



## ROBERT B. KAISER, M.S.

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Rob Kaiser began his career at the Center for Creative Leadership. He joined Kaplan DeVries in 1997 to expand the firm's respected 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 75 publications and presentations, ranging from scholarly journals to HR workshops to award-winning articles in the business press. His interests cover leadership, assessment, personality, and executive selection and development. His 2005 book, [\*Filling the Leadership Pipeline\*](#), is a practical volume on building leadership bench strength throughout an organization. His latest book, with Bob Kaplan, is [\*The Versatile Leader—Make the Most of Your Strengths—Without Overdoing It\*](#).

Rob provides assessment and coaching services to individual leaders and their teams. He has coached middle managers and executives in the Fortune 100 as well as the private sector. He specializes in helping high potentials transition to the executive suite. Rob's approach to leadership development is to "start where the individual is" and help the person reach a more complete understanding of the job and a more well-rounded style of leading to match. He considers organizational effectiveness to be the ultimate measure of leadership; thus, his coaching services are aimed at enhancing the individual's fulfillment and personal effectiveness as leverage for boosting the performance of the larger organization.

Rob also provides a unique service of contract research to help organizations frame, study, and solve vexing leadership issues – from creating corporate leadership models to revamping assessment tools and processes to linking succession and development investments to strategic business goals. For example, he is a co-developer of the customized leadership models and performance measures used to assess the top managers in three 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 core values is in what he calls *practical science* – a marriage of disciplined thinking and common sense in solving real problems. Ever an extravert, Rob can regularly be found organizing panel discussions, collected volumes, or finding other excuses to bring leading thinkers together to share their big ideas and best practices.

Rob received a B.S. in Psychology with a minor in Sociology and an M.S. in Industrial-Organizational Psychology from Illinois State University. He lives in Greensboro, NC with his wife, Molly, and their children, Claire and Ben.

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## PUBLICATIONS

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1. Kaiser, R.B., & Hogan, R. (in press). The dark side of discretion: Leader personality and organizational ineffectiveness. In J. Antonakis, R. Hooijberg, J. Hunt, K. Boal, & W. Macey (Eds.) *Leadership in and of Organizations*.
2. Kaiser, R.B., & Kaplan, R.E. (in press). Outgrowing sensitivities: The deeper work of executive development. *Academy of Management Learning and Education*.
3. Kaplan, R.E., & Kaiser, R.B. (in press). Lopsidedness in leaders: Strategies for assessing it and correcting it. In R.J. Burke and C.L. Cooper (Eds.) *Inspiring Leaders*. Oxford: Blackwell.
4. Kaiser, R.B., & Craig, S.B. (2006). *Do the behaviors related to managerial effectiveness change with organizational level?* Manuscript under review.
5. Kaiser, R.B., & Hogan, R. (2006). *Leadership and the fate of organizations: On the measurement of effectiveness*. Manuscript under review.
6. Kaiser, R.B. & Lindberg, J.T. (2006). *Assessing the flexibility of managers with coworker ratings: A comparison of methods*. Manuscript under review.
7. Padilla, A., Hogan, R., & Kaiser, R. B. (2006). *The toxic triangle: Destructive leaders, vulnerable followers, and conducive environments*. Manuscript under review.
8. Kaiser, R. (2006). Review of *The Three Financial Styles of Very Successful Leaders* by E. Ted Prince. *Personnel Psychology*, 59, 233-237.
9. 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.
10. Kaplan, R.E., & Kaiser, R.B. (2006). *The Versatile Leader: Make the Most of Your Strengths—Without Overdoing It*. San Francisco: Pfeiffer.
11. Hogan, R., & Kaiser, R.B. (2005). What we know about leadership. *Review of General Psychology*, 9, 169-180. [Special issue on positive psychology.]
12. Kaiser, R.B. (2005). *Filling the Leadership Pipeline*. Greensboro, NC: Center for Creative Leadership.
13. 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.
14. 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.
15. Kaiser, R.B., & Kaplan, R.E. (2005). Overlooking overkill? Beyond the 1-to-5 rating scale. *Human Resources Planning*, 28(3), 7-11.
16. Kaplan, R. E., & Kaiser, R. B. (2005). Detecting excess: Versatility is a prize virtue. *Leadership Excellence*, 22(1), 6-7.
17. 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.
18. 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.**
19. 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.
20. 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.

21. 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.
22. Kaiser, R.B., & Kaplan, R.E. (2001, March/April). Leadership effectiveness hangs in the balance. *Leadership in Action*, 21(1), 12-13.
23. Kaiser, R.B., & DeVries, D.L. (2000). Leadership training. In W.E. Craighead and C.B. Nemeroff (Eds.) *Encyclopedia of Psychology and Neuroscience* (3<sup>rd</sup> ed.). New York: Wiley & Sons.
24. Kaiser, R.B., & DeVries, D.L. (2000). Leadership styles. In W.E. Craighead and C.B. Nemeroff (Eds.) *Encyclopedia of Psychology and Neuroscience* (3<sup>rd</sup> ed.). New York: Wiley & Sons.
25. 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.
26. Clause, C.S., Kaiser, R.B., & Roach, S.G. (1995). Using socialization literature to shed light on the first year transition. *The Industrial-Organizational Psychologist*, 33, 91-95.

