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INTRODUCTION

Welcome! We are delighted that you are a part of the 1st Doctoral Symposium in Leadership hosted by the C.T. Bauer College of Business at the University of Houston and *The Leadership Quarterly (LQ)*. Our goal for this symposium is to provide doctoral students and junior faculty studying leadership *in* organizations and *of* organizations with an excellent opportunity to meet and discuss their research with senior level mentors, as well as with students and faculty from other universities. We encourage you to take advantage of this forum to obtain feedback on your work and to develop professional relationships that become long lasting.

I would like to extend particular appreciation to Dr. Dusya Vera, Associate Professor of Strategy, and to Sarah Kole, our Administrative Assistant, as well as to the management department faculty and doctoral students for their tireless efforts in making this symposium come together. I would also like to thank Elsevier for their contributions to the event we are hosting. Special thanks also to our keynote speaker Dr. Fran Yammarino and to the current *LQ* Associate Editors (Dr. John Antonakis, Dr. Shelley Dionne, and Dr. Kevin Lowe) and former Editors of *LQ* (Dr. Yammarino and Dr. Mumford) for their enthusiastic support for this initiative. We hope this symposium will serve as a stimulus for other similar leadership meetings in the future. We wish you a memorable and productive experience in Houston!

Leanne Atwater Ph.D.
Professor of Management
Editor, The Leadership Quarterly

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LIST OF PARTICIPANTS
1st Annual Doctoral Symposium in Leadership
University of Houston, October 26-27, 2012

State University of New York at Binghamton

Dr. Francis Yammarino

Arizona State University

Amanda Christensen

Danni Wang

Claremont College

Dr. Becky Reichard

Sheleisha Willis

Florida Atlantic University

Bryan Deptula

Florida State University

Parker Ellen

George Mason University

Tiffani Chen

Rice University

Wei Shi

Savannah State University

Dr. Tamara Friedrich

State University of New York at Binghamton

Dr. Shelley Dionne

Dr. Seth Spain

Alka Gupta

Andra Serban

Texas A&M University

Troy Smith

Texas Tech University

Kelly Davis

Tulane University

Alison Hall

University of Lausanne

Dr. John Antonakis

University of Miami

Yonghong (Tracy) Liu

University of Nebraska-Lincoln

Dr. Peter Harms

Ted Paterson

University of North Carolina-Charlotte

Dr. Janaki Gooty

University of North Carolina-Greensboro

Dr. Kevin Lowe

University of Oklahoma

Dr. Michael Mumford

Brandon Vessey

University of Washington

Eli Awtrey

Fong Keng

University of Houston***Doctoral Students***

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UNIVERSITY OF HOUSTON MANAGEMENT FACULTY

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Dusya Vera
William Walker
Steve Werner
Alan Witt

**1st ANNUAL UNIVERSITY OF HOUSTON
DOCTORAL SYMPOSIUM IN LEADERSHIP
PROGRAM SCHEDULE**

Friday, October 26, 2012

5:00 - 5:30 **Registration**

University Hilton-Plaza Room

5:30 - 5:35 **Welcoming Remarks & Keynote Speaker Introduction**

Professor Leanne Atwater, University of Houston

5:35 - 6:30 **Keynote Address**

“Leadership Without and With LQ”

Professor Francis Yammarino, SUNY Binghamton

6:30 - 8:30 **Dinner**

University Hilton-Shamrock Ballroom B

Saturday, October 27, 2012

8:30 – 9:00 **Continental Breakfast**

Cemo Hall

9:00 - 10:30 **Session I – Junior Faculty Presentations**

Cemo Hall 105

“Leader developmental readiness and reactions to and implementation of assessment center feedback”

By: Becky Reichard, Claremont College

“Leader-Member Exchange: The role of felt emotions and cognitions”

By: Janaki Gooty, State University of New York at Binghamton

“Questioning assumptions in the research methods used in organizational behavior and leadership”

By: Seth Spain, State University of New York at Binghamton

10:30 – 10:45 **Break**

10:45 – 12:30 **Roundtables**

Roundtable 1
Cemo Hall 111

Mentor: Shelley Dionne, SUNY Binghamton
Junior Faculty: Tamara Friedrich, Savannah State University

“Getting specific about leadership in diverse teams: Leader moderators of information elaboration”

By: Eli Awtrey, University of Washington

“The role of managerial age upon employees’ perceptions of leadership”

By: Bill McKnight, University of Houston

“Diversity or diversity competency? A multi-level review of leadership’s role in shaping diversity initiatives”

By: Sheleisha Willis, Claremont College

“Getting to the good stuff: Examining how inclusive leadership impacts the diversity-performance relationship”

By: Alison Hall, Tulane University

Roundtable 2
Cemo Hall 112

Mentor: Kevin Lowe, University of North Carolina-Greensboro
Junior Faculty: Janaki Gooty, University of North Carolina-Charlotte

“It’s better with two: Exploring the intersection of authentic and transformational”

By: Amanda Christensen, Arizona State University

“Leader authenticity breaches: Potential follower effects and implications”

By: Kelly Davis, Texas Tech University

“Team composition and emergent state predictors of shared leadership”

By: Tiffani Chen, George Mason University

Roundtable 3
Cemo Hall 113

Mentor: Francis Yammarino, SUNY Binghamton
Junior Faculty: Vicky Liu, University of Houston

“Personal characteristics, ethical leadership, and leader effectiveness”
By: Danni Wang, Arizona State University

“Moral person transgressions in the c-suite: An investigation of observer reactions”
By: Codou Samba and Rachel Sturm, University of Houston

“Breaking the ice: The influence of leader humor on employee silence”
By: Yonghong (Tracy) Liu, University of Miami

Roundtable 4
Cemo Hall 114

Mentor: Michael Mumford, University of Oklahoma
Junior Faculty: Peter Harms, University of Nebraska-Lincoln

“Authenticity in relational mentoring: A theory of developmental partnerships that produce high level outcomes”
By: Bryan Deptula, Florida Atlantic University

“Applying implicit leadership and followership theories to person-organization fit: How this interaction affects performance over time”
By: Fong Keng, University of Washington

“When do followers support leaders and what difference does it make?”
By: Salar Mesdaghinia, University of Houston

Roundtable 5*Cemo Hall 115***Mentor: Leanne Atwater, University of Houston****Junior Faculty: Seth Spain, SUNY Binghamton**

“Leading a double life: How top executives’ invisible selves influence themselves, teams, and followers”

By: Wei Shi, Rice University

“The impact of family-work conflict on abusive supervision and the moderating roles of supervisor gender and job autonomy: Integrating frustration-aggression and role theories”

By: Troy Smith, Texas A&M University

“Creating the conditions for thriving: The role of humble leaders”

By: Ted Paterson, University of Nebraska-Lincoln

“Looking ahead to NASA leadership research needs for long duration exploration missions: Leadership research program proposal”

By: Brandon Vessey, University of Oklahoma

Roundtable 6*Cemo Hall 116***Mentor: John Antonakis, University of Lausanne****Junior Faculty: Becky Reichard, Claremont College**

“Leader political support: Its antecedents and multi-level consequences”

By: Parker Ellen, Florida State University

“Multi-level effects of cognitive bias and emotional processes on crisis perception and group decision making”

By: Alka Gupta, SUNY Binghamton

“Leadership and team performance on a continuum of virtuality: An interactionist multilevel model and partial test”

By: Andra Serban, SUNY Binghamton

12:30 - 1:30 **Lunch**
Cemo Hall

1:30 – 2:30 **Panel Discussion with Leadership Quarterly Mentors**
Cemo Hall 105

“Getting Hired and Getting Tenure: Lessons Learned”

Leanne Atwater, University of Houston
Francis Yammarino, SUNY Binghamton
Michael Mumford, University of Oklahoma
Shelley Dionne, SUNY Binghamton
Kevin Lowe, University of North Carolina-Greensboro
John Antonakis, University of Lausanne

2:30 – 2:45 **Break**

2:45 – 4:15 **Session II – Junior Faculty Presentations**
Cemo Hall 105

“Collective Leadership: Current findings and future efforts”
By: Tamara Friedrich, Savannah State University

“What are we really measuring? A closer look at the construct validity of leadership questionnaires”
By: Peter Harms, University of Nebraska at Lincoln

“When change leadership impacts commitment to change and when it doesn’t: a multi-level multi-dimensional investigation”
By: Vicky Liu, University of Houston

4:15 – 4:30 **Concluding Remarks**
Professor Leanne Atwater, University of Houston

Presenter: Seth Spain – SUNY Binghamton

“Questioning assumptions in the research methods used in organizational behavior and leadership”

Abstract

I will discuss recent work my research assistants and I have conducted that demonstrates that certain basic assumptions in the research methods used in organizational behavior and leadership do not often obtain. For instance, I will review work we have done that shows that many relationships examined in these areas are far from linear. Further, I will discuss the lack of correspondence between what I call “default” models-which encode only statistical assumptions, and substantive models-which demonstrate that there are comparatively straight forward methods available to researchers that can help bring their analyses more into line with their hypothetical models.

Presenter: Becky Reichard – Claremont College

“Leader developmental readiness and reactions to and implementation of assessment center feedback”

Abstract

Given that the general impact of leader development interventions is relatively small (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009), amplifiers that accelerate and maximize leader development are of importance. One such leverage point focuses on the extent to which leaders engaging in leader development programs are developmentally ready. When a leader development program is feedback-intensive (King & Santana, 2010) and relies on leader self-development (Boyce, 2004; Boyce, Zaccaro, & Wisecarver, 2005; Reichard, 2006), developmental readiness is arguably even more important.

Developmental readiness refers to “both the ability and motivation to attend to, make meaning of, and appropriate new knowledge into one’s long-term memory structures” (Hannah & Lester, 2009, p. 37) and is a higher-order, individual-level construct composed of a number of sub-constructs such as learning goal orientation, developmental efficacy, self-awareness, leader complexity, and meta-cognitive ability (Avolio & Hannah, 2008, 2009). Despite the claims that developmental readiness is a construct that can be validly measured, is malleable, and is focused at the individual level of analysis (Hannah & Avolio, 2010); scant empirical research to date has examined the relationship between developmental readiness and leader development outcomes.

In the proposed study, 200 non-profit leaders will complete an online pre-assessment of developmental readiness indicators (see Table 1). Next, the leaders will participate in a 4-hour assessment center consisting of an in-basket activity, leaderless group discussion, and a one-on-one role-play with a troubled follower (see Table 2). During the assessment center, leaders will complete an additional survey measure focused on validating the behaviorally anchored rating scales. Based on trained assessors’ (rater-error training, frame-of-reference training) ratings, leaders will receive a 10-12 page personalized feedback report providing quantitative (and comparative) feedback along four dimensions of leadership (executing, relationship building, strategic thinking, and influencing; see Table 3). The report will also include tailored suggestions for development anchored to each leadership dimension. Upon the receipt of feedback (within 1 month of the assessment center), leaders will complete an on-line post-survey to assess reactions to the feedback, state affectivity, and developmental intentions. Finally, one month following feedback, leaders will be asked to report their implementation of leader development in the past month.

I expect to find that leaders' level of developmental readiness will relate to reactions to feedback, intentions to develop, and implementation of leader development following the assessment center. To date, 45 non-profit leaders have participated in the funded project (Blais Foundation and Kravis Institute); however only a handful have completed both post-surveys. Implications of the study may shed light on the aspects of developmental readiness that are most relevant to the utilization of feedback in a leader development program.

