

Robert C. Liden

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Education

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| Postdoctoral
Research | "Managerial Responses to Subordinate Poor Performance"
(September, 1980-August, 1981).
Conducted with Terence R. Mitchell.
Department of Psychology
University of Washington, Seattle |
| Ph.D. | Organizational Behavior (June, 1981)
Minor Area: Personnel Administration
University of Cincinnati, School of Business
Dissertation: "Contextual and Behavioral Factors Influencing
Perceptions of Ineffective Performance and Managerial Responses"
Dissertation Advisor: Stephen G. Green |
| M.B.A. | University of Cincinnati, School of Business (August, 1980) |
| M.A. | Labor and Industrial Relations (August, 1977)
Institute of Labor and Industrial Relations,
University of Illinois, Champaign-Urbana
Master's Thesis: "Generalizability of the Vertical Dyad Linkage
Model of Leadership" (a version later published in the <i>Academy of
Management Journal</i>)
Thesis Advisor: George B. Graen |
| B.A. | Industrial/Organizational Psychology (May, 1975)
Minor: Political Science/Business Administration
University of Illinois (1973-1975), and
Arizona State University (1971-1972) |

Honors and Awards

Recipient of the Organizational Behavior Division of the Academy of
Management Award for the best organizational behavior journal
article published during 2005 (with Raymond T. Sparrowe).

Inducted as a Bronze-level member of the Academy of Management Journals' Hall of Fame, August, 2000. [Bronze-level is defined as 10-14 articles in the *Academy of Management Journal*, *Academy of Management Review*, and/or *Academy of Management Executive*.]

Recipient of the 2001 Ulrich & Lake Award (with Sandy Wayne and Maria Kraimer) for Excellence in HRM Scholarship [for the best article published in *Human Resource Management* during 2001]

Recipient of the 2001 Academy of Management Award (with Scott Seibert and Maria Kraimer) for the best article published in the *Academy of Management Journal* during 2001.

"The Bernie" outstanding reviewer award for review quality, 2010, *Leadership Quarterly*.

Elected as a fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology, January, 2008.

Student Representative to the Academy of Management OB/OT Doctoral Consortium, San Francisco, August, 1978

College of Management Young Investigator Award, Georgia Institute of Technology, June, 1986

Recipient of the 1995 Yoder-Heneman Human Resource Management Research Award (with Sandy Wayne and Lisa Bradway), presented by the Society for Human Resource Management (SHRM). This award, named after two prominent scholars in the human resource field, recognizes the finest in empirical research in Human Resource Management, June, 1995.

Recipient of the 1995 Southern Management Association Outstanding Faculty Paper Award (with Randy Settoon and Nate Bennett), sponsored by Irwin Publishers, November, 1995.

University of Illinois at Chicago, College of Business Administration, Alumni Award for Distinguished Research, April, 2000.

Recipient of the 2004 Southern Management Association Outstanding Doctoral Student Paper Award (Hao Zhao lead author, with Sandy J. Wayne).

Recipient of the 2006 Careers Division of the Academy of Management Best Empirical Paper Award (with Maria Kraimer, Scott Seibert, Sandy Wayne, and Jesus Bravo).

Outstanding Reviewer Award, OB Division of the Academy of Management, August, 2008 (top 86 out of 1079 reviewers received this award) and August, 2009 (top 89 reviewers)

Phi Beta Kappa

Beta Gamma Sigma

Phi Kappa Phi

Phi Eta Sigma

Professional Activities

Editorial Positions

Human Relations, Special Issue Editor, "The Context of Leadership," appeared in November, 2009.

Editorial Review Board Memberships

Journal of Management, 1994-present
Leadership Quarterly, 2004-present
Journal of Applied Psychology, 2008-present
Academy of Management Review, 2008-present
Personnel Psychology, 2010-present
Academy of Management Journal, 1994-1999
Human Relations, 2006-2011
Organizational Analysis, 2003-2005

Offices in Professional Organizations

Elected to a series of positions by the [then] 3500 members of the
Organizational Behavior Division, Academy of Management:

Program Chair-Elect, 1997-98

- *In charge of the Pre-Conference Program at the annual meeting
- *In charge of all awards presented by the OB Division
- *Head of the Outstanding Publication in Organizational Behavior Award Committee

Program Chair, 1998-99

- *Built a 199 member Program Committee
- *Processed and made accept/reject decisions for 309 research submissions
- *Handled all correspondence to reviewers, authors, other division program chairs, and the executive officers of the Academy of Management
- *Scheduled symposium and paper sessions
- *Selected award winning submissions
- *Selected papers for publication in the Proceedings
- *Selected Chairs and Discussants for all sessions.
- *Wrote newsletter articles for the Organizational Behavior Division
- *Entered material for the Organizational Behavior Website

Division Chair-Elect, 1999-2000

- *Strategic planning for OB Division
- *Developed and Chaired International Task Force

Division Chair, 2000-01

- *Led the division, coordinating all division services, national meeting, and meetings of the Executive Board.
- *Managed the Executive Board
- *Managed the budget, and chaired the OB Budget Committee
- *Chair of the OB International Task Force
- *Chair of the Cummings Scholarship Award Committee
- *Submitted and won an Academy of Management innovation award, which included \$1500 for the OB Division budget.
- *Served as liaison between the division and the Academy of Management Board of Governors

Past Division Chair, 2001-02

- *Advised Division Chair

*Member of the OB Budget Committee

*Member of the Cummings Scholarship Award Committee

Memberships in Professional Organizations

Member of the Academy of Management

Member of the American Psychological Association (fellow)

Member of the Society for Organizational Behavior (SOB)

Member of the Society for Industrial and Organizational Psychology (fellow)

Additional Professional Activities

Ad hoc reviewer for: *Academy of Management Journal*, *Administrative Science Quarterly*, *Journal of Organizational Behavior*, *Journal of Personality and Social Psychology*, *Organizational Behavior and Human Decision Processes*, *Organization Science*, *Personnel Psychology*, *Psychological Bulletin*, *Advanced in International Management*, *American Journal of Community Psychology*, *Applied Psychology: An International Review*, *Basic and Applied Social Psychology*, *Communication Monographs*, *Group & Organization Management*, *Human Resource Management*, *Industrial Relations*, *Journal of Applied Social Psychology*, *Journal of Business and Psychology*, *Journal of Management Inquiry*, *Journal of Managerial Issues*, *Journal of Occupational and Organizational Psychology*, *International Journal of Selection and Assessment*, *Management and Organization Review*, and *Organizational Research Methods*, and *M@n@gement*.

Track Chairperson (Organizational Behavior/Management track), Southeast American Institute for Decision Sciences Meetings, Savannah, Georgia, February, 1984.

Paper reviewer for the 1984, 1986, 1987, 1988, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2002, 2003, 2005, 2006, 2007, 2008, 2009, 2010 Academy of Management national meetings (in many years, reviewed for multiple divisions including HR, OB, and RM).

Paper reviewer for the 1985, 1988, 1990, 1991, 1992, 1993, 1994, 1996, 1998, and 2005 Southern Management Association meetings.

Paper reviewer for the 1998, 2000, 2001, 2003, 2004, 2005, 2007, and 2008 Society for Industrial & Organizational Psychology meetings.

Paper reviewer for the Florida State University Symposia on Attribution Theory, 1994 and 2004.

External reviewer for the University of Tennessee, Department of Management program review, 1993 and 1997.

External reviewer for the University of Oklahoma, Department of Management program review, 1996.

Presenter at the Career/WIM Doctoral Consortium, Academy of Management meetings, Vancouver, B.C., August, 1995.

Member of the 1995 and 1996 HRM Division Scholarly Achievement Award Committee.

Presenter at the Organizational Behavior/Human Resources Management Junior Faculty Consortium, Academy of Management meetings, Cincinnati, Ohio, 1996.

Discussant (2002, August). Symposium entitled, *New perspectives on helping: Beyond social exchange*. Paper presented at the national meetings of the Academy of Management, Denver, Colorado.

Panelist on the Doctoral Consortium at the Southern Management Association meetings, Charleston, South Carolina, November 2005.

Chair of the Academy of Management HR Division/SHRM Foundation Dissertation Awards Committee, 2006.

Presenter for a Leadership Workshop, Research Methods Division of the Academy of Management International Meeting, Hong Kong, June, 2006.

Panelist for the OB Division Junior Faculty Workshop, Academy of Management meeting, Atlanta, Georgia, August, 2006.

Member of the Organizational Behavior Division of the Academy of Management's Best Publication in Organizational Behavior Award Committee, 2006-2007

Panelist for a professional development workshop (PDW) on leadership at the annual meeting of the Academy of Management, Anaheim, California. August, 2008 and 2009 at the Chicago AOM meeting.

External reviewer for the San Diego State University, Department of Management program review, May, 2008.

External reviewer for Temple University's Department of Human Resource Management program review, November, 2008.

Chair of the Academy of Management OB Division Cummings Award Committee, 2010.

Faculty panelest for the Academy of Management New Doctoral Student Consortium, Montreal, Canada, 2010.

Discussant, paper session of the Academy of Management New Doctoral Student Consortium, Montreal, Canada, 2010.

Discussant/Coach for authors; *Asia Pacific Journal of Management* Special Issue Conference, Macau, China, December, 2010.