## PRESENTATIONS

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1. 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 to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
2. Kaiser, R.B. (2006, April). *Leadership and Evolutionary Psychology: New Perspectives on an Old Topic*. Symposium to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
3. Kaiser, R.B. (2006, April). *Leadership and Practical Science: Advancing Knowledge, Improving Organizations*. Academic-Practitioner Collaborative Forum to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
4. 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 to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
5. 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 to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
6. 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 to be presented at the 21<sup>st</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
7. 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.
8. 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, August 4, Washington, DC.
9. Kaiser, R.B., & Ferrell, S.G. (2005, Aug.). *Leadership and the Fate of Organizations: On the Measurement of Effectiveness*. Invited presentation delivered to the Center for Creative Leadership, August 19, Greensboro, NC.
10. 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 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

11. 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 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
12. Kaiser, R.B. (2005, April). *Making Leadership Research More Relevant*. Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
13. Kaiser, R.B. (2005, April). *Developing Leaders via Action Learning: A Primer for I/O Psychologists*. Practitioner Forum presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
14. 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 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
15. Kaiser, R.B., & Lindberg, J. T. (2005, April). *Clarifying the Message: How Can We Improve 360-degree Feedback?* Symposium presented at the 20<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
16. Kaiser, R.B. (2004, Nov.). *Rethinking Executive Assessment: Making Room for Overkill and Imbalance in Leaders*. Invited presentation given at the 20<sup>th</sup> biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
17. 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.
18. 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.
19. 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.
20. 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.
21. 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.
22. 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.
23. 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.
24. 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.
25. 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.
26. Kaplan, R.E., & Kaiser, R.B. (2004, March). *Developing Versatile Leadership*. Presentation and

workshop delivered to the Corning Inc. Science and Technology Leadership Council, Corning, NY.

27. Kaplan, R.E., & Kaiser, R.B. (2004, March). *Developing Versatile Leadership*. Invited address given to the Charlotte Human Resources Forum, Charlotte, NC.
28. 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.
29. 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.
30. Kaplan, R.E., & Kaiser, R.B. (2003, Sept.). *Detecting Excess Too: A Quantum Leap in Leadership Assessment*. Presented at the 9<sup>th</sup> annual Leadership Development Conference hosted by Linkage Inc., San Diego, CA.
31. 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 18<sup>th</sup> annual conference of the Society for Industrial-Organizational Psychology in Orlando, FL.
32. 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.
33. 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.
34. 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 17<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
35. Kaiser, R.B., & Craig, S.B. (2002, April). *360-degree Feedback and Personality at the Crossroads*. Symposium presented at the 17<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
36. 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 17<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
37. 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 17<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Toronto, Ontario.
38. 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 16<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
39. 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.
40. Kaiser, R.B., & Craig, S.B. (2001, April). *Modern Analytic Techniques in the Study of 360° Performance Ratings*. Symposium presented at the 16<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
41. 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 16<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

42. 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 16<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
43. 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 15<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
44. 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 21<sup>st</sup> annual Industrial/Organizational Psychology & Organizational Behavior Conference, Knoxville, TN.
45. LeBreton, J.M., Bedwell, S.E., & Kaiser, R.B. (1999, April). *Organizational demographic diversity, competitive pay scales, and organizational attractiveness*. Paper presented at the 14<sup>th</sup> annual meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
46. 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 13<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
47. Kaiser, R.B. (1998, April). *Personality Correlates of Senior Executive Effectiveness: An Application of the Five-Factor Model*. Paper presented at the 13<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
48. Kaiser, R.B. (1997, Oct.). *Practical Applications of the Big Five Personality Model*. Invited special interest group presentation at the 6<sup>th</sup> Biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
49. Sessa, V.I., Kaiser, R.B., & Deal, J. (1997, Oct.). *Selecting Corporate Executives: Research Findings and Current Directions*. Presented at the 6<sup>th</sup> Biannual meeting of the North Carolina Society for Industrial and Organizational Psychology, Greensboro, NC.
50. Kaiser, R.K., LeBreton, J. M., Bedwell, S., Reynolds, S., & Van Stechelma, H. (1997, April). *Diversity-based HR policies and organizational attractiveness*. Paper presented at the 12<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
51. 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 11<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
52. Kaiser, R.B., Adorno, A.J., Williams, K.B., & Binning, J.F. (1996, April). *A field study of applicant gender and race effects in structured panel interview ratings*. Paper presented at the 11<sup>th</sup> annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
53. Kaiser, R.B. (1996, March). *Evolving conceptions of validity: An historical review and the current state-of-the-art*. Paper presented at the 17<sup>th</sup> annual Industrial/Organizational Psychology & Organizational Behavior Conference, Toledo, OH.