

BARRY Z. POSNER

Michael J. Accolti, S.J. Chair
Professor of Leadership
Chair, Management & Entrepreneurship Department
Leavey School of Business
Santa Clara University
500 El Camino Real (321P Lucas Hall)
Santa Clara, California 95053 USA
(408-554-4634)
bposner@scu.edu
www.theleadershipchallenge.com

EDUCATION

B.A. 1970 (honors)
University of California (Santa Barbara)
Major: Political Science

M.A. 1972
The Ohio State University (Columbus)
Major: Public Administration

Ph.D. 1976
University of Massachusetts (Amherst)
Major: Organizational Behavior and Administrative Theory

BOOKS and MONOGRAPHS

The Student Leadership Challenge: Five Practices for Becoming an Extraordinary Leader. Fourth Edition (with J.M. Kouzes). Hoboken, NJ: Wiley. Forthcoming April 2024.

The Leadership Challenge: Making an Extraordinary Difference. Seventh Edition (with J.M. Kouzes). Hoboken, NJ: Wiley, January 2023.

Leading in Law: Leadership Development for Law Students (with D.J. Polden). Durham, NC: Carolina Academic Press, April 2022.

Everyday People, Extraordinary Leadership: Making a Difference Regardless of Your Title, Role, or Authority (with J.M. Kouzes). Hoboken, NJ: Wiley, February 2021.

Leadership in Higher Education: Practices That Make a Difference (with J.M. Kouzes). Oakland, CA: Berrett-Koehler, September 2019.

Stop Selling & Start Leading (with J.M. Kouzes and D. Calvert). Hoboken, N.J.: Wiley, 2018.

The Student Leadership Challenge (with J.M. Kouzes). Third Edition. Hoboken, N.J.: Wiley, 2018.

A Coach's Guide to Developing Exemplary Leaders (with J.M. Kouzes and E. Biech). Second Edition. Hoboken, N.J.: Wiley, 2017.

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (with J. M. Kouzes). Sixth Edition. Hoboken, N.J.: Wiley, May 2017. Shortlisted for Chartered Management Institute (CMI) Book of the Year. Selected by Soundview as one of the 25 best leadership books of all time.

Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader (with J.M. Kouzes). Hoboken, N.J.: Wiley, 2016.

Making Extraordinary Things Happen in Australia and New Zealand: Applying The Five Practices of Exemplary Leadership (with J.M. Kouzes and M. Bunting). Melbourne: Wiley. 2015.

Turning Adversity into Opportunity (with J.M. Kouzes). San Francisco: Wiley, 2014.

The Student Leadership Challenge (with J.M. Kouzes). Second Edition. San Francisco: Wiley, 2014.

Finding the Courage to Lead (with J.M. Kouzes). San Francisco: Wiley, 2013.

Great Leadership Creates Great Workplaces (with J.M. Kouzes). San Francisco: Wiley, 2013.

Making Extraordinary Things Happen in Asia: Applying The Five Practices of Exemplary Leadership (with J. M. Kouzes and S. DeKey). Singapore: Wiley, 2013. Translated into Chinese.

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (with J. M. Kouzes). Fifth Edition. San Francisco: Jossey-Bass, 2012. Named among Top Dozen Books of the Year by FAST COMPANY. Included among the Top 100 Business Books of All Time.

Credibility: How Leaders Gain and Lose It, Why People Demand It (with J. M. Kouzes). Second Edition. San Francisco: Jossey-Bass, 2011.

The Truth About Leadership: The No-Fads, Heart-of-the-Matter Facts You Need to Know (with J. M. Kouzes). San Francisco: Jossey-Bass, 2010. Translations (to date): Chinese, Korean, Japanese, and Swedish. Named Top 30 Business Books by Soundview.

A Coach's Guide to Developing Exemplary Leaders (with J.M. Kouzes and E. Biech). San Francisco: Jossey-Bass, 2010.

The Leadership Challenge Activities Book (with J.M. Kouzes and E. Biech). San Francisco: Pfeiffer, 2010.

The Student Leadership Challenge: Five Practices for Exemplary Leaders (with J. M. Kouzes). San Francisco: Jossey-Bass, 2008.

The Leadership Challenge (with J. M. Kouzes). Fourth Edition. San Francisco: Jossey-Bass, 2007. Translations (to date): Chinese, German, Indonesian, Japanese, Korean, Polish, Portuguese, Russian, and Spanish. Named Top 3 Business Books (2007) by Amazon.com. Included among the Top 100 Business Books of All Time.

A Leader's Legacy (with J. M. Kouzes). San Francisco: Jossey-Bass, 2006. Translations: Chinese, Indonesian, Korean, Polish, Portuguese, Russian, and Vietnamese. Named Top 30 Books-of-the-Year by Executive Soundtrack, and Top 10 Business Books by *Globe and Mail*.

Christian Reflections on The Leadership Challenge (with J. M. Kouzes and others). San Francisco: Jossey-Bass, 2004.

The Leadership Challenge Journal (with J. M. Kouzes). San Francisco: Jossey-Bass, 2003.

The Academic Administrator's Guide to Exemplary Leadership (with J. M. Kouzes). San Francisco: Jossey-Bass. 2003.

The Leadership Challenge (with J. M. Kouzes). Third Edition. San Francisco: Jossey-Bass, 2002. Translations: Chinese, Russian, Japanese, Korean, Lithuanian, Portuguese, and Swedish.

Winning the Checkered Flag: 10 Rules for Winning Projects (with W. A. Randolph). Englewood Cliffs, N.J.: Prentice-Hall. 2002.

The Leadership Challenge Planner: An Action Guide to Achieving Your Personal Best (with J. M. Kouzes). San Francisco: Jossey-Bass. 1999. Second edition 2003.

Encouraging the Heart: A Leaders Guide to Recognizing and Rewarding Others (with J. M. Kouzes). San Francisco: Jossey-Bass, 1999. Paperback edition (with a new foreword), February 2003.

The Leadership Challenge: How to Keep Getting Extraordinary Things Done In Organizations (with J. M. Kouzes). San Francisco: Jossey-Bass, 1995. Fifteen foreign language editions. Winner of Critic's Choice Award from nation's newspaper book review editors. Main Selection of Executive Book Club and Fortune's Book Club.

Credibility: How Leaders Gain and Lose It, Why People Demand It (with J. M. Kouzes). San Francisco: Jossey-Bass, 1993. Paperback edition: 1995. Seven foreign language editions. Named as Top 5 Best Business Books by Industry Week (1993). Main Selection of Executive Book Club and Fortune's Book Club. Paperback edition (with a new foreword), 2003.

Getting the Job Done: Managing Project Teams and Task Forces with Success (with W. A. Randolph). Englewood Cliffs, N.J.: Prentice-Hall, 1992. Three foreign language editions.

Effective Project Planning and Management (with W. A. Randolph). Englewood Cliffs, N.J.: Prentice-Hall, 1988.

The Leadership Challenge: How to Get Extraordinary Things Done In Organizations (with J. M. Kouzes). San Francisco: Jossey-Bass, 1987 (Eleventh Printing). Paperback edition: 1990 (Tenth Printing). Eight foreign language editions. American Council of Healthcare Executives Book-of-the-Year (1988).

Managerial Values in Perspective (with W. H. Schmidt). New York: AMACOM, 1983. Monograph.

Managerial Values and Expectations (with W. H. Schmidt). New York: AMACOM, 1982. Monograph.

INSTRUMENTS, WORKBOOKS, and VIDEOS

Bringing the Rigor of Research to The Art of Leadership: Evidence Behind The Five Practices of Exemplary Leadership[®] and the Leadership Practices Inventory[®]. San Francisco: Wiley, 2015.

The Student Leadership Challenge: Activities Book Guide (with J.M. Kouzes). San Francisco: Wiley, 2014.

The Student Leadership Challenge: Facilitator's Guide (with J.M. Kouzes). San Francisco: Wiley, 2013.

The Student Leadership Challenge: Student Workbook (with J.M. Kouzes). San Francisco: Wiley, 2013.

The Leadership Practices Facilitator's Guide (4th Ed) (with J.M. Kouzes). Jossey-Bass (San Francisco): 2012

Strengthening Credibility: A Leader's Workbook (with J.M. Kouzes and J. Bozarth). Jossey-

Bass (San Francisco): 2011.

The Leadership Challenge Practice Book (with J. M. Kouzes and M. Marrow). Jossey-Bass (San Francisco): 2010.

The Leadership Challenge Vision Book (with J. M. Kouzes and D. Schwab). Jossey-Bass (San Francisco): 2010.

The Leadership Challenge Workshop Values Cards (4th Ed; with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Challenge Continues: Model the Way Participant Workbook (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Challenge Continues: Inspire a Shared Vision Participant Workbook (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Challenge Continues: Challenge the Process Participant Workbook (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Challenge Continues: Enable Others to Act Participant Workbook (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Challenge Continues: Encourage the Heart Participant Workbook (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

Encourage the Heart Workshop Facilitator's Guide (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

Leadership is Everyone's Business Facilitator's Guide (with J. M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Student Leadership Challenge (audio-book) (with J.M. Kouzes). Jossey-Bass (San Francisco): 2010.