Presenter: Tamara Friedrich – Savannah State University

“Collective leadership: Current findings and future efforts”

Abstract

It has become clear in the last decade of leadership research that consideration of the social context around leaders is critical to both understanding leadership and to leadership itself. Theories such as shared leadership (Pearce & Conger, 2003), network theories (Balkundi & Kilduff, 2005), team leadership (Day, Gronn, & Salas, 2004), complexity leadership theory (Uhl-Bien & Marion, 2009), and most recently collective leadership (Friedrich, Vessey, Schuelke, Ruark, & Mumford, 2009) are key examples of this broader paradigm shift. In fact, a recent article in *Industrial and Organizational Psychology: Perspectives on Science and Practice* by Yammarino, Salas, Serban, Shirreffs, and Shuffler (2012) reviews this shift towards understanding collectivistic leadership.

This presentation will focus on the most recently proposed collectivistic theory – collective leadership (Friedrich, et al., 2009) which we propose as an integrative theory of many of the other collectivistic theories. I will spend a short time discussing the important impetus for this theory, a project focusing on the collective leadership efforts of the United States Army, and the major tenets of our model. I will review the results of our recent historiometric study on U.S. Army General George C. Marshall that demonstrates both the effectiveness of collective leadership, in general, and its role in the success of a prominent military leader.

I will then review how collective leadership theory differs from other major collectivistic theories. In particular, I will review the importance of social cognition to the success of collective leadership. In light of the importance of social cognition, I will discuss some initial findings of a recent study that demonstrate how leaders use information about their social network to determine which influence strategies to choose, particularly when to use influence strategies related to collective leadership. These initial findings demonstrate that the characteristics of a leader’s network, such as size, connectedness, and embeddedness impact which type of influence they use to lead the team, such as coalition, consultation, or collaboration tactics, each of which is a behavior related to collective leadership. To end, I will review some potential future directions for collective leadership research such as the relationship between collective leadership and innovation.

Presenter: Vicky Liu – University of Houston

“When change leadership impacts commitment to change and when it doesn’t: A multi-level multi-dimensional investigation”

Abstract

This study is aimed at further developing the change leadership measure and investigating its effect on employees’ commitment to a particular change, along with investigating the moderating roles of leaders’ general transformational leadership styles and subordinates’ affective commitment to the larger organization. It involves 488 employees across 27 work units in 20 organizations that had recently experienced a change. The results for the change leadership measure suggest that change leadership behaviors encompass two factors—leaders’ change-selling behavior and change-implementing behavior. Hierarchical linear modeling results indicate that the two aspects of change leadership have different effects on employees’ affective commitment to change. While leaders’ change-selling behavior was positively associated with affective commitment to change, the relationship between change-implementing behavior and commitment to change was not significant. In addition, the relationships between change leadership and employees’ commitment to change are best explained by two three-way interactions. Theoretical and empirical implications are discussed.

Presenter: Peter Harms – University of Nebraska - Lincoln

"What are we really measuring? A closer look at the construct validity of leadership questionnaires"

Abstract

A significant problem in the field of leadership is that of construct proliferation. It is therefore quite surprising how little research has been done to assess the construct validity of leadership measures that have recently been introduced into the literature. This study attempts to address this issue, evaluate the utility of widely-used measures, and suggest future directions for leadership assessment research. Using a sample of 2139 workers rating their immediate supervisors, we attempt to demonstrate to what degree leadership measures predict workplace outcomes (e.g. ocbs, cwbs, job satisfaction, turnover intentions) above and beyond demographics and individual differences. In addition to this, we assess the interrelationships of a variety of leadership measures including transformational, transactional, laissez-faire, ethical, authentic, and directive leadership as well as abusive supervision and two measures of leader-member exchange. Finally, we utilize the Index of Individual Differences in the Lexicon and the California Q-sort to gain a clearer understanding of what exactly are subordinates rating when they complete leadership measures. Results showed that the assumption of normality was violated for each of the leadership measures tested. Leadership measures showed substantial incremental validity above and beyond leader demographics, subordinate demographics, and subordinate personality. Leader-member exchange showed the most incremental validity for job satisfaction, turnover intentions, and organizational citizenship behaviors. Transformational leadership showed the most incremental validity for affective commitment. Abusive supervision showed the most incremental validity for counterproductive work behaviors. Correlations between the leadership measures ranged from a low of $-.06$ for aversive leadership and initiating structure to a high of $.87$ for authentic leadership and transformational leadership. Additional analyses exploring the convergent and discriminant validity of the measures revealed substantial issues concerning the construct validity of several leadership measures. This study indicates that measurement of leadership constructs represents a significant problem in the field of leadership and that a number of measures may require significant revisions in order to align them with their theoretical foundations.

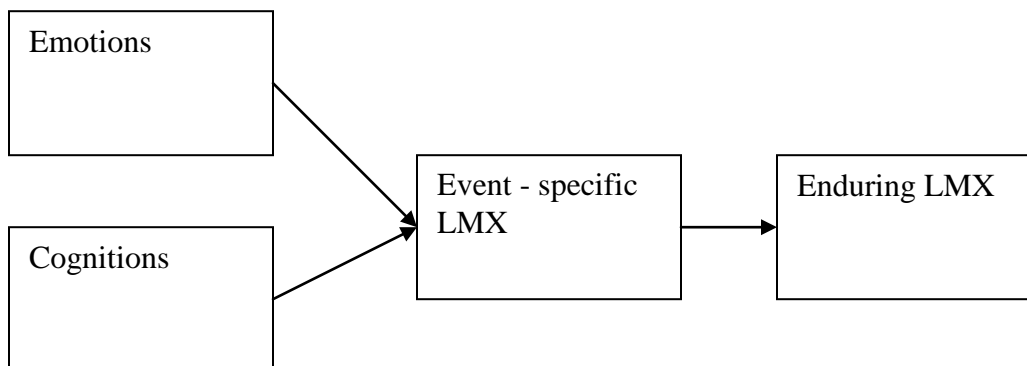
Presenter: Janaki Gooty – University of North Carolina-Charlotte

“Leader-member exchange: The role of felt emotions and cognitions”

Abstract

The extant literature in Leader-member exchange (LMX) suggests that the development of high quality relationships is linked to better follower attitudinal (e.g., Job satisfaction) and behavioral (e.g., performance) outcomes (Dulebohn, et al in press). While most of this literature focuses on the consequences of LMX, very little empirical research addresses the development of LMX itself (See Bauer & Green, 1996 for an exception). In addition, the extant theoretical literature in LMX development suggests two key notions: 1) Cognitions (i.e., follower cognitions and attributions regarding the leader) are a key antecedent to LMX and 2) LMX is assumed to develop in a linear fashion based on role-testing theory and repeated leader-follower interactions (Sin, Nahrang & Morgeson, 2009; Graen & Uhl-Bien, 1995). In this paper, we develop theory suggesting that a) critical events in a relationship can help develop or hinder LMX in a non-linear fashion and b) Discrete felt emotions (e.g., pride, disappointment, disgust, liking) influence event-specific LMX and enduring LMX as well in addition to cognitions after such events (e.g., Justice) as shown in Figure 1 below. We test these notions via critical event techniques and find support for most of our theoretical ideas. The findings concerning emotions, helpful and hurtful events, however, are more nuanced than we expected. Implications for LMX development are discussed.

Figure 1: Emotions, Cognition and LMX



Controls: Dyad tenure,
gender, tenure with
organization

Roundtables: Amanda Christensen – Arizona State University**“It’s better with two: Exploring the intersection of authentic and transformational”****Abstract**

This research proposes to investigate the intersection of authentic and transformational leadership using data from four separate samples. It is proposed that the interaction of authentic and transformational leadership influences several follower outcomes, including job performance, organizational citizenship behavior, psychological ownership, and turnover intentions, over and above that of either leadership style alone.

Roundtables: Danni Wang – Arizona State University**“Personal characteristics, ethical leadership, and leader effectiveness”****Abstract**

A growing body of literature has considered the outcomes of ethical leadership in terms of effects on followers. However, little research has addressed its antecedents with regard to personal characteristics or qualities of leaders. Accordingly, the current research attempts to add to the literature by conceiving such characteristics largely in terms of brain activities, self- and other-orientations, as well as ethical ideology stressing relativism. Our work suggests that increased activities in the brain’s default network versus attention network may be related to people’s self versus other orientation. Moreover, narcissism (self-orientation) and relativism should be negatively associated with follower perceptions of ethical leadership, while idealism (other-orientation) should be positively associated with follower perceptions of ethical leadership. In this paper, we will examine the effectiveness of leaders themselves based on reports from peers or superiors. In our model, we further propose that ethical leadership is positively associated with leader effectiveness.

Roundtables: Sheleisha Willis – Claremont College**“Diversity or diversity competency? A multi-level review of leadership’s
role in shaping diversity initiatives”****Abstract**

Issues of diversity and globalization are changing the ways that leaders do business around the world. To effectively and efficiently operate in a diverse, dynamic market, organizational leaders must find ways to best accommodate the needs of their diverse stakeholders: customers, employees, shareholders, etc. The purpose of this research is to critically examine the conditions under which diversity leads to favorable and unfavorable organizational outcomes so that organizational leaders can leverage diversity in a way that positively influences organizational members’ quality of work life and the organization’s bottom line. These conditions are discussed at different levels of analysis and take into consideration the implications of diversity types. This research seeks to fill gaps in the leadership literature and provides a set of hypothesized relationships to be tested.

Roundtables: Bryan Deptula – Florida Atlantic University**“Authenticity in relational mentoring: A theory of developmental partnerships that produce high level outcomes”****Abstract**

Understanding the potential for authenticity to positively influence mentoring relationship quality has important consequences for individual and organizational outcomes. Our research extends the emerging conceptualization of relational mentoring by exploring how shared values in mentoring partnerships generates authenticity in relational mentoring which in turn, produces outcomes beyond expectations. The purpose of the present theoretical research is to develop theory illustrating a conceptualization of Authenticity in Relational Mentoring (ARM), which can be defined as: *Dyadic developmental mentoring partnerships involving highly symmetric and parallel interactions between authentic individuals who mutually contribute to each other’s personal and professional growth.*

We believe that where ARM develops, partners in the mentorship will express deep emotional closeness and experience a bond of friendship characterized by intersubjectivity and the intertwining of personal lives that transcends organizational boundaries. ARM should lead to performance beyond expectations regardless of organizational context. In a constellation of mentoring relationships (Higgins & Thomas, 2001), mentoring partners who experience ARM are likely to see one another as central and important developmental figures, and perceive the relationship as meaningful and enduring, simultaneously providing high levels of professional value and personal growth.

Roundtables: Parker Ellen – Florida State University**“Leader political support: Its antecedents and multi-level consequences”****Abstract**

Politics and leader political behavior historically have been classified as self-serving and organizationally counter-productive. However, scholars repeatedly have noted the effectiveness of political acts to achieve ends, and have called for further discussion of positive forms of political leadership. Continuing in this recent stream of research on positive perspectives of organizational politics, a model, with testable propositions, of leader political support is presented. The political support construct is defined and its antecedents are explicated using a social networks perspective. Additionally, the multi-level organizational consequences of leader political support are presented. Expected contributions to leadership and organizational politics literatures, as well to managerial practice, are discussed.

