

# BRUCE J. AVOLIO

2018

## OFFICE ADDRESS

Bruce J. Avolio, Ph.D.  
Mark Pigott Chair in Business Strategic Leadership  
Executive Director, Center for Leadership & Strategic Thinking  
Management & Organization Department  
Michael G. Foster School of Business  
Paccar Hall 487  
University of Washington  
Seattle, Washington 98195-3200

## EDUCATION

Ph.D.	School:	The University of Akron
	Date:	1981
	Major Field:	Industrial/Organizational/Lifespan Psychology
	Minor Field:	Behavioral Statistics
M.A.	School:	The University of Akron
	Date:	1978
	Major Field:	Industrial/Organizational Psychology
B.A.	School:	State University of New York at Oneonta
	Date:	1975
	Major Field:	Psychology

## COLLEGE, UNIVERSITY & LEADERSHIP POSITIONS

2013-Present	Mark Pigott Chair in Business Strategic Leadership
2008-Present	<b>Michael G. Foster School of Business University of Washington</b> Executive Director of the Center for Leadership & Strategic Thinking
2001-2008	<b>College of Business University of Nebraska</b>
2003-2008	Director of the Doctoral Program in Leadership, Department of Management & OB Division/Program Chair.  Director of the Gallup Leadership Institute/Changed to Global Leadership Institute in 2008, Co-director of the Executive MBA/MA in Leadership with UNL/Gallup. Co-director of the Executive MA in Physician Leadership.

2001-2008	Clifton Chair in Leadership, Department of Management/College of Business Administration, University of Nebraska.
1981-2001	<b>School of Management (SOM), Center for Leadership Studies (CLS), Binghamton University.</b>
2000-2001	Co-Director of Global Center for Leadership Studies.
1998-2000	Director of Global Center for Leadership Studies.
1988-1990, & 1993-1994	Director of Doctoral Programs.
1987-1988 & 1990-1993	Director of Graduate Programs.

### **AWARDS**

2013 Eminent Leadership Scholar Award Recipient from the Network of Leadership Scholars in the Academy of Management.  
 Recipient of the 1999-2000 SUNY-Binghamton Award for Distinguished Scholarly Research.  
 Fellow of the Academy of Management Association  
 Fellow of the American Psychological Society  
 Fellow of the International Association of Applied Psychology  
 Fellow of the American Psychological Association.  
 Fellow of the Society for Industrial & Organizational Psychology.  
 Fellow of the Gerontological Society.

### **SPECIAL HONORS/POSITIONS**

OB Past Chair 2005-06  
 OB Chair 2004-05  
 OB Program Chair 2003-04  
 Distinguished Visiting Professor Queensland University of Technology, Brisbane, Australia, 2000-2003.  
 OB Program Chair-elect, 2001-2002.  
 Appointed to Chief of Defense Advisory Council in Singapore, 2002.  
 Gallup Senior Scientist, 2002 to present.  
 SIOP Fellow, 2001.  
 SUNY Chancellor's Award for Research Excellence, 2001.  
 Distinguished Visiting Professor National University, Singapore, 2000.  
 Thomas H. Johnson, Visiting Scholar, United States Military Academy, 2000.  
 Invited Distinguished Lecturer Victoria University New Zealand, 1999.  
 Recipient of the Corning Innovation and Research Award, 1988, 1998.  
 Nominated Fellow, 5-year Kellogg Leadership Studies Project headed by James McGregor Burns at University of Maryland.

## PROFESSIONAL MEMBERSHIP AND AFFILIATIONS

American Psychological Association, 1978 to present  
Academy of Management, 1979 to present  
Fellow, Society for Organizational Behavior, 1997-present  
International Association of Applied Psychology, North American Regional Representative to the Division of Applied Gerontology, 1982 to 1986; President-elect 1986-1990; President, 1990-1994; Executive Committee, 1994-2004  
Board Member, Society for Human Resource Management Foundation, 1998-2003, President, Society for Human Resource Management Foundation, 2000-2001

