

## LEANNE E. ATWATER

### EDUCATION:

B.A. San Diego State University - Psychology  
 M.A. San Diego State University - Psychology  
 Ph.D. Claremont Graduate University-  
 Social/Organizational Psychology

### PROFESSIONAL EXPERIENCE:

|  |                               |
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| Professor of Management<br>C.T. Bauer College of Business<br>University of Houston                             | July 2008-<br>present         |
| Editor, <u>The Leadership Quarterly</u>  | January 2011-<br>present      |
| Professor of Management<br>School of Global Management and Leadership<br>Arizona State University, West campus | August 1993-<br>2008          |
| President Atwater Management Consulting  | 1989 to present               |
| Fellow, Center for Leadership Studies<br>Binghamton, NY  | August 1989 to<br>1998        |
| Assistant Professor of Management<br>School of Management<br>State University of New York, Binghamton          | August 1989 to<br>August 1993 |

### PROFESSIONAL EXPERIENCE CONT'D:

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| Assistant Professor of Psychology and Leadership<br>Department of Leadership and Law<br>U.S. Naval Academy | August 1986 to<br>August 1989 |
| Personnel Research Psychologist<br>Navy Personnel Research and<br>Development Center                       | 1978 to 1986                  |

### **ADMINISTRATIVE EXPERIENCE:**

Chair, Department of Management C.T. Bauer College of Business, University of Houston (2008 to 2012)

Chair, Department of Management School of Global Management and Leadership (SGML) Arizona State University (ASU) West (2001-2004; 2006 to 2008)

Interim Dean, School of Global Management and Leadership (SGML), Arizona State University West (2004-2006)

ASU West School of Management, Faculty Development Director (1997-2000)

### **REFEREED JOURNAL ARTICLES:**

Taylor, S., Sturm, R., Atwater, L., & Braddy, P. (in press). Underestimating one's leadership impact: Are women leaders more susceptible. Organizational Dynamics.

Atwater, L., Kim, Y., Witt, A., Collison, K., Latheef, Z., Longacre, T., & Zheng, D. Reactions to Abusive Supervision: Examining the Roles of Emotions and Gender (in press). International Journal of Human Resources Management).

Day, D., Fleenor, J., Atwater, L., Sturm, R., & McKee, R. (2014). Advances in leaders and leadership development: A review of 25 years of research and theory. The Leadership Quarterly, 25, 63-82.

Sturm, R., Taylor, S., Atwater, L., & Braddy, P. (2014). Leader Self-awareness: An examination and implications of women's under-prediction. Journal of Organizational Behavior, 35, 657-677. doi: 10.1002/job.1915.

Braddy, P., Sturm, R., Atwater, L., Smither, J., & Fleenor, J. (2013). Validating the feedback orientation scale in a leadership development context. Group and Organization Management, 38, 6, 690-716.

Carmeli, A., Atwater, L., Levi, A. (2011) How leadership enhances employee's knowledge sharing at work: The intervening roles of relational and organizational identification. Journal of Technology Transfer, 36, 257-274.

Fleenor, J., Smither, J., Atwater, L., Braddy, P., & Sturm, R. (2010). Self-other rating agreement in leadership: A review. (Invited) Leadership Quarterly Yearly Review, 21, 1005-1034.

- Perry, S., Witt, A., Penny, L., & Atwater, L. (2010) The downside of goal-focused leadership: Exploring the exhaustion effect among unmotivated workers. Journal of Applied Psychology, *95*, 1145-1153
- Walker, A., Smither, J., Atwater, L., Domminick, P., Brett, J., & Reilly, R. (2010). Personality and multisource feedback improvement: A longitudinal investigation. Journal of Behavioral and Applied Management, 175-204. (**Best Paper Award**)
- Atwater, L., Wang, M., Smither, J., & Fleenor, J. (2009). Are cultural characteristics associated with the relationship between self and others' ratings of leadership? Journal of Applied Psychology, *94*, 4, 876-886.
- Atwater, L., & Carmeli, A. (2009). Leader-member exchange, feelings of energy and involvement in creative work. Leadership Quarterly, *20*, 264-275.
- Smither, J., Brett, J., & Atwater, L. (2008). What do leaders recall about multi-source feedback? Journal of Leadership and Organization Studies, *14*,3,202-218.
- Atwater, L., Brett, J., & Charles, A. (2007). The delivery of workplace discipline: Lessons learned. Organizational Dynamics, *36*, 4, 392-403
- Atwater, L., Brett, J., & Charles, A. (2007). Multi-source feedback: Lessons learned and implications for practice. Human Resource Management Journal, *46*, 285-307.
- Atwater, L., & Brett, J. (2006). Feedback format: Does it influence managers' reactions to feedback? Journal of Organizational and Occupational Psychology, *79*, 517-532.
- Atwater, L., & Brett, J. (2006). 360 degree feedback to managers: Does it result in changes in employee attitudes? Group and Organization Management, *31*, 5, 578-600.
- Atwater, L., Ostroff, C., Waldman, D., Robie, C., & Johnson, K. Self-Other agreement: How much does it matter across cultures. (2005). International Journal of Selection and Assessment, *13*, 25-40.
- Atwater, L., & Brett, J. (2005) Antecedents and consequences of reactions to developmental 360 degree feedback. Journal of Vocational Behavior, *66*, 32-548.
- Brett, J., Atwater, L., & Waldman, D. (2005). Effective delivery of workplace discipline: Do women have to be more participatory than men? Group and Organization Management, *30*, 5, 487-513.

