

## **CONSTANCE (CONNIE) NOONAN HADLEY**

Institute for Life at Work and Boston University Questrom School of Business  
[cnhadley@institutelifework.org](mailto:cnhadley@institutelifework.org); 617 480-7660

### **EDUCATION**

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- Ph.D.**     **Organizational Behavior, Harvard University, 2005**  
Joint Doctoral Program at Harvard Business School and Department of Psychology
- M.A.**     **Social Psychology, Harvard University, 2003**
- M.B.A.**     **Strategic Management and Human Resource Management, The Wharton School of the University of Pennsylvania, 1996**
- B.A.**     **Psychology, Princeton University, 1992**  
Honors: *Magna cum laude*

### **ACADEMIC AND RESEARCH POSITIONS**

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<b>Institute for Life at Work</b>		
Founder and Chief Scientist		2022-present
<b>Boston University</b>		
Research Associate Professor, Management and Organizations Department		2024-present
Lecturer, Management and Organizations Department		2017-2023
<b>Microsoft Research Lab - New England</b>		
Consulting Researcher, New Future of Work Initiative		2022-2023
<b>Stony Brook University</b>		
Research Assistant Professor, Department of Technology and Society		2013-2017
<b>Harvard University</b>		
Instructor and Visiting Fellow, Psychology Department		2009-2012
Post-doctoral Fellow, John F. Kennedy School of Government		2006-2011
Research Associate, Harvard Business School		2005-2006

### **RESEARCH AND TEACHING INTERESTS**

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Organizational behavior, including team dynamics, work engagement, psychological safety, negotiations, careers

### **HONORS AND AWARDS**

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- Selected for the [Thinkers50 Radar Class of 2024](#) for helping to shape the future of management and leadership
- Awarded the [Richard Beckhard Memorial Prize](#) by *MIT Sloan Management Review* as most outstanding article of the year on planned change and organizational development
- Selected for an Excellence Award by MBA students at Boston University for “Favorite Elective Professor”
- Awarded two Certificates of Distinction by Harvard University for teaching excellence
- Nominated for the Joseph R. Levenson Memorial Teaching Prize, Harvard University’s highest teaching honor
- Received The Wharton School Dean’s Award of Excellence for Student Spirit
- Won the Miller-Schroeder Memorial Prize at Princeton University for most socially significant psychology thesis

## PUBLISHED WORKS AND INTERVIEWS

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- Kellogg, K. C., & Hadley, C. N. (2023, June 21). [How AI can help stressed-out managers be better coaches](#). *Harvard Business Review*.
- Baym, N., & Hadley, C. N. (2023, May 15), [The unequal rewards of peer support at work](#). *MIT Sloan Management Review*.
- Hadley, C. N., Mortensen, M., & Edmondson, A. C. (2023, April 25), [Make it safe to speak up – Especially in risky times](#). *Harvard Business Review*.
- Kellogg, K. C., Kelly, E. L., & Hadley, C. N. (2023, March 5), [Why neglecting work relationships can sabotage innovation and productivity, according to research](#). *Fast Company*.
- Hadley, C. N. (2023, March 1). [Psychological safety 101](#). *Institute for Life at Work*.
- Hadley, C. N., Marks, B., & Wright, S. (2023, February 9). [Research: How coworking spaces impact employee well-being](#). *Harvard Business Review*.
- Hadley, C. N. (2022, December 28). [Five ways to strengthen the employer-employee relationship in 2023: To resolve conflict and strengthen relationships, pay attention to emotions](#). *MIT Sloan Management Review*.
- Hadley, C. N. (2022, December 20). [The power of psychological safety](#). *The Optimistic Outlook Podcast*.
- Hadley, C. N. (2022, October 18). [\(re\)Kindling connections at work](#). *Cosmic Centaurs Conference*.
- Hadley, C. N. (2022, September 22). [Panel: Reimagining the workplace: The future of work](#). *The Atlantic Festival*.
- Hadley, C. N. (2022, August 15). [Expert Take: The future of remote work](#). *Insights@Questrom*.
- Hadley, C. N., Marks, B., & Wright, S. (2022). [Social connection in remote work report](#). #WorkAnywhere.
- Hadley, C. N., & Mortensen, M. (2022, May 24). [Has hybridity killed teamwork?](#) *INSEAD Knowledge*.
- Hadley, C. N. (2022, May 27). [Panel: Fortune Brainstorm Design 2022 - Designing work for the future of business](#). *Fortune Magazine Conference*.
- Hadley, C. N., & Mortensen, M. (2022, April 22). [Do we still need teams?](#) *Harvard Business Review*.
- Plata, T., & Hadley, C. N. (2022, March 29). [Burnout and loneliness: Workplace problems, not worker problems](#). *BU Experts (Medium.com)*.
- Hadley, C. N. (2022, January 20). [Loneliness and social connection at work](#). Grand Rounds Presentation, *McLean Hospital*.
- Doran, E., Baym, N., Hadley, C.N., & Larson, J. (2021, Oct 9). [Panel: Characteristics, learnings, and challenges of thriving organizations](#). *Microsoft Research Summit 2021*.
- Hadley, C. N. (2021, June 9). [Employees are lonelier than ever. Here's how employers can help](#). *Harvard Business Review*.
- Mortensen, M., & Hadley, C. (2021, May 13). [These four reasons for the loneliness of your teams](#). *Harvard Business Review France*.