Academic Positions and Appointments

August, 2003-present	Professor, Department of Managerial Studies University of Illinois at Chicago, Chicago, Illinois
June and July 2005 through 2012	Visiting Professor, Chinese University of Hong Kong
January, 2008 and June, 2009	Guest Professor, Université du Québec à Montréal, Canada
May-June, 2008 - 2012	Visiting Professor, Université Paris à Dauphine, France
May, 2008 and 2009	Guest Professor, Université Toulouse 1 des Sciences Sociales, Toulouse, France

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May, 2006, 2007 April, 2011	Visiting Professor, Université Toulouse 1 des Sciences Sociales, Toulouse, France
August, 2002- May, 2003	Synovus Chair of Servant Leadership, Institute for Leadership Advancement, and Professor, Department of Management, Terry College of Business, University of Georgia
September, 1996- August, 2002	Professor, Department of Managerial Studies University of Illinois at Chicago, Chicago, Illinois
August, 1991- August, 1996	Associate Professor, Department of Management University of Illinois at Chicago, Chicago, Illinois
September, 1987- August, 1991	Associate Professor, College of Management Georgia Institute of Technology, Atlanta, Georgia
September, 1982 - August, 1987	Assistant Professor, College of Management, Georgia Institute of Technology, Atlanta, Georgia
May, 1982 - September, 1982	Visiting Scholar, Department of Management and Organization, University of Washington, Seattle, Washington
August, 1981 - May, 1982	Assistant Professor, School of Business, College of William & Mary, Williamsburg, Virginia
September, 1980 - August, 1981	Postdoctoral Research Associate, Department of Psychology, and Visiting Lecturer, Department of Management & Organization, University of Washington, Seattle, Washington
September, 1977 - June, 1980	Research and Teaching Assistant, Department of Management, University of Cincinnati, Cincinnati, Ohio
September, 1975 - August, 1977	Research Assistant, Institute of Labor and Industrial Relations, University of Illinois, Champaign, Illinois

Contracts, Grants, and Awards

College of Management Young Investigator Award, Summer, 1986, **\$5,000**.

Co-Principal Investigator, "Employee Assistance Program Review", Southern Bell
Companies, October, 1987 - July, 1988, **\$57,000**.

Office of Interdisciplinary Programs seed grant for Research in Applied Aging Studies,
"The Influence of Age on Performance Ratings", December, 1988, **\$5,000**.

Center for Human Resources Management, University of Illinois, Chicago and Champaign
campuses, "Leading Large and Empowered Work Groups", May, 1992, **\$8,000**.

Investigated group process and leadership in empowered work teams. Of particular interest was the role of leaders in self-managed or empowered teams.

Co-Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Empowered Work Teams: Composition, Process, Rewards, and Effectiveness", May, 1993, **\$15,000**.

Campus Research Board, University of Illinois at Chicago, July, 1993, **\$5,657**. These funds were obtained for the purpose of supplementing the above listed project entitled, "Leading Large and Empowered Work Groups".

Co-Principal Investigator, The Foundation for Excellence in Consulting and Management, Council of Consulting Organizations, November, 1993, **\$5,000**. These funds were obtained for the purpose of supplementing the above listed project entitled, "Empowered Work Teams: Composition, Rewards and Effectiveness".

Co-Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Performance Management in Empowered Work Groups", September, 1994, **\$15,200**. Funding of **\$6,161** was also obtained from the SHRM Foundation, Society for Human Resource Management for this project, December, 1995.

Co-Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Effectiveness of Contingent Work Forces", May, 1996, **\$29,800**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Developing High Performance Managers Through Informal Networks", May, 1997, **\$20,000**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Maximizing effective assimilation of newcomers and transferees", April, 1998, **\$25,050**. [This amount includes a supplement of \$10, 200 in December, 1999 by the Center for Human Resources Management.]

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Achieving integration in a diverse workplace", December, 1999, **\$14,810**.

Principal Investigator, Society for Human Resources Management (SHRM) Foundation, "Human resource practices and the assimilation of newcomers into the organization", March, 2000, **\$14,380**.

Co-Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Understanding employee retention from a careers perspective", March, 2001, **\$16,500**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "Creating a customer-focused culture through servant leadership", March, 2004, **\$7,000**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "*Talent Management in the Era of Offshoring: A Social Exchange Model of Turnover in Offshore Employees* ", December, 2006, **\$6,500**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "*Cultural Diversity Among Individuals and Across Work Groups: Building High Quality Leader-Employee Relationships in Multicultural Organizations*", December, 2006, **\$6,900**.

Principal Investigator, Center for Human Resources Management, University of Illinois, Chicago and Champaign campuses, "*Servant Leadership and Trust in the Organization* ", February, 2010, **\$8,500**.

Co-Principal Investigator, Graduate Management Admission Council (GMAC), "*Idiosyncratic Deals in the Workplace and Employees' Career Outcomes: The Role of an MBA Degree*", December, 2010, **\$83,455.50**. [only proposal funded out of 55 applicants in this competition period]

Co-Principal Investigator, Society for Human Resources Management (SHRM) Foundation, Achieving Fairness When Treating Employees Differently: The Case of Idiosyncratic Deals (I-deals). December, 2011, **\$44,073.75**.

Publications

Refereed Academic Journals

Green, S.G., & Liden, R.C. (1980). Contextual and attributional influences on control decisions. *Journal of Applied Psychology*, 65, 453-458.

Liden, R.C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465.

Liden, R.C., & Mitchell, T.R. (1981). An experiential exercise involving equal employment opportunity and performance appraisal issues. *Exchange: The Organizational Behavior Teaching Journal*, 6, 39-43.

Mitchell, T.R., & Liden, R.C. (1982). The effects of the social context on performance evaluations. *Organizational Behavior and Human Performance*, 29, 241-256.

Graen, G., Liden, R.C., & Hoel, W. (1982). The role of leadership in the employee withdrawal process. *Journal of Applied Psychology*, 67, 868-872.

- Green, S.G., Blank, W., & Liden, R.C. (1983). Market and organizational influences on bank employees' work attitudes and behaviors. *Journal of Applied Psychology*, 68, 298-306.
- Liden, R.C., & Mitchell, T.R. (1983). The effects of group interdependence on supervisor performance evaluations. *Personnel Psychology*, 36, 289-299.
- Parsons, C.K., & Liden, R.C. (1984). Interviewer perceptions of applicant qualifications: A multivariate field study of demographic characteristics and nonverbal cues. *Journal of Applied Psychology*, 69, 557-568.
- Liden, R.C. (1985). Female perceptions of female and male managerial behavior. *Sex Roles*, 12, 421-432.
- Mitchell, T.R., Rothman, M., & Liden, R.C. (1985). The effects of normative information on task performance. *Journal of Applied Psychology*, 70, 48-55.
- Liden, R.C., & Mitchell, T.R. (1985). Reactions to feedback: The role of attributions. *Academy of Management Journal*, 28, 291-308.
- Liden, R.C., & Parsons, C.K. (1986). A field study of job applicant interview perceptions, alternative opportunities, and demographic characteristics. *Personnel Psychology*, 39, 109-122.
- Dienesch, R.M., & Liden, R.C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11, 618-634.
- Liden, R.C., Nagao, D.H., & Parsons, C.K. (1986). Student and faculty attitudes concerning the use of group projects. *Organizational Behavior Teaching Review*, 10, 32-38.
- Liden, R.C., & Kromm, G.M. (1987). Testing standards in grievance arbitration: A case review and critique. *Employee Relations Law Journal*, 13, 287-303.
- Herold, D.M., Liden, R.C., & Leatherwood, M.L. (1987). Multiple attributes of feedback sources: A field study and replication. *Academy of Management Journal*, 30, 826-835.
- Liden, R.C., Ferris, G.R., & Dienesch, R.M. (1988). The influence of causal feedback on subordinate reactions and behavior. *Group and Organization Studies*, 13, 348-373.
- Liden, R.C., & Mitchell, T.R. (1988). Ingratiation behaviors in organizational settings. *Academy of Management Review*, 13, 572-587.
- O'Connor, E.J., Parsons, C.K., Liden, R.C., & Herold, D.M. (1990). Implementing new technology: Management issues and opportunities. *Journal of High Technology Management Research*, 1, 69-89.