- Ostroff, C., Atwater, L., & Feinberg, B. (2004). Understanding self-other agreement: A look at rater and ratee characteristics, context and outcomes. Personnel Psychology, 57, 333-375.
- Dionne, S., Yammarino, F., Atwater, L., & Spangler, D. (2004). Transformational leadership and team training and performance. Journal of Organizational Change Management, 17, 178-193.
- Atwater, L., Brett, J., Waldman, D., DiMare, L., & Hayden, M. (2004). Male and female perceptions of the gender-typing of management sub-roles Sex Roles, 50, 191-199.
- Siegel, D., Waldman, D., Atwater, L., & Link, A. (2004). Toward a theory of effective transfer of scientific knowledge from academicians to practitioners: Qualitative evidence from the commercialization of university technologies. Journal of Engineering and Technology Management, 21, 1, 115-142.
- Waldman, D., Atwater, L., & Davidson, R. (2004). The role of individualism and the Big 5 in the prediction of performance in a leaderless group discussion. Journal of Personality, 72, 1-28.
- Ostroff, C., & Atwater, L. (2003). Does whom you work with matter? Effects of referent group gender and age composition on managers' compensation. Journal of Applied Psychology, 88, 4, 725-740.
- Siegel, D., Waldman, D., Atwater, L., & Link, A. (2003). Improving the effectiveness of commercial knowledge transfers from universities to firms. Journal of High Technology Management Research, 14, 111-133.
- Atwater, L., Waldman, D., & Brett, J. (2002). Understanding and optimizing multi-source feedback. Human Resource Management Journal, 41, 2, 193-208.
- Antonakis, J., & Atwater, L. (2002). Leader distance: A review and proposed theory. Leadership Quarterly, 13, 6, 673-704.
- Dionne, S., Yammarino, F., Atwater, L., & James, L. (2002). Neutralizing the substitutes for leadership theory: Leadership effects and common-source bias. Journal of Applied Psychology, 87, 3, 454-464.
- Brett, J., & Atwater, L. (2001). 360-degree feedback: Perceptions of accuracy, Reactions, and perceptions of usefulness. Journal of Applied Psychology, 86, 930-942.
- Atwater, L., Carey, J., & Waldman, D. (2001). Gender and discipline in the workplace: Wait until your father gets home. Journal of Management, 27, 537-

561.

- Atwater, L., Waldman, D., Carey, J., & Cartier, P. (2001). Recipient and observer reactions to discipline: Are managers experiencing wishful thinking? Journal of Organizational Behavior, 22, 249-270.
- Waldman, D., & Atwater, L. (2001). Attitudinal and behavioral outcomes of an upward feedback process. Group and Organization Management, 26, 2, 189-205.
- Atwater, L., Waldman, D., Atwater, D., & Cartier, P. (2000). An upward feedback field experiment: Supervisors' cynicism, follow-up and commitment to subordinates, Personnel Psychology, 53, 275-298.
- Atwater, L., Dionne, S., Avolio, B., & Camobreco, J. (1999). A longitudinal study of the leadership development process: Individual differences predicting leader effectiveness. Human Relations, 52, 9, 1-20.
- Weisband, S., & Atwater, L. (1999). Evaluating self and others in electronic and face-to-face groups. Journal of Applied Psychology, 84, 632-639.
- Waldman, D., Atwater, L., & Antonioni, D. (1998). Has 360 feedback gone amok? Academy of Management Executive, 12, 2, 86-94. (**Best Paper Award 1998**)
- Atwater, L., Ostroff, C., Yammarino, F., & Fleenor, J. (1998). Self-other agreement: Does it really matter? Personnel Psychology, 51, 577-598.
- Atwater, L., Dionne, S., Camobreco, J., Avolio, B., & Lau, A. (1998). Individual attributes and leadership style: Predicting the use of punishment and its effects. Journal of Organizational Behavior, 19, 559-576.
- Van Fleet, D., & Atwater, L. Gender neutral names: Don't be so sure. (1997). Sex Roles, 37, 1/2, 111-123.
- Atwater, L., & Yammarino, F. (1997). Self-other rating agreement: A review and model. Research in Personnel and Human Resources Management, 15, 121-175.
- Atwater, L., Camobreco, J., Dionne, S., Avolio, B., & Lau, A. (1997). Effects of rewards and punishments on leader charisma, leader effectiveness, and follower reactions. Leadership Quarterly, 8, 2, 133-152.
- Yammarino, F., & Atwater, L. (1997). Do managers see themselves as others see them? Implications of self-other rating agreement for Human Resources Management. Organizational Dynamics, 25, 35-44.

- Atwater, L., & Van Fleet, D. (1997). Another ceiling: Can males compete for traditionally female jobs. Journal of Management, 23, 5, 603-626.
- Atwater, L., & Yammarino, F. (1996). Bases of power in relation to leader behavior: A field investigation. Journal of Business and Psychology, 11, 1, 3-22.
- Atwater, L., & Wright, W. (1996). Power and transformational leadership in public and private organizations. International Journal of Public Administration, 19, 6, 963-989.
- Bass, B., Avolio, B., & Atwater, L. (1996). The transformational and transactional leadership of men and women: An extension of some old comparisons. Applied Psychology: An International Review, 45, 1, 5-34. (**Best paper award 1996**)
- Atwater, L. (1995). The relationship between supervisory power and organizational characteristics. Group and Organization Management, 20, 4, 460-485.
- Atwater, L., Roush, P., & Fischthal, A. (1995). The influence of upward feedback on self- and follower ratings of leadership. Personnel Psychology, 48, 35-59.
- Waldman, D., & Atwater, L. (1994). The nature of effective leadership at different levels in an R & D hierarchy. Journal of High Technology Management Research, 5, 2, 233-246.
- Atwater, L., & Roush, P. (1994). An investigation of gender effects on followers' ratings of leaders, leaders' self-ratings and reactions to feedback. Journal of Leadership Studies, 1, 4, 37-52.
- Yammarino, F., & Atwater, L. (1993). Understanding self-perception accuracy: Implications for human resources management. Human Resource Management Journal, 32, 231-247.
- Atwater, L., & Yammarino, F. (1993). Personal attributes as predictors of superiors' and subordinates' perceptions of military academy leadership. Human Relations, 46, 5, 645-668.
- Atwater, L. (1992). Beyond cognitive ability: Improving the prediction of performance. Journal of Business and Psychology, 7, 27-44.
- Atwater, L., & Yammarino, F. (1992). Does self-other agreement on leadership perceptions moderate the validity of leadership and performance predictions? Personnel Psychology, 45, 141-164.
- Roush, P., & Atwater, L. (1992). Using the MBTI to understand transformational leadership and self-perception accuracy. Military Psychology, 4, 1, 17-34.

Atwater, L., Penn, R., & Rucker, L. (1991). Personal qualities of charismatic leaders. Leadership and Organizational Development Journal, 12, 2, 7-10.

Atwater, L. (1988). The relative importance of situational and individual variables in predicting leader behavior: The surprising impact of subordinate trust. Group and Organization Studies, 13, 3, 290-310.

