

William L. Gardner III

Paul Whitfield Horn Distinguished Professor
Jerry S. Rawls Chair in Leadership
Co-Director, Institute for Leadership Research

OFFICE ADDRESS

Area of Management
Rawls College of Business
Texas Tech University
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EDUCATION

The Florida State University
Doctorate of Business Administration (1984) Major Areas:
Organizational Behavior
Organizational Theory/General Management
Research Design/Statistics
Masters of Business Administration (1980)

Susquehanna University
Bachelor of Science in Business Administration (1978)
Summa Cum Laude

HONORS, AWARDS, RECOGNITIONS AND MEMBERSHIPS

Honors, Awards, and Recognitions

Nominated for 2025 Jerry S. Rawls Excellence in Undergraduate Teaching Award

Recipient of the Network of Leadership Scholars *2022 Eminent Leadership Scholar Award*
which “recognizes a senior scholar whose work best reflects the mission of NLS to
advance interdisciplinary dialogue and discussion regarding the study of leadership.”

Designated as a Paul Whitfield Horn Professor by the Texas Tech Board of Regents on February
28, 2020.

In 1966, the Board of Regents established the Horn Professorship to recognize scholarly
achievement and outstanding service to Texas Tech University. Subsequently, the Board
has approved appointment of 95 members of the faculty to Horn Professorships.

Citations. As of December 2025, there were over 55k+ Google Scholar citations to
Professor Gardner’s work, with an “h-index” of 61 and an “i10 index” of 102.
(<https://scholar.google.com/citations?user=dEDjnvAAAAAJ&hl=en>). He also has over
15k SCOPUS citations, with an “h-index” of 40 ([https://www-scopus-com.lib-
e2.lib.ttu.edu/authid/detail.uri?authorId=7202841337](https://www-scopus-com.lib-e2.lib.ttu.edu/authid/detail.uri?authorId=7202841337)).

Updated: December 17, 2025

Identified on the Stanford University ranking of the top 2% of Global Researchers
(<https://today.ttu.edu/posts/2021/12/Stories/Texas-Tech-Faculty-Members-Rank-Among-Top-Global-Researchers>)

For more information on this honor, see:

Ioannidis, J. P. A., Boyak, K. W., & Bass, J. (2020). Updated science-wide author databases of standardized citation indicators. *PLoS Biology*, 18(10), 1-3.

<https://doi.org/10.1371/journal.pbio.3000918>

Named to Clarivate Analytics' 2019 Highly Cited Researchers List.

For more on this honor, see the *Web of Science Highly Cited Researchers* website

(<https://recognition.webofsciencegroup.com/awards/highly-cited/2019/>) and the Rawls College News:

(https://www.depts.ttu.edu/rawlsbusiness/news/posts/2019/11/Gardner_Among_Most_Highly_Cited_Researchers_in_World.php).

Named to Clarivate Analytics' 2017 Highly Cited Researchers List.

For more on this honor, see the *Web of Science Highly Cited Researchers* website

(<https://clarivate.com/hcr/2017-researchers-list/>)

2017 James G. (Jerry) Hunt Southern Management Association (SMA) Sustained Outstanding Service Award. (<https://southernmanagement.site-ym.com/page/Hunt>)

2016 President's Academic Achievement Award, Texas Tech University.

2015 Texas Tech University Integrated Scholar. For more on this honor, see the TTU Integrated Scholar Website: (<http://www.depts.ttu.edu/provost/scholars/2015/gardner.php>).

2014 Rawls College of Business Distinguished Faculty Research Award.

2013 Rawls College of Business Outstanding Researcher Award.

2011 Distinguished Doctoral Alumni Award Recipient, College of Business, Florida State University. (<https://business.fsu.edu/alumni-friends/awards/distinguished-doctoral-alumni-award>)

Fellow of the *Southern Management Association*: inducted Fall 2002.

(<https://southernmanagement.site-ym.com/page/Fellows>)

Best Paper Awards

Recipient of *The Leadership Quarterly* 2024 Decennial Influential Article Award and the 2017 Emerald Citation of Excellence Award.

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Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25, 36-62.
(<https://www.emeraldgrouppublishing.com/authors/literati/citations/awards.htm>)

Recipient of *The Leadership Quarterly* 2021 Decennial Influential Article Award.

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22, 1120-1145. (<https://www.journals.elsevier.com/the-leadership-quarterly/awards/the-leadership-quarterly-decennial-influential-article-award>).

Recipient of *The Leadership Quarterly* 2016 Best Paper Award, Sponsored by the *Center for Creative Leadership*, Greensboro, North Carolina.

Banks, G.C., McCauley, K. D., Gardner, W. L., & Guler, C. (2016). A meta-analytic review of authentic leadership and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27, 634-652.

Recipient of *The Leadership Quarterly* 2015 Decennial Influential Article Award.

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16, 315-338.
(<https://www.journals.elsevier.com/the-leadership-quarterly/awards/the-leadership-quarterly-decennial-influential-article-award>)

Recipient of the 2013 *Journal of Management* 5-Year Scholarly Impact Award.

Walumbwa, F. O., Avolio, B.J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 89-126.

Recipient of the 2010 *Group & Organization Management*, Best Paper Award: Micro Category.

van Emmerick, H., Gardner, W. L., Wendt, H., & Fischer, D. (2010). Associations of culture and personality with McClelland's motives: A cross-cultural study of managers in 24 countries. *Group & Organization Management*, 35, 329-367.

Recipient of *The Leadership Quarterly* 2000 Best Paper Award, Sponsored by the *Center for Creative Leadership*, Greensboro, North Carolina.

Lowe, Kevin, and Gardner, William L. "Ten Years of Leadership Quarterly: Contributions and Challenges for the Future." *The Leadership Quarterly*, 2000, 11, 2000, 459-514.

Management and Marketing recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1997-1998 Academic Year.

Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review*, 23, 32-58.

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Management and Marketing recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1995-1996 Academic Year.

Gardner, W. L., & Martinko, M. J. (1996). Using the Myers-Briggs Type Indicator to study managers: A conceptual model and research agenda. *Journal of Management*, 22, 45-83.

Dual recipient of the Decision Science Institute's 1991 Best Theoretical/Empirical Research Paper Award.

Ramnarayanan, R., & Gardner, W. L. (1991, November). Interactions among presentation formats, cognitive styles and time constraints: An experimental study. *Proceedings of the Annual Meeting of the Decision Sciences Institute*.

Dual recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1990-1991 Academic Year.

Martinko, M. J., & Gardner, W. L. (1990). Structured observation of managerial work: A replication and synthesis. *Journal of Management Studies*, 3, 329-357.

Best Reviewer Awards

Recipient of the "Bernie" Best Reviewer Award, *Leadership Quarterly*, 2003.

"Best Reviewer" for the Organizational Behavior/Organizational Theory/Organizational Development Track, Southern Management Association Meeting, November 2000.

Memberships

Academy of Management
Southern Management Association
International Leadership Association
Beta Gamma Sigma
Sigma Iota Epsilon
European Association of Work and Organizational Psychology

EMPLOYMENT EXPERIENCE

Texas Tech University, Rawls College of Business
Paul Whitfield Horn Distinguished Professor (2020 to Present)
Jerry S. Rawls Chair in Leadership (2011 to Present)
Director, Institute for Leadership Research (2005 to Present)
Area of Management Coordinator (2006 to 2014)
Jerry S. Rawls Professor of Organizational Behavior and Leadership (2005 to 2011)

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University of Nebraska-Lincoln, College of Business, Gallup Leadership Institute
Howard L. Hawks Chair in Business Ethics and Leadership (2003-2005)

University of Mississippi

Michael S. Starnes Professor of Management (2001 to 2003)
Director of the PhD Program (2001 to 2003)
Interim Associate Dean for Faculty and Research (2000 to 2001)
Area Coordinator (1998 to 2000)
Hearin-Hess Associate Professor of Management (1991 to 1998)
Hearin-Hess Assistant Professor of Management (1989 to 1991)

Southern Illinois University at Carbondale
Assistant Professor of Management (1984 to 1989)

REFEREED JOURNAL ARTICLES

Gardner, W. L., Williams, F. I., Mhatre, K. (in press). Understanding charismatic leadership: A dramaturgical approach. *Organizational Dynamics* (accepted October 11, 2025).

Ge, S., Gardner, W. L., Karam, E. P., Coglisier, C. C., Yan, Z., & Lu, M. (2025). Benevolent leadership as an antecedent and moderator of ostracism: A moderated mediation model with employee performance. *Journal of Leadership & Organizational Studies*, 32(2), 172-188.
<https://doi.org/10.1177/15480518251316095>

Gardner, W. L., Karam, E. P., Noghani, F., Coglisier, C. C., Gullifor, D. P., Mhatre, K., Ge, S., Bi, R., & Yan, Z. (2024). “Let’s get real”... when we lead: A systematic review, critical assessment, and agenda for authentic leadership theory and research. *Journal of Management & Organization* 30(6), 1642-1688: <https://doi.org/10.1017/jmo.2024.68>

Gardner, W. L., Clapp-Smith, R., Mhatre, K., Avolio, B. J., Chan, A., Hughes, L. W., Pandey, P., & Sun, I. (2024). Does the talk match the walk?: Effects of leader exemplification and ethical conduct on perceived leader advocacy, trust, and organizational advocacy. *Journal of Management & Organization*, 30(6), 1748-1771: <https://doi.org/10.1017/jmo.2024.67>

Gullifor, D. P., Gardner, W. L., Karam, E. P., Noghani, F., & Coglisier, C. C. (2024). The imposter phenomenon at work: A systematic evidence-based review, conceptual development, and agenda for future research. *Journal of Organizational Behavior*, 45, 234-251.
<https://doi.org/10.1002/job.2733>

Gardner, W. L., Hanna, A. A., Noghani, F., & Coglisier, C. C. (2024) Leadership emergence: Answering the “how” and “why” questions by considering levels of analysis and form of emergence. *Annual Review of Organizational Psychology and Organizational Behavior*. 11, 139-164: <https://doi.org/10.1146/annurev-orgpsych-110721-040430>

- Hu, J., Gardner, W. L., Rong, Y., Jones, D. & Karam, E. P. (2022). The superior me! An examination of the dominance self-concept of narcissism. *Journal of Organizational Psychology*, 22(3), 16-31. <https://doi.org/10.33423/jop.v22i3.5554>
- Hu, J., Gardner, W. L., & Karam, E. P. (2022). “That’s who I am!”: An identity regulation model of narcissism. *Journal of Organizational Psychology*, 22(2), 12-30. <https://doi.org/10.33423/jop.v22i2.5169>
- Blake, A. B., Luu, V. H., Petrenko, O. V., Gardner, W. L., Moergen, K. J. N., & Ezerins, M. E. (2022). Let’s agree about nice leaders: A literature review and meta-analysis of agreeableness and its relationship with leadership outcomes. *The Leadership Quarterly*. 33(1), 10153. <https://doi.org/10.1016/j.leaqua.2021.101593>.
- Gardner, W. L., Karam, E. P., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, 32(6), 101495. <https://doi.org/10.1016/j.leaqua.2021.101495>.
- Gardner, W. L., Lowe, K. B., Meuser, J. D., Noghani, F., Gullifor, D. P., & Cogliser, C. C. (2020). The leadership trilogy: A review of the third decade of *The Leadership Quarterly*. *The Leadership Quarterly*, 31(1), 101379. doi: <https://doi.org/10.1016/j.leaqua.2019.101379>
- Gardner, W. L. (2020). R&R Dialog: Why I rejected your R&R submission and what you could have done to secure an acceptance. *Journal of Management Inquiry*, 29, 378-384.
- Gardner, W. L., Karam, E. P., Tribble, L. L., & Cogliser, C. C. (2019). The missing link? Implications of internal, external, and relational attribution combinations for leader-member exchange, relationship work, self-work, and conflict. *Journal of Organizational Behavior*, 40, 554-569.
- Scott, K. L., Zagenczk, T. J., Li, S., Gardner, W. L., Cogliser, C. C., & Laverie, D. (2018). Social network ties and organizational citizenship behavior: Evidence of a curvilinear relationship. *European Journal of Work and Organizational Psychology*, 27, 752-763.
- Gill, C., Gardner, W. L., Claeys, J., & Vangronsvelt, K. (2018). Using theory on authentic leadership to build a strong human resource management system. *Human Resource Management Review*, 28, 304-318.
- Swain, A. K., Cao, Q., & Gardner, W. L. (2018). Six Sigma success: Looking through the authentic leadership and behavioral integrity theoretical lenses. *Operations Research Perspectives*, 5, 120-132.

