

CURRICULUM VITAE

William L. Gardner III

**Jerry S. Rawls Chair in Leadership
Director, Institute for Leadership Research
Editor-in-Chief, *Group & Organization Management*
Associate Editor, *The Leadership Quarterly***

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Area of Management
Rawls College of Business
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Education

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

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

Research, Teaching, and Service Positions

Texas Tech University

June 2011 to Present

Jerry S. Rawls Chair in Leadership, Rawls College of Business

June 2005 to Present

Director, Institute for Leadership Research; undergraduate and graduate courses in organizational behavior, leadership and ethics, and research methods

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September 2006 to 2014

Area of Management Coordinator, Rawls College of Business

June 2005 to 2011

Jerry S. Rawls Professor of Organizational Behavior and Leadership

University of Nebraska-Lincoln, Gallup Leadership Institute

June 2003 to May 2005

Howard L. Hawks Chair in Business Ethics and Leadership and Professor of Management; undergraduate and graduate courses in organizational behavior, leadership, the self and identity, ethics and research methods

University of Mississippi

August 2001 to May 2003

Director of the PhD Program and Michael S. Starnes Professor of Management; undergraduate and graduate courses in management, organizational behavior, leadership, group dynamics and management history

August 2000 to December 2001

Interim Associate Dean for Faculty and Research and Michael S. Starnes Professor of Management; undergraduate and graduate courses in organizational behavior and management history

July 1998 to July 2000

Area Coordinator and Michael S. Starnes Professor of Management; undergraduate and graduate courses in organizational behavior, management and research methods

July 1991 to June 1998

Hearin-Hess Associate Professor of Management; undergraduate and graduate courses in organizational behavior, management and research methods

March 1989 - June 1991

Hearin-Hess Assistant Professor of Management; undergraduate and graduate courses in organizational behavior, management and research methods

Southern Illinois University at Carbondale

1984 - March 1989

Assistant Professor of Management; undergraduate courses in management, organizational behavior and research methods and a doctoral seminar on individuals in organizations

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Faculty Advisor; for the SIU-C chapters of the Society for Advancement of Management (which placed second in the nation out of 360 chapters during the 1984-1985 and 1985-1986 academic years) and Students in Free Enterprise

The Florida State University

1981 - 1983

Research Associate and Data Analyst; for a major research grant commissioned by the Florida Council on Educational Management to identify the key behaviors and competencies of educational managers

1981

Research Consultant; with Dr. Dale Lake for the Florida Council on Educational Management. A comprehensive review of the literature on principal competencies was conducted

1978 - 1981

Instructor of Management; undergraduate level courses in management, organizational behavior, and organizational change and development.

Research Assistant; research in the areas of motivation, leadership, corporate policy and women in management

Publications in Refereed Journals

Swain, A. K., Cao, Q., & Gardner, W. L. (in press). Six Sigma success: Looking through the authentic leadership and behavioral integrity theoretical lenses. *Operations Research Perspectives*.

Gill, C., Gardner, W. L., Claeys, J., & Vangronsvelt, K. (2018). Using theory on authentic leadership to build a strong human resource management system. *Human Resource Management Review*. Published online before print February 2018, <https://doi.org/10.1016/j.hrmr.2018.02.006>.

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

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

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

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- Banks, G.C., McCauley, K. D., Gardner, W. L., & Guler, C. (2016). A meta-analytic review of authentic leadership and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27, 634-652. Recipient of *The Leadership Quarterly* 2016 Best Paper Award.
- Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management*, 41, 1677-1697.
- Hinojosa, A. S., McCauley, K. D., Randolph-Seng, B., & Gardner, W.L. (2014). Leader and follower attachment styles: Implications for authentic leader-follower relationships. *The Leadership Quarterly*, 25, 595-610.
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25, 36-62. Most cited *LQ* article since 2012 and most downloaded *LQ* article last 90 days (April 18, 2018): <http://www.journals.elsevier.com/the-leadership-quarterly/most-downloaded-articles>; 2017 Emerald Citation of Excellence Award: www.emeraldgroupublishing.com/authors/literati/citations/awards.htm
- Schneider, A., Gardner, W. L., Hinojosa, A., & Marin, A. (2014). Emotional responses to leaders of passive versus active followers. *Leadership*, 10, 412-436.
- Cogliser, C. C., Gardner, W. L., Quinn Trank, C., Gavin, M. B., Halbesleben, J., & Seers, A. (2013). Not all group exchange structures are created equal: Effects of forms and levels of exchange on work outcomes in virtual teams. *Journal of Leadership & Organizational Studies*, 20, 242-251.
- Randolph-Seng, B., & Gardner, W. L. (2013). Validating measures of leader authenticity: Relations between implicit/explicit self-esteem, situational cues, and leader authenticity. *Journal of Leadership & Organizational Studies*, 20, 212-229.
- Cogliser, C. C., Gardner, W. L., Gavin, M. B., & Broberg, J. C. (2012). Big Five personality factors and leader emergence in virtual teams: Relationships with team trustworthiness, member performance contributions and team performance. *Group & Organization Management*, 37, 752-784.

- Gardner, W. L., Reithel, B. J., Cogliser, C. C., Walumbwa, F. O., & Foley, R. T. (2012). Matching personality and organizational culture: Effects of recruitment strategy and the five-factor model on subjective person-organization fit. *Management Communication Quarterly*, 26, 585-622. A video of the first author describing this study is available as part of the SAGE Video Media & Communications: <http://sk.sagepub.com/video/matching-personality-and-organizational-culture>.
- Davis, K. M., & Gardner, W. L. (2012). Charisma under crisis revisited: Presidential leadership, long-term follower effects and contextual influences. *The Leadership Quarterly*, 23, 918-933.
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22, 1120-1145. Among the most downloaded articles in *The Leadership Quarterly* in last 90 days (October 20, 2017): <https://www.journals.elsevier.com/the-leadership-quarterly/most-downloaded-articles>
- Gardner, W. L., Lowe, K. B., Moss, T. W., Mahoney, K. T., & Cogliser, C. C. (2010). Scholarly leadership of the study of leadership: A review of *The Leadership Quarterly's* Second Decade, 2000-2009. *The Leadership Quarterly*, 21, 922-958. Used by Elsevier to create the Business Management prototype for the “Article of the Future” (http://www.articleofthefuture.com/business_management). “Article of the Future” features include research highlights, supplementary videos, interactive tables (i.e., drop down access to the data bases used to compile article tables), and other novel attributes.
- van Emmerik, H., Gardner, W. L., Wendt, H., & Fischer, D. (2010). Associations of culture and personality with McClelland’s motives: A cross-cultural study of managers in 24 countries. *Group & Organization Management*, 35, 329-367. Recipient of the *Group & Organization Management*, “Best Paper” (Micro) Award for 2010.
- Hughes, L. W., Gardner, W. L., Norman, S. M. (2010). Transparency, translucence, or opacity? A field investigation of the mediating role of positive emotions in trustful leader-follower relations. *Journal of Business & Leadership*, 6, 38-47.
- Gardner, W. L., & Cogliser, C. C. (2009). Meso-modeling of leadership: Following James G. (Jerry) Hunt’s lead in integrating micro- and macro-perspectives of leadership. *The Leadership Quarterly*, 20, 493-500.

- Cogliser, C. C., Schriesheim, C. A., Scandura, T. A., & Gardner, W. L. (2009). Balance in leader and follower perceptions of leader-member exchange: Relationships with performance and work attitudes. *The Leadership Quarterly*, 20, 452-465.
- Gardner, W. L., Fischer, D., & Hunt, J. G. (2009). Emotional labor and leadership: A threat to authenticity? *The Leadership Quarterly*, 20, 466-482.
- Gardner, W. L., Reithel, B. J., Foley, R. T., Cogliser, C. C., & Walumbwa, F. O. (2009). Attraction to organizational culture profiles: Effects of realistic recruitment and vertical and horizontal individualism-collectivism. *Management Communication Quarterly*, 22, 437-472.
- Walumbwa, F. O., Avolio, B.J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 89-126. Recipient of the 2013 JOM Scholarly Impact Award.
- Brown, J. A. E., Gardner, W. L. (2007). Effective modeling of authentic leadership. *Academic Exchange Quarterly*, 11(2), 56-60.
- Cleavenger, D., Gardner, W. L., & Mhatre, K. H. (2007). Help-seeking: Testing the effects of task interdependence and normativeness on employees' propensity to seek help. *Journal of Business and Psychology*, 21(3), 331-359.
- Harvey, P., Martinko, M. J., & Gardner, W. L. (2006). Promoting authentic behavior in organizations: An attributional perspective. *Journal of Leadership & Organizational Studies*, 12(3), 1-11.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16, 315-338. Most downloaded LQ article, 2010, 2011 & 2012: <http://www.journals.elsevier.com/the-leadership-quarterly/most-downloaded-articles>. Recipient of *The Leadership Quarterly* 2015 Decentennial Influential Article Award.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16, 343-372. Reprinted in M. F. R. Kets de Vries & K. Korotov, *Leadership Development*, Edgar Elgar Publishing. Among the most downloaded articles in *The Leadership Quarterly* in the last 90 days (October 20, 2017): <https://www.journals.elsevier.com/the-leadership-quarterly/most-downloaded-articles>.

- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15, 801-823.
- Mohammed A. A., & Gardner, W. L. (2004). An exploratory study of interorganizational defamation: An organizational impression management perspective. *International Journal of Organizational Analysis*, 12(2), 129-145.
- Ammeter, A. P., Douglas, C., Hochwarter, W. A., Ferris, G. R., & Gardner, W. L. (2004). Introduction to: *The Leadership Quarterly* special issue on political perspectives in leadership. *The Leadership Quarterly*, 15, 433-435.
- Davis, W. D., & Gardner, W. L. (2004). Organizational cynicism and perceptions of politics: A leader-member exchange and attributional perspective. *The Leadership Quarterly*, 15, 439-465.
- Gardner, W. L., & Schermerhorn, J. R., Jr. (2004). Unleashing individual potential: Performance gains through positive organizational behavior and authentic leadership. *Organizational Dynamics*, 33(3), 270-281.
- Douglas, C., & Gardner, W. L. (2004). Transition to Self-Directed Work Teams (SDWTS): Implications for managerial influence tactics, self-monitoring, and team member attitudes toward related issues. *Journal of Organizational Behavior*, 25, 47-65.
- Gardner, W. L. (2003). Perceptions of leader charisma, effectiveness and integrity: Effects of exemplification, delivery and ethical reputation. *Management Communication Quarterly*, 16, 502-527.
- Ammeter, A. P., Douglas, C., Gardner, W. L., Hochwarter, W. A., & Ferris, G. R. (2002). Toward a political theory of leadership. *The Leadership Quarterly*, 13, 751-796.
- Gardner, W. L., & Rozell, E. J. (2000). Computer efficacy: Determinants, consequences, and malleability. *Journal of High Technology Management Research*, 11(1), 109-136.
- Lowe, K., & Gardner, W. L. (2000). Ten years of *Leadership Quarterly*: Contributions and challenges for the future. *The Leadership Quarterly*, 11, 459-514. Recipient of *The Leadership Quarterly* Volume 11 "Best Paper" Award, Sponsored by the Center for Creative Leadership, Greensboro, North Carolina.
- Sidani, Y. M., & Gardner, W. L. (2000). Work values of Lebanese workers. *Journal of Social Psychology*, 140, 597-607.

- Rozell, E. J., & Gardner, W. L. (2000). Cognitive, motivation, and affective processes associated with computer-related performance: A path analysis. *Computers in Human Behavior*, 16, 1-24.
- Awamleh, R., & Gardner, W. L. (1999). Charismatic leadership: The effects of vision content, vision delivery, and organizational performance on perceptions of charisma. *The Leadership Quarterly*, 10, 345-373.
- Mohamed, A. A., Gardner, W. L., & Paolillo, J. P. (1999). A taxonomy of organizational impression management tactics. *Advances in Competitiveness Research*, 7(1), 108-130.
- Rozell, E. J., & Gardner, W. L. (1999). Computer-related success and failure: A longitudinal study of the factors influencing computer-related performance. *Computers in Human Behavior*, 15, 1-10.
- Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review*, 23, 32-58.
- Gardner, W. L., & Cleavenger, D. (1998). Impression management strategies associated with transformational leadership at the world-class level: A psychohistorical assessment. *Management Communication Quarterly*, 12, 3-41.
- Alkhozraji, K. M., Gardner, W. L., Martin, J. S., & Paolillo, J. G. P. (1997). The acculturation of immigrants to U.S. organizations: The case of Muslim employees. *Management Communication Quarterly*, 11, 217-265.
- Gardner, W. L., & Martinko, M. J. (1996). Using the Myers-Briggs Type Indicator to study managers: A literature review and research agenda. *Journal of Management*, 22, 45-83.
- Gardner, W. L., & Gunderson, D. G. (1995). Information system training, usage, and satisfaction: An exploratory study of the hospitality industry. *Management Communication Quarterly*, 9, 78-114.
- Gardner, W. L., Peluchette, J. V. E., & Clinebell, S. K. (1994). Valuing women in management: An impression management approach to promoting gender diversity. *Management Communication Quarterly*, 8, 115-164.
- Young, J. A., Gardner, W. L., & Gilbert, F. (1994). Impression management techniques in marketing channels: A theoretical perspective and research agenda. *Journal of Marketing Theory and Practice*, 2(4), 29-38.

- Gardner, W. L. (1992). The art of impression management: Lessons in organizational dramaturgy. *Organizational Dynamics*, 21(1), 33-46; excerpts of this article were reprinted with permission in *Business Edge*, October 1992, 17-19.
- Schermerhorn, J. R., Jr., Gardner, W. L., & Dresdow, S. A. (1992). Success profiles for student examination performance in a large-lecture management course. *Journal of Management Education*, 16, 430-443.
- Gardner, W. L., & Martinko, M. J. (1990). The relationship between psychological type, managerial behavior, and managerial effectiveness: An empirical investigation. *Journal of Psychological Type*, 19, 35-43.
- Martinko, M. J., & Gardner, W. L. (1990). Structured observation of managerial work: A replication and synthesis. *Journal of Management Studies*, 27, 329-357.
- Schermerhorn, J. R. Jr., Gardner, W. L., & Martin, T. N., Jr. (1990). Management dialogs that can make the difference: Turning on (not off) the marginal performer. *Organizational Dynamics*, 19(1), 47-59; reprinted in Osland, J., Kolb, D. A., & Rubin, I. M. (Eds.), *The organizational behavior reader*, 6th, 7th & 8th ed., Upper Saddle River, N.J.: Pearson Prentice-Hall, 1995, 2001, 2007.
- Szewczak, E. J., & Gardner, W. L. (1989). Social and organizational impact of local and telecommunications systems -- open questions. *Information Resources Management Journal*, 2(1), 14-25.
- Gardner, W. L., & Martinko, M. J. (1988). Impression management in organizations. *Journal of Management*, 14, 345-362.
- Gardner, W. L., & Martinko, M. J. (1988). Impression management: An observational study linking audience characteristics with verbal self-presentations. *Academy of Management Journal*, 31, 42-65.
- Gardner, W. L., & Schermerhorn, J. R., Jr. (1988). Computer networks and the changing nature of managerial work. *Public Productivity Review*, 6(4), 85-99.
- Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1988). Corporate response to dual career couples: A decade of transformation. *Akron Business and Economic Review*, 1988, 19(2), 85-96.
- Gardner, W. L., & Larson, L. L. (1987-1988). Practicing management in the classroom: Experience is the best teacher. *Organizational Behavior Teaching Review*, 12(3), 12-23.

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- Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1987). Corporate policies affecting dual career couples. *SAM Advanced Management Journal*, 52(4), 4-9.
- Brown, Dale, Schermerhorn, John R., Jr., & Gardner, W. L. (1987). 'Planned fading' as a technique for introducing case analysis methods in large-lecture classes. *Organizational Behavior Teaching Review*, 11(4), 31-41.
- Martinko, M. J., and Gardner, W. L. (1987). The leader/member attribution process. *Academy of Management Review*, 12, 235-249; reprinted in J. T. McMahon (Ed.), *Leadership classics*, Waveland Press: Long Grove, IL, 2010.
- Martinko, M. J., & Gardner, W. L. (1985). Beyond structured observation: Methodological issues and new directions. *Academy of Management Review*, 10, 676-695.
- Martinko, M. J., & Gardner, W. L. (1983). A methodological review of sex related access discrimination problems. *Sex Roles: A Journal of Research*, 9(7), 825-839.
- Martinko, M. J., & Gardner, W. L. (1982). Learned helplessness: An alternative explanation for performance deficits. *Academy of Management Review*, 7, 195-204; reprinted in K. Davis and J.W. Newstrom (Eds.), *Organizational behavior: Readings and exercises*, New York: McGraw-Hill, 1985.

Editorials and Editorial Commentaries

- Gardner, W. L. (2018). Continuity and change at *Group & Organization Management*: New year, new team, new resources – same mission. *Group & Organization Management*, 43, 3-5.
- Gardner, W. L. (2017). Riddle me this: What do mentoring, TMI, autonomy, relational enhancement, team adaptiveness, and managerial gender diversity have in common? Answer: Outstanding 2016 GOM articles. *Group & Organization Management*, 42, 751-766.
- Antonakis, J., & Gardner, W. L. (2017). Charisma: New frontiers. A special issue dedicated to the memory of Boas Shamir. Introductory editorial. *The Leadership Quarterly*, 28, 471-472.

Updated: April 26, 2018

Avolio, B. J., Wernsing, T., Gardner, W. L. (2017). Editorial Commentary. Revisiting the development and validation of the Authentic Leadership Questionnaire: Analytical clarifications. *Journal of Management*. Published online before print, November 9, 2017.

<http://journals.sagepub.com/doi/pdf/10.1177/0149206317739960>

Gardner, W.L. (2017). Riddle me this: What do co-evolution, leveraging leaders, transformational leadership, psychological contracts, the “TREC” and sinking versus swimming together have in common? Answer: Outstanding 2015 GOM articles. *Group & Organization Management*, 42(1), 3-10.

Gardner, W. L. (2016). New year, new cover, new services, new members of the team. *Group & Organization Management*, 41(1), 3-4.

Gardner, W. L. (2015). Riddle me this: What do courage, rhetoric, neuroscience, socialization, revenge, and CEO personality have in common?: Answer: Outstanding 2104 GOM articles. *Group & Organization Management*, 40(5), 591-598.

Gardner, W. L. (2015). Greetings from the new editor. *Group & Organization Management*, 40(1), 3-5.

Books, Chapters, Bibliographies, Forwards, Monographs, Non-Refereed Papers, and On-Line Talks

Gardner, W. L. (2018). Forward. In D. Cotter-Lockard (Ed.), *Authentic leadership and followership: International Perspectives* (pp. vii-xxiii). Palgrave Studies in Leadership and Followership Series. Cham, SwBeyond change managementitzerland: Palgrave Macmillan.

Karam, E. P., Gardner, W. L., Gullifor, D., Tribble, L. L., & Li, M. (2017). Authentic leadership and high-performance human resources practices: Implications for work engagement. In M. R. Buckley, J. R. B. Halbesleben, & A. R. Wheeler (Eds), *Research in personnel and human resource management*, Volume 35, 103-153.

