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# World Leadership Survey Biannual Report on Employee Commitment and Engagement 2013–2014

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## Executive Summary

The purpose of the World Leadership Survey (WLS) is to provide a window into how professionals, managers, and executives view their life within the organization. This view of the employee experience will help leaders of organizations understand what employees experience, and what the organization can do to improve commitment and reduce turnover.

The good news for organizations in the United States and Canada (the sample for this report) is that respondents are mostly committed to their organizations, satisfied with their jobs and their pay, work more than the typical 40-hour workweek, and do not currently intend to leave their jobs. The professionals, managers, and executives surveyed feel supported by their organization and by their direct supervisor, and think that their organizations are economically stable. Unfortunately they also feel overloaded, with their work disproportionately interfering with the rest of life, and that there is a high level of political behavior within their organization. Both overload and overt political behavior can reduce individual and organizational effectiveness. This report describes the current employee experience, and what organizations can focus on to maintain and improve commitment and engagement.

# Introduction

Workplace attitudes and behaviors are impacted by a multitude of factors including individual differences, professional relationships, organizational practices, and the external environment. To better understand trends in how employees currently perceive the workplace, the Center for Creative Leadership (CCL<sup>®</sup>) maintains an ongoing survey of managerial attitudes, to which we invite people from around the world to participate and provide us with their perspectives on work and leadership. Awareness of these views can help organizations better develop their systems and structures for developing and retaining leadership talent.

This report looks at how managers and professionals in the United States and Canada are thinking about their work, and how they perceive their own organization's environment. It is important to understand the attitudes of professionals, managers, and executives within an organization because those attitudes affect future organizational performance—and with the difficult economy, organizations need to take advantage of every opportunity to improve corporate performance. For example, studies show that higher organizational commitment, supervisor support, and job satisfaction are all

related to lower absenteeism, lower turnover, and better job performance—all of which improve organizational performance. An organization that understands how its talent feels can make targeted improvements to benefit its bottom line.

Data from 2,496 respondents collected January 2012 through May 2014 tell us that North Americans continue to view the workplace positively. Our data provide evidence that the managerial and professional workforce continues to find meaning in work and is motivated to take part in organizational life, both positive signs for organizations striving for recovery and growth in the (hopefully) improving economy.

Though we are seeing that work engagement is high for North American managers and other professionals, and they see their organizations providing positive and supportive environments, the data also suggest that there is considerable room for improvement. Respondents noted plenty of issues that reduce their effectiveness, including high workloads and disruptive political behavior within organizations.

## Methodology and Sample

The World Leadership Survey has continued to collect data online in English since its inception in March 2008, and began collecting data in 12 additional languages in March 2009. Participants in the research come through partner organizations, interested individuals, and enrollment in CCL programs.

Participants fill out a 20-minute online survey that is hosted by Clear Picture Corporation for the Center for Creative Leadership. In thanks for their participation, participants receive a free CCL guidebook to download immediately upon completion of the survey. Questions about the survey are sent to the World Leadership Survey e-mail account at [WorldLeadershipSurvey@ccl.org](mailto:WorldLeadershipSurvey@ccl.org). The sample for this report was collected from January 2012 through May 2014. This sample includes 2,496 respondents from the United States and Canada. (Respondents from other regions will be included in separate reports.)

- 73% of respondents had enrolled in a CCL program.
- For the 20% of respondents who provided information about the size of their organization, respondents' companies ranged from very small (one to nine employees) to very large (10,000 or more employees), with the majority (67%) coming from companies with at least 100 employees.
- 54% were male.
- 65% were white.
- "Nonwhite" included approximately 13% Black, 5% Asian, and 17% Other (Hispanic, Multiracial, Other).
- Approximately 21% of respondents were Millennials, 53% were Generation Xers, 22% Late Boomers, and 5% were Early Boomers.
- Most were managers or professionals: 22% of the sample indicated that they were at the top (C-level) or an executive, 17% upper-middle management, and 35% were middle-management or professional.

(See Appendix for a more complete description of demographics, including definitions of the generations included in this report.)

It is important to note that this is not a random sample of North American managers or employees, and therefore it likely is not fully representative of the working population. Our sample consists of people who are employed, are currently proactively working on their own development, and who were willing to take 20 minutes of their own time to participate. Though it is not a representative sample, it is a good sample of managers and professionals at higher levels in organizations who are currently employed and are engaged in improving their work skills. They offer insight into how people who are either in current leadership roles or have aspirations for leadership roles think about life in organizations.

