 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(3), 199-216.
- Alexander, S. & Ruderman, M. N. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, 1(2), 177-198.
- Ruderman, M. N. (1987). George's problem. *Issues & Observations*, 6(1), 4.
- Ruderman, M. N. (1986). Lessons about learning. *Issues & Observations*, 6(1), 4.
- Miller, W. C. & Ruderman, M. N. (1985). Assessing administrator professional needs. *Journal of Staff Development*, 6(1), 53-60.

## **BOOK CHAPTERS**

- Ruderman, M.N., Clerkin, C., & Deal, J.J. (2017). The long-hours culture: Implications for health and wellbeing. In Sir Cary L. Cooper and Michael P. Leiter (Eds.) *The Routledge Companion to Wellbeing at Work*. London and New York: Routledge, Taylor & Francis Group, pp. 207-220.
- Clerkin, C., & Ruderman, M. N. (2016). Holistic leader development: A tool for enhancing leader wellbeing. In, P.L. Perrewe, C. C. Rosen, C. Clerkin, W. A. Gentry, & J. R B. Halbesleben. *Research in Occupational Stress and Well-Being*, 14. Bingley, UK: Emerald.
- Ruderman, M. N., & Ohlott, P. J. (2013). Learning from Personal Life Experiences. In Cynthia D. McCauley, D. Scott DeRue, Paul R. Yost, & Sylvester Taylor (Eds.) *Experience-Driven Leader Development: Models, Tools, Best Practices, and Advice for On-the-Job Development*. San Francisco: Jossey-Bass, pp. 77-80.

- Kossek, E.E., & Ruderman, M. N. (2012). Work-family flexibility and the employment relationship. In Lynn M. Shore, Jacqueline Coyle-Shapiro, & Lois E. Tetrick (Eds.) *The Employee-Organization Relationship: Applications for the 21<sup>st</sup> Century*. NY: Taylor and Francis, pp. 223-253.
- Chrobot-Mason, Donna Ruderman, Marian N., & Nishii, Lisa H. Leadership in a diverse workplace. (2013). In: *The Oxford handbook of diversity and work*. Roberson, Quinetta M. (Ed.); New York, NY, US: Oxford University Press, pp. 315-340.
- Deal, J. J., Stawiski, S., Graves, L. M., Gentry, W. A., Ruderman, M., & Weber, T. (2012). Perceptions of authority and leadership: A cross-national, cross-generational investigation. In E. Ng, S. Lyons, & L. Schweitzer (Eds.), *Managing the new workforce: International perspectives on the millennial generation* (pp. 281-306). Cheltenham, UK: Edward Elgar.
- Kossek, Ellen Ernst & Ruderman, Marian N. (2012). Work-Family Flexibility and the Employment Relationship In: *The employee-organization relationship: Applications for the 21st century*. In Shore, Lynn M., Coyle-Shapiro, Jacqueline A-M. & Tetrick, Lois E. (Eds.); New York, NY, US: Routledge/Taylor & Francis Group, pp. 223-253.
- Ernst, C., Hannum, K. & Ruderman, M. N. (2010). Developing Intergroup Leadership. In E. Van Velsor, C.D. McCauley & M.N. Ruderman (Eds.). *The CCL Handbook of Leadership Development* (3<sup>rd</sup> Ed.). (pp. 375-404). San Francisco: Jossey-Bass.
- McCauley, C. D., Van Velsor, E., & Ruderman, M. N. (2010). Introduction: Our View of Leadership Development. In E. Van Velsor, C.D. McCauley & M.N. Ruderman (Eds.). *The CCL Handbook of Leadership Development* (3<sup>rd</sup> Ed.). (pp.1-26). San Francisco: Jossey-Bass.
- Munusamy, V.J., Ruderman, M. N. & Eckert, R. (2010). Leader development and Social Identity. In E. Van Velsor, C.D. McCauley & M.N. Ruderman (Eds.). *The CCL Handbook of Leadership Development* (3<sup>rd</sup> Ed.). (pp. 147-175). San Francisco: Jossey-Bass.
- Ruderman, M., Glover, S., Chrobot-Mason, D., Ernst, C. (2010) Leadership practices. In K. M. Hannum, B. McFeeters, & L. Booyesen (Eds.), *Leadership Across Differences: Cases and Perspectives*. San Francisco: Pfeiffer.
- Ruderman, M. & Ohlott, P. (2006). Coaching women leaders. (In Ting, S & Scisco. P. (Eds.), *The CCL Handbook of Coaching: A Guide for the Leader Coach* (pp.65-91). San Francisco: Jossey-Bass.
- Ruderman, M. N. (2006). Developing women leaders. In R. J. Burke & C. L. Cooper (Eds.), *Inspiring Leaders* (pp. 320-340). New York: Routledge.
- Graves, L. M., Ruderman, M. N., & Ohlott, P. J. (2006). Effect of workaholism on managerial performance: Help or hindrance? In K. Mark Weaver (Ed.), *Proceedings of the Sixty-fifth Academy of Management* (CD), ISSN 1543-8643.
- Graves, L. Ruderman, M., Ohlott, P. (2006). Developing male and female leaders: The influence of personal life experiences. In M. E. Karsten (Ed.), *Gender, race, and ethnicity in the workplace: Issues and challenges for today's organizations*. Westport, CT: Greenwood Publishing Group.