- Hadley, C.N., & Edmondson, A. (2021, April 7). [The real value of psychological safety: Connie Hadley and Amy Edmondson](#). YouTube.
- Hadley, C. N. (2021, March 17). [Workplace: What if we gave up some autonomy to get more sanity?](#) Invited essay for BU Today's collection: *What If Real Change –for a Better World – Came from the Pandemic?*
- Hadley, C. N. (2021). [Teresa M. Amabile: Innovative scholar of creativity and work environments](#). In D. B. Szabla et al. (Eds.), *The Palgrave Handbook of Organizational Change Thinkers*. India: Springer Nature.
- Hadley, C. N., & Mortensen, M. (2021, Winter). [Are your team members lonely?](#) *MIT Sloan Management Review*, 62(2), 36-40. (Winner of the [2022 Richard Beckhard Memorial Prize](#) for most outstanding article of the year on planned change and organizational development)
- Amabile, T., Hadley, C., & Kramer, S. (2020). Creativity under the gun. Reprinted in K. Adams (Ed.), *HBR's 10 Must Reads on Creativity*. Boston: Harvard Business Review Press.
- Hadley, C. N. (2020, October 5). [Q&A: Are meetings a waste of time?](#) *The Times* and *The Sunday Times* video published on Facebook Live.
- Mortensen, M., & Hadley, C. N. (2020, May 22). [How to prepare your virtual teams for the long haul](#). *Harvard Business Review*.
- Mortensen, M., & Hadley, C. N. (2020, May 12). "Life under Covid-19" survey and results report.  
<https://www.covidcoping.org/life-under-covid-19-study.html>
- Perlow, L. A., Hadley, C. N., & Eun, E. (2017). [Stop the meeting madness](#). *Harvard Business Review*, 95(4), 62-69.
- Sommer, S. A., Howell, J. M., & Hadley, C. N. (2016). Keeping positive and building strength: The role of affect and team leadership in developing resilience during an organizational crisis. *Group & Organization Management*, 41(2), 172-202. <https://doi.org/10.1177/1059601115578027>. (Article has been named an "Editor's Choice" article and [retweeted](#) by *Group and Organization Management* multiple times from 2016-2023)
- Hadley, C. N. (2014). Emotional roulette? Symmetrical and asymmetrical emotion regulation outcomes from coworker interactions about positive and negative work events. *Human Relations*, 67(9), 1073-1094.  
<https://doi.org/10.1177/0018726714529316>
- Hadley, C. N., Pittinsky, T. L., Sommer, S. A., & Zhu, W. (2011). Measuring the efficacy of leaders to assess information and make decisions in a crisis: The C-LEAD Scale. *The Leadership Quarterly*, 22(4), 633-648.  
<https://doi.org/10.1016/j.leaqua.2011.05.005>
- Hadley, C. N. (2008). What does it mean to "love your job?": Ideas and implications. In R. J. Burke & C. L. Cooper (Eds.), *The Long Work Hours Culture: Causes, Consequences, and Choices* (pp. 37-59). United Kingdom: Emerald Group Publishing Limited. <https://doi.org/10.1108/02632771011042491>
- Amabile, T. M., Hadley, C. N., & Kramer, S. J. (2002). [Creativity under the gun](#). *Harvard Business Review*, 80(8), 52-61. (Article has been cited in more than 750 scholarly and managerial publications, including peer-reviewed journals such as *Academy of Management Review* and *Organization Science*)