Gardner, W. L., & McCauley, K. D. (2016). Authentic leadership. In *Oxford Bibliographies in Management*. R. Griffin, Ed. New York: Oxford University Press. DOI: 10.1093/OBO/9780199846740-0104
<http://www.oxfordbibliographies.com/view/document/obo-9780199846740/obo-9780199846740-0104.xml?rskey=sJypsi&result=5>

- McCauley, K. D., & Gardner, W. L. (2016). Emotional labor among West Texas Baptist pastors: Potential threats to leader authenticity and lessons learned. C. Peus, S. Braun, & B. Schyns (Ed.), *Leadership lessons in compelling contexts, Monographs in Leadership and Management*, Vol. 8. Emerald Group Publishing, pp. 373-405.
- Gardner, W. L., & Carlson, J. (2015). Authentic leadership. In J. D. Wright (Ed.), *International Encyclopedia of the Social and Behavioral Sciences*, 2nd Ed. Oxford, UK: Elsevier, pp. 245-250.
- Walumbwa, F. O., & Gardner, W. L. (2013). Forward to *Authentic leadership – After God’s own heart*, J. C. Reynolds & K. Takamine (Eds.). Reynolds and Takamine.
- Gardner, W. L. (2013). Authentic leadership. In E. H. Kessler (Ed.), *Encyclopedia of Management Theory* (Vol. 1, pp. 53-56). Thousand Oaks, CA: Sage.
- Hunt, J. G., Gardner, W. L., & Fischer, D. (2008). Leader emotional displays from near and far: The implications of close versus distant leadership for leader emotional labor and authenticity. In R. H. Humphrey (Ed.), *Affect and emotion: New directions in management theory and research* (pp. 41-63). Charlotte, NC: Information Age Publishing.
- Gardner, W.L., & Cogliser, C.C. (2008). Can a leader be “true to the self” and socially skilled?: The paradox of leader authenticity and behavioral flexibility. In D. Barry and H. Hansen (Eds.) *Handbook of the new and emerging in management and organization*. (pp. 94-95). Thousand Oaks: Sage.
- Gardner, W. L., Avolio, B. J., & Walumbwa, F. O., Eds. (2005). *Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management*, Vol. 3. Elsevier.
- Chan, A., Hannah, S. T., & Gardner, W. L. (2005). Veritable authentic leadership: Emergence, functioning and impacts. In W. L. Gardner, B. J. Avolio, & F. O. Walumbwa (Eds.) *Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management*, Vol. 3 (pp. 3-41). Elsevier.

- Gardner, W. L., Avolio, B. J., & Walumbwa, F. O. (2005). Authentic leadership development: Emergent themes and future directions. In W. L. Gardner, B. J. Avolio, & F. O. Walumbwa (Eds.) *Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management*, Vol. 3 (pp. 387-406). Elsevier.
- Gardner, W. L., Rozell, E. J., & Walumbwa, F. O. (2004). Positive and negative affect and explanatory styles as predictors of work attitudes. In M. J. Martinko (Ed.), *Attribution theory in the organizational sciences* (pp. 49-81). Greenwich, CT: Information Age Publishing.
- Gardner, W. L., & Martinko, M., (1998). An organizational perspective of the effects of dysfunctional impression management. In R. W. Griffin, A. O'Leary-Kelly, J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Non-violent dysfunctional behavior* (Vol. 23, Part B, pp. 69-125), Sanford, CT: JAI Press.
- Gardner, W. L., Martinko, M. J., & Peluchette, J. V.E. (1996). A self-presentational perspective of computer-mediated communications. In J. W. Beard (Ed.), *Impression Management and Information Technology* (pp. 7-20). Port, CT: Greenwood Publishing Co.
- Bitter, M. E., & Gardner, W. L. (1995). A mid-range theory of the leader/member attribution process in professional service organizations. In M. J. Martinko (Ed.), *Attribution theory: An organizational perspective* (pp. 171-192). Delray Beach, FL: St. Lucie Press.
- Rozell, E. J., & Gardner, W. L. III. (1995). Computer friend or foe?: The influence of optimistic versus pessimistic attributional styles and gender on user reactions and performance (pp. 125-145). In M. J. Martinko (Ed.), *Attribution theory: An organizational perspective*. Delray Beach, FL: St. Lucie Press.
- Gardner, W. L., & Schermerhorn, J. R., Jr. (1992). Strategic *operational* leadership and the management of supportive work environments. In R. L. Phillips & J. G. Hunt (Eds.), *Leadership: A multi-organizational-level perspective* (pp. 99-117). New York: Quorum Books.
- Leong, F., Snodgrass, C. R., & Gardner, W. L. (1992). Management education: Creating A gender positive environment. In Sekaran, U. and Leong, F. (Eds.), *Womanpower: Managing in times of demographic turbulence* (pp. 192-220). Newbury Park, CA: Sage.

- Gardner, William L., & Peluchette, Joy V. E. (1991). Computer-mediated communications in organizational settings: a self-presentational perspective. In E. S. Szewczak, C. S. Snodgrass, and M. Khosrowpour (Eds.), *Management impacts of information technology: Perspectives on organizational growth and change* (pp. 165-206). Harrisburg, PA: Idea Group Publishing.
- Martinko, Mark J., & Gardner, William L. (1984). The observation of high performing educational managers: Methodological issues and managerial implications. In J. G. Hunt, D. Hosking, C. A. Schriesheim, and R. Stewart (Eds.), *Leaders and managers: International perspectives on managerial behavior and leadership* (pp. 142-162). New York: Pergamon Press.

Presentations at International, National, and Regional Conferences

- Gardner, William L., Gullifor, Daniel, and Cogliser, Claudia. (2018, August). Authentic leadership: An examination of boundary conditions. Paper presented to be as part of a referred symposium organized by Chad Hartnell and Derek Stotler at the Annual Meeting of the Academy of Management, Chicago, IL.
- Gullifor, Daniel P., Hansen, Hans, and Gardner, William L. (2018, August). Authentic leadership: Measurement of strengths and challenges of a life stories approach. Paper presented to be presented as part of a referred symposium organized by Ryan K. Gottfredson at the Annual Meeting of the Academy of Management, Chicago, IL.
- Tribble, L. L., Gardner, W.L., & Brigham, K. (2017, August). Family business and authentic leadership: A cross-level model. *Academy of Management Proceedings 2017* (1), 12210.
- Musa, S., Soetjipto, B., Gardner, W. L., & Rachmawati, R. (2017, August). Authentic leadership, strategic orientation, strategy execution and firm performance. *Academy of Management Proceedings 2017* (1), 13330.
- Scott, K. L., Zagencyk, T.J., Li, S., Gardner, W. L., Cogliser, C. C., & Laverie, D. (2017, August). Social network ties and organizational citizenship behavior: Evidence of a curvilinear relationship. *Academy of Management Proceedings 2017* (1), 12120.
- Zagencyk, T., Gardner, W. L., Scott, K., Cogliser, C., Laverie, D., & Li, S. (2017, May). The burden of social network ties: Exploring curvilinear relationships between advice and friendship ties and interpersonal citizenship behavior. Paper presented at the 2017 European Work and Organizational Psychology (EAWOP) Congress,

Dublin, Ireland.

- Scott, K., Gardner, W. L., Lee, S., Zagenczyk, T., Cogliser, C. C., Laverie, D. & Rinaldo, J. (2017, April). Social network ties and organizational citizenship behavior: A curvilinear relationship. Paper presented at the 2017 Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP), Orlando, FL.
- Carlson, J. D., Gardner, W. L., Gullifor, D., & Cogliser, C. C. (2016, October). Authentic leadership: An examination of boundary conditions. Paper presented at the Annual Meeting of the Southern Management Association, Charlotte, NC.
- Tribble, L., Gardner, W. L., & Brigham, K. H. (2016, October). Family business leadership: The implications of the implementation of authentic leadership in family businesses. Paper presented at the Annual Meeting of the Southern Management Association, Charlotte, NC.
- Atwater, L.E., Cogliser, C. C., Douglas, C., Gardner, W. L., & Richardson, H. (2015, October). Developing junior scholars: Insights and advice from senior faculty administrators. Referred symposium held at the 2015 Southern Management Association, St. Pete Beach, FL.
- Gardner, W. L., Karam, E. P., & Clapp-Smith, R. (2015, August). Knowledge of leader exemplification and ethical conduct: Interactive effects on perceptual and behavior outcomes. Paper presented as part of a referred symposium chaired by Brooke Buckman and Hannes Leroy at the Annual Meeting of the Academy of Management, Vancouver, BC.
- McCauley, K. D., & Gardner, W. L. (2015, August). Separated from the self: A conceptual model of the emotional labor-dishonesty relationship. *Academy of Management Proceedings*, 17494.
- Gardner, W. L., Cogliser, C. C., & Carlson, J. D. (2014, August). Boundaries of authentic leadership. Paper presented as part of a refereed symposium chaired by G. James Lemoine and Melissa K. Carsten at the Annual Meeting of the Academy of Management, Philadelphia, PA.
- Atwater, L.E., Cogliser, C. C., Douglas, C., Gardner, W. L., & Lowe, K. B. (2014, May). Developing junior scholars: Do's and Don'ts from experienced administrators. Panel discussion held at the 2014 Society for Industrial Psychology (SIOP) Conference, Honolulu, Hawaii.
- Cogliser, C. C., Day, D. V., Gardner, W. L., Goodman, A., Karam, E., & Walumbwa, F. O. (2014, May). Leadership development: Best practices for developing leadership in academic and professional settings. Panel discussion held at the

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2014 Society for Industrial Psychology (SIOP) Conference, Honolulu, Hawaii.

Gardner, W. L., & Cogliser, C. C. (2013, November). The missing link? Implications of relational attributions for leader-member exchange. Paper presented as part of a refereed symposium chaired by Chester A. Schriesheim at the Annual Meeting of the Southern Management Association, New Orleans, Louisiana.