- Ruderman, M. N. (2005). Connecting theory and practice. In E. E. Kossek & S. J. Lambert (Eds.), *Work and life integration: Organizational, cultural, and individual perspectives* (pp. 493-512). Mahwah, NJ: Lawrence Erlbaum Associates.
- Chrobot-Mason, D. & Ruderman, M. N. (2004). Leadership in a diverse workplace. In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 100-121). Malden, MA: Blackwell Publishing.
- Ruderman, M. N. (2004). Leader development across gender. In C. D. McCauley & E. Van Velsor (Eds.), *Center for Creative Leadership Handbook of Leadership Development* (2<sup>nd</sup> ed., pp. 271-303). San Francisco: Jossey-Bass and Greensboro, NC: Center for Creative Leadership.
- Ruderman, M., Hannum, K., Leslie, J. & Steed, J. (2004). Making the connection: leadership skills and emotional intelligence. In Wilcox, M. & Rush, S. (Eds.), *The CCL guide to leadership in action: How managers and organizations can improve the practice of leadership* (pp. 3-14). San Francisco: Jossey-Bass.
- Ruderman, M. & Ohlott, P. (2004). Putting some life into your leadership. In Wilcox M. & Rush, S. (Eds.), *The CCL guide to leadership in action: How managers and organizations can improve the practice of leadership* (pp. 135-145). San Francisco: Jossey-Bass.
- Ruderman, M. N & Hughes-James, M. W. (1998). Leadership development across race and gender. In C. D. McCauley, R. S. Moxley, & E. Van Velsor (Eds.), *The Center for Creative Leadership Handbook of Leadership Development* (pp. 291-335). San Francisco: Jossey-Bass and Greensboro, NC: Center for Creative Leadership.
- Ohlott, P. J. & Ruderman, M. N. (1996). Promotion decisions and management diversity at American Manufacturing. In A. E. McGoldrick (Ed.), *Cases in human resource management* (pp. 116-119). London: Pearson Professional Limited.
- McCauley, C. D. & Ruderman, M. N. (1991). Understanding executive derailment: A first step in prevention. In J. W. Jones, B. D. Steffy, & D. W. Bray Lexington (Eds.), *Applying psychology in business: The handbook for managers and human resource professionals* (pp. 483-488). Lexington, MA: Lexington Books.
- 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* (pp. 547-562). West Orange, NJ: Leadership Library of America.

### **COMPETITIVE CONFERENCE PAPERS AND PRESENTATIONS**

- Ruderman, M.N. & Clerkin, C. (April 2017). Developing psychological capital by leadership development and coherent breathing training. In C. Fritz & D Auten (Chairs). Mindfulness and Employee Outcomes: Examining intervention effects. Symposium Presentation at SIOP.
- Ruderman, M.N. (August 2016). Next steps forward: Women, leadership and meaning. In D. Bilmoria & K. Buse (Chairs) Organizational Meaningfulness and the Contributions and Achievement of Women. Professional Development Workshop, Academy of Management, Anaheim, CA.



