



ROBERT B. KAISER, M.S.

Partner

KAPLAN DEVRIES INC.

rkaiser@kaplandevries.com

www.kaplandevries.com

Rob Kaiser began his career at the Center for Creative Leadership. He joined Kaplan DeVries in 1997 to expand the firm's research and development capabilities. He was named partner in the summer of 2005.

Rob is a thought leader in the field of leadership. He has over 100 publications and presentations, ranging from scholarly journals to professional conferences to the international business press, including award-winning business articles. His interests cover leadership, assessment, and executive selection and development.

Rob is the co-author, along with Bob Kaplan, of the *Leadership Versatility Index*[®], a 360-degree feedback tool that received three U.S. patents for its radical new approach to assessment. Rob's 2005 book, *Filling the Leadership Pipeline*, was a practical work on building leadership bench strength. In 2006, he and Bob Kaplan published *The Versatile Leader: Make the Most of Your Strengths—Without Overdoing It*. Rob's latest book, *The Perils of Accentuating the Positive*, includes chapters from a dream team of leadership experts and offers "the rest of what you need to know about strengths-based development." He is also on the editorial review board for *Consulting Psychology Journal*.

Not just an armchair theorist, Rob has an active consulting practice. He provides assessment and development services for leaders and their teams. He has coached executives in the Fortune 500 as well as the private sector. He specializes in helping high potentials transition to the executive suite. Rob's approach is to "start where the manager is" and help the person reach a more complete understanding of the job and a more well-rounded style of leading to match

Rob also provides applied research services to help organizations frame, study, and solve vexing leadership issues – from creating corporate leadership models to revamping assessment systems to linking succession and development investments to strategic business goals. For example, he has developed customized leadership models and performance measures used to assess top executives in major global corporations.

It is impossible to overlook Rob's passion and zeal. He is a self-admitted "nut about this stuff" who loves to talk leadership, organizations, and human nature. One of his guiding principles is what he calls *practical science* – a marriage of disciplined thinking and common sense in solving real problems. Ever an extravert, Rob can often be found organizing conference events, collaborative writing projects, or finding other excuses to bring leading thinkers together to share their big ideas.

Rob received a B.S. in Psychology with a minor in Sociology and an M.S. in Industrial-Organizational Psychology from Illinois State University (ISU). In 2007 he received the alumnus of the year award from the ISU College of Arts and Sciences. He lives in Greensboro, NC with his wife, Molly, and their children, Claire and Ben.