The Leadership Challenge (audio-book) (with J.M. Kouzes). Jossey-Bass (San Francisco): 2008.

A Leader's Legacy (audio-book) (with J.M. Kouzes). Jossey-Bass (San Francisco): 2006.

Encouraging the Heart Workbook (with J.M. Kouzes). Jossey-Bass (San Francisco): 2006.

Student Leadership Practices Inventory (with J. M. Kouzes). Jossey-Bass (San Francisco): 1998; Second Edition 2005.

Student Leadership Practices Inventory Facilitator's Guide (with J. M. Kouzes). Jossey-Bass

(San Francisco): 1998; Second Edition 2005.

Student Leadership Planner: An Action Guide to Achieving Your Personal Best (with J. M. Kouzes). Jossey-Bass (San Francisco): 2005.

The Five Practices of Exemplary Student Leaders (monograph) (with J. M. Kouzes). Jossey-Bass (San Francisco): 2005.

The Leadership Challenge Workshop (with J.M. Kouzes). Jossey-Bass (San Francisco): 2005.

The Leadership Challenge Workshop Facilitator's Guide (with J.M. Kouzes). Jossey-Bass (San Francisco): 2005.

Leadership Practices Inventory (with J. M. Kouzes). Jossey-Bass (San Francisco): 1988; Revised 1993; Second Edition 1997; Third Edition 2003.

Leadership Practices Inventory-Individual Contributor (with J. M. Kouzes). Jossey-Bass (San Francisco): 1993; Second Edition 1997.

Leadership Practices Inventory-Delta (with J. M. Kouzes). Jossey-Bass (San Francisco): 1992.

TEAM-Leadership Practices Inventory (with J. M. Kouzes). Jossey-Bass (San Francisco): 1992; Second Edition 1997.

Encouraging the Heart *video* (with J. M. Kouzes). CRM/Films (Carlsbad, CA): 2000.

Credibility *video* (with J. M. Kouzes). CRM/Films (Carlsbad, CA): 1989. Revised 1993.

Leadership in Action *video* (with J. M. Kouzes). CRM/Films (Carlsbad, CA): 1989.

The Leadership Challenge *video* (with J. M. Kouzes). CRM/Films (Carlsbad, CA): 1988; Revised 2003.

SCHOLARLY PUBLICATIONS

How Values and Value Clarity Still Matter: An Extended Study of Global Managers (with Joongoo Han), *The Journal of Values-Based Leadership*, forthcoming.

The Leadership/Management Concept Scale: Differentiating Leadership from Management (with R.T. Collins and C. Algaze-Yojay), *Leadership & Organization Development Journal* 2023, 44(5), 657-677.

The Five Fundamentals of Learning Leadership (with J.M. Kouzes). In E. Bierch (ed.) *ATD's Handbook for Training and Talent Development 2022*: 675-688.

Mixed Associations Between Grit and Transformational Leadership Behavior (with A. Caza).

- Journal of Leadership Studies*, 2021, 15(3): 6-20.
- Development of a Scale to Measure Followers' Satisfaction with Leaders Applicable in Cross-Cultural Studies (with A. Caza), *International Journal of Business Administration*, 2021, 12(6): 17-24.
- Seeking and Finding Justice: Why and When Managers' Feedback Seeking Enhances Justice Enactment (with E.N. Sherf and R.S. Gajendran). *Journal of Organizational Behavior*, 2021, 42(6): 741-766.
- Exemplary Leadership (with J.M. Kouzes), in *The SAGE Encyclopedia of Leadership Studies*, G.R. Goethals, S.T. Allison, and G.J. Sorenson (eds.).
- The Effectiveness of a Student Leadership Program in Turkey (With S. Konuk). *Journal of Leadership Education*, 2021, 20(1). 10.12806/V20/I1/R6
- When Learning How to Lead, An Exploratory Look at the Role Models. *Leadership & Organization Development Journal*, 2021, 42(5): 802-818.
- Leadership Requires Clarity of Vision (with J.M. Kouzes). *Perspectives: Community College Leadership for the 21st Century*, January 2021: 1+.
- Transformational Leadership across Cultures: Follower Perception and Satisfaction (with A. Caza and B. Caza). *Administrative Sciences (2021) 11:32*. <https://doi.org/10.3390/admsci11010032>
- Leadership Strategies for the Next Normal. *IEEE Engineering Management Review*, 2020, 48(3): 19-23.
- We Lead From the Inside Out (with J.M. Kouzes), *Journal of Values-Based Leadership*, 2020, 1(1).
- Behavioral Strategies for Connecting Better with Buyers (with D. Calvert). *Journal of Selling*, 2020, 20(1): 79-86.
- Exploring Factors Related to Feedback-Seeking by Student Leaders. *Journal of Leadership Education*, 2019, 18(4).
- Influence of Mindset on Leadership Behavior (with T.K. Kouzes). *Leadership & Organization Development Journal*, 2019, 40(8): 829-844.
- An Exploratory Investigation into How Grit Influences the Leadership Practices of Sales Managers (with A. Caza). *Journal of Selling*, 2019, 19(2):36-45.
- Leadership Practices of Sales Managers and Their Impact on Workplace Engagement. *Journal of*

- Selling*, 2019, 19(2): 46-63.
- Does Organizational Size Impact the Leadership Practices of School Leaders? (with A. Burkman and J. Garrett). *International Journal of Educational Leadership Preparation*, 2019, 14(1): 13-21.
- Leadership Development in Law Schools: Myths, Principles, and Practices. *Santa Clara Law Review*, 2019, 58(3): 399-409.
- The Influence of Demographic Factors on What People Want From Their Leaders. *Journal of Leadership Studies*, 2018, 12(2): 7-16.
- Finding Your Voice (with J.M. Kouzes). A chapter in K. Blanchard & R. Broadwell (eds.). *Servant Leadership in Action*. (Oakland: Berrett-Koehler). 2018.
- The Influence of Nationality on Follower's Satisfaction with Their Leaders (with A. Caza). *Journal of Leadership, Accountability, and Ethics*, 2017, 14(3): 53-62.
- Investigating the Reliability and Validity of the Leadership Practices Inventory. *Administrative Sciences*, 2016, 6(4): 17-25.
- An Investigation into the Leadership Practices of Volunteer Leaders. *Leadership & Organization Development Journal*. 2015, 36(7): 885-898.
- Religion, Religiosity, and Leadership Practices: An Examination in the Lebanese Context (with J. Hage). *Leadership & Organization Development Journal*. 2015, 36(4): 396-412.
- A Longitudinal Study of Canadian Student Leadership Practices (with R.G. Crawford & R. Denniston-Stewart). *Journal of Leadership Education*. 2015, 14(2): 161-181.
- To Get Honest Feedback, Leaders Need to Ask (with J.M. Kouzes). *Harvard Business Review* Blog, February 27, 2014.
- The Impact of Gender, Ethnicity, School Setting, and Experience on Student Leadership: Does It Really Matter? *Management and Organizational Studies*. 2014, 1(1): 21-31.
- John R. Wooden, Stephen R. Covey and Servant Leadership: A Commentary. *International Journal of Sports Science & Coaching*. 2014, 9(1): 29-30.
- It's How Leaders Behave That Matters, Not Where They Are From. *Leadership & Organization Development Journal*. 2013, 34(6): 573-587.
- The Five Practices of Exemplary Leadership: How Ordinary People Make Extraordinary Things Happen (with J.M. Kouzes). In E. H. Kessler (ed.), *Encyclopedia of Management Theory* (Thousand Oaks, CA, Sage Publications). 2013.

Effectively Measuring Student Leadership. *Administrative Sciences*, 2012, 2(4): 221-234.

Leadership Begins With an Inner Journey (with J.M. Kouzes). *Leader to Leader*, 2011, No. 61, Spring: 22-27.

Another Look at the Impact of Personal and Organizational Values Congruency. *Journal of Business Ethics*, 2010, 97(4): 535-541.

The Five Practices of Exemplary Leaders (with J.M. Kouzes). A chapter in E. Biech (ed.), *The ASTD Leadership Handbook* (San Francisco: Berrett-Koehler). 2010.

Values and the American Manager: A Three-Decade Perspective. *Journal of Business Ethics*, 2010, 91(4): 457-465.

Understanding the Learning Tactics of College Students and Their Relationship to Leadership. *Leadership & Organization Development Journal*. 2009, 30(4): 386-395.

Leadership Practices Inventory: Assessing How Leaders Get Extraordinary Things Done (with J. M. Kouzes). A chapter in R. Legsinger and A Lucia (eds.), *The Art and Science of 360 Feedback* (2nd Edition), (San Francisco: Pfeiffer). 2009.

From Inside Out: Beyond Teaching *About* Leadership. *Journal of Leadership Education*. 2009, 8(1): 1-10.

Leadership is Everyone's Business. Foreword in R. Cullen, *The Leading Lawyer* (NY: Thompson), 2009.

