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**3377 North Torrey Pines Court**  
**La Jolla, CA 92037**  
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**(858) 638-8047**

## **CURRENT POSITION**

Director, Insights and Impact Services at the Center for Creative Leadership

## **EDUCATION**

### **Ph.D., Applied Social Psychology, Loyola University Chicago, 2008**

Dissertation Title: The Effects of Ethical Climate on the Use of Deception in Group and Individual Negotiation

Advisor: R. Scott Tindale, Ph.D.

### **M.A., Applied Social Psychology, Loyola University Chicago, 2003**

Thesis Title: The Effects of Shared Identity on Evaluations of Authority Figures

Advisor: R. Scott Tindale, Ph.D.

### **B.A., Psychology, University of California, San Diego, 1998**

## **RESEARCH INTERESTS**

Leadership, effectiveness of leadership development programs, business ethics, organizational and leadership culture, small group decision making and problem solving, group negotiation behavior, health care, cross-cultural differences in workplace challenges and attitudes & youth leadership development

## **TEACHING EXPERIENCE**

Undergraduate Introduction to Social Psychology

Undergraduate Introduction to Research Methods

Undergraduate Industrial/Organizational Psychology

Undergraduate Lab in Social Psychology

## **AWARDS AND FELLOWSHIPS**

Postdoctoral Research Fellowship, Center for Creative Leadership, 2009-2011

ABD Tuition Award, 2007-2008

Victor J. Heckler Fellowship, 2006-2007

Nominee, James E. Johnson Excellence in Graduate Teaching Award, 2006

Research Fellowship, Center for Urban Research & Learning, 2005-2006

Assistantship & Tuition Fellowship, Loyola University Chicago, 2002-2005

## **PUBLICATIONS (Peer-reviewed journals)**

**Stawiski, S., Germuth, A., Yarborough, P., Alford, V., Parrish, L. (2016).** Infusing Twenty-First Century Skills into Engineering Education. *Journal of Business and Psychology*. Advance online publication. doi:10.1007/s10869-016-9477-2

Gentry, W. A., Eckert, R., Munusamy, V. P., **Stawiski, S. A.**, & Martin, J. (2014). The needs of participants in leadership development programs: A qualitative and quantitative, cross-country investigation. *Journal of Leadership & Organizational Studies*, *21*, 83-101.

Gentry, W. A., Patterson, A., **Stawiski, S. A.**, Gilmore, D. C., & Sparks, T. E. (2013). A 30-country multilevel test of cultural convergence or divergence of three managerial skillsets. *Consulting Psychology Journal: Practice and Research*.

Deal, J., **Stawiski, S.**, Graves, L., Gentry, W.A., Weber, T., & Ruderman, M., (2013). Motivation at Work: Which matters more, generation or organizational level? *Consulting Psychology Journal: Practice and Research*.

**Stawiski, S.**, Dykema-Engblade, A., & Tindale, R.S. (2012). The roles of shared stereotypes and shared processing goals on mock jury decision making. *Basic and Applied Social Psychology*, *vol. 34 (1)*.

**Stawiski, S.**, Tindale, R.S., Dykema-Engblade, A. (2009). The effects of ethical climate on group and individual level deception in negotiation. *International Journal of Conflict Management*, *vol. 20(3)*.

George, C., Chernega, J.N, **Stawiski, S.**, Figert, A., & Bendixen, A. V. (2008). Connecting fractured lives to a fragmented system: Chicago Housing for Health Partnership. *Equal Opportunities International*, *vol. 27 (2)*, p. 161-180.

#### **PUBLICATIONS (Books, chapters and contributions)**

Patterson, T., **Stawiski, S.**, Hannum, K.M., Champion, H., & Downs, H. (2017). *Evaluating the Impact of Leadership Development, Second Edition*. Greensboro, NC: Center for Creative Leadership.

**Stawiski, S. A.**, Gentry, W. A., & Baranik, L. E. (2015). Can managers of every generation have it all? Examining the relationship between work-life balance and promotability for Baby Boomers and Generation X. In S. G. Baugh & S. E. Sullivan (Eds.), *Research in careers: Vol. 3. Striving for Balance* (pp. 47-71). Charlotte, NC: Information Age.