## EDITORIAL SERVICES

Past Associate Editor Human Resource Management Journal  
Past Board Member for the Psychology and Aging Journal  
Board Member for the Academy of Management Journal  
Board Member for the Leadership Quarterly  
Board Member for the Journal of Applied Psychology  
Board Member for the Journal of Organizational Behavior  
Editorial Reviewer for Experimental Aging Research  
Editorial Reviewer for Personnel Psychology  
Editorial Reviewer for Administrative Science Quarterly  
Editorial Reviewer for Journal of Gerontology  
Editorial Reviewer for Applied Psychology: An International Review  
Editorial Reviewer for Academy of Management Review  
Editorial Reviewer for Journal of Applied Social Psychology  
Special Editor for International Journal of Public Administration  
Consulting Editor: Iatrogenics Handbook, R. Morgan  
Canadian National Institute of Sciences  
U.S. Department of Education  
Editor, The Applied Gerontologist, 1985-1986

## RESEARCH CONTRACTS 2013-2018

Received a one year contract to develop a gamulation for T-Mobile to assess and develop leadership. \$100,000.

Received an NSF Eager Grant for to build an entrepreneurial leadership gamulation \$200,000.

Received a one year project to support the leadership and team development of the entire cohort in the MAAIS program in the Jackson School \$13,787.

UW Facilities Leadership: We have a multi-year contract with the University of Washington Facilities to developing the top 3 levels of leadership totaling approximately 75 managers. Estimated contract: \$325,000.

UW Cambia Palliative Care Center: We have a phase 1 contract to work with the directors of this Center to advance its mission and vision as input into the next phase of its development. Estimated contract: \$14,000.

Catholic Health Initiatives awarded the CLST an additional \$113,186 contract to develop and validate a strategic leadership intervention for senior leaders in their 100 hospital system.

We received a \$5,000 seed grant from the Ludas Foundation to support game development. Avolio, B.J. A 10-Year Extension to the Baseline Officer Longitudinal Development Study (BOLDS). Army Research Institute (ARI) (\$719,823, 2009 - 2011). Army Research Institute Project: Collecting data as part of a longitudinal study of West Point cadet's leadership success over a 15-year time interval, which is the continuation of a multi-year Army Research Institute Grant. We have received word that our grant application has been approved for funding and are awaiting final paperwork on funding timeline in October. The amount of this contract is for \$173,000, while this past year total was \$105,000.

The Public School of Health estimated contract for this year is approximately \$80,000. We have been conducting this work for the last 7 years, working with the MHA and EMHA programs.

VA: We were awarded a two-year contract with the VA-VISEN 1 Boston. The new contract is for \$491,000.

Catholic Health Initiatives has awarded the CLST a \$206,000 contract to develop and validate a strategic leadership intervention for CMOs and CNOs in their system.

UW Medical system has awarded the CLST an \$83,000 contract to support their investment in leadership development as part of their Patients Are First Initiative. Working with the senior leadership of the system to participate in their Leadership Development Initiative, as well as with the departments of Radiology and G.I.

Completed work on the UW Medical system contract, which was awarded to the CLST in a \$10,000 contract to support their investment in leadership development as part of the medical school's new curriculum development project to transform medical education.

We conducted a pilot project on developing a leadership residency course for Pediatric Surgical Dental Program at UW in the amount of \$5,000.

Developed a gamulation to develop strategic thinking and leadership. Funded by Alaska Airlines (\$50,000). The gamulation called Liberty Air, is now in use in over 50 universities around the globe.

Leadership Development Training Research/. Department of Veterans Affairs (\$188,261; 2009-2010).

Examined Optimal Conditions to Advance the Professional Military Ethic at the U.S. Military Academy. (\$150,093; 2009-2010).

Explored ethical leadership in combat situations. U.S. Military Academy

(\$200,000 – 2008-2009).

An Examination of Strategic Change Initiatives in the Healthcare Industry. (\$308,473 -2008-2009)

Examined authentic and ethical leadership at the U.S. Military Academy. (\$65,000, 2007)

Developed a global leadership index for Unilever: 104 Country Investigation. (\$53,000 2007)

Assessment and development of emerging leaders. State Farm Foundation. (\$100,000, 2007)

Assessed authentic leadership development with the National Institute of Corrections. (\$152,000, 2007)

Strategic leadership development in the Veteran's Administration. (\$325,000, 2006-2008)

Establishment of the Nebraska Educational Institute. (\$50,000, 2003-2007)