The Leader's Mandate: Create a Shared Sense of Destiny (with J. M. Kouzes). A chapter in F. Hesselebein and M. Goldsmith (eds.), *The Organization of the Future 2* (San Francisco: Jossey-Bass). 2009: 27-32.

A Longitudinal Study Examining Changes in Students' Leadership Behavior. *Journal of College Student Development*. 2009, 50(5): 551-563.

On Putting Theory Into Practice. *Journal of Management Inquiry*. 2009, 18(2): 139-141.

To Lead, Create a Shared Vision (with J.M. Kouzes). *Harvard Business Review*, 2009 (January): 20-21.

Lead From the Inside Out (with J.M. Kouzes). *Journal of Values-Based Leadership*. 2008, 1(1): 33-37.

Be Leaders. Do Leadership. *BizEd* (Journal of the AACSB-International). 2008, 7(3): 26-27.

- Leaders Gaze Beyond the Horizons (with J.M. Kouzes). *Sensex* (Bombay Stock Exchange), 2008, 1(6): 32-34.
- The Play's the Thing: Reflections on Leadership from the Theater. *Journal of Management Inquiry*, 2008, 17: 35-41.
- Spirituality and Leadership Among College Freshmen (with C. Slater and M. Boone). *The International Journal of Servant-Leadership*, 2006, 2(1): 165-180.
- When Leaders Are Coaches (with J.M. Kouzes). A chapter in M. Goldsmith and L. Lyons (eds.), *Coaching for Leadership: The Practice of Leadership Coaching From the World's Greatest Coaches* (2nd Edition), (San Francisco: Wiley), 2006: 136-144.
- Leading in Cynical Times (with J.M. Kouzes). *Journal of Management Inquiry*, 2005, 14(4): 357-364.
- Liberating the Leader Within (with J.M. Kouzes). A chapter in F. Hessellbein and K. Timko (eds), *Shine A Light* (New York: Leader to Leader Institute), 2005.
- Empowerment (with J.M. Kouzes). A chapter in P. Werhane and R.E. Freeman (eds), *The Blackwell Encyclopedia of Management* (2nd Edition), Business Ethics (London: Blackwell Publishing), 2005: 167-168.
- The Leader's Passion. A chapter in H. Morgan, P. Harkins, and M. Goldsmith (eds), *The Art and Practice of Leadership Coaching* (Hoboken, NJ: Wiley), 2005.
- A Leadership Development Instrument for Students: Updated. *Journal of College Student Development*, 2004:45(4): 443-456.
- Follower-Oriented Leadership (with J.M. Kouzes). A chapter in J.M. Burns, G.R. Goethas, & G. J. Sorenson (eds.) *Encyclopedia of Leadership* (Great Barrington, MA: Berkshire Publishing), 2004.
- Leaders Must Build Cultures of Collaboration (with J.M. Kouzes). A chapter in L. Sergil, M. Goldsmith, & J. Belasco (eds.) *The Leader as Partner* (New York: AMACOM), 2003.
- Leadership as a Way of Being. Preface for R.A. Giacalone & C.L. Jurkieqicz (eds) *The Handbook of Workplace Spirituality and Organizational Performance* (New York: M.E. Sharpe), 2002.
- Investigating the Effectiveness of Corporate Advisory Boards (with A. Morkel). *Corporate Governance*, 2002, 2(3): 4-12. *Winner of the Best Article Award.*
- Link Me to Your Leader (with J.M. Kouzes). A chapter in M. Goldsmith & J. Belasco (eds) *Leading Authorities on Business* (Washington, DC: Leading Authorities Press), 2002:

143-149.

Seven Lessons for Leading the Voyage to the Future (with J. M. Kouzes). A chapter in S. R. Graves & T. G. Addington (eds.), *Life @ Work on Leadership* (San Francisco: Jossey-Bass), 2002: 77-88.

What Does It Mean to Act with Integrity? *Teaching Business Ethics*, 2001, 5: 461-473.

Exploring the Relationship Between Learning and Leadership (with L.M. Brown).
Leadership & Organization Development Journal, 2001, 22(6): 274-280.

Bringing Leadership Lessons From The Past Into The Future (with J.M. Kouzes). A chapter in W. Bennis, G. Sprietzer, & T. Cummings (eds.) *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders* (San Francisco: Jossey-Bass), 2001: 81-90.

Learning to Lead (with J. M. Kouzes). A chapter in L. Ukens (ed) *What Smart Trainers Know* (San Francisco: Jossey-Bass), 2001: 339-351.

When Leaders Are Coaches (with J.M. Kouzes). A chapter in M. Goldsmith, L. Lyons & A. Freas (eds) *Coaching for Leadership* (San Francisco: Jossey-Bass), 2000: 91-102.

The Janusian Leader (with J.M. Kouzes). A chapter in S. Chowdhury (ed.), *Management 21C* (London: Prentice-Hall), 2000: 17-32.

The Project Manager (with J. M. Kouzes). A chapter in J. Pinto (ed.) *The Project Management Institute's Project Management Handbook* (San Francisco: Jossey-Bass), 1998: 249-255.

Project Leadership (with D. L. Caldwell). A chapter in J. Pinto (ed.) *The Project Management Institute's Project Management Handbook* (San Francisco: Jossey-Bass), 1998: 300-311.

A CEO's-Eye View of the IT Function (with P. DeLisi and R. Danielson). *Business Horizons*, 1998, 41(1): 65-74.

Orientation Advisors are Leaders Too (with J. Rosenberger), *NASPA Journal*, 1997, 35(1): 46-56.

Managerial Values Across Cultures: Australia, Hong Kong and the U.S. (with R. I. Westwood), *Asia Pacific Journal of Management*, 1997, 14: 31-66.

The Values of Business and Federal Government Executives: More Different Than Alike (with W. H. Schmidt), *Public Personnel Management*, 1996, 25(3): 277-289.

Ten Lessons for Leaders and Leadership Developers (with J. M. Kouzes), *Journal of Leadership Studies*, 1996, 3(3): 3-10.

The Legacy You Leave Is the Life You Lead (with J. M. Kouzes). A chapter in F. Hesselbein, M. Goldsmith, and R. Beckhard (eds.) *The Leader of the Future* (San Francisco: Jossey-Bass, 1996).

Envisioning the Future: Imaging Ideal Scenarios (with J. M. Kouzes). *The Futurist*, 1996, 30(3):14-19.

Leadership is Everyone's Business & Other Lessons from Over a Dozen Years of Leadership Research (with J. M. Kouzes), *OD Practitioner*, 1995, 27(1): 25-34.

A Cross-Cultural Investigation of the Shared Values Relationship (with R. I. Westwood), *International Journal of Value-Based Management*, 1995, 11(4): 1-10.

An Extension of the Leadership Practices Inventory to Individual Contributors (with J. M. Kouzes), *Educational and Psychological Measurement*, 1994, 54(4): 959-966.

Leadership Practices of Effective Student Leaders: Gender Makes No Difference (with B. Brodsky). *NASPA Journal*, 1994, 31(2): 113-120.

An Updated Look at the Values and Expectations of Federal Government Executives (with W. H. Schmidt). *Public Administration Review*, 1994, 54(1): 20-24.

The Leadership Practices of Effective RAs (with B. Brodsky). *Journal of College Student Development*, 1993, 34(4): 300-304.

Managerial Values across Finance, Manufacturing, Marketing, and Personnel: Some Similarities and Differences (with W. A. Randolph). *International Journal of Value-Based Management*, 1993, 6(2): 19-30.

Psychometric Properties of the Leadership Practices Inventory--Updated (with J. M. Kouzes). *Educational and Psychological Measurement*, 1993, 53(1): 191-199.

Demographic Characteristics and Shared Values (with W. H. Schmidt). *International Journal of Value-Based Management*, 1992, 5(1): 77-87.

Values Congruence and Differences Between the Interplay of Personal and Organizational Value Systems (with W. H. Schmidt). *Journal of Business Ethics*, 1992, 12: 171-177.

Factors in the Adoption and Use of an Electronic Communication System for MBA Students (with R. Danielson & J. Schmidt-Posner). *Journal of Educational Technology Systems*, 1992, 21(1): 5-19.

Values of American Managers: Then and Now (with W. H. Schmidt), *HR Focus*, 1992, 69(3): 13+.