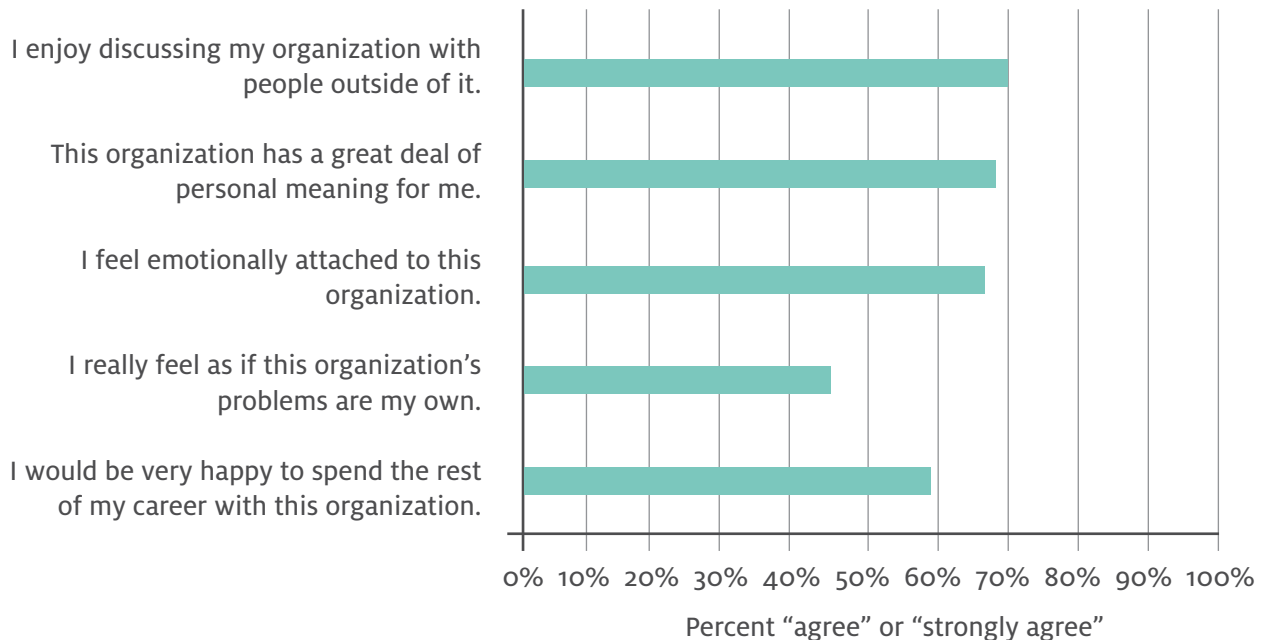
# Section 1: How Employees at All Levels Feel About Work

Overall, respondents are mostly committed to their organization, satisfied with their job and their pay, work many hours, and do not currently intend to leave their jobs.

*Respondents report feeling committed to their organization.* A large majority of respondents (70%) enjoy discussing their organization with others and nearly as many (68%) say that the organization has a great deal of personal meaning to them (see Figure 1). Further, 58% indicate they would be happy to spend the rest of their careers with their current organization. Consistent with

our previous annual reports, people at higher levels in the organization express significantly greater commitment to their organization than do people at lower professional and managerial levels. Interestingly, as in previous years, we also found that respondents with children indicated that they were more committed to their organization than individuals without children. We also found that Early Boomers (born 1946–1954) reported the highest level of commitment, followed by Late Boomers (born 1955–1963), Gen Xers (born 1964–1980), and Millennials (born 1981–2000).

**Figure 1**                      **Affective Organizational Commitment**





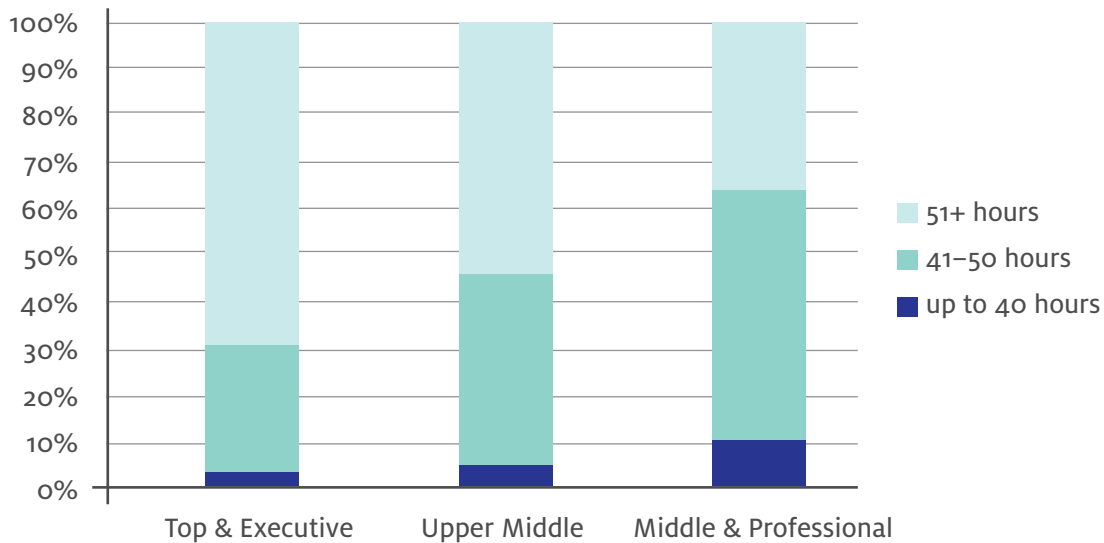
### Work Hours

Respondents' commitment is clearly matched by their work hours; the vast majority of our sample (more than 86%) report working more than 40 hours a week. This is true of 97% of those at top and executive levels, 97% of those in upper middle-management positions, and 88% of those in professional roles. Not surprisingly, individuals in management positions, and especially those higher in the organization, report working more hours than do professionals in non-management roles. On average, individuals in top and executive levels report working 10.3 hours a day, upper middle managers report working 10.2, and professionals report working 9.4. As can be seen in Figure 2, individuals in upper middle management, and especially those individuals in top and executive positions, are more likely to work 50 or more hours per week than are those in middle-management and professional roles.

