

AVRAHAM N. KLUGER

Full Professor (Emeritus)

Hebrew University Business School (HUBS), Jerusalem, Israel
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EDUCATION

Ph.D. (1988). Applied Psychology Program (Industrial and Organizational Psychology), Management Department. Stevens Institute of Technology, Hoboken, New Jersey.

Dissertation: "Feedback Effects on Intrinsic Motivation: The Role of Control, Private Self-Focus and Individual Differences."

M.A. (1985). Social and Industrial/Organizational Psychology. Bar-Ilan University, Ramat-Gan, Israel.

Thesis: "Predictors of Behavior: Intentions vs. Commitment."

B.A. (1983). Psychology and General Studies in the Humanities. Tel-Aviv University, Ramat-Aviv, Israel.

PEER-REVIEWED ARTICLES

Lehmann, M., Kluger, A. N., Cojuharenco, I., & Itzchakov, G. (2026). Cultivating humility in business education: A listening-focused pedagogy for future leaders. *Journal of Business Ethics*, 204(1), 145–162.

<https://doi.org/10.1007/s10551-025-06099-2>

Kluger, A. N., Ackerman, R. A., Kenny, D. A., Malloy, T. E., & Eastwick, P. W. (2025). The social-relations model for asymmetric-block-design data: A tutorial with R. *Advances in Methods and Practices in Psychological Science*, 8(1), 25152459241279522. <https://doi.org/10.1177/25152459241279522>

Rechter, E., Kluger, A. N., & Nir, D. (2025). The feedforward interview: A theoretical account. *Human Resource Management Review*, 35(2), 101061. <https://doi.org/10.1016/j.hrmmr.2024.101061>

Bloy, L., Resheff, Y., Kluger, A., & Malovicki-Yaffe, N. (2025). Identifying careless survey respondents through machine learning using responses to a gibberish scale. *Advances in Methods and Practices in Psychological Science*, 8(4). <https://doi.org/10.1177/25152459251378420>

Kluger, A. N., Lehmann, M., Aguinis, H., Itzchakov, G., Gordon, G., Zyberaj, J., & Bakaç, C. (2024). A meta-analytic systematic review and theory of the effects of perceived listening on work outcomes. *Journal of Business and Psychology*, 39(2), 295–344. <https://doi.org/10.1007/s10869-023-09897-5>

Malloy, T. E., Kluger, A. N., Silva, C., Pery, S., Henderson, D., & Goncharova, L. (2024). Modeling the social mind: Cognitive representations of dyadic relationships. *American Journal of Psychology*, 137(3), 261–284. <https://doi.org/10.5406/19398298.137.3.04>

Weis-Rappaport, H., & Kluger, A. N. (2024). The effects of listening with “time-sharing” on psychological safety and social anxiety: The moderating role of narcissism and depression. *Journal of Social Psychology*, 164(2), 218–229. <https://doi.org/10.1080/00224545.2022.2161337>

Kluger, A. N., & Mizrahi, M. (2023). Defining listening: Can we get rid of the adjectives? *Current Opinion in Psychology*, 52, 101639. <https://doi.org/10.1016/j.copsyc.2023.101639>

Lehmann, M., Pery, S., Kluger, A. N., Hekman, D. R., Owens, B. P., & Malloy, T. E. (2023). Relationship-specific (dyadic) humility: How your humility predicts my psychological safety and performance. *Journal of Applied Psychology*, 108(5), 809–825. <https://doi.org/10.1037/apl0001059>