- Educating Engineers to be Managers: A Transition Tension Model (with J. L. Hall and J. M. Munson). *IEEE Transactions on Engineering Management*, 1992, 39(4): 296-302.
- Person-Organization Values Congruence: No Support for Individual Differences as a Moderating Influence. *Human Relations*, 1992, 45(2): 351-361.
- The Values of American Managers: An Update Updated (with W. H. Schmidt). *California Management Review*, 1992, 34(3): 80-94.
- Ethical Leaders: An Essay About Being in Love (with J. M. Kouzes). *Journal of Business Ethics*, 1992, 11: 479-484.
- A Leadership Development Instrument for College Students (with B. Brodsky). *Journal of College Student Development*, 1992, 33: 231-237.
- The Values of American Managers: Then and Now (with W. H. Schmidt). *Management Review*, 1992, 81(2): 37-40.
- A First Look at the Benefits of Educational Benefits (with J. L. Hall and J. M. Munson). *Applied H.R.M. Research*, 1991, 2(2):
- Leadership Practices: An Alternative to the Psychological Perspective (with J. M. Kouzes). In K. Clark and M. Clark (Eds.) *Measures of Leadership* (W. Orange, NJ: Leadership Library of America, 1990).
- The Credibility Factor: What Followers Expect From Their Leaders (with J. M. Kouzes). *Management Review*, 1990, 79(1): 29-33. Also published in *International Management Journal*, 1990, 1(2): 26-29. Reprinted in R. Taylor and W. Rosenbach (eds), *Military Leadership: In Pursuit of Excellence*, 1992 (Boulder, CO: Westview Press).
- A Longitudinal Investigation of the Work Preferences Among College Graduates (with G. N. Powell). *Psychological Reports*, 1990, 66: 1125-1134.
- Australian and American Managerial Values: Subtle Differences (with P. S. Low). *International Journal of Management*, 1990, 7(1):89-97.
- Performance Appraisal Systems: Matching Practice with Theory (with J. L. Hall and J. Harder). *Group & Organization Management*, 1989, 14(1):51-69.
- Planning and Managing Projects to Get The Job Done (with W. A. Randolph). *Clinical Laboratory Management Review*, 1989, 3:157-164.
- Commitment to Career versus Family/Home Life: Effects of Sex, Sex-Role Identity, and Family Status (with G. N. Powell). *Psychological Reports*, 1989, 64:695-698.

- Relating Leadership and Credibility (with J. M. Kouzes). *Psychological Reports*, 1988, 63:527-530.
- Increasing the Effectiveness of Management Development via the Managerial Problems Survey (with J. M. Kouzes and R. T. Manley). *Journal of Management Development*, 1988, 7(4):14-20.
- What Every Manager Needs to Know About Project Management (with W. A. Randolph). *Sloan Management Review*, 1988, 29(4): 65-73.
- Development and Validation of the Leadership Practices Inventory (with J. M. Kouzes). *Educational and Psychological Measurement*, 1988, 48(2): 483-496.
- Important Challenges That Managers Will Face in the Year 2000: Foci for Education and Consultants (with A. L. Delbecq). *Consultation*, 1987, 6(3): 208-215.
- Managerial Values Across Functions: A Source of Organizational Problems (with W. A. Randolph & W. H. Schmidt). *Group & Organization Management*, 1987, 12(4): 373-385.
- Values and Expectations of City Managers in California (with W. H. Schmidt). *Public Administration Review*, 1987, 47(5): 404-409.
- Government Morale and Management: A Survey of Federal Executives (with W. H. Schmidt). *Public Personnel Management*, 1988, 17(1): 21-28.
- Ethics in American Companies: A Managerial Perspective (with W. H. Schmidt). *Journal of Business Ethics*, 1987, 6: 383-391.
- What It Takes To Be A Good Project Manager. *Project Management Journal*, 1987, 18(1): 51-54.
- The Relationship Between Power and Situational Characteristics. *International Journal of Management*, 1986, 3(4): 5-10.
- What's All the Fighting About? Conflicts in Project Management. *IEEE Transactions on Engineering Management*, 1986, 33(4): 207-211.
- People Are Our Most Important Asset -- But: Encouraging Employee Development (with J. L. Hall & J. Harder). *Business Horizons*, 1986, 29(5): 52-54.
- Values and Expectations of Federal Service Executives (with W. H. Schmidt). *Public Administration Review*, 1986, 46(5): 447-454.
- Individual's Moral Judgment and Its Impact on Group Processes. *International Journal of Management*, 1986, 3(2): 5-11.

- Using Managerial Problems in the Classroom. *Organizational Behavior Teaching Review*, 1985-1986, 10(3): 103-104.
- Shared Values Make A Difference: An Empirical Test of Corporate Culture (with J. M. Kouzes and W. H. Schmidt). *Human Resource Management*, 1985, 24(3): 293-310.
- When Are Leaders At Their Best? (with J. M. Kouzes). *Santa Clara Magazine*. 1985, 27(3): 2-6.
- Women: The More Committed Managers (with G. N. Powell & W. H. Schmidt). *Management Review*, 1985, 74(6): 43-45.
- Female and Male Socialization Experiences: An Initial Investigation (with G. N. Powell). *Journal of Occupational Psychology*, 1985, 58(1): 81-85.
- Can Applicants' Characteristics Explain the Sex Structuring of Organizations? (with W. A. Randolph & J. Schmidt-Posner). *Psychological Reports*, 1985, 56: 343-350.
- A Strategy for Interunit Problem Solving (with R. L. Phillips). *Health Care Management Review*, 1985, 10(1): 53-59.
- Excitement and Commitment: Keys to Project Success (with G. N. Powell). *Project Management Journal*, 1984, 15(4): 30-46.
- Sex Effects on Managerial Value Systems (with G. N. Powell & W. H. Schmidt). *Human Relations*, 1984, 37(11): 909-921.
- Values and the American Manager: An Update (with W. H. Schmidt). *California Management Review*, 1984, 26(3): 202-216.
- Will Your Workers Sing The Company Song? (with J. L. Hall & J. Leidecker). *Training and Development Journal*, 1984, 38: 68-70.
- The Availability and Helpfulness of Socialization Practices (with M. R. Louis & G. N. Powell). *Personnel Psychology*, 1983, 36(1): 857-866.
- Stereotyping By College Recruiters (with G. N. Powell). *Journal of College Placement*, 1983, 64(1): 63-65.
- U.S. and European Executives Begin To Think Alike (with W. H. Schmidt). *International Management*, 1983, 38(3): 58-60.
- What Kind of People Enter the Public and Private Sectors? An Updated Comparison of Perceptions, Stereotypes, and Values (with W. H. Schmidt). *Human Resource Management*, 1982, 21(2-3): 35-44.

- The Effects of an Intergroup Development OD Intervention as Conditioned by the Life Cycle Stage of Organizations: A Laboratory Experiment (with W. A. Randolph). *Group & Organization Management*, 1982, 7(3): 335-366.
- The Relationship Between Technology, Structure, and Self-Supervision in Professional Service Organizations (with P. K. Mills). *Academy of Management Journal*, 1982, 25(2):437-442.
- On Conducting Socially Responsible Organizational Research (with S. H. McIntyre & D. J. Moberg). *Journal of Enterprise Management*, 1981, 3(2): 103-107.
- Factorial Validity of England's Personal Values Questionnaire (with J. M. Munson). *Educational and Psychological Measurement*, 1981, 41: 1243-1254.
- Psychometric Note on England's Personal Values Questionnaire (with J. M. Munson). *Psychological Reports*, 1981, 49: 450.
- Gender Differences in Managerial Values (with J. M. Munson). *Psychological Reports*, 1981, 49: 867-881.
- Comparing Recruiters, Student and Faculty Perceptions of Important Applicant and Job Characteristics. *Personnel Psychology*, 1981, 34(2): 29-339.
- Explaining Role Conflict and Role Ambiguity Via Individual and Interpersonal Variables in Different Job Categories (with W. A. Randolph). *Personnel Psychology*, 1981, 34(1): 89-102.
- Comparing Value Systems of College Students, Faculty, and Corporate Recruiters (with J. M. Munson). *Psychological Reports*, 1981, 48: 107-113.
- Understanding Change at a Personal Level. *Journal of Management Education*, 1980, 5(4): 47-49.
- Preferential Treatment in Preselection Decisions According to Sex and Race (with S. H. McIntyre & D. J. Moberg). *Academy of Management Journal*, 1980, 23(4):738-749.
- The Factorial Validity of a Modified Rokeach Value Survey for Four Diverse Samples (with J. M. Munson). *Educational and Psychological Measurement*, 1980, 40: 1073-1079.
- Survey of Exchange Readership. *Journal of Management Education*, 1980, 5(3): 4-6.
- Moderators of Role Stress among Hospital Employees (with W. A. Randolph). *Journal of Psychology*, 1980, 105: 215-224.