Shettel-Neuber, J., Bryson, J., & Young, L. (1978). Physical attractiveness of the 'other person' and jealousy. Personality and Social Psychology Bulletin, 4, 4, 612-615.

### **BOOKS:**

Bolea, A., & Atwater, L. (2015). Applied Leadership Development. Taylor & Francis; Routledge

Atwater, L., & Waldman, D. (2008). Leadership, Feedback and the Open Communication Gap. LEA.

Waldman, D. & Atwater, L. (1998). The Power of 360 Degree Feedback. Gulf Publishing.

Atwater, L., & Penn, R. (Eds.). (1989). Military Leadership: Traditions and Future Trends. Annapolis, MD: Action Printing.

### **BOOK CHAPTERS:**

Atwater, L., & Elkins, T. (2009). Diagnosing, understanding and dealing with counterproductive work behavior. In J. W. Smither and M. London (Eds.) Performance Management: Putting Research into Practice, pp. 359-410.

Atwater, L., & Dionne, S. (2007). A process model of leader-follower fit. In C. Ostroff & T. Judge (Eds.). Perspectives of Organizational Fit pp 183-208.

Balthazard, P., Waldman, D., & Atwater, L. (2007). The mediating effects of leadership and interaction style in face-to-face and virtual teams. In S. Weisband (Ed.), Leadership at a Distance pp 127-150.

Atwater, L., Brett, J., & Waldman, D. (2003). Understanding the benefits and risks of multi-source feedback within the leadership development process. In S. Murphy & R. Riggio (Eds.) The Future of Leadership Development pp 89-106.

Waldman, D., & Atwater, L. (2000). Confronting barriers to successful implementation of multi-source feedback. In D. Bracken, C. Timmerick, and A. Church (Eds.), Handbook of Multi-source Feedback pp 463-477.

Yammarino, F., & Atwater, L. (2000). Understanding agreement in multi-source

feedback. In D. Bracken, C. Timmerick, and A. Church (Eds.), Handbook of Multi-source Feedback pp 204-220.

Atwater, L. (1998). The advantages and pitfalls of self-assessment in organizations. In J. Smither, (Ed.), Performance Appraisal: State of the Art in Practice pp 331-369.

Atwater, L., & Atwater, D. (1993). Organizational transformation: Strategies for change and improvement. In B. Bass and B. Avolio (Eds.), Improving Organizational Effectiveness Through Transformational Leadership.

Penn, R., Sheposh, J. P., Riedel, J. A., & Young, L. E. (1980). Job and organization characteristics as they pertain to job satisfaction and work motivation. In K. D. Duncan, M. M. Gruneberg, & D. Wallis (Eds.), Changes in Working Life.

### **OTHER PUBLICATIONS:**

Atwater, L., Mumford, M., Schriesheim, C., Yammarino, F. (2014). Retraction of Leadership Articles: Causes and Prevention. The Leadership Quarterly.

Atwater, L., & Waldman, D. (1998). Accountability in 360 degree feedback: Is it time to take the 360 Degree feedback method to its next step? HR Magazine, 96-104.

Young, L. E., White, M., & Mohr, D. A. (1981). Improving productivity: Identifying and removing impediments. Performance, 2, 4, 1-3.

### **BOOK REVIEWS:**

Atwater, L. (1995). Review of Lord, R., & Maher, K. Leadership and information processing: Linking perceptions and performance. Contemporary Psychology, 40(3), 205-206.

Atwater, L. (1995). Review of Phillips, R., & Hunt, G. Strategic leadership: A multi organizational-level perspective. Contemporary Psychology, 40(3), 226-227.

### **PAPERS UNDER REVIEW:**

Kim, K., Atwater, L., & Smither, J. Multi-source feedback, human capital and the financial performance of organizations. (under 2nd review at Journal of Applied Psychology).

Kim, K., Jolly, P., Atwater, L. Ameliorating the negative effects of conflict in teams: The role of supportive climate (under review at Journal of Management).



Yu, J., Atwater, L., & Clark, M. Leader influence on creativity: The impact of leaders' downward, upward and lateral exchange relationships through information exchange and empowerment (under review Journal of Applied Psychology)

## PRESENTATIONS:

Kim, K., Atwater, L., Kim, M., & Jolley, P. (2015). Predicting Career Advancement: The roles of gender, self-efficacy, and human capital investment strategies. Southern Management Association Meeting. St. Petersburg, FL. **Winner: Best Overall Doctoral Student Conference Paper**

Callison, K., Kim, K., Zheng, D., Atwater, L., & Elkins, T., (2014). Core self-evaluations and abusive supervision: A conditional process model. Society of Industrial and Organizational Psychology, Honolulu.

Kim, K., & Atwater (2014). Multi-source feedback: Relevance of purpose and relationship to organizational outcomes. Society of Industrial and Organizational Psychology, Honolulu.

Kim, K., Atwater, L., & Latheef, Z. (2014). Multisource feedback program and organizational performance: Which leads to which? Society of Industrial and Organizational Psychology, Honolulu.

Cogliser, C., Gardner, W., Atwater, L., Lowe, K., Douglas, C. (2014). Developing junior scholars: Do's and don'ts from experienced administrators. Society of Industrial and Organizational Psychology, Honolulu.

Kim, K., & Atwater, L. (2013). Getting to the top: The relevance of gender, aspirations and gender composition. Society of Industrial and Organizational Psychology, Houston.

Braddy, P., Atwater, L., Sturm R., Smither, J., & Fleenor, J. (2011). Validating the Feedback Orientation Scale in a leadership development context. Center for Creative Leadership, Greensboro NC.

Longacre, T., Atwater, L., Callison, K., Latheef, Z., & Kim, Y. (2011). Abusive supervision from the eyes of the abused: subordinate characteristics, coping strategies and outcomes. National meeting of the Academy of Management, San Antonio.