Though most respondents reported working more than 40 hours a week, men report working more hours than women regardless of level in the organization or generation (e.g., Baby Boomers, Generation X). In past reports, we noted that the discrepancy between the hours worked by men and women appeared to be decreasing. In 2011 we reported that 58% of men and 43% of women reported typically working more than 50 hours per week (15% gap). In 2012 we reported the narrowing of this gap with 57% of men and 47% of women reporting typically working more than 50 hours per week (10% gap). The most recent data suggest that there has been a slight decrease in working 50-plus hours per week for both men and women. However, approximately half of the men (51%) report typically working more than 50-hour weeks, while only 35% of women report doing so (16% gap).

When compared with those at the same organizational level, all generations report working about the same number of hours.

**Figure 2** Average Hours Worked Per Week



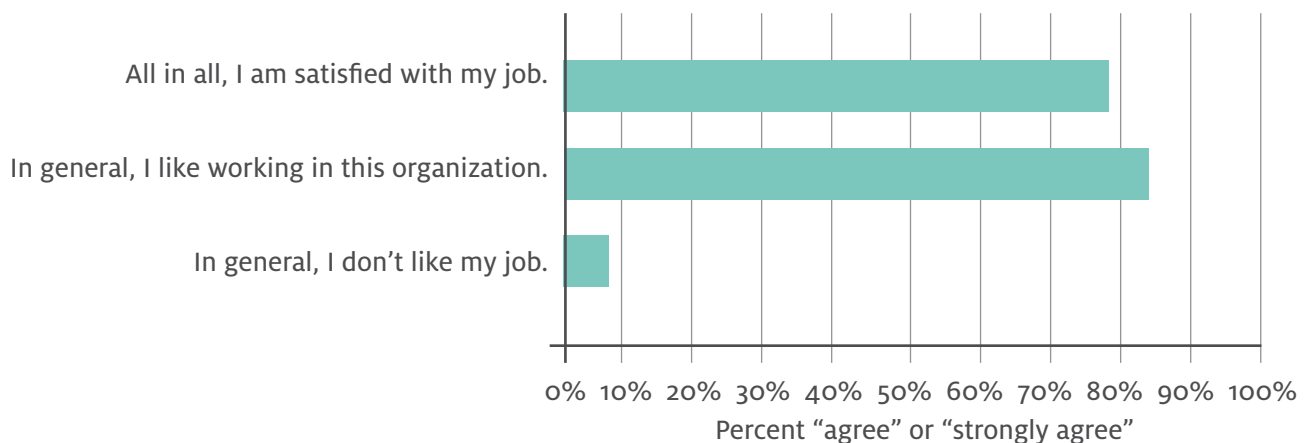
### Job Satisfaction

In addition to being committed to their organization and working many hours, respondents also express satisfaction with their jobs and organizations: 77% report being satisfied with their jobs, and 84% like working for their organization (see Figure 3). A small percentage of people may like the organization they are in but not their current position, which could explain the slight discrepancy between the two items. Consistent with previous reports, individuals at the top of the organization (i.e., top-level, executives, and upper-middle managers) express greater job satisfaction than do middle managers, professionals, and hourly or entry-level employees.

### Pay Satisfaction

With regard to satisfaction with pay as part of job satisfaction, respondents were neutral to slightly positive about their pay (3.4 on a five-point scale, with five being the highest possible rating). Individuals at top and executive levels and upper-middle levels are more satisfied with their pay than are middle-level managers, professionals, hourly and entry-level employees.