Collaborative research: Examining e-leadership in global virtual teams through a longitudinal assessment of the formation of trust, potency, commitment, and performance in UNISYS. (\$150,000 NSF, 2002-2006)

Built a strategic leadership focus at UNL, 5-year University Priorities Grant. (\$795,000). 2002-2006. Additional \$100,000 supplement was awarded in 2005-06 for each year up to 2010 (\$500,000)

Examined the success and failure of ERP implementations. Funded by the Society for Human Resource Management Foundation. (2001-2002, \$50,000)

Development of high potential teachers for leadership positions in schools. Funded by NYS Department of Education (\$300,000, 2000-2002)

Development of Officer Leadership for the Army After Next. (1999-2002), Army Research Institute) (\$724,000, \$75,000 supplement received for "e-coaching component).

Platoon readiness as a function of transformational and transactional leadership, squad mores and platoon culture. Funded by the Army Research Institute. (\$550,000, 1996-1999)

Cross-generations: A full range leadership development program. Funded by the Department of Education and Dwight D. Eisenhower Foundation, 1993 (\$139,000); 1994 (\$159,000).

Transformational leadership training of 24 executive directors/administrators of United Way agencies in the Southern Tier of New York State. The Center for Leadership Studies, Kellogg Leadership Program at Binghamton University. United Way Venture Grant 1-year program. (\$1,200, 1993).

Transformational leadership training of 24 executive directors/administrators of not-for-profit agencies in the Southern Tier of New York State. The Center for Leadership Studies, Kellogg

Leadership Program at Binghamton University. Hoyt Foundation 1-year program. (\$2,400, 1993).

Evaluated the impact of transformational leadership training at individual, group, organizational and community levels. Funded by the Kellogg Foundation. (\$130,000, 1993).

Examining the diffusion rates of leadership training. Various Corporate Sponsors. (\$25,000, 1992).

A retrospective/ prospective view of leadership development, emergence and performance. Funded by the Army Research Institute, 4-year project. (\$324,120, 1991).

Transformational leadership training of community leaders: Promoting community development through effective leadership. Funded by the Kellogg Foundation, 3-year project. (\$826,764, 1990).

LAMPS control and display design IRAD. Funded by the IBM Corp. -Systems Integration Division. (\$30,000, 1989).

Investigated age and performance relationships using meta-analytic techniques. Funded by the Research Foundation of the State University of New York. (\$3,000, 1984).

The impact of age stereotyping on rater perceptions. Funded by the Research Foundation of the State University of New York. (1983, \$4,000).

## **PUBLICATIONS**

Recognized as being among the top 70 most highly cited researchers in the United States in Economics and Business, and among the top 3,000 across all sciences around the globe (Thompson Reuters). Listed this past year at the #18<sup>th</sup> spot on the all time most highly cited industrial and organizational psychology researchers over the last 100 years, and # 3 as the most highly cited author in the top OB textbooks used in both undergraduate and graduate programs.

GOOGLE SCHOLAR: TOTAL CITATIONS 121,314--SINCE 2013 68,615

H-INDEX 122

H-INDEX SINCE 2013 101

Johnson, H., & Avolio, B.J. (2018). Team psychological safety and conflict trajectories' effect on individual's team identification and satisfaction. Group & Organization Management, 1-31.

Avolio, B.J., Wernsing, T., & Gardner, W.L. (2018). Revisiting the development and validation of the Authentic Leadership Questionnaire: Analytical considerations. Journal of Management, 44(2), 399-411.

Eberly, M.B., Bluhm, D.J. Guarana, C. Avolio, B.J., & Hannah, S.T. (2017). Staying after the storm: How transformational leadership affects follower turnover intentions in extreme contexts. Journal of Vocational Behavior, 102, 72-85.

Avolio, B.J. (2017). The Practice and Science Connection: Let's Not Obsess Over Minding the Gap. Industrial and Organizational Psychology: Perspectives on Science and Practice. Industrial and Organizational Psychology, 10(4), 558–633.

Lord, R.G., Day, D.V., Zaccaro, S.J., Avolio, B.J., & Eagly, A. (2017). Leadership in applied psychology: Three waves of theory and research. Journal of Applied Psychology, 102(3), 434-451.

Kahai, S., Avolio, B., & Sosik, J. (2017). E-leadership. In G. Hertel, D. Stone, R. Johnson, & J. Passmore (Eds.), The Wiley Blackwell Handbook of the Psychology of the Internet at Work. Chichester: Wiley-Blackwell.