Guenther, H., Gardner, W. L., Randolph-Seng, B., Prabhu, V., McCauley, K. D., & van Emmerik, H. (2013, November). Shared authentic leadership in scientific research. Paper presented at the Annual Meeting of the Southern Management Association, New Orleans, Louisiana.

Gardner, W. L. (2013, August). Then and now: Leadership. Presentation as distinguished speaker (filling in for Chester A. Schriesheim) as part of a referred symposium chaired by Robert Ford and Julia Teahen at the Annual Meeting of the Academy of Management, Lake Buena Vista (Orlando), Florida.

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

Gardner, W. L. (2012, November). Comprehensive exams in management doctoral education. Presentation as part of a refereed symposium chaired by Lauren T. Madden and Timothy M. Madden at the Annual Meeting of the Southern Management Association, Ft. Lauderdale, Florida.

Leroy, H., & Gardner, W. L. (Coordinators). (2012, August). Authentic leadership and research: Expanding the boundaries of current understanding. Symposium presented at the Annual Meeting of the Academy of Management, Boston, MA. Paper presenters included James B. Avey, Bruce J. Avolio, John Batchelor, Dustin J. Blum, Gerald F. Burch, Kelly M. Davis, Bryan T. DePuy, Sean T. Hannah, Ronald Humphrey, Brandon Randolph-Seng, Fred O. Walumbwa, and Ethlyn A. Williams.

Randolph-Seng, B., & Gardner, W. L. (2011, August). Are you for real? Relationships between implicit/explicit self-esteem and authentic leadership. Paper presented at the 2011 Annual Meeting of the Academy of Management, San Antonio, Texas.

Hinojosa, A. S., Marin A., Schneider, A., & Gardner, W. L. (2011, March). An exploratory simulation of follower/colleague identity effects on leader emotional expressions: Theory X and Y in reverse? Paper presented at the Annual Meeting of the Southern Sociological Society, Jacksonville, FL. SSS Abstracts 2011.

- Gardner, W. L. (2010, October). Herding theoretical cats: The complexities and insights obtained from categorizing diverse leadership perspectives. Paper presented as part of a refereed symposium chaired by Kevin Mahoney at the Annual Meeting of the Southern Management Association, St. Pete Beach, Florida.
- Cogliser, C. C., & Gardner, W. L. (2010, October). Shades of gray in coding: Content analysis judgment calls. Paper presented as part of a refereed symposium chaired by Kevin Mahoney at the Annual Meeting of the Southern Management Association, St. Pete Beach, Florida.
- Gardner, W. L., & Cogliser, C. C. (2010, August). Balance in LMX relationships: The role of authentic leadership and followership. Paper presented at the Annual Meeting of the Academy of Management, Montreal, Canada.
- Hughes, L. W., Gardner, W. L., & Norman, S. M. (2010, October). Transparency, translucence or opacity?: A field investigation of the mediating role of positive emotions in trustful leader-follower relations. Paper presented at the 6th Annual Business and Leadership Symposium, Hays, Kansas.
- Hughes, L. W., Norman, S. M., & Gardner, W. L. (2009, November). Transparency, translucence, or opacity? Two field investigations of the mediating role of transparent and trustful leader-follower relations. Paper presented at the 2009 Annual Meeting of the Southern Management Association, Asheville, NC.
- Lowe, K. B., Gardner, W. L., & Moss, T. (2009, June). Leadership and emotion: A 10-year analysis of articles published in *The Leadership Quarterly*. Paper presented as part of a refereed thematic panel chaired by Neal Ashkanasy at the Eighth Industrial and Organizational Psychology Conference, Sydney, Australia.
- Cogliser, C., Gardner, W. L., Quinn-Trank, C., Gavin, M., & Seers, A. (2008, October). The effects of forms and levels of exchange on work outcomes in virtual teams. Paper presented at the Annual Meeting of the Southern Management Association, St. Pete Beach, FL.
- Van Emmerik, H., Gardner, W. L., Wendt, H., & Fischer, D. (2008, October). Associations of culture and personality with McClelland's motives: A cross cultural study of managers in 24 countries. Paper presented at the Annual Meeting of the Southern Management Association, St. Pete Beach, FL.
- Van Emmerik, H., Fischer, D. J., Gardner, W. L., & Wendt, H. (2008, August). McClelland's motives, culture, and leadership: A cross-cultural study of managers in 32 countries. Paper presented at the Annual Meeting of the Academy of

Management, Anaheim, CA.

- Gardner, W. L., Fischer, D., & Hunt, J. G. (2007, October). Emotional labor and leadership: A threat to authenticity? Paper presented at the Festschrift Honoring James G. (Jerry) Hunt, Texas Tech University, Lubbock, TX.
- Fischer, D., Gardner, W. L., & Hunt, J. G. (2007, November). Emotional labor and leadership: Threat to authenticity? Paper presented as part of a refereed symposium chaired Ronald H. Humphrey at the Annual Meeting of the Southern Management Association, Nashville, TN.
- Gardner, W. L. (August, 2007). Achieving sustained and veritable performance through authentic leadership: Translation – “Doing well by doing good”. Paper presented as part of a refereed All Academy Symposium chaired by Michael E. Brown at the Annual Meeting of the Academy of Management, Philadelphia, PA.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., Peterson, S. J. (April, 2007). Development and Analysis of a Multidimensional Theory-based Measure of Authentic Leadership. Paper presented as part of a refereed symposium chaired by S. T. Hannah & P. J. Sweeney at the Annual Society for Industrial and Organizational Psychology Meeting, New York, New York.
- Gardner, W. L., Chan, A., Hughes, L. W., Smith, R. C., Mhatre, K. H., & Bailey, A. (2006, August). Leader exemplification and ethical conduct: Effects of perceived authenticity, trust, and organizational advocacy. Paper presented at the Annual Meeting of the Academy of Management, Atlanta, Georgia.
- Cogliser, C. C., Gardner, W. L., Gavin, M., Halbesleben, J. R., Quinn-Trank, C., & Seers, (2006, August). Not all shared leadership is equal: Differential effects of exchange structures in virtual teams. Paper presented as part of a refereed symposium chaired by Talya N. Bauer & Berrin Erdogan at the Annual Meeting of the Academy of Management, Atlanta, Georgia.
- Germain, M. L., Cogliser, C. C., Gardner, W. L., Lankau, M., Lowe, K. B. (2006, November). Several degrees of connections between research and teaching in universities: Can they be linked, should they be linked, and if so, how? Paper presented as part of a refereed panel session chaired by Marie-Line Germain at the Annual Meeting of the Southern Management Association, Clearwater Beach, Florida.
- Gardner, W. L., Reithel, B. J., Foley, R. T., Cogliser, C. C. & Walumbwa, F. O. (2005, November). Matching personality and organizational culture: Competing values, the five-factor model, and person-organization fit. *Proceedings of the the Southern Management Association*, Charleston, South Carolina.

- Harvey, P., Martinko, M. J., & Gardner, W. L. (2005, November). Promoting authentic behavior in organizations: An attributional perspective. *Proceedings of the Southern Management Association*, Charleston, South Carolina.
- Hughes, L. W., & Gardner, W. L. (2005, November). Effects of leader transparency and humor on follower creative performance: An experimental study. Paper presented as part of a refereed symposium chaired by Janaki Gooty at the Annual Meeting of the Southern Management Association, Charleston, South Carolina.
- Hughes, L. W., & Gardner, W. L. (2005, August). An impression management model of stigma management: Actor responses to audience cues. Paper presented at the Annual Meeting of the Academy of Management, Honolulu, Hawaii.
- Martinko, M. J., & Gardner, W. L. (2005, August). The evolution of attribution theory in management: Implications for authentic leadership development. Paper as part of a refereed symposium chaired by Marie Dasborough and Neal M. Ashkanasy at the Annual Meeting of the Academy of Management, Honolulu, Hawaii.
- Honoree, A., & Gardner, W. L. (2005, January). Linking personality to impression management: The role of congruence and self-concept. International Academy of Business and Public Administration Disciplines (IABPAD) Conference Proceedings, New Orleans, LA.
- Avolio, B. J., Luthans, F., May, D., & Gardner, W. L. (2004, June). Unlocking the mask: Understanding the multiple influences on authentic leadership. Paper presented at the Inaugural Gallup Leadership Institute Summit, Omaha, NE.
- Brown, J. A., & Gardner, W. L. (2004, June). Exemplification and authentic leadership: An exploratory study. Paper presented at the Inaugural Gallup Leadership Institute Summit, Omaha, NE.
- Gardner, W. L., Reithel, B. J., Foley, R. T., & Walumbwa, F. O. (2004, August). Using the web for realistic cultural previews: Effects of person-organization fit and organization attraction. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA.
- Gardner, W. L., & Rozell, E. J., & Walumbwa, F. O. (2004, January). Positive and negative affect and explanatory style as predictors of work attitudes. Paper presented at the 2004 Attribution Theory Conference, Florida State University, Tallahassee, FL.