Roundtables: Tiffani Chen – George Mason University**“Team composition and emergent state predictors of shared leadership”****Abstract**

The current proposal seeks to examine the emergence of shared leadership on student project teams over the course of a semester. Gibb (1954, p. 884) provided one of the first explanations of what it means for group members to share leadership responsibilities, stating “leadership is probably best conceived as a group quality, as a set of functions which must be carried out by the group. This concept of ‘distributed leadership’ is an important one.” Since Gibb wrote those words in 1954, research on shared leadership has advanced greatly but we still have much to learn about both the antecedents and consequences of shared leadership emergence on teams.

The principal research question of this project is how team member individual difference characteristics will lead to the emergence of emergent states that will facilitate shared leadership development on teams over time. Specifically I will be examining the effect of personality characteristics on the emergent states of trust, cohesion, collective efficacy for leadership, and shared leadership emergence over the course of a 12 week group project. Group effectiveness will be measured at the conclusion of the project. A secondary research question of the current research is to determine whether there is a mediating mechanism between shared leadership and performance or whether shared leadership will lead directly to increased performance. As such, shared mental models will also be assessed during the final measurement period in the study.

Subjects for this study come from an undergraduate organizational behavior class. After completing an initial measurement battery that includes Big 5, contextual performance skills, motivation to lead, and leadership biodata, students will be assigned to teams based on their availability for team meetings. Teams will submit three separate team tasks through the semester and after each task will complete measures about team processes, communication, and emergent states. This will enable me to track the emergence of shared leadership and other emergent states relative to each other and determine causal ordering of shared leadership emergence relative to team trust, cohesion and collective efficacy. At the third time point, students will also complete a measure of shared mental models as a possible mediator between shared leadership and performance. Students will complete a team member evaluation at the conclusion of the semester and their projects will be evaluated by SMEs for quality to determine if higher levels of shared leadership on teams had a positive impact on objectively rated team outcomes.

Roundtables: Wei Shi – Rice University**“Leading a double life: How top executives’ invisible selves influence themselves, teams, and followers”****Abstract**

Existing studies on top executives have assumed that top executives are rational human beings and make decisions to maximize their interests. However, top executives, like any of us, have secrets and oftentimes have fewer channels to vent stress associated with keeping these secrets. As a result, they are more likely to lead an invisible life than ordinary people. Some may have a private life that is not socially accepted, some may frequently engage in amoral behaviors, and some take advantage of the interests of investors privately although manifesting their commitment to maximizing investors’ interests in public. Therefore, examining invisible selves of top executives can give us a better understanding of true drives underneath their behaviors. The purpose of this paper is to unveil the antecedents of top executives’ invisible selves, the nature of their invisible selves, and the consequences of dissonance between visible and invisible selves. By doing so, I aim to develop a theory of invisible selves and to investigate the profound implication of invisible selves on top executives’ behaviors, TMT dynamics, and relationship with followers.

Roundtables: Alka Gupta – SUNY Binghamton**“Multi-level effects of cognitive bias and emotional processes on crisis perception and group decision making”****Abstract**

Crisis has emerged as an important topic in scholarly journals and popular press as a consequence of recent crises such as 2008 global financial collapse, Libya national crisis, H1N1 epidemic, and various organization crises. Research needs to consider psychological factors that may affect decision making at multiple levels of analysis during crisis to better understand the dynamic nature of the decision process. We attempt to build a model that explains how psychological and cognitive factors affect crisis decision making at multiple levels of analysis (individual and team) and how certain discrete negative emotions can buffer these effects.

Roundtables: Andra Serban – SUNY Binghamton**“Leadership and team performance on a continuum of virtuality: An interactionist multilevel model and partial test”****Abstract**

Researchers have suggested that a synergy between leadership studies and social network approaches is essential and would be extremely beneficial for both literatures. As such, the present research is analyzing leadership emergence in teams, in relation to the network structure that develops among the team members, as they engage in project-oriented teamwork. Three integrated essays are provided, in which the first one builds a general interactionist multi-level framework of leadership and team performance with specific hypotheses and the latter two provide partial tests of it, by means of agent-based simulations using the Python programming language and empirical tests. Teams are presented on a continuum of virtuality and specific hypotheses are put forth for how several performance antecedents at the individual level and team level can have higher or lower impact on the outcomes of interest depending on team type (high virtuality vs. low virtuality). As compared to prior literature, the framework proposes a network level of analysis as well, and presents the advantages of a social network perspective in studying organizational behavior. Beyond explicitly addressing levels of analysis issues in theory and hypothesis development, emphasis is also being placed on the isomorphic, discontinuous or unique nature of constructs across levels.

Roundtables: Troy Smith – Texas A&M University**“The impact of family-work conflict on abusive supervision and the moderating roles of supervisor gender and job autonomy: Integrating frustration-aggression and role theories”****Abstract**

Based in large part on frustration-aggression theory, existing research on antecedents of abusive supervision focuses primarily on predictors in supervisors' immediate work environments that trigger abusive behaviors. However, to broaden our understanding of predictors of abusive supervision, the purpose of this study is to integrate frustration-aggression theory with role theory to suggest that abusive supervision can also be triggered by stressors experienced by supervisors in the family domain that spill over into the workplace (i.e., family-work conflict). We further hypothesize that female supervisors are more prone than male supervisors to display abusive supervisory behaviors when experiencing family-work conflict. We also hypothesize that supervisor job autonomy moderates the relationship between family-work conflict and abusive supervision. These hypotheses were tested and supported in a sample of supervisors and subordinates at a *Fortune 500* company. This study contributes to theory and research on abusive supervision and family-work conflict by extending the scope of antecedents to abusive supervision, identifying a condition in which female supervisors behave aggressively toward subordinates at work, and by examining family-to-work spillover effects in the context of supervisor-subordinate relationships. It also introduces supervisor job autonomy as another condition that influences how family-work conflict impacts the display of abusive supervision behaviors.

Roundtables: Kelly Davis – Texas Tech University**“Leader authenticity breaches: Potential follower effects and implications”****Abstract**

Authentic leadership is based on “owning one’s personal experiences (values, thoughts, emotions, and beliefs) and acting [in accordance] with one’s true self (expressing what you really think and believe and behaving accordingly)” (Gardner, Avolio, Luthans, May, & Walumbwa, 2005: 344-345). By “walking the talk,” authentic leaders are guided by their end values and morals, instead of by rewards or status (Gardner et al., 2005). When an authentic leader violates his/her values or mission, is inconsistent in his/her message to followers, or behaves out of the norm of his/her regular authentic behaviors, this is considered an *authenticity breach*. A breach of leader authenticity within a close relationship between a leader and his/her followers warrants special attention given that the authentic relationship is based upon openness, high ethical and moral standards, and trust between the leader and his/her followers (Gardner et al., 2005). When a breach occurs, the authentic relationship may be damaged or be less effective. Thus, we advance that a conceptual model of follower effects of leader authenticity breaches. We argue that leader authenticity breaches result in lower levels of the following: follower perceptions of leader authenticity and effectiveness, trust in the leader, identification with the leader, satisfaction with the leader, and affective organizational commitment. Also, we suggest that the relationship between a leader authenticity breach and a lack of follower trust in the leader is moderated by the component of authenticity that is breached as well as the severity of the breach. Thus, this research contributes to the authentic leadership literature by providing a greater understanding of cases in which an authentic leader may be less authentic and the effects of leader authenticity breaches on the authentic relationship, thereby offering information regarding potential boundary conditions of authentic leadership theory.

Roundtables: Alison Hall – Tulane University**“Getting to the good stuff: examining how inclusive leadership impacts the diversity-performance Relationship”****Abstract**

Both leadership and diversity have been linked to important workgroup performance outcomes in organizational scholarship. However, the mechanisms by which each of these domains impacts performance remain in their respective proverbial “black box.” Additionally, very little scholarship has considered how these two lines of literature impact each other. This study aims to address those gaps by proposing that workgroup diversity impacts workgroup performance through relational processes at the team level- namely team voice and team silence. Additionally, I propose that inclusive leadership facilitates effective diversity management within workgroups by emboldening all group members to express themselves and discouraging group members from silencing themselves within group decision-making processes. Both of these processes are proposed to aid effective workgroup performance.

Roundtables: Yonghong (Tracy) Liu – University of Miami

“Breaking the ice: The influence of leader humor on employee silence”

Abstract

Leadership plays an important role in affecting whether or not employees dare to speak up at work and express opinions or concerns about organizational issues. The evidence, however, is relatively limited in providing details about this process. Drawing on research on ingratiation in organizations, leader distance, and employee silence, this paper examines the mechanism through which a leader’s use of humor lessens employee silence. In a field study, employees’ exposure to leader-initiated humor is found to reduce their perceived psychological distance from the leader as well as their silence. Moreover, the direct effect of leader humor on employee silence is more pronounced when an employee’s job dissatisfaction is high rather than low. A 2 (leader humor: high vs. low) × 2 (employee job dissatisfaction: high vs. low) laboratory experiment is proposed to support the above findings. The purposes of adding a second study are two-fold. On the one hand, it remedies some of the weaknesses of the first study’s reliance on cross-sectional and self-reported survey data. Additionally, it provides a more rigorous basis for drawing causal conclusions about leader humor and its role in the process of reducing employee silence.

This present research has potential to contribute to leadership theory and organizational silence literature in three aspects. First, leader humor expression is theorized as an ingratiation behavior that complements the leadership role to improve organizational functioning. Second, this study helps to better understand the role of psychological distance in the leadership process. Third, I suggest that silence can be effectively broken under the influence of leadership in general and leader humor expression in particular. This challenges recent findings that implicit voice theories are the most powerful predictors of employee silence.

Finally, I discuss the practical implications of this paper. Specifically, I will focus on how leaders can develop their leadership skills to break the silence among their followers so as to achieve greater leadership effectiveness.

Roundtables: Ted Paterson – University of Nebraska - Lincoln**“Creating the conditions for thriving: The role of humble leaders”****Abstract**

Recent research indicates that leaders who exhibit humility have a positive impact on the people and the organizations they lead. Recent qualitative research (Owens & Hekman, 2012) found that humble leaders, by openly engaging in the messy process of learning and growing, model how to grow for their followers. Drawing on this research and research on thriving (Spreitzer et al., 2005), the current study proposes that humble leaders create the conditions for followers to engage in learning-oriented agentic behaviors. Specifically, humble leaders promote exploration and feedback seeking behaviors in their followers. These behaviors, in turn, foster feelings of learning and vitality, the two components of thriving, in followers. The findings from this study will contribute to the burgeoning literature on humble leadership and thriving by connecting these two concepts and adding to our understanding of the mechanisms underlying each.