Gardner, W. L., & Cogliser, C. C. (2018). "Walking the talk" alone: Leading and following authentically in an inauthentic world. *Journal of Character and Leadership Development*, 1, 45-56.

Hinojosa, A. S., Gardner, W. L., Walker, H. J., Cogliser, C. C., & Gullifor, D. (2017). A review of cognitive dissonance theory in management research: Opportunities for further development. *Journal of Management*, 43, 170-199.

Guenter, H., Gardner, W. L., McCauley, K. D., Randolph-Seng, B., and Prabu, V. (2017). Shared authentic leadership in research teams: Testing a multiple mediation model. *Small Group Research*, 48, 719-765.

Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management*, 42, 1374-1403.

Banks, G.C., McCauley, K. D., Gardner, W. L., & Guler, C. (2016). A meta-analytic review of authentic leadership and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27, 634-652. Recipient of The Leadership Quarterly 2016 Best Paper Award. Most cited article from *The Leadership Quarterly* published since 2016 (as per Scopus, September 26, 2019).

Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management*, 41, 1677-1697.

Hinojosa, A. S., McCauley, K. D., Randolph-Seng, B., & Gardner, W.L. (2014). Leader and follower attachment styles: Implications for authentic leader-follower relationships. *The Leadership Quarterly*, 25, 595-610.

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25, 36-62. Recipient of *The Leadership Quarterly* 2024 Decennial Influential Article Award; 2017 Emerald Citation of Excellence Award: www.emeraldgroupublishing.com/authors/literati/citations/awards.htm.

Schneider, A., Gardner, W. L., Hinojosa, A., & Marin, A. (2014). Emotional responses to leaders of passive versus active followers. *Leadership*, 10, 412-436.

Cogliser, C. C., Gardner, W. L., Quinn Trank, C., Gavin, M. B., Halbesleben, J., & Seers, A. (2013). Not all group exchange structures are created equal: Effects of forms and levels of exchange on work outcomes in virtual teams. *Journal of Leadership & Organizational Studies*, 20, 242-251.

Randolph-Seng, B., & Gardner, W. L. (2013). Validating measures of leader authenticity: Relations between implicit/explicit self-esteem, situational cues, and leader authenticity. *Journal of Leadership & Organizational Studies*, 20, 212-229.

Gardner, W. L., Reithel, B. J., Cogliser, C. C., Walumbwa, F. O., & Foley, R. T.^c (2012). Matching personality and organizational culture: Effects of recruitment strategy and the five-factor model on subjective person-organization fit. *Management Communication Quarterly*, 26, 585-622. A video of the first author describing this study is available as part of the SAGE Video Media & Communications: <http://sk.sagepub.com/video/matching-personality-and-organizational-culture>.

Cogliser, C. C., Gardner, W. L., Gavin, M. B., & Broberg, J. C. (2012). Big Five personality factors and leader emergence in virtual teams: Relationships with team trustworthiness, member performance contributions and team performance. *Group & Organization Management*, 37, 752-784.

Davis, K. M., & Gardner, W. L. (2012). Charisma under crisis revisited: Presidential leadership, long-term follower effects and contextual influences. *The Leadership Quarterly*, 23, 918-933.

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22, 1120-1145. Among the most downloaded articles in *The Leadership Quarterly* in last 90 days (September 7, 2018): <https://www.journals.elsevier.com/the-leadership-quarterly/most-downloaded-articles>

Gardner, W. L., Lowe, K. B., Moss, T. W., Mahoney, K. T., & Cogliser, C. C. (2010). Scholarly leadership of the study of leadership: A review of *The Leadership Quarterly's* Second Decade, 2000-2009. *The Leadership Quarterly*, 21, 922-958. Elsevier's Business Management prototype for the "Article of the Future" (http://www.articleofthefuture.com/business_management). "Article of the Future" features include research highlights, supplementary videos, interactive tables and other novel attributes.

van Emmerik, H., Gardner, W. L., Wendt, H., & Fischer, D. (2010). Associations of culture and personality with McClelland's motives: A cross-cultural study of managers in 24 countries. *Group & Organization Management*, 35, 329-367. Recipient of the *Group & Organization Management*, 2010 "Best Paper" (Micro) Award.

Hughes, L. W., Gardner, W. L., Norman, S. M. (2010). Transparency, translucence, or opacity? A field investigation of the mediating role of positive emotions in trustful leader-follower relations. *Journal of Business & Leadership*, 6, 38-47.

Gardner, W. L., Fischer, D., & Hunt, J. G. (2009). Emotional labor and leadership: A threat to authenticity? *The Leadership Quarterly*, 20, 466-482.

Cogliser, C. C., Schriesheim, C. A., Scandura, T. A., & Gardner, W. L. (2009). Balance in leader and follower perceptions of leader-member exchange: Relationships with performance and work attitudes. *The Leadership Quarterly*, 20, 452-465.

Gardner, W. L., Reithel, B. J., Foley, R. T., Cogliser, C. C., & Walumbwa, F. O. (2009). Attraction to organizational culture profiles: Effects of realistic recruitment and vertical and horizontal individualism-collectivism. *Management Communication Quarterly*, 22, 437-472.

Walumbwa, F. O., Avolio, B.J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 89-126. Recipient of the 2013 *Journal of Management* Scholarly Impact Award.

Cleavenger, D., Gardner, W. L., & Mhatre, K. H. (2007). Help-seeking: Testing the effects of task interdependence and normativeness on employees' propensity to seek help. *Journal of Business and Psychology*, 21(3), 331-359.

Brown, J. A. E., & Gardner, W. L. (2007). Effective modeling of authentic leadership. *Academic Exchange Quarterly*, 11(2), 56-60.

Harvey, P., Martinko, M. J., & Gardner, W. L. (2006). Promoting authentic behavior in organizations: An attributional perspective. *Journal of Leadership & Organizational Studies*, 12(3), 1-11.

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15, 801-823.

Mohammed A. A., & Gardner, W. L. (2004). An exploratory study of interorganizational defamation: An organizational impression management perspective. *Organizational Analysis*, 12(2), 129-145.

Davis, W. D., & Gardner, W. L. (2004). Perceptions of politics and organizational cynicism: A leader-member exchange and attributional perspective. *The Leadership Quarterly*, 15, 439-465.

Douglas, C., & Gardner, W. L. (2004). Transition to Self-Directed Work Teams (SDWTS): Implications for managerial influence tactics, self-monitoring, and team member attitudes toward related issues. *Journal of Organizational Behavior*, 25, 47-65.

Gardner, W. L., & Schermerhorn, J. R., Jr. (2004). Unleashing individual potential: Performance gains through positive organizational behavior and authentic leadership. *Organizational Dynamics*, 33(3), 270-281.

- Gardner, W. L. (2003). Perceptions of leader charisma, effectiveness and integrity: Effects of exemplification, delivery and ethical reputation. *Management Communication Quarterly*, 16, 502-527.
- Lowe, K., & Gardner, W. L. (2000). Ten years of *Leadership Quarterly*: Contributions and challenges for the future. *The Leadership Quarterly*, 11, 459-514. Recipient of The Leadership Quarterly 2000 Best Paper Award, Sponsored by the Center for Creative Leadership, Greensboro, North Carolina.
- Rozell, E. J., & Gardner, W. L. (2000). Cognitive, motivation, and affective processes associated with computer-related performance: A path analysis. *Computers in Human Behavior*, 16, 1-24.
- Sidani, Y. M., & Gardner, W. L. (2000). Work values of Lebanese workers. *Journal of Social Psychology*, 140, 597-607.
- Gardner, W. L., & Rozell, E. J. (2000). Computer efficacy: Determinants, consequences, and malleability. *Journal of High Technology Management Research*, 11(1), 109-136.
- Awamleh, R., & Gardner, W. L. (1999). Charismatic leadership: The effects of vision content, vision delivery, and organizational performance on perceptions of charisma. *The Leadership Quarterly*, 10, 345-373.
- Mohamed, A. A., Gardner, W. L., & Paolillo, J. P. (1999). A taxonomy of organizational impression management tactics. *Advances in Competitiveness Research*, 7(1), 108-130.
- Rozell, E. J., & Gardner, W. L. (1999). Computer-related success and failure: A longitudinal study of the factors influencing computer-related performance. *Computers in Human Behavior*, 15, 1-10.
- Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review*, 23, 32-58.
- Gardner, W. L., & Cleavenger, D. (1998). Impression management strategies associated with transformational leadership at the world-class level: A psychohistorical assessment. *Management Communication Quarterly*, 12, 3-41.
- Alkhazraji, K. M., Gardner, W. L., Martin, J. S., & Paolillo, J. G. P. (1997). The acculturation of immigrants to U.S. organizations: The case of Muslim employees. *Management Communication Quarterly*, 11, 217-265.
- Gardner, W. L., & Martinko, M. J. (1996). Using the Myers-Briggs Type Indicator to study managers: A literature review and research agenda. *Journal of Management*, 22, 45-83.
- Gardner, W. L., & Gunderson, D. G. (1995). Information system training, usage, and satisfaction: An exploratory study of the hospitality industry. *Management Communication Quarterly*, 9, 78-114.

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Gardner, W. L., Peluchette, J. V. E., & Clinebell, S. K. (1994). Valuing women in management: An impression management approach to promoting gender diversity. *Management Communication Quarterly*, 8, 115-164.

Young, J. A., Gardner, W. L., & Gilbert, F. (1994). Impression management techniques in marketing channels: A theoretical perspective and research agenda. *Journal of Marketing Theory and Practice*, 2(4), 29-38.