**Stawiski, S.** & Martineau, J. (2014). Developing Young Leaders in Kenya's Rift Valley. In Walter Reichman (Ed.), *Industrial and Organizational Psychology Help the Vulnerable: Serving the Underserved*. New York: Palgrave Macmillan.

Ollier-Malaterre, A., Sarkisian, N., **Stawiski, S.** & Hannum, K.M. (2013). Work-Life Balance and Performance Across Countries: Cultural and Institutional Approaches. In Debra A. Major and Ronald J. Burke (Eds.) *Handbook of Work-Life Integration among Professionals: Challenges and Opportunities*. Northampton: Edward Elgar Publishing, Inc.

Deal, J., **Stawiski, S.**, Graves, L.M., Gentry, W.A., Ruderman, R. & Weber, T.J. (2012). Perceptions of authority and leadership: a cross-national, cross-generational investigation. In E.S. Ng, S.T. Lyons & L. Schweitzer (Eds.) *Managing the New Workforce: International Perspectives on the Millennial Generation*. Cheltenham: Edward Elgar Publishing.

**Stawiski, S.** (2010). Fixing Schools by Telling Lies? In L. Black (Ed.), *Group Communication: Cases for Analysis, Appreciation and Application*. Dubuque: Kendall Hunt.

Tindale, R. S., & **Stawiski, S.** (2010). Socially shared cognitions. In J. M. Levine & M. A. Hogg (Eds.) *Encyclopedia of group processes and intergroup relations* (pp. 811 - 815). London: Sage Publications.

Dykema-Engblade, A., & **Stawiski, S.** (2008). Employment and Retirement Concerns for Persons with Developmental Disabilities. In A. Rotatori & F. Obiakor (Eds.) *Advances in Special Education: A review of procedures to assess individuals with developmental disabilities*” (vol 18). London: Elsevier.

Tindale, R. S., **Stawiski, S.**, & Jacobs, E. (2007). Shared cognition and group learning. In V. Sessa & M. London (Eds.), *Work group learning: Understanding, improving, and assessing how groups learn in organizations* (pp. 73 – 90). New York: Lawrence Erlbaum Associates.

## UNDER REVIEW

## ACADEMIC CONFERENCES

**Stawiski, S.** (2017, November). *Creative Approaches to Evaluation of Culture Change Initiatives*. Presented at the American Evaluation Association Conference, Washington D.C.

**Stawiski, S.** & Patterson, T. (2015, November). *Evaluation of Leadership Culture Transformation*. Presentation at the American Evaluation Association Conference, Chicago, IL, November 13th, 2015.

**Stawiski, S.** (2015, November). *Evaluation of the Global Citizen Leaders Program: Successful Evaluation through Culturally Responsive Practices*. Presentation at the American Evaluation Association Conference, Chicago, IL, November 14th, 2015.

**Stawiski, S.**, Habig, J. (2014, November). *Evaluation of Leader Development Programs and Coaching: New Tools for Old Challenges*. Paper presented at the International Leadership Association Conference, San Diego, CA, November 1<sup>st</sup>, 2014.

**Stawiski, S.** (2013, October). From Rural North Carolina to Booming Mumbai: Evaluating Leadership Development Programs for College Students. In H. Champion (Chair), *Evaluating Youth Leadership Development Initiatives: Creative Solutions to Common and Not-so-Common Challenges*. Symposium conducted at the American Evaluation Association, Washington, D.C.

Gentry, W. A., Graves, L. M., **Stawiski, S. A.**, Weber, T. J. Ruderman, M. N., & Deal, J. J. (2012, August). *When political skill matters to leader effectiveness ratings: The role of perceived prosocial impact*. Paper presented at the Academy of Management Annual Meeting Conference, Boston, MA.

**Stawiski, S.** Presented on behalf of Martineau, J. (2012, April). *The Youth Leadership Development for Reforms Project*. Paper presented at the Society for Industrial/Organizational Psychologists, San Diego, California.