- Ferris, G.R., Judge, T.A., Chachere, J.G., & Liden, R.C. (1991). The age context of performance evaluation decisions. *Psychology and Aging*, 6, 616-622.
- Parsons, C.K., Liden, R.C., O'Connor, E.J., & Nagao, D.H. (1991). Employee responses to technologically driven change: The implementation of office automation in a service organization. *Human Relations*, 44, 1331-1356.
- O'Connor, E.J., Parsons, C.K., & Liden, R.C. (1992). Responses to new technology: A model for future research. *Journal of High Technology Management Research*, 3, 111-124.
- Liden, R.C., Martin, C.M., & Parsons, C.K. (1993). Interviewer and applicant behaviors in employment interviews. *Academy of Management Journal*, 36, 372-386.
- Liden, R.C., Wayne, S.J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology*, 78, 662-674.
- Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (1994). The influence of gender and ingratiation on the development of leader-member exchanges. *American Behavioral Scientist*, 37, 697-714.
- Wayne, S.J., & Liden, R.C. (1995). Effects of impression management on performance ratings: A longitudinal study. *Academy of Management Journal*, 38, 232-260. [Reprinted in Porter et al. (2004). The impression management scale presented in this article was reprinted in: Dubrin, A. J. (2003). *Organizational behavior: An applied perspective*. Cincinnati, OH: South-Western, and in Dubrin, A. J. (2004). *Leadership: Research findings, practice, and skills* (p. 217). New York: Houghton Mifflin.]
- Barnum, P., Liden, R.C., & DiTomaso, N. (1995). Double jeopardy for women and minority workers: Pay differences with age. *Academy of Management Journal*, 38, 863-880.
- Liden, R.C., Stilwell, D., & Ferris, G. R. (1996). The effects of supervisor and subordinate age on objective and subjective performance ratings. *Human Relations*, 49, 327-347.
- Settoon, R.P., Bennett, N., & Liden, R.C. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81, 219-227.
- Liden, R.C., Wayne, S.J., & Bradway, L. (1997). Task interdependence as a moderator of the relation between group control and performance. *Human Relations*, 50, 169-181. [Earlier version won the Yoder-Heneman award for best research in human resource management]
- Wayne, S.J., Shore, L.M., & Liden, R.C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82-111.

- Sparrowe, R.T., & Liden, R.C. (1997). Process and structure in leader-member exchange. *Academy of Management Review*, 22, 522-552.
- Wayne, S.J., Liden, R.C., Graf, I.K., & Ferris, G.R. (1997). The role of upward influence tactics in human resources decisions. *Personnel Psychology*, 50, 979-1006.
- Liden, R.C., & Maslyn, J.M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of Management*, 24, 43-72. [The scale developed in this study was reprinted in R. Kreitner, & A. Kinicki (2004). *Organizational Behavior* (p. 620). Burr Ridge, IL: Irwin-McGraw-Hill]
- Liden, R.C., Mitchell, T.R., & Maslyn, J.M. (1998). An exploratory investigation of policy use in the management of poor performers. *Journal of Business and Psychology*, 13, 245-262.
- Stilwell, D., Liden, R., Parsons, C., & DeConinck, J. (1998). Transfer decision making: Different decision models depending on the transfer conditions. *Journal of Organizational Behavior*, 19, 539-557.
- Kraimer, M.L., Seibert, S.E., & Liden, R.C. (1999). Psychological empowerment as a multidimensional construct: A test of construct validity. *Educational and Psychological Measurement*, 59, 127-142.
- Wayne, S.J., Liden, R.C., Kraimer, M.L., & Graf, I.K. (1999). The role of human capital, motivation, and supervisor sponsorship in predicting career success. *Journal of Organizational Behavior*, 20, 577-595.
- Liden, R.C., Wayne, S.J., Judge, T. A., Sparrowe, R.T., Kraimer, M.L., & Franz, T. (1999). Management of poor performance: A comparison of manager, group member, and group disciplinary decisions. *Journal of Applied Psychology*, 84, 835-850.
- Liden, R.C., Wayne, S.J., & Sparrowe, R.T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407-416.
- Liden, R.C., Wayne, S.J., Kraimer, M.L. (2001). Managing individual performance in work groups. *Human Resource Management*, 40, 63-72. [recognized as the best article published in *Human Resource Management* for 2001]
- Seibert, S.E., Kraimer, M.L., & Liden, R.C. (2001). A social capital theory of career success. *Academy of Management Journal*, 44, 219-237. [recognized as the best article published in the *Academy of Management Journal* for 2001; reprinted in *Social Capital in Business*, Editors: Kenneth W. Koput and Joseph P. Broschak]
- Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M.L. (2001). Social networks and the performance of individuals and groups. *Academy of Management Journal*, 44, 316-325.

- Erdogan, B., Kraimer, M.L., & Liden, R.C. (2001). Procedural justice as a two-dimensional construct: An examination in the performance appraisal context. *Journal of Applied Behavioral Science*, 37, 205-222.
- Murphy, S.K., Wayne, S.J., Liden, R.C., & Erdogan, B. (2003). Understanding social loafing: The role of justice perceptions and exchange relationships. *Human Relations*, 56, 61-84.
- Liden, R.C., Wayne, S.J., Kraimer, M.L., & Sparrowe, R.T. (2003). The dual commitments of contingent workers: An examination of contingents' commitment to the agency and the organization. *Journal of Organizational Behavior*, 24, 609-625.
- Liden, R.C., Wayne, S.J., Jaworski, R.A., & Bennett, N. (2004). Social loafing: A field investigation. *Journal of Management*, 30, 285-304.
- Erdogan, B., Sparrowe, R.T., Liden, R.C., & Dunegan, K.J. (2004). Implications of organizational exchanges for accountability theory. *Human Resource Management Review*, 14, 19-45.
- Erdogan, B., Kraimer, M.L., & Liden, R.C. (2004). Work value congruence and intrinsic career success: The compensatory roles of leader-member exchange and perceived organizational support. *Personnel Psychology*, 57, 305-332.
- Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (2005). The role of job security in understanding the relationship between employees' perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, 90, 389-398.
- Sparrowe, R.T., & Liden, R.C. (2005). Two routes to influence: Integrating leader-member exchange and network perspectives. *Administrative Science Quarterly*, 50, 505-535. [recognized by the Organizational Behavior Division of the Academy of Management as the best organizational behavior journal article published during 2005.]
- Erdogan, B., & Liden, R.C. (2006). Collectivism as a moderator of responses to organizational justice: Implications for leader-member exchange and ingratiation. *Journal of Organizational Behavior*, 27, 1-17.
- Erdogan, B., Liden, R.C., & Kraimer, M.L. (2006). Justice and Leader-Member Exchange: The Moderating Role of Organization Culture. *Academy of Management Journal*, 49, 395-406.
- Bauer, T.N., Erdogan, B., Liden, R.C., & Wayne, S.J. (2006). A longitudinal study of the moderating role of extraversion: LMX, performance, and turnover during new executive development. *Journal of Applied Psychology*, 91, 298-310.
- Liden, R.C., Erdogan, B., Wayne, S.J., & Sparrowe, R.T. (2006). Leader-member exchange, differentiation, and task interdependence: Implications for individual and group performance. *Journal of Organizational Behavior*, 27, 723-746.

- Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multilevel assessment. *Leadership Quarterly*, 19, 161-177.
- Lau, D.C., & Liden, R.C. (2008). Antecedents of coworker trust: Leaders' blessings. *Journal of Applied Psychology*, 93, 1130-1138.
- Henderson, D. J., Liden, R.C., Glibkowski, B.C. & Chaudhry, A. (2009). Within-group LMX differentiation: A multilevel review and examination of its antecedents and outcomes. *Leadership Quarterly*, 20, 517-534.
- Liden, R.C., & Antonakis, J. (2009). Considering context in psychological leadership research. *Human Relations*, 62, 1587-1605.
- Ferris, G.R., Liden, R.C., Munyon, T.P., Summers, J.K., Basik, K.J., & Buckley, M.R. (2009). Relationships at work: Toward a multidimensional conceptualization of dyadic work relationships. *Journal of Management*, 35, 1379-1403.
- Vidyardhi, P., Liden, R.C., Anand, S., Erdogan, B., & Ghosh, S. (2010) Where do I stand? Examining the effects of leader-member exchange social comparison on employee work behaviors. *Journal of Applied Psychology*, 95, 849-861.
- Anand, S., Vidyardhi, P., Liden, R.C., & Rousseau, D.M. (2010). Good citizens in poor quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal*, 53, 970-988.
- Zhao, H., & Liden, R.C. (2011) Internship: A recruitment and selection perspective. *Journal of Applied Psychology*, 96, 221-229.
- Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. (2011) Antecedents and outcomes of organizational support for development: The critical role of career opportunities. *Journal of Applied Psychology*, 96, 485-500.
- Hu, J., & Liden, R.C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *Journal of Applied Psychology*, 96, 851-862.
- Dulebohn, J.H., Bommer, W.H., Liden, R.C., Brouer, R., & Ferris, G.R. (in press). A meta-analysis of the antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of Management*.
- Liden, R.C. (in press). Leadership research in Asia: A brief assessment and suggestions for the future. *Asia Pacific Journal of Management*.

Refereed Practitioner Journals

- Liden, R.C., Wayne, S.J., & Bradway, L.K. (1996). Connections make the difference. *HRMagazine*, 41 (2), 73-79.

Annual Reviews

Liden, R.C., & Adams, S.M. (1992). Technological change: Its effects on the training and performance of older employees. *Advances in Global High-Technology Management*, 1, 217-234.

Liden, R.C., & Arad, S. (1996). A power perspective of empowerment and work groups: Implications for human resources management research. *Research in Personnel and Human Resources Management*, 14, 205-251.

Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (1997). Leader-member exchange theory: The past and potential for the future. *Research in Personnel and Human Resources Management*, 15, 47-119.

Shore, L. M., Tetrick, L. E., Taylor, M. S., Coyle-Shapiro, J. A., Liden, R.C., McLean Parks, J., Morrison, E. W., Porter, L. W., Robinson, S. L., Roehling, M. V., Rousseau, D. M., Schalk, R., Tsui, A. S., Van Dyne, L. (2004). The Employee-Organization Relationship: A timely concept in a period of transition. *Research in Personnel and Human Resources Management*, 23, 291-370.