- Managing Change: Attitudes, Targets, Problems and Strategies (with G. N. Powell). *Group & Organization Management*, 1980, 5(3): 310-323.
- Concurrent Validation of Two Value Inventories in Predicting Job Classification and Success for Organizational Personnel (with J. M. Munson). *Journal of Applied Psychology*, 1980, 65(5): 536-542.
- Discrimination in Recruitment: An Empirical Analysis (with S. H. McIntyre & D. J. Moberg). *Industrial and Labor Relations Review*, 1980, 33(4): 543-547.
- Task-Relevant Control in Organizations (with D. A. Butterfield). *Personnel Psychology*, 1979, 32(3): 725-740.
- The Importance of Values in Understanding Organizational Behavior (with J. M. Munson). *Human Resource Management*, 1979(18): 9-14.
- Social-Psychological Profile of a Respiratory Therapy Unit (with R. L. Phillips). *Respiratory Therapy*, 1979, 9(6): 119-123+.
- Considerations in the Design of Learning Situations (with W. A. Randolph). *Journal of Experiential Learning and Simulation*, 1979, 1(2): 267-276.
- The Values of Engineers and Managing Engineers (with J. M. Munson). *IEEE Transactions on Engineering Management*, 1979, 26(4): 94-100.
- Perceived Situations: Moderators of the Relationship between Role Ambiguity, Job Satisfaction and Effectiveness (with W. A. Randolph). *Journal of Social Psychology*, 1979, 109: 237-244.
- Personal Correlates of Organization Control (with D. A. Butterfield). *Journal of Psychology*, 1979, 102:299-306.
- Designing Meaningful Learning Situations in Management: A Contingency, Decision-Tree Approach (with W. A. Randolph). *Academy of Management Review*, 1979, 4(3):459-467. Reprinted in *Essentials of Industrial and Organizational Psychology*, R. Dipboye (Ed.), 3rd Ed, New York: Dorsey, 1986.
- The Impact of Subordinate-Supervisor Value Consensus (with J. M. Munson). *Akron Business and Economic Review*, 1979, 10(2):37-40.
- Role Clarity and Organizational Level (with D. A. Butterfield). *Journal of Management*, 1979, 4(2):81-90.
- Resistance to Change Reconsidered: Implication for Managers (with G. N. Powell). *Human Resource Management*, 1978, 17(1):29-34.

A Decision Tree Approach to Decide When to Use Different Pedagogical Techniques (with W. A. Randolph). *Journal of Management Education*, 1978, 2(2):16-19.

Correlates of Subordinate Attributions of Supervisory Influence (with D. A. Butterfield). *Journal of Management*, 1978, 4(1):17-24.

Sustaining Healthy Organizations in Unhealthy Economic Times. *Management Review*, 1976, 65(3): 11-17.

A New Ethic for Work? The Worth Ethic (with W. A. Randolph & M. A. Wortman). *Human Resource Management*, 1975, 14(3): 15-20.

ACADEMIC PRESENTATIONS

Cutting Edge Examples of the Kouzes Posner Leadership Framework in Diverse Student Settings (symposium with others). International Leadership Association 2020 Global Conference (virtual), November 2020.

Leadership Research and Future Trends. Keynote for the Virtual Leadership Challenge Conclave, July 2020.

The Five Practices of Exemplary Leadership: Research and Relevance (with G. Sims). Leadership Challenge Summit (National: West Palm Beach, FL), June 2019.

Risky Business? Examining Public Sector Leader's Engagement of Entrepreneurial Behaviors (with W. Jacobsen, A.L. Shoenig and C. Lehmmuller). Public Management Research Conference (Chapel Hill, NC), June 2019.

How Do We Design and Facilitate Leadership Experiences for Faculty and Staff in Higher Education? (with L.A. Roth). Association for Talent Development International Conference and Exposition (Washington, DC), May 2019.

Research on The Five Practices: What New and What's Cooking! The Leadership Challenge Summit (National: Chicago), June 2018.

Celebrating and Strengthening The Five Practices of Exemplary Leadership (with J.M. Kouzes). The Leadership Challenge Forum (National: San Diego), June 2017.

Evidence of Universal Leadership Effects on Follower Satisfaction (with A. Caza, & B. Caza). Western Academy of Management Conference (Palm Springs) March 2017.

Influence of Grit on Leadership Behavior (with A. Caza). Western Academy of Management Conference (Portland), March 2016.

Learning Leadership (with J.M. Kouzes). The Leadership Challenge Forum (National:

Nashville), June 2016.

Cultivating a Culture of Leadership (with J.M. Kouzes). The Leadership Challenge Forum (National: San Francisco), June 2015.

Good Leadership is Universal: Evidence of Global Similarity in the Sources of Followers' Satisfaction with Leaders (with A. Caza). Western Academy of Management Conference (Kauai), March 2015.

A Longitudinal Study of Canadian Student Leadership Practices: What Matters and What Doesn't (with R.G. Crawford, & R. Denniston-Stewart). Western Academy of Management Conference (Kauai), March 2015.

Managing Conflicting Incentives in Universities: The Folly of Rewarding X while Hoping for Y and Z (with others). Western Academy of Management Conference (Kauai) March 2015.

The Five Practices of Exemplary Leadership: How Leaders Create an Engaged Workforce and a Great Workplace (with J.M. Kouzes). Conference of Government Administrative Leaders in the Kingdom of Saudi Arabia: Status and Aspirations (Riyadh, Saudi Arabia), December 2014.

What People Want from Their Leaders: Lessons and Applications. 21st International Vincentian Business Ethics Conference (Dublin, Ireland), October 2014.

Turning Adversity into Opportunity (with J.M. Kouzes). The Leadership Challenge Forum (National: New Orleans), June 2014.

Growing Together: Evidence of Convergence in American and Singaporean Sources of Satisfaction with Leaders (with A. Caza). Western Academy of Management (Napa), March 2014.

Academic Administration: The Good, The Bad, and the Ugly (with others). Western Academy of Management (Napa), March 2014.

Inspire a Shared Vision (with J.M. Kouzes). The Leadership Challenge Forum (National: San Francisco), July 2013.

The Impact of Gender, Ethnicity, School Setting, and Experience on Student Leadership. Western Academy of Management (Santa Fe), March 2013.

Academic Entrepreneurship Ten Years Down the Road (with others). Western Academy of Management (Santa Fe), March 2013.

Leadership is a Journey (with J.M. Kouzes). The Leadership Challenge Forum (National: San Francisco), July 2012.

Credibility: Simply Said (with J.M. Kouzes). The Leadership Challenge Forum (National: Chicago, July 2011).

Doing What Matters: Starting and Continuing Your Academic Career. Western Academy of Management (Victoria, B. C.), March 2011.

The Leadership Challenge Around the Globe. The Leadership Challenge Forum (National: San Diego), August 2010.

What Does the Research Show About Student Leadership? The Leadership Challenge Forum (National: San Diego), August 2010.

What People Look for in Their Leaders. MBA Forum (Antalya, Turkey), April 2010.

Leveraging Leadership Across Generations. The Leadership Challenge Forum (National: Chicago), August 2009.

Enduring Truths About Leadership (with J.M. Kouzes). ASTD Conference (National: Washington, D.C.), June 2009.

Leadership for the Young: Whatever That Means. The Leadership Challenge Forum (National: Denver), August 2008.

Leading a Life That Matters. International Leadership Association (International: Vancouver), November 2007.

Spirituality and Leadership Among College Freshmen (with C.L. Slater, and others). Academy of Management (Western: Long Beach), April 2006.

Best Practices in Leading Advisory Boards. Western Association of Collegiate Schools of Business Deans Conference (Seattle), October 2005.

What Matters Most To Advisory Board Members? AACSB-International Conference on Management Education (San Francisco), April 2005.

Practicing What We Preach: Linking Rewards to Performance in Academia. Academy of Management (Western: Las Vegas), April 2005.

Leadership Development: Liberating the Leader Within. 15th Institute on College Student Values (Tallahassee), February 2005.

Developing Frontline Leaders. Global Leadership Conference (U.S. Military Academy, West Point), November 2003.

Strategies for Development and Fund-Raising. Association of Jesuit Colleges and Universities Business School Deans Conference (Baltimore), November 2003.

Leadership Styles: Industry vs. Academic Appointments. Western Association of Collegiate Schools of Business (Vail), October 2003.

Leadership Development: The Challenge From Within. Academy of Management (National: Denver), August 2002.

Leadership Development for a Global Economy. International Western Academy of Management (Lima, Peru), July 2002.

The Proactive Personality, Leadership, Gender and National Culture (with J.W. Harder). Academy of Management (Western: Santa Fe), March 2002.

Mapping the Terrain in Investigating the Effectiveness of Corporate Advisory Boards (with A. Morkel). Academy of Management (Western: Santa Fe), March 2002.

Leadership in the Jesuit Tradition. Colleagues in Jesuit Business Education, Annual Conference (Santa Clara), July 2001.

Educating for Leadership. AACSB-International Conference (New York), April 2001.

Lessons for Management From Being a Dean. Western Academy of Management (Sun Valley), April 2001.

Learning to Lead: Exploring the Relationship Between Learning Tactics and Leadership Practices (with L.M. Brown). Western Academy of Management (Sun Valley), April 2001.

Acting with Integrity: Just What Does This Mean? International Western Academy of Management Conference (Shizuoka, Japan), July 2000.

Keeping Hope Alive. National Service Learning Conference (San Jose, CA), April 1999.

Post-Tenure Review: Much Ado About Nothing. Western Association of Collegiate Schools of Business (Big Sky, MT), October 1998.

Reflections on Learning From Experience: The WAM Factor. Academy of Management (Western: Portland), March 1998.

How to Get Extraordinary Things Done in Organizations: The Practices of Extraordinary Leaders. Keynote presentation for the Twentieth Annual Conference on Management and Executive Development Programs (Tarpon Springs, FL), November 1997.