- Ruderman, M.N. (August 2015). Parenting Experiences as a Source of Leadership Development. In Governanace and Leadership within the Family Unit: The Role of Parent Leaders, a Professional Development Workshop at the meeting of the Academy of Management in Vancouver.
- Graves, L. M., Cullen, K. L., Lester, H.F., Ruderman, M.N. & Gentry, W.A. (April 2015). Understanding managers' motivational profiles: Nature, antecedents, and consequences. Poster at the 30th Annual Conference of the SIOP, Philadelphia, PA.
- Graves, L. M., Lester, H., Cullen, K. L., & Ruderman, M. N. (2013). Understanding the nature and consequences of managers' work motivation: A latent profile modeling approach. Paper presented at the Fifth International Conference on Self-Determination Theory, Rochester, NY.
- Gentry, W. A., Graves, L. M., Stawiski, S. A., Weber, T. J., Ruderman, M. N., & Deal, J. J. (2012). When political skill matters to leader effectiveness ratings: The role of perceived prosocial impact. Paper presented at the meeting of the Academy of Management, Boston.
- Gentry, W. A., Graves, L. M., Stawiski, S. A., Deal, J. J., Ruderman, M. N., & Weber, T. J. (2012). Managerial derailment: When political skill and prosocial impact matter. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego.
- Stawiski, S., Gentry, W., Graves, L., Deal, J., Ruderman, M., & Weber, T. (2011). Managerial promotability: The roles of supervisor support and mentoring subordinates. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago.
- Graves, L. M., Deal, J. J., Gentry, W. A., Ruderman, M. N., & Weber, T. J. (2010). Autonomous and controlled motivation in managerial work: Effects of perceived organizational support. Paper presented at the meeting of the Academy of Management, Montreal, Canada.
- Graves, L. M, Deal, J. J., Gentry, W. A., Ruderman, M. N., & Weber, T. J. (2010). Perceived organizational support: An antecedent of autonomous motivation. Paper presented at the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Brodbeck, F. C., Ruderman, M., Braddy, P. & Glover, S. (2009, May 13-16). Global Leader View: Development of a 360 questionnaire on the basis of GLOBE. Presented at XIVth European Congress of Work and Organizational Psychology, Santiago de Compostela – Spain.
- Ruderman, M. N. (2007, August 7). Applications of work-life research to leadership development. In A. M. Ryan & M. L. Huth (Chairs), "Doing Good": How Work-Life Research Can Create Positive Change. Presented at the Academy of Management Meeting, Philadelphia, PA.
- Ruderman, M., Weber, T., Chrobot-Mason, D., Isaacs, R., & Ernst, C. (2007, July 10). Triggers of social identity conflicts. Symposium presentation at the annual IAIR (International Academy of Intercultural Research) Conference, Groningen, Netherlands.
- Ruderman, M & Fleenor, J. (2007, April). Congruence and dissonance in national and organizational cultures: Linkages to multicultural performance and career derailment experiences of transnational and local national leaders. Symposium presentation at the meeting of the Society of Industrial and Organizational Psychology, New York, NY.
- Ruderman, M. N., (2007, April). Leadership training for women. In E. Desrosiers, & J. Gallus (Chairs), Focusing on Women: Workplace Initiatives that Develop Women Leaders. Practice Forum conducted at the meeting of the Society of Industrial and Organizational Psychology, New York, NY.
- Ruderman, M. N. (Discussant). (2007, April). In J. Cleveland, M. Harrison, & A. Jones (Chairs), Social Support, Leadership, and Work-Family Outcomes. Symposium conducted at the meeting of the Society of Industrial and Organizational Psychology, New York, NY.
- Ruderman, M., Graves, L. & Ohlott, P, (2006) Effect of Workaholism on Managerial Performance: Help or Hindrance? Presented at Academy of Management Conference, Atlanta, Georgia.
- Ruderman, M. (2005, September). Commitment to Family Roles: Effects on Managers' Work Attitudes and Performance. Presented at the North Carolina Industrial/Organizational Psychologists Conference, Greensboro, NC.