1. Hogan, J., Hogan, R., & Kaiser, R. B. (in press). Management derailment: Personality assessment and mitigation. Chapter to appear in S. Zedeck (Ed.) *American Psychological Association Handbook of Industrial and Organizational Psychology*. Washington, DC: American Psychological Association.
2. Hogan, R. & Kaiser, R. B. (in press). Personality. Chapter to appear in J.C. Scott & D. H. Reynolds (Eds.), *Handbook of Workplace Assessment*.
3. Hogan, R., & Kaiser, R. B. (2010). Integrity and leadership: Correlates and consequences. *Manuscript under review*.
4. Hogan, R., Winsborough, D., & Kaiser, R.B. (2010). *Personality and the laws of history*. Manuscript under review.
5. Kaiser, R.B., Craig, S.B., Overfield, D., & Yarborough, P. (2010). Testing the leadership pipeline: Do the behaviors related to managerial effectiveness change with hierarchical level? *Manuscript under review*.
6. Kaiser, R. B., Overfield, D. V., & Kaplan, R. E. (2010). *Leadership Versatility Index version 3.0 Facilitator's Guide*. Greensboro, NC: Kaplan DeVries Inc.
7. Kaiser, R. B., & Overfield, D. V. (2010). Assessing flexible leadership as a mastery of opposites. *Manuscript under review*.
8. Kaiser, R. B., Guest Editor (2010). Assessment and Development of Flexible Leadership: Special Issue. *Consulting Psychology Journal: Research and Practice*. Under development.
9. Kaplan, R.E., & Kaiser, R.B. (2010). Towards a positive psychology for leaders. In A. P. Linley, S. Harrington, & N. Page (Eds.), *Oxford Handbook of Positive Psychology and Work* (107-117). New York: Oxford University Press.
10. Creelman, D., & Kaiser, R. B. (2009). The value of hiring for team fit. *Leadership in Action*, 29(4), 23-24.
11. Kaiser, R. B. (2009). Too good to be true: Are strengths really all leaders need? *Chief Learning Officer*, 8(3), 58.
12. Kaiser, R.B. (2009). *The Perils of Accentuating the Positive*. Tulsa, OK: Hogan Press.
13. Kaiser, R.B. (2009). The rest of what you need to know about strengths-based development. In R.B. Kaiser (ed.), *The Perils of Accentuating the Positives* (pp. 1-9). Tulsa, OK: Hogan Press.
14. Kaiser, R.B., & Kaplan, R.E. (2009). When strengths run amok. In R. B. Kaiser (ed.), *The Perils of Accentuating the Positives* (pp. 57-76). Tulsa, OK: Hogan Press.
15. Kaplan, R.E., & Kaiser, R.B. (2009). Stop overdoing your strengths. *Harvard Business Review*, 87(2), 100-103.
16. Pavlica, K., Kaiser, R. B., & Jarošová, E. (2009). Versatile leadership, LVI, and their application in Škoda Auto a.s. In I. A. Kocourek (ed.), *Proceedings of the 9th International Conference of the Liberec Economic Forum*. (pp. 284-293). Technical University of Liberec: Liberec, Czech Republic.
17. Winsborough, D., Kaiser, R. B., & Hogan, R. (2009). An evolutionary view: What followers want from their leaders. *Leadership in Action*, 27(3), 8-11.
18. Hogan, R., & Kaiser, R.B. (2008). Learning a lesson in executive selection. *Leadership in Action*, 27(6), 22-24.
19. Hogan, R. & Kaiser, R.B. (2008). Quality control: Why leaders need to understand personality. *Leadership in Action*, 28(5), 3-7.
20. Kaiser, R.B., Hogan, R., & Craig, S.B. (2008). Leadership and the fate of organizations. *American Psychologist*, 63, 96-110.
21. Kaiser, R.B. & White, R.P. (2008). Strength test: Debunking an unbalanced approach to development. *Leadership in Action*, 28(5), 8-12.
22. Pavlica, K. & Kaiser, R.B. (2008). Versatilita – nový pohled na problematiku vedení. (Versatility – A new view of leadership). *Zpravodaj, pro MZDOVÉ ÚČETNÍ a personalisty*, 25, 7-10.
23. Pavlica, K. & Kaiser, R.B. (2008). Versatilita – koncept mnohostranného a vyváženého přístupu k vedení. (Versatility – concept of a multisided and well-balanced approach to leadership.). *Výuka na vysokých školách ekonomického zaměření. Sborník z konference konané*, 23, 133-142.
24. Van Vugt, M., Hogan, R., & Kaiser, R.B. (2008). Leadership, followership, and evolution: Some lessons from the past. *American Psychologist*, 63, 182-196.
25. Van Vugt, M., Johnson, D.D.P., Kaiser, R.B., & O'Gorman, R. (2008). Evolution and the social psychology of leadership: The mismatch hypothesis. In D. R. Forsyth, G. R. Goethals, C. L. Hoyt, M. A. Genovese, & Cox, L. H. (Eds.), *Leadership at the Crossroads* (pp 267-282). Westport, CT: Greenwood.
26. Kaiser, R. B., & Hogan, R. (2007). The dark side of discretion: Leader personality and organizational decline. In R.