Henderson, D.J., Dulac, T., & Liden, R.C. (2006). The Role of LMX and Communication in the Goal Setting Process. In G.B. Graen (ed.) *Sharing network leadership- LMX: The Series, IV* (pp. 245-268). Greenwich, CT: Information Age Publishing.

Book Chapters

Liden, R.C., & Parsons, C.K. (1989). Understanding interpersonal behavior in the employment interview: A reciprocal interaction analysis. In R.W. Eder & G.R. Ferris (Eds.), *The employment interview: Theory, research, and practice* (pp. 219-232). Newbury Park, CA: Sage.

Liden, R.C., & Mitchell, T.R. (1989). Ingratiation in the development of leader-member exchanges. In R.A. Giacalone & P. Rosenfeld (Eds.), *Impression management in the organization* (pp.343-361). Hillsdale, NJ: Lawrence Erlbaum.

Liden, R.C., & Tewksbury, T. W. (1995). Empowerment and work teams. In G.R. Ferris, S.D. Rosen, & D.T. Barnum (Eds.), *Handbook of Human Resources Management* (pp. 386-403). Oxford, UK: Blackwell Publishers.

Liden, R.C. (1998). Critique and suggested extensions for the multiple-linkage model of leadership. In F. Dansereau and F. Yammarino (Eds.), *Leadership: The multiple-level approaches* (pp. 273-282). Greenwich, CT: JAI Press.

Parsons, C.K., Cable, D.M., & Liden, R.C. (1999). Establishing person-organization fit. In R.W. Eder, & M.H. Harris (Eds.), *The Employment interview: Theory, research, and practice* (2nd Edition, pp. 125-141). Newbury Park, CA: Sage.

- Parsons, C.K., Liden, R.C., & Bauer, T.N. (2001). Employment interviews. In M. London (Ed.), *How people evaluate others in organizations* (pp. 67-90). Mahwah, NJ: Lawrence Erlbaum.
- Erdogan, B., & Liden, R. C. (2002). Social exchanges in the workplace: A review of recent developments and future research directions in leader-member exchange theory. In L. L. Neider and C. A. Schriesheim (Eds.), *Leadership* (pp. 65-114). Greenwich, CT: Information Age Publishing.
- Seibert, S., Sparrowe, R.T., & Liden, R.C. (2003). A Group Exchange Structure Approach to Leadership in Groups. In C.L. Pearce & J.A. Conger (Eds.), *Shared leadership in organizations* (pp.173-192). Thousand Oaks, CA: Sage.
- Liden, R.C., Bauer, T. N., & Erdogan, B. (2004). The role of leader-member exchange in the dynamic relationship between employer and employee: Implications for employee socialization, leaders, and organizations. In Coyle-Shapiro, J. A-M., Shore, L.M., Taylor, M.S., & Tetrick, L.E. (Eds.) *The employment relationship: Examining psychological and contextual perspectives* (pp. 226-250). Oxford, UK: Oxford University Press.
- Wayne, S.J., Coyle-Shapiro, J. A., Eisenberger, R., Liden, R.C., Rousseau, D. M., & Shore, L. M. (2009). Social influences. In Klein, H. J. Becker, T. E. & Meyer, J. P. (Eds.) *Commitment in organizations: Accumulated wisdom and new directions* (pp: 253-284). Mahwah, NJ: Lawrence Erlbaum.
- Anand, S., Hu, J., Liden, R.C. & Vidhyarthi, P.R. (2011). Leader-member exchange: Recent research findings and prospects for the future. In A. Bryman, D. Collinson, K. Grint, B. Jackson, & M. Uhl-Bien (Eds.), *The Sage handbook of leadership* (pp. 311-325). Thousand Oaks, CA: Sage.
- Liden, R.C., Panaccio, A., Meuser, J.D., Hu, J., & Wayne, S.J. (forthcoming). Servant leadership: Antecedents, consequences, and contextual moderators. In Day, D.V. (Ed.) *The Oxford Handbook of Leadership and Organizations*. Oxford, England: Oxford University Press.
- Liden, R.C. (forthcoming). Servant Leadership. In Kessler, E. (Ed.). *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage.

Commentaries in Books

- Liden, R.C. (2007). Praxis and more conversations. In Gail T. Fairhurst, *Discursive leadership: In conversation with leadership psychology* (pp. 178-180). Los Angeles: Sage.

Liden, R.C. (2010). Preface. In Schyns, B. & Hansbrough, T. (Eds.). *When Leadership Goes Wrong: Destructive Leadership, Mistakes, and Ethical Failures*. Charlotte, NC: Information Age Publishing.

Refereed Presentations with Proceedings

Liden, R.C., & Graen, G. (1979, April). *Generalizability of the vertical dyad linkage model of leadership*. Paper presented at the Midwest Academy of Management Meetings, Cleveland, Ohio, pp. 351-367.

Liden, R.C., & Graen, G. (1979, November). *The impact of leader-member exchange on job resignation*. Paper presented at the national meeting of the American Institute for Decision Sciences, New Orleans, Louisiana, pp. 348-350.

Liden, R.C., & Green, S.G. (1980, April). *On the measurement of career orientation*. Paper presented at the Midwest Academy of Management Meetings, Cincinnati, Ohio, pp. 322-331.

Liden, R.C., & Mitchell, T.R. (1982, November). *The effect of group interdependence and boss influence on supervisor performance evaluations*. Paper presented at the national meeting of the American Institute for Decision Sciences, San Francisco, California, pp. 514-516.

Liden, R.C., & Mitchell, T.R. (1982, November). *Personal policy development as a response to ineffective performance*. Paper presented at the national meeting of the American Institute for Decision Sciences, San Francisco, California, pp. 395-397.

Liden, R.C., & Mitchell, T.R. (1983, August). *The influence of negative feedback specificity and favorableness on subordinate reactions*. Paper presented at the national meeting of the Academy of Management, Dallas, Texas, pp. 173-177.

Liden, R.C., & Mitchell, T.R. (1983, November). *An experimental test of two employee ingratiation strategies: Advice requests and self-disclosures*. Paper presented at the national meeting of the American Institute for Decision Sciences, San Antonio, Texas, pp. 471-473.

Liden, R.C., Ferris, G.R., Baysinger, R.A., & Dienesch, R.M. (1985, November). *Effects of task feedback, causal feedback, and self-esteem on subordinate performance and reactions*. Paper presented at the national meeting of the American Institute for Decision Sciences, Las Vegas, Nevada, pp. 672-674.

Liden, R.C., & Kromm, G.M. (1986, November). *Testing standards in grievance arbitration: A case review and critique*. Paper presented at the Southern Management Association Meetings, Atlanta, Georgia, pp. 159-161.

Chachere, J.G., Ferris, G.R., & Liden, R.C. (1987, March). *Supervisor's causal attributions as influenced by subordinate age and other factors*. Paper presented at the Southwestern Academy of Management Meetings, Houston, Texas, pp. 141-145.

- Liden, R.C., Maslyn, J.M., & Mitchell, T.R. (1991, November). *Determinants of action strategy in the management of poorly performing subordinates*. Paper presented at the Southern Management Association Meetings, Atlanta, Georgia.
- Liden, R.C., Wayne, S.J., & Stilwell, D. (1992, November). *A longitudinal study on the early development of leader-member exchanges*. Paper presented at the Southern Management Association Meetings, New Orleans, Louisiana.
- Settoon, R.P., Bennett, N., & Liden, R.C. (1995, November). *Social exchange in organizations: A multi-level model*. Paper presented at the Southern Management Association Meetings, Orlando, Florida, pp. 127-130.
- Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M. (1997, November). *An examination of social exchange patterns through network analysis*. Paper presented at the Southern Management Association Meetings, Atlanta, Georgia, pp.
- Erdogan, B., Kraimer, M.L., & Liden, R.C. (2002, August). Person-Organization Fit and Work Attitudes: The Moderating Role of Leader-Member Exchange. Academy of Management Best Papers Proceedings, Denver, Colorado, pp.
- Zhao, H., Liden, R.C., & Wayne, S.J. (2004, November). Understanding Employees' Resistance Toward Sexual Harassment Prevention Programs. Paper presented at the Southern Management Association Meetings, San Antonio, Texas. [Paper won award for doctoral student paper]
- Liden, R.C., & Wayne, S.J., Zhao, H., & Henderson, D. (2005, November). Development of a multidimensional measure of servant leadership. Paper presented at the Southern Management Association Meetings, Charleston, South Carolina.
- Hu, J., Anand, S., Vidyarthi, P. & Liden, R.C. (2010, October). *Examining a social exchange model of developmental idiosyncratic deals and employee organizational citizenship behavior*. Paper presented at the Southern Management Association Meetings, St. Pete Beach, Florida.
- Hu, J., Wang, Z., Liden, R. C., & Sun, J. (August, 2011). *Leader core self-evaluation and transformational leadership*. Best Paper Proceedings of the annual meeting of the Academy of Management, San Antonio, Texas.
- Anand, S., Vidyarthi, P., & Liden, R.C. (2011, November) *LMX and TMX as relational bases of organizational identification: Moderating role of culture*. Paper to be presented at the Southern Management Association Meeting, Savannah, Georgia.