- Malloy, T. E., Bond, C. F., Pery, S., & Kluger, A. N. (2023). Key person designs: Logic and statistical modeling. *Methods in Psychology, 8*. <https://doi.org/10.1016/j.metip.2023.100119>
- London, M., Volmer, J., Zyberaj, J., & Kluger, A. N. (2023). Attachment style and quality listening: Keys to meaningful feedback and stronger leader-member connections. *Organizational Dynamics*. <https://doi.org/10.1016/j.orgdyn.2023.100977>
- London, M., Volmer, J., Zyberaj, J., & Kluger, A. N. (2023). Gaining feedback acceptance: Leader-member attachment style and psychological safety. *Human Resource Management Review*. Advanced online publication. <https://doi.org/10.1016/j.hrmr.2023.100953>
- Shafran Tikva, S., Gabay, G., Asraf, L., Kluger, A. N., & Lerman, Y. (2023). Experiencing and witnessing disruptive behaviors toward nurses in COVID-19 teams, patient safety, and errors in care. *Journal of Nursing Scholarship, 55*(1), 253–261. <https://doi.org/10.1111/jnu.12857>
- Michelson, T., & Kluger, A. (2023). Can listening hurt you? A meta-analysis of the effects of exposure to trauma on listener's stress. *International Journal of Listening, 37*(1), 1–11. <https://doi.org/10.1080/10904018.2021.1927734>
- Turjeman-Levi, Y., & Kluger, A. N. (2022). Sensory-processing sensitivity versus the sensory-processing theory: Convergence and divergence. *Frontiers in Psychology, 13*. <https://doi.org/10.3389/fpsyg.2022.1010836>
- Kluger, A. N., Borut, L., Lehmann, M., Nir, T., Azoulay, E., Einy, O., & Gordoni, G. (2022). A new measure of the Rogerian schema of the good listener. *Sustainability, 14*(19), 12893. <https://www.mdpi.com/2071-1050/14/19/12893>
- Kluger, A. N., & Itzchakov, G. (2022). The power of listening at work. *Annual Review of Organizational Psychology and Organizational Behavior, 9*, 121–146. <https://doi.org/10.1146/annurev-orgpsych-012420-091013>
- Malloy, T. E., Goldfield, B., & Kluger, A. N. (2022). Mothers listen to children and uniquely accommodate their language with them. *International Journal of Listening, 1*–15. <https://doi.org/10.1080/10904018.2021.1993069>
- Lehmann, M., Kluger, A. N., & Van Tongeren, D. R. (2021). Am I arrogant? Listen to me and we will both become more humble. *The Journal of Positive Psychology*. <https://doi.org/10.1080/17439760.2021.2006761>
- Kriz, T. D., Kluger, A. N., & Lyddy, C. J. (2021). Feeling heard: Experience of listening (or not) at work. *Frontiers in Psychology*. Advance online publication. <https://doi.org/10.3389/fpsyg.2021.659087>
- Malloy, T. E., Kluger, A. N., Martin, J., & Pery, S. (2021). Women listening to women at zero-acquaintance: Interpersonal befriending at the individual and dyadic levels. *International Journal of Listening*. Advance online publication. <https://doi.org/10.1080/10904018.2021.1884080>
- Kluger, A. N., Malloy, T. E., Pery, S., Itzchakov, G., Castro, D. R., Lipetz, L., Sela, Y., Turjeman-Levi, Y., Lehmann, M., New, M., & Borut, L. (2021). Dyadic listening in teams: Social relations model. *Applied Psychology: An International Review, 70*(3), 1045–1099. <https://doi.org/10.1111/apps.12263>
- Kluger, A. N., & Malloy, T. E. (2019). Question asking as a dyadic behavior. *Journal of Personality and Social Psychology, 117*, 1127–1138. <https://doi.org/10.1037/pspi0000156>
- Shafran-Tikva, S., Kluger, A. N., & Lerman, Y. (2019). Disruptive behaviors among nurses in Israel – association with listening, wellbeing and feeling as a victim: A cross-sectional study. *Israel Journal of Health Policy Research, 8*, 76. <https://doi.org/10.1186/s13584-019-0340-6>

