

D. SCOTT DERUE
Stephen M. Ross School of Business
University of Michigan
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Ann Arbor, MI 48109
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EDUCATION

Michigan State University, Eli Broad Graduate School of Management

Ph.D. in Business Administration (2007)

Concentration: Organizational Behavior and Human Resource Management

University of North Carolina at Chapel Hill, Kenan-Flagler Business School

Bachelors of Science with Honors in Business Administration (1999)

ACADEMIC APPOINTMENTS

- 2007-** Assistant Professor of Management and Organizations, University of Michigan, Stephen M. Ross School of Business
- 2004-2007** Instructor, Michigan State University, Eli Broad College of Business

AWARDS & HONORS

- 2009** Outstanding Reviewer Award from the MED Division of the Academy of Management
- 2009** S. Rains Wallace Dissertation Research Award from the *Society for Industrial and Organizational Psychology*.
- 2008** Outstanding Reviewer Award from the OB Division of the Academy of Management
- 2007** Dissertation Completion Fellowship, Michigan State University
- 2006** Lewis Quality Award, Michigan State University, Eli Broad College of Business
- 2005** Ulrich-Lake Award for Excellence in Human Resource Management Scholarship
- 2004** Lewis Quality Award, Michigan State University, Eli Broad College of Business
- 2003** University Distinguished Fellowship, Michigan State University
- 1999** Excellence in HRM Award, Kenan-Flagler Business School
- 1999** Beta Gamma Sigma Honor Society
- 1998** Golden Key National Honor Society

REFEREED JOURNAL PUBLICATIONS

- DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (conditionally accepted). Trait and behavioral theories of leadership: A meta-analytic test of their relative validity. *Personnel Psychology*.
- DeRue, D. S., Barnes, C. M., & Morgeson, F. P. (conditionally accepted). Understanding the motivational contingencies of team leadership. *Small Group Research*.
- Barnes, C. M., Hollenbeck, J. R., Jundt, D., K., DeRue, D. S., & Harmon, S. J. (in press). Mixing individual and group incentives: Best of both worlds or social dilemma? *Journal of Management*.
- DeRue, D. S. & Ashford, S. J. (in press). Power to the people: Where has personal agency gone in leadership development? *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- DeRue, D. S., Hollenbeck, J. R., Ilgen, D. R., & Feltz, D. (2010). Efficacy dispersion in teams: Moving beyond agreement and aggregation. *Personnel Psychology*, 63, 1-40.
- Morgeson, F. P., DeRue, D. S., & Karam, E. (2010). Leadership in teams: A functional approach to understanding leadership structures and processes. *Journal of Management*, 36, 5-39.
- DeRue, D. S., Conlon, D. E., Moon, H., & Willaby, H. W. (2009). When is straightforwardness a liability in negotiations? The role of integrative potential and power. *Journal of Applied Psychology*, 94, 1032-1047.
- DeRue, D. S. & Wellman, N. (2009). Developing leaders via experience: The role of developmental challenge, learning orientation, and feedback. *Journal of Applied Psychology*, 94, 859-875.
- Barnes, C. M., Hollenbeck, J. R., Wagner, D. T., DeRue, D. S., Nahrgang, J. D., & Schwind, K. (2008). Harmful help: The cost of backing up behavior in teams. *Journal of Applied Psychology*, 93, 529-539.
- DeRue, D. S., Hollenbeck, J. R., Ilgen, D. R., Johnson, M. D., & Jundt, D. (2008). How different team downsizing approaches influence team-level adaptation and performance. *Academy of Management Journal*, 51, 182-196.
- DeRue, D. S., & Morgeson, F. P. (2007). Stability and change in person-team and person-role fit over time: The effects of growth satisfaction, performance, and self efficacy. *Journal of Applied Psychology*, 92, 1242-1253.
- Ilies, R., Schwind, K., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social activities at home. *Journal of Applied Psychology*, 92, 1368-1379.
- ** Finalist (top 5) for the Rosabeth Moss Kanter Award for Excellence in Work-Family Research