Gardner, W. L. (1992). Lessons in organizational Dramaturgy: The art of impression Management. *Organizational Dynamics*, 21(1), 33-46; excerpts of this article were reprinted with permission in *Business Edge*, October 1992, 17-19.

Schermerhorn, J. R., Jr., Gardner, W. L., & Dresdow, S. A. (1992). Success profiles for student examination performance in a large-lecture management course. *Journal of Management Education*, 16, 430-443.

Gardner, W. L., & Martinko, M. J. (1990). The relationship between psychological type, managerial behavior, and managerial effectiveness: An empirical investigation. *Journal of Psychological Type*, 19, 35-43.

Schermerhorn, J. R. Jr., Gardner, W. L., & Martin, T. N., Jr. (1990). Management dialogs that can make the difference: Turning *on* (not off) the marginal performer. *Organizational Dynamics*, 19(1), 47-59; reprinted in Osland, J., Kolb, D. A., & Rubin, I. M. (Eds.), *The organizational behavior reader*, 6th, 7th & 8th ed., Upper Saddle River, N.J.: Pearson Prentice-Hall, 1995, 2001, 2007.

Martinko, M. J., & Gardner, W. L. (1990). Structured observation of managerial work: A replication and synthesis. *Journal of Management Studies*, 27, 329-357.

Gardner, W. L., & Martinko, M. J. (1988). Impression management in organizations. *Journal of Management*, 14, 345-362.

Gardner, W. L., & Martinko, M. J. (1988). Impression management: An observational study linking audience characteristics with verbal self-presentations. *Academy of Management Journal*, 31, 42-65.

Gardner, W. L., & Schermerhorn, J. R., Jr. (1988). Computer networks and the changing nature of managerial work. *Public Productivity Review*, 6(4), 85-99.

Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1988). Corporate response to dual career couples: A decade of transformation. *Akron Business and Economic Review*, 1988, 19(2), 85-96.

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Gardner, W. L., & Larson, L. L. (1987-1988). Practicing management in the classroom: Experience is the best teacher. *Organizational Behavior Teaching Review*, 12(3), 12-23.

Martinko, M. J., and Gardner, W. L. (1987). The leader/member attribution process. *Academy of Management Review*, 12, 235-249; reprinted in J. T. McMahon (Ed.), *Leadership classics*, Waveland Press: Long Grove, IL, 2010.

Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1987). Corporate policies affecting dual career couples. *SAM Advanced Management Journal*, 52(4), 4-9.

Brown, Dale, Schermerhorn, John R., Jr., & Gardner, W. L. (1987). 'Planned fading' as a technique for introducing case analysis methods in large-lecture classes. *Organizational Behavior Teaching Review*, 11(4), 31-41.

Martinko, M. J., & Gardner, W. L. (1985). Beyond structured observation: Methodological issues and new directions. *Academy of Management Review*, 10, 676-695.

Martinko, M. J., & Gardner, W. L. (1983). A methodological review of sex related access discrimination problems. *Sex Roles: A Journal of Research*, 9(7), 825-839.

Martinko, M. J., & Gardner, W. L. (1982). Learned helplessness: An alternative explanation for performance deficits. *Academy of Management Review*, 7, 195-204; reprinted in K. Davis and J.W. Newstrom (Eds.), *Organizational behavior: Readings and exercises*, New York: McGraw-Hill, 1985.

SCHOLARLY BOOKS

Textbooks

Yukl, G. A., & Gardner, W. L. (2020). *Leadership in Organizations*, 9th Edition. Boston: Pearson. (Both Domestic and Global Editions).
(<https://www.pearson.com/us/higher-education/program/Yukl-Leadership-in-Organizations-RENTAL-EDITION-9th-Edition/PGM2570011.html>)

Edited Volumes

Gardner, W. L., Avolio, B. J., & Walumbwa, F. O., Eds. (2005). *Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management*, Vol. 3. Elsevier. (<https://books.emeraldinsight.com/page/detail/authentic-leadership-theory-and-practice-william-l-gardner/?k=9780762312375>)

JOURNAL SPECIAL ISSUE INTRODUCTIONS, EDITORIALY-REVIEWED, AND NON-REFEREED ARTICLES AND BOOK CHAPTERS

Gardner, W. L. (2023). Thought experiments: No argument here—We need more of them. *Journal of Organizational Behavior*, 44(3), 563-568.
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Summer Research Award, School of Business Administration, University of Mississippi, 1990, 1991, 1994, 1995, 1996, 1997, 1998, and 1999.

Grant proposal for the J. Lucian Smith/Coca-Cola Center for Leadership and Organization Systems, Fall 1993-Fall 1994 (unfunded).

Summer Research Award, Office of University Research, University of Mississippi, 1990. This research award was provided as support for an investigation conducted in conjunction with a leading corporation in the hospitality industry. The funded research focused on the impact of computer networking on the nature of the hotel manager's job.

Summer Research Awards, College of Business and Administration Scholars Program, Southern Illinois University at Carbondale, 1984, 1986, 1988; these research awards were provided as support for ongoing research programs that have resulted in a variety of publications.

Undergraduate Teaching Fellowship, Southern Illinois University at Carbondale, 1985; the fellowship involved the development of an innovative, multi-method instructional package designed to facilitate the effective and efficient instruction of large lecture Introduction to Management classes.

The Behavior of High Performing Educational Managers: An Observational Study, 1981-1983; a \$200,000 grant commissioned by the Florida Council on Educational Managers to provide an empirical basis for the selection, appraisal, compensation, and certification of educational managers in the State of Florida; Funded. This grant lead to the following publications:

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Gardner, W. L. (August, 2023). The Big X Leadership Symposium, Academy of Management, Boston, MA (Discussant).

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Noghani, F., & Gardner, W. L. The roles of personality and regulatory focus in entrepreneurial persistence decisions. *Academy of Management Best Paper Proceedings*, 2021 (1), 12657.

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Zagenczyk, T. J., Krivacek, S., Gardner, W. L., Cruz, K. S., Cogliser, C. C., Laverie, D. Friendship, advice and distant ties with leaders and similarity in citizenship behavior. Academy of Management, Virtual Meeting, 2021.

Gullifor, D., Gardner, W. L., Cogliser, C. C. (October, 2020). What's behind the mask? A self-concept-based approach to the Imposter Phenomenon (IP). Southern Management Association, Virtual "Home" Meeting.

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Tribble, L. L., Payne, G. T., Zachary, M. A., Waldron, T. L., & Gardner, W. L. (March, 2019). It's all in the character: CEO characteristics' influence on firms facing ethical wrongdoing. Sustained Ethics & Entrepreneurship (SEE) Conference, Miami, FL.

Gardner, William L. (November, 2018). Subordinate affect in leader evaluations: Implications for authentic leadership theory. Southern Management Association, Lexington, KY.

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Schneider, A., Gardner, W. L., Hinojosa, A., Marin, A. (2013, August). Emotional responses of leaders to subordinates. Annual Meeting of the American Sociological Association, New York, NY.

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- Gardner, W. L., Chan, A., Hughes, L. W., Smith, R. C., Mhatre, K. H., & Bailey, A. (2006, August). Leader exemplification and ethical conduct: Effects of perceived authenticity, trust, and organizational advocacy. Academy of Management, Atlanta, GA.
- Cogliser, C. C., Gardner, W. L., Gavin, M., Halbesleben, J. R., Quinn-Trank, C., & Seers, (2006, August). Not all shared leadership is equal: Differential effects of exchange structures in virtual teams. Academy of Management, Atlanta, GA.
- Germain, M. L., Cogliser, C. C., Gardner, W. L., Lankau, M., Lowe, K. B. (2006, November). Several degrees of connections between research and teaching in universities: Can they be linked, should they be linked, and if so, how? Southern Management Association, Clearwater Beach, FL.
- Gardner, W. L., Reithel, B. J., Foley, R. T., Cogliser, C. C. & Walumbwa, F. O. (2005, November). Matching personality and organizational culture: Competing values, the five-factor model, and person-organization fit. *Proceedings of the Southern Management Association*, Charleston, SC.
- Harvey, P., Martinko, M. J., & Gardner, W. L. (2005, November). Promoting authentic behavior in organizations: An attributional perspective. *Proceedings of the Southern Management Association*, Charleston, SC.
- Hughes, L. W., & Gardner, W. L. (2005, November). Effects of leader transparency and humor on follower creative performance: An experimental study. Southern Management Association, Charleston, SC.
- Hughes, L. W., & Gardner, W. L. (2005, August). An impression management model of stigma management: Actor responses to audience cues. Academy of Management, Honolulu, HI.
- Martinko, M. J., & Gardner, W. L. (2005, August). The evolution of attribution theory in management: Implications for authentic leadership development. Academy of Management, Honolulu, HI.

Honoree, A., & Gardner, W. L. (2005, January). Linking personality to impression management: The role of congruence and self-concept. *International Academy of Business and Public Administration Disciplines (IABPAD) Conference Proceedings*, New Orleans, LA.

Avolio, B. J., Luthans, F., May, D., & Gardner, W. L. (2004, June). Unlocking the mask: Understanding the multiple influences on authentic leadership. Inaugural Gallup Leadership Institute Summit, Omaha, NE.

Brown, J. A., & Gardner, W. L. (2004, June). Exemplification and authentic leadership: An exploratory study. Inaugural Gallup Leadership Institute Summit, Omaha, NE.

Gardner, W. L., Reithel, B. J., Foley, R. T., & Walumbwa, F. O. (2004, August). Using the web for realistic cultural previews: Effects of person-organization fit and organization attraction. Academy of Management, New Orleans, LA.

Gardner, W. L., & Rozell, E. J., & Walumbwa, F. O. (2004, January). Positive and negative affect and explanatory style as predictors of work attitudes. 2004 Attribution Theory Conference, Florida State University, Tallahassee, FL.

Davis, W. D., & Gardner, W. L. (2003, August). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. Academy of Management, Seattle, WA.

Hunt, J. G., Lowe, K. B., & Gardner, W. L. (2001). Zeitgeist and the new new leadership. Society for Industrial and Organizational Psychology, San Diego, CA.

Gardner, W. L. (2000). The benefits and risks of exemplification: Effects on perceptions of leader charisma, effectiveness, and moral character. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 344-350.

Gardner, W. L. III, Rozell, E. J., & Barnes, J. H. (1999, August). Dispositional affectivity and explanatory style as predictors of work attitudes. Academy of Management Meeting, Chicago, IL.

Gardner, W. L., & Rozell, E. J. (1998). Computer efficacy: Determinants, consequences, and malleability. Academy of Management Meeting, San Diego, CA.

Cleavenger, D., & Gardner, W. L. (1998, November). Help seeking: Testing the effects of task interdependence and normativeness on employees' propensity to seek help. *Proceedings of the Southern Management Association Meeting*. New Orleans, LA, pp. 68-70.

Hasan, B., & Gardner, W. L. (1998). Overview of factors affecting computer self-efficacy. *Proceedings of the 28th Annual Meeting of the Southeast Decision Sciences Institute*.

Mohamed, A. A., & Gardner, W. L. (1998) Organizational reputation: A literature review and a model. *Proceedings of the Meeting of the North American Management Society*.