- Lipetz, L., Kluger, A. N., & Bodie, G. D. (2018). Listening is listening is listening: Employees' perception of listening as a holistic phenomenon. *International Journal of Listening*, 34, 71–96. <https://doi.org/10.1080/10904018.2018.1497489>
- Kluger, A. N., & Lehmann, M. (2018). Listening first, feedback later. *Management Research: Journal of the Iberoamerican Academy of Management*, 16, 343–352. [Invited commentary, reviewed by Editor]. <https://doi.org/10.1108/MRJIAM-12-2017-0797>
- Itzchakov, G., & Kluger, A. N. (2018). The power of listening in helping people change. *Harvard Business Review* (May 17). [Invited review, reviewed by editors]. <https://hbr.org/2018/05/the-power-of-listening-in-helping-people-change>
- Schödl, M. M., Raz, A., & Kluger, A. N. (2018). On the Positive Side of Avoidance Motivation: An Increase in Avoidance Motivation Reduces Procrastination among Students. *Applied Psychology: An International Review*, 67, 655–685. <https://doi.org/10.1111/apps.12147>
- Castro, D. R., Anseel, F., Kluger, A. N., Lloyd, K. J., & Turjeman-Levi, Y. (2018). Mere listening effect on creativity and the mediating role of psychological safety. *Psychology of Aesthetics, Creativity, and the Arts*, 12, 489–502. <https://doi.org/10.1037/aca0000177>
- Itzchakov, G., DeMarree, K. G., Kluger, A. N., & Turjeman-Levi, Y. (2018). The listener sets the tone: High-quality listening increases attitude clarity and behavior-intention consequences. *Personality and Social Psychology Bulletin*, 44(5), 762–778. <https://doi.org/10.1177/0146167217747874>
- Itzchakov, G., & Kluger, A. N. (2017). Can holding a stick improve listening at work? The effect of Listening Circles on employees' emotions and cognitions. *European Journal of Work and Organizational Psychology*, 26(5), 663–676. <https://doi.org/10.1080/1359432X.2017.1351429>
- Itzchakov, G., & Kluger, A. N. (2017). The listening circle: A simple tool to enhance listening and reduce extremism among employees. *Organizational Dynamics*, 46(4), 220–226. <https://doi.org/10.1016/j.orgdyn.2017.05.005>
- Itzchakov, G., Kluger, A. N., & Castro, D. R. (2017). I am aware of my inconsistencies but can tolerate them: The effect of high quality listening on speakers' attitude ambivalence. *Personality and Social Psychology Bulletin*, 43(1), 105–120. <https://doi.org/10.1177/0146167216675339>
- Shafran-Tikva, S., & Kluger, A. N. (2017). Physician's listening and adherence to medical recommendations among persons with diabetes. *International Journal of Listening*, 1–10. <https://doi.org/10.1080/10904018.2016.1250634>
- Castro, D. R., Kluger, A. N., & Itzchakov, G. (2016). Does avoidance-attachment style attenuate the benefits of being listened to? *European Journal of Social Psychology*, 46(6), 762–775. <https://doi.org/10.1002/ejsp.2185>
- Itzchakov, G., Castro, D. R., & Kluger, A. N. (2016). If you want people to listen to you, tell a story. *International Journal of Listening*, 30(3), 120–133. <https://doi.org/10.1080/10904018.2015.1037445>
- Lloyd, K. J., Boer, D., Kluger, A. N., & Voelpel, S. C. (2014). Building Trust and Feeling Well: Examining Intraindividual and Interpersonal Outcomes and Underlying Mechanisms of Listening. *International Journal of Listening*, 29(1), 12–29. <https://doi.org/10.1080/10904018.2014.928211>
- Itzchakov, G., Kluger, A. N., Emanuel-Tor, M., & Koren Gizbar, H. (2014). How Do You Like Me to Listen to You? *International Journal of Listening*, 28, 177–185. <https://doi.org/10.1080/10904018.2014.917929>
- Castro, D. R., Alex, C., Tohar, G., & Kluger, A. N. (2013). The Role of Active Listening in Teacher–Parent Relations and the Moderating Role of Attachment Style. *International Journal of Listening*, 27(3), 136–145. <https://doi.org/10.1080/10904018.2013.813242>