Refereed Presentations

- Liden, R.C. (1979, June). *A data based organizational analysis course*. Paper presented at the Organizational Behavior Teaching Society Conference, Cincinnati, Ohio.

- Liden, R.C., & Green, S.G. (1981, April). *The influence of contextual restraints on managerial responses to subordinate poor performance*. Paper presented at the Western Academy of Management Meetings, Monterey, California.
- Liden, R.C. (1982, August). *On the nature of female preferences for male managers*. Paper presented at the national meeting of the Academy of Management, New York, New York.
- Parsons, C.K., & Liden, R.C. (1983, November). *The influence of nonverbal cues on interviewer perceptions of applicant quality*. Paper presented at the national meeting of the American Institute for Decision Sciences, San Antonio, Texas.
- Liden, R.C., & Parsons, C.K. (1984, November). *A field study of job applicant perceptions of the chance of receiving a job offer*. Paper presented at the national meeting of the American Institute for Decision Sciences, Toronto, Canada.
- Liden, R.C., & Mitchell, T.R. (1985, June). *Dealing with poorly performing students*. Seminar presented at the Organizational Behavior Teaching Conference, Charlottesville, Virginia.
- Liden, R.C., & Parsons, C.K. (1985, August). *A field study of job applicant interview perceptions, alternative opportunities and demographic characteristics*. Paper presented at the national meeting of the American Psychological Association, Los Angeles, California.
- Parsons, C.K., Liden, R.C., Underwood, K., & Dienesch, R.M. (1985, November). *Causal attributions and turnover: An extension*. Paper presented at the national meeting of the American Institute for Decision Sciences, Las Vegas, Nevada.
- Herold, D.M., Liden, R.C., & Leatherwood, M.L. (1986, August). *Multiple attributes of feedback sources: A field study and replication*. Paper presented at the Academy of Management (National) Meeting, Chicago, Illinois.
- Liden, R.C., & Parsons, C.K. (1987, August). *A longitudinal investigation on the effects of office automation on perceived job characteristics*. Paper presented at the national meetings of the Academy of Management, New Orleans, Louisiana.
- Liden, R.C. (1988, April). *Situational variables in age research*. Comments presented within a symposium entitled "The role of age in organizational sciences", at the annual meetings of the Society of Industrial and Organizational Psychologists, Dallas, Texas.
- Liden, R.C., & Ferris, G.R. (1988, November). *The effect of age on decisions concerning performance and pay: Is it age or experience?* Paper presented at the annual meetings of the Southern Management Association, Atlanta, Georgia.
- Ferris, G.R., Chachere, J.G., & Liden, R.C. (1989, April). *Contextual influence of work unit age composition on supervisor behavior and subordinate reactions*. Paper presented at the annual meetings of the Society of Industrial and Organizational Psychologists, Boston, Massachusetts.

- O'Connor, E.J., Parsons, C.K., & Liden, R.C. (1989, August). *Implementing new technology: A model for future research*. Paper presented at the national meetings of the Academy of Management, Washington, District of Columbia.
- Liden, R.C., & Wayne, S.J. (1990, April). *Job longevity and ingratiation in leader-member exchanges*. Paper presented at the annual meetings of the Society of Industrial and Organizational Psychologists, Boston, Massachusetts.
- Liden, R.C., Parsons, C.K., & Martin, C.L. (1990, August). *Interviewer and applicant behaviors in employment interviews*. Paper presented at the national meetings of the Academy of Management, San Francisco, California.
- Liden, R.C., & Wayne, S.J. (1990, August). *Feedback in the development of leader-member exchanges*. Paper presented at the national meetings of the Academy of Management, San Francisco, California.
- Wayne, S.J., & Liden, R.C. (1990, November). *The influence of impression management on supervisor responses*. Paper presented at the national meetings of the Council on Employee Responsibilities and Rights, Orlando, Florida.
- Liden, R.C., & Maslyn, J.M. (1993, August). Scale development for a multidimensional measure of leader-member exchange. Paper presented at the national meetings of the Academy of Management, Atlanta, Georgia.
- Liden, R.C., Wayne, S.J., Bradway, W., & Sparrowe, R. T. (1994, April). *Leading empowered work groups*. Paper presented as part of a symposium at the annual meetings of the Society of Industrial and Organizational Psychologists, Nashville, Tennessee.
- Liden, R.C., Wayne, S.J., Bradway, W., & Murphy, S. (1994, August). *A field investigation of individual empowerment, group empowerment, and task interdependence*. Paper presented at the national meetings of the Academy of Management, Dallas, Texas.
- Wayne, S.J., Shore, L.M., & Liden, R.C. (1994, August). *The role of human resource practices in defining the employment relationship*. Paper presented as part of a symposium at the national meetings of the Academy of Management, Dallas, Texas.
- Liden, R.C., & Maslyn, J.M. (1994, November). *Validation of a multidimensional measure of leader member exchange (LMX-MDM)*. Paper presented as part of a symposium at the Southern Management Association Meetings, New Orleans, Louisiana.
- Sparrowe, R.T., & Liden, R.C. (1995, August). *Process and structure in leader-member exchange theory and research*. Paper presented as part of a symposium at the national meetings of the Academy of Management, Vancouver, British Columbia, Canada.

- Wayne, S.J., Liden, R.C., Graf, I., & Kraimer, M. (1996, August). *The importance of supervisor support to career success*. Paper presented at the national meetings of the Academy of Management, Cincinnati, Ohio.
- Parsons, C.K., Cable, D.M., & Liden, R.C. (1997, August). *Role of the employment interview in establishing person-organization fit*. Paper presented at the national meetings of the Academy of Management, Boston, Massachusetts.
- Seibert, S.E., Kraimer, M.L., & Liden, R.C. (1998). *A social capital theory of career success: Test of a mediated model*. Presented at the International Social Network Analysis Conference, Barcelona, Spain.
- Liden, R.C., Wayne, S.J., Judge, T.A., Sparrowe, R.T., Kraimer, M.L., & Franz, T.M. (1998, August). Management of poor performance: A group perspective. Paper presented at the national meetings of the Academy of Management, San Diego, California.
- Sparrowe, R.T., & Liden, R.C. (1998, November). *Exchange processes within social networks*. Paper presented at the Southern Management Association Meetings, New Orleans, LA.
- Sparrowe, R.T., & Liden, R.C. (1999, August). *Sponsorship: A blessing and a curse*. Paper presented at the national meetings of the Academy of Management, Chicago, Illinois.
- Sparrowe, R.T., & Liden, R.C. (2000, August). *Negative network relations: Conceptual clarification and theoretical development*. Paper presented at the national meetings of the Academy of Management, Toronto, Ontario, Canada.
- Liden, R.C., Erdogan, B., Wayne, S.J., & Sparrowe, R.T. (2000, August). *Leader-member exchange differentiation: Implications for group effectiveness*. Paper presented at the national meetings of the Academy of Management, Toronto, Ontario, Canada.
- Parsons, C.K., Liden, R.C., & Bauer, T.N. (2001, April). *Employment Interviews*. Paper presented as part of a symposium at the national meetings of the Society for Industrial and Organizational Psychology, San Diego, California.
- Kraimer, M.L., Wayne, S.J., Liden, R.C., & Sparrowe, R.T. (2001, August). *Understanding Full-time Employees' Reactions to the Use of Temporary Workers: The Role of Job Security*. Paper presented at the national meetings of the Academy of Management, Washington, DC.
- Erdogan, B., Sparrowe, R.T., Liden, R.C., & Dunegan, K.J. (2001, November) *Implications of organizational exchanges for accountability theory*. Paper presented at the Southern Management Association Meetings, New Orleans, LA.
- Liden, R.C. (2002, April). Panelist on a symposium, *Employee-Employer Reciprocity: Where Do We Go From Here?* National meetings of the Society for Industrial and Organizational Psychology. Toronto, Ontario, Canada.

- Liden, R.C., Sparrowe, R.T., Erdogan, B., Gavino, M., & Maslyn, J.M. (2002, August). *The role of proactive characteristics and behaviors on exchange relationships and outcomes*. Paper presented at the national meetings of the Academy of Management, Denver, Colorado.
- Murphy, P.J., Liden, R.C., & Wayne, S.J. (2003, April). Interactional justice, group cohesion, and LMX: Combined impacts on outcomes. Paper presented at the national meetings of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Liden, R.C., Erdogan, B., Bauer, T., & Wayne, S.J. (2003, April). Executive integration: new perspectives on enhancing effectiveness. Presentation as part of a "Practitioner Forum at the national meetings of the Society for Industrial and Organizational Psychology, Orlando, Florida.
- Erdogan, B., Liden, R.C., & Kraimer, M.L. (2003, August). *Justice and Leader-Member exchange: The Moderating Role of Organization Culture and Span of Control*. Paper presented at the national meetings of the Academy of Management, Seattle, Washington.
- Kraimer, M.L., Seibert, S., Wayne, S.J., & Liden, R.C. (2003, August). *Examining employee performance and turnover intentions from a careers perspective*. Paper presented at the national meetings of the Academy of Management, Seattle, Washington.
- Sparrowe, R.T., & Liden, R.C. (2003, August). *LMX, Social Network Structure, and Outcomes: A Structural Model*. Paper presented as part of a symposium entitled, "Leaders and their Social Networks: An Alternative Approach to Leadership Research." National meetings of the Academy of Management, Seattle, Washington.
- Liden, R.C., Bauer, T.N., Erdogan, B., & Wayne, S.J. (2004, April). An Examination of the Role of Personality in Socialization. Paper presented at the national meetings of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (2004, June). *Developing a theory of servant leadership*. Paper presented at the UNL Gallup Leadership Institute Summit, Omaha, Nebraska.
- Bauer, T.N., Erdogan, B., Liden, R.C., & Wayne, S.J. (2004, August). Understanding the LMX to Performance and Turnover Relationships: The Moderating Role of Extraversion. Paper presented at the national meetings of the Academy of Management, New Orleans, Louisiana.
- Erdogan, B., & Liden, R.C. (2004, August). Collectivism as a Moderator of Responses to Organizational Justice. Paper presented at the national meetings of the Academy of Management, New Orleans, Louisiana.
- Sparrowe, R.T., & Liden, R.C. (2004, August). *Integrating Leader-Member Exchange and Transformational Leadership Perspectives Through Relational Methods*. Paper presented as part of a symposium entitled, "Relational Models: The State of the Theory." National meetings of the Academy of Management, New Orleans, Louisiana.