Roundtables: Brandon Vessey – University of Oklahoma**“Looking ahead to NASA leadership research needs for long duration exploration missions: Leadership research program proposal”****Abstract**

The NASA Behavioral Health and Performance Research Element is tasked with identifying behavioral health risks that could potentially affect those involved with current and future spaceflight missions, with a significant focus on risks posed by long duration exploration missions. Within this element the three primary research foci are the sleep, behavioral medicine, and team risks. While a number of potential gaps in knowledge have been identified within the team risk, and studies have begun to mitigate these risks, there has been increasing interest in the potential effects of leadership on team and mission performance. Leadership is largely unstudied within the spaceflight environment, and is understudied within acceptable spaceflight analogs such as Antarctic research stations, long duration chambers, and underwater habitats. The goal of this proposal is to lay out an initial research program plan to address the current gaps in knowledge with respect to leadership during long duration exploration in isolated, confined, and extreme environments. The proposed research program is focused on addressing three key issues with respect to teams and long duration exploration missions: level of risk due to poor leadership, identification of key predictors of leader performance for long duration exploration missions, and identification of countermeasures to maintain and improve leader effectiveness in the isolated, confined, and extreme environment associated with a mission outside of low Earth orbit.

Roundtables: Eli Awtrey – University of Washington**“Getting specific about leadership in diverse teams: Leader moderators of information elaboration”****Abstract**

It is often noted that organizations are growing more diverse and more team oriented. Team diversity research has tended to focus on intrateam and intrapersonal interactions, while the effect of team leadership gets relatively little attention. When leadership is studied, it is often operationalized with a more traditional and generalized leadership concept (e.g. transformational leadership) that is not well suited for the diverse team setting. In this proposal, I theorize that the concept of leadership in diverse teams needs more specificity than in prior research. As such, I outline two key leader behaviors—leader problem solving and leader support of social climate—as moderators to the collaboration–elaboration model (CEM) of diverse team outcomes (van Knippenberg et al., 2004). First, I hypothesize that leader problem solving should improve information sharing in the group (i.e. moderate the relationship between team diversity and team information elaboration). Second, I hypothesize that leader support of social climate should reduce the effects of social categorization and intergroup bias (i.e. moderate the moderating effect of intergroup bias on the diversity–information elaboration relationship), which should effectively improve information elaboration as well.

Roundtables: Fong Keng – University of Washington**“Applying implicit leadership and followership theories to person-organization fit: How this interaction affects performance over time”****Abstract**

This article theorizes that leadership and followership abilities within an individual lie on two independent scales, rather than on one continuum at opposite ends of the spectrum. Furthermore, similarly to individuals, the argument is made that organizations can also value leadership and followership differently as evidenced by its culture, or more granularly, by its departmental culture, team culture, or role needs. Secondly, this article extends Person-Organization fit theory by basing P-O fit on both leadership and followership dimensions to predict positive organizational outcomes over time. Finally, these dimensions are examined through an implicit lens and empirically tested in a four year longitudinal study at a military academy. Results suggest that ILTs and IFTs are independent and that initial impressions may fully mediate the relationship between implicit leadership theory and the end of third year performance.

Roundtables: Bill McKnight – University of Houston**“The role of managerial age upon employees’ perceptions of leadership”****Abstract**

Despite the abundance of studies examining leadership as a construct, the importance of age as it relates to leadership, has largely been ignored. When investigating leadership, most researchers merely use age as a simple control variable, instead of testing to see if age can play a critical role in leadership and managerial development. Even in the research on the upper echelons theory, age is commonly used as a proxy for other variables, such as employee tenure or knowledge.

As a result, when researchers offer advice to managers on how to better perform their duties, researchers may accidentally be offering a viewpoint of management that presents an incomplete picture of the construct of leadership. This study suggests that age, maturity, and appearance play a critical role in not only how effective a manager’s actions are, but additionally how managers are viewed by their subordinates. As a result, individuals who appear younger or less mature are likely to have a harder time gaining the trust and confidence of their employees.

Roundtables: Salar Mesdaghinia – University of Houston**“When do followers support leaders and what difference does it make?”****Abstract**

A recent extension of organizational support theory suggests leaders might form general perceptions on how much their workgroups as a whole care about their well-being and value their contributions (perceived follower support) and rely on such perceptions in their subsequent supportive treatment of their workgroups (Eisenberger, Wang, and Mesdaghinia, 2012). Building on this idea, I seek to address three questions: 1) what causes leaders' to perceive high or low follower support? 2) What are the consequences of leaders' PFS for leaders' stress? 3) Does PFS make any difference on the overall performance of the group? It is hypothesized that average workgroup empathy and perceived leader competence of a workgroup as well as congruence between leader's and workgroup's conceptions of appropriate follower behavior are associated with leader's perceived follower support. Perceived follower support, is hypothesized to be negatively associated with leaders' stress and positively associated with workgroup performance. Leaders perceived follower competence, is hypothesized to moderate the relationships between perceived follower support and leader stress as well as perceived follower support and workgroup performance, such that higher perceived follower competence intensifies the associations. A two-wave field survey is being planned to test these hypotheses.

Roundtables: Codou Samba and Rachel Sturm – University of Houston**“Moral person transgressions in the c-suite: An investigation of observer reactions”****Abstract**

As ethics-related scandals in business, government, sports and other fields continue to make headlines in American media, many are looking to the leadership of these entities to understand why these ethical misconducts have occurred and continue to do so. In response, organizational scholars are examining new styles of leadership that take into account morality. One such theory is ethical leadership which is composed of two dimensions: (1) the moral manager, which describes the exchange between leaders and followers in regards to ethical standards; and (2) the moral person, which identifies the ethical behavior of leaders both in their personal and professional lives.

The purpose of this paper is to further examine the often neglected dimension of ethical leadership, which is the moral person aspect. We do this by measuring observers' reactions to leader personal and professional moral transgressions and by exploring whether these reactions would vary with specific individual-level and contextual factors.

Our primary goal is to understand what happens in organizations when the general and basic assumption of leader morality is violated. Since there is a convergence between leadership and morality, we are interested in determining the consequences of a leader's moral person aspect violations in terms of how observers react to these violations. Moreover, we will assess how demographics of the observer, such as gender, and the context of the ethical transgression, such as whether it occurred in a business setting or an educational setting, influence observers' reactions. We hope that this paper will provide the initial step towards a discourse on the importance of the moral person aspect of ethical leadership.

BACKGROUND INFORMATION

Francis Yammarino – SUNY Binghamton

Francis J. Yammarino (Ph.D., State University of New York at Buffalo) is SUNY Distinguished Professor of Management and Director of the Center for Leadership Studies at the State University of New York at Binghamton. Dr. Yammarino has extensive experience in basic and applied research in the areas of superior-subordinate relationships, leadership, self-other agreement processes, and multi-level issues. He was senior editor of the *Leadership Quarterly* and co-editor of *Research in Multi-Level Issues*, has served on eight scholarly journal editorial review boards (*Academy of Management Journal*, *Journal of Applied Psychology*, *Leadership Quarterly*, *Journal of Organizational Behavior*, *Organizational Research Methods*, *Personnel Psychology*, *Group & Organization Management*, *Journal of Leadership & Organization Studies*), and is a Fellow of the Society for Industrial and Organizational Psychology, the Association for Psychological Sciences, and the Society for Organizational Behavior. Dr. Yammarino has published 14 books and 150 journal articles and book chapters; has received several teaching and research awards; and is the recipient of \$3 million in research grants from various public and private organizations. He has been a consultant to numerous organizations including IBM, TRW, Medtronic, Lockheed Martin, the United Way, and the U.S. Army, Navy, Air Force, and Department of Education. He has served on numerous committees in the Academy of Management and SIOP, and as an elected Representative-at-Large for both the Organizational Behavior and Research Methods Divisions of the Academy. In 2010 Dr. Yammarino received the Distinguished (Eminent) Leadership Scholar Award from the *Leadership Quarterly* and Academy of Management Network of Leadership Scholars for outstanding career contributions to the study of leadership.

Amanda Christensen – Arizona State University

Amanda L. Christensen is in the fourth year of her doctoral program in Organizational Behavior at Arizona State University. Her dissertation, entitled “The social and personal determinants of creativity: Linking supervisor and coworker feedback, affect, and creative performance,” has been successfully proposed and data has been collected. Her research interests include leadership, feedback, affect, and creativity.

Danni Wang – Arizona State University

Danni Wang is a second-year doctoral student in W.P. Carey School of business, Arizona State University. Her advisor is Professor David Waldman. Danni’s primary research interests focus on leadership and teams. Her research has been published in the

Academy of Management Perspectives and presented at two of the Academy of Management annual conferences.

Becky Reichard – Claremont College

Becky Reichard is an Assistant Professor in the School of Behavioral and Organizational Sciences at Claremont Graduate University (CGU). She received her doctorate in Management from the University of Nebraska–Lincoln and completed a postdoc at the Kravis Leadership Institute at Claremont McKenna College. Dr. Reichard’s research interests focus on the impact of leader development interventions over time. She has published (*LQ*) and is revising multiple meta-analyses on prior leader development programs. In addition, she has two 20-year longitudinal studies continuing. The first is with her co-authors on the Fullerton Longitudinal Study (4 papers published in *LQ*) examining the early developmental precursors of adult leader emergence and development. She also recently published a co-edited book on this topic, ‘Early development and leadership.’ The second longitudinal study is in association with the Soaring with Eagles Foundation, where she has been awarded a multi-year research contract to track leaders' development over time. Finally, in two applied research studies, Becky (1) is examining the development of cross-cultural psychological skills in leaders through qualitative and quasi-experimental intervention studies and (2) has developed a leader developmental assessment center to assess and develop ‘every day’ leaders in the community. Specifically, she is interested in the role of developmental readiness in leaders’ reactions to and utilization of feedback.

Sheleisha Willis – Claremont College

Sheilesha Willis is a Human Resources Representative at Yahoo Inc. She is currently working on a global change management project for an organization-wide implementation of a cutting edge people management system. Her areas of expertise lie in organization development, diversity, and leadership. Her work experience includes workforce trends and training needs projects in the public and private sectors, product management, and recruiting. She has also worked on various change management projects around organizational culture, leadership, intergroup relations, and diversity management. Sheilesha received a B.A. in Psychology from California State University, Fullerton and a M.A. in Organizational Behavior from Claremont Graduate University. She is a current doctoral student at Claremont Graduate University, pursuing a career in organization development. Her research interests include organizational development and change with a particular emphasis on leading a multicultural workforce.

Bryan Deptula – Florida Atlantic University

Bryan Deptula is a doctoral candidate at Florida Atlantic University’s School of Management who specializes in the study organizational behavior, leadership,

mentoring and development of effective leaders and followers. He holds an M.B.A. from Suffolk University, a BA in Economics from University of Delaware, attended INSEAD University in France for Corporate Education (CEDEP), and served as a member on the Executive Panel for Alumni Council at Suffolk University. Bryan teaches leadership and organizational behavior in the undergraduate program at Florida Atlantic University. As an MBA student, Bryan was a teaching assistant and served on the Executive Panel for Alumni Council.

Bryan is published in the *Leadership Quarterly*. He has one manuscript currently under review at the *Academy of Management Review*, two working papers, and nine conference presentations at leading academic conferences. Bryan received two best paper awards: (a) Best paper - Organizational Behavior track at Southern Management Association (SMA) meeting (2010), and (b) Best leadership proposal at Academy of Management (AOM) meeting (2010) and an 'Outstanding Reviewer Award' at AOM (2011).

