

**Ruth Wageman**  
**Curriculum Vitae**

**233 Elkins Rd.**  
**Elkins, NH 03233**  
**(603) 526-9863**

**Department of Psychology**  
**Harvard University**  
**33 Kirkland St.**  
**Cambridge, MA 02138**  
**(603) 548-9154**

**Research Interests**

The major theme in my research is identifying the organizational, group, and individual conditions that influence the effectiveness of task-performing teams. Recent themes in my work include: influences on the effectiveness of senior leadership teams; the uses and misuses of power in teams; the theory and practice of leadership development. I aspire to contribute both to basic theory in the social psychology of organizations, and to informed action in social systems. To do so, I draw upon both quantitative and qualitative data collected in field and laboratory research settings.

**Professional Experience**

**2006-Present** Visiting Scholar, Department of Psychology  
Harvard University

**2006-Present** Director of Research, Hay Group

**1999-2006** Associate Professor of Business Administration  
The Amos Tuck School of Business, Dartmouth College

**1996-1999** Associate Professor of Organizational Behavior  
Columbia University Graduate School of Business

**1993-1995** Assistant Professor of Organizational Behavior  
Columbia University Graduate School of Business

**Education**

**1987-1993** **Harvard University Department of Psychology and Harvard Business School** **Cambridge, MA**  
**Joint Doctoral Program**

Ph.D. in Organizational Behavior

**1983-1987** **Columbia College, Columbia University** **New York, NY**

Bachelor of Arts degree, magna cum laude, with departmental honors in Psychology. Scholastic honors: Phi Beta Kappa, Honors Research Program in Social Psychology.

## **Publications and Papers**

- Wageman, R., & Hackman, J.R. (in press). What makes teams of leaders leadable? In N. Nohria & R. Khurana (Eds.), *Advancing leadership*. Boston: Harvard Business School Press.
- Wageman, R., & Nunes, D.A. (in press). Deciding how to decide: Chief executive decision making. *Chief Executive*.
- Wageman, R., Fisher, C.M., & Hackman, J.R. (2009). Leading teams when the time is right: Finding the best moments to act. *Organization Dynamics*, 38, 192-203.
- Lafforet, C., & Wageman, R. (Summer, 2009). Going beyond the financial issues in turning a merger into a success. *Leader to Leader*, 53, 44-51.
- Wolff, S.B., Fontaine, M., & Wageman, R. (2009) The coming leadership gap: An exploration of competencies that will be in short supply. *International Journal of Human Resources Management*, 9, 250-274.
- Hackman, J.R., & Wageman, R. (2009). Foster team effectiveness by fulfilling key leadership functions. In E. Locke (Ed.), *Handbook of Principles of Organizational Behaviour*.
- Bolster, C.J., & Wageman, R. (February, 2009). Compensation committees and senior leadership teams. *Trustee*.
- Wageman, R., Wilcox, I., & Gurin, M. (October, 2008). The demise of the heroic CEO and the rise of senior leadership teams. *Pharmaceutical Commerce*.
- Wageman, R., Nunes, D.A., Burruss, J.A., & Hackman, J.R. (January, 2008). Behind the seniors: How you can help a CEO get the top team on a path to excellence. *People Management*, 38-40.
- Shiraki, J., & Wageman, R. (January, 2008). What's a top team for? *Human Capital Institute Paper Series*.
- Wageman, R., & Donnenfeld, A. (2008). Intervening in intra-team conflict. In K. Behfar and L. Thompson, *Conflict in Organizations*. Evanston: Northwestern University Press.
- Nunes, D.A., & Wageman, R. (December, 2007). What every CEO wants to know: Six conditions to create an effective top team. *Human Capital Institute Paper Series*.

- Wageman, R., Nunes, D.A., Burruss, J.A., & Hackman, J.R. (January, 2008). The structure of success. *Associations Now*, 22-29.
- Hackman, J. R., & Wageman, R. (2007). Asking the right questions about leadership. *American Psychologist*, 62, 43-47.
- Wageman, R. & Mannix, E.A. (2007). A field study of the effects of individual power use on team process and performance. *Center for Public Leadership Article Series*, Kennedy School of Government, Harvard University.
- Wageman, R., Hackman, J.R. & Lehman, E.V. (2005). Team Diagnostic Survey: Development of an instrument. *Journal of Applied Behavior Science*, 41, 373-398.
- Wageman, R. & Gordon, F. (2005). As the twig is bent: How group values shape emergent task interdependence in groups. *Organization Science*, 16, 687-700.
- Hackman, J.R., & Wageman, R. (2005a). A theory of team coaching. *Academy of Management Review*, 30, 269-287.
- Hackman, J.R., & Wageman, R. (2005b). When and how team leaders matter. *Research in Organizational Behavior*, 26, 39-76.
- Wageman, R. (2003). Virtual process: Implications for coaching the virtual team. In E.A. Mannix and R. Peterson, (Eds.), *Understanding the Dynamic Organization*, LEA Press, pp. 65-86.
- Wageman, R. (2001). How leaders foster team self-management: The relative effects of design activities and hands-on coaching. *Organization Science*, 12, 559-577.
- Hackman, J.R., Wageman, R., Ruddy, T., & Ray, C.R. (2000). Team Effectiveness in Theory and in Practice. In C. Cooper and E. Locke (Eds.), *Industrial and Organizational Psychology: Linking theory with practice*. London: Blackwell.
- Wageman, R. (Volume Ed.) Mannix, E.A., & Neale, M. (Series Eds.). (1999). *Research in Groups and Teams: Context. Vol. II*, JAI Press.
- Wageman, R. (1999a). The meaning of interdependence. In M. Turner (Ed.), *Groups at Work: Advances in Theory and Research*. Hillsdale, NJ: Lawrence Erlbaum and Associates.
- Wageman, R. (1999b). Task design, outcome interdependence, and individual differences: Joint effects on effort in task-performing teams. *Group Dynamics*, 44, 136-142.
- Wageman, R., & Mannix, E.A. (1998). The uses and misuses of power in task-performing teams. In R. Kramer and M. Neale (Eds.) *Power, politics and conflict in organizations*, JAI Press.