Future Challenges for MBA Education. Fourth Annual Conference of Part-Time MBA Deans (New York University), November 1997.

Leadership: What Our Audience Expects. Keynote presentation for the Fourth International Conference of the Western Academy of Management (Guadalajara), July 1996.

Managerial Values across Cultures: Australia, Hong Kong, and the United States (with R. I. Westwood). Third International Conference of the Western Academy of Management (Brisbane, Australia), July 1994.

An International Perspective on What People Want From Their Leaders. Third International Conference of the Western Academy of Management (Brisbane, Australia), July 1994.

Credibility: Exploring an Old Construct in a New Environment (with D. L. Caldwell). Academy of Management (Western: Santa Fe), March 1994.

An International Perspective on Shared Values (with R. Westwood). International Academy of Business (Maui), October 1993.

An Updated Look at the Values and Expectations of Federal Government Executives (with W. H. Schmidt). Academy of Management (National: Atlanta), August 1993.

Managerial Values across Functions in the 1990s (with W. A. Randolph & W. H. Schmidt). Academy of Management (National: Atlanta), August 1993.

Leadership and Effectiveness: A Noticeable Difference. Academy of Management (Western: San Jose), March 1993.

A First Look at the Benefits of Educational Benefits Programs (with J. L. Hall & J. M. Munson). Academy of Management (Western: Santa Barbara), March 1991.

Shared Values Still Make A Difference. Academy of Management (Western: Santa Barbara), March 1991.

Educating Engineers to be Managers (with J. L. Hall & J. M. Munson). International Engineering Management Society (Santa Clara, CA), October 1990.

Meeting the HRD Leadership Challenge. American Society for Training and Development (National: Orlando), May 1990.

Survey Research and the Study of Managerial Ethics and Values. Academy of Management (National: San Francisco), August 1990

Individual Characteristics and Shared Values: It Makes No Nevermind. Academy of Management (Western Division: Salt Lake City), March 1990.

Does What People Want In a Job Change? Academy of Management (Western Division: Big Sky, Montana), March 1988.

Australian and American Management Values: A Preliminary Investigation (with P. Low). Academy of Management (Western Division: Big Sky, Montana), March 1988.

Leadership Practices Inventory: Development and Validation (with J. M. Kouzes). Academy of Management (Western Division: Hollywood), April 1987.

Understanding Conflict in Project Management. Academy of Management (National: Chicago), August 1986.

A Preliminary Investigation of the Values and Expectations of Federal Executives (with W. H. Schmidt). Academy of Management (National: Chicago). August 1986.

How Leaders Get Extraordinary Things Done in Organizations (with J. M. Kouzes). American Management Association Human Resource Conference (National: San Francisco), April, 1986.

Key Issues in Project Management Success. ORSA/TIMS (National: Los Angeles), April 1986.

Do Intrinsic and Extrinsic Job Factors Impact Satisfaction and Commitment: A Constructive Replication and Extension to Career Attitudes. Academy of Management (Western: Reno), March 1986.

Values: A Source of Intra-organizational Problems (with W. A. Randolph & W. H. Schmidt). Academy of Management (Southern Management Association: Atlanta), November 1985.

How Leaders Get Extraordinary Things Done in Organizations (with J. M. Kouzes), Organizational Development Network (National: San Francisco), October 1985.

Problems as Opportunities in Managerial Values Research. Academy of Management (National: San Diego), August 1985.

The Trials and Tribulations of Participation. Organizational Behavior Teaching Conference (National: Charlottesville), June 1985.

Rest Stops Along the Way. Organizational Behavior Teaching Conference (National: Charlottesville), June 1985.

Performance Appraisal Systems: Current Practices--Future Needs (with J. Hall & J. Harder). Academy of Management (Western Division: San Diego), March 1985.

Performance Appraisal: Descriptions vs. Prescriptions (with J. L. Hall & J. Harder). Association for Human Resources Management and Organizational Behavior (National: Denver), February 1985.

Sex Discrimination: It's in the Applicants? (with W. A. Randolph & J. Schmidt-Posner). Academy of Management (National: Boston), August 1984.

What's Missing in OB? The Developmental Perspective (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Boise), May 1984.

Having Fun in the Classroom (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Boise), May 1984.

Shared Values Make A Difference and How Executives Do It (with W. L. Schmidt). Academy of Management (Western: Vancouver), April 1984.

The Relationship Between Personality Characteristics and the Selection of Conflict Resolution Strategies (with P. K. Mills & N. Margulies). Academy of Management (Western: Vancouver), April 1984.

Beyond French and Raven: Conceptualizing the Bases of Power (With W. A. Randolph, D. A. Butterfield, & G. N. Powell). Southern Management Association (Atlanta), November 1983.

The Contribution of Socialization Practices on Satisfaction and Commitment (with M. R. Louis & G. N. Powell). Southern Management Association (Atlanta), November 1983.

Organizational Culture: How It Is Created, Maintained, and Changed (with J. M. Kouzes and D. Caldwell). Organizational Development Network (National: Los Angeles), October 1983.

Individual's Moral Development and the Impact on Group Decisions. Academy of Management (National: Dallas), August 1983.

American and European Executives' Life Values: A Comparative Study (with W. H. Schmidt). Academy of Management (National: Dallas), August 1983.

Problems Focus to Management Development for High Technology Middle Managers (with J. M. Kouzes). Academy of Management (National: Dallas), August 1983.

The Values and Expectations of Senior Public Executives (with W. H. Schmidt). American Society for Public Administration (National: New York), April 1983.

Socialization Practices, Job Satisfaction and Commitment (with M. R. Louis). Academy of Management (Western Division: Santa Barbara), March 1982.

Sex Discrimination in Response to Mailed Resumes (with S. R. McIntyre). American Institute for Decision Sciences (National: San Francisco), November 1982.

Executive Values and Ethical Dilemmas (with W. H. Schmidt). Academy of Management (National: New York), August, 1982.

Sex Effects on Managerial Value Systems (with G. N. Powell & W. H. Schmidt). Academy of Management (National: New York), August, 1982.

Applicability of Good Manager Profile to Presidents and Presidential Candidates (with D. A. Butterfield & G. N. Powell). 20th Congress of Applied Psychology, International Association of Applied Psychology (Edinburgh, Scotland), July, 1982.

Customer-Firm Interface: Its Role in the Structure of Service Organizations (with P. K. Mills). Academy of Management (Western Division: Colorado Springs), April, 1982.

The Impact of Values and Technology on the Structuring of Service Organizations (with P. K. Mills). Academy of Management (Western Division: Colorado Springs), April 1982.

Adapting Japanese Style Management: Issues and Obstacles (with J. L. Hall & J. K. Leidecker). Academy of Management (Western Division: Colorado Springs), April 1982.

Leadership and Power. American Institute for Decision Sciences (National: Boston), November, 1981.

Another look at Predicting Pay Satisfaction from Nonpay Work Variables. American Institute for Decision Sciences (National: Boston), November 1981.

Organizational Life Cycles and Organization Development (with W. A. Randolph). American Institute for Decision Sciences (National: Boston), November, 1981.

Gender Differences in Socialization Experiences (with G. N. Powell). American Institute for Decision Sciences (National: Boston), November, 1981.

Top Executives: Their Values and Ethical Considerations. Academy of Management (National: San Diego), August, 1981.

A Preliminary Comparison of the Values of Public and Business Administrators (with W. H. Schmidt). Academy of Management (National: San Diego), August, 1981.

Teaching Organization Behavior from a Developmental or Life Cycle Perspective. Organizational Behavior Teaching Conference (National: Boston), June, 1981.

Measuring the Bases of Power: Updating French and Raven. American Institute for Decision Sciences (National: Las Vegas), November, 1980.

Investigating the Relationship Between Good Managers, Presidents, and Presidential Candidates

- (with G. N. Powell & D. A. Butterfield). American Institute for Decision Sciences (National: Las Vegas), November, 1980.
- Getting Hired: An Exploratory Comparison of Recruiter, Student and Faculty Perceptions. American Institute for Decision Sciences (National: Las Vegas), November, 1980.
- Sex Role Stereotyping and Importance Placed on Job Applicant Characteristics by College Recruiters (with G. N. Powell). Academy of Management (National: Detroit), August, 1980.
- The Ethics and Values of What We Teach (with J. L. Hall). Organizational Behavior Teaching Conference (National: Los Angeles), June, 1980.
- An Exploratory Study Comparing the Personal Value Systems of College Students, Faculty, and Company Recruiters. Academy of Management (Western Division: Phoenix), March, 1980.
- The Contribution of Referent Choice to Job Satisfaction (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (National: New Orleans), November, 1979.
- Role Ambiguity and Conflict in Hospitals and the Moderating Effects of Participation in Decision Making and Tolerance for Conflict (with R. L. Phillips). American Institute for Decision Sciences (National: New Orleans), November, 1979.
- Racial and Sexual Discrimination in the Recruitment Process (with S. H. McIntyre & D. J. Moberg). Academy of Management (National: Atlanta), August, 1979.
- Organizational Development and the Life Cycle of Organizations (with W. A. Randolph). Academy of Management (National: Atlanta), August, 1979.
- Change Processes in Organizations: Implications for Effectiveness (with G. N. Powell). The Institute of Management Sciences (International: Honolulu), June, 1979.
- Discrimination in Response to Mailed Resumes (with S. H. McIntyre & D. J. Moberg). Academy of Management (Western Division: Portland), April, 1979.
- A Behavioral Study of Nurses and Respiratory Therapist (with R. L. Phillips). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.
- Are the Values of Engineers and Engineering Managers Really Different? (with J. M. Munson). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.
- Referents Used in Determining Employees' Satisfaction with Pay (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.