- Kluger, A. N., & Zaidel, K. (2013). Are Listeners Perceived as Leaders? *International Journal of Listening*, 27, 73–84. <https://doi.org/10.1080/10904018.2013.754283>
- Van Dijk, D., & Kluger, A. N. (2011). Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective. *Journal of Organizational Behavior*, 32(8), 1084–1105. <https://doi.org/10.1002/job.725>
- Bouskila-Yam, O., & Kluger, A. N. (2011). Strength-based performance appraisal and goal setting. *Human Resource Management Review*, 21(2), 137–147. <https://doi.org/10.1016/j.hrmr.2010.09.001>
- Kluger, A. N., & Nir, D. (2010). The feedforward interview. *Human Resource Management Review*, 20(3), 235–246. <https://doi.org/10.1016/j.hrmr.2009.08.002>
- Davidson, O. B., Eden, D., Westman, M., Cohen-Charash, Y., Hammer, L. B., Kluger, A. N., Krausz, M., Maslach, C., O'Driscoll, M., Perrewé, P. L., Quick, J. C., Rosenblatt, Z., & Spector, P. E. (2010). Sabbatical Leave: Who Gains and How Much? *Journal of Applied Psychology*, 95(5), 953–964. <https://doi.org/10.1037/A0020068>
- Kluger, A. N., & Van Dijk, D. (2010). Feedback, the various tasks of the doctor, and the feedforward alternative. *Medical Education*, 44(12), 1166–1174. <https://doi.org/10.1111/j.1365-2923.2010.03849.x>
- Kluger, A. N., Nir, D., & Kluger, Y. (2008). Personal Position Repertoire (PPR) from a bird's eye view. *Journal of Constructivist Psychology*, 21, 223–238.
- Kluger, A. N., Stephan, E., Ganzach, Y., & Hershkovitz, M. (2004). The effect of regulatory focus on the shape of probability-weighting function: Evidence from a cross-modality matching method. *Organizational Behavior and Human Decision Processes*, 95(1), 20–39.
- Van-Dijk, D., & Kluger, A. N. (2004). Feedback sign effect on motivation: Is it moderated by regulatory focus? *Applied Psychology: An International Review*, 53(1), 113–135.
- Kluger, A. N., Siegfried, Z., & Ebstein, R. P. (2002). A meta-analysis of the association between DRD4 polymorphism and novelty seeking. *Molecular Psychiatry*, 7(7), 712–717.
- Kluger, A. N., & Tikochinsky, J. (2001). The Error of Accepting the “Theoretical” Null Hypothesis: The Rise, Fall, and Resurrection of Commonsense Hypotheses in Psychology. *Psychological Bulletin*, 127(3), 408–423.
- Ganzach, Y., Kluger, A. N., & Klaynman, N. (2000). Making Decisions from an Interview: Expert Measurement and Mechanical Combination. *Personnel Psychology*, 53, 1–20.
- DeNisi, A., & Kluger, A. N. (2000). Feedback Effectiveness: Can 360-Degree Appraisals be Improved? *Academy of Management Executive*, 14, 129–139.
- Bamberger, P., Kluger, A. N., & Suchard, R. (1999). Antecedents and Consequences of Union Commitment: A Meta-analysis. *Academy of Management Journal*, 42, 304–318.
- Kluger, A. N. (1999). “The Psychology of Resistance to Change” by S. Fox (1998): A book review. *Megamot* (Hebrew), Mem(1), 172–174.
- Kluger, A. N. (1998). Commute Variability and Strain. *Journal of Organizational Behavior*, 19, 147–165.
- Kluger, A. N., & DeNisi, A. (1998). Feedback interventions: Toward the understanding of a double-edged sword. *Current Directions in Psychological Science*, 7, 67–72.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83, 17–34.
- Kluger, A. N., & DeNisi, A. (1996). The Effects of Feedback Interventions on Performance: Historical Review, a Meta-Analysis and a Preliminary Feedback Intervention Theory. *Psychological Bulletin*, 119, 254–284.

- Kluger, A. N., Lewinshon, S., & Aiello, J. (1994). The influence of feedback on mood: Linear effects on pleasantness and curvilinear effects on arousal. *Organizational Behavior and Human Decision Processes*, *60*, 276–299.
- Kluger, A. N., & Rothstein, H. (1993). The influence of selection test type on applicant reactions to employment testing. *Journal of Business and Psychology*, *8*, 3–25.
- Kluger, A. N., & Colella, A. (1993). Beyond the mean bias: The effect of warning against faking on biodata item variances. *Personnel Psychology*, *46*, 763–780.
- Kluger, A. N., & Adler, S. (1993). Person- versus computer-mediated feedback. *Computers in Human Behavior*, *9*, 1–16.
- Kluger, A. N., Reilly, R. R., & Russell, C. (1991). Faking biodata tests: Are option-keyed instruments more resistant? *Journal of Applied Psychology*, *76*, 889–896.
- Kluger, A. N., & Koslowsky, M. (1988). Commitment and academic success. *Social Behavior and Personality*, *16*, 121–125.
- Koslowsky, M., Kluger, A. N., & Yinon, Y. (1988). Predicting behavior: Combining intentions with investment. *Journal of Applied Psychology*, *73*, 102–106.
- Koslowsky, M., & Kluger, A. N. (1986). Commitment to participation in musical activities: An extension and application of the investment model. *Journal of Applied Social Psychology*, *16*, 831–844.