- Ruderman, M. (2005, October). Leadership Across Differences. Presented at Competitive Advantage Conference sponsored by Syracuse University, Blue Mountain Lake, NY.
- Ruderman, M. (2006). A holistic approach to the development of women leaders. In Friedman, S. D. & Friede, A. (Chairs), *Advances in leadership development: Developing the leader as a whole person*. Symposium at the Academy of Management Conference, Atlanta, GA.
- Ruderman, M. & Chrobot-Mason, D. (2006, July). Triggers of Social Identity Conflict. Presented at the International Association of Cross-Cultural Psychologists Conference, Spetses, Greece.
- Ruderman, M. & Tavares, J. (2005, April). Developing Women Leaders presented at SIOP Conference, Los Angeles, CA.
- Ruderman, M., Ernst, C., & Dalton, M. (2004, June). Leadership Across Differences: Reducing Social Identity Tension in the Workplace presented at the Canadian Psychological Association Convention, St. John's, Newfoundland.
- Ohlott, P. J., Graves, L. M., & Ruderman, M. N. (2004, August). Commitment to Family Roles: Effects on Managers' Work Attitudes and Performance. Paper presented at the Academy of Management meeting, New Orleans, LA.
- Ruderman, M. (2004, March). Developing women leaders. Paper presented at Chief Diversity Officers Forum sponsored by Bennett College for Women, Greensboro, NC.
- Ruderman, M. N., Ernst, C. T., & Dalton, M. A. (2004, June). Leadership Across Differences: Reducing Social Identity Tension in the Workplace. Presented at the Canadian Psychological Association Convention, St. John's, Newfoundland.
- Ohlott, P. J. & Ruderman, M. N. (2003, August). Executives At Risk: Multiple Roles and Executive Derailment. Paper presented at the Academy of Management Meeting, Seattle, WA.
- Ruderman, M. N. & Tavares, J. C. (2003, May). Developing Women Leaders in the New Millennium. Presented at the ASTD Conference, San Diego, CA.
- Ruderman, M. N. (2002, August). Developing women leaders in the new millennium. In B. Z. Posner & D. A. Butterfield (Chairs), *Wither Gender and Leadership in the New Millennium*. Symposium conducted at the Annual Meeting of the Academy of Management, Denver, CO.
- Ohlott, P. J., & Ruderman, M. N. (2002, April). Learning from life: Turning life's lessons into leadership experience. In *Developmental Experiences and Growing Leadership Capacities: Theoretical and Empirical Perspectives*. Symposium conducted at the Annual Meeting of the Society for Industrial and Organizational Psychology, Toronto.
- Ruderman, M. N. & Ohlott, P. J. (2002). Organizational climate and the effective inclusion of women managers. In K. Giscombe (Chair), *Can the Company Make a Difference? Organizational Practices and the Inclusion of Women in Management*. Symposium conducted at the Annual Meeting of the Academy of Management, Denver, CO.
- Douglas, C. A., Ruderman, M. N. & Davidson, M. (1999, August). A Comparison of Development Job Experiences in the Lives of African-American and White Managers. Paper presented at the Academy of Management Conference, Chicago, IL.
- Ruderman, M. N., Ohlott, P. J., Panzer, K., & King, S. (1999, August). Psychological and Professional Benefits of Multiple Roles for Managerial Women. Paper presented at the Academy of Management Conference, Chicago, IL.
- Ruderman, M. N. & Swigert, S. (1999, April). Examination of the Differential Validity of Benchmark® Scores. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Davidson, M., Swigert, S., & Ruderman, M. N. (1998). A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback. Paper presented at the Academy of Management Conference, San Diego, CA.