Parker Ellen – Florida State University

Parker is a doctoral student in the Organizational Behavior and Human Resources program in The Florida State University College of Business. His research is focused on leadership and social influence. Parker holds a Bachelor in Civil Engineering from Auburn University and a Master of Science in Managerial Sciences from Georgia State University, where he received the Carl A. Bramlette, Jr. Scholastic Achievement Award. Prior to returning for his PhD, Parker enjoyed a nine year career in the consulting engineering industry. He has served as an executive and as a board member for several non-profit organizations.

Tiffani Chen – George Mason University

Tiffani Chen is a 4th year doctoral student of Industrial/Organizational Psychology at George Mason University. She earned her BA in Psychology in 2006 from Princeton University. Tiffani currently works with Dr. Stephen Zaccaro on projects related to shared leadership and multiteam systems, and with Dr. Reeshad Dalal on projects related to teleworking and dispersed teams. Tiffani has presented her work at numerous conferences and has several papers currently under review. She has also worked on projects funded through organizations like the Army Research Institute and the National Science Foundation.

Wei Shi – Rice University

Wei Shi is a doctoral student at Jesse H. Jones Graduate School of Business, Rice University. His works have been published in *Advances in International Management* and accepted for presentation at the Academy of International Business meeting and

the Academy of Management meeting. His current research focuses on top management teams, corporate governance, and competitive dynamics.

Tamara Friedrich – Savannah State University

Dr. Tamara Friedrich is an Assistant Professor of Management at Savannah State University where she teaches courses on leadership, organizational behavior, creativity and entrepreneurship, and general management. She received her MS and PhD in Industrial and Organizational Psychology from the University of Oklahoma. Her primary research interests fall into the broad categories of innovation and leadership, however much of her recent research falls into the intersection of these two areas. For instance, she has studied how organizational leaders may initiate, support, and sustain innovative efforts through hiring, performance management, and creating a climate for creativity. She has also conducted research on leadership in a collective context and how leadership is influenced by the social environment around them. Her work has appeared in several books and journals, including *The Leadership Quarterly*, *Creativity Research Journal*, and *Human Resource Management Review*. Finally, Dr. Friedrich is the Co-Founder and Director of the Center for the Advancement of Creativity and Entrepreneurship (The ACE Center) at Savannah State which focuses on developing student entrepreneurs, sponsoring faculty and student research, planning events to promote creativity and entrepreneurship, and developing a curriculum that supports these efforts.

Shelley Dionne – SUNY Binghamton

Shelley Dionne is an associate professor of Leadership and Organizational Behavior in the School of Management at Binghamton University, and is the Associate Director of the Center for Leadership Studies. Shelley serves as an Associate Editor for the *Leadership Quarterly*. She received her Ph.D. and MBA from Binghamton University's School of Management and her research interests include leadership, team development, collective dynamics and levels of analysis issues.

Shelley has received two grants from the National Science Foundation to study multidisciplinary team building and collective decision making with colleagues from the Watson School of Engineering and CoCo, an interdisciplinary group at Binghamton University founded to study the collective dynamics of complex systems. She won the School of Management's Corning Research Award for outstanding research in 2010, and her publications include articles in the *Journal of Applied Psychology*, *Leadership Quarterly* and *Complexity*, several book chapters, and a book entitled *The Dream Weavers: Strategy Focused Leadership*, co-authored with fellow Binghamton University doctoral program alumni.

Seth Spain – SUNY Binghamton

Seth Spain received his PhD in Industrial and Organizational Psychology from the University of Illinois at Urbana-Champaign. He then had a post-doctoral research appointment at the University of Nebraska at Lincoln at the Institute for Innovative Leadership. He is now an assistant professor in Organizational Behavior at Binghamton University. His research focuses on the role of work experiences in adult development, the effects of individual differences on job performance and leadership, and research methods to address multilevel and dynamic theories.

Alka Gupta – SUNY Binghamton

Alka Gupta is currently an ABD (expected to complete in May, 2013) in Business Administration and Management (Organizational Behavior and Leadership) in the School of Management at Binghamton University (SUNY).

Her research interests include a focus on leadership in the context of decision making under crisis and the dark side of leader's personality such as narcissism. Much of her research is fueled by her passion for a multiple level of analysis perspective and by the incorporation of novel data analytic techniques. Her teaching experience includes teaching Leadership and Organizational Behavior courses at undergraduate level. She is a member of the AOM and the SIOP.

Andra Serban – SUNY Binghamton

Andra Serban is a doctoral student in Organizational Behavior and Leadership at the State University of New York at Binghamton, School of Management and Center for Leadership Studies. Her research interests include leadership, levels of analysis in theory building and testing, social network analysis, as well as modeling and simulation of team behavior and processes.

Andra graduated with a Bachelor in Finance and a Master of Science in Geopolitics and International Relations from the Academy of Economic Studies, Bucharest, Romania. Before joining the SUNY at Binghamton Ph.D. program she has worked as an audit associate at a global professional services firm.

Troy Smith – Texas A&M University

As a PhD student at Texas A&M University my research is currently focused on leadership, OCBs, teams, and family-work conflict, but I am always looking for interesting topics to learn about and examine. I attended Utah State University as an

undergraduate student and the University of Georgia as an MPA student. I worked for several years as a student recruiter for a couple of academic institutions before joining Texas A&M's PhD program. For hobbies, I enjoy leisure reading, playing almost any sport, gardening, and most importantly spending time with my growing family.

Kelly Davis – Texas Tech University

Kelly M. Davis is a doctoral candidate in the Area of Management in the Rawls College of Business at Texas Tech University. Her research interests focus on leadership, emotions, and sociological and social psychological theories of the self. She has co-authored publications which have appeared in *The Leadership Quarterly* and the *Journal of the Academy of Marketing Science*. She has a BA in Sociology from Furman University and an MS in Applied Sociology from Clemson University. Prior to joining the Ph.D. program, she worked with national and state non-profit organizations to develop their youth leadership programs and taught leadership at college campuses across the country.

Alison Hall – Tulane University

Alison V. Hall is a third year doctoral candidate in the Management program of the A.B. Freeman School of Business at Tulane University. Her primary research interests are leadership, diversity, and discrimination. More specifically, at the intersections of leadership and diversity, she is interested in how leadership impacts diversity management to positively influence organizational outcomes; and at the intersections of leadership and discrimination, she is interested in how barriers to promotion impact the career progression of ethnic minorities and women. Further, she also studies topics that impact how employees develop leader identities (e.g. OCB, influence).

John Antonakis – University of Lausanne

John Antonakis is Professor of Organizational Behaviour in the Faculty of Business and Economics of the University of Lausanne, Switzerland. Professor Antonakis' research is currently focused on predictors and outcomes of leadership, leadership development, strategic leadership, social cognition, as well as on causality. He has published over 45 book chapters and articles including in journals such as in *Science*, *Psychological Science*, *The Leadership Quarterly*, *Journal of Management*, *Harvard Business Review*, *Human Relations*, *Personality and Individual Differences*, *Academy of Management Learning and Education*, among others. He has co-edited two books: *The Nature of Leadership*, and *Being There Even When You Are Not: Leading Through Strategy, Structures, and Systems*. Antonakis is Associate Editor of *The Leadership Quarterly*, and is on the editorial boards of the following eight journals: *Academy of Management Review*, *Journal of Management*, *Human Relations*, *Leadership*, *Organizational Psychology Review*, *Organizational Research Methods*, *Journal of Occupational and Organizational Psychology* and *Journal of Management Studies*. He has received over \$2 million in research grants (as principal investigator).

Yonghong (Tracy) Liu – University of Miami

Yonghong (Tracy) Liu is a third-year PhD student in the Department of Management at the University of Miami. She received her Master's degree in Management in 2010 and Bachelor's degree in Business Administration in 2008 from Renmin University of China. Her research interests include leadership, discretionary work behavior, cross-cultural management, and research methodology. Her research has been published in the *Academy of Management Best Paper Proceedings*. In addition, she has presented her work at the Academy of Management (AOM) Annual Meeting and the International Association of Chinese Management Research (IACMR) Conference. She is a member of the AOM, Southern Management Association, and IACMR, and a PhD student representative of IACMR.

Peter Harms – University of Nebraska - Lincoln

Dr. Peter Harms received his Ph.D. in Personality Psychology from the University of Illinois, Urbana-Champaign in 2008 and is currently an assistant professor of Management at the University of Nebraska, Lincoln. His research focuses on the assessment and development of personality, leadership, and psychological well-being. His research has appeared in such outlets as *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Leadership Quarterly*, *Human Resource Management Review*, *Psychology and Health*, and the *Journal of Organizational Behavior* as well as popular media outlets such as CNN, Scientific American, and the BBC. Dr. Harms has been invited to speak to audiences around the world and was selected by the St. Gallen symposium as one of the "100 Knowledge Leaders of Tomorrow" in 2011. More recently, Dr. Harms has served as the primary investigator for the program evaluation of Comprehensive Soldier Fitness, a resilience-development initiative of the U.S. Army involving more than a million soldiers.

Ted Paterson – University of Nebraska – Lincoln

Ted A. Paterson was born and raised in the Lake Tahoe area. He completed his undergraduate degree in finance at the Marriott School of Management at Brigham Young University. He worked as a partner in a small financial services company for nearly a decade before pursuing his doctorate in management at the University of Nebraska. He teaches organizational behavior and leadership courses at the undergraduate and graduate levels. His research focuses on organizational and leadership practices that promote thriving and the creation of positive identities at work.

Janaki Gooty – University of North Carolina - Charlotte

Janaki Gooty joined the Belk College of Business, University of North Carolina, Charlotte as assistant professor of Management in the fall of 2010. After receiving her Ph.D. in Organizational Behavior from Oklahoma State University in 2007, Janaki was a fellow of the Center for Leadership Studies and taught at the State University of New York at Binghamton (2007-2010). Her research interests are in leadership, emotions and multi-level issues. Her research has appeared in *Organizational Research Methods*, *the Leadership Quarterly* and *Journal of Organizational Behavior* amongst others. She serves on the board of Southern Management Association and on editorial boards at the *Leadership Quarterly*, *Journal of Organizational Behavior* and *Journal of Business Psychology*.

Kevin Lowe – University of North Carolina - Greensboro

Kevin B. Lowe is the Burlington Industries Research Excellence Professor at the University of North Carolina at Greensboro where he also serves as the Head of the Department in Business Administration for the Bryan School of Business and Economics. Kevin is currently on the editorial boards of *The Leadership Quarterly (Associate Editor)*, *Journal of Management*, *Journal of Organizational Behavior*, *Journal of Leadership and Organizational Studies* and the *Journal of World Business*. He has twice received *The Leadership Quarterly* Best Paper Award.

An enthusiastic teacher Kevin received the Board of Governors Teaching Excellence Award recognizing teaching excellence across the 17 campus University of North Carolina system and was nominated to the Council for the Advancement and Support of Education (CASE) for a U.S. Professor of the Year Award. He has organized the Teaching Excellence Workshop at SMA the past several years, organized the emerging scholar research consortium at the International Leadership Association Meetings, and frequently participates as a speaker or panelist in mentoring sessions and PDW's at the Academy of Management Meetings.

Prior to obtaining his PhD in Business Administration from Florida International University Dr. Lowe worked for Baxter International (American Hospital Supply) and Florida Power and Light in the finance and strategic planning groups. He continues to be an active consultant to industry and serves as the Treasurer and Board Member of the Southern Management Association (SMA).