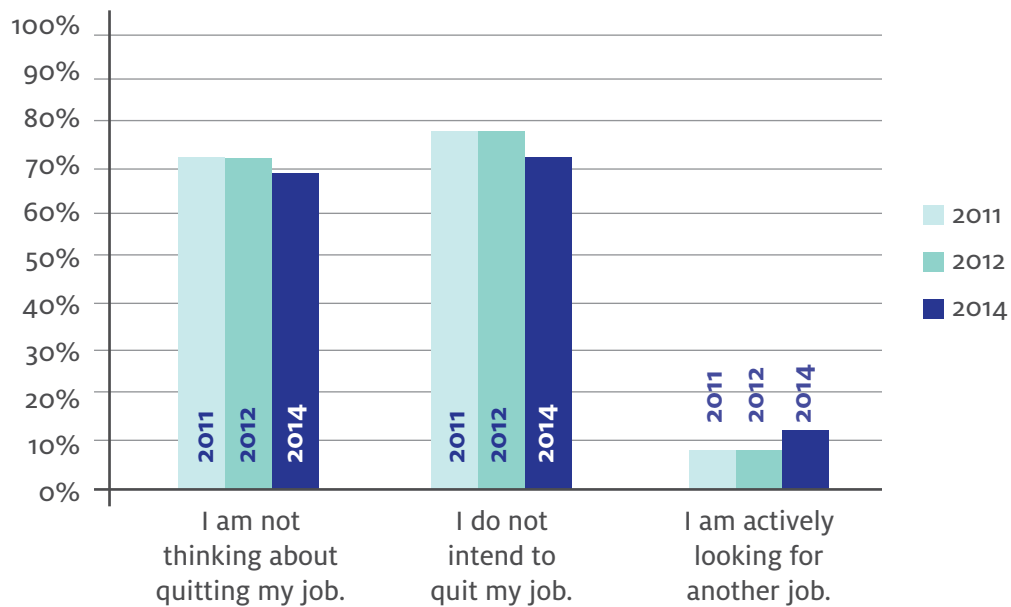
**Figure 3 Job Satisfaction**



## Intention to Turnover

Conventional wisdom may suggest that as we slowly creep out of the economic decline, employees may start to consider other employment options. However, turnover intentions remained as low in 2014 as they were in 2009 and 2012 (see Figure 4). More than two-thirds of respondents say they are **not thinking about** quitting their jobs (69%), and almost three-quarters say they do not intend to quit their jobs (73%). Further, only 12% are actively looking for another job.

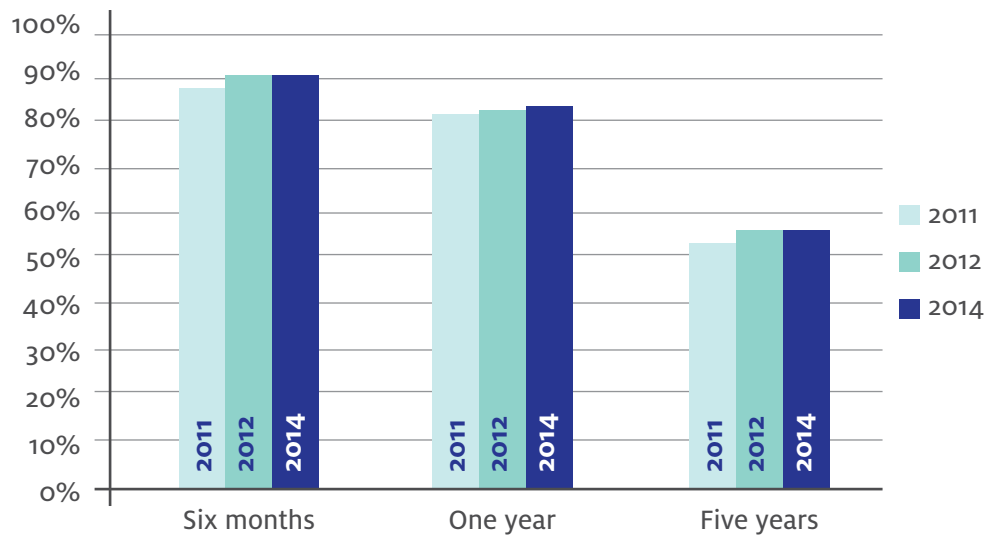
**Figure 4** Turnover Intentions  
Percent Agree or Strongly Agree



One factor that may be contributing to this stability is that the economy is not seen as particularly robust, organizations are not adding substantially to headcount, and house prices in most of the country are still below where they were in 2008—which will make it more difficult to move for many. It is yet to be seen if improvements in the job market or the housing market will lead to increases in turnover. As in 2011 and 2012, in 2014 we still see the percentage of respondents saying they are likely to stay with their organization (see Figure 5) declining as the time period increases from six

months (89% likely) to one year (81% likely) to five years (52% likely). In other words, nearly half of all respondents intend to leave their current organizations within five years, and this is equally true regardless of generation, organization level, or gender. Organizational leaders should continue to find ways to support employees and help them navigate fulfilling career paths within the organization to decrease the likelihood of the best and brightest making an exodus in a few years.

**Figure 5** Percent Agree or Strongly Agree I will likely be with the organization in:



So the overall picture for employers is positive: a committed workforce that is satisfied with their jobs and their pay, is willing to work long hours, and doesn't intend to leave. What can organizations do to maintain the currently positive climate?

## Section 2:

# What Organizations Need to Do to Maintain High Commitment and Low Turnover

While professionals, managers, and executives currently say they are committed to their organization and don't intend to leave, organizations cannot presume that will continue without effort on the organization's part. To maintain or improve the current work environment, organizations need to focus on organizational and supervisor support, providing interesting work, reducing work-life conflict, and reducing organizational politics.