Avolio, B.J. (2016). Candor and transparency: Aligning your leadership constellation. People & Strategy, 39 (4), 17-20.

Avolio, B.J. (2016). Introduction: The golden triangle for examining leadership development readiness. New Directions for Student Leadership, 149, 7-14.

Avolio, B.J. (2014). Examining leadership and organizational behavior across the boundaries of science: A thermodynamic inquiry. Consulting Psychology Journal: Practice and Research, 6, 288-292.

Avolio, B.J., Walumbwa, F.O. & Zimmerman, C. (2014). Authentic leadership theory, research and practice: Steps taken and steps that remain. Oxford Handbook of Leadership and Organizations. Oxford, Oxford University Press.

Avolio, B. J., Sosik, J.J., Kahai, S. S., Bradford, B. (2014). E-Leadership: Re-examining transformations in leadership source and transmission. The Leadership Quarterly, 25, 105-131.

Vogelgesang, G., Leroy, H., & Avolio, B.J. (2013). The mediating effects of leader integrity with transparency in communication and work engagement/performance. The Leadership Quarterly, 24, 405-413.

Avolio, B.J., & Dunn, S. 2013. Monetizing the CEO brand. CEO Magazine.  
<http://chiefexecutive.net/monetizing-the-ceo-brand>.

Hannah, S. T., Schaubroeck, J., Peng, A. C., Lord, R. L., Trevino, L. K., Kozlowski, S. W. J., Avolio, B. J., Dimotakis, N., & Doty, J. (2013). Joint Influences of Individual and Work Unit Abusive Supervision on Ethical Intentions and Behaviors: A Moderated Mediation Model. Journal of Applied Psychology, 98, 579-592.

Eberly, M., Hernandez, M., Johnson, M., & Avolio, B.J. (2013). An integrative process model of leadership: Examining loci, mechanisms and event cycles. American Psychologist, 68, 427-443.

Hannah, S. T., Avolio B.J., Walumbwa, F.O., & Chan, A. (2012). Leader self and means efficacy: A multi-component approach. Organizational Behavior and Human Decision Processes, 118, 143-161.

Chaturvedi, S., Zyphur, M.J., Arvey, R.D., Avolio, B.J., Larsson, G. (2012). Heritability of

emergent leadership as a function of age and gender. The Leadership Quarterly, *23*, 219–232.

Schaubroeck, J.M., Hannah, S.T., Avolio, B.J., Kozlowski, S.W.J., Lord, R.G., Trevino, L.K., Dimtak, N., & Peng, A.C. (2012). Leadership and culture influences on ethical cognitions and behaviors: A multi-level systems approach. Academy of Management Journal, *55*, 1053-1078

Peterson, S.J., Luthans, F., Avolio, B.J., Walumbwa, F.O., & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. Personnel Psychology, *64*, 427-450.

Avolio, B.J., Sosik, J.J., & Berson, Y. (2011). Leadership models, methods and applications: Progress and remaining blind spots. The Complete Handbook of Psychology, Volume 12: Industrial and Organizational Psychology. Editors: Walter Borman, Daniel Ilgen & Richard Klimoski.

Zhu, W., Avolio, B.J., Riggio, R., & Sosik, J. (2011). The effect of authentic transformational leadership on follower and group ethics. The Leadership Quarterly, *22*, 801–817.

Zhu, W., Riggio, R., Avolio, B.J., & Sosik, J. J. (2011). The effect of leadership on follower moral identity: Does transformational/transactional style make a difference? Journal of Leadership and Organizational Studies, *18*, 150 – 163.

Hannah, S.T., Avolio, B.J., & May, D.R. (2011). Building moral capacity: Toward a holistic development model. Academy of Management Review, *36*, 663-685.

Eberly, M., Johnson, M., Hernandez, M., & Avolio, B.J. (2011). Toward a meta-theory of leadership: Conceptualizing the loci and mechanisms of leadership within a double interact process model. The Leadership Quarterly, *22*, 1165-1185.

Hannah, S.T., & Avolio, B.J. (2011). The locus of leadership. The Leadership Quarterly, *22*, 979-983.