Walker, A., Smither, J., Atwater, L., Dominick, P., Brett, J., & Reilly, R. (2010). Personality and Multi-source Feedback Improvement: A Longitudinal Investigation. IBAM, San Diego. **(JBAM Editor's Award Vol 11)**

- Liu, Y., Atwater, L., & Shih, H. (2010). Job burnout, work unit transformational leadership and interpersonal helping. National meeting of the Academy of Management, Montreal.
- Mesdaghinia, S., Atwater, L., & Keller, R. (2010). How leadership style affects performance of distant followers in creative and non-creative tasks. National meeting of the Academy of Management, Montreal.
- Atwater, L., & Elkins, T. (2009). Diagnosing, understanding and dealing with counter-productive work behaviors. Society for Industrial and Organizational Psychology, New Orleans.
- Atwater, L., Wang, M., Smither, J., & Fleenor, J. (2008). Are cultural characteristics associated with the relationship between self and others' ratings of leadership? Paper presented at the National meeting of the Academy of Management, Anaheim CA.
- Brett, J., Smither, J., & Atwater, L. (2007). Leaders' recall of multi-source feedback and its effects. Society for Industrial and Organizational Psychology, NY.
- Atwater, L., Brett, J., & Charles, A. (2006). Multi-Source feedback and leader development: Lessons learned from a 3-year intensive study in two organizations. Gallup Leadership Summit, Washington D.C.
- Walker, A., Smither, J., Atwater, L., Domminick, P., Brett, J., & Reilly, R. (2006). Is personality related to improvements in multi-source feedback over time? Society for Industrial and Organizational Psychology, Dallas.
- Atwater, L., Charles, A., & Goldman, A. (2006). Interactional justice and discipline delivery. The importance of explanations. Society for Industrial and Organizational Psychology, Dallas.
- Atwater, L., & Brett, J.F. (2005). How you present 360 results matters: Effects of format on ratee reactions and development planning. Society for Industrial and Organizational Psychology, Los Angeles.
- Atwater, L. & Brett, J. F. (2004). 360 degree feedback: reactions and behavior change. Poster session at the national meeting of American Psychological Association (APA), Honolulu, Hawaii.
- Brett, J. F., Atwater, L. & Waldman, D. (2004). Discipline in the workplace: Does gender matter? Poster session at national meeting of American Psychological Association (APA), Honolulu, Hawaii.

- Atwater, L. , Brett, J. F. & Ryan, J. M. (2004). 360 degree feedback to managers: does it result in changes in employee attitudes? Symposium paper at the meeting of the Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.
- Brett, J. F. & Atwater, L. (2004). Understanding the effectiveness of 360-degree feedback program. Symposium co-chairs at the meeting of the Society for Industrial and Organizational Psychology (SIOP), Chicago, IL.
- Atwater, L., & Brett, J. (2003). Antecedents and consequences of reactions to 360 degree feedback. Paper presented at the Meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ostroff, C., & Atwater, L.. (2002). Does who you associate with matter? Effects of referent group gender and age composition on managers' compensation and performance. Paper presented at the National meeting of the Academy of Management, Denver, CO.
- Balthazard, P., Waldman, D., & Atwater, L. (2001). Performance outcomes in face-to-face and virtual teams: The mediating effect of interaction style. Paper presented at the National meeting of the Academy of Management, Wash D.C.
- Atwater, L., Brett, J., & Waldman, D. (2001). Understanding and optimizing multi-source feedback. Invited presentation at the Kravis Leadership Institute, Claremont, CA.
- Waldman, D., & Atwater, L., (2000). The role of individualism in the prediction of assessment center performance. Paper presented at the National meeting of the Academy of Management, Toronto.
- Atwater, L., & Waldman, D. (2000). Gender and discipline in the workplace: Wait until Your father gets home. Paper presented at the National meeting of the Academy of Management, Toronto.
- Waldman, D., & Atwater, L. (2000). The role of rugged individualism in assessment center performance: Does John Wayne make a good candidate? Paper presented at the Meeting of the Society for Industrial and Organizational Psychology, New Orleans.
- Yammarino, F., & Atwater, L. (2000). Self-other agreement: A WABA approach for the assessment of 360 degree feedback. Paper presented at the Meeting of the Society for Industrial and Organizational Psychology, New Orleans.

Atwater, L. panelist (August, 1999). Agreeing to disagree on organizational phenomena: A panel discussion about self-other agreement, congruence and fit as we journey into a pluralistic world. Panel discussion presented at the National meeting of the Academy of Management, Chicago.

Atwater, L., & Waldman, D., (August, 1999) The antecedent and consequent effects of organizational cynicism on upward feedback success. Paper presented at the National meeting of the Academy of Management, Chicago.

Siegel, D., Waldman, D., Atwater, L., Silberman, J., & Link, A. (August, 1999). Modeling the relative performance of university technology transfer offices: An exploratory study. Paper presented at the National meeting of the Academy of Management, Chicago.

Waldman, D., & Atwater, L. (June, 1999) Using 360 degree feedback to enrich the educational experience. Paper presented at the Innovative Teaching in Human Resources and Industrial Relations conference, Atlanta, GA.

Atwater, L. (1999, March). The Benefits and Risks of 360 Degree Feedback. Invited presentation. Arizona Police Chiefs In-Service, Sierra Vista AZ.

Weisband, S., & Atwater, L. (1998). Evaluating Self and others in electronic and face-to-face groups. Paper presented at the National meeting of the Academy of Management, San Diego.

Atwater, L. (1997, July). Invited presentation "360 degree feedback in performance appraisal" (with D. Waldman and D. Atwater) for the Arizona City/County Management Association and Arizona Municipal Management Assistants Association, Tucson, AZ.

Atwater, L. (1997, February) Invited address: Leading in the 21st Century. LEAD Conference, Phoenix, AZ.

Waldman, D., Atwater, L., Clement, D., & Atwater, D. (1996, August). Attitudinal and behavioral outcomes of an upward feedback process. Paper presented at the National meeting of the Academy of Management, Cincinnati, OH.

Atwater, L., & Van Fleet, D. (1996, August). Another ceiling? Can males make it in traditionally female jobs? Paper presented at the meeting of the National Academy of Management, Cincinnati, OH.

Atwater, L., & Yammarino, F. (April 1996). Self-other agreement and development: Linking the rating process to the process of development. Paper presented at the Meeting of the Society for Industrial and Organizational Psychology, San Diego.