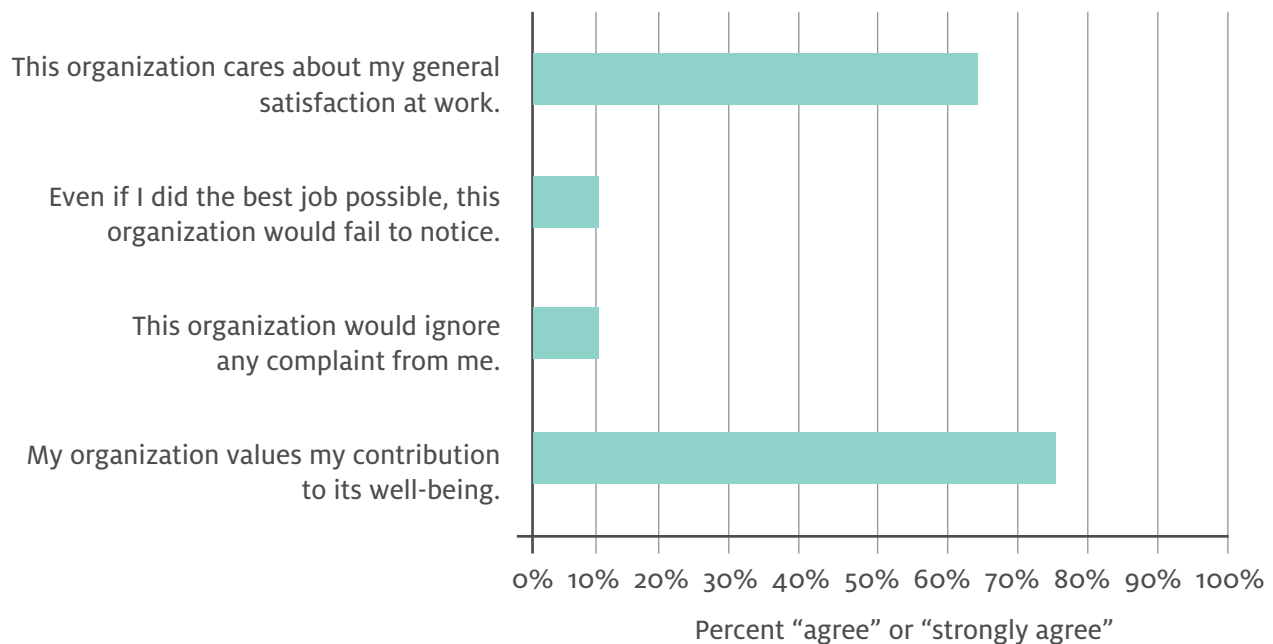
### Continue Organizational and Supervisor Support

Employees' commitment to their organization and intention to stay is partly a result of the opportunities they have at their current organization in comparison with other organizations, and partly a result of the professional relationships and organizational practices at their current organization.

One factor organizations can control is the extent to which employees feel supported at work. Respondents report feeling generally supported by their organization and supervisor: 75% believe their organizations value their contributions, 65% believe their organization cares about their satisfaction, 70% believe their supervisors take pride in their accomplishments, and 70% believe their supervisors care about their well-being. Very few respondents feel they are ignored (11%), their efforts are not noticed (12%), or their managers are not concerned about them (11%). (See Figure 6 for organizational support items.)

Consistent with previous reports, we find that people at all levels feel equally supported by their supervisors, but people at all levels do not feel equally supported by the organization. Specifically, people lower in the managerial ranks feel less supported by the organization than do people higher in the organization. This finding serves as a reminder to organizational leaders to ensure that policies and practices are in place that will support people at all levels. To maintain high commitment and reduce turnover, organizations need to continue to make an effort to support their employees and to recognize each individual employee's contribution to the organization.

**Figure 6 Perceived Organizational Support**

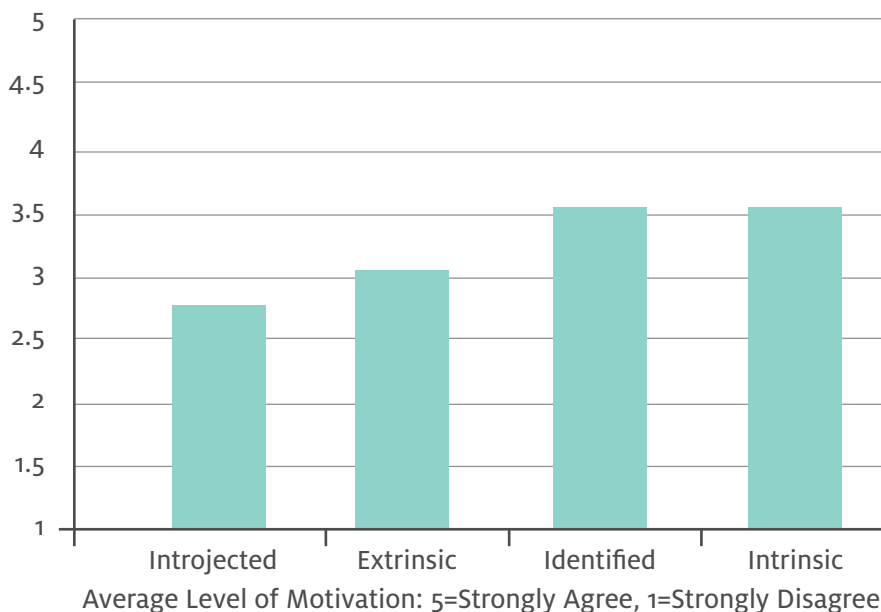


## Continue Providing Interesting Work

Another type of support has to do with being given work that the employee finds interesting. Respondents generally report that they enjoy their work and that they have high levels of motivation—at least for the types of motivation that matter most (see Figure 7). Overall, respondents report higher levels of intrinsic motivation (finding joy in work) and identified motivation (feeling driven to achieve goals) than extrinsic motivation

(driven by pay or prestige) and introjected motivation (felt obligation). This is another positive indicator about the workforce in North America, because finding joy in your work (being intrinsically motivated) and feeling driven to achieve goals (having identified motivation) are closely associated with productivity, engagement, and innovation.