BOOKS

- Koslowsky, M., Kluger, A. N., & Reich, M. (1995). *Commuting Stress*. Plenum: NY.

BOOK CHAPTERS

- Pery, S., Doytch, G., & Kluger, A. N. (2020). Management and Leadership (Chapter 10). In D. L. Worthington & G. D. Bodie (Eds.), *Handbook of Listening* (pp. 163–179). Wiley. <https://doi.org/10.1002/9781119554189.ch10>
- Itzchakov, G., & Kluger, A. N. (2019). Changing the Other Party's Attitude with High Quality Listening (Chapter 20). In A. Schneider (Ed.), *Negotiation Essentials for Lawyers* (pp. 129–134). American Bar Association.
- Kluger, A. N. (2018). Foreword. In T. E. Malloy (Ed.), *Social Relations Modeling of Behavior in Dyads and Groups*. Amsterdam, Netherlands: Elsevier.
- Kluger, A. N., & Bouskila-Yam, O. (2018). Facilitating Listening Scale. In D. L. Worthington & G. D. Bodie (Eds.), *The Sourcebook of Listening Research: Methodology and Measures* (pp. 272–280). Hoboken, NJ: John Wiley & Sons, Inc.
- Itzchakov, G., & Kluger, A. N. (2017). The Role of Listening-with-Understanding in Negotiation and Conflict Resolution. In A. K. Schneider & C. Honeyman (Eds.), *The Negotiator's Desk Reference*. St. Paul, MN: NDR Books; DRI Press of Mitchell Hamline Law School.
- Kluger, A. N., & Sagiv, L. (2005). The influence of values on willingness to cooperate among Israeli and Jordanian businesspersons [in Hebrew]. In S. Shamir (Ed.), *Academic Research on Regional Cooperation* (pp. 53–81). Tel Aviv: Ramot – Tel Aviv University.
- Kluger, A. N., & Ganzach, Y. (2004). Two Faces of Excellence: Perfection versus Eminence. In G. B. Graen (Ed.), *New Frontiers of Leadership* (pp. 67–97). Greenwich, CT: Information Age Publishing.

- Kluger, A. N., & DeNisi, A. (2004). Feedback Interventions: Towards the Understanding of a Double-Edged Sword. Reprinted in T. F. Oltmanns & R. E. Emery (Eds.), *Current Directions in Abnormal Psychology*. Upper Saddle River, NJ: Pearson Education.
- Ebstein, R. P., Kluger, A. N., & Siegfried, Z. (2003). DRD4 Box score. In D. Cooper (Ed.), *Encyclopedia of the Human Genome*. London: Macmillan Reference Books.
- Kluger, A. N. (2001). Feedback-expectation discrepancy, arousal and locus of cognition. In M. Erez, U. Kleinbeck, & Hk. Thierry (Eds.), *Work Motivation in the Context of a Globalizing Economy*. Lawrence Erlbaum.
- Wasserman, V., Rafaeli, A., & Kluger, A. N. (2000). Symbols as Emotional Cues. In S. Fineman (Ed.), *Emotion in Organizations* (2nd Edition). SAGE: London.
- Kluger, A. N., & Rafaeli, A. (2000). Affective Reactions to Physical Appearance. In N. Ashkanasy, C. E. J. Hartel, & W. J. Zerbe (Eds.), *Emotions and Organizational Life*. Greenwood Publishing Group: Westport, CT.
- Kluger, A. N., Adler, S., & Fay, C. (1992). Computerized Feedback Effects on Feedback Seeking, Performance and Motivation. In M. I. Nurminen & G. R. S. Weir (Eds.), *Human Jobs and Computer Interfaces* (pp. 131–145). Amsterdam: North Holland.

