



Reading List and Research Support

POPULAR ARTICLES

- J Kaiser, R.B., & Kaplan, R.E. (2013, Sept). Strengths can become weaknesses. *Talent Management Magazine*, 9(9), 14.
- J Kaplan, R.E., & Kaiser, R.B. (2013, May). What gets lost in finding your strengths. *Leadership Excellence*, 30(5), 17.
- J Kaiser, R.B. (2010, May-June). Positivamente equivocado: Los peligros ocultos en el metodo de desarrollo de lideres basado en fortalezas. (Positively wrong: The hidden dangers in strengths-based development for leaders). *Capital Humano*, 49(3), 26-31.
- J Kaiser, R.B. (2009). Too good to be true: Are strengths really all leaders need? *Chief Learning Officer*, 8(3), 58.
- J Kaplan, R.E., & Kaiser, R. B. (2009). Stop overdoing your strengths. *Harvard Business Review*, 87(2), 100-103.
- J Kaplan, B., & Kaiser, R. (2007). Adjusting your leadership volume. *Leader to Leader*, 43, 13-18.
- J 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.**
- J Kaplan, R.E. (2002, March). Know your strengths. *Harvard Business Review*, 80, 20-21.

BOOKS

- J Kaplan, R. E., & Kaiser, R.B. (2013). *Fear Your Strengths: What You Are Best at May be Your Biggest Problem*. San Francisco: Berrett-Koehler Press. (Available in English, Danish, Dutch, Polish, Spanish, Simplified Chinese)
- J Pavlica, K., Jarošová, E., & Kaiser, R.B. (2010). *Versatilní Vedení: Dynamická Rovnováha Manažerských Dovedností. (Versatile Management: A Dynamic Balance of Management Skills.)* Prague, Czech Republic: Management Press. (Available in Czech)
- J Kaiser, R.B. (2009). *The Perils of Accentuating the Positive*. Tulsa, OK: Hogan Press. (Available in English, Romanian)
- J Kaplan, R.E., & Kaiser, R.B. (2006). *The Versatile Leader: Make the Most of Your Strengths—Without Overdoing It*. San Francisco: Pfeiffer/Jossey-Bass. (Available in English, Polish, Korean)
- J Kaplan, R.E. (1996). *Forceful Leadership and Enabling Leadership: You Can do Both*. Greensboro, NC: Center for Creative Leadership.

Validity

- J Kaiser, R. B., & Wallace, W. T. (2016). Gender bias and substantive differences in ratings of leadership behavior: Toward a new narrative. *Consulting Psychology Journal: Practice and Research*, 68, 72-98.
- J Pavlica, K., Jarošová, E., & Kaiser, R.B. (2013). Versatility of organizational management and its relations to corporate culture. *Organizacija*, 46, 186-195.
- J Kaiser, R. B., McGinnis, J. L., & Overfield, D. V. (2012). The how and the what of leadership. *Consulting Psychology Journal: Practice and Research*, 64, 119–135. **Runner-up for the Elliott Jaques Memorial Publication Award for article of the year.**
- J Kaiser, R.B. & Kaplan, R.E. (2009). When strengths run amok. In R.B. Kaiser (ed.), *The Perils of Accentuating the Positive* (pp. 57-76). Tulsa, OK: Hogan Press.
- J Kadri, M. (2009). *Versatile Leadership and the Use of Business Process Methodologies in the Biotechnology-Pharmaceutical Industry*. Ann Arbor, Michigan: Dissertation Information Service, University Microfilms International.
- J Kaiser, R.B., Lindberg, J.T., & Craig, S.B. (2007). Assessing the flexibility of managers: A comparison of methods. *International Journal of Selection and Assessment*, 16, 40-55.
- J Coberly, B.M. (2004). *Faculty Satisfaction and Organizational Commitment with Industry-University Research Centers*. Ann Arbor, Michigan: Dissertation Information Service, University Microfilms International.
- J Kaiser, R.B. & Kaplan, R.E. (2001). Leadership effectiveness hangs in the balance. *Leadership in Action*, 21(1), 12-13.

Behavior + Assessment Model

- J Kaiser, R.B. (Ed.) (2010). Developing flexible and adaptive leaders for an age of uncertainty [Special Issue]. *Consulting Psychology Journal: Practice and Research*, 62(2).
- J Kaiser, R.B., & Overfield, D. V. (2010). Assessing flexible leadership as a mastery of opposites. *Consulting Psychology Journal: Practice and Research*, 62, 105–118.
- J Kaiser, R.B., & Kaplan, R.E. (2006, April). Are all scales created equal? Response format and the validity of managerial ratings. Paper in B.C. Hayes (Chair), *The Four "R's" of 360° Feedback: Second Generation Research on Determinants of Its Effectiveness*, symposium presented at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- J Kaiser, R.B., & Kaplan, R.E. (2005). Overlooking overkill? Beyond the 1-to-5 rating scale. *Human Resources Planning*, 28(3), 7-11.
- J 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.
- J 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.

Development Model

- J Pavlica, K., Kaiser, R.B., & Jarošová, E. (2011). Versatile leadership, LVI, and their application at Škoda Auto a.s. *Chinese Business Review*, 10, 1181-1190.
- J Kaplan, R.E., & Kaiser, R.B. (2010). Towards a positive psychology for leaders. In A.P. Linley, S. Harrington, & N. Page (Eds.), *Oxford Handbook of Positive Psychology and Work* (pp. 107-117). New York: Oxford University Press.
- J Kaiser, R.B., & Kaplan, R.E. (2006). The deeper work of executive development. *Academy of Management Learning and Education*, 5, 463-483.
- J Kaplan, R.E., & Kaiser, R.B. (2006). Lopsidedness in leaders: Strategies for assessing it and correcting it. In R.J. Burke and C.L. Cooper (Eds.) *Inspiring Leaders* (pp. 293-304). London: Routledge.

LVI + Personality

- J Kaiser, R.B., LeBreton, J.M., & Hogan, J. (2015). The dark side of personality and extreme leader behavior. *Applied Psychology: An International Review*, 64, 55–92.
- J Kaiser, R.B., & Hogan, J. (2011). Personality, leader behavior, and overdoing it. *Consulting Psychology Journal: Practice and Research*, 63, 219-242.
- J Kaiser, R.B., & Overfield, D.V. (2011). Strengths, strengths overused, and lopsided leadership. *Consulting Psychology Journal: Practice and Research*, 63, 89-109.