**Figure 7** Average Level of Motivation



People at higher levels in the organization continue to appear to like their work more (are more intrinsically motivated) than do people at lower levels in the organization, with those at top and executive levels having higher intrinsic motivation than all other levels, and upper middle and middle and professionals having higher intrinsic motivation than hourly and entry level. Women also report higher levels of intrinsic motivation than do men. Older people (Baby Boomers) continue to report greater joy in their work than do Gen Xers, and both Boomers and Gen Xers report greater joy in their work than do Millennials. This remains true even when holding organizational level constant, so it can't just be explained by older generations having the highest positions. The most likely explanation is that older people tend to be happier than younger people in general.

People higher in the organization (especially C-level and other top executives) continue to express greater identified motivation (feeling driven to achieve goals) than do people lower in the organization.

While it is positive that people at the top of the organization enjoy their work so much and are so driven to achieve goals, organizations would benefit if people lower in the organizational hierarchy had equivalently high levels of motivation. Organizations need to continue to provide work to executives that they find motivating, while at the same time encouraging those executives to provide work that is equally motivating to employees lower in the organizational hierarchy. And while not all tasks that need to be completed will be interesting to employees, there are things a manager can do to make tasks come to life. For instance, supervisors can allow the employee the latitude to decide how and when the task needs to be completed, and can help the employee see how the task fits into the bigger picture and thus understand that even seemingly trivial tasks can have strategic significance for the organization. The important point is to provide the context for and value of the task.

## Reduce Work Family Conflict

Though our research shows that this sample is generally happy, we continue to see evidence that they are also overloaded. For instance, 59% of women agreed or strongly agreed they don't have enough time to get everything done in their job, as did 56% of men. Employees being consistently overloaded can be a problem because overload stimulates a stress response within the body, which reduces effectiveness in the short term and depletes resiliency in the longer term. Resiliency is essential to employee productivity because employees with low resilience have increased fatigue and cynicism and are more at risk for burnout, which often results in turnover. Therefore, overloading talent simultaneously decreases an organization's short-term and long-term effectiveness.

People of all levels, all generations, both sexes, and with or without children, all report that they experience work-family conflict. For all groups, ratings of work-family conflict averaged about a "three" on a five-point scale (with five being the highest level), meaning that they experienced moderate work-family conflict. There is evidence to suggest that individuals in management

positions (top and executive level, upper middle, and middle management) experience significantly more work-family conflict than individuals in hourly or entry-level positions. Consistent with past reports, of all the items used to measure work-family conflict, respondents most strongly agreed with the statement "due to work-related duties, I have to make changes to plans for personal time or family activities." We also found that Millennials reported significantly less work-family conflict than did all older generations. (Generation Xers and Late Boomers reported the most.)

People at all levels are equally likely to agree that upper management is supportive of family and personal concerns, with a mean score of 3.8 on a five-point scale (with five being the highest level). This means that respondents experienced a moderate level of support from their organization concerning work-family issues, and that the support they felt did not differ as a result of gender, generation, or organizational level. Basically, organizations are asking too much of people at all levels in the organization, especially when it comes to taking them away from pre-planned family or personal time.

## Reduce Office Politics

Political behavior within organizations is a controversial topic. Some view political behavior as a fact of organizational life that allows organizations to reach critical goals. Others describe political behavior as leading to distrust, unethical behaviors, and as promoting the interests of the individual over that of the organization. Depending on how it's enacted, political behavior can be a help or a hindrance. Organizations that are highly political frequently have employees who perceive the workplace as unfair, which often results in lower organizational commitment, less efficiency, increased turnover, and less trust in leadership.

The level of political behavior within organizations reported here is about the same as it was in 2012, which means that political behavior within organizations is still clearly prevalent in the minds of our respondents. For example, 45% of respondents believe that it is safer to remain quiet than to fight the system in their organization (see Figure 8).

As in previous years, there are differences in perceived political behavior depending on organizational level—the higher you are in the organization, the less political behavior you perceive in your organization. Specifically, those at the top and executive levels of the organization (e.g., C-level and VP level) tend to perceive less political behavior than those at middle and professional and hourly and entry level, with those at the upper-middle level in between the two.

**Figure 8 Political Behavior**



One way leaders can reduce the perception that their organization is political is to be transparent and consistent in communications and policies. Leaders should say what they mean and mean what they say, and follow the rules that are written and communicated—just as they expect their direct reports to. Sincerity, consistency, and authenticity can contribute to creating an organizational culture

where organizational politics are not perceived as disruptive or negative. Rather than being perceived in a negative way, leaders who are sincere and politically savvy improve the perception of the organization as being a place where everyone is playing under the same rules, and reduce the perception that those with power or influence get their way (in spite of the rules).