Hannah, S.T., & Avolio, B.J. (2011). Leader character, ethos and virtue: Individual and collective considerations. The Leadership Quarterly, *22*, 989-984.

Hannah, S. T., & Avolio, B. J. (2011). Moral potency: Building the capacity for character-based leadership. Consulting Psychology Journal, *62*, 692-310.

Lester, P.O., Hannah, S.T., Harmes, P., D., Lester, G., & Avolio, B.J. (2011). Mentoring impact on leader efficacy development: A field experiment. Academy of Management Learning & Education Journal, *10*, 402-429.

Zhu, W., Avolio, B.J., Riggio, R.E., Sosik, J.J. (2011). The effects of transformational leadership on follower and group ethics. The Leadership Quarterly, *10*, 801-817.

Hannah, S.T., Avolio, B.J., & Walumbwa, F.O. (2011). Authentic leadership and effects on follower moral courage, psychological capital, and performance. Business Ethics Quarterly, *21*, 555-57.

Walumbwa, F.O., Avolio, B.J., & Aryee, S. (2011). Leadership and management research in



Africa: A synthesis and suggestions for future research. Journal of Occupational and Organizational Psychology, 84, 425-439.

Avolio, B.J. (2011). Pursing authentic leadership development, In N. Nohria, & R. Khurana (eds), The Handbook of Leadership Theory and Practice. Boston, MA: Harvard Business School Press.

Avolio, B.J., Griffith, J., Walumbwa, F., & Wernsing, T. (2010). What is authentic leadership? development? Handbook of Positive Psychology and Work. UK: Oxford Press.

Luthans, F., Avey, J.B., Avolio, B.J., Peterson, S.J. (2010). The development and resulting performance impact of positive psychological capital. Human Resource Development Quarterly, 21, 1, 41-67.

Avolio, B.J., Avey, J.B., & Quisenberry, D. (2010). Estimating the return on leadership development. The Leadership Quarterly, 21 633-644.

Norman, S.M., Avolio, B.J., & Luthans, F. (2010). The impact of positivity and transparency on trust in leader and their perceived effectiveness. The Leadership Quarterly, 21, 350-364.

Walumbwa, F.O., Peterson, S.J., Avolio, B.J., & Hartnell, C.A. (2010). An investigation of the relationships between leader and follower psychological capital, service climate and job performance. Personnel Psychology, 63, 977-1003.

Avolio, B. J. & Vogelgesang, G. R. (2010). Developing young leaders: Cognitively, emotionally, and throughout the life-span. In Murphy, S.E., & Reichard, R. J. (Eds.). Early development and leadership: Building the next generation of leaders. New York: Psychology Press/Routledge.

Hannah, S.T., Uhl-Bien, M., Avolio, B.J., & Cabaretta, F. (2009). A framework for examining leadership in extreme contexts. The Leadership Quarterly, 20, 897-919.

Zhang, Z., Zyphur, M., Narayanan, J., Chaturvedi, S., Avolio, B., Lichtenstein, P & Larsson G. (2009). The genetic basis of entrepreneurship: Effects of gender and parents. Organizational Behavior and Human Decision Process, 110, 93-107.

Avolio, B.J., Mhatre, K., Norman, S., & Lester, P. (2009). The moderating effect of gender on leadership intervention impact: An exploratory review. Journal of Leadership & Organizational Studies, 15, 325-341.

Avolio, B.J., Reichard, R.J., Hannah, S.T., Walumbwa, F.O., & Chan, A. (2009). A meta-analytic review of leadership impact research: Experimental and quasi-experimental studies. The Leadership Quarterly, 20, 764-784.

Walumbwa, F. O., Avolio, B.J., & Hartnell, C. (2009). Transformational leadership theories. In J. M. Levine & M. A. Hogg (Eds.), Encyclopedia of Group Processes and Intragroup Relations (pp. 933-936). Sage Publications.

Zhu, W., Avolio, B.J., & Walumbwa, F.O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. Group & Organization

Management, 34, 590-619.

Walumbwa, F.O., Avolio, B.J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. Personnel Psychology, 61(4) 793-825).

Avolio, B.J., & Hannah, S.T. (2008). Developmental readiness: Accelerating leadership development. Consulting Psychology Journal, 60, 331-347.