- Liden, R.C., Wayne, S.J., Zhao, H., Henderson, D., & Roberts, T. (2004, October). *Developing a theory of servant leadership*. Paper presented at the annual meeting of the Society for Organizational Behavior, Orlando, Florida.
- Liden, R.C. Erdogan, B., & Bauer, T.N. (2006, August). *The early development of leader-member exchange: A longitudinal investigation*. Paper presented as part of a symposium at the national meetings of the Academy of Management, Atlanta, Georgia.
- Kraimer, M.L., Seibert, S., Wayne, S.J., & Liden, R.C., & Bravo, J. (2006, August). *Examining employee performance and turnover intentions from a careers perspective*. Paper presented at the national meetings of the Academy of Management, Atlanta, Georgia [winner of best applied research paper, Careers Division].
- Liden, R.C., Sparrowe, R.T., Erdogan, B., Gavino, M., & Maslyn, J.M. (2006, August). *The role of proactive personality and behaviors on social exchange relationships in the workplace*. Paper presented at the national meetings of the Academy of Management, Atlanta, Georgia.
- Henderson, D.J., & Liden, R.C., (2007, April). *Leader-Member Exchange Differentiation and Workgroup Relationships: A Social Network Perspective*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New York, New York.
- Shore, L.M. Eisenberger, R., Liden, R.C., Pearce, J., Roehling, M., & Tsui, A. (August, 2007). *Doing well by doing good in the employee-organization relationship: Current knowledge and future promise*. All-Academy symposium presented at the annual meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Henderson, D.J., & Liden, R.C., (August, 2008). *Examining the Exchange in the Leader-Member Exchange Relationship: A Longitudinal Field Study*. Paper presented as part of a showcase symposium, "Innovations in Social Exchange Theory: New Perspectives on a Classic Theory," annual meeting of the Academy of Management, Anaheim, California.
- Liden, R.C., Fu, P.P., Liu, J., Song, L., & Li, L. (August, 2008). *The influence of CEO values and leadership on middle manager exchange behaviors: A longitudinal multilevel examination*. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.
- Anand, S., Vidyarthi, P., Liden, R.C., & Rousseau, D.M. (August, 2008). *Good citizens in poor quality relationships: Idiosyncratic deals as a substitute for relationship quality*. Paper presented at the annual meeting of the Academy of Management, Anaheim, California.
- Kim, T.Y., Kim, M., Kwok, J.M.L., & Liden, R.C. (April, 2009) *Supervisors' moral intelligence, employee outcomes, and person-supervisor fit*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology (SIOP), New Orleans, Louisiana.

- Anand, S., Vidyarthi, P., & Liden, R.C. (August, 2009). *Leader-Member Exchange Social Comparison: Examining effects of perceived LMX differentiation on employee outcomes*. Paper presented at the annual meeting of the Academy of Management, Chicago, Illinois.
- Kim, T.Y., Kim, M., Kwok, J.M.L., & Liden, R.C. (April, 2010) *The interplay between follower Core Self-Evaluation and leadership*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology (SIOP), Atlanta, GA.
- Hu, J., & Liden, R.C. (April, 2010) *Antecedents of team potency and team effectiveness*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology (SIOP), Atlanta, GA.
- Henderson, D.J., Liden, R.C., Wayne, S.J., & Panaccio, A. (May, 2010). *Leadership as an act of service: a longitudinal study exploring relationships among servant leadership behaviors and employees attitudes and behaviors in the employment relationships*. Paper presented at the Laboratoire Interdisciplinaire de Recherche sur les Ressources Humaines et l'Emploi, Université Toulouse 1 des Sciences Sociales, Toulouse, France.
- Chaudhry, A., Vidyarthi, P., Anand, S., & Liden, R.C. (August, 2010). *How much flexibility is ideal? The relationship between flexibility i-deals and employee attitudes*. Paper presented at the annual meeting of the Academy of Management, Montreal, Quebec, Canada.
- Meuser, J.D, Liden, R.C., Wayne, S.J., & Henderson, D.J. (August, 2011). *Is Servant Leadership Always a Good Thing? The Moderating Influence of Servant Leadership Prototype?* Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.
- Akinlade, D., Liden, R.C., & El-Akram, A. (August, 2011). *Leader-Member-Exchange and Creativity: The role of Creative Self-Efficacy and Power Distance*. Paper presented at the annual meeting of the Academy of Management, San Antonio, Texas.
- Chaudhry, A., Vidyarthi, P., Glibkowski, B., Liden, R.C., & Wayne, S.J. (August, 2012). *It Takes Two to Tango: Examining the Effects of Convergence in Leader and Member Perceptions of LMX*. Paper to be presented at annual meeting of the Academy of Management, Boston, Massachusetts.
- Van Dierendonck, D. & Liden, R.C., co-chairs (August, 2012). *Servant Leadership: Providing Socially Responsible Pathways to Individual and Team Effectiveness*. Symposium to be presented at annual meeting of the Academy of Management, Boston, Massachusetts.

Invited Presentations

- Liden, R.C. (1982, May). *Planning for the judicial system*. Seminar conducted at the annual meeting of the National Council for Judicial Planning, National Center for State Courts, Williamsburg, Virginia.

- Liden, R.C. (1982, July). *Environmental influences on employee behavior*. Paper presented at the American Lung Association's seminar on Corporate Smoking Policies, Bellevue, Washington (a summary of this paper was published in *Lung Life*, newsletter of the American Lung Association of Washington, 1982, 6, p. 4).
- Liden, R.C. (1983, October). *Supervision and worker performance*. Paper presented at the Southern Regional Industrial Relations Academic Seminar, Knoxville, Tennessee.
- O'Connor, E.J., Parsons, C.K., Liden, R.C., & Herold, D.M. (1988, January). *Behavioral issues surrounding the implementation of high technology*. Paper presented at the High Technology Management Conference, Boulder, Colorado.
- Liden, R.C., & Mitchell, T.R. (1988, August). *Ingratiation behaviors in organizational settings*. Paper presented at the Twenty-fourth International Congress of Psychology, Sydney, Australia.
- Liden, R.C., & Adams, S.M. (1990, January). *Technology as a moderator of the relationship between employee age and job performance*. Paper presented at the Second International Conference on Managing the High Technology Firm, Boulder, Colorado.
- Liden, R.C. (1993, April). *Leading empowered work groups*. Research presented at the bi-annual meeting of "Level Fifty" (consisting of Human Resources top executives from the 50 largest Chicago area corporations), Chicago, Illinois.
- Liden, R.C. (1994, March). *Empowered work groups*. Research presented as part of the Krannert Graduate School of Management Research Colloquium Series, Purdue University, West Lafayette, Indiana.
- Liden, R.C., & Wayne, S.J. (1996, October). *Leader-member exchange: Development, structure, and measurement*. Research presented as part of the Department of Management Research Colloquium Series, Virginia Commonwealth University, Richmond, Virginia.
- Liden, R.C., Sparrowe, R.T., Erdogan, B., Gavino, M., & Maslyn, J.M. (2006, May). *The role of proactive personality and behaviors on social exchange relationships in the workplace*. Paper presented at the Laboratoire Interdisciplinaire de Recherche sur les Ressources Humaines et l'Emploi, Université Toulouse 1 des Sciences Sociales, Toulouse, France.
- Liden, R.C., & Wayne, S.J. (2006, June). *Conducting leadership research*. Workshop conducted for the Academy of Management Research Methods Division 2006 Regional Conference in Asia, Hong Kong, China.
- Liden, R.C. (2007, January). *Recent research on leader- member exchange: Development, measurement, and context*. Presentation was part of the University of Colorado's Distinguished Speaker Series, Boulder, Colorado.