- Criteria for Salary Determination: The Effect of Perceived Discrepancies on Pay Satisfaction (with D. F. Caldwell & J. R. Hall). American Institute for Decision Sciences (Western Regional: Reno), March, 1979.
- The Importance of Personal Value Consensus Between Subordinates and Their Supervisors (with J. M. Munson). American Institute for Decision Sciences (National: St. Louis), November, 1978.
- Values as Predictors of Self-Perceived Job Success and Management Job Classification (with J. M. Munson). American Institute for Decision Sciences (National: St. Louis), November, 1978.
- Relationships Among Role Ambiguity, Perceived Situational Characteristics and Perceived Effectiveness/Satisfaction Measures (with W. A. Randolph). Academy of Management (National: San Francisco), August, 1978.
- What Individuals Mean By Having Power and Control in Organizations. Academy of Management (National: San Francisco), August, 1978.
- Opportunities, Challenges and Pitfalls in Teaching Organization Development. Organizational Behavior Teaching Conference (National: Columbia, SC), May, 1978.
- On Simulating Organizational Behavior and Theory (with W. A. Randolph). Academy of Management (Western Division: Sacramento), April, 1978.
- A Comparison of Students and Public Sector Managers on Machiavellianism and Job-Related Correlates. American Institute for Decision Sciences (Western Regional: San Diego), March, 1978.
- A Practical Decision Tree Approach to Designing Learning Situations (with W. A. Randolph). American Institute for Decision Sciences (National: Chicago), October, 1977.
- Curriculum in Organization Development: A Survey of the State of the Art (with D. J. Moberg). Academy of Management (National: Orlando), August, 1977.
- Perceived Situational Moderators of the Relationship Between Role Stress, Job Satisfaction and Organizational Effectiveness in a Hospital Setting (with W. A. Randolph). Academy of Management (National: Orlando), August, 1977.
- When to Use Cases, Lectures, Experiential Exercises, Etc. (with W. A. Randolph). Organizational Behavior Teaching Conference (National: Toronto), May, 1977.
- Seniority: A Problem in Performance-Reward Systems (with D. J. Moberg). Academy of Management (Western Division: Sun Valley), March, 1977.

Improving the Design of Learning Situations (with W. A. Randolph). American Institute for Decision Sciences (National: San Francisco), October, 1976.

LEADERSHIP DEVELOPMENT ACTIVITIES WITH:

Adaptec	Alberta Health Services (Canada)
Alcoa	Alcoa of Australia
All Hallows College (Ireland)	Alliant University
ANCC National Magnet Conference	Amazon
Amdahl Corporation	American College of Cardiology
American Electronics Association	American Institute of Architects (AIA)
America Society of Healthcare Environmental Managers	Amfac Resorts
American Youth Museums	Apple Computer
Amoco Oil Company	ARCO Chemical Company
Applied Materials	Asia Institute of Management (Philippines)
ARCO Coal Company	
Association for Systems Management (ASM)	
Association of California Community College Administrators (ACCCA)	
Association of California Nurse Leaders	Association of Community College Trustees
Association of Fraternity Advisors (AFA)	
Australian Institute of Company Directors	Australian Institute of Management (Perth; Sydney)
Association of Leadership Educators	Association of Washington School Principals
Aurora Public Schools (Colorado)	Australia Post
Australian Taxation Office (WA)	
Automotive Holdings (WA)	BASF Structural Materials - NARMCO
BECA (New Zealand)	Beneficial Management Corporation
Benefits Cosmetics	Boyd Group
BrightRoll	Bunnings (Australia)
California Agricultural Leadership Academy	
California Association of Nurse Leaders	
California Business-Higher Education Forum	
California City School Superintendents Association	
California Community College Association for Occupational Education	
California Community College Student Affairs Association	
California League of Food Processors	California Police Chiefs Association
California State Department of Business, Housing, and Transportation	
California State Manager's Forum	California State Automobile Association
California Pacific Medical Center	
California State University (Northridge, Sacramento, Sonoma)	
Camp Fire USA	
Canadian Association of University Business Officers	
Canadian Society of Physician Leaders	Central Bank of Barbados
Cepheid	Charles Schwab
Chevron Mining (Western Australia)	Chinese American BioPharmaceutical Society

Ciba-Geigy	CIBA VISION
Civil Service Leadership Institute (Manila)	Cisco
City of Mountain View (CA)	City of Los Altos (CA)
Clorox	College of St. Thomas (MN)
Colorado Athletics Directors Association	Comerica Bank
Community College League of California	Community Memorial Foundation
Computer Sciences Corporation	Concordia University (CA)
Conference Board of Canada	Control Data Corporation
Cotelligent	Council of Autism Service Providers
County of Sacramento (CA)	
Cornerstone University (MI)	CRM Films
Curtin University (Australia)	DAVY Group (Ireland)
DeAnza-Foothill Community College District (CA)	
DFS Group (Hong Kong)	DIAL Corporation
Dow Chemical	Drake University (IA)
E! (Entertainment Television)	EA (Electronic Arts)eBay
	El Camino Hospital
Electronics Association of California	Gavilan Community College (CA)
Genetech	Gonzaga University (WA)
Gymboree Corporation	Farm Bureau Financial Services
FCCLA (Family, Career, and Community Leaders of America)	
Fentress Bradburn Architects	First Republic Bank
Florida International University	
Florida State University	Fletcher Building (New Zealand)
FMC	Harper College (IL)
Harshaw - Filtrol Partnership	Health Leaders Institute (Canada)
Hewlett-Packard	Hispanic Association for Corporate Responsibility
Honeywell	Hong Kong University of Science and Technology
Human Capital Institute	Hyatt Legal Services
IBM	IKEA (China)
Institute for Management Studies (Boston, Chicago, Connecticut, Dallas, Edinburgh, Houston, London, Los Angeles, Minneapolis, New Jersey, New Orleans, New York, Philadelphia, San Francisco, Seattle)	
Instituto de Administracion Cientifica de las Empresas (México)	
Internal Revenue Service (IRS)	ITT
International Management Council	Itau Unibanco (Brazil)
Jumpstart	Kaiser Permanente Health Care
Kent State University (OH)	Kentucky Association of School Administrators
Knight-Ridder Newspapers	
Hong Kong University of Science and Technology	
Korean Management Association	La Sierra University (CA)
Leadership Council of Non-Profits (Cincinnati)	
Leadership Kauai	Leadership San Jose
Leadership Palo Alto	Leadership Santa Cruz
Life Pacific College (CA)	Lingnan University (Hong Kong)

Lipscomb University (TN)	Lockheed Martin
Los Gatos City Council	Loyola University, Chicago
Lucille Packard Children's Hospital	Management Association of the Philippines
McDonnell Douglas	Measurex
Merck	Mervyn's
Milpitas Middle College High School	
Monmouth College (IL)	Montecito Bank and Trust
Motorola	Mt. San Antonio College (CA)
National Association for Campus Activities (NACA)	
National Association of Colleges and Employers (NACE)	
National Association of Credit Managers (NACM)	
National Association of Convenience Store Owners	
National Association of Graduate Admissions Professionals (NAGAP)	
National Association of State Information Resource Executives	
National Association of Student Personnel Administrators (NASPA)	
Navigation Technologies	NetApp
New Jersey HR Planning Society	New York Life
North-American Interfraternity Conference (NIC)	
Northcentral University	North Carolina State University
North Texas State University	Northwest Bank Corporation
Northern California Grant Makers	Northrop Grumman Corporation
Novacor (Canada)	Nursing Leadership Institute (Toronto)
Nvidia	Oakwood Temporary Housing
Pacific Association of College Registrars and Admissions Officers	
Pacific Telesis	Palo Alto Leadership Council
Pepperdine University (CA)	Petronas (Malaysia)
Philadelphia School District	
PNM (Public Service Company of New Mexico)	
PRAXAIR (Mexico)	President's Association (AMA)
Printpak	Promus Hotel Corporation
Providence Hospital	Public Allies
Public Service Commission (Australia)	
Public Service Commission (Regina,Saskatchewan)	
Public Service Company of New Mexico	Qualcom
Quantum Corporation	Queen's University (Canada)
R&I Bank (Australia)	Raychem
Richmond School District (British Columbia)	
Rockhurst University (KS)	Royal Roads University (British Columbia)
Sabancı University (Istanbul)	Sandia Labs
San Diego Hospice Center	
San Jacinto College (TX)	San Jose Medical Group
Santa Clara University (CA)	Santa Cruz County Business Council
Santa Clara County Office of Education	Schlumberger
Semen Gresik (Indonesia)	Service King
Sharp Health Care	Sierra Club
Sigma Phi Epsilon Fraternity	Silicon Valley Bank (SVB Financial Services)