- Atwater, L. (April 1996). Panel discussion: 360 degree feedback gone amok: Where are the data? (Chair). Paper presented at the Meeting of the Society for Industrial and Organizational Psychology, San Diego.
- Dionne, S., Atwater, L., Avolio, B., Camobreco, J., & Lau, A. (August, 1995). Individual attributes and leadership style: Predicting the use of punishment and its outcomes. Paper presented at the meeting of the American Psychological Association, New York.
- Camobreco, J., Atwater, L., Dionne, S., & Avolio, B. (1995). The impact of carrots and sticks on leader effectiveness and charisma. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Avolio, B., Atwater, L., & Lau, A. (August, 1993). A multi-rater view of transformational and transactional leadership behavior: Key predictors of Army Camp performance. Paper presented at the National meeting of the Academy of Management, Atlanta.
- Atwater, L., Butler, D., Wyson, M., & Lau, A. (June, 1993). Expectations and experiences as predictors of attrition. Poster session presented at the Meeting of the American Psychological Society.
- Atwater, L., & Yammarino, F. (April, 1993). Bases of power in relation to leader behavior: A field investigation. Poster session at the meeting of the Society for Industrial and Organizational Psychology, San Francisco.
- Atwater, L., Roush, P., & Fischthal, A. (April, 1993). The impact of feedback on leader's performance and self-evaluation. Poster session at the meeting of the Society for Industrial and Organizational Psychology, San Francisco.
- Atwater, L. (April, 1993). Putting time into studying leadership: Some early beginnings. Invited participant at Roundtable discussion hosted by B. Avolio and B. Bass, Society for Industrial and Organizational Psychology, San Francisco.
- Waldman, D., & Atwater, L. (August, 1992). Leadership and success in R & D project groups: Is there a hierarchical effect? Paper presented at the national meeting of the Academy of Management, Las Vegas.
- Atwater, L. (June, 1992). Leader power and inspiration: The effects of organizational structure and environmental stability. American Psychological Society, San Diego.
- Lau, A., Atwater, L., & Avolio, B. (June, 1992). Prediction of early attrition at a military institution. American Psychological Association, San Diego.

- Atwater, L., & Waldman, D. (May, 1992). The importance of leadership in R & D project groups. Poster session presented at the Meeting of the Society for Industrial and Organizational Psychology, Montreal.
- Atwater, L. (April, 1991). On the Brink: Leadership and the ethical use of power. Chair and organizer of panel discussion at the Meeting of the Society for Industrial and Organizational Psychology, St. Louis.
- Atwater, L., & Roush, P. (April, 1991). Using the MBTI to understand transformational leadership and self-perception accuracy. Poster session presented at the meeting of the Society for Industrial and Organizational Psychology, St. Louis.
- Atwater, L., & Yammarino, F. (August, 1990). The moderating effects of self-perception accuracy on predictor/leadership relationships. Paper presented at the meeting of the American Psychological Association, Boston.
- Atwater, L., & Yammarino, F. (August, 1990). "Distorting factors in leadership perception: Should leadership ratings be abandoned?". Organizer and chair of session at the meeting of the American Psychological Association, Boston.
- Atwater, L., & Avolio, B. (August, 1990). "Do you see what I see? Understanding self and other ratings". Organizer and chair of session at the Academy of Management Meeting, San Francisco.
- Atwater, L., & Yammarino, F. (April 1990). Personal attributes as predictors of leadership. Poster session presented at the Society for Industrial and Organizational Psychologists, Miami.
- Atwater, L., & Yammarino, F. (October, 1989). Transformational leadership in the U.S. Navy. Paper presented at the Inter-University Seminar on Armed Forces and Society, Baltimore.
- Atwater, L. (October, 1989). Professional training at the service academies. Chair of session at the Inter-University Seminar on Armed Forces and Society, Baltimore.
- Atwater, L., Penn, R., & Rucker, L. (December, 1988). What is this thing called charisma? Paper presented at the meeting of the Military Testing Association, Washington, D.C.
- Atwater, L. (April, 1988). A day in the life of midshipmen at the U.S. Naval Academy. Paper presented at the Department of Defense Psychology Symposium, Colorado Springs.
- Atwater, L., Penn, R., & Trumbo, L. (May, 1986). Leadership training at Surface Warfare Officer School. Paper presented at the Department of Defense Psychology Symposium, Colorado Springs.

Atwater, L., & Crawford, A. (October, 1985). Leadership preparedness in newly commissioned naval officers. Paper presented at the meeting of the Military Testing Association, San Diego.

Atwater, L. (November, 1983). An evaluation of quality circles in three Navy organizations. Invited address at the meeting of the International Association of Quality Circles, San Diego.

### **EXTERNALLY SPONSORED RESEARCH ACTIVITIES:**

NSF "Center for Advancing UH Faculty Success" (with many others) Total funding **\$3,299,065.**

Grant from the Society for Human Resource Management Foundation "The Impact of 360 Degree Feedback on Organizational Outcomes" (with Joan Brett) **\$50,000**

Grant from the Army Research Institute "Leadership at a Distance" (with S. Weisband, University of Arizona) **\$93,639.**

Grant from the Maricopa County Adult Probation Department "Career Ladder Development for Maricopa County Probation Officers" (with C. Ostroff) **\$12,000**

Grant from the Arizona Department of Public Safety "Using Upward Feedback to Develop Leadership and a Community Policing Culture (with D. Waldman) **\$62,325.**

"Retrospective/Prospective View of Leadership Development, Emergence and Performance." Principal Investigator (with B. Avolio and B. Bass) on a three-year leadership study, funded by Army Research Institute \$465,000 (1991-1994). (Addendum \$55,000 of additional funding 1993-1994.) (4th year funding proposal 1994-1995 funded for \$112,000.) Total funding **\$623,000.**

"Leadership and the Innovative Process." (with D. Waldman and B. Bass). Center for Innovation Management. Total funding **\$37,000.**

### **INTERNALLY SPONSORED RESEARCH ACTIVITIES:**

SRCA grant "Developing a Multi-source Feedback Instrument for School Leaders" (with J. Brett) **\$4,800.**

FGIA grant "Gender and Discipline in the Workplace" (with D. Waldman, J. Brett, L. DiMare, M. Hayden and J. Carey) **\$19,600**

Title VIb grant "Promoting Effective Team Leadership: A Cross-Cultural Analysis"  
(with F. Yammarino) **\$5,000**