- Henderson, D.J., Liden, R.C., Glibkowski, B.C., & Chaudhry, A. (2007, October). *Within-group LMX differentiation: A multilevel review and examination of its construct definition, antecedents, and outcomes*. Presented at the Texas Tech University Festschrift honoring James (Jerry) G. Hunt, Lubbock, Texas.
- Liden, R.C. (2008, January). *Recent research on leader- member exchange: Development, measurement, and context*. Université du Québec à Montréal, Montréal, Canada.
- Anand, S., Vidyarthi, P., Liden, R.C., & Rousseau, D.M. (June, 2008). *Good citizens in poor quality relationships: Idiosyncratic deals as a substitute for relationship quality*. Paper presented at the INSEAD Leadership Conference, Fontainebleau, France.
- Liden, R.C. (2008, June). *Recent research on leader- member exchange: Development, measurement, and context*. Michigan State University, East Lansing, MI.
- Liden, R.C., Hu, J., Anand, S., Vidyarthi, P. (June, 2009). *Relative leader-member exchange: An examination of actual and perceived differentiation on employee outcomes*. Research presented at the Université du Québec à Montréal, Montréal, Canada.
- Liden, R.C., Hu, J., Anand, S., Vidyarthi, P. (July, 2009). *Relative leader-member exchange: An examination of actual and perceived differentiation on employee outcomes*. Research presented at the Chinese University of Hong Kong, Sha Tin, New Territories, Hong Kong.
- Liden, R.C. (2009, October). *Leader- member exchange: Development, measurement, and context*. University of Iowa, Iowa City, IA.
- Liden, R.C., Henderson, D.J., Hu, J., & Wayne, S.J. (December, 2009). *The Influence of Servant Leadership on Psychological Contract Fulfillment, OCB, Organizational Commitment, and Innovation*. HEC Montréal, Montréal, Canada.
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- Liden, R.C. (2011, February). *Leader- member exchange: Development, measurement, and context*. University of Western Australia, Perth, Australia.
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- Liden, R.C., & Waggoner, S. (1976, December). *Male-female analysis of selection test results: University Civil Service System of Illinois, 1972-1976*. Prepared for the University Civil Service System of Illinois, Champaign, Illinois.
- Liden, R.C., Serey, T., & Graen, G. (1978, October). *Federated executive turnover report: Analysis and new reporting concept*. Prepared for Federated Department Stores, Cincinnati, Ohio.
- Graen, G., Liden, R.C., & Seers, A. (1979, February). *Human resources survey: The Information Systems Activity*. Prepared for Michigan Consolidated Gas Company, Detroit, Michigan.
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- Green, S.G., & Liden, R.C. (1979, July). *Survey of the branch offices of First National Bank*, Cincinnati, Ohio.
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- Herold, D., Liden, R., Nagao, D., & Parsons, C. (1986, January). *Training needs assessment for General Motors CPC - Doraville*. Doraville, Georgia.
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- Liden, R.C. (1988, August). *Report on Southern Bell managers' use of the employee assistance program in handling subordinate poor performance*, Atlanta, Georgia.
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- Liden, R.C., Wayne, S.J., Bradway, L.K., & Murphy, S. (1994, August). *Empowerment and effectiveness study: Feedback report #9*. Center for Human Resources Management, University of Illinois.
- Liden, R.C., Wayne, S.J., Sparrowe, R.T., Kraimer, M., Franz, T., & Pinko, N. (1996, August). *Sanford feedback report on team performance management*. Center for Human Resources Management, University of Illinois.
- Liden, R.C., Wayne, S.J., Sparrowe, R.T., Kraimer, M., Franz, T., & Pinko, N. (1996, September). *W. W. Grainger feedback report on team performance management*. Center for Human Resources Management, University of Illinois.
- Wayne, S.J., Liden, R.C., Kraimer, M.L., & Sparrowe, R.T. (1997, June). *Effectiveness of contingent work forces*. Center for Human Resource Management, University of Illinois.
- Liden, R.C., & Sparrowe, R.T. (1999, June). *Ameritech feedback report: The effects of leader sponsorship and informal networks on managers' influence, control of resources*,

turnover intentions, and job performance. Center for Human Resources Management, University of Illinois.

Liden, R.C., Sparrowe, R.T., Gavino, M., Erdogan, B., & Maslyn, J.M. (2001, August). *Achieving integration in a diverse workplace.* Center for Human Resources Management, University of Illinois.

Liden, R.C., Erdogan, B., Bauer, T.N., & Wayne, S.J. (2002, May). *Assimilation of Newcomers into the Organization.* Center for Human Resources Management, University of Illinois.

Liden, R.C., Zhao, H., & Henderson, D. (2005, June). *Creating a Customer focused Culture Through Servant Leadership.* Center for Human Resources Management, University of Illinois.

Henderson, D. J. & Liden, R.C. (2008, January). *Cultural Diversity Among Individuals and Across Workgroups: Building High Quality Leader-Subordinate Relationships in Multicultural Organizations.* Center for Human Resources Management, University of Illinois.

Liden, R.C., Henderson, D. J. & Hu, J. (2008, April) *Work-family balance at Western.* Report presented to Western Building Products, Milwaukee, Wisconsin.

Vidarthi, P., Liden, R.C. & Anand, S. (2008, October). *Talent Management in the Era of Offshoring* Feedback Report to the Center for Human Resources Management.

Hoobler, J. M., Vidarthi, P., Anand, S., & Liden, R.C. (2009, February). *The Effects of Perceived Embeddedness on Job Choice Behavior and Work Outcomes.* Feedback Report to the Center for Human Resources Management

Papers Under Review

Akinlade, D., Liden, R.C., & El-Akuram, A. *Leader-Member-Exchange and Creativity: The role of Creative Self-Efficacy and Power Distance.*

Chaudry, A., Vidarthi, P., Anand, S. & Liden, R.C. *How Much Flexibility Is Ideal? The Relationship Between Flexibility I-Deals and Employee Attitudes.*

Hu, J., & Liden, R. C. *Relative leader-member exchange and individual outcomes: The neutralizing role of team supportive behavior and team identification.*

Hu, J., Wang, Z., Liden, R. C., & Sun, J. *Leader core self-evaluation and transformational leadership.*

Hu, J., Wayne, S.J., Liden, R.C., Erdogan, B., & Bauer, T.L. *Understanding the Role of Superior and Self Perceptions of Fit on Adjustment: A Longitudinal Examination of Newly-Hired Executives.*

Panaccio, A., Henderson, D.J., Liden, R.C., & Wayne, S.J., *Leadership as an Act of Service: A Longitudinal Study Exploring Relationships Among Servant Leadership Behaviors, Employee Dispositions, and Employee Behaviors.*

Research in Progress

Erdogan, B., Sparrowe, R.T., & Liden, R.C. *Leader-member exchange differentiation fairness perceptions and outcomes.*

Henderson, D.J., Coyle-Shapiro, J., & Liden, R.C.. *Social exchange theory and social communication theory at the crossroads: Implications for the maintenance of work relationships.*

Henderson, D.J., & Liden, R.C.. *Examining the Exchange in the Leader-Member Exchange Relationship: A Longitudinal Field Study.*

Henderson, D.J., Liden, R.C., Wayne, S.J., & Hu, J. *Beyond the dyad: The effects of leader-member exchange differentiation on work groups' informal networks and perceptions of group members' contributions.*

Henderson, D.J., Maslyn, J.M., & Liden, R.C. *Determinants of team-member exchange.*

Kim, T.Y., Liden, R.C., Kim, M., Kwok, J.M.L., & *The interplay between follower core self-evaluation and leadership: Effects on employee outcomes.*

Kim, T.Y., Liden, R.C., Kim, M., Kwok, J.M.L., & *Supervisors' moral intelligence and employee outcomes: The effects of psychological empowerment and person-supervisor fit.*

Liden, R.C., Henderson, D.J., Glibkowski, B., Hui, C., & Wayne, S.J. *Work family balance and career aspirations: A cross-cultural examination.*

Liden, R.C., Fu, P.P., Liu, J., Song, L., & Li, L. *The influence of CEO values and leadership on middle manager exchange behaviors: A longitudinal multilevel examination.*

Liden, R.C., Sparrowe, R.T., Erdogan, B., Gavino, M., & Maslyn, J.M. *The role of proactive personality and behaviors on social exchange relationships in the workplace.*

Liden, R.C., Wayne, S.J., Meuser, J.D., Hu, J., & Lam, S. *Global and multi-dimensional short versions of the Servant Leadership Scale.*

Meuser, J.D, Liden, R.C., Wayne, S.J., & Henderson, D.J. (August, 2011). *Is Servant Leadership Always a Good Thing? The Moderating Influence of Servant Leadership Prototype?*

Sparrowe, R.T., & Liden, R.C. *Reciprocity in social exchange.*

Vanderlinden, G., Lau, D., & Liden, R.C. *Boundary conditions for social loafing and social compensation in organizational work groups.*