Awamleh, R., & Gardner, W. L. (1997). Perceptions of leader charisma and effectiveness: The effects of vision content, vision delivery and organizational performance. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, 76-78.

Gardner, W. L., & Cleavenger, D. (1997). Development and preliminary assessment of a self-presentation questionnaire. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, 57-59.

Gardner, W. L., & Cleavenger, D. (1996). Impression management behaviors of transformational leaders at the world-class level: A psycho-historical assessment. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 143-146.

Rozell, E. J., & Gardner, W. L. (1996). Computer-related success and failure: A longitudinal field study of the factors influencing computer-related performance. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 272-276.

Mohamed, A. A., and Gardner, W. L. (1996, August). An exploratory study of organizational defamation: an organizational impression management perspective. Academy of Management, Cincinnati, OH.

Amin, A., Gardner, W. L., & Paollio, J. G. P. (1995). Towards a theory of organizational impression management and perceived organizational effectiveness. *Proceedings of the Southern Management Association Meeting*, Orlando, FL, pp. 278-281.

Bitter, M. E., & Gardner, W. L. (1993). Performance evaluation in the professional services organization: The effects of the organizational environment and impression management on the leader/member attribution process. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, pp. 138-140.

Martinko, M. J., & Gardner, W. L. (1993, November). Impression management and teaching evaluations. Academy of Management, Atlanta, GA.

Rozell, E. J., & Gardner, W. L. (1993, November). Computer-related success and failure: A path analysis of the factors influencing performance. Academy of Management, Atlanta, GA.

Rozell, E. J., & Gardner, W. L. (1992). Computer related performance: A model of the antecedents and consequences of user success and failure. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, 150-153.

Gardner, W. L., & Gunderson, D. E. (1992, August). Computer training, usage, and satisfaction in the hospitality industry: An exploratory study. Academy of Management, Las Vegas, NV.

Gardner, W. L. (1991, April). On the brink: Leadership and the ethical use of power. Society for Industrial and Organizational Psychologists (SIOP), Chicago, IL.

Gardner, W. L. (1991, April). The impact of impression management on the performance appraisal process. Society for Industrial and Organizational Psychologists (SIOP).

Martinko, M. J., Gardner, W. L., & Ohnsman, D. (1991, April). Impression management: A theoretical foundation for charismatic leadership. Society for Industrial and Organizational Psychologists (SIOP).

Ramnarayanan, R., & Gardner, W. L. (1991). Interactions among presentation formats, cognitive styles and time constraints: An experimental study. *Proceedings of the Annual Meeting of the Decision Sciences Institute*.

Schermerhorn, J. S., Jr., & Gardner, W. L. (1991, February). Strategic operational leadership and the management of supportive work environments. First Annual Strategic Leadership Conference, Army War College, Carlisle, PA.

Young, J. A., & Gardner, W. L. (1991). Implications of impression management theory for organizational partnership-building within marketing channels. *Proceedings of the Southern Management Association Meeting*.

Gardner, W. L. (1990, August). Impression management as a source of rater disagreement. Academy of Management, San Francisco, CA.

Martinko, M. J., & Gardner, W. L. (1989, August). Beyond structured observations: Some additional thoughts on the role of observational research. Academy of Management, Washington, DC.

Schermerhorn, J. R., Jr., Gardner, W. L., & Dresdow, S. A. (1989, August). Success profiles for student examination performance in a large-lecture management course. Academy of Management, Washington, DC.

Gardner, W. L. (1989, August). Creating the right impression: A dilemma for women in management. Academy of Management, Washington, DC.

Szewczak, E. J., & Gardner, W. L. (1988). Local area networking for managers: A behavioral and organizational research perspective. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, 544-546.

Gardner, W. L. (1988). Computer networking and the management functions: Managerial implications and research directions. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, 51-55.

Gardner, W. L., Martin, T. N., Jr., & Martinko, M. J. (1987). Using the Myers-Briggs Type Indicator with managerial populations: A test of construct validity. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, 527-529.

Gardner, W. L. (1987, November). Managerial implications of computer networking. Decision Sciences Institute.

Gardner, W. L., & Larson, L. L. (1987, August). Practicing management in the classroom: Experience is the best teacher. Academy of Management, New Orleans, LA.

Martinko, M. J., & Gardner, W. L. (1987, August). Structured observation of managerial work: A replication and synthesis. Academy of Management, New Orleans, LA.

Brown, D., Schermerhorn, J. R., Jr., & Gardner, W. L. (1986, April). "Planned fading" as a technique for introducing case analysis methods in large lecture classes. Midwest Academy of Management.

Gardner, W. L., & Martinko, M. J. (1986). Impression Management: An organizational perspective. *Proceedings of the Annual Conference of the Midwest Academy of Management*, 123-130.

Gardner, W. L., & Martinko, M. J. (1986). Observing managerial behavior: Practical and methodological considerations. Midwest Academy of Management.

Gardner, W. L., Schermerhorn, J. R., Jr., and Brown, D. (1986, August). An evaluation of 'planned fading' as an approach to using cases in large lecture teaching. Academy of Management, Chicago, IL.

Gardner, W. L., & Martinko, M. J. (1985, August). Impression management: An observational study. Academy of Management, San Diego, CA.

Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1985, August). Corporate responses to dual career couples: A decade of social transformation, 1980 - 1990. Academy of Management, San Diego, CA.

Martinko, M. J., & Gardner, W. L. (1984). An interactive learned helplessness perspective of the leader/member attribution process. *Proceedings of the Annual Conference of the Midwest Academy of Management*.

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Newgren, K. E., Gardner, W. L., & Renwick, C. (1984, August). Corporate policies affecting professional couples: A survey of current practices and a prediction of corporate social policy. Academy of Management, Boston, MA.

Martinko, M. J., & Gardner, W. L. (1982). Mintzberg-type studies: Methodological problems and alternatives. *Proceedings of the Southern Management Association*.

Gardner, W. L. (1982, November). Leader induced helplessness. Southern Management Association.

Gardner, W. L. (1981, November). Learned helplessness: Current theoretical developments and issues. Southern Management Association.

Martinko, M. J., & Gardner, W. L. (1980). Organizationally induced passivity: A discussion of the nature and treatment of learned helplessness in work organizations. *Proceedings of the Southern Management Association*, 82-84.

Martinko, M. J., & Gardner, W. L. (1980). Women in management: A review of access discrimination problems. *Proceedings of the Midwest Academy of Management*, 107-119.

Newgren, K. E., & Gardner, W. L. (1980). Professional couples: Their impact on American institutions and how to predict a company's policy. *Proceedings of the Southern Management Association*, 61-63.

PRESENTATIONS AT OTHER CONFERENCES, PROGRAMS, AND ON-LINE

Gardner, W. L., (2025, Feb.). A competing values view of organizational culture and leadership. Lubbock Chamber of Conference Level-Up Luncheon, Lubbock, TX.

Davis, F., & Gardner, W. L. (2025, Feb.) Horn Professor Forum, 2025 Rawls Research Conference, Rawls College of Business, Lubbock, TX.

Gardner, W. L. (2024, April). Sigma Iota Epsilon: A brief history. Sigma Iota Epsilon induction ceremony, Rawls College of Business, Lubbock, TX.

Gardner, W. L. (2023, March). Can you see the real me? ... And will I let you?: A review of the contributions and challenges of studying authentic leadership. 29th Kravis-De Roulet Conference, Claremont McKenna College, Claremont, CA.

Gardner, W. L. (2022, August). *The Leadership Quarterly* trilogy: Snapshots of LQs (and my) story. Academy of Management Presentation upon receipt of the 2022 Network of Leadership Scholars (NLS) Eminent Scholar Award. Seattle, Wash.

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Gardner, W. L. (2017, February). Keynote Address: Knowing your neighbors: Implications for Networking, Theory, and Research. Mid-south Management Research Consortium (MMRC), University of Mississippi, Oxford, MS.

Gardner, W. L. (2014, November). The study of authentic leadership: Origins, boundaries, and opportunities. Visiting Scholar Presentation, Georgia Southern University, Statesboro, GA.

Walumbwa, F. O., & Gardner, W. L. (2013, April). Authentic leadership: Being true to one self – as a leader. Invited presentation, University of Wisconsin - Madison, Union Center, Madison, WI.

Gardner, W. L., & Coglisier, C. C. (2012, February). “Walking the talk” alone: Leading and following authentically in an inauthentic world. National Character & Leadership Symposium, 2012 Scholar’s Forum, Center for Character and Leadership Development, United States Air Force Academy, CO.

Gardner, W. L. (2010, July). Authentic leadership and ethical decision making. Summer Leadership Institute, Lubbock Independent School District. Lincoln, NE.

Gardner, W. L. (2005, January). Leading a team that works smarter and harder. Heartland Conference for Free Enterprise, Lincoln, NE.

Gardner, W. L. (2004, September). Authentic leadership: The power of positive ethics. Western POD Meeting of Meeting Planners International, Lincoln, NE.

Gardner, W. L. (2004, January). Getting positive about ethics: Authentic leadership in public relations. Annual Meeting of the Public Relations Society of America, Nebraska Chapter, Omaha, NE.

Gardner, W. L. (2003, December). Authentic leadership: The power of positive ethics. Tenaska, Inc. Annual Meeting, Omaha, NE.

Ammeter, A. P., Douglas, C., Gardner, W. L., Hochwarter, W. A., & Ferris, G. R. (2002, March). Toward a contextual theory of leadership. 2nd Bi-annual *Leadership Quarterly* Symposium hosted by the University of Mississippi, MS.

Gardner, W. L., Reithel, B., R., & Foley, R. T. (2001, June). The effects of organizational culture, person-organization fit, realistic recruitment, and personality on organizational attraction. Military Personnel Research Science Workshop, Memphis, TN.

Lowe, K., & Gardner, W. L. (2000, March). Ten years of *Leadership Quarterly*: Contributions and challenges for the future. 1st Bi-annual *Leadership Quarterly* Symposium hosted by the University of Mississippi, MS.

Gardner, W. L. (1989, April). The case method: Present and future. Second Cooperative Conference Between Southern Illinois University at Carbondale and National Cheng Kung University of Tainan, Taiwan.