Gentry, W. A., Graves, L. M., **Stawiski, S. A.**, Deal, J. J., Ruderman, M. N., & Weber, T. J. (2012, April). *Managerial derailment: When political skill and perceived prosocial impact matter*. Poster session presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.

**Stawiski, S.**, Patterson, T. & Hoole, E. (2011, November) *The Engineer, the Evaluator, and the Epidemiologist: An Evaluation of a Six Sigma Intervention in a Public Health Clinic*. Paper presented at the American Evaluation Association, Anaheim, California.

**Stawiski, S.**, & Gentry, W.A. (2011, November). *A comparison of the managerial derailment tendencies of managers from Latin America and the United States*. Paper to be presented at the Southern Management Association, Savannah, Georgia.

Eckert, R., Gentry, W. A., Munusamy, V. P., **Stawiski, S.**, & Martin, J. (2011, May). *A seven-country study of the importance of leadership competencies for success in organizations*. Paper presented at the European Association of Work and Organizational Psychology, Maastricht, The Netherlands.

**Stawiski, S.**, Gentry, W.A., Graves, L., Deal, J., Ruderman, M., & Weber, T. (2011, April). *Managerial Promotability: The Roles of Supervisor Support and Mentoring Subordinates*. Poster presented at the Society for Industrial Organizational Psychologists, Chicago.

Patterson, A., Gentry, W.A., Gilmore, D., & **Stawiski, S.** (2011, April). Poster presented at the Society for Industrial Organizational Psychologists, Chicago. *What Managerial Skills are Important for Success: A Cross-Country Comparison*.

Nargang Chernega, J., **Stawiski, S.**, Figert, A. & George, C. (2007). *Shifting Identities: Homeless Individuals and the Transition to Housing*. Paper presented to the Society for the Study of Social Problems, New York, NY.

Fugate, M. George, C. **Stawiski, S.** & Haber-Barker, N. (2006). *Methodological Concerns and Solutions in Interviewing Domestic Violence Victims: Lessons Learned from an Evaluation of a DV Help Line*. Paper presented at the American Evaluation Association, Portland, OR.

Tindale, R. S., **Stawiski, S.**, Dykema-Engblade, A., & Wittkowski, E. (2006). *Minority influence, rationality, and ingroup protection*. In C. Smith and A. Gardikiotas (co-convenors) Social and cognitive processes in minority influence. Symposium presented at the 26th International Congress of Applied Psychology, Athens, Greece.

**Stawiski, S.**, Dykema-Engblade, A., Wittkowski, E., Starkel, R., Jacobs, E., Tindale, R.S., & Smith, C. (2006). *Shared Stereotypes vs. Shared Processing Goals for Mock Juries*. Poster presented at the Midwestern Psychological Association, Chicago, IL.

Tindale, R.S., Smith, C., Dykema-Engblade, A., **Stawiski, S.**, Wittkowski, E. & Meisenhelder, H. (2005, May). Shared conversational norms and group performance in syllogistic reasoning. In E.S. Park, T. Reiner & V.B. Hinsz (Organizers), *Strategies of Information Processing in Groups*. Symposium conducted at the Midwestern Psychological Association, Chicago, IL.

Dykema-Engblade, A., **Stawiski, S.**, Wittkowski, E., Tindale, R.S. & Smith, C. (2005). *Group and individual tendencies in cooperative and competitive situations: further explorations of the individual-group discontinuity effect*. Poster presented at the Midwestern Psychological Association, Chicago, IL.

Wittkowski, E., **Stawiski, S.**, Dykema-Engblade, A., Tindale, R.S. & Smith, C. (2005). *Instruction manipulation and the inclusion and Exclusion Discrepancy*. Poster presented at the Midwestern Psychological Association, Chicago, IL.