## **SELECTED MEDIA MENTIONS/PRESS**

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### **Mass Media**

- Brinker, A. (2023, November 29). [Loneliness is an epidemic in America. Can workplaces play a role in fixing it?](#) *Boston Globe*.
- Richmond, J. (2023, October 2). [Seven tips to go from meetings madness to meetings magic](#). *Forbes*.
- Scott, M. (2023, August 25). [Remote working vs. the office – which is better?](#) NPR's *The Pulse*.
- Gerber, D. (2023, August 13). [In a ‘work-from-anywhere’ world, where are people working?](#) *Boston Globe*.
- Jackson, A. (2023, August 7). [34-year-old Kickstarter CEO credits his success to 2 traits: They’re an ‘essential skill set.’](#) *CNBC*.
- Mortensen, M. (2023, July 28). [Why hybrid work can become toxic](#). *Harvard Business Review*.
- Chaker, A. M. (2023, May 29). [Inside the push to make everyone friends at work](#). *Wall Street Journal*.
- Schwab, K. (2023, May 23). [Admit it – you miss socializing at the office](#). NPR's *Marketplace*.
- Boston University Questrom School of Business (2023, May 17). [“I was worried about this before the pandemic”: Organizational psychologist discusses loneliness among employees in the workplace](#). *Boston Business Journal*.
- Ritchie, J. (2023, May 12). [Loneliness is at epidemic proportions in modern organizations. Questrom expert tells how to address it.](#) *Boston Business Journal*.
- Ducharme, L. (2023, April 26). [Why work friends are crucial for your health](#). *Time*.
- Guynn, J. (2023, March 14). [Could this meeting have been an email? Employees are over meetings. Now companies are too.](#) *USA Today*.
- King, L. (2022, December 7). [5 ways to master agile collaboration](#). *Raconteur/The Times*.
- Cornerstone Research (2022, September 27). [Relationship-building in a post-pandemic world](#). *Cornerstone Research*.
- Microsoft WorkLab (2022, September). [The hidden ways we really work together](#). *Microsoft*.
- Henley, D. (2022, August 7). [How to help your hybrid team feel less lonely](#). *Forbes*.
- McNulty, E. (2022, August 3). [Technology alone won’t solve your organizational challenges](#). *strategy + business* (PwC magazine).
- Smith, S. (2022, June 22). [What does employee ‘engagement’ really mean?](#) *Financial Times*.
- Green, D. (2022, June 2). [The best HR and People Analytics articles of May 2022](#). *Data Driven HR Monthly*.
- Wahba, P. (2022, May 27). [Remote workers must not be left behind, workplace design experts warn](#). *Fortune*.
- Kish, M., & Knight, R. (2022, May 23). [Adidas has lured employees back to campus with free meals and fitness classes. The strategy has benefits and limitations, experts say.](#) *Business Insider*.