- Wageman, R. (1997). The power of high performance work systems. *Training and Development*, 2, 22-49.
- Wageman, R. (Summer, 1997). Critical success factors for creating superb self-managing teams. *Organization Dynamics*, 49-61. Reprinted in *Organisationsentwicklung*, 14, 12-22.
- Wageman, R. (1997). Rewarding teamwork in self-managing teams. *Compensation and Benefits Review*, Sept.-Oct. 1997, 31-42.
- Wageman, R., & Baker, G.P. III. (1996). Incentives and cooperation: The joint effects of task and reward interdependence on group performance. *Journal of Organizational Behavior*, 18, 139-158.
- Wageman, R. (1995). Interdependence and group effectiveness. *Administrative Science Quarterly*, 40: 145-180.
- Hackman, J.R. & Wageman, R. (1995). Total Quality Management: Empirical, conceptual, and practical issues. *Administrative Science Quarterly*, 41, 309-342.
- Harackiewicz, J.M., Abrahams, S., & Wageman, R. (1987). Performance evaluation and intrinsic motivation: The effects of reward, achievement orientation, and evaluative focus. *Journal of Personality and Social Psychology*, 106, 1013-1026.

### **Books and Working Papers**

- Wageman, R., Nunes, D.A., Burruss, J.A., & Hackman, J.R. (2008). *Senior leadership teams: What it takes to make them great*. Boston: Harvard Business School Press.
- Wageman, R., & Ganz, M. (2009). Leadership development in volunteer organizations. Working paper.
- Wolff, S.B., Callahan, A., Spencer, S., & Wageman, R. (2009). Reconfiguring leadership capabilities in the face of the coming leadership gap: What challenges will organizations face? Working paper.
- Ganz, M., & Wageman, R. (2009). Leadership development in a grass roots environmental organization: Practices and challenges. Working paper.
- Donnenfeld, A. & Wageman, R. (2009). The dynamic relationships among team design, friendships, and team performance. Under editorial review.

### **Selected Professional Presentations**

- Wageman, R. (2009). Leadership team effectiveness and emerging group forms. Invited address, Harvard University Department of Psychology.
- Wageman, R., Nunes, D.A. , & Hackman, J.R. (2009). Senior leadership teams: What it takes to make them great. Invited symposium. Center for Public Leadership, Harvard Kennedy School of Government.
- Wageman, R. (2009). Senior leadership teams: What it takes to make them great. Invited address, Sloan School of Management, Sloan Fellows Program, Massachusetts Institute of Technology.
- Wageman, R. (2009). Senior leadership teams: What it takes to make them great. Workshop presented at the annual meeting of the Society of Industrial and Organizational Psychology, New Orleans.
- Wageman, R., Barrick, M., Nethersell, G., Kaplan, S., & Useem, M. (2008). The unique properties of the job of CEO. Symposium presented at the annual meeting of the Academy of Management, Anaheim.
- Hackman, J.R., & Wageman, R. (2008). Working at the intersection: Insights from an academic-consultant collaboration about senior leadership teams. Workshop presented at the annual meeting of the American Psychological Association, Boston.
- Wageman, R., & Hackman, J.R. (2007). Strategies and tactics for coaching teams. Professional development workshop presented at the annual meeting of the Academy of Management, Philadelphia.
- Wageman, R., Fisher, C., Fontaine, M., & Hackman, J.R. (2007). Leadership lessons from unusual places. Symposium presented at the annual meeting of the Academy of Management, Philadelphia.
- Wolff, S., Fontaine, M., & Wageman, R. The coming leadership gap: An exploration of competencies that will be in short supply. (2007) Paper presented at the annual meeting of the Academy of Management, Philadelphia.
- Wageman, R. (2006). Influences on the effectiveness of executive teams. University of Utah invited address.
- Wageman, R. (2006). Making executive teams work. Stern School of Business, New York University invited colloquium.
- Wageman, R. (2006). Imperatives for leaders: Interdependence, power and timing. Invited address. J.F.Kennedy School of Government, Center for Public Leadership, Harvard University.