Michael Mumford – University of Oklahoma

Dr. Michael D. Mumford is the George Lynn Cross Distinguished Research Professor of Psychology at the University of Oklahoma where he directs the Center for Applied Social Research. He received his doctoral degree from the University of Georgia in 1983 in the

fields of industrial and organizational psychology and psychometrics. Dr. Mumford is a fellow of the American Psychological Association (divisions 3,5,10,14), the American Psychological Society, and the Society for Industrial and Organizational Psychology. He has written more than 300 peer reviewed articles on creativity, innovation, leadership, planning and ethics. Dr Mumford has served as senior editor of the Leadership Quarterly and he sits on the editorial boards of the Creativity Research Journal, the Journal of Creative Behavior, The International Journal of Creative Problem Solving, IEEE Transactions on Engineering Management, and Ethics and Behavior among other journals. Dr. Mumford has served as principal investigator on grants totaling more than \$30 million from the National Science Foundation, the National Institutes of Health, the Department of Defense, the Department of Labor, and the Department of State. He is a recipient of the Society for Industrial and Organizational Psychology's M. Scott Myers Award for Applied Research in the Work Place.

Brandon Vessey – University of Oklahoma

William “Brandon” Vessey graduated from the University of Oklahoma in 2012 with a PhD in Industrial and Organizational Psychology and a minor in Quantitative Psychology. He is currently a Senior Scientist for the Team Risk within the NASA Behavioral Health and Performance Research Element at the Johnson Space Center, with primary research interests in teams, leadership, and creativity.

Eli Awtrey – University of Washington

Eli Awtrey is a 2nd year Ph.D. student in Management (Organizational Behavior) at the Michael G. Foster School of Business at the University of Washington. His educational background includes a B.A. in Journalism and an MBA, both from the University of Oregon (1998 and 2010 respectively). His professional experience includes IT, non-profit management, and marketing research. Eli's academic research centers on leadership and teams, exploring issues such as leadership selection and development, virtual teams, team innovation and team/leader interactions.

Fong Keng – University of Washington

Fong Keng is a 3rd year Ph.D. student and Research Associate at the Center for Leadership and Strategic Thinking at the University of Washington's Foster School of Business. Fong's research interests lie in ethical decision-making, self-regulation, and strategic change and leadership. Fong previously worked for 5 years in engineering consulting and project management at Carter & Burgess (now Jacobs Engineering) in Houston, TX. Fong has an MBA from the Tuck School of Business at Dartmouth College and a BS in Computer Engineering from Northwestern University.

Je'Anna Abbott – University of Houston

Je'Anna is a doctoral student in human resources at the C.T. Bauer College of Business. She is also an attorney and the Spec's Charitable Foundation Professor in Social Responsibility at the Hilton College at the University of Houston. The first to hold the endowed professorship created by the Spec's Charitable Foundation; adjunct professor at the University of Houston Law Center; leader in legal academics and an expert in negotiations for the service industry; an expert in conflict management; the only professor in the world who holds both a CMP designation and LLM in International Law and Economics; published more than 50 refereed journal articles; co-author of two textbooks, *Introduction to Catering Management* and *Introduction to Convention Management*; founding editor of the *Journal of Convention and Event Tourism*.

Klavdia Ballard - University Of Houston

Klavdia Ballard is a second year PhD student in the Bauer College of Business. She has a bachelor's degree in accounting from a university in Russia and an MBA from Louisiana State University. Her areas of interest include corporate governance, firm's reputation, and celebrity.

Phillip Jolly - University Of Houston

Phillip Jolly is a PhD student in management in the Bauer College of Business at the University of Houston. Phil earned his B.A. in political science at Montana State University and his MBA at the University of Alaska. Prior to joining the PhD program, Phil worked in the fields of manufacturing, accounting, consulting, and economic research. His research interests include strategic decision making, strategic leadership, and the operation of top management teams.

Kyoung Yong Kim - University Of Houston

Kyoung Yong Kim is a doctoral student in Management Department at the C.T. Bauer College of Business, University of Houston. He received his Master's degree in Human Resources and Industrial Relations from the Carlson School of Management, University of Minnesota. His research interests focus on organizational behavior, especially organizational support theory, leadership, and gender issues. His academic research from his M. A. work was published in *Career Development International*.

Myungsun Kim – University of Houston

Myungsun Kim is a doctoral student in Management at the University of Houston, Bauer College of Business. Her research interests include leadership, justice perception, and individual differences. Prior to coming to UH, she earned a master degree in Business Administration at Seoul National University (Seoul, South Korea). Also, she worked as a business consultant at Ernst & Young Korea (Seoul, South Korea), before pursuing her master's degree.

Ksenia Krylova - University of Houston

Ksenia Krylova is a doctoral student in Management at the University of Houston, Bauer College of Business. Ksenia holds a Master of International Law degree (LL.M) from the University of Houston Law Center and a Bachelor in Jurisprudence from Mari State University (Mari El, Russia). Prior to joining the Ph.D. program, Ksenia worked as an assistant of a judge in Arbitration court of Mari El Republic (Russia). Her current research interests include apologies, trust, forgiveness, and improvisation.

Zahir Latheef - University of Houston

Zahir Latheef is pursuing his Ph.D. in Management at the C.T. Bauer College of Business, University of Houston. His research interests include leadership, abusive supervision, groups & teams, and cross cultural issues. Prior to joining the doctoral program, he attended Texas A&M University where he received his BBA and MS in Accounting. Zahir has worked as a business analyst for a large global consulting firm, focusing on change management and finance transformation projects, and has also worked as a tax accountant for a Big 4 accounting firm.

Hwan Woo Lee - University of Houston

Hwanwoo Lee (Howard) is a doctoral student in Management at the University of Houston, C. T. Bauer College of Business. Hwanwoo earned a bachelor's in Sociology at Sogang University in Seoul, Korea and his Master of Arts in Human Resources and Industrial Relations (HRIR) at the University of Minnesota's Carlson School of Management. Prior to pursuing doctoral studies, he worked as a compensation/benefits staff with an insurance company and as an HR consultant for a global HR consulting firm. His primary research interests are pertained to human resources management (HRM) issues such as staffing, compensation, performance management and strategic HRM.

Mengge Li - University of Houston

Mengge Li is currently a Ph.D. candidate in Management at the University of Houston, C.T. Bauer College of Business. Before coming to the United States, Mengge earned a B.S. in Engineering from South China Agricultural University and worked as an investment consultant. He went to the University of Florida to pursue graduate studies and earned his M.S. in information systems & operations management in 2009. During the M. S. program, Mengge worked as an intern business analyst and was involved in projects that helped companies deploy enterprise resource planning systems. His current research interests include technology innovation and corporate governance.

Rob McKee - University of Houston

Rob Austin McKee is a doctoral student in Management at the University of Houston, C.T. Bauer College of Business. His research interests include leadership, followership, and group functioning, with a penchant for studying how organizations liberate and reward employees' and managers' malevolent tendencies. Rob was formerly a nuclear reactor operator and technician for the United States Navy. He holds a Bachelor's in Psychology and an MBA from the University of Houston.

Bill McKnight - University of Houston

William McKnight is a Ph.D. Candidate in the management department of the University of Houston. He is in his fifth year, and is in the process of finishing his dissertation. Prior to entering the PhD program at the University of Houston, he spent time working as a financial analyst, and graduated with a degree in accounting from Southwestern University. His research interests include: corporate governance, institutional investors, surprise earnings, and expatriation.

Tiffany Maldonado - University of Houston

Tiffany joined the doctoral program in 2010. Prior to joining the Ph.D. program, Tiffany worked as an engineer with a gas distribution company as well as an elementary math and science teacher. Tiffany earned a bachelor's in mechanical engineering from Rice University; additionally she has participated in an exchange program at the University of Adelaide. Tiffany is interested in strategic leadership and corporate strategy.

Salar Mesdaghinia – University of Houston

Salar Mesdaghinia is a management PhD candidate at the University of Houston. Salar was born in the US and raised in Iran. He did a BSc and an MSc in computer engineering in Iran and worked for two years as software engineer. Then he moved to the Netherlands and did his MBA. His research interests include supportive and pro social

leadership, supportive organizational cultures, and organizational support theory.

Monique Okumakpeyi – University of Houston

Monique E. Okumakpeyi is a doctoral student in Management at the C.T. Bauer College of Business, University of Houston. She holds a B.S. in Business Administration (Accounting) from St. Joseph's College - NY and an M.S. in Accounting from the University of Virginia. Prior to enrolling at the Bauer College, Monique spent eight years as an auditor with Ernst & Young, LLP and American International Group. Her research interests fall under organizational behavior and human resources.

Codou Samba - University of Houston

Codou Samba is a doctoral student in Management at the University of Houston, C.T. Bauer College of Business. Her research interests include top management teams, boards of directors, strategic decision-making processes, and ethical leadership and leader moral development. Codou graduated summa cum laude with a Bachelor's degree in Chemical Engineering from the University of Tennessee. Prior to joining the program, she has worked as a Production Engineer and a Process Engineer at Dow Chemical (formerly Rohm and Haas Company).

Rachel Sturm - University of Houston

Rachel Sturm is a doctoral candidate in Management at the University of Houston, C.T. Bauer College of Business. She graduated summa cum laude with a Bachelors in Psychology from Binghamton University and immediately entered into the Ph.D. program. Prior to joining the program, she worked as a research assistant in a psychopathology lab as well as conducted research on CEO leadership and fraud. She also worked as an assistant account executive at a mid-size marketing firm and interned as a sales account executive. Her research interests include leadership, behavioral decision theory, ethical decision making, and self-other rating agreement.

Pooya Tabesh – University of Houston

Pooya is pursuing his doctoral studies in the Management Department at the University of Houston. Pooya's main research interests include behavioral decision making, strategic decision making, and decision support systems. Prior to joining the Ph.D. program at Bauer, Pooya completed his M.S. in Industrial Engineering at the University of Houston. His Master's Thesis was in the area of decision support models for heart failure prediction. He also completed the coursework requirement for a Ph.D. degree in Industrial Engineering. Pooya has B.S. in Industrial Engineering with minor in industrial technology from Isfahan University of Technology (IUT). Before starting his graduate

studies, Pooya had internship and part-time job assignments in manufacturing and business consulting firms.

Candace TenBrink - University of Houston

Candace TenBrink is a Doctoral Candidate in Management at the University of Houston. Her current research interests include life cycle theory, including organizational and industry aspects, and entrepreneurship. She holds an MBA degree from the University of Michigan with an emphasis on finance and corporate strategy and a BA degree from Michigan State University in Materials and Logistics Management. Prior to embarking on the PhD journey, Ms. TenBrink worked in the investment banking industry as a sell-side equity analyst covering the global semiconductor capital industry where she won numerous awards. In addition she formed and ran her own film production company, served as judge for the International Emmy Awards, and sat on the board of the prestigious and highly acclaimed New York Women in Film and TV board. She also enjoyed a brief stint as an actress in Chicago.

Jia Yu - University of Houston

Jia Yu is a doctoral student in Management at the C.T. Bauer College of Business, University of Houston. She holds a B.A. in Economics from Renmin University of China. Prior to returning to school to pursue a Ph.D. degree, she spent several years working in industry, holding various positions such as sales in an oil company, trainer and management consultant in a professional service firm. Her current research interests include leadership, social exchange, creativity and multilevel methods.