**Stawiski, S.**, Tindale, R.S. & Edwards, J.E. (2004). *The effects of shared identity on evaluations of authority figures*. Poster presented at the Midwestern Psychological Association, Chicago, IL

Dykema-Engblade, A., Dick, E., **Stawiski, S.**, Tindale, R.S., & Smith, C. (2004). *Comparing groups and individual judgments on the inclusion-exclusion discrepancy*. Poster presented at the Midwestern Psychological Association, Chicago, IL

Dykema-Engblade, A., Dick, E., **Stawiski, S.**, Tindale, R.S., & Smith, C. (2004). *Inclusive and Exclusive Modes of Thinking in Groups: A Signal Detection Analysis*. Poster presented at the American Psychological Society, Chicago, IL

**Stawiski, S.,** Dick, E., Dykema-Engblade, A., Tindale, R.S., Smith, C., Ottati, V., & Kashima, Y. (2004). *Category accessibility and impression formation in a small group context*. Poster presented at the American Psychological Society, Chicago, IL

Dick, E., Dykema-Engblade, A., **Stawiski, S.,** Koenig, C., & Smith, C. (2003). *Conversational norms and syllogistic reasoning problems*. Poster presented at the Midwestern Psychological Association, Chicago, IL

Donovan, K., Roque, L. & **Stawiski, S.** (2002). *An evaluation of two Chicago-based HIV prevention programs*. Poster presented at the semi-annual grantee meeting of the Center for Substance Abuse Treatment, Washington, D.C.

## REPORTS & WHITE PAPERS

Stawiski, S., McGuire, J., & Patterson, T. (2018). *How to Know if Your Culture Change Strategy is Working*. [White Paper]. Greensboro, NC: Center for Creative Leadership. <https://www.ccl.org/wp-content/uploads/2018/11/how-to-know-if-your-culture-change-strategy-is-working-white-paper.pdf>

Young, S., Champion, H., **Stawiski, S.,** Smith, M., Mondore, S. (2018). *Using Predictive Analytics to Drive More Effective Leadership Actions*. [White Paper]. Greensboro, NC: Center for Creative Leadership.

**Stawiski, S.,** Sass, M. & Belzer, R. (2016). *Making the Case for Executive Coaching* [White Paper]. Greensboro, NC: Center for Creative Leadership. <https://www.ccl.org/wp-content/uploads/2016/12/building-the-case-for-executive-coaching.pdf>

Deal, J. J., **Stawiski, S.,** Gentry, W.A. & Cullen, K. (2012). *What Makes a Leader Effective. U.S. Boomers, Xers and Millennials Weigh In* [White Paper]. Greensboro, NC: Center for Creative Leadership.

Eckert, R., Ruderman, M., Gentry, W. A., & **Stawiski, S.,** (2012). *Through the looking glass: How relationships shape managerial careers* [White Paper]. Greensboro, NC: Center for Creative Leadership. <http://www.ccl.org/leadership/pdf/research/ThroughTheLookingGlass.pdf>

Gentry, W. A., Deal, J. J., **Stawiski, S.,** & Ruderman, M. (2012). *Are leaders born or made: Perspectives from the executive suite* [White Paper]. Greensboro, NC: Center for Creative Leadership. <http://www.ccl.org/leadership/pdf/research/AreLeadersBornOrMade.pdf>

**Stawiski, S.,** Gentry, W.A., Santana, L. & Dinwoodie, D. (2012). *Developing Leaders in Latin America: Understanding Managerial Derailment*. [White Paper]. Greensboro, NC: Center for Creative Leadership.

Deal, J., **Stawiski, S.,** Ruderman, M., & Gentry, W. (2010). *Workplace Attitudes 2010: Positive Managers, Positive Organizations (Despite Everything)*. [QuickView Leadership Series Report]. Greensboro, NC: Center for Creative Leadership.

**Stawiski, S.,** Deal, J., & Gentry, W. (2010). *Employee Perceptions of Corporate Social Responsibility. The Implications for Your Organization*. [QuickView Leadership Series Report]. Greensboro, NC: Center for Creative Leadership.

<http://www.ccl.org/leadership/pdf/research/EmployeePerceptionsCSR.pdf>

Deal, J., **Stawiski, S.** & Gentry, W. (2010). *Employee Engagement: Has it been a Bull Market?* [Report]. Greensboro, NC: Center for Creative Leadership & sponsored by Booz Allen Hamilton.

