Dr. William L. Gardner

Texas Tech University
(806) 742-1055
william.gardner@ttu.edu

Education and Post Graduate Training

DBA, Florida State University, 1984.
Major: Organizational Behavior
Supporting Areas of Emphasis: Organizational Theory/General Management,Social Psychology, Research Design/Statistics

MBA, Florida State University, 1980.
Major: Management

BS, Susquehanna University, 1978.

Academic and Professional Experience

Area of Management Coordinator, Rawls College of Business, Texas Tech University. (September 2006 - Present).

Jerry S. Rawls Professor of Leadership and Director, Institute for Leadership Research, Texas Tech University. (June 2005 - Present).
Undergraduate and graduate courses in organizational behavior, leadership, and business ethics

Howard L. Hawks Chair in Business Ethics and Leadership and Professor of Management, University of Nebraska-Lincoln, Gallup Leadership Institute. (June 2003 - May 2005).
Undergraduate and graduate courses in organizational behavior, leadership, the self and identity, ethics and research methods

Director of the PhD Program and Michael S. Starnes Professor of Management, University of Mississippi. (August 2001 - May 2003).
Undergraduate and graduate courses in management, organizational behavior, leadership, group dynamics and management history

Interim Associate Dean for Faculty and Research and Michael S. Starnes, University of Mississippi. (August 2000 - December 2001).
Undergraduate and graduate courses in organizational behavior and management history

Area Coordinator and Michael S. Starnes Professor of Management, University of Mississippi. (July 1998 - July 2000).
Undergraduate and graduate courses in organizational behavior, management and research methods

Hearin-Hess Associate Professor of Management, University of Mississippi. (July 1991 - June 1998).
Undergraduate and graduate courses in organizational behavior, management and research methods

Hearin-Hess Assistant Professor of Management, University of Mississippi. (March 1989 - June 1991).
Undergraduate and graduate courses in organizational behavior, management and research methods

Assistant Professor of Management, Southern Illinois University at Carbondale. (1984 - March 1989).
Undergraduate courses in management, organizational behavior and research methods and a doctoral seminar on individuals in organizations

Faculty Advisor, Southern Illinois University at Carbondale. (1984 - 1986).
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

Research Associate and Data Analyst, 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

Research Consultant, The Florida State University. (1981 - 1983).
Research Consultant; with Dr. Dale Lake for the Florida Council on Educational Management. A comprehensive review of the literature on principal competencies was conducted

Instructor of Management/Rearch Assistant, The Florida State University. (1978 - 1981).
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

Leadership Awards and Honors

Who's Who Among America's Teachers. (2003).

"Bernie" Best Reviewer Award, Leadership Quarterly. (2003).

Marquis Who's Who in America. (2002).

"Best Paper" Award, Center for Creative Leadership, Greensboro, North Carolina. (2000).

"Best Reviewer", Southern Management Association. (2000).

Management and Marketing recipient of the Ole Miss School of Business, Ole Miss School of Business. (1998).

Management and Marketing recipient of the Ole Miss School of Business, Ole Miss School of Business. (1996).

Best Theoretical/Empirical Research Paper Award, Decision Science Institute. (1991).

Ole Miss School of Business Administration's Outstanding Research Article Award, Ole Miss School of Business Administration. (1991).

TEACHING

Courses Taught

Texas Tech University

BA 5395, Practicum in Higher Education for Business, 1 course.
BA 7000, Research, 12 courses.
BA 8000, Doctor's Dissertation, 20 courses.
MGT 3370, Organization and Management: Honors, 2 courses.
MGT 3376, Organizational Behavior, 3 courses.
MGT 4373, Leadership Ethics, 1 course.
MGT 4380, Strategic Management, 1 course.
MGT 4382, Internship in Management, 6 courses.
MGT 5371, Managing Organizational Behavior and Organizational Design (STEM), 5 courses.
MGT 5372, Leadership & Ethics: STEM MBA, 52 courses.
MGT 5382, Internship in Management, 1 course.
MGT 6305, Individual Study in Management, 4 courses.
MGT 6375, Advanced Organization Behavior, 5 courses.
MGT 6381, Seminar in Advanced Management Topics: Publishing Empirical Research, 11 courses.

Non-Credit Instruction

Guest Lecture, Hamline University, 24 participants. (October 5, 2021).

Directed Student Learning

Farzaneh Noghani, Dissertation Committee Chair, "The Impact of COVID-19 on Charismatic Leadership: A Study of Academic Medical Centers in the U.S.," Management. (February 17, 2020 - Present).

Lori Tribble, Dissertation Committee Member, "Corporate wrongdoing exposure and recovery speed and survival: A two study examination," Management. (August 2019 - May 14, 2020).

Daniel Gullifor, Dissertation Committee Chair, "Imposter phenomenon: A state commonly experienced in organizations," Management. (July 31, 2018 - August 8, 2019).

Jeremy Meuser, Dissertation Committee Member, "Servant leadership and leader-member exchange (LMX): A dimensional analysis," Management. (August 2016 - August 2017).

Elaina Cantrell Robinson, Dissertation Committee Member, "The role of social capital in the success of women who have ascended to leadership positions in higher education," Educational Psychology & Leadership. (May 2016 - May 23, 2017).

Soebowo Musa, Dissertation Committee Member, "Authentic leadership, followership styles, and strategy execution: A trilogy for an organizational performance," Management. (May 2015 - January 2017).

Jinyu Hu, Dissertation Committee Chair, "Narcissism: An identity-regulation perspective," Management. (May 2015 - August 2016).

RESEARCH

Published Intellectual Contributions

Gardner, W., Avolio, B. J., Walumbwa, F. O. (2005). *Authentic leadership theory and practice: Origins, effects and development*. Elsevier JAI.

Martinko, M. J., Gardner, W. (1983). *An executive summary of the behavior of high performing educational managers: An observational study*. Department of Management, College of Business.

Martinko, M. J., Gardner, W. (1983). *The behavior of high performing educational managers: An observational study*. Department of Management, College of Business, Florida State University.

Bibliography

Gardner, W., McCauley, K. D. (2016). Authentic leadership. In Griffin, Ricky (Ed.), *Oxford Bibliographies in Management*. New York: Oxford University Press.

Book, Chapter in Scholarly Book-New

Cogliser, C., Gardner, W., Ghosh, H., Grady, A. Leadership and virtual work in a pandemic and post pandemic world. In Gilson,L. L., Maynard, M. T, & O'Neill, T. (Ed.), *Handbook of virtual work*.