SRCA grant "Punishment in the Workplace: Intended and Unintended Effects on  
Recipients" (with D. Waldman) **\$3,530.**

Research Incentive Award from Arizona State University and Department of Public  
Safety. "Using Upward Feedback to Develop Leadership and a Community  
Policing Culture" (with D. Waldman) **\$20,000.**

ASU Faculty Grant-In-Aid. "Developing an Upward Feedback Survey for Leading a  
Community-Oriented Police Force" (with D. Waldman) **\$6,000.**

ASU West Council for Scholarly and Creative Activities. "Developing Measures of a  
Community-Based Police Culture and Performance Outcomes" (with D.  
Waldman and V. Webb) **\$7,177.**

Council of Instructional and Scholarly Activities - Instructional Grant to develop  
leadership curriculum. Total funding **\$5,000**

"Measuring Leadership Behavior" SUNY Binghamton Summer Research Grant Award  
(1992). Total funding **\$1,500.**

"Leadership Development" SUNY Binghamton Summer Research Grant Award (1991).  
Total funding **\$4,000.**

## **CONSULTING**

City of Houston: Performance management and feedback (2015-)

Leadership and Teambuilding: Sonoran Technology (2015)

Metro Police Department; Leadership and Teambuilding 2-day workshop (2014)

CEO Roundtable Presenter PKF Texas (2013)

Metro 33-hour leadership training program (2013; 2014; 2015, 2016)

Leadership Training Lasco Enterprises (2012)

University of Houston Computer Science Department Team Effectiveness Retreat  
Facilitator (2011)



Metro Transit Authority 360 degree feedback (2011; 2012; 2013; 2014)

Sonoran Technology – Management consulting –culture change VA hospitals in the Southwest (2010-2011)

Pantheon Chemical – 360 degree feedback (2006)

Scottsdale Unified School District -- 360 degree feedback (2005/2006)

Phoenix Elementary School District – 360 degree feedback (2005/2006/2007)

Tempe Elementary School District – 360 Degree Feedback (2003--)

Mayo Clinic – 360 degree feedback (2003)

CSK Auto – Selection test validation (2002-2003)

Scottsdale Heath Care -- 360 degree feedback (2001)

City of Phoenix Police Department Records and Identification Bureau-- 360 degree feedback (2001)

City of Phoenix City Clerk -- 360 degree feedback (2001)

Bryan Vincent & Associates – job analysis and development of selection procedures (2001)

CSK Auto – selection test validation (2000)

Technical and analytical support --Army Research Institute – Charting the Army's future research agenda (1999)

City of Phoenix Parks Department – 360 Degree feedback for supervisors (1999)

City of Phoenix Police Department – 360 Degree feedback for executives (1999-2000)

Maricopa County Adult Probation Department – Career Ladder Development (1998-present)

Arizona City Development Services – 360 degree feedback for managers and supervisors (1998-1999).

Arizona Department of Public Safety - Upward Feedback and Leadership Development (1997-2000).

- Coleman Spas, Inc. Chandler, AZ - 360 Degree Feedback and Supervisory Skills Training (1997)
- City of Phoenix, Phoenix AZ - 360 Degree Feedback for Supervisors (1997-present)
- Lockheed Martin, Binghamton NY - Leadership Development/Upward Feedback/Team Building/Strategic Planning (1996)
- Lockheed Martin, Litchfield Park, AZ - Upward Feedback and Team Development (1996)
- Loral Defense Systems - Supervisory Training/Leadership Development (1995)
- Scottsdale Insurance - Supervisory Training/Leadership Development (1995, 1996, 1997)
- Northern Telecom - Consultant in implementation of upward feedback process (1994-1995)
- Motorola - Consultant/facilitator in implementation of upward feedback process (1994)
- US West - Conducted an in depth study of organizational culture/management practices for local network operations (1994)
- Universal Instruments - Designed and delivered training for manufacturing employees and supervisors: Conflict Resolution (1993)
- Universal Instruments - Designed and delivered training for manufacturing employees and supervisors: Improving Communication (1993)
- U.S. Department of Labor - Designed and delivered leadership development training for supervisors and managers (1992)
- U.S. Social Security Administration - Designed and delivered training in business ethics (1992)
- U.S. Internal Revenue Service - Designed and delivered leadership development training--leading change (1991/ 1992)
- Department of Defense - Designed and delivered training for senior executive service in research methods (1992)
- New York State Department of Labor - Designed and delivered leadership development and performance appraisal training for supervisors and managers.

U.S. Navy - Leadership Training Division - Consultant on designing leadership training for effective leadership during combat (1991-92)

Resource Recycling Technologies - Designed and delivered a 16-hour supervisory skills training program for approximately 100 supervisors and managers (1991)

Isvor-Fiat - Prepared two reports on organizational change (1991)

U.S. Navy - Trained U.S. Navy personnel in the use of the Nominal Group Technique - Binghamton (1991)

Resource Recycling Technologies - Seminar on improving organizational communication (1990)

## **PROFESSIONAL ACTIVITIES:**

### **Professional Associations:**

Member of Academy of Management  
 Member of Society of Industrial and Organizational Psychology  
 Member Beta Gamma Sigma  
 Member Phi Beta Kappa

### **Editorial Services:**

Editor, The Leadership Quarterly (2011-present)  
 Editorial Board Academy of Management Perspectives (2013-present)  
 Editorial Board Group and Organization Management (2008-2011)  
 Associate Editor, Group and Organization Management (2002-2008)  
 Book Review Editor, Leadership Quarterly (1996-1998)  
 Guest editor (with David Waldman) Special issue of Leadership Quarterly on Leadership Development and 360 degree feedback (1998)  
 Editorial Board Leadership Quarterly (1996-present)  
 Editorial Board Group and Organization Management (1995-2002)  
 Editorial Board Military Psychology (1994-present)  
 Editorial Board Journal of Applied Psychology (1999-2002)  
 Ad hoc reviewer for European Journal of Work and Organizational Psychology  
 Ad hoc reviewer for Academy of Management Review  
 Ad hoc reviewer for Academy of Management Journal  
 Ad hoc reviewer for Journal of Applied Psychology  
 Ad hoc Reviewer for Human Resource Management Journal  
 Ad hoc Reviewer for Personnel Psychology  
 Ad hoc Reviewer for Human Relations  
 Ad hoc Reviewer for Applied Psychology: An International Review  
 Ad hoc Reviewer for Journal of Organizational Behavior

