



# LVI

LEADERSHIP  
VERSATILITY  
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## Publications & Research Support

### POPULAR ARTICLES

- Kaiser, R. B. (2020, Dec). Demanding leadership has its downside. It also just saved the world. *Talent Quarterly online*. <https://www.talent-quarterly.com/demanding-leadership-has-its-downsides-it-also-just-saved-the-world/>
- Kaiser, R. B. (2020, Sept). Are your leaders ready for the “next normal”? *Talent Quarterly online*. <https://www.talent-quarterly.com/are-your-leaders-ready-for-the-next-normal/>
- Kaiser, R. B. (2020, March). The best leaders are versatile. *Harvard Business Review online*. <https://hbr.org/2020/03/the-best-leaders-are-versatile-ones>
- Kaiser, R.B., & Kaplan, R.E. (2013, Sept). Strengths can become weaknesses. *Talent Management Magazine*, 9(9), 14.
- Kaplan, R.E., & Kaiser, R.B. (2013, May). What gets lost in finding your strengths. *Leadership Excellence*, 30(5), 17.
- 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.
- Kaiser, R.B. (2009). Too good to be true: Are strengths really all leaders need? *Chief Learning Officer*, 8(3), 58.
- Kaplan, R.E., & Kaiser, R. B. (2009). Stop overdoing your strengths. *Harvard Business Review*, 87(2), 100-103.
- Kaplan, B., & Kaiser, R. (2007). Adjusting your leadership volume. *Leader to Leader*, 43, 13-18.
- 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.**
- Kaplan, R.E., & Kaiser, R.B. (2002). Know your strengths. *Harvard Business Review*, 80, 20-21.

### BOOKS

- 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)
- 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)



- Kaiser, R.B. (2009). *The Perils of Accentuating the Positive*. Tulsa, OK: Hogan Press. (Available in English, Romanian)
- 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)
- Kaplan, R.E. (1996). *Forceful Leadership and Enabling Leadership: You Can do Both*. Greensboro, NC: Center for Creative Leadership.

## RESEARCH PAPERS

### Validity

- Kaiser, R. B. (2020). Leading in an unprecedented global crisis: The heightened importance of versatility. *Consulting Psychology Journal: Practice and Research*, 72, 135-154.
- 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.
- Pavlica, K., Jarošová, E., & Kaiser, R.B. (2013). Versatility of organizational management and its relations to corporate culture. *Organizacija*, 46, 186-195.
- 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.**
- 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.
- 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.
- 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.
- Coberly, B.M. (2004). *Faculty Satisfaction and Organizational Commitment with Industry-University Research Centers*. Ann Arbor, Michigan: Dissertation Information Service, University Microfilms International.
- Kaiser, R.B. & Kaplan, R.E. (2001). Leadership effectiveness hangs in the balance. *Leadership in Action*, 21(1), 12-13.

### Behavior + Assessment Model

- Vergauwe, J., Kaiser, R. B., Wille, B., De Fruyt, F., & Hofmans, J. (2018). A method for capturing context in the assessment of leaders: The “too little/too much” rating scale. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 11, 657-662.
- Vergauwe, J., Wille, B., Hofmans, J., Kaiser, R. B., & De Fruyt, F. (2017). The "too little/too much" scale: A new rating format for detecting curvilinear effects. *Organizational Research Methods*, 20, 518-544.
- Grøn, R. T., Sørensen, N. H., & Kaiser, R. B. (2017). Versatilitet - Fremtidens ledelse i en VUCA-verden. (Versatility - Leadership of the Future in a VUCA World.) *Erhvervspsykologi (Business Psychology)*, 15(4).
- 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).

- Kaiser, R.B., & Overfield, D. V. (2010). Assessing flexible leadership as a mastery of opposites. *Consulting Psychology Journal: Practice and Research*, 62, 105–118.
- 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.
- Kaiser, R.B., & Kaplan, R.E. (2005). Overlooking overkill? Beyond the 1-to-5 rating scale. *Human Resources Planning*, 28(3), 7-11.
- 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.
- 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

- Pavlica, K., Matoušková, I., & Kaiser, R. B. (2018). *Developing managers for a digitalized industry*. In L. G. Chova, A. L. Martínez, & I. C. Torres (Eds.), ICERI Proceedings. Paper presented at The 11th International Conference of Education, Research and Innovation Proceedings, Seville, Spain, Nov. 12-14 (pp. 4525-4531). IATED Academy: Valencia, Spain.
- 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.
- 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.
- Kaiser, R.B., & Kaplan, R.E. (2006). The deeper work of executive development. *Academy of Management Learning and Education*, 5, 463-483.
- 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 Assessment

- Kaiser, R. B., & Chamorro-Premuzic, T. (2019). Integrating personality assessment with 360 feedback in leadership development and coaching. In A. Church, D. Bracken, J. Fleenor, & D. Rose (Eds.), *Handbook of Strategic 360 Feedback* (pp. 193-212). Oxford: Oxford University Press.
- Vergauwe, J., Wille, B., Hofmans, J., Kaiser, R. B., & De Fruyt, F. (2018). The double-edged sword of leader charisma: Understanding the curvilinear relationship between charismatic personality and leader effectiveness. *Journal of Personality and Social Psychology*, 114, 110-130.
- 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.
- Kaiser, R.B., & Hogan, J. (2011). Personality, leader behavior, and overdoing it. *Consulting Psychology Journal: Practice and Research*, 63, 219-242.
- Kaiser, R.B., & Overfield, D.V. (2011). Strengths, strengths overused, and lopsided leadership. *Consulting Psychology Journal: Practice and Research*, 63, 89-109.