Gardner, W. L., Gullifor, D. P., Carlson, J. D., Cogliser, C. C., Williams, M. L. (2022). Barriers to authentic leader-follower relationships: Implications for human resource management. In Duhlebon, J., Murray, B., & Stone, D. (Ed.), *Research in Human Resource Management* (pp. 181-218). Information Age Publishing.

McCauley, K. D., Gardner, W., Tang, C. Authentic leadership. In Goethals, George R., & Allison, Scott (Ed.), *Sage Encyclopedia of Leadership*. Thousand Oaks, CA: Sage.

McCauley, K. D., Gardner, W. (2016). Emotional labor among West Texas Baptist pastors: Potential threats to leader authenticity and lessons learned. In Peus, C. Braun, S. & Schyns, B. (Ed.), *Leadership lessons in compelling contexts, Monographs in Leadership and Management* (vol. 8, pp. 373-405). Emerald Group Publishing.

Gardner, W., Cogliser, C. (2008). Can a leader be "true to the self" and socially skilled?: The paradox of leader authenticity and behavioral flexibility. *The Sage Handbook of New Approaches in Management and Organization* (pp. 93). SAGE Publications Ltd; Thousand Oaks, CA.

Hunt, J., Gardner, W., Fischer, D. (2008). Leader emotional displays from near and far: The implications of close versus distant leadership for leader emotional labor and authenticity. *Affect and Emotion: New Directions in Management: Theory and Research* (pp. 41--63). Information Age Pub Incorporated; Charlotte, NC.

Gardner, W., Rozell, E., Walumbwa, F. (2004). Positive and negative affect and explanatory style as predictors of work attitudes. *Attribution Theory in the Organizational Sciences: Theoretical and Empirical Contributions* (pp. 49--81). Information Age Pub Incorporated; Greenwich, CT.

Gardner, W., Martinko, M. J. (1998). An organizational perspective of the effects of dysfunctional impression management. *Dysfunctional Behavior in Organizations: Nonviolent Dysfunctional Behavior* (vol. 23, pp. 69--126). JAI Press; Sanford, CT.

Gardner, W., Martinko, M. J., Peluchette, Joy Van Eck (1996). A self-presentational perspective of computer-mediated communications. *Impression Management and Information Technology* (pp. 7--20). Quorum Books; Westport, CT.

Bitter, M., Gardner, W. (1995). A mid-range theory of the leader/member attribution process in professional service organizations: The role of the organizational environment and impression management. *Attribution Theory: An Organizational Perspective* (pp. 171--192). St. Lucie Press; Delray Beach, FL.

Rozell, E., Gardner, W. (1995). Computer friend or foe? The influence of optimistic versus pessimistic attributional styles and gender on user reactions and performance. *Attribution Theory: An Organizational Perspective* (pp. 125--145). St. Lucie Press; Delray Beach, FL.

Leong, F., Snodgrass, C. R., Gardner, W. (1992). Management education: Creating a gender-positive environment. *Womanpower: Managing in Times of Demographic Turbulence* (pp. 192--220). Sage Publications; Newbury Park, CA.

Gardner, W., Schermerhorn, JR (1992). Strategic operational leadership and the management of supportive work environments. *Strategic Leadership: A Multi-organizational Level Perspective* (pp. 99--117). Quorum Books; New York.

Gardner, W., Van Eck Peluchette, J. (1991). Computer-mediated communications in organizational settings: A self-presentational perspective. *Management Impacts of Information Technology* (pp. 165--206). IGI Publishing; Harrisburg, PA.

Couples, D.-C., Newgren, K. E., Kellogg, C., Gardner, W. (1988). The dual-career issue. *The Work \& Family Sourcebook* (pp. 287). Panel Pub.

Martinko, M., Gardner, W. (1984). The observation of high-performing educational managers: Methodological issues and managerial implications. *Leaders and managers* (pp. 142--162). Pergamon Press; New Yourk.

Book, Chapter in Scholarly Book-Revised

Gardner, W., McCauley, K. D., Tang, C. (2022). Authentic leadership. *Oxford Bibliographies in Management*. Oxford University Press.

Gardner, W. (2005). In W. L. Gardner, B. J. Avolio, & F. O. Walumbwa (Ed.), *Authentic leadership development: Emergent themes and future directions.* (vol. 3, pp. 387-406). Elsevier.

Gardner, W. (2005). *Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management* (vol. 3). Elsevier.

Gardner, W. (2005). In W. L. Gardner, B. J. Avolio, & F. O. Walumbwa (Ed.), *Veritable authentic leadership: Emergence, functioning and impacts* (vol. 3, pp. 3-41). Elsevier.

Gardner, W. (2004). In M. J. Martinko (Ed.), *Positive and negative affect and explanatory styles as predictors of work attitudes* (pp. 49-81). Greenwich, CT: Information Age Publishing.

Book, Scholarly-New

Yukl, G. A., Gardner, W. (2020). *Leadership in organizations* (9th ed.). Boston, Mass.: Pearson.

Gardner, M. M., Gardner, W. (1996). *Active Learning Guide to Accompany Management, John R. Schermerhorn, Jr*. John Wiley \& Sons, Incorporated.

Call for Papers for Special Issue

Antonakis, J., Gardner, W. (2015). *Charisma: New frontiers: A special issue dedicated to the memory of Boas Shamir* (26th ed., vol. 1, pp. 98-99).

Gardner, W., Cogliser, C. (2009). *Special issue on meso-modeling of leadership: Integrating micro-and macro-perspectives of leadership* (4th ed., vol. 20, pp. 501--502). Elsevier Science.

Commentary

Avolio, B. J., Wernsing, T., Gardner, W. (2018). In Brian L. Connelly (Ed.), *Revisiting the development and validation of the Authentic Leadership Questionnaire: Analytical clarifications* (2nd ed., vol. 44, pp. 399-411). Journal of Management.

Conference Proceeding

Walumbwa, F., Avolio, B., Luthans, F., May, D., Gardner, W. (2004). Unlocking the mask: Understanding the multiple influence of authentic leadership. *University of Nebraska Gallup Leadership Institute Authentic Leadership Conference, Omaha, NE*.

Gardner, W., Rozell, E., Barnes, J. (1999). Dispositional affectivity and explanatory style as predictors of work attitudes, behavior, and performance. *Academy of Management Meetings, Chicago, Illinois*.

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

Gardner, W., Avolio, B. (1995). Charismatic leadership: The role of impression management. *Annual Meeting of the Academy of Management, Vancouver, BC*.

Martinko, M. J., Gardner, W. (1984). An interactive learned helplessness perspective of the leader/member attribution process. *Proceedings of the 27th Annual Conference of the Midwest Academy of Management* (pp. 251--262).