Leanne Atwater – University of Houston

Dr. Atwater is a Professor in Department of Management in Bauer College, University of Houston. She has published over 50 refereed publications in journals such as *Journal of Applied Psychology*, *Personnel Psychology*, *The Leadership Quarterly*, *Journal of Management*, *Journal of Vocational Behavior*, *Journal of Organizational and Occupational Psychology*, *Human Resource Management*, and the *Journal of Organizational Behavior*. She is the co-author of two scholarly books—“The Power of 360 Degree Feedback” and “Leadership, Feedback and the Open Communication Gap.” She has published nine book chapters. She also has been a principal investigator on external grants to study leadership (totaling nearly \$900,000) from agencies such as the Army Research Institute (ARI) and The Society for Human Resource Management Foundation. She serves as the senior editor of *Leadership Quarterly* and has been associate editor for *Group and Organization Management*.

Roger Blakeney – University of Houston

Dr. Blakeney's assignments in the college have included Director of the Center for Executive Development, Coordinator of Research in the Center for Human Resources, Director of Masters Degree Programs and creation of the International Institute for Diversity and Cross-Cultural Management. Published in journals ranging from *The Journal of Applied Psychology* to *The Accounting Review* and from *Human Relations* to *The European Foundation for Management Development FORUM*. He has ten books to his credit thus far plus six chapters in books, and is a former contributing author to *Certificate in Management Accounting Review*. He served as a Board of Director of the Texas Industrial/Organization Psychologists, 1999-2006. Professionally, Dr. Blakeney has consulted with over 100 business and other organizations. He has directed executive education and management development programs in the USA, Europe, Australia, Mexico, and Asia. He has also traveled to and has personal experience in Germany, Japan, China, Singapore, Korea, Hong Kong, Australia, Taiwan, Mexico, France, Spain, Italy and the UK.

Dennis Bozeman – University of Houston

Ph.D., Florida State University, 1997, Organizational Behavior and Theory. Teaching areas include Human Resource Management, Organizational Behavior, and Industrial Relations. Research interests include organizational politics, impression management, employee training, employee punishment and discipline, and employee performance measurement, management, and appraisal. Research publications include articles in *Organizational Behavior and Human Decision Processes*, *Human Relations*, the *Journal of Organizational Behavior*, the *Journal of Labor Research*, and the *Journal of Individual Employment Rights*. Dr. Bozeman also has coauthored a chapter in the book, *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace*.

Laura Cardinal - University of Houston

Dr. Laura B. Cardinal is Professor of Strategic Management at the C. T. Bauer College of Business at the University of Houston. Previously, Dr. Cardinal was a faculty member at Tulane, UNC, Duke, and SMU. While at the A. B. Freeman School of Business at Tulane University she served as the Director of the Burkenroad Institute. She received her Ph.D. from the University of Texas at Austin where she was a National Science Foundation grant recipient. Her areas of expertise include managing innovation and R&D capabilities and understanding the evolution and adaptation of control systems in founding firms. Dr. Cardinal has published articles in the *Strategic Management Journal*, *Organization Science*, *Academy of Management Journal*, *Journal of Engineering and Technology Management*, *Journal of Organizational Behavior*, and the *Journal of Accounting and*

Economics. In 2006, she won the Michael H. Mescon Best Empirical Paper Award from the Entrepreneurship Division at the Academy of Management (with M. Fern and H. O'Neill). Her book, *Organizational Control* (with S. Sitkin and K. Bijlsma-Frankema), was published by Cambridge University Press in 2010. Dr. Cardinal serves on the editorial boards of the *Strategic Management Journal and Organization Science*. She previously served as the Chair for the Competitive Strategy Interest Group at the Strategic Management Society and as the Program and Division Chair of the Technology and Innovation Management Division at the Academy of Management.

Barbara Carlin - University of Houston

Barbara Carlin is a Clinical Assistant Professor in the Management Department, C.T. Bauer College of Business, University of Houston. Dr. Carlin received her Ph.D. from the University of Texas at Austin in Strategic Management. Teaching areas include strategy, international strategy, and organizational theory. Research interests include organizational decision making, cooperative strategies, and corporate social responsibility. Articles have appeared in *Organizational Behavior and Human Decision Processes* and *Business Horizons*. Dr. Carlin joined the faculty at the University of Houston in 2002 after several years of consulting in a variety of industries, particularly the automotive and telecommunications industries.

Richard DeFrank - University of Houston

Richard S. DeFrank is an Associate Professor in the Department of Management, C.T. Bauer College of Business, University of Houston. Dr. DeFrank received his undergraduate degree from Syracuse University, a Master's degree from the University of Pennsylvania, and his Ph.D. from the University of Rochester, and has done post-doctoral work at the University of Houston. Prior to his arrival at the Bauer College, Dr. DeFrank held a faculty position in the Department of Preventive Medicine and Community Health at the University of Texas Medical Branch in Galveston. Dr. DeFrank has published scholarly papers on a wide number of issues related to the workplace, including organizational stress, job loss, management styles in international settings, and nonverbal communication. He serves on the editorial board of the *Journal of Behavioral Medicine* and has been an ad hoc reviewer for numerous journals. His current work focuses on such topics as the psychological contract in organizations today, stress resulting from business travel and the built environment, the dimensions of and responses to compensation, and the type, severity and impact of job stressors among various employed groups. He also has consulting experience in organizations on issues related to stress and productivity. Dr. DeFrank teaches courses at the undergraduate and graduate levels related to the areas of management, organizational behavior and stress, and has received numerous awards for teaching including the NationsBank Master Teaching Fellowship, the Melcher Award for Excellence in Teaching, and the Payne Teaching Excellence award.

Robert Eisenberger – University of Houston

Robert Eisenberger is a professor of Management in the Psychology Department and the Bauer College of Business at the University of Houston. His organizational support theory with its central concept of perceived organizational support is one the most frequently cited views of employee-organization relationships, leading to over 400 scholarly studies and 600,000 references on the Internet. His paper introducing the underlying concept was the most cited article in organizational behavior during the last studied five-year period. His book reviewing this research was recently published by the American Psychological Association. Dr. Eisenberger is the author of over 70 publications on motivation and organizational behavior that have appeared in such journals as the *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Psychological Review*, *Psychological Bulletin*, and the *American Psychologist*.

Dr. Eisenberger's researches on perceived organizational support and creativity have been focal topics of symposia at the annual meetings of the Society for Experimental Social Psychology, the Society for Industrial Organizational Psychology, and the Academy of Management. Dr. Eisenberger's research was recognized with the Psi Chi Distinguished Lectureship, and he is a fellow of the Association for Psychological Science, Divisions 1, 6, 14, and 25 of the American Psychological Association, and the Society for Experimental Social Psychology, and he was elected to the Society for Organizational Behavior. Two special reports focusing on his research were carried nationally on National Public Radio, and reports on his research have appeared in the *American Psychological Association Monitor*, *Encyclopaedia Britannica Science* and the *Future Yearbook*, *Science News*, *Report on Educational Research*, and *School Board Notes*. Dr. Eisenberger's research has been supported by grants from the Army Research Institute for the Social and Behavioral Sciences, the National Institutes of Health, and the National Park Service.

Teri Elkins Longacre – University of Houston

Teri Elkins Longacre serves as Associate Dean of Academic Affairs at the C.T. Bauer College of Business at the University of Houston, where she joined the faculty in 1997. Teri is also an Associate Professor of Management and formerly served as the University of Houston Faculty and Staff Ombudsperson. She received her undergraduate degree from Baylor University and a Ph.D. and J.D. from the University of Houston. She teaches in the areas of business law, employment law, managerial communication, human resource management, and organizational behavior, and coordinates an internship program with the Equal Employment Opportunity Commission. Teri has published scholarly articles on the topics of employment discrimination, employee selection practices, affirmative action plans, leadership, and academic internship programs. Her articles have appeared in the *Journal of Applied Psychology*, *Journal of Applied Social*

Psychology, Leadership Quarterly, Sex Roles, SAM Advanced Management Journal, International Journal of Innovation and Technology Management, Journal of Managerial Issues, International Journal of Human Resource Management, and the Journal of Occupational Health Psychology. Teri is a member of the Academy of Management, International Ombudsman Association and the Association for Conflict Resolution.

Abigail Hubbard - University of Houston

Abigail Hubbard received her Ph.D. from the University of Nebraska. Dr. Hubbard has taught MBA level courses at the University of Houston, College of Business Administration, since 1985 in the areas of organizational power, politics and culture, organizational behavior and management theory, and international business/cross cultural management. Professor Hubbard has designed, developed, and taught numerous seminars, workshops, and courses on leadership, team management, organizational politics and ethics, organizational culture and change (including cross cultural management), and many other issues of concern to organizations operating in a changing environment.

Carla Jones - University of Houston

Carla is an Assistant Professor in the Management Department at the Bauer College of Business. Her research interests broadly examine how leadership influences firm outcomes. Many of her projects examine how the dynamics among the upper echelons of an organization influence competitive dynamics and ultimately firm performance. Carla is especially drawn to the dynamics of family ownership and how the added element of family ties influence firm strategy and performance.

Robert Keller – University of Houston

Robert T. Keller is the Baker Hughes Professor of Business Administration at the University of Houston. He holds the Ph.D. degree in management from The Pennsylvania State University. Professor Keller has authored over 130 journal articles and professional papers. His research on technological innovation in R&D organizations has been supported by the National Science Foundation, the Center for Innovation Management Studies at Lehigh University, Shell Oil Foundation, and the German Marshall Fund. He is currently on the editorial boards of IEEE Transactions on Engineering Management, Journal of High Technology Management Research, Journal of Engineering and Technology Management, and Group and Organization Management, and he has twice been a member of the editorial review board of the Academy of Management Journal. He is Past Chair of the Technology and Innovation Management Division of the Academy of Management, a member of the Academy Council, and a charter member of the Academy of Management's Journals Hall of Fame. His current research interests include R&D project team leadership, international technology transfer, and the management of scientists and engineers

Vicky Liu – University of Houston

Dr. Liu's research and teaching interests include change leadership/management, and employee creativity. Her research has been published in the *Journal of Applied Psychology*, *Journal of Applied Behavioral Science*, and *Human Resource Management Journal*. Dr. Liu is working with several organizations (in both private and public sectors) in Mainland China, where she conducts field research and provides business solutions for managerial problems.

Chet Miller – University of Houston

Since working as a shift manager and subsequently completing his graduate studies, Dr. Miller has taught full-time at Baylor University and Wake Forest University. Recently, he joined the faculty at the University of Houston. At Baylor, Dr. Miller served as Director of the Center for Executive Education. At Wake Forest, he served as Associate Dean for Faculty Affairs and as Academic Director for the Executive MBA Program. Dr. Miller is an active member of the Academy of Management and the Strategic Management Society. Awards and honors include: Outstanding Young Researcher Award (Baylor University); Best Research Award (Academy of Management Review); and teaching awards from Wake Forest University, the University of Houston, and Duke University (he has been a guest instructor at Duke). Dr. Miller has worked with a number of managers and executives. Through management development programs, he has contributed to the advancement of individuals from such organizations as ABB, Bank of America, Krispy Kreme, La Farge, Red Hat, State Farm Insurance, and the United States Postal Service. His focus has been change leadership, strategic visioning, and high-involvement approaches to managing people. Dr. Miller's published research focuses on the functioning of executive teams, the design of organizational structures and management systems, and the design of strategic decision processes. His work has appeared in *Organization Science*, *Academy of Management Journal*, *Academy of Management Review*, *Academy of Management Executive*, *Strategic Management Journal*, *Journal of Organizational Behavior*, and *Journal of Behavioral Decision Making*.