- Hooijberg, J. Hunt, J. Antonakis, & K. Boal (Eds.), *Being there even when you are not: Leading through strategy, systems and structures. Monographs in leadership and management* (Vol. 4, pp. 177-197). London: Elsevier Science.
27. Kaiser, R. B., & Kaplan, R. E. (2007). *Leadership Versatility Index Facilitator's Guide*. Greensboro, NC: Kaplan DeVries Inc.
 28. Kaiser, R.B., Lindberg, J.T., & Craig, S.B. (2007). Assessing the flexibility of managers: A comparison of methods. *International Journal of Selection and Assessment*, 16, 40-55.
 29. Kaplan, B., & Kaiser, R. (2007). Adjusting your leadership volume. *Leader to Leader*, 43, 13-18.
 30. Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, vulnerable followers, and conducive environments. *Leadership Quarterly*, 18, 176-194.
 31. Kaiser, R.B., & Kaplan, R.E. (2006). The deeper work of executive development. *Academy of Management Learning and Education*, 5, 463-483.
 32. Kaplan, R.E., & Kaiser, R.B. (2006). Lopsidedness in leaders: Strategies for assessing it and correcting it. In R.J. Burke and C.L. Cooper (Eds.) *Inspiring Leaders* (pp. 293-304). London: Routledge.
 33. Kaiser, R. (2006). Review of *The Three Financial Styles of Very Successful Leaders* by E. Ted Prince. *Personnel Psychology*, 59, 233-237.
 34. Kaiser, R.B., & Craig, S.B. (2006). Bad items, bad data: Item characteristics and rating discrepancies in multi-source assessments. In S. Reddy (Ed.), *Perspectives on Multirater Performance Assessment*. (Ch. 5, pp. 76-91). Nagarjuna Hills, Hyderabad, India: ICFAI University Press.
 35. Kaplan, R.E., & Kaiser, R.B. (2006). *The Versatile Leader: Make the Most of Your Strengths—Without Overdoing It*. San Francisco: Pfeiffer.
 36. Hogan, R., & Kaiser, R.B. (2005). What we know about leadership. *Review of General Psychology*, 9, 169-180.
 37. Kaiser, R.B. (2005). *Filling the Leadership Pipeline*. Greensboro, NC: Center for Creative Leadership.
 38. Kaiser, R.B., & Craig, S.B. (2005). Building a better mousetrap: Item characteristics associated with discrepancies in 360° ratings. *Consulting Psychology Journal: Research and Practice*, 57, 235-245.
 39. Kaiser, R.B., & Kaplan, R.E. (2005). On the folly of linear rating scales for a non-linear world. In S. Reddy (Ed.), *Performance Appraisals: A Critical View* (Ch. 12, pp. 170-197). Nagarjuna Hills, Hyderabad, India: ICFAI University Press.
 40. Kaiser, R.B., & Kaplan, R.E. (2005). Overlooking overkill? Beyond the 1-to-5 rating scale. *Human Resources Planning*, 28(3), 7-11.
 41. Kaplan, R. E., & Kaiser, R. B. (2005). Detecting excess: Versatility is a prize virtue. *Leadership Excellence*, 22(1), 6-7.
 42. Craig, S.B., & Kaiser, R.B. (2003). Applying item response theory to multisource performance ratings: What are the consequences of violating the independent observations assumption? *Organizational Research Methods*, 6, 41-58.
 43. Kaplan, R.E., & Kaiser, R.B. (2003). Developing versatile leadership. *MIT Sloan Management Review*, 44(4), 19-26. Voted runner-up for Article of the Year by MIT/PricewaterhouseCoopers.
 44. Kaplan, R.E., & Kaiser, R.B. (2003). Rethinking a classic distinction in leadership: Implications for the assessment and development of executives. *Consulting Psychology Journal: Research and Practice*, 55, 15-25.
 45. Kaplan, R.E., & Kaiser, R.B. (2003). The turbulence within: How sensitivities throw off performance in executives. In R.J. Burke and C.L. Cooper (Eds.) *Leading in Turbulent Times*, (Ch. 2, pp. 31-53). Oxford: Blackwell.
 46. LeBreton, J.M., Burgess, J.R.D., Kaiser, R.B., Atchley, E.K., & James, L.R. (2003). The restriction of variance hypothesis and interrater reliability and agreement: Are ratings from multiple sources really dissimilar? *Organizational Research Methods*, 6, 78-126.
 47. Kaiser, R.B., & Kaplan, R.E. (2001, March/April). Leadership effectiveness hangs in the balance. *Leadership in Action*, 21(1), 12-13.
 48. Kaiser, R.B., & DeVries, D.L. (2000). Leadership training. In W.E. Craighead and C.B. Nemeroff (Eds.) *Encyclopedia of Psychology and Neuroscience* (3rd ed.). New York: Wiley & Sons.
 49. Kaiser, R.B., & DeVries, D.L. (2000). Leadership styles. In W.E. Craighead and C.B. Nemeroff (Eds.) *Encyclopedia of Psychology and Neuroscience* (3rd ed.). New York: Wiley & Sons.
 50. Sessa, V.I., Kaiser, R., Taylor, J.K., & Campbell, R.J. (1998). *Executive Selection: A Research Report on What Works and What Doesn't*. Greensboro, NC: Center for Creative Leadership.
 51. Clause, C.S., Kaiser, R.B., & Roach, S.G. (1995). Using socialization literature to shed light on the first year transition. *The*