Martinko, M., Gardner, W. (1982). Mintzberg type studies: Methodological problems and alternatives. *Proceedings of the Southern Management Association* (pp. 67--69).

Martinko, M. J., Gardner, W. (1982). The observation of high performing education managers. *International Symposium on Managerial Behavior and Leadership Research, Oxford, July*.

Editorial, Journal

Gardner, W. (2020). In Thomas J. Zagenczyk (Ed.), *Farewell from the outgoing editor* (6th ed., vol. 45, pp. 762-767).

Gardner, W. (2020). In Thomas J. Zagenczyk (Ed.), *Riddle Me This: What Do Top Management Team Boundary Spanning, Team Conflict Trajectories, Team Creativity, Faultlines, Grit, and*

Global Virtual Teams, Have in Common? Answer: Outstanding 2019 GOM Articles (6th ed., vol. 45, pp. 747-761).

Gardner, W. (2018). In Thomas J. Zagenczyk (Ed.), *Riddle me this: What do mergers and acquisitions, remote workers, management M-theory, empowered leadership, competitive human resource practices, and positivity within dynamic teams have in common? Answer: Outstanding 2017 GOM Articles* (6th ed., vol. 43, pp. 863-870). SAGE Publications Sage CA: Los Angeles, CA.

Gardner, W. (2018). In Thomas J. Zagenczyk (Ed.), *Continuity and change at Group & Organization Management: New year, new team, new resources—same mission* (1st ed., vol. 43, pp. 3-5). SAGE Publications.

Gardner, W. (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* (vol. 42, pp. 751-766). SAGE Publications.

Gardner, W. (2017). *Riddle me this: What do co-evolution, leveraging leaders, transformational leadership, psychological contracts, the "TREO" and sinking versus swimming together have in common? Answer: Outstanding 2015 GOM Articles* (vol. 42, pp. 3-10). SAGE Publications.

Gardner, W. (2016). *New year, new cover, new services, new members of the team* (vol. 41, pp. 3-4). SAGE Publications.

Gardner, W. (2015). *Greetings from the new editor* (1st ed., vol. 40, pp. 3 - 5).

Gardner, W. (2015). *Riddle me this: What do courage, rhetoric, neuroscience, socialization, revenge, and CEO personality have in common? Answer: Outstanding 2014 GOM articles* (5th ed., vol. 40, pp. 591--598). Sage Publications.

Encyclopedia Entry

Gardner, W., Carlson, J. (2015). Authentic leadership. In Wright, J. D. (Ed.), *International Encyclopedia of the Social and Behavioral Sciences* (2nd ed., pp. 245 - 250). Oxford: Elsevier.

Gardner, W. (2013). Authentic leadership. In Kessler, E. H. (Ed.), *Encyclopedia of Management Theory* (vol. 1, pp. 53--56). SAGE Publications; Thousand Oaks, CA.

Foreward

Walumbwa, F. O., Gardner, W. (2013). Foreword. In Reynolds, J. C., & Takamine, K. (Ed.), *Authentic leadership - In God's own heart*. Reynolds and Takamine.

Foreword to an Edited Book

Gardner, W. (2017). Foreword. In Cotter-Lockard, D. (Ed.), *Authentic leadership and followership: International Perspectives*. Springer/Palgrave Macmillan.

Journal Article, Academic Journal

Gardner, W., McCauley, K. D. The gaslighting of authentic leadership revisited. *Leadership*.

Hu, J., Gardner, W., Karam, E. P. (2022). "That's who I am!": An identity regulation model of narcissism. *Journal of Organizational Psychology, 22*(2), 12-30.

Blake, A. B., Luu, V. H., Petrenko, O. V., Gardner, W., Moergen, K. J. N., Ezerins, M. E. (2022). Let's agree about nice leaders: A literature review and meta-analysis of agreeableness and its relationship with leadership outcomes. *Leadership Quarterly*.

Gardner, W., Karam, E., Alvesson, M., Einola, K. (2021). Authentic Leadership: The case for and against. *Leadership Quarterly, 32*(6), 101495.

Gardner, W., McCauley, K. D. The gaslighting of authentic leadership. *Leadership*.

Gardner, W. L., Lowe, K. B., Meuser, J. D., Noghani, F., Gullifor, D., Cogliser, C. C. (2020). The leadership trilogy: A review of the third decade of The Leadership Quarterly. *Leadership Quarterly, 31*(1), 101379.

Gardner, W. (2019). Riddle me this: What do innovation implementation, a powerful CEO, functional diversity, paradoxical virtual leadership, coworker mentoring, and surface acting have in common? Answer: Outstanding 2018 GOM Articles. *Group and Organization Management, 44*(6), 1023-1035.

Gardner, W. (2019). R&R Dialog: Why I rejected your R&R submission and what you could have done to secure an acceptance. *Journal of Management Inquiry, 29*(4), 378-384.

Gardner, W., Karam, E., Tribble, L., Cogliser, C. C. (2019). The missing link? Implications of internal, external, and relational attribution combinations for leader-member exchange, relationship work, self-work, and conflict. *Journal of Organizational Behavior, 40*(5), 554-569.

Antonakis, J., Banks, G. C., Bastardoz, N., Cole, M. S., Day, D. V., Eagly, A. H., Epitropaki, O., Foti, R. R., Gardner, W., Haslam, S. A., Hogg, M. A., Kark, R., Lowe, K. B., Podsakoff, P. M., Spain, S. M., Stoker, J. I., Van Quaquebeke, N., van Vugt, M., Vera, D., Weber, R. (2019). The Leadership Quarterly: State of the journal. *Leadership Quarterly, 30*(1), 1-9.

Scott, K. L., Zagenczyk, T. J., Li, S., Gardner, W., Cogliser, C. C., Laverie, D. (2018). Social network ties and organizational citizenship behavior: Evidence of a curvilinear relationship. *European Journal of Work and Organizational Psychology, 27*(6), 752-763.

Gardner, W., Cogliser, C. C. (2018). "Walking the talk" alone: Leading and following authentically in an inauthentic world. *Journal of Character and Leadership Development, 5*(1), 45-56.

Gill, C., Gardner, W., Claeys, J., Vangronsvelt, K. (2018). Using theory on authentic leadership to build a strong human resource management system. *Human Resource Management Review, 28*(3), 304-318.

Swain, A. K., Cao, Q., Gardner, W. (2018). Six Sigma success: Looking through authentic leadership and behavioral integrity theoretical lenses. *Operations Research Perspectives, 5*, 120-132.