- Ruderman, M. N. & Panzer, K. (1998). Personal and Work Lives: Overlapping Spheres. Paper presented in Symposium conducted at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Zanville, R. L., Kaufman, B., Miers, E. L., Ruderman, M. N., & Williams, D. (1998, November). The Woman Leader – A Panel Presentation. R. L. Zanville (Chair). Paper presented at the 1998 Annual Meeting: Leaders/Scholars Association, Los Angeles, CA.
- Ruderman, M. N. & Ohlott, P. J. (1997). Tradeoffs and choices facing high-achieving women. Paper presented as part of a symposium on Women on the Verge of the Glass Ceiling/Women Who Have Broken Through: Paths, Progress and Tradeoffs at the Academy of Management Conference, Boston, MA.
- Ruderman, M. N., Ohlott, P. J., & McCauley, C. D. (1996, April). Developing From Job Experiences: The Role of Self-esteem and Self-efficacy. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- McCauley, C. D., Ruderman, M. N. & Ohlott, P. J. (1993). Fired Predecessors: Job Challenges for the New Incumbent. Paper presented at the Academy of Management Conference.
- Ruderman, M. N., McCauley, C. D., & Ohlott, P. J. (1993, April). The job challenge profile: Assessing the developmental components of managerial jobs. In R. C. Page (chair), Approaches for Improving the Management Development Process. Symposium conducted at the meeting of the Academy of Management, Atlanta, GA.
- Morrow, J. E., Ruderman, M. N., & McCauley, C. D. (1992). On-the-job learning and transitions to new organizational levels. In M. Ruderman (Chair), Understanding Managerial Transitions. Symposium conducted at the Society for Industrial and Organizational Psychology, Inc., Montreal Canada.
- Ruderman, M. N. & Ohlott, P. J. (1992). Managerial promotions as a diversity practice. In Best Practices for Developing Diversity in Organizations. Symposium conducted at the Academy of Management Conference.
- Ohlott, P. J., Ruderman, M. N., & McCauley, C. D. (1990). Women and Men: Equal Opportunity for Development? Paper presented at the Academy of Management Meeting, San Francisco, CA.
- Ruderman, M. N. (1989). The transition to general manager. In M. N. Ruderman & J. R. Kofodimos (Chairs), Gaining Insight: Using Biographical Methods to Understand Executive Leadership. Symposium conducted at the Society for Industrial and Organizational Psychology, Inc.
- Ruderman, M. N., Ohlott, P. J., & McCauley, C. D. (1989, April). Assessing Opportunities for Leadership Development. Paper presented at the Society for Industrial and Organizational Psychology, Inc., Boston, MA.
- Lombardo, M. M., Ruderman, M. N., & McCauley, C. D. (1987). Success and Derailment in Upper-Level Management Positions. Paper presented at the American Psychological Association Convention, New York, NY.
- Ruderman, M. N. (1986). Person-Environment Fit: A Question of Predictive Utility. Paper presented at the First Annual Conference of the Society for Industrial and Organizational Psychology, Inc., Chicago, IL.
- Alexander, S., Ruderman, M. N., & Russ, T. (1984). The Nature of Procedural Justice and its Influence on Organizational Behavior. Paper presented at the American Psychological Association Convention, Toronto, Canada.
- Turniansky, R., Ruderman, M. N., Harris, N., & Butterworth, V. (1984). The Support Group as a Tool for the Development of Professional Women. Paper presented at the Third Annual Conference on Women and Organizations, Boston, MA.
- Alexander, S., Ruderman, M. N. (1983, August). The Influence of Procedural and Distributive Justice on Organizational Behavior. Paper presented at the annual meeting of the American Psychological Association, Anaheim, CA.

## **SELECTED MEDIA INTERVIEWS AND CITATIONS**

Radio: 1550 Magazine, WNTN-AM, Newton, MA on 7/8/02

Radio: One for the Money, WCMC, Memphis, TN on 7/9/02

Radio: Hotline, WILY-AM, Centralia, IL on 7/31/02

Radio: KYW, Philadelphia, on 8/21/02

Television: NC Now on PBS, 9/4/02

Television: Bloomberg USA, on 2/1/03

Television: NY1, New York on 2/3/03

Newspapers: *New York Times, Chicago Tribune, Wall Street Journal, Buffalo News, Orlando Business Journal, Triad Business Journal, Tampa Bay Business Journal, Boston Globe, Newsday, Greensboro News & Record, Corriere della Sera, Copley News Service, Washington Post, Fortis Tribune, Asian Wall Street Journal, L'Emploi, L'Echo, South China Morning Post, Sydney Morning Herald.*

Magazines: *Working Woman, Fast Company, Cosmopolitan, Executive Female, Reader's Digest.*

Online: *Forbes.com, Managing Diversity (Electronic Newsletter), The Jamaican Observer, Girl Scout Website.*

## **MONOGRAPHS, WHITE PAPERS, AND TECHNICAL REPORTS**

Ruderman, M. N., Clerkin, C. & Deal, J.J. (2017). *How to prevent overwork from killing productivity.* Greensboro, NC: Center for Creative Leadership.

Clerkin, C., Ruderman M. & Svetieva, E. (2017). *Tired at work: A roadblock to effective leadership.* Greensboro: Center for Creative Leadership.