Silicon Graphics	Simon Fraser University (Canada)
Sisters of Mercy Hospitals	SkillPath
SK Telecom	Smithsonian Institute
Southwest Texas State University	Southern Pacific Lines
StandardAero	Stanford University Medical School
Saint Catherine University (MN)	Stark County Educational Partnership
State Energy Commission of Western Australia	
St. Joseph's University (PA)	Sun Microsystems
TACSEN (Hong Kong)	The Tom Peters Company
3M Corporation	Texas Medical Center
Topgolf Callaway Brands	Trader Joe's
Triad Systems	TRW
UC Dublin	Umpqua Community College (Oregon)
U.S. Chamber of Commerce	United States Coast Guard Academy
United States Postal Service (USPS)	U.S. Small Business Administration
United Way	US Venture Partners
Universitas Mercu Buana (Indonesia)	University of Auckland (New Zealand)
University College Dublin (UCD)	University of Calgary (Alberta)
University of California (Berkeley, Riverside, San Diego, Santa Barbara, Santa Cruz)	
University of Cincinnati	University of Dayton
University of La Verne (CA)	University of Massachusetts, Amherst
University of Minnesota	University of Nevada, Reno
University of North Carolina, Chapel Hill	University of Ottawa (Canada)
University of St. Thomas (MN)	
University of San Francisco	University of Saskatchewan
University of South Carolina	University of Southern Maine
University of Tampa (FL)	University of Texas (Austin, El Paso, San Antonio)
University of Western Australia	Uplift Family Services
Utah State University	Varian Medical Systems
WIC TV (Canada)	Western Mining Corporation (Australia)
Western Association of College & University Business Officers	
Western New England College	Westinghouse
Westpac Banking Corporation (Australia)	

COMMUNITY AND PUBLIC SERVICE

SVCcreates, Board of Directors (2016 – 2022)
 Global Women's Leadership Network, Board of Directors (2011 - 2018)
 Uplift Family Services, Board of Directors, (2006 - 2014)
 San Jose Repertory Theatre, Board of Trustees, (2002 - 2009)
 Board of Directors, Advanced Energy (NASDAQ: AEIS) (2004 - 2008)
 Compensation Committee, Governance and Nominations Committee
 Junior Achievement of Silicon Valley, Board of Directors (2004 - 2005)
 Search Committee, CEO/EVP, American Institute of Architects (2005)

American Institute of Architects (AIA), Board of Directors (2001 - 2003)
Ernst & Young Entrepreneur of the Year (Northern California), Judge (1999 - 2001)
Public Allies - Silicon Valley, Board of Directors (Chair: 1997 - 1999)
Center for Excellence in Non-Profits, Board of Directors (1994 -1999)
Big Brothers Big Sisters (Santa Clara County), Board of Directors (1994 -1997)
Academy of Management (Western Division): Vice President (1986), President-Elect (1987),
President (1988), Past President (1989)
Academy of Management, Innovation & Technology Division Exec Committee (1988 - 1989)
Organizational Behavior Teaching Society, Board of Directors (1984 - 1986)
Sigma Phi Epsilon Fraternity, Board of Directors (1972 - 1980)

UNIVERSITY SERVICE

Chair, Department of Management and Entrepreneurship (2020 – Current)
Committee on Promotion to Senior Lecturer (2019 – 2022)
Faculty Grievance Committee (2016 - 2020)
Coordinator, Pathways on Leadership and Social Change (2013 - 2021)
University Rank and Tenure Committee (2013 - 2016)
UCC Task Force on Providing Feedback to Academic Administrators (2015 - 2016)
Faculty Coordinating Council, Experiential Learning in Social Justice (2010 – 2013)
Valedictorian Selection Committee (2011)
** On sabbatical leave (2009- 2010)
Dean, Leavey School of Business (1997 - 2009)
Provost Council (1997 - 2009)
University Planning Council (1997 – 2009)
University Facilities Committee (1998 - 2009)
University Policy Committee on Student Affairs (1995 - 1997)
Associate Dean, Executive Development, LSB (1993 - 1997)
MBA Policy Committee (1993 - 1995)
Kenna Club, Board of Directors (1994 - 1995)
University Budget Council (1992 - 1993)
** On sabbatical leave (1991 - 1992)
University Graduate Council (Chair, 1990 - 1991)
College Rank and Tenure Committee (1990 - 1991)
College Undergraduate Committee (Chair, 1990 - 1991)
Undergraduate Curriculum Review (Chair, 1990 - 1991)
Lucas Hall Building Task Force (1989 - 1991)
Associate Dean, Graduate Programs, LSB (1987 - 1991)
University Planning Council (1989 - 1990)
University Committee on Excellence through Diversity (1989 - 1990)
Markkula Center for Applied Ethics (Board of Fellows, 1987 - 1991)
University Library Committee (1986 - 1988)
** On sabbatical leave (1985-1986)
Kids on Campus (President) (1984 - 1985)

Faculty Club, Board of Directors (1982 - 1984)
Human Subjects Review Committee (1982 - 1983)
Faculty Grievance Committee (1982 - 1985)
President's Advisory Council (1979 - 1981)
University Task Force on Alcohol Policy (Chair, 1981)
Academic Personnel Committee (1979 - 1981)
University Activities Committee (1977 - 1979)
Faculty Senate Council (Elected Representative (1978 - 1980)
Faculty Senate Secretary (1978 - 1979)
Beta Gamma Sigma (Secretary) (1980 - 1985)
SCU Parent's Day Speaker (1979 - 1983)
Dean's Search Committee (1978 - 1979)

HONORS, AWARDS, AND EDITORIAL REVIEW BOARDS

Editorial Review Board, *Leadership & Organization Development* (2022- current)
Editorial Review Board, *Frontiers in Psychology* (2022 - current)
Associate Editor, *Administrative Sciences* (2021 – current)
Visiting Professor, Graduate School of Management, University of Auckland (August 2019)
Top Thought Leaders in Trust (2014, 2015, 2016, 2017, 2018)
Top 20 Most Influential Global HR Thinkers, *HR magazine* (2010, 2011, 2012, 2013, 2015)
Outstanding Scholar Award for Career Achievement, *Journal of Management Inquiry* (2011)
Visiting Professor, Sabanci University (Istanbul) (Spring 2010)
Visiting Professor, Hong Kong University of Science and Technology (Fall 2009)
Distinguished Contribution to Workplace Learning and Performance Award, Association for
Talent Development (formerly ASTD) (2009)
Isoabella Lecture on Social Psychology and Leadership -- Alliant University (2009)
Advisory Board, *Leadership & Organization Development Journal* (2005 – 2021)
Advisory Board, *International Journal of Servant-Leadership* (2004 -- current)
Editorial Review Board: *Leadership Review* (2004 -- 2011)
Editorial Review Board: *Leadership & Organization Journal* (2022 – current)
Thomas Hawkins Johnson Visiting Scholar, U.S. Military Academy (November 2003)
Who's Who Among American Writers (2002)
Best Paper Award, *Corporate Governance* (2002)
McFeely Award (top management educator): International Management Council (2001)
Citation Award Recipient, Sigma Phi Epsilon Fraternity (2001)
Kamm Lecture in Higher Education – Oklahoma State University (2000)
Extraordinary Faculty Award, Leavey School of Business (1997-98, 2000-01, 2006-07, 2007-08,
2008-09, 2009-2010 – awards we discounted)
Volunteer of the Year Award: Center for Excellence in Non-Profits (1996)
Who's Who in the World (1994)
Visiting Professor, Graduate School of Mgt, University of Western Australia (1992 - 1993)
Winkler-Lund Award for Faculty Distinction (1991)
Editorial Board: *Journal of Business Ethics* (1997 - 2003)

Editorial Board: *Journal of Management Inquiry* (1991 - 2004)
JMI Section Editor: Reflections on Experience (1995 - 2004)
Editorial Board: *Journal of Management Education* (1985 - 2001)
Outstanding Referee Award: *Journal of Organizational Behavior* (1994, 1995)
Who's Who in Education (1991)
Chris Award for Best Management Development Video (1990)
Who's Who of Emerging Leaders in America (1990)
Book of the Year Award: American Council of Healthcare Executives (1989)
Corporate Best Award: United Way of Santa Clara County (1989, 1991, 1993)
Bridging Diversity Award: SCU's Student Resource Center (1989)
Who's Who Among Human Services Professionals (1986)
Best Paper Award: Public Sector Division, Academy of Management (1986)
Dirksen Fellow (1983 - 1984)
Who's Who Among Frontier Science and Technology (1983)
President's Distinguished Faculty Award (1982)
Who's Who Among American Writers (1982)
Outstanding Young Men of America Recipient (1980)
Santa Clara University Research Grants (46+)

Updated October 2023