On-Line Presentations, Podcasts, and Blogs

Scipod (April 23, 2025). Defending authentic leadership: A response to critical claims. <https://www.scipod.global/defending-authentic-leadership-a-response-to-critical-claims/>
(NOTE: Based on the following article: Gardner, W. L., & McCauley, K. D. (2022a). The gaslighting of authentic leadership. *Leadership*, 18(6), 801–813. <https://doi-org.lib-e2.lib.ttu.edu/10.1177/17427150221111056>

Gardner, W. L. (2025, March 11). “You, Inc.”: Defining your leadership identity with Dr. William Gardner. Lead Read Today, Ohio State University, Fisher College of Business. <https://fisher.osu.edu/blogs/leadreadtoday/you-inc.-defining-your-leadership-identity-dr.-william-gardner>

Gardner, W. L. (2012). Impression management: A dramaturgical perspective. In R. J. Aldag (Ed.) *Organizational behavior: Navigating the complexities of the modern organization*. London: The Marketing & Management Collection, Henry Stewart Talks Ltd. (online at http://hstalks.com/lib.php?t=HST155.3271_1_2&c=250)

COURSES TAUGHT

Texas Tech University (2005 to Present)

- Doctoral Seminars
 - Leadership
 - Organizational Behavior
 - Research Methods
 - Scholarly Writing and Paper Development

MBA (STEM, Dual, and Professional MBA)

- Leadership and Ethics
- Organizational Behavior and Organizational Design

Undergraduate

- Leadership Ethics
- Organizational Behavior
- Organizational Behavior (Honors)
- Principles of Management (Honors)

University of Nebraska Lincoln (2003 to 2005)

- Doctoral Seminars
 - Selfhood (Focus on Self and Identity at Work)
 - Research Methods

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MBA

Advanced Organizational Behavior/Ethics and Leadership
Self and Identity in Authentic Leadership (Executive MBA)

Undergraduate

Managing Behavior in Organizations (Honors)

University of Mississippi (1989 to 2003)

Doctoral Seminars

Organizational Behavior
Groups and Teams in Organizations
History of Management Thought
Research Methods

MBA

Organizational Behavior

Undergraduate

Organizational Behavior

Southern Illinois University (1984 to 1989)

Doctoral Seminars

Organizational Behavior

Undergraduate

Principles of Management
Organizational Behavior
Research Methods

Florida State University (1978 to 1984)

Undergraduate

Principles of Management
Organizational Behavior
Organizational Development

EDITORIAL SERVICE

Associate Editor, *The Leadership Quarterly*, July 2013 to February 2025.

Guest Editor with R. Brouer, J. Gooty, and C.Y. Chiu of the *Journal of Management Scientific Reports* Special Issue on Theory Testing and Replications in Leadership Science, January 2023 to present.

Editor-in-Chief, *Group & Organization Management*, July 2014-December 2020.

Editorial Review Board, *Journal of Character and Leadership Development*, August 2018 to present.

Editorial Review Board, *Journal of Leadership and Organizational Studies*, May 2002 to June 2020.

Updated: December 17, 2025

Guest Editor with J. Antonakis of *The Leadership Quarterly* Special Issue on charisma: New frontiers: A Special Issue dedicated to the memory of Boas Shamir, 2017, Volume 28, Issue 4, pages 471-583.

Guest Editor with C. C. Cogliser of *The Leadership Quarterly* Special Issue on meso-models of leadership: Integrating micro- and macro-perspectives of leadership, August 2009, Vol. 20(4).

Guest Editor with B. J. Avolio of *The Leadership Quarterly* on a Special Issue on authentic leadership development, August 2005, Volume 16, Issue 3.

Guest Editor with A. P. Ammeter, C. Douglas, W. A. Hochwarter & G. R. Ferris of *The Leadership Quarterly* Special Issue on political perspectives in leadership, August 2004, Volume 15, Issue 4.

Editorial Review Board, *Academy of Management Journal*, January 2000 to July 2004.

Editorial Review Board, *The Leadership Quarterly*, August 2000 to 2013.

Ad Hoc Reviewer for *Academy of Management Review*, *Academy of Management Journal*, *Consulting Psychology Journal: Practice and Research*, *European Journal of Work and Organizational Psychology*, *Group & Organization Management*, *International Journal of Intercultural Relations*, *Journal of Applied Psychology*, *Journal of Business Ethics*, *Journal of*

Management Studies, *Journal of Management Inquiry*, *Journal of Managerial Psychology*, *Journal of Occupational & Organizational Psychology*, *The Leadership Quarterly*, *Management Communication Quarterly*, *MIS Quarterly*, *Psychological and Motor Skills*, and *Psychological Reports*.

OFFICES HELD IN LEARNED SOCIETIES

Southern Management Association

“The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. Its primary mission is to advance the research, teaching, learning, and practice of management. SMA membership consists of over 1,000 management professors, doctoral students, and professionals representing more than 200 colleges, universities, and business firms in 43 states and several foreign countries.” (<https://southernmanagement.site-ym.com>)

Past-President, 2007-2008.

Responsibilities included developing a slate of nominees for association officer positions and conducting the annual election.

President, 2006-2007.

Responsibilities included strategic and operational leadership of the association, including financial oversight, relationships with publishers and exhibitors, securing sponsorships, and conducting the Board and Business Meetings at the annual conference.

President-Elect, 2005-2006.

Responsibilities included assembling the Pre-Conference Program and coordinating the transition of program development responsibilities to the program chair.

Vice President/Program Chair, 2004-2005.

Responsibilities included working with the Track Chairs to plan, organize, and conduct the association annual meeting, including the creation and presentation of the conference program. A vendor for a new electronic submission and review system was selected, and the system was implemented. Of 229 submissions, 117 papers and 5 symposia were selected for inclusion in the program.

Vice President/Program Chair-Elect, 2003-2004.

Responsibilities included selection of Eight Incoming Track Chairs, identification of future conference locations, and hotel properties and overseeing the creation and dissemination of Awards and Honors, including Best Faculty and Doctoral Student Papers, and Best Reviewer Awards. Participated with the officer team in a strategic planning retreat that produced the vision, mission, and strategic plans for the association.

Board Member, 1997-2000.

Responsibilities included working with the President, Vice President, Past President, Program Chair and Program Chair-Elect to engage in strategic planning and governance.

Track Chair for the Organizational Behavior/Conflict Management/Organizational Cognition, 1995.

PROFESSIONAL SERVICE

Service to International Leadership Association

“The International Leadership Association (ILA) is the global network for those who study, teach, and practice leadership. ILA brings together thousands of leadership professionals from multiple sectors, disciplines, professions, cultures, and generations – to advance leadership knowledge for a better world.” (<http://www.ila-net.org>)

Presenter, Panel Discussion: The authentic classroom, authenticity challenges for faculty and students. International Leadership Association Meeting, FL, October 2018.

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Chair & Commentator, Refereed Symposium: Leader self-development. International Leadership Association Meeting, San Diego, CA, November 2014.

Chair, Panel Discussion: The leadership scholarship legacy of Jerry Hunt. International Leadership Association Meeting, San Diego, CA, November 2014.

Service to the Academy of Management

“The Academy of Management is the preeminent professional association for management and organization scholars. Our worldwide members are professors and Ph.D. students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application. Founded in 1936, our global community today is nearly 20,000 strong, spanning more than 120 countries.” (<http://aom.org/about/>)

Senior Mentor Participant, Professional Development Workshop (PDW), Improving leadership research around the globe: A hybrid mentoring session. Academy of Management, Boston, August 2023.

Panelist, Professional Development Workshop (PDW), Incorporating study preregistration into your work? Registered research: A panel discussion. Academy of Management, Seattle, 2022.

Senior Mentor Participant, Professional Development Workshop (PDW), Improving leadership research around the globe: A hybrid mentoring session. Academy of Management, Seattle, August 2022.

Senior Mentor Participant, Professional Development Workshop (PDW), Improving leadership research around the globe: A virtual mentoring session. Academy of Management, Virtual Meeting, August 2021.

Senior Mentor Participant, Professional Development Workshop (PDW), Improving leadership research: Mentoring to develop proposals into high quality publications. Academy of Management, Virtual Meeting, August 2020.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Boston, MA, August 2019.

Senior Mentor Participant, Professional Development Workshop (PDW), Mentoring to develop proposals into high quality publications. Academy of Management, Boston, MA, August 2019.

Discussant, The emergence, development, and decline of moral leadership. Academy of Management, Boston, MA, 2019.

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Facilitator, Organizational Behavior Research Roundtable. Academy of Management, Boston, MA, August 2019.

Facilitator, Organizational Behavior Research Roundtables. Academy of Management, Chicago, IL, August 2018.

Senior Mentor Participant, Professional Development Workshop (PDW), Mentoring at the interface: From leadership research proposals to high quality publications. Academy of Management, Chicago, IL, August 2018.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Chicago, IL, August 2018.

Senior Mentor Participant, Professional Development Workshop (PDW), Mentoring at the interface: From leadership research proposals to high quality publications. Academy of Management, Atlanta GA, August 2017.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Atlanta, GA, August 2017.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Anaheim, CA, August 2016.

Presenter, Organizational Behavior Division Doctoral Consortium. Academy of Management, Anaheim, CA, August 2016.

Facilitator, Organizational Behavior Research Networking Forum. Academy of Management, Anaheim, CA, August 2016.

Speaker, Professional Development Workshop (PDW), Recognizing rights and opening governance in our peer-reviewed journals. Academy of Management, Vancouver, BC, Canada, August 2015.

Co-organizer, Managing for authenticity – building a research community. Caucus held at the Academy of Management, Vancouver, BC, Canada, August 2015.

Presenter, Organizational Behavior Division Doctoral Consortium. Academy of Management, Vancouver, BC, Canada, August 2015.

“Meet the Editors” Panelist, Junior Faculty Workshop Vancouver, BC, Canada, August 2015.

Co-organizer, Authentic leadership caucus – building a research community – The power of words. Academy of Management, Philadelphia, PA, August 2014.

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Senior Mentor Participant, Professional Development Workshop (PDW), Some words of advice: A mentoring session to promote high quality leadership research. Academy of Management, Philadelphia, PA, August 2014.

Selection Committee Member, Organizational Behavior Division Best Competitive Paper Award. Academy of Management, Philadelphia, PA, August 2014.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Philadelphia, PA, August 2014.

Co-organizer, Authentic leadership caucus – Building a research community – Putting capitalism to question. Academy of Management, Orlando, FL, August 2013.

Senior Mentor Participant, Professional Development Workshop (PDW), A mentoring session to promote high quality leadership research. Academy of Management, Orlando, FL, August 2013.

Panelist, Professional Development Workshop (PDW), “Congratulations, you got a revise and resubmit! Now what?” Academy of Management, Orlando, FL, August 2013.

Co-organizer, Authentic leadership caucus – Building a community to foster theory, research, and development and challenges of the informal economy advance theory and research. Academy of Management, Boston, MA, August 2012.

Senior Mentor Participant, Professional Development Workshop (PDW), Elevating leadership research: An informal mentoring session with global scholars. Academy of Management, Boston, MA, August 2012.

Co-organizer, Authentic leadership caucus – Building a community to advance theory and research. Academy of Management, San Antonio, TX, August 2011.

Senior Mentor Participant, Professional Development Workshop (PDW), Enlightening scholars to advance leadership research: A mentoring session. San Antonio, TX, August 2011.

Co-organizer, Authentic leadership caucus – Building a community to advance theory and research. Academy of Management, August, Montreal, Canada, August 2010.

Senior Mentor Participant, Professional Development Workshop (PDW), Advanced leadership research: A mentoring session with passion and compassion. Montreal, Canada, August 2010.

Symposium Discussant, New horizons in authentic leadership research and development. Annual Meeting of the Academy of Management, Montreal, Canada, August 2010.

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Senior Mentor Participant, Professional Development Workshop (PDW), Developing proposals together: Mentoring to advance leadership research. Chicago IL, August 2009.

Reviewer for the Academy of Management Meeting, 1989, 1999, 2000, 2001 & 2002.