## DOs and DON'Ts for Sustaining a Positive Workforce

DOs	DON'Ts
Explain to employees how their task or role is contributing to larger goals. If you can't explain how the task is contributing, should the employee be doing it?	Assume employees understand why sitting in yet another update meeting is contributing to the success of the organization. (And if you can't explain how it is, cancel the meeting until you can!)
Tell employees directly that you appreciate the work they do for you and the organization.	Assume your employees know you appreciate their work without having to say it.
Create a safe environment for employees at all levels to speak their minds.	Punish people who challenge your views or the views of organizational leaders.
Communicate regularly about how the organization is doing, both the difficulties and the successes your organization is experiencing.	Constantly remind employees of your organization's financial hardships. (OR) Deliver veiled "threats" about layoffs as a way to motivate employees to work hard. (OR) Pretend that there aren't difficulties. (OR) Ignore successes.
Match employees' assignments to their interests, whenever possible.	Keep the most interesting assignments for yourself while asking others to do the grunt work.
Act as a role model to employees by having the courage to raise challenging questions to other leaders.	Keep employees in the dark about how important decisions are made.
Recognize your employees' focus and quality of work will be better if they have enough time to rest and take care of personal needs outside of work.	Assume your employees will say "no" to you if they need to rest or take care of personal needs outside of work.
Routinely ask your employees if they are enjoying their jobs.	Assume employees will come and complain if they don't like something, and ignore complaints or concerns your employees express to you.

## Conclusion and Recommendations

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Our data show that US and Canadian respondents are highly motivated, enjoy their work, and feel satisfied with their jobs, supervisors, and organizations. They also believe their organizations are economically stable, and most respondents intend to continue in their current organizations—at least in the short term. Organizations should maintain or improve the amount of support employees feel, and provide work (especially to those lower in the hierarchy) that employees find equally engaging and motivating.

Although the current outlook is positive, these data point to opportunities for improvement within organizations. First, employees consistently feel that they do not have enough time to get their work completed (not to mention enough time to complete the work well). Organizations have been slow to hire, even though the economy is improving. People are feeling overwhelmed, and feeling consistently overwhelmed over time will eventually lead to burnout. And before people burn out, they reduce their contribution to

the organization. Burnout has been linked to outcomes ranging from reduced production to absenteeism to health problems. While it's wise to be cautious about over-spending and over-hiring, leaders should not lose sight of the importance of taking care of their people. Some CCL resources that may help individuals better manage the situation include *Always On, Never Done* (<http://www.ccl.org/leadership/pdf/research/AlwaysOn.pdf>) and *Making Your Life Work* (<http://www.ccl.org/leadership/pdf/research/MakingYourLifeWork.pdf>).

Second, respondents continue to see a great deal of political behavior within their organization, with people at higher levels reporting less of it than people at lower levels. Leadership within organizations needs to work to reduce this disparity, which will result in improved organizational efficiencies, increased trust, and decreased turnover. For more information about the nature of political behavior in organizations, see *Women and Political Savvy* (<http://www.ccl.org/leadership/pdf/research/WomenPoliticalSavvy.pdf>).

# Appendix: Study Sample

Between January 2012 and May 2014, a total of 3,529 people responded to the World Leadership Survey (WLS). Of those who responded, the vast majority (74%) were from the Americas (North America, Central America, and South America). Of the respondents from the Americas, nearly all (96%) were from the United States and Canada, whereas very few were from Central and South American countries. Only 26% of responses came from Asia, the Pacific Rim, India, Europe, Middle East, and Africa. This report includes data from the United States and Canada only. Thus, **the sample for the current report is 2,496 individuals.**

## Gender

The distribution of men and women was split almost identically, with just over half (54%) of the respondents being men.

## How Respondents Were Recruited

Almost three-quarters (73%) of the respondents who completed the WLS were enrolled in a CCL program. As part of the pre-work for their upcoming course, a link was provided to inform them of a voluntary opportunity to complete the survey. The remaining 27.4% of respondents were not enrolled in CCL programs. They may have found the link to the survey upon visiting the CCL website, or it may have been forwarded from a friend or colleague. There were no differences between these two subgroups of our sample in terms of level, generation, or age. One demographic difference between the two subsamples is that more men came to participate in the survey through being in a CCL program, while more women came to complete the survey through other means.

There were many small, but statistically significant, differences between those who attended a CCL program and those who did not. Those who attended a CCL program were lower in extrinsic and introjected motivation and higher in intrinsic and identified motivation than those who did not attend a CCL program. Those who attended a CCL program also reported working more on average per week and reported higher work-family conflict as well as higher organizational commitment, job satisfaction, and less intention to turnover. Those who attended a CCL program also reported higher perceived support from their organization and their supervisor, lower levels of organizational politics, and higher confidence in the economic stability of their organization. These differences were controlled for in all analyses.

## Race

Of the participants who provided information about their race, the vast majority (65%) of respondents in this sample were white. Nonwhite races included Black, Asian, Hispanic, Multiracial, and "Other." It should be noted that a large number of participants (approximately 65%) chose not to identify their race.

## Generations

The average age of respondents was 41. Over half (53%) of respondents are Gen Xers (born 1964–1980). Two generations made up most of the remaining workforce: Late Boomers (22%, born 1955–1963) and Millennials (21% born 1981–2000). Only 5% of the sample respondents are Early Boomers (1946–1954). There were so few Silents (born 1930–1945) that they were not included in this sample.