Avolio, B.J., & Ong, P. (2008). Accelerating the growth of the Asian Leader. Ethos, 5, 24-31.

Luthans, F., & Avolio, B.J. (2008). The point of positive organizational behavior. Journal of Organizational Behavior, 29, 1-6.

Luthans, F., & Avolio, B.J. (2008). Inquiry unplugged. Journal of Organizational Behavior, 29, 1-17.

Hannah, S.T., Avolio, B.J., Luthans, F., & Harms, P.D. (2008). Leadership efficacy: Review and future directions. The Leadership Quarterly, 19, 669-692.

Avolio, B.J., Walumbwa, F.O., & Webber, T. (2008). Leadership: Current theories, research and and future directions. Annual Review of Psychology, 60, 421-449.

Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008). The mediating role of psychological capital in the supportive organizational climate: Employee performance relationship. Journal of Organizational Behavior, 29, 219-238.

Avolio, B.J., & Wernsing, T. S. (2008). Practicing authentic leadership. In Lopez, S. J. (Ed.) (in press). *Positive psychology: Exploring the best in people*. Westport, CT: Greenwood Publishing Company, pp. 147-165.

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

Avolio, B.J., & Chan, A. (2008). The dawning of a new era for genuine leadership development. Hodgkinson, G., & Ford, K. (eds.). International Review of Industrial and Organizational Psychology, 23. 197-238.

Avey, J.B., Avolio, B.J., Crossley, C.D., & Luthans, F. (2008). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. Journal of Organizational Behavior, 29, 1-19.

Luthans, F.L., Youssef, C., & Avolio, B.J. (2008). Investing and developing positive organizational behavior. The emergence of psychological capital. In Cooper, C.L., & Nelson, D. (Eds.) Positive organizational behavior: Accentuating the positive at work. Thousand Oaks, CA.

Luthans, F., Avolio, B.J., Avey, J.B., & Norman, S.M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. Personnel Psychology, 60, 541-572.

Avolio, B.J. (2007). Promoting more integrative strategies for leadership theory building. American Psychologist, 62, 25-33.

Arvey, R.D., Zhang, Z., Avolio, B.J., & Kruger, R., (2007). Understanding the developmental and genetic determinants of leadership among females. Journal of Applied Psychology, 92, 693-706.

Walumbwa, F. O., Lawler, J.J, & Avolio, B.J. (2007). Cultural orientation as a moderator of the impact of leadership style on work-related attitudes. Applied Psychology: An International Review, 56, 212-230.

### **BOOKS/MANUALS**

Avolio, B.J. (2018). Organizational Transformation: How to achieve it, one person at a time. Stanford, CA: Stanford University Press.

Luthans, F.L., Avolio, B.J., & Youseff, C. (2015). Psychological capital and beyond. Oxford, England: Oxford Press.

Avolio, B.J. (2012). The no people: Tribal Tales of Organizational Cliff Dwellers. Charlotte, NC: Information Age Publishing.

Avolio, B.J. (2011). Full range leadership development (2<sup>nd</sup> edition). Thousand Oaks, CA: SAGE.

Luthans, F.L., Avolio, B.J., & Youseff, C. (2007). Psychological Capital: Developing the human capital edge. Oxford, England: Oxford Press.

Gardner, W.L., Avolio, B.J., & Walumbwa, F. (2006). Authentic leadership theory and practice: Origins, effects and development. Amsterdam: Elsevier JAI Press.

Avolio, B.J., & Luthans, F. (2006). High impact leader: Moments matter in authentic leadership development. NY: McGraw-Hill.

Avolio, B.J. (2005). Leadership development in balance: Made/Born. NJ: Erlbaum & Associates.

Avolio, B.J., & Yammarino, F.J. (2003). Transformational and charismatic leadership: The road ahead. Oxford Elsevier Press.

Avolio, B.J., & Bass. B.M. (2001). Full range leadership development: Casebook. NJ: Erlbaum.

Avolio, B.J. (1999). Full range leadership: Building the vital forces in organizations. Thousand Oaks, CA: SAGE.

Bass, B.M., & Avolio, B.J. (1994). Improving organizational effectiveness through transformational leadership. Thousand Oaks, CA: SAGE.

Bass, B.M., & Avolio, B.J. (1990). Manual for the Multifactor Leadership Questionnaire. CA: Mindgarden.