

Ruth Wageman



Ruth Wageman is one of the foremost scholars studying and working with teams, especially leadership teams. Ruth's research, teaching, and practice are focused on the conditions that influence superb team performance. Ruth especially focuses on teams whose purpose is to solve complex problems and lead system transformation. She builds collaborative leadership capacity within and across organizations, especially with multi-sector leadership teams working to transform health and society. Ruth has been a professor at Columbia, Dartmouth, and Harvard, where she has led many original research programs. Ruth wrote "Senior Leadership Teams: What it Takes to Make them Great," (HBS Press) with Deb Nunes, Jim Burruss, and Richard Hackman, as well as many seminal peer-reviewed articles. Ruth designed the Team Diagnostic Survey with Richard Hackman and Erin Lehman. TDS is a powerful, well-validated assessment that measures how well the six conditions that drive effectiveness are established for a team; she also leads accreditation workshops and teaches team development professionals how to use the framework and instrument in their practice.

Education:

- Ph.D., Organizational Behavior, Harvard University
- Bachelors of Arts, Psychology, Columbia College, Columbia University

Professional Experience:

- Founder, Team Diagnostics
- Visiting Scholar, Harvard Department of Psychology
- Director of Stewardship, ReThink Health
- Professor of Management, Tuck School of Business, Dartmouth
- Director of Research, Hay Group
- Professor and Leadership Fellow, Center for Public Leadership, Kennedy School of Government, Harvard University
- Professor of Management, Columbia Graduate School of Business Administration, Columbia University

Key Publications:

- Wageman, R., Nunes, D.A., Burruss, J.A., & Hackman, J.R. (2008). *Senior leadership teams: What it takes to make them great*. Boston: Harvard Business School Press. (2015 E-book; HBSP).
- Wageman, R. & Lowe, J.K. (2020). Designing, launching, and coaching teams: The 60 30 10 rule and its implications for team coaching. Forthcoming in Clutterbuck, D., Lowe, K., Hayes, S., MacKie, D., Iordanou, I. & Gannon, J., *Practitioner's Handbook of Team Coaching*, Gower: New York.
- Wageman, R. (2015). Building great leadership teams for complex problems. Chapter 4 in Eduardo Salas (Ed.), *Developing and enhancing high-performance teams in Organizations*. Malden, MA: Wiley.
- Wageman, R., Fisher, C.M., & Hackman, J.R. (2009). Leading teams when the time is right: Finding the best moments to act. *Organization Dynamics*, 38, 192-203.
- Wageman, R. & Gordon, F. (2005). As the twig is bent: How group values shape emergent task interdependence in groups. *Organization Science*, 16, 687-700.
- Hackman, J.R., & Wageman, R. (2005a). A theory of team coaching. *Academy of Management Review*, 30, 269-287.
- Wageman, R. (1995). Interdependence and group effectiveness. *Administrative Science Quarterly*, 40, 145-180.

Select Client Impact:

- Helped launch many cross-sector leadership teams in the US composed of hospital, business, social services, community and public health leaders, whose purpose is to lead transformation of their regional health systems
- Coached the development of leadership teams for research, practice, and education and advised the reorganization and culture change processes of several major universities and research institutions
- Coached the CEO and senior leadership group of a global energy organization, and helped them become an aligned leadership team prepared for the global energy transition; supported the transformation of teams and leadership throughout the enterprise
- Coached the CEO and leadership team of a not for profit organization that develops collaborative leadership practices in other social change enterprises, and helped them to devise a clear business model, strategy, governance structure and leadership pipeline
- Taught many cadres of high potential leaders in corporations, hospitals, universities, and NGOs how to develop effective leadership teams and build collaborative leadership for transformational change