Guenter, H., Gardner, W., Davis McCauley, K., Randolph-Seng, B., Prabhu, V. P. (2017). Shared authentic leadership in research teams: Testing a multiple mediation model. *Small Group Research, 48*(6), 719--765.

Hinojosa, A. S., Gardner, W., Walker, H. J., Cogliser, C. C., Gullifor, D. (2017). A review of cognitive dissonance theory in management research: Opportunities for further development. *Journal of Management, 43*(1), 170-199.

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

Meuser, J. D., Gardner, W., 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.

Leroy, H., Anseel, F., Gardner, W., Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management, 41*(6), 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. *Leadership Quarterly, 25*(3), 595 - 610.

Schneider, A., Gardner, W., Hinojosa, A., Marin Melo, A. (2014). Emotional responses of leaders to passive versus active members. *Leadersip, 10*, 392-411.

Dinh, J. E., Lord, R. G., Gardner, W., Meuser, J. D., Liden, R. C., Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives.. *Leadership Quarterly, 25*(1), 36-62.

Cogliser, C. C., Gardner, W., Trank, C. Q., Gavin, M., 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 and Organizational Studies, 20*(2), 242 - 251.

Randolph-Seng, B., Gardner, W. (2013). Validating measures of leader authenticity: Relationships between implicit/explicit self-esteem, situational cues, and leader authenticity. *Journal of Leadership & Organizational Studies, 20*(2), 212--229.

Cogliser, C. C., Gardner, W., 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 and Organization Management, 37*(6), 752--784.

Davis, K., Gardner, W. (2012). Charisma under crisis revisited: Presidential leadership, perceived leader effectiveness, and contextual influences. *Leadership Quarterly, 23*(5), 918--933.

Gardner, W., Cogliser, C. C., Walumbwa, F. O., Reithel, B. J., 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*(4), 585 - 622.

Gardner, W. L., Cogliser, C. C., Trank, C. Q., Gavin, M. B., Halbesleben, J., Seers, A. (2012). Not all group exchange structures are created equal: Effects of forms and levels of exchange on work outcomes in virtual teams. *Journal of Leadership and Organizational Studies, 20*(2), 242 - 251.

Cogliser, C., Gardner, W., 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 and Organization Management, 37*(6), 752 - 784.

Gardner, W., Cogliser, C., Davis, K., Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *Leadership Quarterly, 22*(6), 1120--1145.

Van Emmerik, H., Gardner, W., 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*(3), 329--367.

Gardner, W., Lowe, K. B., Moss, T., Mahoney, K. T., Cogliser, C. (2010). Scholarly leadership of the study of leadership: A review of The Leadership Quarterly's Second Decade, 2000-2009,. *Leadership Quarterly, 21*, 922 - 958.

Hughes, L. W., Gardner, W., 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 and Leadership*.

Gardner, W., Reithel, B. J., Foley, R. T., Cogliser, C., Walumbwa, F. O. (2009). Attraction to organizational culture profiles: Effects of realistic recruitment and vertical and horizontal individualism-collectivism. *Management Communication Quarterly, 22*(3), 437--472.

Cogliser, C., Schriesheim, C. A., Scandura, T. A., Gardner, W. (2009). Balance in leader and follower perceptions of leader-member exchange: Relationships with performance and work attitudes. *Leadership Quarterly, 20*(3), 452-465.

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

Gardner, W., Cogliser, C. (2009). Meso-modeling of leadership: Following James G. (Jerry) Hunt's lead in integrating micro- and macro-perspectives of leadership. *Leadership Quarterly, 20*(4), 493-500.

Walumbwa, F. O., Avolio, B. J., Gardner, W., Wernsing, T. S., Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure†. *Journal of Management, 34*(1), 89--126.

Avolio, B. J., Gardner, W., Walumbwa, F. O. (2007). Authentic Leadership Questionnaire (ALQ). *Mind Garden, Inc. www. mindgarden. com*.

Gardner, W. L., Cogliser, C. C., Schriesheim, C. A., Scandura, T. A. (2007). Balance in Leader and Follower Perceptions of Leader-Member Exchange: Relationships with Performance and Work Attitudes. *Leadership Quarterly, 20*(3), 452 - 465.

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

Cleavenger, D., Gardner, W., Mhatre, K. (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. (2006). Promoting authentic behavior in organizations: An attributional perspective. *Journal of Leadership and Organizational Studies, 12*(3), 1--11.

Avolio, B. J., Gardner, W. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *JAI, 16*(3), 315--338.

Gardner, W. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly, 16*(3), 315-338.

Gardner, W., Avolio, B. J., Luthans, F., May, D. R., Walumbwa, F. (2005). “Can you see the real me?” A self-based model of authentic leader and follower development. *JAI, 16*(3), 343--372.

Gardner, W. (2005). “Can you see the real me?” A self-based model of authentic leader and follower development. *Leadership Quarterly, 16*(3), 343-372.

Mohamed, A Amin, Gardner, W. (2004). An exploratory study of interorganizational defamation: An organizational impression management perspective. *Emerald Group Publishing Limited, 12*(2), 129--145.

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

Brown, J. A., Gardner, W. (2004). Exemplification and authentic leadership: An exploratory study.

Ammeter, A. P., Douglas, C., Hochwarter, W. A., Ferris, G. R., Gardner, W. (2004). Introduction to: The Leadership Quarterly special issue on political perspectives in leadership. *Elsevier Science, 15*(4), 433--435.

Gardner, W. (2004). Introduction to: The Leadership Quarterly special issue on political perspectives in leadership. *Leadership Quarterly, 15*(4), 433-435.

Davis, W. D., Gardner, W. L. (2004). Organizational cynicism and perceptions of politics: A leader-member exchange and attributional perspective. *Leadership Quarterly, 15*(4), 439 - 465.

Davis, W. D., Gardner, W. (2004). Perceptions of politics and organizational cynicism: An attributional and leader--member exchange perspective. *JAI, 15*(4), 439--465.

Ammeter, A. P. T., Beu, D., Blass, M. F. R., Buckley, M. R., Davis, W. D., Douglas, C., Ferris, G. R., Gardner, W., Hall, A. T., Harvey, M. G., others (2004). Political perspectives in leadership. *The Leadership Quarterly, 15*, 437--438.

Avolio, B. J., Brigham, K. H., Bryman, A., Cogliser, C., Day, D. V., De Cremer, D., Gardner, W., Gronn, P., Hogg, M. A., Luthans, F., others (2004). The Leadership Quarterly Yearly Review 2004. *The Leadership Quarterly, 15*, 727--728.