Graves, L.M., Cullen-Lester, K.L., Ruderman, M.N., Gentry, W.A., Lester, H.F. (2016). *Motivating Your Managers: What's the Right Strategy?* Greensboro: Center for Creative Leadership.

Ruderman, M.N., & Clerkin, C. (August 2015). *Developing Leadership by Building Psychological Capital.* Greensboro: Center for Creative Leadership.

Deal, J., Cullen, K., Stawiski, S., Gentry, W., & Ruderman, M. (2015 April). *World Leadership Survey. World Leadership Survey Biannual Report on Employee Commitment and Engagement.* Greensboro: Center for Creative Leadership.

Ruderman, M.N., Clerkin, C., & Connolly, C. (2014). *Leadership Development beyond Competencies: Moving to a Holistic Approach.* Greensboro: Center for Creative Leadership.

- Ruderman, M. N., Braddy, Phillip W., Hannum, Kelly M. & Kossek, E.E. (2013). *Managing your Whole Life*. Greensboro, NC: Center for Creative Leadership.
- Gentry, W., Stawiski, S., Eckert, R. & Ruderman, M.N, (2013), *Crafting your career: Cultural variation in Career Relevant Relationships*. Greensboro, NC: Center for Creative Leadership.
- Herman, J. L., Deal, J.J., Lopez, J., Gentry, W. A., Shively, S., Ruderman, M, & Zukin, L. (2011). Motivated by the Organization's Mission or Their Career? Implications for Leaders in Turbulent Times. Greensboro, NC: Center for Creative Leadership and Booz Allen Hamilton.
- Ruderman, M. N. & Ohlott, P. J. (2001). *Learning from life: Turning life's lessons into leadership experience*. Greensboro, NC: Center for Creative Leadership.
- Ruderman, M. N., Ohlott, P. J., & Kram, K. E. (1996). *Managerial promotion: The dynamics for men and women*. Greensboro, NC: Center for Creative Leadership.
- Ruderman, M. N., & Ohlott, P. J. (1994). *The realities of management promotion*. Greensboro, NC: Center for Creative Leadership.
- Morrison, A. M., Ruderman, M. N., Hughes-James, M. W. (1993). *Making diversity happen: Controversies and solutions*. Greensboro, NC: Center for Creative Leadership.
- Ruderman, M. N., & Ohlott, P. J. (1990). *Traps and pitfalls in the judgment of executive potential*. Greensboro, NC: Center for Creative Leadership.
- Ruderman, M. N. & Lafferty, J. C. (1984). *Fostering human growth: A three-year development effort*. Plymouth, MI: Human Synergistics.

### **SELECTED INVITED ADDRESSES**

- Ruderman, M. (2015 November). *Are Competencies Enough? Holistic Approaches to Developing Leaders*. Presented at the Conference Board Succession Management Conference.
- Ruderman, M. (2015 November). *The Neuroscience of Leadership: Developing Mindfulness, Agility, and Resilience in Leaders Today*. Presented at the Executive Development Roundtable, Boston University School of Management.
- Ruderman, M. (2014 November). *Work-Life Boundaries to Manage Time and Energy*. Presented at HBA, Chicago, IL.
- Ruderman, M. (2011 November). *Leadership Development: How Neuroscience is Changing Leadership*. Presented at the Neuroscience Summit, San Francisco.
- Ruderman, M. (2009, March 27). *Is Work-Life Integration Research: Is Breastfeeding Considered?* Presented at the Fourth Breastfeeding and Feminism Symposium: From Birth Place to Workplace, University of North Carolina at Greensboro, Greensboro, NC.
- Ruderman, M. (2007, November 9). Developing women leaders. Presented at the Executive Development Roundtable, Boston University School of Management, Boston: MA.