Member, Best Organizational Behavior Publication Committee, Academy of Management, Bruce J. Avolio, Chair, 2002.

Service to the Southern Management Association

“The Southern Management Association (SMA) is a domestic affiliate of the Academy of Management. Its primary mission is to advance the research, teaching, learning, and practice of management. SMA membership consists of over 1,000 management professors, doctoral students, and professionals representing more than 200 colleges, universities, and business firms in 43 states and several foreign countries.” (<https://southernmanagement.site-ym.com>)

Facilitator, Journal of Management Scientific Reports (JOMSR) Pub Crawl, Southern Management Association, San Antonio, TX 2024.

Presenter, A Conversation with the SMA Fellows, Southern Management Association, San Antonio, TX, 2024.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, St. Pete Beach, FL, 2023.

Presenter, SMA Junior Faculty/Career Development PDW, The wisdom of highly productive management scholars: Resources, habits and tips for success, Little Rock, AR, 2022.

Presenter, Panel, Words of wisdom from SMA Fellows, Pre-Doctoral Student Consortium, Southern Management Association, Little Rock AR, 2022.

Presenter, Panel, Words of wisdom from SMA Fellows, Pre-Doctoral Student Consortium, Southern Management Association, New Orleans, 2021.

Presenter, SMA Junior Faculty/Career Development PDW, Virtual Meeting, 2020.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association Virtual “Home” Conference, 2020.

Presenter, Panel Q & A: Faculty Consortium, Southern Management Association Virtual “Home” Conference, 2020.

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Facilitator, “Authenticity speed dating”, Southern Management Association Virtual “Home” Conference, 2020.

Host, Texas Tech Virtual SMA Alumni School Reunion, Southern Management Association Virtual “Home” Conference, 2020.

Research Mentor, Paper Development Workshop. Southern Management Association, Virtual “Home” Conference, 2020.

Presenter, “Ask the Editors.” Late Stage Doctoral Student Consortia, Southern Management Association Norfolk, VA, 2019.

Presenter, Managing your reputation and identity as a scholar. Early Stage Doctoral Student Consortium, Southern Management Association, Norfolk, VA, 2019.

Organizer/Facilitator, Authoring and reviewing for scholarly journals: Best practices in providing and responding to developmental feedback. Southern Management Association, Norfolk, VA, 2019.

Presenter, Managing your reputation and identity as a scholar. Early Stage Doctoral Student Consortium, Southern Management Association, Lexington, KY, 2018.

Presenter, “Ask the Editors.” Joint Session of the Early Stage and Late Stage Doctoral Student Consortia, Southern Management Association, Lexington, KY, 2018.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association Lexington, KY, 2018.

Member, 2018 Jerry Hunt Sustained Outstanding Service Award (SOSA) Selection Committee

Presenter, Building and maintaining a reputation in academia. Early Stage Doctoral Student Consortium, Southern Management Association, St. Pete Beach, FL, 2017.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, St. Pete Beach, FL, 2017.

Presenter, Jerry Hunt: A case study in authentic leadership. SMA Research and Teaching (SMART) Talks. Southern Management Association, St. Pete Beach, FL, 2017.
(<https://www.facebook.com/SouthernManagementAssociation/videos/255810245310026/>)

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Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association Charlotte, NC, 2016.

Presenter, Fellows Present: Academic politics: War stories and strategies. Southern Management Association, St. Pete Beach, FL, 2015.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, St. Pete Beach, FL, 2015.

Session Facilitator, Political skill. Southern Management Association, Savannah, GA, 2014.

Research Mentor, Paper Development Workshop. Southern Management Association, Savannah, GA, 2014.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, Savannah, GA, 2014.

Member, Ethics Committee. Southern Management Association, July 2013 to present.

Research Mentor, Paper Development Workshop. Southern Management Association, New Orleans, LA, 2013.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, New Orleans, LA 2013.

Member, Best Overall Doctoral Student Paper Committee. Southern Management Association, Fall 2013.

Research Mentor, Paper Development Workshop. Southern Management Association, Ft. Lauderdale, FL, 2012.

Presenter, Panel/Roundtable, Preparing a strong application package: What are doctoral programs looking for? Pre-Doctoral Student Consortium, Southern Management Association, Ft. Lauderdale, FL, 2012.

Keynote Address, Early Stage Doctoral Consortium. Southern Management Association, Ft. Lauderdale, FL, 2012.

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Presenter, SMA Fellows Present: The seven habits of highly effective academics. Southern Management Association, Ft. Lauderdale, FL, 2012.

Keynote Address, Early Stage Doctoral Consortium. Southern Management Association, Nashville, TN, 2011.

Member, Best Overall Conference Paper committee. Southern Management Association, 2011.

Facilitator, Research Incubator. Southern Management Association, St. Pete Beach, FL, 2010.

Presenter, SMA Fellows Present: Career Horror Stories. Southern Management Association, St. Pete Beach, FL, 2010.

Presenter, Junior Faculty Consortium. Southern Management Association, Ashville, NC, 2009.

Member, SMA Fellows Nomination Committee. Southern Management Association, 2009.

Member, *Journal of Management* Editor Search Committee, Fall 2007.

Presenter, Faculty Consortium. Southern Management Association, Charleston, SC, 2006.

Co-Chair with Mark J. Martinko, Junior Faculty Consortium. Southern Management Association, Clearwater Beach, FL, 2003.

Senior Faculty Participant, Junior Faculty Consortium. Southern Management Association, New Orleans, LA, November 2001.

Presenter on Reviewing, Junior Faculty Consortium. Southern Management Association, Orlando, FL, November 2000.

Chair, Proceedings Editor Search Committee. Southern Management Association, 2000.

Member of the Best Paper Committee, Southern Management Association, 1998, 1999, 2001, 2002, and 2004.

Reviewer, Southern Management Association Meetings, 1987, 1992, 1994, 1995, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2018, and 2019.

Sponsored a Symposium on Cognitive Style and Its Implications for Teaching by Harvey Brightman of Georgia State University, Southern Management Association, 1995.

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Other Professional Service

Reviewer, The Florida A&M University Symposium on Attribution Theory, Tallahassee, FL, 2017.

Reviewer, The Florida State University Symposium on Attribution Theory, Tallahassee, FL, 1994, 2003.

Reviewer, Organization Theory/Behavior Track. Decision Sciences Institute, Boston, 1995.

Moderator with Bruce Avolio of a CEO Panel titled, Promoting positive forms of growth in organizations. Gallup Leadership Institute Summit, Washington, DC, October 8-9 2006. Secured the participation of Jerry Rawls, CEO of Finisar, as Texas Tech's representative on the panel.

Served on an External Review Team, Center for Leadership Studies, Binghamton University, October 2007.

UNIVERSITY SERVICE

Service to Texas Tech University

Member, 2024-2025 Paul Whitfield Horn Distinguished Professor Selection Committee

Chair, Tenure Track Faculty Search Committee, Fall 2024 to Spring 2024.

Member, Dean Williams Five-Year Review Committee, 2022-2023.

Member, Institute for Inclusive Excellence, Fall 2021 to Spring 2024.

Member, Area of Management Research Committee, Fall 2021 to present.

Member, Area of Management PhD Committee, Fall 2019 to present.

Member, Provost Search Committee, Fall 2020 to Spring 2021.

Member, Review Committee for Nomination of James L. Johnson Chair in Business Administration, Fall 2020.

PhD Program Advisor, Area of Management, Rawls College of Business, Fall 2019 to Spring 2023.

Chair, Research Advisory Committee, Rawls College of Business, Spring 2016 to 2022.

Chair, RCOB Awards Committee, Fall 2020 to Summer 2021.

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Evaluator, RCOB Assessment Day, Fall 2020.

Presenter, Voicing your values through authentic leadership and moral reasoning, Rawls Business Leadership Program, March 2019.

University Tenure Hearing Committee, Academic Year 2018-2019.

Research Task Force, Rawls College of Business, Spring 2018.

Graduate School Fellowship Application Evaluator, Spring 2018.

Chair, Undergraduate Programs Advisory Committee (UPAC), Rawls College of Business, Fall 2016 to Spring 2017.

Member, Dean Search Committee, Rawls College of Business, 2016.

Member, Rawls College of Business Awards Committee, Spring 2016 to Spring 2020.

Member, Assistant/Associate Professor of Organizational Behavior Search Committee, Spring 2016.

Member, Area of Management Merit Committee, 2015 to Present.

Chair, Assistant Professor of Practice Search Committee, Fall 2015.

Member, Stevenson Chair in Information Sciences Search Committee, Spring 2015.

Member, Rawls College of Business Undergraduate Programs Advisory Committee (UPAC), Fall 2014 to Spring 2016.

Presenter, Charisma or authenticity?: Leadership effectiveness and well-being. Rawls Business Leadership Program, September 2015.

Area of Management Coordinator, Rawls College of Business, September 2006 to 2014.

Chair, Trinity Professor of Management/Area Coordinator Recruitment Committee, Spring 2014.

Chair, Managerial Communication Assistant Professor of Practice/Director of the Managerial Communication Program Search Committee, Spring 2014.

Presenter, Giving voice to values. Rawls Business Leadership Program, October 2014.

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Presenter, Authentic leadership II: Applying a strengths-based perspective to lead from your true self. Rawls Business Leadership Program, February 2014.

Presenter, Leadership and ethics: Overview of ethical theories. Rawls Business Leadership Program. September 2013.

Chair, Area of Management Trinity Professor in Strategic Management Recruitment Committee, Fall 2013.

Member, Area of Management Human Resource/Organizational Behavior Recruitment Committee, Fall 2011.

Member, Area of Management Organizational Behavior Recruitment Committee, Spring 2012.

Member, Area of Management PhD Committee, 2010 to present.

Graduate Council Member, Fall 2009-Spring 2010.

Member, Rawls College of Business Search Committee for the Kent R. Hance Regents Chair in Entrepreneurship, 2009-2011.

Member, Area of Management PhD Committee, Fall 2009-present.

Advisory Committee, Texas High School Project Grant. 2008-2009.

Member, Clinical Professor of Management and Executive Director of the Institute for Leadership Research and Center for Entrepreneurship and Family Business Search Committee, 2007-2008.

Chair, Professor of Human Resource Management Search Committee, 2007-2008.

Member, Clinical Professor of Managerial Communication and Director of Managerial Communication Search Committee, 2007-2008.

Chair, Jerry Hunt Festschrift Planning Committee, May 2006 to November 2007.

Coordinated the planning process to host a Festschrift honoring Professor Jerry Hunt on the Texas Tech campus in October 2007.

Area of Management Doctoral Advisor, Rawls College of Business, July 2005 to September 2006.

Chair, Area of Management Website Committee, September 2006 to 2011.

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Chair, Area of Management PhD Committee, July 2005 to September 2006.

Coordinator, Area of Management Professional Seminar Series, September 2005 to May 2006.

Organizer, Institute for Leadership Research (ILR) Open House Featuring Mark J. Martinko as the Carlton J. Whitehead Distinguished Speaker, Fall 2006.

Member, Rawls College of Business Promotion and Tenure Committee, August 2005 to September 2006.