- Morgeson, F. P., & DeRue, D. S. (2006). Event criticality, urgency, and duration: Understanding how events disrupt teams and influence team leader intervention. *Leadership Quarterly*, *17*, 271-187.
- Hollenbeck, J.R., DeRue, D.S., & Mannor, M. J. (2006). Statistical power and parameter stability when subjects are few and tests are many: Comment on Peterson, Smith, Martorana, and Owens (2003). *Journal of Applied Psychology*, *91*, 1-5.
- Hollenbeck, J. R., DeRue, D. S., & Guzzo, R. (2004). Bridging the gap between I/O research and HR practice: Improving team composition, team training, and team task design. *Human Resource Management*, *43*, 353-366.
 ** Won the Ulrich-Lake Award for Excellence in HRM Scholarship
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, *87*, 875-884.

BOOK CHAPTERS

- DeRue, D. S. & Rosso, B. (2009). Toward a theory of efficient creativity in teams. In M. A. Neale, E. A. Mannix, & J. A. Goncalo (Eds.), *Research on Managing Groups and Teams* (pp. 195-228). Bingley, UK: Emerald.
- DeRue, D. S., Ashford, S. J., & Cotton, N. C. (2009). Assuming the mantle: Unpacking the process by which individuals internalize a leader identity. In L. M. Roberts & J. E. Dutton (Eds.), *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation* (pp. 217-236). New York: Routledge.
- DeRue, D. S., & Hollenbeck, J. R. (2007). The Search for Internal and External Fit in Teams. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on Organizational Fit* (pp. 259-285). NJ: Lawrence Erlbaum.

CHAired CONFERENCE SESSIONS

- Gilson, L. L., Litchfield, R. L., DeRue, D. S., & Sluss, D. M. (2009, August). OB Division New Member Networking and Research Forum. Forum co-chairperson at the the *69th Annual Meeting of the Academy of Management*, Chicago, IL.
- DeRue, D. S. (2008, August). Leadership development and the lessons of experience. Symposium chairperson at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.
- DeRue, D. S. & Mannor, M. J. (2008, August). Is it all about the CEO? How dare we ask? Symposium co-chairperson at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.

Nahrgang, J. D., & DeRue, D. S. (2007, August). Pushing the envelope: Extending the boundaries in goal orientation research. Symposium co-chairperson at the *67th Annual Meeting of the Academy of Management*, Philadelphia, PA.

Morgeson, F. P., & DeRue, D. S. (2006, May). Team leaders: Who are they and what do they do? Symposium co-chairperson at the *21st Annual Conference of the Society for Industrial and Organizational Psychology*, Dallas, TX.

CONFERENCE PAPERS & PRESENTATIONS

DeRue, D. S. & Ashford, S. J. (2009, August). On becoming a leader: A process of claiming and granting identity. Paper presented at the *69th Annual Meeting of the Academy of Management*, Chicago, IL.

DeRue, D. S., Nahrgang, J. D., Wellman, N. & Humphrey, S. E. (2009, August). Trait and behavioral theories of leadership: A meta-Analytic test of their relative validity. Paper presented at the *69th Annual Meeting of the Academy of Management*, Chicago, IL.

DeRue, D. S., Nahrgang, J. D., Wellman, N. & Humphrey, S. E. (2009, April). Trait and behavioral theories of leadership: A meta-analysis. Poster session presented at the *24th Annual Conference of the Society for Industrial and Organizational Psychology*, New Orleans, LA.

DeRue, D. S., Ashford, S. J. & Wellman, E. M. (2008, August). Developmental discrepancies: A theory relating self regulation, experiential learning and professional development. In D. S. DeRue (Chairperson), *Leadership development and the lessons of experience*. Symposium presentation at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.

DeRue, D. S., Petersen, E., Mannor, M. J., & Morgeson, F. P. (2008, August). A Two-Horse Race? The Impact of CEO Characteristics and Governance Structures on Firm Performance. In D. S. DeRue & M. J. Mannor (Chairpersons), *Is it all about the CEO? How dare we ask?* Symposium presentation at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.