Ad hoc Reviewer for Journal of Applied Social Psychology  
 Ad hoc Reviewer for Journal of Management Studies  
 Ad hoc Reviewer for Psychological Reports  
 Ad hoc Reviewer for Journal of Occupational and Organizational Psychology  
 Ad hoc Reviewer for Organizational Behavior and Human Decision Processes  
 Ad hoc Reviewer for Human Performance  
 Reviewer for John Wiley & Sons, Jossey-Bass, PWS-Kent, Allyn & Bacon, LEA

## **SERVICE ACTIVITIES:**

### **Service on Campus (U of H)**

University STEM social science subcommittee (2014-2018)  
 Management Department OB Search Committee (2014)  
 Management Department Promotion and Tenure Committee (2014-2016)  
 University ad hoc committee to review the promotion and tenure process (2014)  
 College Promotion and Tenure committee (2013-present)  
 Chair Management Department Leadership Advisory Board (LAB)  
     Designed and implemented Leadership Development Mentoring Program  
     for MBA and undergraduate students, pairing up to 30 students with  
     executive mentors yearly (2011-2013)  
 Dean's Administrative Committee (2008 to 2012)  
 Chair dissertation committee (Alex Tawse) (2016-present)  
 Chair dissertation committee (Jia Yu) (2014-present)  
 Chair dissertation committee (Myungsun Kim) (2014-present)  
 Chair dissertation committee (Min Kyu Joo) (2016-present)  
 Member dissertation committee (Tiffany Maldonado) (2013-2015)  
 Chair dissertation committee (Kyoung Kim) (2013-present)  
 Chair dissertation committee (Rob McKee) (2013-present)  
 Member dissertation committee (Zahir Latheef) (2012-2015)  
 Chair dissertation committee (Rachel Sturm) (2011-2014)  
 Member dissertation committee (Salar Mesdaghinia) (2010-2014)  
 Member dissertation committee (Joon Park) (2010-2012)  
 Member Thesis committee (Jin Liu)  
 Lifepilot values based-leadership workshops (students, staff, ongoing)  
 Chair dissertation committee (Ken Sweet) (2009-2011)  
 Chair strategy search committee (2009-2010)  
 Chair ob search committee (2009-2010)  
 Member thesis committee (Mindy Kirshner) (2009-2011)  
 Member dissertation committee (Marina Sebastijanovic) (2009-2011)  
 Chair strategy search committee (2008-2009)  
 Chair ob/hr search committee (2008-2009)  
 Strategic Planning committee (2009-2010)  
 Member ad hoc committee for collaborative research seminars  
 360 degree Feedback for EMBA students (Fall 2008)

### **Service on Campus (ASU West):**

Chair Management Dept Search committees (OB/HR and Strategy) (2007-2008)  
 Senate Curriculum Committee (2007-2008)  
 CTEL Ed.D. Steering Committee (2006-2008)  
 Accounting Search Committee (2007)  
 SGML Associate Dean Search Committee (2006-2007)  
 ASU West Research Advisory Council (2006-2008)  
 SGML Strategic Planning Committee (subcommittee co-chair) (2006 – 2007)  
 Provost Search Committee ASU West (2004)  
 SOM Strategic Planning Committee (2002-2005)  
 Chair Strategy Search Committee (2004)  
 Ad hoc committee on Promotion and Tenure (university) (2003)  
 Senate Personnel Committee (2003)  
 Chair, Operations Management search committee (2003)  
 University Honorary Degree committee (2002-2005)  
 Chair, Operations Management search committee (2002)  
 Chair, Strategy search committee (2001-2002)  
 Research and Faculty Development Advisory Committee (2000)  
 Campus level Grievance committee (2000-2002)  
 Academic Senate (2000-2002)  
 Dissertation committee, Mark Clark, ASU College of Business (1999-2001)  
 SOM Dean Search committee member (1999-2000)  
 Accounting Search committee member (1999-2001)  
 ASU West Ad hoc grievance committee member (1999)  
 OB/HRM Search committee member (1998-1999)  
 Lecturer Search committee (1998)  
 Ad hoc committee for AVS Revision (1998)  
 School of Management Tenure and Promotion Committee (1995-2004)  
 School of Management Executive Committee (1997-2004)  
 Chair, HRM search committee (1997-1998)  
 Chair, International search committee (1997-1998)  
 Chair, OPM search committee (1997-1998)  
 MBA Advisory Board (1996-2001)  
 Faculty Senate (1997-1998)  
 Chair Programs Committee - School of Management (1997-1998)  
 Accounting Curriculum Committee (1996-1997)  
 Council for Research and Creative Activities (ASU) 1996  
 ASUW Scholarly Research and Creative Activities Committee (1996-1997)  
 Study Panel of Post-Tenure Development and Evaluation (1996)  
 Retreat Coordinator - MCCC/ASU West (Feb. 1996)  
 Chair, Council for Scholarly and Instructional Activity (1995-1996)  
 Chair, Programs Committee - School of Management (1995-1997)

MBA Orientation - Conducted team-building exercise (1994)  
 Council for Scholarly and Instructional Activity (1994-1995)  
 Programs Committee (1994-1995)  
 Chair Undergraduate Curriculum Subcommittee - Evaluating Student Issues  
 (1994-1995)  
 Undergraduate Curriculum Subcommittee - Specialization and Portfolio  
 (1994-1995)  
 HRM/OB Search Committee (1994-1995)  
 Accounting Search Committee (1994-1995)  
 Faculty Advisor - Society for Human Resources Management - Student  
 Chapter (1994-1996)  
 Ad Hoc Committee for Student Affairs (1993-1994)  
 Accounting Search Committee (1993-1994)  
 Executive Seminars Committee (1993-1994)  
 Ad Hoc Committee on Department By-Laws (1993-1994)

#### **Service on Campus (SUNY-Binghamton):**

Dean Search Committee (School of Management) (1991-1993)  
 Faculty Development Committee (School of Management) (1991-1993)  
 Ad hoc committee for TA/GA allocation (School of Management) (1992)  
 Academic advisor incoming students (1992)  
 University Presidential Search Committee (1990-91)  
 Chair, Organizational Behavior Group (1990-91)  
 Graduate Management Committee (School of Management) (1990-91)  
 Undergraduate Management Committee (School of Management) (1989-90)