PRESENTATIONS

1. Kaiser, R.B. (2010, March). *Play to Your Strengths – But Don't Get Seduced!* Keynote address to be delivered at the ERIAC Capital Humano HR World Forum, Monterrey, Mexico.
2. Kaiser, R.B. (2010, April). *Evolution and the Problem with Modern Leadership*. Symposium to be presented at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
3. Kaiser, R.B. (2010, April). *The Problem with the Strengths Fad*. Symposium to be presented at the 25th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
4. Kaiser, R.B. (2010, February). *Assessing and Developing Adaptable Leaders for an Age of Uncertainty*. Session to be presented at the APA Division 13 (Society for Consulting Psychology) midwinter conference, Scottsdale, AZ.
5. Kaiser, R.B. (2010, February). *Executive Assessment and the Bottom Line: Thinking Clearly about Leadership Effectiveness*. Workshop to be delivered at the Society for Psychologists in Management annual conference, Tampa, FL.
6. Kaiser, R.B. (2010, February). *Next Generation 360: Aligning What We Know and How We Assess*. Session to be presented at the Metropolitan New York Association of Applied Psychology, New York City.
7. Hogan, R.T. & Kaiser, R.B. (2010, January). Leadership lessons from the past. In N. Nicholson (chair), *Evolutionary Approaches to Leadership, Management, and Organizational Performance*, Darwin Seminar Guest Lecture Series presented at the London Business School, London, UK.
8. Kaiser, R.B. (2010, January). *Next-Generation 360: Beyond Competencies and the Five-point Scale*. Interactive workshop delivered to the British Psychometric Society's Psychometrics Forum, London, UK.
9. Kaiser, R.B. (2009, February). *Improving Follow-through, the Achilles' Heel of Executive Coaching*. Session presented at the APA Division 13 (Society for Consulting Psychology) midwinter conference, San Diego, CA.
10. Kaiser, R.B. (2008, April). *The Importance, Assessment, and Development of Flexible Leadership*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
11. Kaiser, R.B. (2008, April). *Unconventional Thinking about Leadership*. Symposium presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
12. Pavlica, K. & Kaiser, R. B. (2008, January). *Versatilita – koncept mnohostranného a vyváženého přístupu k vedení (Versatility – Concept of a multisided and well-balanced approach to leadership)*. Presented to the Škoda Auto Vysoká škola University. Mladá Boleslav, Czech Republic.
13. Kaiser, R.B. (2007, April). *The Perils of Accentuating the Positives*. Symposium presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
14. Kaiser, R.B. (2007, February). *Take Hold of Your Strengths—Lest They Take Hold of You!* Invited adult enrichment class sponsored by the Durham Academy, Durham, NC.
15. Kaplan, R. E., & Kaiser, R. B. (2007, February). *Potent Coaching: Fresh leverage for Developing Versatile Leaders*. Pre-conference workshop at the APA Division 13 (Society for Consulting Psychologists) midwinter conference, Miami, FL.
16. Kaiser, R.B. (2006, August). Capturing tensions and trade-offs in executive assessment. In M. Dickey (chair), *Integrative Models and Methods for Assessing Executive Effectiveness*, symposium presented at the annual conference of the American Psychological Association, New Orleans, LA.
17. Craig, S.B., & Kaiser, R.B., (2006, April). It takes all kinds: Types of leaders at the bottom, middle, and top. Paper in H.S. Leonard (Chair), *Investigating the Leadership Pipeline: Selection and Development Implications*, practitioner forum presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
18. Kaiser, R.B. (2006, April). *Leadership and Evolutionary Psychology: New Perspectives on an Old Topic*. Symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
19. Kaiser, R.B. (2006, April). *Leadership and Practical Science: Advancing Knowledge, Improving Organizations*. Academic-Practitioner Collaborative Forum presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
20. Kaiser, R.B., & Kaplan, R.E. (2006, April). Are all scales created equal? Response format and the validity of managerial ratings. Paper in B.C. Hayes (Chair), *The Four "R's" of 360° Feedback: Second Generation Research on Determinants of*