Gardner, W. (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*(1), 47-65.

Douglas, C., Gardner, W. (2004). Transition to self-directed work teams: Implications of transition time and self-monitoring for managers' use of influence tactics. *Journal of Organizational Behavior, 25*(1), 47--65.

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

Avolio, B. J., Gardner, W., 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. *JAI, 15*(6), 801--823.

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Gardner, W., Rozell, E. J. (2000). Computer efficacy: Determinants, consequences, and malleability. *JAI, 11*(1), 109--136.

Sidani, Y. M., Gardner, W. (2000). Work values among Lebanese workers. *Taylor \& Francis, 140*(5), 597--607.

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Rozell, E., Gardner, III, W. (1999). Computer-related success and failure: A longitudinal field study of the factors influencing computer-related performance. *Pergamon, 15*(1), 1--10.

Awamleh, R., Gardner, W. (1999). Perceptions of leader charisma and effectiveness: The effects of vision content, delivery, and organizational performance. *JAI, 10*(3), 345--373.

Gardner, W., Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review, 23*(1), 32--58.

Gardner, W., Cleavenger, D. (1998). The impression management strategies associated with transformational leadership at the world-class level: A psychohistorical assessment. *Sage Publications, 12*(1), 3--41.

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Gardner, W., Martinko, M. J. (1996). Using the Myers-Briggs Type Indicator to study managers: A literature review and research agenda. *Journal of Management, 22*(1), 45--83.

Gardner, W., Gundersen, D. E. (1995). Information system training, usage, and satisfaction: An exploratory study of the hospitality industry. *Sage Publications, 9*(1), 78--114.

Young, J. A., Gardner, W., Gilbert, F. W. (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., Peluchette, Joy Van Eck, Clinebell, S. K. (1994). Valuing women in management: An impression management perspective of gender diversity. *Sage Publications, 8*(2), 115--164.

Gardner, W. (1992). Lessons in organizational dramaturgy: The art of impression management. *Pergamon, 21*(1), 33--46.

Schermerhorn, J. R., Gardner, W., Dresdow, S. A. (1992). Success profiles for student examination performance in a large-lecture management course: An empirical study. *Journal of Management Education, 16*(4), 430--443.

Schermerhorn, J. R., Gardner, W., Martin, T. (1990). Management dialogues: Turning on the marginal performer. *Elsevier Science, 19*(1), 47--59.

Martinko, M. J., Gardner, W. (1990). Structured observation of managerial work: A replication and synthesis*. *Journal of Management Studies, 27*(3), 329--357.

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

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Gardner, W., Schermerhorn, Jr, J. R. (1988). Computer networks and the changing nature of managerial work. *JSTOR*, 85--99.

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Gardner, W., Martinko, M. J. (1988). Impression management in organizations. *Journal of Management, 14*(2), 321--338.

Gardner, W., Larson, L. L. (1988). Practicing management in the classroom: Experience is the best teacher. *Sage Publications Sage CA: Thousand Oaks, CA, 12*(3), 12--23.

Brown, D., Schermerhorn, J. R., Gardner, W. (1987). "Planned Fading" as a technique for introducing case analysis methods in large-lecture classes. *Journal of Management Education, 11*(4), 31--41.

Newgren, K. E., Kellogg, C., Gardner, W. (1987). Corporate policies affecting dual-career couples. *Society for the Advancement of Management, 52*(4), 4.

Martinko, M. J., Gardner, W. (1987). The leader/member attribution process. *Academy of Management Review, 12*(2), 235--249.

Martinko, M. J., Gardner, W. (1985). Beyond structured observation: Methodological issues and new directions. *Academy of Management Review, 10*(4), 676--695.

Gardner, W. (1985). The impression management behaviors of effective principals.

Martinko, M. J., Gardner, W. (1983). A methodological review of sex-related access discrimination problems. *Kluwer Academic Publishers-Plenum Publishers, 9*(7), 825--839.

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Martinko, M. J., Gardner, W. (1980). Women in management: A review of access discrimination problems. *The Division*, 107--119.

Journal, Edited Special Issue

Antonakis, J., Gardner, W. (2017). Charisma: New frontiers: A special issue dedicated to the memory of Boas Shamir: Introductory Editorial. *Leadership Quarterly, 28*, 471-472.

Monograph

Karam, E., Gardner, W., Gullifor, D., Tribble, L., Li, M. (2017). In Buckley, M. R., Halbesleben, J. R. B., & Wheeler, A. R. (Ed.), *Authentic leadership and high-performance human resource practices: Implications for work engagement* (vol. 35, pp. 103-153). Emerald Group Publishing.

Written Case with Instructional Material

Gullifor, D., Gardner, W. (2020). Case: Prestige Marketing. *G. A. Yukl & W. L. Gardner, Leadership in organizations (9th ed.)* (pp. 201-202). Boston, Mass: Pearson.

Gullifor, D., Gardner, W. (2020). Case: Ready Foods Company. *G. A. Yukl & W. L. Gardner, Leadership in organizations (9th ed.)* (pp. 136-137). Boston, Mass: Pearson.

Gullifor, D., Gardner, W. (2020). Case: Superior Staffing. *G. A. Yukl & W. L. Gardner, Leadership in organizations (9th ed.)* (pp. 45). Boston, Mass.: Pearson.

Presentations Given

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Words of wisdom from SMA Fellows," Southern Management Association, Little Rock, AR. (November 2022).

Gardner, W. (Discussant), Annual Meeting of Academy of Management, "Burgeoning research in emergent leadership: Leadership emergence symposium," Academy of Management, Seattle, WA. (August 8, 2022).

Gardner, W. (Discussant), Annual Meeting of Academy of Management, "Current developments in Leader Member Exchange: An interactive panel symposium," Academy of Management, Seattle, WA. (August 6, 2022).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Improving leadership around the globe: A hybrid mentoring session," Academy of Management, Seattle, WA. (August 6, 2022).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Incorporating study preregistration into your work? Registered research: A panel discussion," Academy of Management, Seattle, WA. (August 6, 2022).

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Words of wisdom from SMA Fellows," Southern Management Association, New Orleans, LA. (October 2021).

Gardner, W., Scovell Business Leadership Program, "Authentic Leadership: The Case for and Against," Rawls College of Business. (October 29, 2021).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Improving leadership around the globe: A virtual mentoring session," Academy of Management, Virtual Meeting. (August 2021).

Hinojosa, A. (Presenter & Author), Banks, G. (Presenter & Author), Gardner, W., Lowe, K. (Presenter & Author), Annual Meeting of the Academy of Management, "Storytelling in review articles: Exemplars and guidelines," Academy of Management, Virtual. (August 2021).