## Organizational Level

Looking at organizational level, nearly a quarter of respondents (22%) held top positions in their organizations (e.g., C-level or VP), 17% held positions in the upper middle level of the organization, 35% held positions at the middle/professional level, and 13% identified themselves as hourly employees or in the first level of their organization. Thirteen percent of respondents chose not to respond to this question.

## Size of Company

Respondents reported working for companies of all sizes ranging from one to 10,000-plus employees. Unfortunately 80% of respondents chose to not provide data about the size of their employing organization. Of respondents who provided information about the size of their organization, more than a quarter (28%) of them were employed by medium-large companies ranging from 100–999 employees, 20% came from large organizations (1,000–9,999 employees), and 19% came from very large companies (10,000 or more employees.) Slightly less than a third of respondents (30%) came from very small companies (less than 100 employees). Three percent said their organization's size was not relevant.

# About the Authors

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**Jennifer J. Deal, PhD**, is a senior research scientist at the Center for Creative Leadership (CCL®) in San Diego, California, an affiliated research scientist at the Center for Effective Organizations at the University of Southern California, and a contributor to *The Wall Street Journal's* "Experts" panel on leadership. Her work focuses on global leadership and generational differences, and has been featured in such media outlets as *The Wall Street Journal*, *New York Times*, *The Guardian*, *strategy+business*, *Forbes*, *South China Morning Post*, *Globe and Mail*, and *Training Development* magazine. She is the manager of CCL's World Leadership Survey and the Emerging Leaders research project. In 2002 Jennifer Deal coauthored *Success for the New Global Manager* (Jossey-Bass/Wiley Publishers), and has published articles on generational issues, the strategic use of information in negotiation, executive selection, cultural adaptability, global management, and women in management. Her second book *Retiring the Generation Gap* (Jossey-Bass/Wiley Publishers) was published in 2007. An internationally recognized expert on generational differences, she has spoken on the topic on six continents (North and South America, Europe, Asia, Africa, and Australia). She is currently working on a book about how to manage the Millennial generation, which is scheduled to be published in January 2016 by McGraw-Hill Publishers. She holds a BA from Haverford College and an MA and PhD in industrial/organizational psychology with a specialty in political psychology from The Ohio State University.

**Kristin L. Cullen, PhD**, is a senior faculty member in Research, Innovation, and Product Development at CCL. Kristin's work focuses on improving leaders' understanding of organizational networks and the ability of organizations to facilitate collective leadership, complex collaboration, and change across organizational boundaries. She was awarded an Alfred J. Marrow New Directions in Leadership research grant to examine the impact of agile work practices on the development of team networks and a grant from the Academy of Management Organizational Change and Development division to develop a new measure of cumulative workplace change. Kristin earned her PhD in industrial/organizational psychology from Auburn University.

**Sarah Stawiski, PhD**, is a senior research associate at CCL in San Diego, CA. Sarah's work focuses on evaluating the impact of leadership development programs and understanding individual and organizational factors that influence workplace attitudes and behaviors.

Other interests include small-group processes, ethical decision-making, and corporate social responsibility. Before coming to CCL, Sarah worked for Press Ganey Associates, a healthcare quality-improvement firm. She holds a BA in psychology from the University of California, San Diego, and an MA and PhD in applied social psychology from Loyola University Chicago.

**William A. (Bill) Gentry, PhD**, is a senior research scientist and coordinator of internships and postdocs in Research, Innovation, and Product Development at CCL. He also trains the Assessment Certification Workshop and Maximizing Your Leadership Potential programs at CCL and has been an adjunct professor at several colleges and universities. In applying his research into practice, Bill's current focus is on helping leaders who are managing for the first time in their lives. Bill has more than 70 academic presentations, has been featured in more than 50 Internet and newspaper outlets, and has published more than 40 peer-reviewed articles on leadership and organizational psychology including the areas of first-time management, multisource (360) research, survey development and analysis, leadership and leadership development across cultures, leader character and integrity, mentoring, managerial derailment, multilevel measurement, and organizational politics and political skill in the workplace. He also studies nonverbal behavior and its application to effective leadership and communication, particularly in political debates. Bill holds a BA degree in psychology and political science from Emory University and an MS and PhD in industrial/organizational psychology from the University of Georgia. Bill frequently posts written and video blogs about his research in leadership (usually connecting it with sports, music, and pop culture) on CCL's *Leading Effectively* blog.

**Marian N. Ruderman, PhD**, is a senior fellow and director, Research Horizons at CCL. Her work is focused on leadership development, diversity, and work-life integration. A noted expert on women's leadership, Marian has coauthored more than 50 articles and book chapters on leadership. Her books include *Standing at the Crossroads: Next Steps for High-Achieving Women* (coauthored with Patricia Ohlott), *Diversity in Work Teams: Research Paradigms for a Changing Workplace* (coedited with Susan Jackson), and the 3rd edition of the *Center for Creative Leadership Handbook of Leadership Development* (coedited with Ellen Van Velsor and Cynthia McCauley). Marian holds a PhD in organizational psychology from the University of Michigan.



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