DeRue, D. S., Nahrgang, J. D., & Hollenbeck, J. R. (2008, August). Quantity vs. quality? The impact of work experience on managerial job performance. Paper presented at the *68th Annual Meeting of the Academy of Management*, Anaheim, CA.

DeCelles, K.A., DeRue, D. S., & Margolis, J. (2008, May). Putting morality and power to action. Paper presented at the *Group on Organizations and the Natural Environment (GRONEN) Annual Research Conference*, Nicosia, Cyprus.

DeRue, D. S. & Rosso, B. (2008, April). Toward a theory of efficient creativity in teams. Paper presented at the *12th Annual Conference on Research on Managing Groups and Teams*, Stanford, CA.

- DeRue, D. S., Barnes, C. M., & Morgeson, F. P. (2008, April). Understanding the motivational implications of team leadership. Poster session presented at the 23rd *Annual Conference of the Society for Industrial and Organizational Psychology*, San Francisco, CA.
- DeRue, D. S. & Wellman, E. M. (2008, April). Leadership development: The role of experience, learning orientation and feedback. In L. Dragoni (Chairperson), *On-the-Job Experiences: A Training Ground for Today's Leaders*. Symposium presentation at the 23rd *Annual Conference of the Society for Industrial and Organizational Psychology*, San Francisco, CA.
- Morgeson, F. P., & DeRue, D. S. (2007, August). Leading virtual teams: Understanding how leaders satisfy team needs. In F. P. Morgeson and B. L. Kirkman (Chairpersons), *Virtual team leadership in organizations*. Symposium presentation at the 67th *Annual Meeting of the Academy of Management*, Philadelphia, PA.
- Nahrgang, J. D., DeRue, D. S., Hollenbeck, J. R., Spitzmuller, M., Jundt, D., & Ilgen, D. R. (2007, August). Goal orientation in teams: Examining the impact of state goal orientations. In J. D. Nahrgang and D. S. DeRue (Chairpersons), *Pushing the envelope: Extending the boundaries in goal orientation research*. Symposium presentation at the 67th *Annual Meeting of the Academy of Management*, Philadelphia, PA.
- DeRue, D. S., Hollenbeck, J. R., Ilgen, D. R., Johnson, M. D., & Jundt, D. (2006, August). Team downsizing: The impact of structure and composition on collective adaptation. Paper presented at the 66th *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Fulmer, I., Barber, A. E., DeRue, D. S., & Morgeson, F. P. (2006, August). The person and the situation: Job seeker personality in the choice and outcomes of career coaching. Paper presented at the 66th *Annual Meeting of the Academy of Management*, Atlanta, GA.
 ** Published in Best Paper Proceedings (nominated for best paper in the Career Division)
- Johnson, M. D., Hollenbeck, J. R., Ilgen, D. R., Jundt, D., DeRue, D. S., & Barnes, C. M. (2006, June). Team adaptation to structural misalignment: Determinants of alternative change mechanisms. Paper presented at the 11th *Annual Command and Control Research and Technology Symposium*, San Diego, CA.
- Morgeson, F. P. & DeRue, D. S. (2006, May). A behavioral model of team leadership. In F. P. Morgeson & D. S. DeRue (Chairpersons), *Team leaders: Who are they and what do they do?* Symposium presentation at the 21st *Annual Conference of the Society for Industrial and Organizational Psychology*, Dallas, TX.
- Moon, H., DeRue, D. S., Willaby, H. W., & Conlon, D. E. (2005, June). It takes two to tango: Understanding the interplay between personality of both disputants in predicting conflict resolution outcomes through a difference score decomposition approach. Symposium presentation at the 18th *Annual Conference of the International Association for Conflict Management*, Seville, Spain.