Its Effectiveness, symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

21. Lindberg, J.T., & Kaiser, R.B., (2006, April). Engaging leadership: A qualitative study of how leaders impact team engagement. Paper in J.T. Lindberg & S.B. Craig (Co-chairs), *The Qualitative Study of Leadership: Research Methods and Substantive Findings*, symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
22. Sloan, S., Kaiser, R.B., Craig, S.B., & Baydoun, R. (2006, April). Does working for a better boss improve ratings of subordinate performance? A longitudinal, quasi-experimental study. Paper in B.C. Hayes (Chair), *The Four "R's" of 360° Feedback: Second Generation Research on Determinants of Its Effectiveness*, symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
23. Kaiser, R.B. & Craig, S.B. (2005, Oct.). How is executive success different? Presented at *Leadership at the Top*, Fall Consortium sponsored by the Society for Industrial and Organizational Psychology, St. Louis, MO.
24. Kaiser, R.B. (2005, Aug.). Quantifying your talent pool: A possible future. Invited presentation in D. Creelman (moderator), *Metrics on Organizational Leadership*, Thought Leader Series sponsored by the Human Capital Institute, Washington, DC.
25. Kaiser, R.B. (2005, Aug.). *The Leadership Value Chain: Linking Leaders to the Bottom Line*. Paper delivered to the Human Capital Institute, Washington, DC.
26. Kaiser, R.B., & Ferrell, S.G. (2005, Aug.). *On the Measurement of Leadership Effectiveness*. Invited presentation delivered to the Center for Creative Leadership, August 19, Greensboro, NC.
27. Craig, S.B., Lindberg, J.T., Kaiser, R.B., & Baydoun, R. (2005, April). "Virtually" error-free 360? Effects of web-based multimedia rater training on rating errors. In R.B. Kaiser and J.T. Lindberg (Chairs) *Clarifying the Message: How Can We Improve 360-degree Feedback?* Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
28. Hogan, R.T., & Kaiser, R.B. (2005, April). Pinch-hitting for the future of I-O Psychology. Presented in F. Drasgow (chair), *The Future of I-O Psychology*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
29. Kaiser, R.B. (2005, April). *Making Leadership Research More Relevant*. Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
30. Kaiser, R.B. (2005, April). *Developing Leaders via Action Learning: A Primer for I/O Psychologists*. Practitioner Forum presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
31. Kaiser, R.B., & Ferrell, S. G. (2005, April). Leadership and the fate of organizations. Presented in R. B. Kaiser (chair), *Making Leadership Research More Relevant*, symposium at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
32. Kaiser, R.B., & Lindberg, J. T. (2005, April). *Clarifying the Message: How Can We Improve 360-degree Feedback?* Symposium presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
33. Kaiser, R.B. (2004, Nov.). *Rethinking Executive Assessment: Making Room for Overkill and Imbalance in Leaders*. Invited presentation given at the 20th biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
34. Kaiser, R.B. (2004, Nov.). *A Step Forward in Executive Assessment*. Invited presentation to the Organizational Consulting track at the annual meeting of the International Coach Federation (ICF), Quebec, Canada.
35. Kaplan, R.E., & Kaiser, R.B. (2004, Sept.). Rethinking executive assessment. Presented in S. Steckler (coordinator) *Building and Managing Executive Talent*. Workshop presented by the Human Resources Planning Society, San Francisco, CA.
36. Kaplan, R.E., Kaiser, R.B., & DeVries, D.L. (2004, Aug.). *Enhancing Assessment: Accounting for Overkill and Balance in Feedback (as well as the Classroom)*. Continuing education workshop presented to the faculty of the Center for Creative Leadership, Greensboro, NC.
37. Kaplan, R.E., & Kaiser, R.B. (2004, May). *Developing Versatile Leadership: A Two-sided Model and Cutting-edge Tool*. Presented at the International Conference and Exposition hosted by the American Society for Training and Development, Washington, DC.
38. Kaiser, R.B., & Kaplan, R.E. (2004, April). Overlooking overkill: On the folly of linear rating scales for a non-linear world. In S.B. Craig (Chair) *360, The Next Generation: Innovations in Multisource Performance Assessment*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.