- Knight, R. (2022, May 10). [I love the freedom and flexibility of working from home, but I'm also really lonely](#). *Business Insider*.
- Iverson, A. (2022, April 26). [Feeling lonely? Add new connections at work](#). *Forbes*.
- Futurity (2022, April 20). [Are you tired of your job or is it actually burnout?](#) *Futurity*.
- Microsoft WorkLab (2022, April 14). [Yes, people miss their work friends](#). *Microsoft*.
- Advisory Board Daily Briefing (2022, April 6). [5 ways to put an end to your ‘meeting inflation’](#). *Advisory Board*.
- Knowles, C. (2022, March 31). [Microsoft identifies top trends in new report](#). *IT Brief New Zealand*.
- Microsoft 2022 Work Trend Index (2022, March 16). [Great expectations: Making hybrid work work](#). *Microsoft*.
- Callaham, S. (2022, Jan 23). [Attracting, keeping talent across the age spectrum in a pandemic world: Why these fundamentals are essential](#). *Forbes*.
- Centaur Stage (2021, Oct 28). [What is a team?](#) *Cosmic Centaurs*; originally on LinkedIn Live.
- Moss-Coane, M. (2021, May 26). [Returning to the office](#). *NPR’s Radio Times*.
- Clark, P. (2021, May 2). [The loneliness of the modern office team member](#). *Financial Times*.
- Pohle, A. (2021, April 19). [How to navigate the workplace](#). *The Wall Street Journal*.
- Cobbaut, J. (2021, April 8). [How harmful are the modern flexible teams to our well-being?](#) *HR Magazine (Belgium)*.
- Pitstick, H. (2021, April 5). [5 tips for addressing loneliness in the workplace](#). *Financial Management*.
- Terdiman, D. (2021, March 15). How to keep remote teams happy (and productive). *Workflow*.
- Segel, E. (2021, March 10). [Most workers want employers to enforce Covid workplace rules, survey says](#). *Forbes*.
- Pardes, A. (2020, November 24). [AI Will Run Your Meeting Now](#), *WIRED*.
- Thompson, C. (2020, June 9). [What If Working from Home Goes On...Forever?](#), *The New York Times Magazine*, 28-35.

## Boston University Media Coverage and Original Content

- Barlow, R., & Hadley, C. N. (2023, September 28). [Workplace loneliness is real. In-person work alone will not cure it, Questrom researcher says](#). *Boston University’s The Brink*.
- Hadley, C. N. (2023, May 12). [Loneliness is at epidemic proportions in modern organizations. Questrom expert tells how to address it](#). *Insights@Questrom*.
- Hadley, C. N. (2023, April 26). [Why work friends are crucial for your health](#). *Insights@Questrom*.
- Hadley, C. N. (2023, April 25). [Making it safe to speak up – Especially in risky times](#). *Insights@Questrom*.
- Hadley, C. N. (2023, March 29). [Panel: Workplace culture: Innovation to action speaker series - Managing mental health at work](#). *Boston University’s Office of Human Resources and the Office of the Senior Diversity Officer*.

- Hadley, C. N. (2023, March 14). [Could this meeting have been an email?](#) *Insights@Questrom*.
- Hadley, C. N. (2023, February 24). [How to deal with work-from-home loneliness when you manage a remote team.](#) *Insights@Questrom*.
- Hadley, C. N. (2023, February 9). [How coworking spaces impact employee well-being.](#) *Insights@Questrom*.
- Hadley, C. N. (2022, August 15). [Expert Take: The future of remote work.](#) *Insights@Questrom*.
- Barlow, R. & Hadley, C. N. (2022, June 8). [Is the Four-Day Workweek the Next Frontier?](#) *BU Today*.
- Plata, T., and Hadley, C.N. (2022, April 14). [Work burnout signs: What to look for and what to do about it.](#) *Boston University: The Brink*.
- Hadley, C. N. (2022, January 23). [Forbes: Attracting, keeping talent across the age spectrum in a pandemic world: Why these fundamentals are essential.](#) *Insights@Questrom*.
- Hadley, C. N. (2021, July 28). [NPR: Returning to the office.](#) *Insights@Questrom*.
- Hadley, C. N. (2021, May 6). [Financial Times: The loneliness of the modern office team member.](#) *Insights@Questrom*.
- Hadley, C. N. (2021, April 22). [Wall Street Journal: How to navigate the workplace.](#) *Insights@Questrom*.
- Hadley, C. N. (2021, March 16). [Forbes: Most workers want employers to enforce Covid workplace rules, survey says.](#) *Insights@Questrom*.
- Hadley, C. N. (2021, January 26). [MIT Sloan Management Review: Are your team members lonely?](#) *Insights@Questrom*.
- Hadley, C. N. (2020, December 20). [Wired: AI can run your meetings now.](#) *Insights@Questrom*.
- Hadley, C. N. (2020, November 10). [A new model on preparing virtual teams for the long haul.](#) *Insights@Questrom*.
- Hadley, C. N. (2020, May 22). [How to break the curse of unwanted meetings.](#) *Insights@Questrom*.