- Ruderman, M. (2006, October 18). *Choices and Tradeoffs of High-Achieving Women*. Presented at Barclays Capital, Singapore.
- Ruderman, M. (2006, October 12). *Leading Across Differences*. Presented at St. Augustine's College, Raleigh, NC.
- Ruderman, M. (2006, October 19). *Leading Across Differences*. Presented at the Ministry of Manpower, Singapore.
- Ruderman, M. (2005, September). Women's Leadership. Presented at the Ascend Conference of the Goldman Sach's Leadership Exchange. San Francisco, CA.
- Ruderman, M. N. & Ernst, C. T. (2005, July). *Leadership Across Differences*. Keynote Address for the American Association of State Colleges and Universities Presidential Conference, Montreal, Canada.
- Ruderman, M. N. (2005, April 13). *Choices and Tradeoffs of High Achieving Women*. Presented at the Chubb Western Zone Women's Leadership Conference, CA.
- Ruderman, M. N. (2005, February). *Developing Women Leaders Through Coaching*. Teleconference presentation for the Coach U Career Coach Special Interest Group.
- Ohlott, P. J., Graves, L. M., & Ruderman, M. N. (2004, December). *Commitment to Nonwork Roles: Effects on Managers' Work Performance, Work Attitudes, and Well-Being*. Paper presented at the Women's Forum of Worcester, MA by Laura Graves.
- Ruderman, M. N., Ernst, C. T., & Tavares, J. (2004, October). *Leadership Across Differences*. Presented at the North Carolina Center for Nonprofits Conference, Research Triangle Park, NC.
- Ruderman, M. N. (2004, May). *Developing Women Leaders*. Presented at the Women's Lyceum of The Central Exchange, Overland Park, KS.
- Ruderman, M. N. & Ohlott, P. J. (2004, April). *Choices and Tradeoffs of High-Achieving Women*. Duke University, Durham, NC.
- Ruderman, M. N. (2004, March). *Developing Women Leaders*. Presented at the Chief Diversity Officers Forum, Bennett College, Greensboro, NC.
- Ruderman, M. N. (2004, January). *Leadership Across Differences: Reconciling Ethnicity, Religion, Gender, and Culture*. Presented at Becton, Dickinson and Company, Franklin Lakes, NJ.
- Ohlott, P. J., Graves, L. M., & Ruderman, M. N. (2003, November). *Commitment to Nonwork Roles: Effects on Managers' Work Performance, Work Attitudes, and Well-Being*. Paper presented at the University of Connecticut by Laura Graves.
- Ruderman, M. N. (2003, October). *Developing Women Leaders*. Workshop presented at the Women's International Networking Conference. Lausanne, Switzerland.

- Ruderman, M. N. & Ohlott, P. J. (2003, August). *Standing at the Crossroads: Next Steps for High-Achieving Women*. Presented to CCL feedback coaches at the Coaching Learning Day, Greensboro, NC.
- Ohlott, P. J. & Ruderman, M. N. (2003, April). *Choices and Tradeoffs of High-Achieving Women*. Duke University, Durham, NC.
- Ruderman, M. N. (2003, March). *Choices and Tradeoffs of High-Achieving Women*. Presented to the Network of Executive Women, Washington, D.C.
- Ruderman, M. N. (2003, March). *Developing Women Leaders*. Presented at the Conference Board's Women's Leadership Conference, New York, NY.
- Ruderman, M. N. (2002, December). *Choices and Tradeoffs of High Achieving Women*. Presented at the Women in Chemicals Conference, Chicago, IL.
- Ruderman, M. N. (2002, May). *Choices and Tradeoffs of High Achieving Women*. Presented at the Adult Education Research Committee Conference, Raleigh, NC.
- Ruderman, M. N. (2002, April). *Choices and Tradeoffs of High Achieving Women*. Presented at the Paris Professional Women's Network.
- Ruderman, M. N. (2001, October). *Development of Leadership Capabilities in Women*. Presented at the Centre of Excellence for Women's Advancement, Ottawa, Ontario.
- Ruderman, M. N. (2001, October). *Choices and Tradeoffs of High Achieving Women*. Presented to the Center for Gender in Organizations, Simons Graduate School of Management, Boston, MA.
- Ruderman, M. N. (2001, August). *Leadership Skills and Emotional Intelligence*. Presented at Applying Emotional Intelligence, Toronto.
- Ruderman, M. N. (2001, May). *Choices and Tradeoffs of High-Achieving Women*. Presented at the Third Annual Friends of the Center Leadership Conference, Kansas City, MO.
- Ruderman, M. N. (2001, April). *Choices and Tradeoffs of High-Achieving Women*. Presented at the Community Leadership Association, Greensboro, NC.
- Ruderman, M. N. (2000, November). *Choices and Tradeoffs of High-Achieving Women*. Presented at Chubb Insurance, Princeton, NJ.
- Ruderman, M. N. (2000, November). *Developing Women Leaders: A Strategy for Success*. Presented at the Linkage International Women in Leadership Summit, Brussels.
- Ruderman, M. N. & Livers, A. (2000, October). *Development of Women and People of Color*. Presented at NEHRA HR Invention Convention, Providence, RI.
- Ruderman, M. N. & Briggs, B. (1999, June). *Lead More Effectively by Balancing Work and Family: Mission Possible!* Presented at the Linkage Women in Leadership Conference, San Francisco, CA.