39. Kaiser, R.B., & Craig, S.B. (2004, April). *Filling the Pipe I: Studying Management Development across the Hierarchy*. Symposium presented at the 18th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
40. Kaiser, R.B., & Craig, S.B. (2004, April). What gets you there won't keep you there: Managerial behaviors related to effectiveness at the bottom, middle, and top. In R. B. Kaiser and S.B. Craig (Co-chairs) *Filling the Pipe I: Studying Management Development across the Hierarchy*. Symposium presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
41. Kaiser, R.B. (2004, April). *Filling the Pipe II: Best Practices in Organization-wide Management Development*. Practitioner Forum presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
42. Lindberg, J.T., & Kaiser, R.B. (2004, April). *Assessing the behavioral flexibility of managers: A comparison of methods*. Poster session presented at the 19th Annual Conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
43. Kaplan, R.E., & Kaiser, R.B. (2004, March). *Developing Versatile Leadership*. Invited address given to the Charlotte Human Resources Forum, Charlotte, NC.
44. Kaplan, R.E., & Kaiser, R.B. (2003, Nov.). *Executive Assessment for Coaching and Development*. Presented at the quarterly meeting of the Chicago Industrial-Organizational, Chicago, IL.
45. DeVries, D.L., & Kaiser, R.B. (2003, Nov.). Going sour in the suite: What you can do about executive derailment. Presented in S. Steckler, D. Sethi, & R.K. Prescott (coordinators) *Maximizing Executive Effectiveness: Developing Your Senior Leadership* workshop presented by the Human Resources Planning Society, Miami, FL.
46. Kaplan, R.E., & Kaiser, R.B. (2003, Sept.). *Detecting Excess Too: A Quantum Leap in Leadership Assessment*. Presented at the 9th annual Leadership Development Conference hosted by Linkage Inc., San Diego, CA.
47. Craig, S.B., & Kaiser, R.B. (2003, April). Using Item Response Theory to assess measurement equivalence of 360° performance ratings across organizational levels. In A. Meade (Chair) *Applications of Item Response Theory to Measurement in Organizations*. Symposium presented at the 18th annual conference of the Society for Industrial-Organizational Psychology in Orlando, FL.
48. Kaiser, R.B., & Craig, S.B. (2002, Aug.). *Beneath the Numbers: Factors Affecting the Measurement Properties of 360 Ratings*. Symposium presented at the annual conference of the American Psychological Association, Chicago, IL.
49. Kaiser, R.B., & Craig, S.B. (2002, Aug.). Item characteristics associated with rating discrepancies in multi-source assessment instruments. In R.B. Kaiser and S. B. Craig (Co-chairs) *Beneath the Numbers: Factors Affecting the Measurement Properties of 360 Ratings*. Symposium presented at the annual conference of the American Psychological Association, Chicago, IL.
50. Kaiser, R.B. (2002, April). Outgrowing sensitivities: The deeper work of executive development. In Robert T. Hogan (Chair) *Models of Executive Education*. Symposium presented at the 17th annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
51. Kaiser, R.B., & Craig, S.B. (2002, April). *360-degree Feedback and Personality at the Crossroads*. Symposium presented at the 17th annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
52. Kaiser, R.B., & Craig, S.B. (2002, April). Construct validity and invalidity of the MBTI in management development: A test of two interpretations. In R.B. Kaiser and S. B. Craig (Co-chairs) *360-degree Feedback and Personality at the Crossroads*. Symposium presented at the 17th annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
53. Kaiser, R.B., Craig, S.B., Kaplan, R.E., & McArthur (2002, April). Practical science and the development of Motorola's leadership standards. In K.B. Brookhouse (Chair) *Transforming Leadership at Motorola*. Practitioner Forum presented at the 17th annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
54. Craig, S.B., & Kaiser, R.B. (2001, April). Violating the independent observations assumption in IRT-based analyses of 360° instruments: Can we get away with it? In R. Kaiser and S.B. Craig (Co-chairs) *Modern Analytic Techniques in the Study of 360° Performance Ratings*. Symposium presented at the 16th annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
55. Kaiser, R.B. (2001, October). *The Inner Work of Leadership Development*. Invited address delivered to the Bryan School of Business, University of North Carolina, Greensboro, NC.
56. Kaiser, R.B., & Craig, S.B. (2001, April). *Modern Analytic Techniques in the Study of 360° Performance Ratings*. Symposium presented at the 16th annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