HONORS & AWARDS

- The 1996 Outstanding Paper in Organizational Behavior, Academy of Management (with Angelo DeNisi).
- The first William A. Owens Scholarly Achievement Award for the best publication in Industrial and Organizational Psychology during 1996, SIOP (with Angelo DeNisi).
- Finalist, 2000 *Academy of Management Executive* Best Paper (with Angelo DeNisi).
- Fellow, Society for Industrial and Organizational Psychology (2002).
- Fellow, American Psychological Association (2002).
- Fellow, American Psychological Society (2002).
- Outstanding teaching evaluations: Research Method class 2004/5 rated 2nd out of 85 classes.
- The 2009 Award for Best Competitive Paper, Organizational Behavior Division, Academy of Management (with Dina Van-Dijk).
- 2012 Citation of the Hebrew University's Rector for outstanding teaching evaluations.
- Fellow, International Association of Applied Psychology (2014).
- 2018 Citation of the Hebrew University's Rector for outstanding teaching evaluations.
- 2020 Outstanding Reviewer award recipient, Academy of Management Discoveries.

GRANTS

Source	Amount	Period	Co-investigators
The Foundations Trustees	\$25,000	1996–1998	
The Israel Science Foundation	\$35,000	1994–1997	
Bank Leumi	\$25,000	1995–1997	Anat Rafaeli
German Israeli Fund	DM 285,000	1999–2001	Anat Rafaeli, Michael Frese
European Commission	ECU 115,000	2001–2003	A Jordanian partner, Lilach Sagiv

Middle East Regional Cooperation (U.S. government)	\$328,000	2001–2005	A Jordanian partner, Lilach Sagiv
Tami Steinmetz Center for Peace	NIS 25,000	2003	
U.S. Army Institute	\$385,483	2003–2008	
Niedersachsen	€ 100,000	2004–2005	Sabine Sonnentag
The Israel Science Foundation	NIS 330,000	2012–2014	
The Israel Science Foundation	NIS 558,000	2017–2022	
Bi-National Science Foundation	\$300,000	2019–2023	Thomas Malloy
Bi-National Science Foundation	\$236,000	2023–2027	Thomas Malloy
The Israel Science Foundation	NIS 950,000	2024–2029	

EDITORIAL BOARD & REVIEWING

Editorial Board

- Organizational Behavior and Human Decision Processes (1998–1999)
- Academy of Management Journal (1996–1997)

Ad-hoc Reviewer

Psychological Bulletin; Personnel Psychology; Organizational Behavior and Human Decision Processes; Academy of Management Journal; Journal of Applied Psychology; Computers in Human Behavior; Journal of Organizational Behavior; Human Resources Management Journal; Applied Psychology: An International Review; Journal of Applied Social Psychology; Basic and Applied Psychology.

Full reviewer profile: [Publons](#)

APPOINTMENTS

- Referee, Board of the Programme Council for Practice-oriented Research (PPO), Netherlands Initiative for Education Research (NRO) (2018).
- Referee, The US–Israel Bi-national Science Foundation (2010).
- Committee Member, Academy of Management, OB Division Best Paper Committee (2010).
- Committee Head, Council for Higher Education (2002–2005; 2013, 2025).
- Committee Member, Council for Higher Education (2001, 2025).
- Referee, The Israel Science Foundation (1999, 2026).
- Referee, Board of Trustees, Israeli Grants in the Social Sciences (1998).
- Referee, various M.A. and Ph.D. theses at the Technion, Tel-Aviv University, and Bar Ilan University (since 1998).

ACTIVITIES AT THE HEBREW UNIVERSITY

- Conducted a university-wide survey on service needs and service quality (with Dr. Anat Rafaeli), by invitation of the University President.
- Validated and developed a selection system for the MBA program (with Yossi Samson).
- Member, University Committee on Teaching Evaluation, headed by Prof. Zvi Gilula (1998–1999).
- Member, University Admission Committee (1999–2000).
- Head, Organizational Behavior group at the School of Business (1997–2007).
- Director, Executive MBA program (2010–2014).
- Head, School of Business Ph.D. Committee (2014–2019).
- Head, School of Business Ethics Committee (2023–2024).