- Gardner, W. L. (2003). Effects of message content and delivery on perceived leader charisma: A cross-cultural comparison. *Proceedings of the Pan-Pacific Conference XX: The E-global age, new economy, and China: Close up*, pp. 83-85. Lincoln, NE: Publication of the Pan-Pacific Business Association.
- Davis, W. D., & Gardner, W. L. (2003, August). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. In A. P. Ammeter (Chair), *The importance of leadership in a democratic organization: Positive and negative impacts of leader political skill*. Symposium presented at the Annual Meeting of the Academy of Management, Seattle, WA.
- Hunt, J. G., Lowe, K. B., & Gardner, W. L. (2001). *Zeitgeist and the new new leadership*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, as part of a refereed thematic panel chaired by Kevin B. Lowe.
- Gardner, W. L. (2000). The benefits and risks of exemplification: effects on perceptions of leader charisma, effectiveness, and moral character. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 344-350.
- Gardner, W. L. III, Rozell, E. J., & Barnes, J. H. (1999, August). Dispositional affectivity and explanatory style as predictors of work attitudes. Paper presented at the Annual Academy of Management Meeting, Chicago, IL.
- Gardner, W. L., & Rozell, E. J. (1998). Computer efficacy: Determinants, consequences, and malleability. Paper presented at the Annual Academy of Management Meeting, San Diego, CA.
- Cleavenger, D., & Gardner, W. L. (1998, November). Help seeking: Testing the effects of task interdependence and normativeness on employees' propensity to seek help. *Proceedings of the Southern Management Association Meeting*. New Orleans, LA, pp. 68-70.
- Hasan, B., & Gardner, W. L. (1998). Overview of factors affecting computer self-efficacy. *Proceedings of the 28th Annual Meeting of the Southeast Decision Sciences Institute*.
- Mohamed, A. A., & Gardner, W. L. (1998) Organizational reputation: A literature review and a model. *Proceedings of the Meeting of the North American Management Society*.

- Awamleh, R., & Gardner, W. L. (1997). Perceptions of leader charisma and effectiveness: The effects of vision content, vision delivery and organizational performance. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, 76-78.
- Gardner, W. L., & Cleavenger, D. (1997). Development and preliminary assessment of a self-presentation questionnaire. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, 57-59.
- Gardner, W. L., & Cleavenger, D. (1996). Impression management behaviors of transformational leaders at the world-class level: A psychohistorical assessment. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 143-146.
- Rozell, E. J., & Gardner, W. L. (1996). Computer-related success and failure: A longitudinal field study of the Factors Influencing Computer-Related Performance. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, pp. 272-276.
- Mohamed, A. A., and Gardner, W. L. (1996, August). *An exploratory study of organizational defamation: an organizational impression management perspective*. Paper presented at the Annual Meeting of the Academy of Management.
- Amin, A., Gardner, W. L., & Paollio, J. G. P. (1995). Towards a theory of organizational impression management and perceived organizational effectiveness. *Proceedings of the Southern Management Association Meeting*, Orlando, FL, pp. 278-281.
- Gardner, W. L., & Avolio, B. J. (1995, August). *Charismatic leadership: The role of impression management*. Paper presented at the Annual Meeting of the Academy of Management, Vancouver, Canada.
- Bitter, M. E., & Gardner, W. L. (1993). Performance evaluation in the professional services organization: The effects of the organizational environment and impression management on the leader/member attribution process. *Proceedings of the Southern Management Association Meeting*, Atlanta, GA, pp. 138-140.
- Martinko, M. J., & Gardner, W. L. (1993, November). Impression management and teaching evaluations. In T. Peterson (Coordinator), *Developing your teaching style to enhance student evaluations*. Pre-conference workshop conducted at the Annual Meeting of the Academy of Management, Atlanta, GA.

- Rozell, E. J., & Gardner, W. L. (1993, November). *Computer-related success and failure: A path analysis of the factors influencing performance*. Paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA.
- Rozell, E. J., & Gardner, W. L. (1992). Computer related performance: a model of the antecedents and consequences of user success and failure. *Proceedings of the Southern Management Association Meeting*, New Orleans, LA, 150-153.
- Gardner, W. L., & Gunderson, D. E. (1992, August). *Computer training, usage, and satisfaction in the hospitality industry: An exploratory study*. Paper presented at the Annual Meeting of the Academy of Management, Las Vegas, NV.
- Gardner, W. L. (1991, April). *On the brink: Leadership and the ethical use of power*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychologists (SIOP), as part of a refereed panel discussion chaired by L. Atwater and B. J. Avolio of SUNY-Binghamton.
- Gardner, W. L. (1991, April). *The impact of impression management on the performance appraisal process*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychologists (S.I.O.P), as part of a refereed thematic panel chaired by M. B. DeGregorio of Personnel Research Associates.
- Martinko, M. J., Gardner, W. L., & Ohnsman, D. (1991, April). *Impression management: A theoretical foundation for charismatic leadership*. Paper presented at the Annual Meeting of The Society for Industrial and Organizational Psychologists (S.I.O.P).
- Ramnarayanan, R., & Gardner, W. L. (1991). Interactions among presentation formats, cognitive styles and time constraints: An experimental study. *Proceedings of the Annual Meeting of the Decision Sciences Institute*.
- Schermerhorn, J. S., Jr., & Gardner, W. L. (1991, February). *Strategic operational leadership and the management of supportive work environments*. Paper discussed at the First Annual Strategic Leadership Conference, Army War College, Carlisle, PA.
- Young, J. A., & Gardner, W. L. (1991). Implications of impression management theory for organizational partnership-building within marketing channels. *Proceedings of the Southern Management Association Meeting*.

- Gardner, W. L. (1990, August). *Impression management as a source of rater disagreement*. Paper presented at the Annual Meeting of the Academy of Management, as part of a refereed thematic panel chaired by L. Atwater of SUNY-Binghamton.
- Martinko, M. J., & Gardner, W. L. (1989, August). *Beyond structured observations: Some additional thoughts on the role of observational research*. Paper presented at the Annual Meeting of the Academy of Management, as part of a refereed thematic panel chaired by J. A. Chilingirian of Brandeis University.
- Schermerhorn, J. R., Jr., Gardner, W. L., & Dresdow, S. A. (1989, August). *Success profiles for student examination performance in a large-lecture management course*. Paper presented at the Annual Meeting of the Academy of Management, Washington, D. C.
- Szewczak, E. J., & Gardner, W. L. (1988). Local area networking for managers: A behavioral and organizational research perspective. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, 544-546.
- Gardner, W. L. (1988). Computer networking and the management functions: Managerial implications and research directions. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, 51-55.
- Gardner, W. L., Martin, T. N., Jr., & Martinko, M. J. (1987). Using the Myers-Briggs Type Indicator with managerial populations: A test of construct validity. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, 527-529.
- Gardner, W. L. (1987, November). Managerial implications of computer networking. Paper presented at the Annual Meeting of the Decision Sciences Institute, as part of a refereed thematic panel chaired by A. Ramaprasad of Southern Illinois University.
- Gardner, W. L., & Larson, L. L. (1987, August). Practicing management in the classroom: Experience is the best teacher. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA.
- Martinko, M. J., & Gardner, W. L. (1987, August). Structured observation of managerial work: A replication and synthesis. Paper presented at the Annual Meeting of the Academy of Management, New Orleans, LA.

- Brown, D., Schermerhorn, J. R., Jr., & Gardner, W. L. (1986, April). 'Planned fading' as a technique for introducing case analysis methods in large lecture classes. Paper presented at the Annual Conference of the Midwest Academy of Management, as part of a thematic panel chaired by C. R. Snodgrass.
- Gardner, W. L., & Martinko, M. J. (1986). Impression Management: An organizational perspective. *Proceedings of the Annual Conference of the Midwest Academy of Management*, 123-130.
- Gardner, W. L., & Martinko, M. J. (1986). Observing managerial behavior: Practical and methodological considerations. Paper presented at the Annual Conference of the Midwest Academy of Management, as part of a refereed thematic panel chaired by L. L. Larson of Southern Illinois University at Carbondale.
- Gardner, W. L., Schermerhorn, J. R., Jr., and Brown, D. (1986, August). An evaluation of 'planned fading' as an approach to using cases in large lecture teaching. Paper presented at the Annual Meeting of the Academy of Management, Chicago, IL.
- Gardner, W. L., & Martinko, M. J. (1985, August). Impression management: An observational study. Paper presented at the Annual Meeting of the Academy of Management, San Diego, CA.
- Newgren, K. E., Kellogg, C. E., & Gardner, W. L. (1985, August). Corporate responses to dual career couples: A decade of social transformation, 1980 - 1990. Paper presented at the Annual Meeting of the Academy of Management, San Diego, CA.
- Martinko, M. J., & Gardner, W. L. (1984). An interactive learned helplessness perspective of the leader/member attribution process. *Proceedings of the Annual Conference of the Midwest Academy of Management*.
- Newgren, K. E., Gardner, W. L., & Renwick, C. (1984, August). Corporate policies affecting professional couples: A survey of current practices and a prediction of corporate social policy. Paper presented at the Annual Meeting of the Academy of Management, Boston, MA.
- Martinko, M. J., & Gardner, W. L. (1982). Mintzberg-type studies: Methodological problems and alternatives. *Proceedings of the Southern Management Association*.
- Gardner, W. L. (1982, November). Leader induced helplessness. Paper presented at the Annual Meeting of the Southern Management Association, as part of a refereed thematic panel chaired by M. J. Martinko of Florida State University.

- Gardner, W. L. (1981, November). Learned helplessness: Current theoretical developments and issues. Paper presented for the Annual Meeting of the Southern Management Association, as part of a refereed thematic panel chaired by M. J. Martinko of Florida State University.
- Martinko, M. J., & Gardner, W. L. (1980). Organizationally induced passivity: A discussion of the nature and treatment of learned helplessness in work organizations. *Proceedings of the Southern Management Association*, 82-84.
- Martinko, M. J., & Gardner, W. L. (1980). Women in management: A review of access discrimination problems. *Proceedings of the Midwest Academy of Management*, 107-119.
- Newgren, K. E., & Gardner, W. L. (1980). Professional couples: Their impact on American institutions and how to predict a company's policy. *Proceedings of the Southern Management Association*, 61-63.