## **ONLINE LEARNING SIMULATION**

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Perlow, L. A, Hadley, C. N., & Onelio, L. (2020). *Crafting your life simulation*. Boston: Harvard Business School Publishing. <https://hbsp.harvard.edu/product/7210-HTM-ENG> This is a simulation of life's choices, suitable for undergraduate, graduate, and executive audiences. In the simulation, players are confronted with realistic tradeoffs among work, relationship, social impact, and self-care priorities as they make decisions over a 15-year period. Through the experience and debrief process, players emerge with a greater self-awareness of their true core values, underlying motivations, and whether their life choices are leading to a life well-lived.

## **RESEARCH IN DEVELOPMENT**

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- Wright, S. W., & Hadley, C. N. (2023). Loneliness at work. *Invited chapter for 2024 Cambridge Handbook of Loneliness* (Eds. Daniel Perlman, Daniel Russell, and Carolyn Cutrona).
- Wright, S. W., & Hadley, C. N. (2023). Experience and detection of loneliness in workplaces. *Data collection complete; paper in development.*

Hadley, C. N. (2023). Personality, leader inclusiveness, and psychological safety in teams. *Data collection complete; paper in development.*

Hadley, C. N. (2023). Best practices for virtual relationship-building in globally dispersed teams. *Study in development.*

## **SELECTED SPEAKING ENGAGEMENTS AND EXECUTIVE EDUCATION**

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2023: “[Leading without Burning Out](#),” Keynote Speaker, AACSB Associate Deans Conference

2023: “[Connecting in the Flexible Workplace](#),” Keynote Speaker, Cornerstone Research.

2023: “Emotional and Mental Well Being in the Workplace,” Keynote Speaker, Higher Ambition Leadership Alliance.

2023: “[Workplace Culture: Innovation to Action Speaker Series - Managing Mental Health at Work](#),” Panelist, Boston University.

2023: “Candid Conversations Start with Psychological Safety,” Keynote Speaker, Workday, Inc.

2022: “Team Decision-Making and Effectiveness,” Speaker and Facilitator, The Holdsworth Center.

2022: “[Your Employees Are Lonelier than Ever. Here’s How Employers Can Help](#),” Keynote Speaker, Growth Faculty.

2022: “Teaming to Innovate,” Speaker and Facilitator, Eisai, Inc.

2022: “Supercharging Your Innovation Culture: Relationships, Risks, and Rewards,” Keynote Speaker, Google.

2022: “[Loneliness and Remote Work: Research Perspective](#),” Keynote Speaker, #WorkAnywhere European Union Parliament Roundtable.

2022: “Psychological Safety: What it is and How to Create It,” Keynote Speaker, Human Resource Leadership Forum.

2021: “Addressing Burnout Through Teamwork,” Keynote Speaker, Latham & Watkins LLC.

2021: “The Role of Psychological Safety in Driving Inclusion,” Panelist, ACC National Capital Region Annual DEI Conference.

2021: “What is Psychological Safety and Why Does It Matter?” Keynote Speaker, Invesco.

2021: “Building Team Resilience to Offset Burnout and Loneliness,” Keynote Speaker, Q<sup>2</sup> Solutions/IQVIA.

2021: “Introduction to Effective Negotiations,” Keynote Speaker, CFGI.

2021: “Creating Inclusive Cultures Through Psychological Safety,” Keynote Speaker, World Bank Group.

2020: “The Future of Work,” Panelist, Harvard Graduate School of Arts and Sciences Alumni Webinar.

2019: “Psychological Safety: What it Is and How to Get It,” Keynote Speaker and Moderator, Greater Boston Chamber of Commerce Convention.

## **TEACHING AND CURRICULUM DEVELOPMENT**

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### **Boston University**

**2017-2021**

- Served on the main steering committee for MBA programs, the MBA Program Development Committee (also a prior member of the Undergraduate Program Development Committee at Questrom). Working on task forces to innovate curriculum, increase overall program effectiveness, and improve student career outcomes.
- Refined curriculum for core MBA courses “MO712/713/715: Leading Organizations and People” in the part-time and full-time MBA programs; also teach the MBA elective “MO853: Negotiations”
- Course coordinator for required MBA and undergraduate course on organizational behavior, including leading curriculum revision, faculty onboarding and coordination, and course administration. For undergraduate course, this involved 28 sections, 13 faculty members, and nearly 800 students
- Received consistently high student evaluations. For graduate courses, average ratings are 4.9 (instructor) and 4.8 (course) based on most recent thirteen course iterations (rated on a scale from 1 (low) to 5 (high)). For undergraduate courses, average ratings are 4.7 (instructor) and 4.1 (course) based on most recent five iterations.