Member, Rawls College of Business Graduate Programs Committee, August 2005 to September 2006.

Member, Rawls Professorship Committee, January 2006 to May 2006.

Member, Area of Management Advisory Committee, August 2005 to September 2006.

Member, Rawls College of Business Search Committee for the Kent R. Hance Regents Chair in Entrepreneurship, June 2005.

Service to University of Nebraska-Lincoln

Faculty Senate, 2004-2005.

Seminar Presenter, Attraction to web-based profiles of organizational culture: Effects of realistic recruitment and individualism-collectivism. Gallup Leadership Institute (GLI), November 2004.

Presenter, Authentic leadership development. AgLEC Department, April 2004.

Chair, Management Department Research Committee, 2003-2004; Member, 2004-2005.

Member, College of Business Assessment Committee, 2003-2005.

Seminar Presenter, Authentic leader self-awareness and self-presentation: An emerging research program. Gallup Leadership Institute (GLI), October 2003.

Presenter, Authentic leadership and ethics. MBA Student Orientation, August 2003.

Service to University of Mississippi

PhD Program Director, School of Business Administration, August 2001- May 2003.

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Interim Associate Dean for Faculty and Research, School of Business Administration,
August 2000 to December 2001.

Management Area Coordinator, School of Business Administration, July 1998 to July 2000.

Executive Committee, School of Business Administration, 1998 to 2003.
Member, University Assessment Committee, Fall 2002.

Member, University Academic Program Review Committee, Fall 2002.

Member, Hearin Chair Search Committee, 2000-2001.

Chair, Assistant Professor of Organizational Behavior Search Committee, 1999-2000.

Member, School of Business Administration's Research Committee, 1990 to 2003.

Member, PhD Comprehensive Exam Committee, 1989 to 2003.

Member, School of Business Administration's Hearin Chair Search Committee, Spring 1998.

Member, School of Business Administration Promotion and Tenure Review Process Committee,
Spring 1998.

Coordinator, Area of Management within the Management and Marketing Department, 1995-
1998.

Faculty Senate, Fall 1997-Spring 1998; Member, Academic Support Committee of the Faculty
Senate, Fall 1997-Spring 1998.

Member, University Search Committee for the Associate Vice Provost for Academic Affairs,
Spring 1997.

Member, Firing Line Planning Committee, 1997.

Member, School of Business Administration's Sesqui-Centennial Celebration Committee, 1996-
1997; primary duties involved coordinating and integrating the Otho Smith lecture series with
events of the Sesqui-Centennial Celebration.

Member, Department of Management and Marketing Rewards Review Committee, Fall 1997-
Spring 1998.

Member, Management and Marketing Department's PhD Admissions Committee, 1996-1998.

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Member, University Search Committee for the Associate Vice Provost for Academic Affairs, Spring 1997.

Member, School of Business Administration's Planning Committee for the PhD Program, 1993-1997.

Member, Assistant Professor of Human Resource Management/Organizational Behavior Search Committee, Fall 1994-Spring 1995.

Member, Vice Chancellor for Academic Affairs Search Committee, Fall 1994-Spring 1995.

Member, Committee to Study Graduate Assistantships, Instructorships, and Fellowships, Fall 1994-Spring 1995.

Participated in the Faculty Phone Blitz, 1992-2000.

Judge for the Region 7 Science Fair, March 1992 to March 1995.

Member, Burlington Northern Foundation Faculty Achievement Award Selection Committee, July 1993.

Member, School of Business Administration's Hearin Proposal Committee, February 1992 to June 1993.

Supervisory Management Training Program, Tupelo, Mississippi, 1990 to 1991.

MBA Oral Exam committees - Fall 1989 to 1993.

Service to Southern Illinois University at Carbondale

Member, Doctorate of Business Administration (DBA) Comprehensive Exam Committee - 1988 to 1990.

Member, University Human Subjects Committee - Spring 1988.

Member, Departmental Travel Committee - 1987 to 1988.

Undergraduate Scholastic Committee; Member 1986 to 1987; Chair 1988.

Member, Technology in Management Committee - 1986 to 1987.

Member, Research Professorship Committee - 1987.

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Faculty advisor for the Southern Illinois University at Carbondale (SIUC) chapter of the *Society for the Advancement of Management (SAM)* from 1984 to 1986; this chapter placed second in the nation out of 360 chapters during the 1984-1985 and 1985-1986 academic years).

Faculty advisor for the Southern Illinois University at Carbondale (SIUC) chapter of *Students in Free Enterprise (SIFE)* from 1985 to 1986; during this time, SIUC's SIFE chapter was established, won the "Rookie of the Year" Award, and placed as a regional finalist for the national competition.

Member, International Business Institute, Southern Illinois University at Carbondale (SIUC), 1985 to 1987.

Member, Technology and Management Interest Group (TAMIG) – 1986 to 1987.

Member, DBA Program Committee – 1985.

SERVICE ON DOCTORAL DISSERTATIONS

Dissertations Chaired (22 Students)

Alkhazraji, K. *Acculturation of minorities and immigrant employees in U.S. organizations: The case of Islamic minorities*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Fall 1993), Chair.

Al-Sheikh, S. *Leadership succession: The case of the CEO founder*. Management Area, School of Business Administration, University of Mississippi (Successfully Defended, Spring 2001), Chair.

Awamleh, R. A. *Charismatic leadership: The role of vision content, vision delivery, and organizational performance on perceptions of charisma*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1997), Chair.

Brown, J. A. *Effects of the leader's exemplification and authentic leadership on emulation attempts by followers: Test of a mediated model*. Department of Management, School of Business Administration, University of Mississippi (Successfully Defended, Summer 2006), Co-chair with Dwight Frink.

Cleavenger, D. *A three component model of helping behavior and a test of the effects of task interdependence and normativeness on employees' propensity to seek help*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Summer 1997), Chair.

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Douglas, C. *The effects of self-directed work teams (SDWTs) on managerial influence*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Summer 1997), Chair.

Ge, S. *Ostracism in the workplace: Neuroticism as an antecedent and benevolent leadership as a moderator of the relationship with employee performance*. Area of Management, Rawls College of Business Administration, Texas Tech University (Successfully defended, August 2023), Chair.

Ghosh, H. *Aesthetic environment and charismatic perceptions: The role of biophilic office design*. Rawls College of Business Administration, Texas Tech University (In process since May 2025), Chair.

Gullifor, D. P. *Imposter phenomenon: A state commonly experienced in organizations*. Area of Management, Rawls College of Business Administration, Texas Tech University (Successful Defended, July 2019), Chair.

Hasan, B. S. *The influence of individual differences on computer training effectiveness: The role of computer self-efficacy and outcome expectations*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1997), Co-Chair with Brian Reithel.

Hinojosa, A. *Applicant experience of cognitive dissonance: An investigation of the influence of dissonance in the recruitment interview*. Area of Management, Rawls College of Business, Texas Tech University (Successfully Defended, Spring 2014), Chair.

Honoree, A. *Personality and impression management: An interactional perspective*. School of Business Administration, University of Mississippi (Successfully Defended, Spring 1999), Chair.

Hu, J. *Narcissism: An identity-regulation perspective*. Area of Management, Rawls College of Business, Texas Tech University (Successfully defended, Summer 2016), Chair.

Hughes, L. W. *Transparency, translucence or opacity? An experimental study of the impact of a leader's relational transparency and style of humor on follower creative performance*. University of Nebraska-Lincoln (Successfully Defended, Spring 2005), Chair.

Limpaphayom, W. *A cross-cultural comparison of Thai-American perceptions of, and reactions to, sexual harassment*. Management Area, School of Business Administration, University of Mississippi (Successfully Defended, Fall 2001), Chair.

McCauley, K. D. *Emotional separation from the morality of the self: Emotional labor as an antecedent of dishonesty*. Area of Management, Rawls College of Business, Texas Tech University (Successfully Defended, Summer 2014), Chair.

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Mohamed, A. A. *Interorganizational defamation: Image spoiling as organizational impression management*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1996), Chair.

Noghani, F. *The impact of COVID-19 on charismatic leadership: A study of academic medical centers in the U.S.* (Successfully Defended, June 2021), Chair.

Rozell, E. J. *Computer related success and failure: An empirical approach to studying factors influencing performance*. (Successfully Defended, Fall 1992), Chair.

Sidani, Y. *Perceptions of charisma: The influence of leader attributes, leader speech, and follower self-esteem*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1993), Chair.

Soltanpour, M. *Undesirable self-presentation: A laboratory experiment to investigate the avoidance of aversive events through impression management*. School of Business Administration, University of Mississippi (Successfully Defended, Spring 2003), Chair.

Yan, Z. *Self-deprecating humor and supervisor-subordinate Guanxi: A relational process model perspective*. (Successfully Defended, Since Spring 2025), Chair.

Dissertation Member (19 Students)

Bauerly, R. J. *An experimental investigation of humor in television advertising: The effects of product type, program context, and target of humor on selected consumer cognitions*. Department of Marketing, Southern Illinois University at Carbondale. (Successfully Defended, Spring 1989), Member.

Bostwick, E. D. *An empirical examination of the public perception of multidisciplinary practices in the United States*. School of Accountancy, University of Mississippi (Successfully Defended, Summer 2003), Member.

Broberg, J. C. *The effect of charismatic leadership on firm performance: An examination of patterns of CEO rhetoric over time and within configurations*. Rawls College of Business, Texas Tech University (Successfully Defended, Summer 2010), Member.

Brown, P. A. *The AICPA code of professional conduct and exemplification: An empirical investigation of auditor and public perceptions*. School of Accounting, University of Mississippi (Successfully Defended, Fall 1999), Member.

Clinebell, S. *Partial inclusion: The development of a measure and the testing of relevant hypotheses*. Department of Management, Southern Illinois University at Carbondale. (Successfully Defended, Fall 1987), Member.

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Davis, J. *How is charisma routinized? A new look at an old question.* Area of Management, Rawls College of Business Administration, Texas Tech University (Successfully Defended, Summer 2005), Member.

Faught, S. C. *An investigation of intervening/moderating variables in the participation decision--expectancy linkage.* (Successfully Defended, Spring 1996), Member.

Gunderson, D. E. *Comparing the effects of a behavioral based scale with a graphic rating scale on performance evaluations when ratees use impression management.* Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1992), Member.

Hannah, S. T. *Agentic leadership efficacy: Test of a new construct and model for development and performance.* (Successfully Defended, Spring 2006), Member.

Hawkins, S. *Management accounting and control: The role of ethical reasoning, goals, climate, and moral disengagement on unethical behavior.* School of Accounting, Rawls College of Business Administration Texas Tech University (In process since, October 21, 2021).

Leroy, H. *On being true to oneself at work: The positive role of authentic functioning in organizations.* Faculty of Business and Economics, Katholieke Universiteit Leuven (Successfully Defended, Spring 2012), Member.

Meuser, J. *Servant leadership and leader-member exchange (LMX): A dimensional analysis.* Graduate College of the University of Illinois at Chicago (Successfully Defended, Summer 2017), Member.