#### **Other University and Community Service:**

Invited speaker EXXON (2014)  
 Invited speaker Rice University (2013)  
 Leadership Workshop Peer Led Learning International Society (2013)  
 Keynote Speaker Peer Led Learning International Society (2013)  
 Leadership Workshop Emanu El Houston (2013)  
 Invited leadership presentation Baylor (2012)  
 Invited presentation Houston Business Executives (2012)  
 Invited Panelist Houston Strategy Forum (2011)

Judge, Global Student Entrepreneur Awards, Chicago, November 2008

Volunteer, Maricopa County Jail. Presenter of the "Lifepilot" self-development workshop to inmates (6 times yearly)

Member: Peoria Unified School District Technical Education Advisory Council (2005-present)

Member: City of Surprise Economic Development Advisory Committee (2004-2006)

Presentation – "Perceptions of Interactional Justice in the Delivery of Discipline: The Importance of Accounts" Northwest Valley Chamber of Commerce July 2005

Presentation – ASU SGML "We're here for you" Glendale Rotary June 2005

Presentation -- "Were Women Born to Lead?" ASU Journeys of the Mind, October 2003

Presentation -- "Gender and Discipline in the Workplace" ASU Sociology Department December 2000

Facilitator -- "Managing Employees in a Virtual Office Environment" Maricopa County Adult Probation Department October 2000

Invited panel member – "Discipline in the Workplace" Maricopa County Adult Probation Department October 2000

Invited presentation Federally Employed Women Conference "Benefits and Risks of 360 Degree Feedback" Phoenix, July 1999

Chair Honors thesis – Bridget Gonzales - ASU West, Spring 1999

Presentation on 360 Degree Feedback to National Electrical Manufacturing Representatives Association January, 1999

Honors thesis committee – Sheri Moran – ASU West, Fall 1998

Thesis committee - Rosa Siswara - Arizona State University, October 1997- 1998

Invited presentation "Leadership for the 21 Century" LEAD Conference (1997)

Invited presentation "360 Degree Feedback" Arizona City/County Management Association (1997)

Shadow Mountain High School Scholarship Committee - Chair 1998-1999

Dissertation Committee - Shelley Dionne - Binghamton University, October 1995-1998

Thesis Advisor - Shelley Dionne - Binghamton University, August 1993-1995

Parent volunteer - Desert Cove Elementary, Phoenix, Arizona, 1993-1995

Thesis Advisor - Jerry LaVallee - National Technological University - August 1992-  
January 1994

American Psychological Association Program Committee, 1993

Syracuse University - Invited address "Theoretical Foundations of Leadership," October  
1992

Virginia Military Institute - Invited address "Theories of Leadership," October 1992

Virginia Military Institute - Invited address "Leadership and Performance Feedback,"  
August 1992

Association for Training and Development, Invited address - "The Ethics of Political  
Behavior in Organizations," February 1992

Human Resource Management Association - Invited speaker, "Careers in HRM,"  
February 1992

Virginia Military Institute - Invited address with B. Avolio "Transformational Leadership,"  
March 1991

Presenter - More Math for More Females Career Conference, March 1991

Southern Tier Personnel Managers - Invited address "Power and Politics in  
Organizations," October 1990

Economic Development of New York - Invited address "Selling Change," December  
1990

Virginia College Placement Association - Invited address on "Transformational  
Leadership," October 1989

Member of Board of Directors for University Athletics, SUNY Binghamton

Organized a three-day leadership conference at the U.S. Naval Academy for 32  
presenters and approximately 200 attendees. The proceedings of this  
conference were subsequently published. June, 1987

## **PROFESSIONAL SERVICE:**



Academy of Management Executive Committee OB Division (2013-)  
 SIOP Awards Committee-Chair SRW Dissertation subcommittee (1999-2000)  
 SIOP Awards Committee (1998-1999)  
 SIOP Programs Committee (reviewer) 1998  
 AOM Task Force on design of annual meeting (1998-1999)  
 Academy of Management Programs Committee (reviewer) (1999)  
 Academy of Management Programs Committee (reviewer)(1997)  
 SIOP Programs Committee (reviewer) (1996)  
 GOM 1997 Best Paper Award committee

### COURSES TAUGHT:

|                                       |               |
|---------------------------------------|---------------|
| Leadership Development                | Undergraduate |
| Leadership Development                | EMBA          |
| International Organizational Behavior | Undergraduate |
| Human Resource Management             | Graduate      |
| Human Resource Management             | Undergraduate |
| Organizational Behavior               | Graduate      |
| Introductory Psychology               | Undergraduate |
| Human Behavior/Military Psychology    | Undergraduate |
| Organizational Communication          | Graduate      |

### SPECIAL AWARDS and RECOGNITION:

SIOP Fellow  
 Bass Distinguished Lecturer 2011  
 Who's Who in Executives and Professionals  
 Who's Who in Business and Education

Research cited in: **Houston Chronicle, New York Times, Globe and Mail (Canada) National Post (Canada), NPR Marketplace, American Way magazine, Investor's Business Daily, Diversity.com, Arizona Tribune, Arizona Republic, Philadelphia Enquirer, Ottawa Citizen, USA Today, Cincinnati Enquirer, Scottsdale Tribune, The Economist, National Public Radio Marketplace, Working Mother, American Way, WCCO Radio, Philadelphia, Brazil's "Claudia", Glamour, Miami Herald, Salt Lake Tribune, KABC News Radio, Telegraph, Sydney Morning Times (Australia), Washington Times, Wissenschaft (Germany), Dallas Morning News, Black Enterprise Magazine, Denver Post, Indianapolis Star, Chicago Tribune, KGW-TV Portland Oregon, KREM-TV Spokane Washington, WCNC-TV Charlotte NC, WHAS-TV Louisville KY, WFAA-TV Dallas, WWL-TV New Orleans LA, Radio -- ABC 1233 Newcastle (Australia), WVEC-TV, KMSB-TV Tucson**

**Arizona, KVUE TV Austin TX, KHOU (Houston, TX), KNBC Phoenix, Psychology Today, Self, Arizona Women, The Scientist, Nature**