Noghani, F. (Presenter & Author), Gardner, W. (Author Only), Annual Meeting of the Academy of Management, "The Roles of Personality and Regulatory Focus in Entrepreneurial Persistence Decisions," Virtual. (August 2021).

Zagenczyk, T. J. (Presenter & Author), Gardner, W. L. (Author Only), Cruz, W. L. (Author Only), Cogliser, C. (Author Only), Laverie, D. (Author Only), Annulal Meeting of the Academy of Management, "Friendship, Advice and Distant Ties with Leaders and Similarity in Citizenship Behavior," Academy of Management, Virtual. (August 2021).

Gardner, W., Annual Meeting of the Southern Management Association, "Current developments in Leader Member Exchange (LMX): An interactive incubator," Southern Management Association, New Orleans. (June 14, 2021).

Gardner, W. (Moderator), Annual Meeting of the Southern Management Association, "Facilitator, "Authenticity speed dating"," Southern Management Association, Virtual "Home" Conference. (October 2020).

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Faculty Consortium, Panel Q &A," Southern Management Association, Virtual "Home" Conference. (October 2020).

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Preparing a strong application package: What are doctoral programs looking for?," Southern Management Association, Virtual "Home" Conference. (October 2020).

Gardner, W. (Discussant), Annual Meeting of the Southern Management Association, "Research Mentor, Paper Development Workshop," Southern Management Association, Virtual "Home" Conference. (October 2020).

Gullifor, D. (Presenter & Author), Gardner, W., Cogliser, C. (Presenter & Author), Annual Meeting of the Southern Management Association, "What's Behind the Mask? A Self-Concept Based Approach to the Imposter Phenomenon Scale (SIPS)," Southern Management Association, Virtual. (October 23, 2020).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Improving leadership research: Mentoring to develop proposals into high quality publications," Academy of Management, Virtual. (August 8, 2020).

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Authoring and reviewing for scholarly journals: Best practices in providing and responding to developing feedback," Southern Management Association, Norfolk, VA. (October 12, 2019).

Gullifor, D. (Presenter & Author), Gardner, W. (Author Only), Cogliser, C. (Author Only), Karam, E. (Author Only), Hohman, Z. (Author Only), Annual Meeting of the Southern Management

Association, "Development and validation of the State Imposter Phenomenon Scale (SIPS)," Norfolk, VA. (October 12, 2019).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, Early Stage Doctoral Student Consortium, "Managing your reputation and identity as a scholar," Southern Management Association, Norfolk, VA. (October 10, 2019).

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, "Ask the Editors, Joint Session of the Early Stage and Late Stage Doctoral Student Consortia," Southern Management Association, Norfolk, VA. (October 9, 2019).

Romi, A., Carrasco, H., Gardner, W., IESEG School of Management's 2019 Organizational Stigma Paper Development Workshop for Journal of Management Studies, "Stigma management up in smoke: Understanding variation in strategies within the U.S. adult-use cannabis industry," Paris, France. (September 2019).

Romi, A. (Presenter & Author), Carrasco, H. (Author Only), Waldron, T., Gardner, W., IESEG School of Management's 2019 Organizational Stigma Paper Development Workshop for Journal of Management Studies, "Stigma management up in smoke: Understanding variation in strategies within the U.S. adult-use cannabis industry," Paris, France. (September 18, 2019).

Gardner, W. (Discussant), Annual Meeting of the Academy of Management, "The emergence, development, and decline of moral leadership," Academy of Management, Boston, Mass. (August 13, 2019).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Organizational Behavior Research Roundtables," Academy of Management, Boston, Mass. (August 11, 2019).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Congratulations, You Got a Revise and Resubmit! Now What?," Academy of Management, Boston, Mass. (August 10, 2019).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Improving leadership research: Mentoring to develop proposals into high quality publications," Academy of Management, Boston, Mass. (August 10, 2019).

Gardner, W. (Panelist), European Association of Work and Organizational Psychology (EAWOP) Congress, "Alliance special session: Meet the editors – Panel discussion," European Association of Work and Organizational Psychology (EAWOP), Turin, Italy. (May 31, 2019).

Gardner, W., German Psychological Association, "Theory Building Workshop," University of Meuster, Muenster, Germany. (May 25, 2019).

Tribble, L. (Presenter & Author), Payne, G. T. (Author Only), Zachary, M. A. (Author Only), Waldron, T. (Author Only), Gardner, W. (Author Only), Sustained Ethics & Entrepreneurship (SEE) Conference, "It's all in the character: CEO characteristics' influence on firms facing ethical wrongdoing," Miami, FL. (March 1, 2019).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, Early Stage Doctoral Student Consortium, "Managing your reputation and identity as a scholar," Southern Management Association, Lexington, KY. (November 2018).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, Joint Session of the Early Stage and Late Stage Doctoral Student Consortia, "Ask the editors," Southern Management Association, Lexington, KY. (November 2018).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, SMA Pre-Doctoral Student Consortium, "Preparing a strong application package: What are doctoral programs looking for?," Southern Management Association, Lexington, KY. (November 2018).

Gardner, W. (Presenter & Author), Annual Meeting of the Southern Management Association, "Subordinate affect in leader evaluations: Implications for authentic leadership theory," Southern Management Association, Lexington, KY. (November 8, 2018).

Gardner, W. (Panelist), International Leadership Association (ILA) Meeting, "The authentic classroom, authenticity challenges for faculty and students," International Leadership Association (ILA), West Palm Beach, FL. (October 2018).

Gardner, W. (Panelist), Annual Meeting of the Academy of Management, "Congratulations, You Got a Revise and Resubmit! Now What?," Academy of Management, Chicago, IL. (August 2018).

Gardner, W. (Author Only), Gullifor, D. (Presenter & Author), Cogliser, C. C. (Author Only), Meeting of the Academy of Management, "Authentic leadership: An examination of boundary conditions," Academy of Management, Chicago, IL. (August 2018).

Gullifor, D. (Presenter & Author), Hansen, H. (Author Only), Gardner, W. (Author Only), Meeting of the Academy of Management, "Authentic leadership: Measurement of strengths and challenges of a life stories approach," Academy of Management, Chicago, IL. (August 2018).

Gardner, W. (Panelist), Meeting of the Academy of Management, "Mentoring at the Interface: From Leadership Research Proposals to High Quality Publications," Academy of Management, Chicago, IL. (August 2018).

Gardner, W. (Presenter Only), Meeting of the Academy of Management, "Organizational Behavior Research Roundtables," Academy of Management, Chicago, IL. (August 2018).