- Wageman, R. (2006). Making executive teams work. Carnegie-Mellon Tepper School of Business, invited address.
- Wageman, R. (2005). Leadership development and pedagogical scholarship. Keynote panel presentation, Eastern Academy of Management, Providence, RI.
- Wageman, R., & Hackman, J.R. (2003). Top management teams that work: How they are structured, composed and led. Invited address, Harvard Business School.
- Wageman, R. (2002). Launching and coaching the virtual team. Conference on the Dynamic Organization, Johnson School of Management, Cornell University.
- Wageman, R., & Gordon, F. (2001) How group values shape emergent task interdependence. Invited address, Southern Methodist University.
- Wageman, R., & Hackman, J.R. (2001). Leading senior management teams. HayGroup International Leadership Conference, Florence, Italy.
- Wageman, R. (2000). Perspectives on team coaching. Symposium presented at the annual meeting of the Society of Industrial and Organizational Psychology, New Orleans.
- Wageman, R., & Hackman, J.R. (1999). A theory of team coaching. ICOS, University of Michigan, Ann Arbor.
- Wageman, R. (1998). Emergence of interdependent structures from group behavior. University of Utah, Salt Lake City.
- Wageman, R. (1998). The effects of group values on team performance and process. Symposium presented at the annual meeting of the Academy of Management, San Diego.
- Wageman, R., & Hackman, J.R. (1998). Toward theory of team coaching. Invited address, Organisational Behaviour group of the London Business School.
- Wageman, R. (1997). Egalitarian values and team processes. Symposium presented at the meeting of the Academy of Management, Boston.
- Wageman, R. (1997). Leading self-managing teams. Massachusetts Institute of Technology, Organizational Behavior Division.
- Wageman, R. (1997). Structure, coaching, and self-managing team performance; Self-reinforcing spirals. Northwestern University, Kellogg School of Management.
- Wageman, R., & Hackman, J. R. (1997). Toward a theory of team coaching. UCLA Marshall School of Business; Center for Effective Organizations and Organizational Behavior Division
- Wageman, R. (1997). Leading self-managing teams. Tulane University, invited address.

- Wageman, R. (1996). Team design and “empowered” behavior. Symposium presented at the meeting of the Academy of Management, Cincinnati.
- Wageman, R. (1996). When and how leaders make a difference to self-managing team effectiveness. Society of Industrial and Organizational Psychologists, Orlando.
- Wageman, R. (1995). Effects of group attributions for failure on group problem-solving. Symposium presented at the meeting of the Academy of Management, Vancouver.
- Wageman, R. (1995). Leading self-managing teams. Colloquium presentation, program in Social and Organizational Psychology, New York University.
- Wageman, R. (1995). Joint effects of team design and leader behavior on self-managing teams. Colloquium, Dept. of Organizational Behavior, Yale University School of Management.
- Wageman, R. (1994). Total Quality Management: A multidisciplinary analysis. Symposium, Society of Industrial and Organizational Psychologists, Nashville. Chair and presenter.
- Baker, G.P. III, & Wageman, R. (1993). The interactive effect of task and reward interdependence on group performance. University of Chicago Graduate School of Business, Department of Behavioral Sciences.
- Wageman, R. (1993). Bridging the gap between academia and industry: Doing research that makes a difference. Symposium, Society of Industrial and Organizational Psychology, San Francisco.
- Wageman, R. (1992). Task interdependence and reward interdependence: Perspectives on the interaction. Symposium, Academy of Management, Las Vegas; presenter and chair.
- Abrahams, S., Wageman, R., & Harackiewicz, J.M. (1987). Effects of rewards, achievement motivation, and evaluative focus on intrinsic motivation. Paper presented at the meeting of the American Psychological Association, New York.

### **Published Cases**

Overhead Reduction Task Force **HBS Case**

Meeting of the Overhead Reduction Task Force Video **HBS Case**

### **Teaching**

MBA courses: Leading Organizations; Effective Teamwork; Power and Influence

Undergraduate courses: The Social Psychology of Organizations; Groups in Organizations; Undergraduate Bridge Program: Effective Teamwork

Leadership Development: Dartmouth Hitchcock Medical Center

Program in Organization Development and Human Resources Management, Columbia University Teacher's College

Executive Programs: Managing Change; Senior Leadership Teams; Diagnosis and Problem-solving in Management; Leading Teams

Doctoral courses: Research Methods; Social Psychology of Organizations; Groups in Organizations; Current Literature in Organizational Behavior

### **Honors and Awards**

Visiting Scholar, Center for Public Leadership, Harvard University Kennedy School of Government, 2006

Best Paper 1995, Academy of Management, OB Division

ORSA-TIMS Doctoral Dissertation Proposal Award

Junior Faculty Consortium, Academy of Management, 1993.

Sigma Xi, Harvard-Radcliffe Chapter, 1991.

Danforth Center Distinguished Teaching Award, Harvard University, 1991.

Doctoral Consortium, Academy of Management, 1990.

Phi Beta Kappa, Columbia University, 1987.