- DeRue, D. S., Hollenbeck, J. R., Ilgen, D. R., Johnson, M. D., & Jundt, D. (2005, June). Adapting to reductions in team size: An examination of three structural alternatives. Paper presented at the 10th Annual Command and Control Research and Technology Symposium, McLean, VA.
- DeRue, D. S., & Morgeson, F. P. (2005, April). Developing a taxonomy of team leadership behavior in self-managing teams. Poster session presented at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- DeRue, D. S., Morgeson, F. P., Ilies, R., & Humphrey, S. E. (2005, April). Changes in person-team fit as a function of positive affect: A longitudinal study of fit in the team context. In A. E. M. Van Vianen & A. L. Kristof-Brown (Chairpersons), Evolutions of fit: Understanding the temporal nature of person-environment fit. Symposium presentation at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Ilies, R., Morgeson, F. P., Humphrey, S. E., & DeRue, D. S. (2005, April). Leader-follower emotional contagion in small teams: A longitudinal study of team formation and performance. In D. Van Knippenberg (Chairperson), Leadership, affect, and emotions. Symposium presentation at the 20th Annual Conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

INVITED PRESENTATIONS

- Cornell University (November, 2006)
University of North Carolina at Chapel Hill (December, 2006)
Center for Creative Leadership (February, 2008)
Duke Fuqua School of Business (May, 2008)
Academy of Management, HR Doctoral Student Consortium (August, 2008)
Harvard Business School (March, 2009)
Erasmus University & Centre for Leadership Studies (June, 2009)
Academy of Management, New Doctoral Student Consortium (August, 2009)
Academy of Management, Doctoral Student Professional Development Workshop (August, 2009)
University of Pennsylvania, The Wharton School (November, 2009)
MIT Sloan School of Management (forthcoming in April, 2010)

MANUSCRIPTS UNDER REVIEW

- DeRue, D. S. & Ashford, S. J. Leadership development in organizations: A social process of identity construction.
- Hollenbeck, J. R., Nahrgang, J. D., & DeRue, D. S. The opponent process theory of leadership succession.

Johnson, M. D., Hollenbeck, J. R., DeRue, D. S. et al. Team flexibility versus team adaptability: Diagnosing and treating structural misalignment.

Morgeson, F. P. & DeRue, D. S. Contingencies in team leadership: Understanding the intersection of team needs and leader behavior.

Nahrgang, J. D., DeRue, D. S., Hollenbeck, J. R., Spitzmuller, M., Jundt, D., & Ilgen, D. R. Goal setting in teams: The impact of learning and performance goals on process and performance.

Wagner, D. T., Ilies, R., Schwind, K., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. Flow at work and basic psychological needs: Effects on daily well-being.

WORKING MANUSCRIPTS

DeRue, D. S. Work experience in management education: A distinction between quantity and quality of work experience.

DeRue, D. S., Nahrgang, J. D., & Hollenbeck, J. R. The experience premium: Reassessing the value of leadership experience across organizational levels.

DeRue, D. S., Nahrgang, J. D., Hollenbeck, J. R., & Workman, K. The value of after-action reviews in leadership development.

DeRue, D. S., Nahrgang, J. D., Ashford, S. J., & Sanchez-Burks, J. Leadership networks in teams: Implications for team creativity and performance.

DeRue, D. S., Peterson, E., Mannor, M. J., & Morgeson F. P. The impact of chief executive officers on firm performance: A meta-analytic integration of agency and upper echelon theories.

GRANTS & EXTERNAL FUNDING

2009 Co-Principal Investigator, Blue Cross Blue Shield of Massachusetts & National Center for Healthcare Leadership
Leadership development and demonstration project (\$50,000)

2009 Principal Investigator, Stephen M. Ross School of Business
A global developmental mindset: An exploration of the meaning of and motives for employee growth and development across cultures (\$10,000)

2009 Co-Principal Investigator, Social Sciences & Humanities Research Council of Canada
Preventing disenchantment: Antecedents of leader hypocrisy attributions in values-driven companies (\$99,976)

- 2009** Co-Principal Investigator, Interdisciplinary Committee on Organizational Studies
The role of gender in leader identity internalization (\$3,000)
- 2007** Co-Principal Investigator, Society for Human Resource Management
Leadership development through experience: Understanding the role of critical reflection and impact on human resource management practices (\$73,000)
- 2007** Principal Investigator, GMAC Management Education Research Institute
Work experience in management education: More isn't always better, but... (\$20,000)
- 2006** Principal Investigator, Eli Broad College of Business
A multi-level theory of leader development (\$6,000)