Presentations at Other Conferences/Programs

- Tribble, L. L., Gardner, W. L., Karam, E. P., & Cogliser, C. C. (2018, March) The missing link? Implications of relational attributions for leader-member exchange. Paper to be presented at the Third International Symposium on Attribution Theory, Florida State University, Tallahassee, Florida.
- Gardner, W. L. (2018, February 15 & 16). Theory building workshop. University of Münster, Institute of Psychology, Münster, Germany.
- Gardner, W. L. (2017, May). Alliance special session: Meet the editors – Panel discussion. 18th Congress of the European Association of Work and Organizational Psychology (EAWOP), Dublin, Ireland.
- Gardner, W. L. (2017, March). Leadership forum: Authentic in the face of turbulent change. Pertamina Corporation, Jakarta, Indonesia.
- Gardner, W. L. (2017, March). Leading in progressive civilizations: Benefits of authentic leadership. Ary Suta Center, Jakarta, Indonesia.
- Gardner, W. L. (2017, March). High impact leadership: Unlocking the potential in yourself and others. High Impact Leadership Workshop. Sponsored by Kiran Resources, Win International, and CIS School of Innovation, Jakarta, Indonesia.

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- Gardner, W. L. (2017, March). Charisma or authenticity?: Leadership effectiveness and well-being. University of Indonesia, Jakarta, Indonesia.
- Gardner, W. L. (2017, February). Keynote Address: Knowing your neighbors: Implications for Networking, Theory, and Research. Mid-south Management Research Consortium (MMRC), University of Mississippi, Oxford, MS.
- Gardner, W. L. (2015, November). Keynote Address: Authentic leadership in the family business: Challenges and opportunities. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.
- Gardner, W. L. (2015, November). The landscape of family business: Implications of authentic leadership. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.
- Gardner, W. L. (2015, November). Submit, revise, and resubmit: How to improve your chances of getting published. International Family Enterprise Research Academy (IFERA) – Regional Program, Mexico City, Mexico.
- Gardner, W. L. (2015, May). Meet the editors: Everything you’ve always wanted to know about publishing and reviewing. 17th Congress of the European Association of Work and Organizational Psychology (EAWOP), Oslo, Norway.
- Gardner, W. L. (2014, November). The study of authentic leadership: Origins, boundaries, and opportunities. Visiting Scholar Presentation, Georgia Southern University, Statesboro, GA.
- Walumbwa, F. O., & Gardner, W. L. (2013, April). Authentic leadership: Being true to one self – as a leader. Invited presentation, University of Wisconsin - Madison, Union Center, Madison, Wisconsin.
- Gardner, W. L. (2012, April). Impression management: A dramaturgical perspective. Presentation at the Sigma Phi Epsilon Texas Iota Leadership Conference, Texas Tech University, Lubbock, Texas.
- Gardner, W. L., & Coglisier, C. C. (2012, February). “Walking the talk” alone: Leading and following authentically in an inauthentic world. Paper presented at the inaugural National Character & Leadership Symposium, 2012 Scholar’s Forum, organized by Tony Simons, Forum Chair. Center for Character and Leadership Development, United States Air Force Academy, Colorado.

- Gardner, W. L. (2012, January). Authentic leadership: Being true to one self – as a leader. Keynote address, Executive Conference, “Authentic Leadership: A New Era for Business?” Sponsored by Katholieke Universiteit Leuven, Gent Unversiteit, Acerta, ALIVE-Group, VKW (het Ondernemersplatform). Castle Dipensteyn, Londerzeel, Belgium.
- Gardner, W. L. (2012, January). The study of authentic leadership: Origins and opportunities. Invited research presentation, Katholieke Universiteit Leuven. Leuven, Belgium.
- Gardner, W. L. (2012, January). The study of authentic leadership: Origins and opportunities. Invited research presentation, Maastricht Universiteit. Maastricht, The Netherlands.
- Gardner, W. L. (2010, July). Authentic leadership and ethical decision making. Summer Leadership Institute, Lubbock Independent School District.
- Gardner, W. L. (2005, January). Leading a team that works smarter and harder. 2005 Heartland Conference for Free Enterprise, Lincoln, NE.
- Gardner, W. L. (2004, September). Authentic leadership: The power of positive ethics. Presentation at the Western POD Meeting of Meeting Planners International, Lincoln, NE.
- Gardner, W. L. (2004, January). Getting positive about ethics: Authentic leadership in public relations. Presentation at the Annual Meeting of the Public Relations Society of America, Nebraska Chapter, Omaha, NE.
- Gardner, W. L. (2003, December). Authentic leadership: The power of positive ethics. Presentation at the Tenaska, Inc. Annual Meeting, Omaha, NE.
- Ammeter, A. P., Douglas, C., Gardner, W. L., Hochwarter, W. A., & Ferris, G. R. (2002, March). Toward a contextual theory of leadership. Paper presented at the 2nd Bi-annual *The Leadership Quarterly* Symposium hosted by the University of Mississippi.
- Gardner, W. L., Reithel, B., R., & Foley, R. T. (2001, June). The effects of organizational culture, person-organization fit, realistic recruitment, and personality on organizational attraction. Paper to be presented at the Military Personnel Research Science Workshop, Memphis, TN.

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

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

On-Line Presentations

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

Funded or Proposed Grants and Contracts

Gardner, W. L., Coglisier, C. C., Davis, K. M., Leroy, H. Assessment of authentic leadership development: A proposal for a longitudinal study. Proposal submitted to the Society of Industrial and Organizational Psychologists (SIOP) for the Douglas W. Bray and Ann Howard Research Grant, \$10,000, October 15, 2012 (unfunded).

Guenther, H., Randolph-Seng, B., Prabhu, P., Gardner, W. L., & Van Emmerick, I.J.H. Increasing research team effectiveness: Authentic team leadership. Grant proposal submitted to the Southern Management Association Research Incubator, \$10,000, February 1, 2011; proposal funded, March 28, 2011.

Avolio, B. J., May, D. R., Luthans, F., Gardner, W. L., & Walumbwa, F. O. Authentic leadership development for veritable sustained performance. Grant proposal submitted to the National Science Foundation, \$757,134, June 11, 2003; proposal denied, December 2003.

Gardner, W. L., Reithel, B., R., & Foley, R. T. The effects of organizational culture, person-organization fit, realistic recruitment, and personality on organizational attraction. Office of Naval Research, \$54,930.42; secured final funding approval April 20th, 2000. ONR Award No. N00014-00-1-0669. Grant completed and technical report submitted, July 2001.

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Summer Research Award, School of Business Administration, University of Mississippi, 1990, 1991, 1994, 1995, 1996, 1997, 1998, 1999; these research awards were provided as support for ongoing leadership research program in the areas of impression management, leadership, managerial work, attribution theory, computer networking, and computer-related success and failure.

Grant proposal for “The J. Lucian Smith/Coca-Cola Center for Leadership and Organization Systems,” Fall 1993-Fall 1994.

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

Summer Research Awards, College of Business and Administration Scholars Program, SIUC, 1984, 1986, 1988; these research awards were provided as support for ongoing research programs in the areas of impression management and leadership that have resulted in a variety of publications.

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

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

Professional Service

Service on Editorial Review Boards and as Ad Hoc Reviewer

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

Associate Editor, *The Leadership Quarterly*, July 2013 to present.

Reviewer for the *2018 Attribution Theory Conference*, Florida A&M University, March, Tallahassee, FL.

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Guest Editor with J. Antonakis of *The Leadership Quarterly* Special Issue on Charisma: New Frontiers: A Special Issue Dedicated to the Memory of Boas Shamir, 2017, Volume 28, Issue 4, pages 471-583.

Reviewer, 2011 *Organization Science/INFORMS* Dissertation Proposal Competition.

Guest Editor with C. C. Cogliser of *The Leadership Quarterly* Special Issue on Meso-Models of Leadership: Integrating Micro- and Macro-Perspectives of Leadership, August 2009, Volume 20, Issue 4.

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

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

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

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

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

Reviewer for the *2004 Attribution Theory Conference*, Florida State University, January, Tallahassee, FL.

Ad Hoc Reviewer for *Academy of Management Review*, *Academy of Management Journal*, *Consulting Psychology Journal: Practice and Research*, *European Journal of Work and Organizational Psychology*, *Group and Organization Management*, *International Journal of Intercultural Relations*, *Journal of Applied Psychology*, *Journal of Business Ethics*, *Journal of Management Studies*, *Journal of Management Inquiry*, *Journal of Managerial Psychology*, *Journal of Occupational & Organizational Psychology*, *The Leadership Quarterly*, *Management Communication Quarterly*, *MIS Quarterly*, *Psychological and Motor Skills*, and *Psychological Reports*.

Service to the Southern Management Association

Presenter, Jerry Hunt: A case study in authentic leadership. SMA Research and Teaching (SMART) Talks, St. Pete Beach, FL, 2017.

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

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

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

Presenter, *Southern Management Association* Fellows Present: “Academic Politics: War Stories and Strategies,” St. Pete Beach, FL, 2015.

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

Session Facilitator, Political Skill, *Southern Management Association* (SMA) Annual Meeting, Savannah, GA, 2014.

Research Mentor, SMA Paper Development Workshop, James G. Combs, Coordinator, Savannah, GA, 2014.

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

Ethics Committee Member, July 2013 to present.

Research Mentor, Paper Development Workshop, James G. Combs, Coordinator, New Orleans, LA, 2013.

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

Member, 2013 SMA Best Overall Doctoral Student Paper Committee, Fall 2013.

Research Mentor, Paper Development Workshop, James G. Combs, Coordinator, Ft. Lauderdale, Florida, 2012.

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

Keynote Address, *Southern Management Association* “Early Stage” Doctoral Consortium, Ft. Lauderdale, Florida, 2012.

Presenter, *Southern Management Association* Fellows Present: “The Seven Habits of Highly Effective Academics,” Ft. Lauderdale, Florida, 2012.

Keynote Address, 2011 *Southern Management Association* “Early Stage” Doctoral Consortium, Nashville, Tennessee.