Seemantini Pathak – University of Houston

Seemantini Pathak holds a PhD in Business Administration from Arizona State University, and has been at the Bauer College of Business since 2007. Her research has been published in the *Academy of Management Review* and the *Journal of Education for Business*, and she has presented her work at conferences of the Academy of Management and the Strategic Management Society. Dr. Pathak's current research examines the impact of a firm's refocusing strategy on its subsequent corporate governance. Before joining academia, she spent a number of years working for A.F. Ferguson & Co., a management consulting firm in India.

James Phillips – University of Houston

Dr. Jim Phillips joined the faculty of the Bauer College in 1981 after completing his Ph.D. in Industrial/Organizational Psychology at the University of Akron. His early publishing career focused on perceptions of leadership and motivation. His publications have appeared in a number of professional journals including: *The Journal of Applied Psychology*, *The Journal of Management*, *Human Relations*, *The American Psychologist*, and *The Journal of Personality and Social Psychology*. From 1999 until 2008, Dr. Phillips served as the Chairperson of the Bauer College's Department of Management. He is a member of SIOP and the Academy of Management and has served on the Executive Committee of the Academy's HR Division. His teaching interests are in the area of Human Resource Management with particular emphasis on human resource selection, training, and performance appraisal. Current research interests include perceptions of equity in the grievance/legal remedy-seeking behavior of third party observers, beliefs about punishment, and the antecedents and consequences of apologies for trust preservation.

Joseph Pratt – University of Houston

Joseph A. Pratt is the Cullen Professor of History and Business at the University of Houston, where he has taught for the last 16 years. Before coming to UH, he taught in the business school at the University of California-Berkeley, Texas A & M University and at the Harvard Business School. He earned his B.A. from Rice University and his Ph.D. in economic history from Johns Hopkins. A specialist in the history of the petroleum industry, he has written histories of Amoco, the Texas Eastern Corporation, and the National Petroleum Council. He is currently at work on a history of the offshore petroleum industry. Professor Pratt has also co-authored the books *But Also Good Business*, *Texas Commerce Banks and the Financing of Houston and Texas*, *The Rise of the Corporate Commonwealth*, *U.S. Business and Public Policy in the Twentieth Century*, and *Baker & Botts in the Development of Houston*. Publications have appeared in *Business History Review*, *California Management Review*, *Journal of Economic History*, *The Public Historian*, *Research in Economic History*, and others. Current work includes a forthcoming history of the Texas Eastern Corporation and a history of the control of oil pollution.

Dale Rude – University of Houston

Dale Rude is an associate professor of management in the Bauer College of Business, University of Houston. He published the lens model software package The Decision Analysis System. His articles have appeared in *Journal of Applied Psychology*, *Academy of Management Review*, *Human Relations*, *Judicature*, *Journal of Operations Management*, and others. Current research interests include the role of the Human

Resources Department in retirement systems. He has worked extensively on his campus to improve retirement programs.

Marina Sebastijanovic – University of Houston

Marina Sebastijanovic received her PhD in Management at the University of Houston. She holds a Bachelor in Finance and an MBA from McNeese State University. Her research interests include stress, personal control and emotional labor. She has presented research at the Academy of Management Conference. Courses she teaches include Introduction to Management, Current Issues in Management and Leading Organizational Change.

Skip Szilagyi – University of Houston

Dr. Andrew D. Szilagyi (or, "Dr. Skip" as he is known to all) is Professor of Management in the UH College of Business Administration where he has been on the faculty since 1973. He holds a BS in Chemical Engineering, an MBA and a PhD in Management (from Indiana University). He has authored four books and published numerous articles on the topics of Strategy, Leadership, and Organizational Change. The winner of a number of teaching awards, Dr. Skip has been quite involved in business and in executive education during his career. Prior to returning to academia, Dr. Skip was employed in the chemical industry and held positions in production, process engineering, technical service, and marketing. His last industrial position was in product management. While at UH, Dr. Skip has served as Associate Dean for Executive Programs and Administration for the CBA, Associate Vice President for Research, and Associate Vice President for Planning and Budgets. His last position was as Chief of Staff to the UH President. Dr. Skip is married to the former Sandra Darrow and has four children: Darin, Dana, Drew, and Katie. He has been active in community affairs, especially the United Way, and enjoys outdoor activities, especially cycling, and participating and coaching in all sports.

Dusya Vera – University of Houston

Dusya Vera is an Associate Professor of Strategy in the Management Department. She received her Ph.D. in Business Administration (Strategic Management) from the Richard Ivey School of Business at the University of Western Ontario. Dr. Vera's research is in the areas of strategic leadership, improvisation, organizational learning, and innovation. She has published in top academic and practitioner publications such as the *Academy of Management Review*, *Organization Science*, *The Leadership Quarterly*, *Organization Studies*, *Journal of Organizational Behavior*, *Organizational Dynamics*, *Management Learning*, and the *Blackwell Handbook of Organizational Learning and Knowledge Management*, among others. She has been on the Editorial Board of journals such as *The Academy of Management Review*, *The Academy of Management Journal*, and

Management Learning. Dr. Vera is an award-winning teacher over the years, teaching courses at the undergraduate, masters, doctoral, and executive level in the areas of strategic management and strategic leadership.

William Walker – University of Houston

Following his graduation from North Park College in 1965, Bill Walker pursued a career in business. His work experience included more than 25 years in domestic and international Human Resources management. Seventeen of those years were spent in Saudi Arabia where Bill was a senior HR manager with Saudi Aramco, the world's largest oil company. Bill has worked with people from more than 40 different countries. Bill retired from Saudi Aramco in 1996 and returned to the Houston where he completed an MBA (1998) and a PhD. (2002) in Management from the University of Houston. Bill's academic interests are in the areas of International Business, Organizational Behavior, Human Resources Management and Business Ethics.

Steve Werner – University of Houston

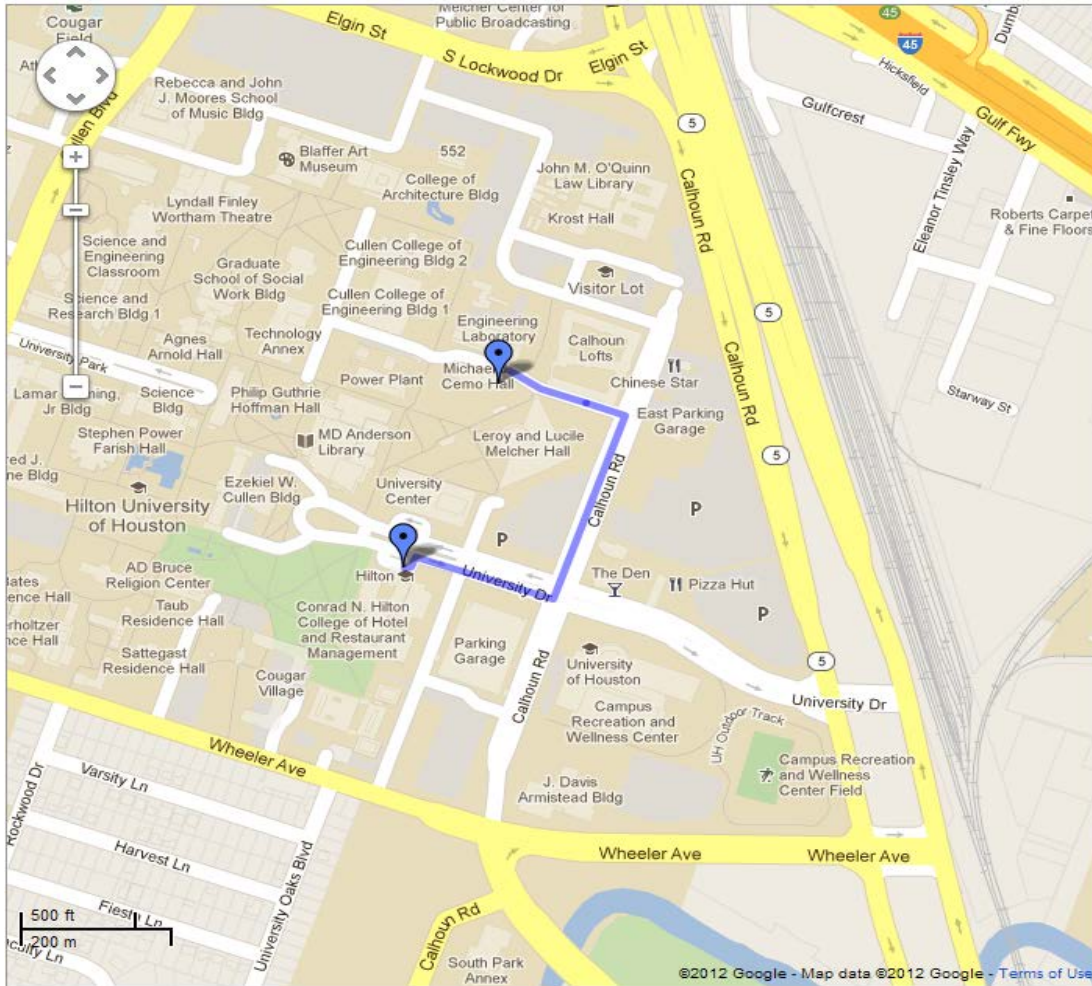
Steve Werner is a Professor in the Management Department. He received his Ph.D. in Human Resource Management from the University of Florida. His research focuses on compensation and international HRM. He has published in academic and practitioner publications such as *Academy of Management Journal*, *Journal of Applied Psychology*, *Strategic Management Journal*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Management Studies*, *Organizational Research Methods*, *Journal of Business Research*, *Human Relations*, *Human Performance*, *Human Resource Management Review*, *International Journal of Human Resource Management*, *Journal of International Management*, *British Journal of Management*, *International Business Review*, *Journal of Business Ethics*, *Journal of Applied Social Psychology*, *Worldatwork Journal*, *ACA Journal*, *Workspan*, *Compensation and Benefits Review* and the *Columbia Journal of World Business*, among others. Steve is currently on the editorial boards of *Journal of Management*, *Journal of Management Studies*, *Journal of Business Research*, *Human Resource Management Journal* and *Human Resource Management Review*. He has served the HR division of the Academy of Management as chair of its international committee, sponsorship committee, and information technology committee. Additionally, Steve has served as a member of the HR division's executive committee, international committee, scholarly achievement award committee, membership committee and information technology committee. He has published several books including the recent *Managing Human Resources 11th Edition* with Susan Jackson and Randall Schuler, and *Global Compensation* with Luis Gomez-Mejia.

Alan Witt – University of Houston

Formerly a corporate human resources director, Alan Witt (Ph.D., Tulane University) is a professor of psychology and management and director of the PhD program in Industrial

and Organizational Psychology at the University of Houston. He is a fellow of the American Psychological Association, Society for Industrial and Organizational Psychology, and the Association for Psychological Science.

Campus Map University Hilton to Cemo Hall



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