### **State University of New York at Stony Brook**

**2013-2017**

- Created and taught undergraduate course: “Career Decision-Making”
- Conducted research and writing on contemporary career decision-making trends

### **Harvard University**

**2001-2012**

- Created and taught undergraduate courses: “Psychology of Relationships” and tutorial “Organizational Behavior”
- Served as Head Teaching Fellow and Instructor for Professor J. Richard Hackman’s undergraduate course: “Social Psychology of Organizations”

### **The Wharton School**

**1994-1996**

- Conducted independent project to evaluate and redesign the MBA core organizational behavior course: “Foundations of Leadership and Teamwork”
- Co-created a new MBA elective course: “Managing Organizational Change”
- Selected to be a Team Process Consultant for first-year MBA teams, which involved observing teams, analyzing their behaviors and output, and providing coaching to improve collaboration and performance

## **RESEARCH AND EDITORIAL WORK**

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### **Research Project Management**

Project manager at Harvard University’s Kennedy School of Government

- Led multi-year, multi-study investigation of crisis leadership in the public health and safety arena that resulted in development of the “Crisis Leader Efficacy in Assessing and Deciding” (C-LEAD) scale; instrument has been used in contexts including business, military, medicine, and public health and safety
- Conducted qualitative analyses of interviews with 50 of our nation’s most effective leaders
- Designed and led longitudinal field study with 145 professionals from local, state, and federal public health and safety agencies engaged in full-scale simulation exercises and multipart questionnaire studies with a national panel of 582 managers for the purposes of hypothesis testing and scale development

### **Managerial Publication Work**

Contributed paid research and editorial work to support development of managerial books:

- Amabile, T. M. and Kramer, S. J. (2011). *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*. Harvard Business School Press: Boston, MA.
- Smith, D. M. (2011). *The Elephant in the Room: How Relationships Make or Break the Success of Leaders and Organizations*. Jossey-Bass: San Francisco, CA.

## **BUSINESS EXPERIENCE**

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### **McKinsey & Company, Inc.**

Engagement Manager	1996-1999
Recruiter/Interviewer	1999-2002
• Led client service teams in complex, multi-stage, engagements involving organizational development, strategic planning, and marketing	
• Served clients in insurance, media, energy, and consumer products industries	
• Led a major independent research effort with over 1,000 consumers about their auto insurance buying behavior; presented findings to CEOs and other senior leaders of U.S. insurance companies	
• Hired to interview and recruit prospective job candidates for the Firm even after leaving full-time employment because of specialized case method assessment and interviewing expertise	

### **General Mills, Inc.**

Operations Team Leader	1995
Assistant Marketing Manager	1992-1994
• Led multi-functional teams in developing and executing brand strategies for Betty Crocker products, which involved strategic planning, finance, market research, advertising, product development and operations work	
• Coached high-performance teams in the reduction of manufacturing cycle times	

## **SERVICE AND COMMUNITY ROLES**

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<b>McLean Behavioral and Mental Health Hospital</b> , Board of Trustees, Chair of Governance Committee	2020-present
<b>Human Resources Policy Institute</b> (Boston University), Faculty Research Fellow	2022-present
<b>Boston College Center for Work and Family</b> (Boston College), Affiliated Fellow	2023-present
<b>Undergraduate Experience Advisory Council</b> (University of Notre Dame), Member	2023-present
<b>Higher Ambition Leadership Alliance</b> , Member of Board of Directors	2023
<b>Princeton Internships in Civic Service Program</b> (Princeton University), Student Mentor	2021-present
<b>FLI (First Generation, Low Income) Program</b> (Princeton University), Student Mentor	2019-present
<b>The Holdsworth Center</b> (Education Leadership Development Center), Scholar	2019-present
<b>Internship Fund for Social Impact</b> (Boston University), Faculty Advisor, Advisory Board Member	2017-present