CONSULTING & TRAINING

- The Hebrew University: The Rector and President on teaching and personnel motivation; Head of Human Resources on selection and performance appraisal.
- U.S. companies: AT&T; Philips Lighting Company.
- European companies: SHL (London, Rome, 2007–2010); Ericsson (Rome, 2010); Previa (Stockholm, 2014); Achmea (Istanbul, Paris, 2017); Brembo (Bergamo, 2024-2026); Ennovate Consulting (Dublin, 2024).
- Israeli organizations: The Office of the Israeli Prime Minister, The Israeli Police, Israel Defense Forces, Umbrella Organization of Community Centers, Intel, Bank Leumi, ORT educational system, SodaStream, Salesforce, Senior Physicians at multiple hospitals, and others.

SOCIETAL IMPACT

- TV, radio, web, and print interviews to promote knowledge about the importance of listening.
- Pro-bono lectures and workshops on listening (Doctors at Hadassah Hospital; Coordinator of Advisers in the Equal Opportunity Program, Hebrew University; general public events).
- Private lessons for Business School professors on techniques for teaching listening in MBA classes worldwide.
- Chief Trainer and Scientific Advisor, Badra – Israeli Listening Center.
- Co-founder, the Global Listening Center.

TEACHING

M.A. Thesis Advisees

Baruch Kairi (1996), Avital (Goren) Bentel (1997), Varda Wasserman (1998, with Anat Rafaeli), Sharon Shkedi (1999), Ziporit Glick (1999), Ilona Van der Hachen (2000), Yitzchak Matalon (2000), Galit Liberman (2001), Liad Uziel (2001), Daniela Ben Dor (2002), Elena Stephan (2002, with Yoav Ganzach), Mirit Naor (2003), Ariela Binenboym (2004), Eyal Rechter (2004), Hagar Madar (2004), Liat Levontin (2004), Meirav Hershkowitz (2004), Osnat Hazan (2004), Ravit Omer (2004), Yehuda Hoffman (2005), Anna Bogolevsky (2006), Liat Kaufman (2008), Tom Barak (2008), Rachel Kaplan (2009), Maya Charit (2011), Aviva Dolev (2012), Alex Rif (2013), Anat Hurwitz

(2013), Niva Hanna Porzycki (2014), Ohad Yaron (2014), Yael Cohen (2014), Yaara Turjeman (2016), Tali Zeidman Bourla (2016), Emma Maor (2016), Liora Lipetz (2016), Sarit Pery (2018), Guy Doytch (2022).

Ph.D. Thesis Advisees

Dina Van Dijk (2003), Liad Uziel (2007), Edith Levintz (2008), Dina Nir (2009), Liat Levontin (2009), Varda Wasserman (2009), Eyal Rechter (2011), Dotan Castro (2014), Dorit Bitter (2016), Guy Itzhakov (2017), Yaron Sela (2019), Michal Lehmann (2022), Yaara Turjeman (2023), Limor Borut (2024), Sarit Peri (2025), Leah Bloy (2026).

Post-docotral Advisees

Daniel Baraz, Sholomit Davidovich (current)

Courses Taught

Training Evaluation (MSc); Introduction to Organizational Behavior (BA); Introduction to Statistics (MSc); Organizational Behavior Seminar (MBA); Research Methods (MBA; MSc); Theoretical Considerations in OB & HRM (MBA); Organizational Studies (MBA); Emotions at Work Seminar (MBA/Ph.D.); Stories and Leadership (MBA); Managerial Listening Skills; Ph.D. Seminar; Research Methods courses including SEM, HLM, Meta-analysis, Dyadic Data Analysis, and Introduction to R (Ph.D.).

PROFESSIONAL AFFILIATIONS

Elected Fellow

- Society for Industrial and Organizational Psychology
- American Psychological Association
- American Psychological Society
- International Association of Applied Psychology

Member

- Society of Organizational Behavior [by invitation only]

WORK EXPERIENCE

2025–Present Professor Emeritus, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.

2020–2025 Full Professor, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.

2011–2014 Director, Executive MBA in Integrative Management, The Hebrew University of Jerusalem.

2002–2020 Associate Professor, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.

1997–2007 Head, Organizational Behavior Area.

1996–2002 Senior Lecturer, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.

1996–1997 Head, Department of Management of the School of Business Administration.