Dissertation Committees

Charles Lance	Psychology	Georgia Institute of Technology	1985
Richard M. Dienesch (chair)	Management	Georgia Institute of Technology	1987
David Deviney	Psychology	Georgia Institute of Technology	1987
Sigrid Gustafson	Psychology	Georgia Institute of Technology	1987
Christopher Martin	Management	Georgia Institute of Technology	1987
Bernie Nickols	Psychology	Georgia Institute of Technology	1988
Nathan Bennett	Management	Georgia Institute of Technology	1989
Mathew Redmond	Psychology	Georgia Institute of Technology	1990
Bang Seob Yoon	Management	Georgia Institute of Technology	1990
Michael Moomaw	Psychology	Georgia Institute of Technology	1991
Dean Stilwell (chair)	Management	Georgia Institute of Technology	1992
Susan Adams	Management	Georgia Institute of Technology	1993
Janet Szumal	Management	University of Illinois at Chicago	1995
John Maslyn	Management	Georgia Institute of Technology	1996
Phyllis Barnum (chair)	Management	University of Illinois at Chicago	1996
Tim Franz	Psychology	University of Illinois at Chicago	1997
Susan Murphy	Management	University of Illinois at Chicago	1997
Ken Weidner	Management	University of Illinois at Chicago	1997
Chris Leeds	Management	University of Illinois at Chicago	1998
Raymond Sparrowe (chair)	Management	University of Illinois at Chicago	1998
Maria Kraimer	Management	University of Illinois at Chicago	1999
Isabel Graf	Management	University of Illinois at Chicago	1999
Lisa Bradway	Management	University of Illinois at Chicago	2002
Berrin Erdogan (chair)	Management	University of Illinois at Chicago	2002
Melvin Smith	Management	University of Pittsburgh	2002
Peter Thompson (co-chair)	Management	University of Illinois at Chicago	2003
Monica Gavino	Management	University of Illinois at Chicago	2005
Greg Sears	Management	McMaster University, Canada	2005
Gary Vanderlinden (chair)	Management	University of Illinois at Chicago	2005
Hao Zhao (chair)	Management	University of Illinois at Chicago	2006
Jesus Bravo	Management	University of Illinois at Chicago	2006
Selena Yuan	Management	University of Illinois at Chicago	2006
Tanguy Dulac	Management	Université catholique de Louvain,	2006

		Belgium	
Anjali Chaudry	Management	University of Illinois at Chicago	2008
Vicky Harmon	Psychology	University of Illinois at Chicago	2008
Brian Glibkowski (co-chair)	Management	University of Illinois at Chicago	2009
David Henderson (chair)	Management	University of Illinois at Chicago	2009
Prajya Vidyarthi (chair)	Management	University of Illinois at Chicago	2009
Guylaine Landry	Management	HEC Montréal, Canada	2009
Nicholas Aramovich	Psychology	University of Illinois at Chicago	2010
Brad Lytle	Psychology	University of Illinois at Chicago	2010
Smriti Anand (chair)	Management	University of Illinois at Chicago	2011
Tingting Chen	Management	City University of Hong Kong	2011
Grace Lemmon	Management	University of Illinois at Chicago	2011
Stephen Krauss	Psychology	University of Illinois at Chicago	In Progress
Jasmine (Jia) Hu (chair)	Management	University of Illinois at Chicago	In Progress
Dayo Akinlade (chair)	Management	University of Illinois at Chicago	In Progress

Teaching Experience

- | | |
|---------------|---|
| Undergraduate | <ol style="list-style-type: none"> 1) Organizational Behavior. An introductory course geared for juniors and seniors (1979-83, 1985-2002, 2004-2011). 2) Human Resource Management. An introductory course geared for juniors and seniors (1983-85). 3) Labor Relations (Spring, 1982). 4) Leadership, Personal Development, and Organizations (Fall, 2002) 5) Servant Leadership (Spring, 2003; Summer, 2005) 6) Principles of Management (Summers 2008- 2012) |
| Master's | <ol style="list-style-type: none"> 1) Organizational Behavior. A required introductory course (Spring, 1992, Spring and Summer 1993, Spring, 1994, Summer, 2004). 2) Seminar in Organizational Behavior. An advanced seminar; elective in Organizational Behavior (Winter, 1983, Winter 1984, Fall, 1986, Fall, 1987, Fall, 1988, Winter, 1990). 3) Human Resource Management. A required introductory course (Spring, 1985 and Spring, 1989). |

- 4) Research Methods in Human Resource Management. Elective in Human Resources Management (Fall, 1983; Fall, 1984; Fall, 1985; Fall, 1986, Fall, 1988, and Fall, 1989).
- 5) Attraction, Selection, and Development of Human Resources. Elective in Human Resources Management (Spring, 1988).
- 6) Developing Leadership Skills (Fall, 2002)

- Doctoral
- 1) Seminar in Organizational Behavior. (Fall, 1990, Fall, 1991, Fall, 1992, Fall, 1993, Fall 1994, Fall, 1997, and Spring, 2000).
 - 2) Leadership. A special topics seminar (Spring, 1983, Spring, 1986; (team taught with Larry James); Spring, 2005; Fall, 2006; Fall, 2008; Fall, 2010).
 - 3) Research Methods in Organizational Behavior and Human Resource Management. (Fall, 1990; Spring, 1995; Fall, 1996; Spring, 1999; Fall, 2001; Fall, 2003; Fall, 2005; Fall, 2007; Fall, 2009; Fall, 2011).
 - 4) Seminar in Human Resources Management. (Spring, 2010; Spring, 2012).

Service

Director of Doctoral Programs, College of Business: July, 2009-present

Coordinator of the Human Resources Management (HRM) Ph.D. program and head of the HRM Ph.D. Committee: January 1992 to September, 1993, and August, 1994 to the present.

Managerial Studies Bylaws revision committee, October, 2011 – present.

Department Head Advisory Committee: September, 1996 to 2002; 2003 to 2006

CBA Executive Committee (alternate): August, 2007-

College of Business Administration Ph.D. Committee: January 1992 to September, 1993, and August, 1994 to 2002; 2003 to the present.

Secretary/Treasurer of the Beta Gamma Sigma honorary (Georgia Tech Chapter): 1983-1991.

Chair of the Organizational Behavior faculty search committee: 1987-1988.

Undergraduate Curriculum Committee: 1989-1991.

Accounting Department faculty search committee: 1991-1992.

Fellow of the Honors College: 1991-1998.

Accounting Department Review Committee: 1992.

Accounting Department faculty search committee: 1992-1993.

Management Department faculty search committees: 1993-1994; 1999-00; 2000-01; 2004

College of Business Library Committee: January, 1994 to present.

AACSB Self-study Committee: August, 1995 to February, 1998.

College of Business Administration Dean's Priorities Committee: November, 1996 to May, 1997.

Ad hoc reviewer of internal grant proposals submitted to the Campus Research Board, November, 1996 to present.

CBA Executive Committee, alternate member, September, 1997-2000.

Managerial Studies Department, Department Head Search Committee, November, 1999 to June, 2000.

Strategy search committee, 2002-2003

Institute for Leadership Advancement Scholar's program mentor, 2002-2003.

Consulting Experience

Michigan Consolidated Gas Company, Detroit, Michigan
(with George Graen, principal consultant), September, 1976 - March, 1980.

Environmental Protection Agency, Cincinnati, Ohio
(with George Graen, principal consultant), December, 1977 - December 1978.

Federated Department Stores, Cincinnati, Ohio
(with George Graen, principal consultant), August, 1978 - October, 1978.

First National Bank, Cincinnati, Ohio
(with Stephen Green, principal consultant), October, 1978 - August, 1980.

American Telephone and Telegraph, Basking Ridge, New Jersey, February, 1980.

Six Flags Over Georgia, Atlanta, Georgia
(with Charles Parsons), November, 1982 - October, 1983.

Life Office Management Association, Atlanta, Georgia
(with David Herold, Charles Parsons, and Dennis Nagao), November, 1983 - March, 1986.

General Motors, Doraville, Georgia
(with David Herold, principal consultant, and Dennis Nagao and Charles Parsons),
October, 1985 - January, 1986.

Jackson, Lewis, Schnitzler, & Krupman - Attorneys at Law, Atlanta, Georgia and
New York, New York offices. August, 1986 - April, 1987.

Allstate Insurance Company, Northbrook, Illinois, June, 1992-June, 1996.

Caterpillar, Inc., Peoria, Illinois, June, 1992-July, 1998.

FMC Corporation, Chicago, Illinois (with Sandy J. Wayne, principal consultant), August,
1992-May, 1995.

Motorola, Inc., Schaumburg, Illinois
(with Sandy J. Wayne), June, 1993-May, 1995.

Sanford/Berol Corporation, Bellwood, Illinois
(with Sandy J. Wayne and Raymond T. Sparrowe), January 1996-August, 1996.

W. W. Grainger Corporation, Lincolnshire, Illinois
(with Sandy J. Wayne and Raymond T. Sparrowe), January 1996-August, 1996.

Ameritech, Hoffman Estates, Illinois
(with Raymond T. Sparrowe), May, 1997-June, 1999.

Brystol-Myers Squibb, Princeton, New Jersey
(with Talya N. Bauer, Berrin Erdogan, and Sandy J. Wayne) April, 1999 to May, 2002.

Western Building Products, Milwaukee, Wisconsin
Project #1: (with Sandy J. Wayne, Maria Krammer, and Raymond T. Sparrowe) January
1996-October, 1996.
Project #2: (with Raymond T. Sparrowe, Monica Gavino, Berrin Erdogan, and John
Maslyn) November, 1999-January, 2002.
Project #3: (with Sandy J. Wayne, Hao Zhao, and David Henderson) November, 2004-
June, 2005.
Project #4: (with David Henderson): Work-family balance and career aspirations.
September, 2007 – May, 2008.

References

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