<http://www.ccl.org/leadership/pdf/research/EmployeeEngagement.pdf>

**Stawiski, S.,** Deal, J., & Ruderman, M. (2010). *Building Trust in the Workplace: A Key to Retaining Women*. [QuickView Leadership Series Report]. Greensboro, NC: Center for Creative Leadership.

<http://www.ccl.org/leadership/pdf/news/BuildingTrustInTheWorkplace.pdf>

Saxton, J., Finklestein, M., Bavin, S., & **Stawiski, S.** (2008). *Reduce Liability Risk by Improving Your Patient Satisfaction*. [White paper]. South Bend, IN: Press Ganey Associates.

**Stawiski, S.,** Bavin, S., & Fulton, B. (2008). *The Impact of Patient Satisfaction on Pay-for-Performance in Medical Practices*. [White paper]. South Bend, IN: Press Ganey Associates.

George, C., Figert, A., Nargang Chernega, J. & **Stawiski, S.** (2006). *Connecting fractured lives to a fragmented system: A process evaluation of the Chicago Housing for Health Partnership*. Internal report submitted to AIDS Foundation Chicago.

Sharma, A., & **Stawiski, S.** (2006). *Strategic Plan for the Community and Economic Development Team at Access Living*. Internal report submitted to Access Living Center for Independent Living.

George, C., Fugate, M., Haber, N. & **Stawiski, S.** (2005). *From the Perspective of Diverse Users: An Evaluation of the City of Chicago Domestic Violence Help Line*. Technical Report submitted to the National Institute of Justice.

## TRADE SHOW CONFERENCES

Fulton, B., Wolosin, R., Turner, M. & **Stawiski, S.** (2008). *Looking Good: Create a Healing Office Environment*. Presentation at the Medical Group Management Association annual conference, San Diego, CA.

Fulton, B., Mirsch, T., & **Stawiski, S.** (2008). *At Home in the Center of Care*. Presentation at the National Home Care and Hospice Conference in Ft. Lauderdale, FL.

### **ADDITIONAL RESEARCH & CONSULTING POSITIONS**

**Independent Evaluator**, Carol Emmott Fellowship, A Fellowship for Women Leaders in Health, 2018-present

**Research Associate**, Press Ganey Associates, 1/2008 to 8/2009.

**University: Community Research Coordinator**, Center for Urban Research and Learning, 5/2006 to 1/2008.

**Graduate Research Fellow**, Center for Urban Research and Learning, 5/2005 to 5/2006.

**Graduate Research Assistant**, Department of Psychology, Loyola University Chicago, Dr. Scott Tindale's Research Lab, 8/2003 to 5/2005.

**Research Compliance Intern**, Office of University Research Services, Loyola University Chicago 8/2002 to 5/2003.

**Program Evaluator**, under supervision of Dr. Art Lurigio, Loyola University Chicago, 12/01 to 3/03.

**Clinical Research Coordinator**, Synergy Clinical Research Center, 9/1998 to 4/2001.

### **PROFESSIONAL AND COMMUNITY SERVICE**

Blog Contributor, American Evaluation Association, Leadership, Business and Performance TIG, 2018

Reviewer, Kenneth E. Clark Student Research Award, 2009-present

Mentor, YMCA/CCL Black and Hispanic Achievers Program, 2009-2010

Volunteer Judge, Loyola University Chicago's "Ethics Bowl," 2007

Mentor, Boys and Girls Club of Chicago, 2004-2005

Volunteer, Active Students for Kids Program, 1997-1998



**OTHER ACTIVITIES & AFFILIATIONS**

Orienteering Specialist, CCL Orienteering Program, 2010-present

Program Designer, YMCA/CCL Black & Hispanic Achievers Program, 2009-2010

Participant, ROI Institute Seminar, 2009

Participant, Dale Carnegie Institute Public Speaking Seminar, 2008

Member, Press Ganey Employee Satisfaction Committee, 2008

Member, Chicago Industrial/Organizational Psychology (CIOP) Organization

Member, American Psychological Association

Spanish language student, Escuela Meditterania, Intensive Spanish Language Program, Denia, Spain, 2001

Spanish language student, Institute of Social and International Studies, Barcelona, Spain, 1996