Ruderman, M. N. & Livers, A. (1997, November). *Diversity, Teams and Leadership Development*. Presented at the Diversity Executive Roundtable, Aspen, CO.

Sharpe, D. & Ruderman, M. N. (1997, October 24). *Tradeoffs and Choices Facing High-Achieving Women*. Presented at the New Women: New Leaders Conference, New York, NY.

McCauley, C. D. & Ruderman, M. N. (1986, May). *Assessment for Development: Implications From a Study of Executives*. Paper presented at the International Congress on the Assessment Center Method, Dearborn, MI.

## **TRAINING & DEVELOPMENT TOOLS**

Kossek, E. E., Ruderman, M. N., Hannum, K. M., & Braddy, P. W. (2011). *WorkLife Indicator: Increasing Your Effectiveness On and Off the Job* feedback report and development planning guide. Greensboro, NC: Center for Creative Leadership.

Eckert, R. H., Ruderman, M. N., Leslie, J. B. & Hannum, K. M. (2012) *Global6 Development Planning Guide*. Greensboro, NC: Center for Creative Leadership.

McCauley, C. D., Ohlott, P. J. & Ruderman, M. N. (1999). *Job Challenge Profile*. Greensboro, NC: Center for Creative Leadership and San Francisco: Jossey Bass/Pfeiffer.

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

Ohlott, P. J., McCauley, C. D., & Ruderman, M. N. (1992). *Developmental Challenge Profile: Manual and Trainer's Guide*. Greensboro, NC: Center for Creative Leadership.

Ruderman, M. N., McCauley, C. D., & Ohlott, P. J. (1992). *Developmental Challenge Profile*. Greensboro, NC: Center for Creative Leadership.

## **CONFERENCES CHAIRED**

M. Ruderman & E. E. Kossek (Chairs). (2003, May). *Managing work-life integration in organizations: Future directions for research and practice*, Greensboro, NC.

M. Ruderman & S. E. Jackson (Chairs). (1994). *Work Team Dynamics and Productivity in the Context of Diversity*, Greensboro, NC.

M. Ruderman & A. Morrison (Chairs). (1992). *Leadership Diversity Conference*, Greensboro, NC.

## **PROFESSIONAL SERVICE**

Journal Ad Hoc Reviewer

*Academy of Management Review*

*Human Relations*

*Organizational Behavior and Human Decision Processes*



## *Leadership Quarterly*

Conference Presentation Reviewer

*Academy of Management Annual Meeting, various divisions 1990-2006*

*SIOP Conference, 1995-2006*

Executive Committee Member (2001-2003), Gender and Diversity in Organizations Division of the Academy of Management.

Chair, Sage Scholarship Award Committee (2003), Gender and Diversity in Organizations Division of the Academy of Management.

Chair, Janet Chusmir Service Award Committee (2002), Gender and Diversity in Organizations Division of the Academy of Management.

## **PROFESSIONAL ASSOCIATIONS**

Academy of Management

American Psychological Association (APA) (Elected Fellow, 2012)

Society for Industrial and Organizational Psychology (SIOP) (Elected Fellow, 2012)

Consortium for Research on Emotional Intelligence, Associate Member

## **PROFESSIONAL WORKSHOPS**

Ruderman, M. N. & Tavares, J. C. (2005, April). *Developing Women Leaders: Lessons Learned From Research and Practice*. Workshop conducted at the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Dalton, M., McCauley, C. D., Ruderman, M. N., & Sutter, S. (1994, April). *Management Development Through Job Experiences*. Workshop conducted at the Society for Industrial and Organizational Psychology, Nashville, TN.