Tribble, L. (Author Only), Gardner, W. (Presenter & Author), Karam, E. (Presenter & Author), Cogliser, C. C. (Author Only), Third International Symposium on Attribution Theory, "The missing link? Implications of relational attributions for leader-member exchange," Florida A & M University, Tallahassee, FL. (March 2018).

Gardner, W., "Theory building workshop," Institute of Psychology, University of Munster, Munster, Germany. (February 2018).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, SMA Pre-Doctoral Student Consortium, "Preparing a strong application package: What are doctoral programs looking for?," Southern Management Association, St. Pete Beach, FL. (November 2017).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, SMA Early Stage Doctoral Student Consortium, "Building and maintaining a reputation in academia," Southern Management Association, St. Pete Beach, FL. (October 2017).

Gardner, W. (Presenter Only), Annual Meeting of the Southern Management Association, SMA Research and Teaching (SMART) Talks, "Jerry Hunt: A case study in authentic leadership," Southern Management Association, St. Pete Beach, FL. (October 2017).

Musa, S. (Presenter & Author), Gardner, W., Soetjipto, B. (Author Only), Rachmawati, R. (Author Only), Meeting of the Academy of Management, "Authentic leadership, strategic orientation, strategy execution and firm performance," Academy of Management, Atlanta, GA. (August 2017).

Gardner, W. (Panelist), Meeting of the Academy of Management, "Congratulations, You Got a Revise and Resubmit! Now What?," Academy of Management, Atlanta, GA. (August 2017).

Tribble, L. (Presenter & Author), Gardner, W., Brigham, K. (Author Only), Meeting of the Academy of Management, "Family business and authentic leadership: A cross-level model," Academy of Management, Atlanta, GA. (August 2017).

Gardner, W., Meeting of the Academy of Management, "Mentoring at the Interface: From Leadership Research Proposals to High Quality Publications," Academy of Management, Atlanta, GA. (August 2017).

Scott, K. L. (Presenter & Author), Zagenczyk, T. J. (Presenter & Author), Li, S. (Author Only), Gardner, W. (Author Only), Cogliser, C. C. (Author Only), Laverie, D. (Author Only), Meeting of the Academy of Management, "Social network ties and organizational citizenship behavior: Evidence of a curvilinear relationship," Academy of Management, Atlanta, GA. (August 2017).

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

Zagenczyk, T. J. (Presenter & Author), Gardner, W., Scott, K. (Author Only), Cogliser, C. C. (Author Only), Laverie, D. (Author Only), Rinaldo, J. (Author Only), European Work and Organizational Psychology (EAWOP) Congress, "The burden of social network ties: Exploring curvilinear relationships between advice and friendship ties and interpersonal citizenship behavior," European Work and Organizational Psychology (EAWOP), Dublin, Ireland. (May 2017).

Scott, K. (Presenter & Author), Gardner, W., Zagenczyk, T. (Presenter & Author), Cogliser, C. (Author Only), Laverie, D. (Author Only), Rinaldo, J. (Author Only), Annual Meeting of the Society for Industrial and Organizational Psychology (SIOP), "Social network ties and organizational citizenship behavior: A curvilinear relationship," Society for Industrial and Organizational Psychology (SIOP), Orlando, FL. (April 2017).

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

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

Gardner, W. (Presenter Only), "Leadership forum: Authentic in the face of turbulent change," Pertamina Corporation, Jakarta, Indonesia. (March 2017).

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

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

Gardner, W. (Panelist), Annual Meeting of the Southern Management Association, SMA Pre-Doctoral Student Consortium, "Preparing a strong application package: What are doctoral programs looking for?," Southern Management Association, Charlotte, NC. (November 2016).

Carlson, J. D. (Author Only), Gardner, W. (Author Only), Gullifor, D. (Presenter & Author), Cogliser, C. C. (Author Only), Annual Meeting of the Southern Management Association, "Authentic leadership: An examination of boundary conditions," Southern Management Association, Charlotte, NC. (October 2016).

Tribble, L. (Presenter & Author), Gardner, W., Brigham, K. (Author Only), Annual Meeting of the Southern Management Association, "Family business leadership: The implications of the implementation of authentic leadership in family businesses," Southern Management Association, Charlotte, NC. (October 2016).

Carlson, J., Gardner, W., Gullifor, D., Cogliser, C., Southern Management Association annual meeting, "Authentic leadership: An examination of boundary conditions.," Southern Management Association, Charlotte, NC. (October 2016).

Gardner, W. (Panelist), Meeting of the Academy of Management, "Congratulations, You Got a Revise and Resubmit! Now What?," Academy of Management, Anaheim, CA. (August 2016).

Gardner, W. (Presenter Only), Meeting of the Academy of Management, "Organizational Behavior Division Doctoral Consortium," Academy of Management, Anaheim, CA. (August 2016).

Gardner, W. (Moderator), Meeting of the Academy of Management, "Organizational Behavior Research Networking Forum," Academy of Management, Anaheim, CA. (August 2016).

Schneider, A. (Presenter & Author), Gardner, W. (Author Only), Hinojosa, A. (Author Only), Marin Melo, A. (Author Only), Schneider, Andreas, Gardner William L., Hinojosa Amanda, and Alejandra Marin. 2013. “Emotional Responses of Leaders to Subordinates” Regular Session. Sociology of Emotions: Emotion Management at Work. Annual Meeting of the American Sociological Association, "Emotional Responses of Leaders to Subordinates” Regular Session. Sociology of Emotions: Emotion Management at Work," American Sociological Association, New York City. (August 2013).

Schneider, A. (Presenter & Author), Hinojosa, A. (Author Only), Marin Melo, A. (Author Only), Gardner, W. (Author Only), Annual Meeting SSS, "An Exploratory Simulation of Follower/Colleague Identity Effects on Leader Emotional Expressions: Theory X and Y in Reverse?," Southern Sociological Society, Jacksonville. (April 2011).

Gardner, W. (Presenter & Author), Ryan, M. (Presenter & Author), Texas Tech Health Education Series, "Ethics – Theory and Practice," Texas Tech University Health Science Center, TTUHSC. (November 2010).

Intellectual Contributions in Submission

Journal Article, Academic Journal

Zagenczyk, T. J., Krivacek, S., Lansing, W. L., Cogliser, C., Laverie, D., Cruz, K. S., Meuser, J. Friendship, Advice and Distant Ties with Leaders and Similarity in Citizenship Behavior. *Journal of Management Studies*.