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

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

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

Presenter, *Southern Management Association* Junior Faculty Consortium Chaired by Anson Seers, 2009, Asheville, NC.

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

Past-President, *Southern Management Association*, 2007-2008.

President, *Southern Management Association*, 2006-2007.

President-Elect, *Southern Management Association*, 2005-2006.

Vice President/Program Chair, *Southern Management Association*, 2004-2005.

Vice President/Program Chair-Elect, *Southern Management Association*, 2003-2004.

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

Presenter, *Southern Management Association* Junior Faculty Consortium Chaired by Mark J. Markinko and Stephen Michael, 2006, Charleston, SC.

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

Board Member for the *Southern Management Association*, 1997-2000.

Senior Faculty Participant. In B. Lamont (Chair), Junior Faculty Consortium, *Southern Management Association Meeting*, November, 2001, New Orleans, LA

Presenter on Reviewing. In B. Lamont (Chair), Junior Faculty Consortium, *Southern Management Association Meeting*, November, 2000, Orlando, FL.

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

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

Reviewer for the *Southern Management Association Meetings*, 1987, 1992, 1994, 1995, 1998, 1999, 2000, 2001, 2002, 2003, 2004.

Track Chair for the Organizational Behavior/Conflict Management/Organizational Cognition track of the *Southern Management Association Meetings*, 1995.

Sponsored a Symposium on Cognitive Style and Its Implications for Teaching by Harvey Brightman of Georgia State University, which was presented at the *Southern Management Association Meetings*, 1995.

Service to the Academy of Management

Facilitator, “Organizational Behavior Research Roundtables”, Brooke Buckman, Chad Hartnell, and Troy Smith, Organizers, 2018 Academy of Management, August, Chicago, IL.

Senior Mentor Participant in the 2018 Academy of Management PDW titled “Mentoring at the Interface: From Leadership Research Proposals to High Quality Publications”, organized by Marie Dasborough, August, Chicago, IL.

Senior Mentor Participant in the 2017 Academy of Management PDW titled “Mentoring at the Interface: From Leadership Research Proposals to High Quality Publications”, organized by Marie Dasborough, August, Atlanta, IL.

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Panelist in the 2018 Academy of Management PDW titled “Congratulations, You Got a Revise and Resubmit! Now What?” organized by Jane Shumski Thomas, and Gretchen Renee Vogelgesang, August, Chicago, IL.

Panelist in the 2017 Academy of Management PDW titled “Congratulations, You Got a Revise and Resubmit! Now What?” chaired by Jane Shumski Thomas, Rachel Clapp-Smith, and Gretchen Renee Vogelgesang, August, Atlanta, GA.

Panelist in the 2016 Academy of Management PDW titled “Congratulations, You Got a Revise and Resubmit! Now What?” chaired by Gretchen Vogelgesang Lester, Rachel Clapp-Smith, and Jane Shumski Thomas, August, Anaheim, CA.

Presenter, “Organizational Behavior Division Doctoral Consortium”, Lucy L. Gilson and Jennifer D. Nahrang, Organizers, 2016 Academy of Management, August, Anaheim, CA.

Facilitator, “Organizational Behavior Research Networking Forum”, Margaret M. Luciano and Kristie Rogers, Organizers, 2016 Academy of Management, August, Anaheim, CA.

Speaker for the 2015 Academy of Management PDW titled “Recognizing Rights and Opening Governance in Our Peer-Reviewed Journals” chaired by Judith Clair, August, Vancouver, BC, Canada.

Co-organizer (with Erica Steckler), “Managing for Authenticity – Building a Research Community,” Caucus held at the 2015 Academy of Management, August, Vancouver, BC, Canada.

Presenter, “Organizational Behavior Division Doctoral Consortium”, Abbie Shipp, Organizer, 2015 Academy of Management, August, Vancouver, BC, Canada.

“Meet the Editors” Panelist, 2015 Academy of Management Junior Faculty Workshop, hosted by Leanne Atwater and Ron Piccolo, Vancouver, BC, Canada.

Co-organizer (with Hannes Leroy), “Authentic Leadership Caucus – Building a Research Community – The Power of Words,” 2014 Academy of Management, August, Philadelphia, PA.

Senior Mentor Participant in the 2014 Academy of Management PDW titled “Some Words of Advice” A Mentoring Session to Promote High Quality Leadership Research,” August, Philadelphia, PA.

Selection Committee Member, 2014 Organizational Behavior Division Best Competitive Paper Award.

Panelist in the 2014 Academy of Management PDW titled “Congratulations, You Got a Revise and Resubmit! Now What?” chaired by Gretchen Vogelgesang Lester, August, Philadelphia, PA.

Co-organizer (with Hannes Leroy), “Authentic Leadership Caucus – Building a Research Community – Putting Capitalism to Question,” 2013 Academy of Management, August, Orlando, Florida.

Senior Mentor Participant in the 2013 Academy of Management PDW titled "A Mentoring Session to Promote High Quality Leadership Research," August, Orlando, Florida.

Panelist in the 2013 Academy of Management PDW titled “Congratulations, You Got a Revise and Resubmit! Now What?” chaired by Gretchen Vogelgesang Lester, Orlando, Florida.

Co-organizer (with Hannes Leroy), “Authentic Leadership Caucus – Building a Community to Foster Theory, Research, and Development and Challenges of the Informal Economy Advance Theory and Research,” 2012 Academy of Management, August, Boston, Mass.

Senior Mentor Participant in the 2012 Academy of Management PDW titled "Elevating Leadership Research: An Informal Mentoring Session with Global Scholars," August, Boston, Mass.

Co-organizer (with Hannes Leroy), “Authentic Leadership Caucus – Building a Community to Advance Theory and Research,” 2011 Academy of Management, August, San Antonio, Texas.

Senior Mentor Participant in the 2011 Academy of Management PDW titled "Enlightening Scholars to Advance Leadership Research: A Mentoring Session", August, San Antonio, Texas.

Co-organizer (with Hannes Leroy), “Authentic Leadership Caucus – Building a Community to Advance Theory and Research,” 2010 Academy of Management, August, Montreal, Canada.

Senior Mentor Participant in the 2010 Academy of Management PDW titled “Advanced Leadership Research: A Mentoring Session with Passion and

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Compassion”, August, Montreal, Canada.

Senior Mentor Participant in the 2009 Academy of Management PDW’s titled “Developing Proposals Together: Mentoring to Advance Leadership Research”, August, Chicago IL.

Discussant, “New Horizons in Authentic Leadership Research and Development,” a refereed symposium to be presented at the 2010 Annual Meeting of the Academy of Management, August, Montreal, Canada.

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

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

Gardner, W. L. (1989, August). Creating the right impression: A dilemma for women in management. Paper presented during a pre-conference workshop sponsored by the Women in Management Division as part of the Annual Meeting of the Academy of Management, Washington, D. C.

Other Professional Service

Reviewer for the Third International Symposium on Attribution Theory, March 2018, Florida State University, Tallahassee, Florida.

Chair & Commentator, Refereed Symposium: Leader Self-Development, 2014 International Leadership Association Meeting, November, San Diego.

Chair, Panel Discussion: The Leadership Scholarship Legacy of Jerry Hunt, 2014 International Leadership Association Meeting, November, San Diego.

Reviewer for Organization Theory/Behavior Track of the *Decision Sciences Institute Annual Meeting* in Boston, 1995.

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

Reviewer for the Organizational Behavior Track of the *Midwest Academy of Management*, December 1989.

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Moderator with Bruce Avolio (University of Nebraska-Lincoln) of a CEO Panel titled “Promoting Positive Forms of Growth in Organizations” presented at the 2006 Gallup Leadership Institute Summit held in Washington, D.C., October 8-9 2006. Secured the participation of Jerry Rawls, CEO of Finisar, as TTU’s representative on the panel. Other panelists included: Barbara Krumsiek, President, CEO and Co-Chairperson, Calvert Group, Ltd.; Bill George, Professor, Harvard Business School and Former CEO of Medtronic, Inc.; and Jim Clifton, CEO of the Gallup Organization.

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

Service to Texas Tech University

Research Task Force, Spring 2018.

Graduate School Fellowship Application Evaluator, Spring 2018.

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

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

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

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

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

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

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

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

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

Area of Management Coordinator, September 2006 to 2014.

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

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

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

Member, Area of Management HR/OB Recruitment Committee, Fall 2011.

Member, Area of Management OB Recruitment Committee, Spring 2012.

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

Graduate Council Member, Fall 2009-Spring 2010.

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

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

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

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

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

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

Chair, Jerry Hunt Festschrift Planning Committee, May 2006 to November 2007.
Coordinated the planning process to host a Festschrift (an academic “celebration of writings” held to recognize a distinguished scholars’ intellectual contributions) honoring Professor Jerry Hunt on the Texas Tech campus in October 2007. The program included presentations of 23 scholarly papers that were discussed by 27 distinguished scholars, plus the keynote address by Jane Smith, Executive Director of the Spellman College Center for Leadership and Civic Engagement. Selected papers from the Festschrift were published in the August 2009 (Volume 4) Special Issue of *The Leadership Quarterly* on Meso-Modeling of Leadership, William L. Gardner and Claudia C. Coglisier, Guest Editors.

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

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

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

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

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

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

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

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

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

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

Service to University of Nebraska-Lincoln

Faculty Senate, 2004-2005.

Gallup Leadership Institute (GLI) Seminar Presentation, Attraction to Web-Based Profiles of Organizational Culture: Effects of Realistic Recruitment and Individualism-Collectivism, November 2004.

Presenter on Authentic Leadership Development, AgLEC Department, April 2004.

Co-organizer with Bruce J. Avolio, Douglas R. May, James G. (Jerry) Hunt, Fred Luthans, John Slocum, Jim Clifton, and Connie Rath of the 2004 Gallup Leadership Institute Summit, *Stretching Across the Academic-Practitioner Divide: Crossing Borders on Authentic Leadership*, held at Gallup University, June 10th-12th, 2004.