1994–1996 Lecturer, The Jerusalem School of Business Administration, The Hebrew University of Jerusalem.

- 1989–1993 Assistant Professor**, Institute of Management and Labor Relations, Rutgers University, New Brunswick, New Jersey.
- 1988–1989 Adjunct Assistant Professor**, Stevens Institute of Technology & Montclair State College.
- 1985–1989 Research Consultant**, AT&T (Marketing Research & Human Resources).
- 1985–1987 Research Assistant**, Educational Testing Service, Princeton, NJ & Stevens Institute of Technology.
- 1984–1985 District Psychologist**, Central District of the Israeli Police, Ramla, Israel.
- 1984 Interviewer/Tester**, TIL Institute, Tel-Aviv, Israel.
- 1982–1984 Administrative Manager**, Yuval Musical Associations, Ramat Hasharon, Israel.
- 1980–1983 Music Teacher**, Ra'anana Conservatory, Ra'anana, Israel.
- 1979–1980 Archive Manager**, Cesarea Textile Works Ltd., Tel-Aviv, Israel.
- 1976–1979 Military Service**, Israel Defense Forces, Israel.

SELECTED PRESENTATIONS

- Kluger, A. N., Schmidt, P., Wortmann-Kolundzija, E., Lehmann, M., & Rajnis, T. (2025, July). Development of Listening Skills and Its Outcomes: A Field Experiment. In E. Rechter & N. Sverdlik (Chairs), Shaping Growth: Employee Development and Learning Environments in Organizations. Symposium to be presented at the 85th Annual Meeting of the Academy of Management.
- Kluger, A. N. (2022, May). Listening (or Not) at Work: The Consequences. APS Annual Convention, Chicago.
- Kluger, A. N. (2022, May). New Insights into Accuracy, Bias, Unique Dyadic Processes, and Personality Effects of Dyad Members: Advances in Social Relations Model (SRM) Applications. APS Annual Convention, Chicago.
- Kluger, A. N. (2020, January). Listening as a Fountain of Positive Relationships (at Work): Meta-analyses. 5th Israel Organizational Behavior Conference, Tel Aviv, Israel.
- Kluger, A. N. (2019, August). An Introduction to the Social Relations Model and Its Applications in Organizational Behavior. Academy of Management 2019 Annual Meeting, Boston.
- Kluger, A. N. (2019, March). Strong Effects of Listening to the Other on Speaker and Listener Outcomes: Coarse- and Fine-Level Meta-Analyses. ICPS, Paris.
- Lehmann, M., & Kluger, A. N. (2018, August). Am I Arrogant? Listen to Me and We Will Both Become Humble. 78th Annual Meeting of the Academy of Management, Chicago, IL.
- Kluger, A. N. et al. (2018, January). Social Relations Modeling of Listening. 4th Israel Organizational Behavior Conference (IOBC), Tel Aviv.
- Hurwitz, A., & Kluger, A. N. (2017, August). The power of listeners: How listeners transform status and co-create power. 77th Annual Meeting of the Academy of Management, Atlanta, GA.
- Kluger, A. N. (2016, January). The power of listening: Meta-analyses. Israel Organizational Behavior Conference (IOBC), Tel Aviv, Israel.
- Kluger, A. N. (2015, April). Listening: Why should you and why should you not? 30th Annual Conference of SIOP, Philadelphia, PA.
- Kluger, A. N. (2013, May). Imagine the future world where supervisors are listening. 16th Congress of the European Association of Work and Organizational Psychology, Münster, Germany.
- Kluger, A. N. (2006). Feed-forward First, Feedback Later. Keynote lecture at the 26th International Congress of Applied Psychology, Athens, Greece.
- Kluger, A. N. (1996, February). Feedback Intervention Theory. Conference on Work Motivation, Ein-Gedi, Israel.

Kluger, A. N. (1994, August). The Destructive Effects of Praise. 1994 Annual Meeting of the Academy of Management, Dallas, TX.

Kluger, A. N. (1993, May). A Meta-Analysis of the Effects of Feedback Interventions on Performance. 8th Annual Convention of SIOP, San Francisco, CA.

Note: A full list of 80+ conference presentations (1985–2022) is available upon request.