57. Kaiser, R.B., & Kaplan, R.E. (2001, April). A new look at leadership versatility: Assessing the forceful and enabling polarity in executive development. In M. Kelly and M. Russell (Co-chairs) *Use of Assessment Tools in Leadership Development*. Symposium presented at the 16th annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
58. LeBreton, J.M., Burgess, J.R.D., Atchley, E.K., Kaiser, R.B., & James, L.R. (2001, April). True or false: Different sources of performance ratings don't agree? In R. Kaiser and S.B. Craig (Co-chairs) *Modern Analytic Techniques in the Study of 360° Performance Ratings*. Symposium presented at the 16th annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
59. Kaiser, R.B., & Kaplan, R.E. (2000, April). *Getting at Leadership Versatility: Theory and Measurement of the Forceful and Enabling Polarity*. Paper presented at the 15th annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
60. Kaiser, R.B., Gniatczyk, L., & Baumann, L. (2000, March). *Executive education: Ask the experts roundtable discussion*. Invited talk about careers and current trends in executive coaching at the 21st annual Industrial/Organizational Psychology & Organizational Behavior Conference, Knoxville, TN.
61. LeBreton, J.M., Bedwell, S.E., & Kaiser, R.B. (1999, April). *Organizational demographic diversity, competitive pay scales, and organizational attractiveness*. Paper presented at the 14th annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
62. Sessa, V.I., Kaiser, R.B., & Campbell, R.J. (1998, April). To look in or out? Contextual and procedural distinctions between internal and external executive selection decisions. In Valerie Sessa (Chair) *Closing the Revolving Door: Current Theories from Research and Practice on Selection at the Top*. Symposium presented at the 13th annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
63. Kaiser, R.B. (1998, April). *Personality Correlates of Senior Executive Effectiveness: An Application of the Five-Factor Model*. Paper presented at the 13th annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
64. Kaiser, R.B. (1997, Oct.). *Practical Applications of the Big Five Personality Model*. Invited special interest group presentation at the 6th Biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
65. Sessa, V.I., Kaiser, R.B., & Deal, J. (1997, Oct.). *Selecting Corporate Executives: Research Findings and Current Directions*. Presented at the 6th Biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
66. Kaiser, R.K., LeBreton, J. M., Bedwell, S., Reynolds, S., & Van Stechelmann, H. (1997, April). *Diversity-based HR policies and organizational attractiveness*. Paper presented at the 12th annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
67. Binning, J.F., Kaiser, R.B., Williams, K.B., & LeBreton, J.M. (1996, April). *A field study of pre-interview impression effects on interviewer questioning strategies*. Paper presented at the 11th annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
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