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

Member, CBA Assessment Committee, 2003-2005.

Gallup Leadership Institute (GLI) Seminar Presentation, Authentic Leader Self-Awareness and Self-Presentation: An Emerging Research Program, October 2003.

Presenter on Authentic Leadership and Ethics, MBA Student Orientation, August 2003.

Service to University of Mississippi

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

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

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

Executive Committee, School of Business Administration, 1998 to 2003.

Co-organizer with Gerald R. Ferris and James G. (Jerry) Hunt, the Paul Whitfield Horn Professor of Management at Texas Tech and Senior Editor for *Leadership Quarterly*, for the Ole Miss *Leadership Quarterly* Symposium, "Leadership in a Volatile World" held March 21 - 23, 2002.

Co-organizer with Gerald R. Ferris and James G. (Jerry) Hunt, the Paul Whitfield Horn Professor of Management at Texas Tech and Senior Editor for *Leadership Quarterly*, for the Ole Miss *Leadership Quarterly* Symposium, "Frontiers in Leadership" held March 23 - 25, 2000.

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

Member of the University Assessment Committee, Fall 2002.

Member of the University Academic Program Review Committee, Fall 2002.

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Member of the Hearin Chair Search Committee, 2000-2001.

Participated in the Ole Miss Women's Council for Philanthropy Leadership Mentorship Program, January 24th, 2001.

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

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

Member of the Ph.D. Comprehensive Exam Committee, 1989 to 2003.

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

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

Coordinator for the Management area within the Management and Marketing Department, 1995-1998.

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

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

Member of the Firing Line Planning Committee, 1997.

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

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

Member of the Management and Marketing Department's Ph.D. Admissions Committee, 1996-1998.

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

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

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

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

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

Participated in the Faculty Phone Blitz, 1992-2000.

Served as a judge for the Region 7 Science Fair, March 1992 to March 1995.

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

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

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

MBA Oral Exam committees - Fall 1989 to 1993.

Service to Southern Illinois University at Carbondale

DBA Comprehensive Exam Committee - 1988 to 1990.

University Human Subjects Committee - Spring 1988.

Departmental Travel Committee - 1987 to 1988.

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

Technology in Management Committee - 1986 to 1987.

Research Professorship Committee - 1987.

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

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

Member of the International Business Institute at SIUC - 1985 to 1987.

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

DBA Program Committee – 1985

Service as Doctoral Dissertation Chair or Committee Member

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

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

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

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

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

- Broberg, J. C. *The effect of charismatic leadership on firm performance: An examination of patterns of CEO rhetoric over time and within configurations*. Rawls College of Business, Texas Tech University (Successfully Defended, Summer 2010), Member.
- Brown, J. A. *Effects of the leader's exemplification and authentic leadership on emulation attempts by followers: Test of a mediated model*. Department of Management, School of Business Administration, University of Mississippi (Successfully Defended, Summer 2006), Co-chair with Dwight Frink.
- Brown, P. A. *The AICPA code of professional conduct and exemplification: An empirical investigation of auditor and public perceptions*. School of Accounting, University of Mississippi (Successfully Defended, Fall 1999), Member.
- Cleavenger, D. *A three component model of helping behavior and a test of the effects of task interdependence and normativeness on employees' propensity to seek help*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Summer 1997), Major Professor.
- Clinebell, S. *Partial inclusion: The development of a measure and the testing of relevant hypotheses*. Department of Management, Southern Illinois University at Carbondale. (Successfully Defended, Fall 1987), Member.
- Davis, J. *How is charisma routinized? A new look at an old question*. Area of Management, Rawls College of Business Administration, Texas Tech University (Successfully Defended, Summer 2005), Member.
- Douglas, C. *The effects of self-directed work teams (SDWTs) on managerial influence*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Summer 1997), Chair.
- Faught, S C. *An investigation of intervening/moderating variables in the participation decision--expectancy linkage*. (Successfully Defended, Spring 1996), Member.
- Gunderson, D. E. *Comparing the effects of a behavioral based scale with a graphic rating scale on performance evaluations when ratees use impression management*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1992), Member.
- Hannah, S. T. *Agentic leadership efficacy: Test of a new construct and model for development and performance*. (Successfully Defended, Spring 2006), Member.

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- Hasan, B. S. *The influence of individual differences on computer training effectiveness: the role of computer self-efficacy and outcome expectations*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1997), Co-Chair with Brian Reithel.
- Hinojosa, A. *Applicant experience of cognitive dissonance: An investigation of the influence of dissonance in the recruitment interview*. Area of Management, Rawls College of Business, Texas Tech University (Successfully Defended, Spring 2014), Chair.
- Honoree, A. *Personality and impression management: An interactional perspective*. School of Business Administration, University of Mississippi (Successfully Defended, Spring 1999), Major Professor.
- Hu, J. *Narcissism: An identity-regulation perspective*. Area of Management, Rawls College of Business, Texas Tech University (Successfully defended, Summer 2016), Major Professor.
- Hughes, L. W. *Transparency, translucence or opacity? An experimental study of the impact of a leader's relational transparency and style of humor on follower creative performance*. University of Nebraska-Lincoln (Successfully Defended, Spring 2005), Major Professor.
- Leroy, H. *On being true to oneself at work: The positive role of authentic functioning in organizations*. Faculty of Business and Economics, Katholieke Universiteit Leuven (Successfully Defended, Spring 2012), Member.
- Limpaphayom, W. *A cross-cultural comparison of Thai-American perceptions of, and reactions to, sexual harassment*. Management Area, School of Business Administration, University of Mississippi (Successfully Defended, Fall 2001), Major Professor.
- McCauley, K. D. *Emotional separation from the morality of the self: Emotional labor as an antecedent of dishonesty*. Area of Management, Rawls College of Business, Texas Tech University (Successfully defended, Summer 2014), Chair.
- Meuser, J. *Servant leadership and leader-member exchange (LMX): A dimensional analysis*. Graduate College of the University of Illinois at Chicago (In process since January 15, 2016).
- Mohamed, A. A. *Interorganizational defamation: Image spoiling as organizational impression management*. Department of Management and Marketing, University of Mississippi (Successfully Defended, Spring 1996), Major Professor.

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

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

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

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

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

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

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

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

Honors, Awards, and Recognitions

Named to Clarivate Analytics' 2017 Highly Cited Researchers list
(<https://clarivate.com/hcr/2017-researchers-list/>)

2017 James G. (Jerry) Hunt Southern Management Association (SMA) Sustained Outstanding Service Award.

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

2015 Texas Tech University Integrated Scholar. This honor is awarded to "a faculty member who not only demonstrates outstanding teaching, research and service, but is able to generate synergy among the three functions" (<http://www.depts.ttu.edu/provost/scholars/2015/gardner.php>).

2014 Rawls College of Distinguished Faculty Research Award.

2013 Rawls College of Business Outstanding Researcher Award.

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

2011 Distinguished Doctoral Alumni Award Recipient, College of Business, Florida State University.

Recipient, *Group & Organization Management*, Best Paper Award: Micro Category, 2011. van Emmerick, H., Gardner, W. L., Wendt, H., & Fischer, D. (2010). Associations of culture and personality with McClelland's motives: A cross-cultural study of managers in 24 countries. *Group and Organization Management*, 35, 329-367.

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

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

Recipient of *The Leadership Quarterly* Volume 11 "Best Paper" Award, Sponsored by the *Center for Creative Leadership*, Greensboro, North Carolina. Lowe, Kevin, and Gardner, William L. "Ten Years of Leadership Quarterly: Contributions and Challenges for the Future." *Leadership Quarterly*, 2000, 11(4), 2000, 459-514.

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Management and Marketing recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1997-1998 Academic Year. The citation for the article is: Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review*, 1998, 23(1), 32-58.

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- Management and Marketing recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1995-1996 Academic Year. The citation for the article is: Gardner, W. L., & Martinko, M. J. (1996). Using the Myers-Briggs Type Indicator to study managers: A conceptual model and research agenda. *Journal of Management*, 1996, 22(1), 45-83.
- Dual recipient of the Decision Science Institute's 1991 Best Theoretical/Empirical Research Paper Award. The citation for the selected article is: Ramnarayanan, R., & Gardner, W. L. (1991, November). Interactions among presentation formats, cognitive styles and time constraints: An experimental study. *Proceedings of the Annual Meeting of the Decision Sciences Institute*.
- Dual recipient of the Ole Miss School of Business Administration's Outstanding Research Article Award for the 1990-1991 Academic Year. The citation for the article is: Martinko, M. J., & Gardner, W. L. (1990). Structured observation of managerial work: A replication and synthesis. *Journal of Management Studies*, 3, 329-357.
- Nominated by Dean Boxx of the School of Business Administration for the Innovative Awards Program of the *1993 Southern Business Administration Association*. The reason for this nomination was the "Classroom-as-Organization" pedagogy used in MGMT 491, Organizational Behavior, at the University of Mississippi.
- Nominated, along with L. Larson, by U. Sekaran of Southern Illinois University for the David L. Bradford Outstanding Educator Award which is sponsored by the *Organizational Behavior Teaching Society*. The reason for our nomination was the "Classroom-as-Organization" pedagogy we developed for the MGT 341, Organizational Behavior course, 1988.
- Nominated for Presidential Young Investigator Award, *National Science Foundation*, 1988.
- Recipient of the Richard Irwin Graduate Scholastic Fellowship, 1983.
- Presenter at *NATO Scientific Affairs Division Symposium on Leadership*, Oxford, England, 1982.
- Selected to attend the *Academy of Management Doctoral Consortium* in San Diego, CA, August 1981.

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Beta Gamma Sigma
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