PROFESSIONAL SERVICE

Guest Editor:

Academy of Management Learning and Education's Special Issue on Teaching Leadership (2010)

Editorial Board Member:

Academy of Management Learning and Education (2008-Present)

Journal of Applied Psychology (2008-Present)

Organizational Psychology Review (2009-Present)

Ad-Hoc Reviewer:

Academy of Management Journal (2006-Present)

Organizational Behavior and Human Decision Processes (2008-Present)

Personnel Psychology (2008-Present)

Strategic Management Journal (2009-Present)

Annual Conference of the Society for Industrial and Organizational Psychology (2004-Present)

Annual Meeting of the Academy of Management (2004-Present)

Committee Service:

Making Connections Committee (Chair), Academy of Management OB Division (2007-Present)

Scientific Affairs Committee, Academy of Management OB Division (2009-Present)

Best Student Paper Award, Academy of Management HR Division (2008)

Research Coordinator, Academy of Management MED Division (2008-2010)

Best Competitive Paper Award, Academy of Management OB Division (2009)

Affiliations & Memberships:

Academy of Management (2003-Present)

American Psychological Association (2007-Present)

Society for Industrial and Organizational Psychology (2003-Present)

UNIVERSITY SERVICE

University of Michigan:

Presenter, Talent Management roundtable for Corporate Advisory Board (2007)
Member, Management and Organizations faculty recruiting committee (2007-2008)
Co-coordinator, POS Links & Leadership Speaker Series (2007-2008)
Co-chair, Management and Organizations faculty recruiting committee (2008-2009)
Coordinator, Management and Organizations seminar series (2009-2010)

SELECT MEDIA MENTIONS

Traditional & Online Print

Detroit Free Press, Forbes, Michigan Daily, Monroe Street Journal, Les Affaires, and strategy+business, Washington Post

Radio & Podcasts

Leadership Turn blog by Wes Ball, OBWeb's *Under New Management* podcast, and XM Radio

TEACHING

	Ratings / 5.0
University of Michigan:	
Leadership in Organizations (BSBA; MO 321)	
• Fall 2007	5.0
• Fall 2008	5.0
Leadership Development: Self Awareness, Skills & Strategies (MBA; MO 621)	
• Fall 2007	4.9
• Fall 2008	5.0
• Winter 2009	5.0
Leading People & Organizations (MBA; MO 503)	
• Fall 2009 (3 sections)	4.5
Leadership Success for Mid-Level Managers (Executive Education)	
• September 2009	4.9

Michigan State University:

Managing Human Resources (BSBA; MGT 315)

- Summer 2004 4.6

Management Skills (BSBA; MGT 325)

- Spring 2006 4.8
- Summer 2006 4.6

BUSINESS & CONSULTING EXPERIENCE

Prior to academia, I held leadership positions at the Monitor Group and Hinckley Yacht Company. At the Monitor Group, a global professional services and management consulting firm, I worked as a project manager for a variety of clients in a diverse set of industries, including financial services, pharmaceuticals and biotechnology, healthcare services, and consumer products. At the Hinckley Yacht Company, I served in a senior marketing role and was responsible for supporting the senior management team on issues related to marketing and brand strategy, sales management, and new product development. Currently, I consult in the areas of leadership and team development and conduct leadership development programs for a variety of organizations. I have consulting and leadership development experience with a variety of organizations, including:

American Express
Boston Partners for Education
Boston Scientific
Danka
Daimler-Chrysler
Ford Credit
Hinckley Yacht Company
Jackson National Life Insurance Company
Jumpstart
Kelly Services
Manheim
Merck
Michigan State University
Millennium Pharmaceuticals
Monitor-Clipper Partners
National Center for Healthcare Leadership
Schwans
Sprint-Nextel
Tenet Healthcare