Gullifor, D., Karam, E., Gardner, W. L., Noghani, F., Cogliser, C. Impostor phenomenon: A review, conceptual development, and agenda for future research. *Journal of Organizational Behavior*.

Noghani, F., Gardner, W. Why Keep on Fighting? When to Keep Fighting?A Two-Study Investigation of The Roles of Personality and Regulatory Focus in Entrepreneurial Persistence Decisions. *Journal of Small Business Management*.

Schneider, A., Gardner, W., Hinojosa, A., Marin Melo, A. Leadership as a Self-fulfilling Prophecy of Followership: Emotional Responses of Leaders to Subordinates.. *Leadership*.

Schneider, A., Gardner, W., Hinojosa, A., Marin Melo, A. Leadership as a Self-fulfilling Prophecy of Followership: Emotional Responses of Leaders to Subordinate. *Social Psychology Quarterly*.

Research in Progress

"AL Oxford Bibliography" (Writing Results). (November 10, 2020 - Present).
An Oxford bibliography on Authentic Leadership (AL).

"AL LQ Systematic Review" (Complete). (October 12, 2020 - Present).
A review project on Authentic Leadership to be published in the Leadership Quarterly.

"Emotional Expressions in Leadership: Cultural Expectations and Gender Differences" (Complete). (2012 - 2014).
This is an interdisciplinary research project involving two doctorate students (one of them a former students of mine) and the area advisor of the School of Business.

SERVICE

University Service

Faculty Mentor, Provost and Senior Vice President for Academic Affairs Search Committee. (October 13, 2020 - April 2021).

Faculty Mentor, Paul Whitfield Horn Distinguished Professorship Selection Committee. (October 2020 - January 19, 2021).

Faculty Mentor, Review Committee for Nomination to Johnson Endowed Chair, RCOB. (September 9, 2020 - October 7, 2020).

Committee Member, University Tenure Hearing Committee. (September 1, 2018 - December 2019).

Committee Member, Graduate School Fellowship Application Evaluator. (January 1, 2018 - May 31, 2018).

College Service

Committee Member, Dean Williams' Five-Year Review Committee. (May 10, 2022 - Present).

Committee Chair, RCOB Awards Committee. (October 9, 2020 - Present).

Committee Chair, Research Advisory Committee. (January 1, 2016 - Present).

Evaluator, Assessment. (September 2020 - September 18, 2020).

Committee Chair, Niver Endowed Chair Search Committee. (April 6, 2019 - April 25, 2019).

Committee Member, Rawls College of Business Research Task Force. (January 2018 - May 2018).

Department Service

Degree Program Coordinator, PhD Program, Area of Management. (August 2019 - Present).

Committee Member, Area of Management Merit Committee. (January 2015 - Present).

Committee Member, Area of Management PhD Committee. (January 2014 - Present).

Event Organizer, Institute for Leadership Research. (November 8, 2021 - November 17, 2021).

Recruitment Activity, Area of Management PhD Committee/PhD Project. (November 9, 2021 - November 16, 2021).

Event Organizer, Institute for Leadership Research. (March 10, 2021 - April 30, 2021).

Professional Service

Editorial Review Board Member, Journal of Character and Leadership Development. (August 2018 - Present).

Committee Member, Southern Management Association Ethics Committee. (January 2013 - Present).

Editor, Associate Editor, The Leadership Quarterly. (January 2013 - Present).

Editorial Review Board Member, Journal of Leadership and Organizational Studies. (May 2002 - Present).

Reviewer, External Tenure, Durham University, Durham. (May 17, 2021 - May 28, 2021).

Editor, Senior Editor, Group & Organization Management. (July 1, 2014 - December 31, 2020).

Reviewer, External Tenure, Northern Arizona University, Flagstaff, Arizona. (October 2, 2020 - October 21, 2020).

Reviewer, External Tenure, Texas State University, San Marcos, Texas. (August 2020 - October 2, 2020).

Reviewer, Ad Hoc Reviewer, Research in Human Resource Management. (May 14, 2020).

Academy of Management Review. (September 10, 2019).

Reviewer, External Tenure, Auburn University, Auburn, Alabama. (August 19, 2019).

Reviewer, Ad Hoc Reviewer, Academy of Management Journal. (July 25, 2019 - August 2, 2019).

Reviewer, Ad Hoc Reviewer, Journal of Organizational Behavior. (April 17, 2019 - May 15, 2019).

Reviewer, Ad Hoc Reviewer, Journal of Organizational Behavior. (February 12, 2018 - December 6, 2018).

Reviewer, External Tenure, Arizona State University, Thunderbird School of Global Management. (September 10, 2018 - October 24, 2018).

Reviewer, Ad Hoc Reviewer, Organization Science. (August 23, 2018 - October 3, 2018).

Reviewer, Ad Hoc Reviewer, Academy of Management Journal. (March 23, 2018 - September 12, 2018).

Reviewer, Ad Hoc Reviewer, Journal of Occupational and Organizational Psychology. (July 13, 2018 - September 5, 2018).

Committee Member, Southern Management Association, Best Paper Committee, Organizational Behavior Track. (June 1, 2018 - July 1, 2018).

Committee Member, Southern Management Association, James G. (Jerry) Hunt Sustained Outstanding Service Award Committee. (January 15, 2018 - June 4, 2018).

Reviewer, Conference Paper, Southern Management Association. (May 21, 2018 - May 31, 2018).

Reviewer, Ad Hoc Reviewer, European Journal of Work & Organizational Psychology. (February 20, 2018 - March 20, 2018).

Service/Performance Partnerships

High impact leadership: Unlocking the potential in yourself and others., Economic Engagement, Public Programs, Events and Resources, High Impact Leadership Workshop. Sponsored by Kiran Resources, Win International, and CIS School of Innovation, Jakarta, Indonesia. (March 14, 2017 - March 2017).

Leadership forum: Authentic in the face of turbulent change., Public Programs, Events and Resources, Keynote address, Pertamina Corporation, Jakarta, Indonesia. (March 14, 2017 - March 2017).

Leading in progressive civilizations: Benefits of authentic leadership., Public Programs, Events and Resources, Presentation provided to a eclectic group of Indonesian business persons, academics, and government employees. (March 15, 2017 - March 2017).

Service Awards and Honors

Service, Professional

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

GENERAL

Professional Memberships

Institute for Inclusive Excellence, Texas Tech University. (August 2021 - Present).

International Leadership Association. (January 2014 - Present).

Sigma Iota Epsilon. (January 1980 - Present).

Academy of Management. (September 1978 - Present).

Program Chair, Vice-President, President, Past President, Southern Management Association. (September 1978 - Present).