Musa, S. *Authentic leadership, followership styles, and strategy execution: A trilogy for an organizational performance.* Universitas Indonesia (Successfully Defended, Spring 2017), Member.

O'Shea, W. *I'm nicer than you are: Implicit and explicit measurement of horizontal and vertical individualism and collectivism in the U.S.* Department of Psychology, University of Mississippi. (Successfully Defended Fall 2000), Member.

Robinson, E. C. *The role of social capital in the success of women who have ascended to leadership positions in higher education.* Department of Higher Education Research, College of Education, Texas Tech University (Successfully defended, Spring 2017), Member.

Palmer, R. J. *The effect of a person's anticipation of a performance evaluation on their performance and continuing motivation toward the task: The intervention of a self-presentation motive.* School of Accountancy, Southern Illinois University at Carbondale. (Successfully Defended, Spring 1990), Member.

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Starkey, P. L. *Whistleblowing behavior: The impact of personality and situational variables*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Fall 1998), Member.

Tribble, L. *Corporate wrongdoing exposure and recovery speed and survival: A two-study examination*. (In Process since July 2019), Member.

INTERNATIONAL ACTIVITIES

Keynote Addresses

Leadership forum: Being authentic in the face of turbulent change. Pertamina Corporation, Jakarta, Indonesia (March 2017).

Leading in progressive civilizations: Benefits of authentic leadership. Ary Suta Center, Jakarta, Indonesia (March 2017).

High impact leadership: Unlocking the potential in yourself and others. High Impact Leadership Workshop. Sponsored by Kiran Resources, Win International, and CIS School of Innovation, Jakarta, Indonesia (March 2017).

Authentic leadership in the family business: Challenges and opportunities. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.

Authentic leadership: Being true to one self – as a leader. Executive Conference, “Authentic Leadership: A New Era for Business?” Sponsored by Katholieke Universiteit Leuven, Gent Universiteit, Acerta, ALIVE-Group, VKW (het Ondernemersplatform). Castle Dipensteyn, Londerzeel, Belgium (January 2012).

Research Presentations

Zagenczyk, T., Gardner, W. L., Scott, K., Coglisier, C., Laverie, D., & Li, S. (2017, May). The burden of social network ties: Exploring curvilinear relationships between advice and friendship ties and interpersonal citizenship behavior. Paper presented at the 2017 European Work and Organizational Psychology (EAWOP) Congress, Dublin, Ireland.

Gardner, W. L. (2017, March). Charisma or authenticity?: Leadership effectiveness and well-being. University of Indonesia, Jakarta, Indonesia.

Gardner, W. L., Karam, E. P., & Clapp-Smith, R. (2015, August). Knowledge of leader exemplification and ethical conduct: Interactive effects on perceptual and behavior outcomes. Academy of Management, Vancouver, BC, Canada.

Gardner, W. L. (2015, November). The landscape of family business: Implications of authentic leadership. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.

Gardner, W. L. (2015, November). Submit, revise, and resubmit: How to improve your chances of getting published. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.

Cogliser, C. C., & Garner, W.L. (2012, July). EDEN (European Institute of Advanced Studies in Management [EIASM] Doctoral Education Network) Doctoral Seminar on Doctoral Dissertation Writing, ISM University of Management and Economics, Vilnius, Lithuania.

Gardner, W. L. (2012, January). The study of authentic leadership: Origins and opportunities. Invited research presentation, Katholieke Universiteit Leuven, Leuven, Belgium.

Gardner, W. L. (2012, January). The study of authentic leadership: Origins and opportunities. Invited research presentation, Maastricht Universiteit, Maastricht, The Netherlands.

Gardner, W. L., & Cogliser, C. C. (2010, August). Balance in Leader-Member Exchange (LMX) relationships: The role of authentic leadership and followership. Academy of Management, Montreal, Canada.

Lowe, K. B., Gardner, W. L., & Moss, T. (2009, June). Leadership and emotion: A 10-year analysis of articles published in *The Leadership Quarterly*. Paper presented as part of a refereed thematic panel chaired by Neal Ashkanasy at the Eighth Industrial and Organizational Psychology Conference, Sydney, Australia.

Gardner, W. L. (2003). Effects of message content and delivery on perceived leader charisma: A cross-cultural comparison. *Proceedings of the Pan-Pacific Conference XX: The E-global age, new economy, and China: Close up*, pp. 83-85. Lincoln, NE: Publication of the Pan-Pacific Business Association.

Gardner, W. L., & Avolio, B. J. (1995, August). Charismatic leadership: The role of impression management. Academy of Management, Vancouver, Canada.

Editorial Panels

Gardner, W. L. (2019, May 31). Invited Symposium [Alliance Session] Meet the editors: Everything you've always wanted to know about publishing and reviewing. 19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.

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Gardner, W. L. (2017, May). Alliance special session: Meet the editors – Panel discussion. 18th Congress of the European Association of Work and Organizational Psychology (EAWOP), Dublin, Ireland.

Gardner, W. L. (2015, May). Meet the editors: Everything you’ve always wanted to know about publishing and reviewing. 17th Congress of the European Association of Work and Organizational Psychology (EAWOP), Oslo, Norway.

Theory Building Workshops (Organizer, Presenter, and Facilitator)

Gardner, W. L. (2019, May 24 & 25). Theory building workshop. German Psychological Society (#DGPs) – Section of Work, Organizational & Business Psychology, Münster, Germany.

Attendees included 19 faculty members from European universities, Sandra Ohly (University of Kassel), Associate Editor, *Journal of Personnel Psychology*, and Niels Van Quaquebeke (Kuhne Logistics University), Senior Associate Editor, *The Leadership Quarterly*.

Gardner, W. L. (2018, February 15 & 16). Theory building workshop. University of Münster, Institute of Psychology, Münster, Germany. Attendees included 20 doctoral students, post docs, and junior faculty members from European universities.

International Conferences (Organizer)

James G. (Jerry Hunt) Festschrift

An academic “celebration of writings” held to recognize a distinguished scholars’ intellectual contributions) honoring Professor Jerry Hunt on the Texas Tech campus in October 2007. The program included presentations of 23 scholarly papers that were discussed by 27 distinguished international scholars, plus the keynote address by Jane Smith, Executive Director of the Spellman College Center for Leadership and Civic Engagement. Selected papers from the Festschrift were published in the August 2009 (Volume 4) Special Issue of *The Leadership Quarterly* on Meso-Modeling of Leadership, William L. Gardner and Claudia C. Cogliser, Guest Editors.

2004 Gallup Leadership Summit

Together with fellow Bruce Avolio, Doug May, Fred Luthans, Jerry Hunt (Editor, *Leadership Quarterly*), Jim Clifton (CEO, Gallup Organization), Connie Rath (Dean, Gallup University), Regent Hawks (CEO, Tenaska) and Holley Hatt (Analyst for Regent Hawks), Tim Hodges (Program Leader, Gallup), and many other UNL faculty, staff members, students and Gallup associates, organized the inaugural Gallup Leadership Institute (GLI) Summit, held at Gallup

University, June 10th-12th, 2004. The theme of the summit was *Stretching Across the Academic-Practitioner Divide: Crossing Borders on Authentic Leadership*. The Summit's principle objective was to produce original views on what constitutes authentic leadership and its development including groundbreaking insights for future theory, research and practice. Below is a summary of some of the prominent summit participants.

- Keynote speakers included: *Daniel Kahneman*, 2002 Nobel Prize Winner in Economic Sciences and Princeton University Professor; *Grant Gregory*, Chairman and co-founder of Gregory & Hoenemeyer, Merchant Bankers and former Chairman of Touche Ross & Co.; *Jeffrey Birnbaum*, Chief of Fortune Magazine, Washington Bureau; and *Barbara Krumsiek*, CEO, Calvert Funds, *Grant Gregory*, Chairman and co-founder of Gregory & Hoenemeyer, Merchant Bankers, Former Chairman Touche Ross & Co., and *Jane Smith*, CEO, Business and Professional Women/USA.
- Participants in the Nebraska Leadership Panel included: *Regent Howard L. Hawks*, CEO, Tenaska; *Ken Stinson*, CEO, Peter Kiewit Sons; and *Jane Miller*, COO, Gallup.
- Featured academic speakers included: *Richard Arvey*, University of Minnesota; *Kim Cameron*, University of Michigan; *Joanne Ciulla*, Jepson School of Leadership, University of Richmond; *David Day*, Penn State University; *Alice Eagly*, Northwestern University; *Boas Shamir*, Hebrew University; and *Linda Trevino*, Penn State University.

In total, over 80 scholarly papers on authentic leadership, authentic followership, business ethics, positive organizational behavior, and related topics were presented at the summit. Several scholarly articles originally presented at the Summit were published in a Special Issue of *The Leadership Quarterly* (June 2005, Volume 16, Issue 3) focusing on Authentic Leadership Development, as well as a volume from Elsevier's *Monographs in Leadership and Management* series titled "Authentic Leadership: Origins, Theory and Development."

2002 The Leadership Quarterly International Symposium

Co-organizer with Gerald R. Ferris and James G. (Jerry) Hunt, the Paul Whitfield Horn Professor of Management at Texas Tech and Senior Editor for *The Leadership Quarterly*, for the Ole Miss *Leadership Quarterly* Symposium, "Leadership in a Volatile World" held March 21 - 23, 2002. Jay A. Conger (Claremont McKenna College) served as the Keynote Speaker, with attendees from four continents.

2000 The Leadership Quarterly International Symposium

Co-organizer with Gerald R. Ferris and James G. (Jerry) Hunt, the Paul Whitfield Horn Professor of Management at Texas Tech and Senior Editor for *The Leadership Quarterly*, for the Ole Miss *Leadership Quarterly* Symposium, "Frontiers in Leadership" held March 23 - 25, 2000. Robert J. House (Wharton School, University of Pennsylvania) served as the Keynote Speaker, with attendees from four continents.

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Co-organizer with Katsuaki Teresawa of an interactive workshop presentation by Robert J. House on the 60 Nation Global Leadership and Organizational Behavior Effectiveness (G.L.O.B.E.) study, March 23rd, 2000. The workshop was sponsored by the Croft Institute for International Studies, and students of the Croft Institute and the McDonnell-Barksdale Honors College participated, as well as Ole Miss faculty members. Rosemary Stewart, the Emeritus Fellow of Organizational Behavior, Templeton College, Oxford UK, and Boas Shamir, Hebrew University of Jerusalem, served as discussants.

REFERENCES

John Antonakis, Professor, Faculty of Business and Economics, University of Lausanne,
Internef 618, 1015 Lausanne, Switzerland

Lucy Gilson, Dean, Peter T. Paul College of Business and Economics, University of New
Hampshire, Durham, NH 03824

Robert C. Liden, Professor of Managerial Studies, College of Business Administration,
University of Illinois at Chicago, Chicago, IL 60607-7123

Michael Mumford, Director, Center for Applied Social Research, G. L. Cross Research
Professor, Department of Psychology, University of Oklahoma, Norman, OK 73019

Mary Uhl-Bien, BNSF Endowed Professor of Leadership, Neeley School of Business, Texas
Christian University, Fort Worth, TX 76129