

**BRUCE J. AVOLIO**  
**2026**

**HOME ADDRESS**

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**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 514  
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**     **Michael G. Foster School of Business University of Washington**  
Executive Director of the Center for Leadership

& Strategic Thinking

- 2001-2008**      **College of Business University of Nebraska**
- 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**      **School of Management (SOM), Center for Leadership Studies (CLS), Binghamton University.**
- 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/Fellowships**

Life-time Achievement Award from the International Leadership Association (ILA)  
Eminent Leadership Scholar Award Recipient from the Network of Leadership Scholars in the Academy of Management.  
Recipient of the 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**

Doerr Leadership Institute Advisory Board Member  
UW ROTC Advisory Board  
Academy of Management OB Past Chair  
OB Chair  
OB Program Chair

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

### **PROFESSIONAL MEMBERSHIP AND AFFILIATIONS**

American Psychological Association  
 Academy of Management  
 International Association of Applied Psychology, North American Regional Representative to  
 the Division of Applied Gerontology; President-elect; President, Executive Committee,  
 Board Member, Society for Human Resource Management Foundation, President, Society for  
 Human Resource Management Foundation

### **EDITORIAL SERVICES**

Senior Editor for Journal of Leadership & Organizational Studies  
 Past Associate Editor Human Resource Management Journal  
 Past Board Member for the Psychology and Aging Journal  
 Board Member for the Academy of Management Journal  
 Past Board Member for the Leadership Quarterly  
 Special Editor Issue for People & Strategy Journal  
 Board Member for the Journal of Applied Psychology  
 Editorial Reviewer 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

## GRANTS 2025-2026 PAPERS

### **Scholarly Research and Publication Projects in Process:**

Avolio, B.J. (2026, Forthcoming). Experiencing life and careers at the boundaries. Annual Review of Organizational Psychology and Organizational Behavior, Volume 14.

Farh, C., Li, Z. Umphress, E., Avolio, B.J., DeSantola, A., & Drummey, K. (2026). Voice marginalization in the Boardroom: A theory of its emergence, evolution, and implications for board effectiveness. Academy of Management Review. 1<sup>st</sup> Submission Under Review.

Yammamoto, K., Wei, E., Rhee Y.W., & Avolio, B.J. (2025). The mindset of “yes-and” effects of team creativity: The paradoxical effect of improv principles in teams. Organizational Science. 3<sup>rd</sup> Resubmitting December, 2025.

Hannah, S.T., Avolio, B.J., & Zhang, Z. (2025). The positive effects of developmental readiness on transformational leadership development and performance. Revise and Resubmit, 12/25 Journal of Applied Psychology.

Avolio, B.J., Flynn, P., Awaysheh, A., Lau, J. Wensing, T. (2025). Examining authentic leadership, employee positive resources, and affective commitment: Contributing to the sustainability of manufacturing outcomes. Personnel Psychology Journal. Under 1st Review, October, 2025.

Lau, J., Barnes, C., Astiva, O., Avolio, B.J., & Chung, M. (2025). Powering Mediation: A Comprehensive Analysis of Statistical Power in Mediation Models. Journal of Management. Under 1<sup>st</sup> Review, September 2025.

Avolio, B. J., Mariam, M., Bracht, E. & Gunawan, A. (2025). Multi-level Model of Organizational Change: Examining the Transition of Self Concepts and Strategic Action Across Four States of Change. Submission June 2025 Organizational Science.

Avolio, B.J., Reichard, R.J., Diaz, J. Hannah, S.T. & Hariharan, P. (2025). Effects of different theories and intervention durations on targets of change: A leader development meta-analysis. Organizational Behavior & Human Decision Processes (Submission in February, 2026)

## 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 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. Currently listed by Stanford University, as being in the top .01% all of scientists globally for his research impact and citations.

## GOOGLE SCHOLAR

	CURRENT	SINCE 2021
<u>Citations</u>	243,027	80,971
<u>h-index</u>	144	101
<u>i10-index</u>	262	206

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## PUBLICATIONS

Gardner, W.L., Mhatre, K., Clapp-Smith, R., Karam, E.P., Avolio, B.J., Chan, A., & Hughes, L. (2024). Leader exemplification and ethical conduct: Effects on perceived authenticity, trust, and organizational advocacy. Journal of Management & Organization, pp. 1 – 24 DOI: <https://doi.org/10.1017/jmo.2024.67>

Avolio, B.J. (2024). Authentic leadership & Psycap's role in tackling, events that impact well-being and environmental sustainability. Organizational Dynamics, October-December 101088.

Johnson, H., Bluhm, D., Avolio, B.J., Hannah, S.T. & Lester, P. B., (2023). Communal and agentic pathways from authentic leadership to followers' psychological capital and performance. Human Performance, 36(1), 1-30.

Skarlicki, D., Rogo, R., Avolio, B.J., Lo, K., & Codie Ann DeHaas (2023). The role of CEO accounts and perceived integrity in analysts' forecasts. Organizational Behavior & Human Decision Processes, 176. <https://doi.org/10.1016/j.obhdp.2023.104250>.

Wang, D., Shen, W., Zhu, Q., Avolio, B.J., & David A. Waldman, (2023). Do employees' views matter in corporate governance? The relationship between employee approval and CEO dismissal. Strategic Management Journal, 44 (5), 1328-1354. <https://doi.org/10.1002/smj.3465>

Yuqing, S., Feng, Gao & Avolio, B.J. (2023). Core self-evaluation mitigates or exacerbates the self-regulation depletion effect of leader injustice: The role of leader-contingent self-esteem. Journal of Occupational & Organizational Psychology, June, DOI:10.1111/joop.12456

Avolio, B.J., & Drummey, K.C. (2023). Creating service academies to institutionalize a strategic leadership development focus. Journal of Leadership Studies & Organizational Studies. DOI: 10.1177/15480518231157019

Guarana, C., & Avolio, B.J. (2022). Unpacking psychological ownership: How transactional and transformational leaders motivate ownership. Journal of Leadership & Organizational Studies, 13, 96-114.

Leroy, H.L., Anisman-Razin, M., Avolio, B., Bresman, H., Bunderson, S., Burris, E., Claeys, J., Detert, J., Dragoni, L., Giessner, S., Kniffin, K., Kolditz, T., Petriglieri, G., Pettit, N., Sitkin, S. B., Van Quaquebeke, N., & Vongswasdi, P. (2022). Walking our evidence-based talk: The case of leadership development in business schools. Journal of Leadership & Organizational Studies, 29(1) 5-32.

Bracht, E. M., Keng-Highberger, F. T., Avolio, B. J., & Huang, Y. (2021). Take a ‘Selfie’: Examining how leaders emerge from leader self-awareness, self-leadership, and self-efficacy. Frontiers in Psychology, 12, <https://doi.org/10.3389/fpsyg.2021.635085>

Vogelgesang, G., Crossley, C., Avolio, B.J., & Simon, T. (2021). Behavioral Integrity: Examining the effects of trust Velocity and psychological contract breach. Journal of Business Ethics, 172(1), 175-190.

Avolio, B.J., Lord R.G., Fong Keng-Highberger, Hannah, S.T., Schaubroeck, J., Trevino, L., & Kozlowski, S. (2020). Behind the eye of the beholder: How follower attributes affect ratings of ethical and transformational leadership. Human Relations, 441-474. DOI: 10.1177/0018726720958040

Avolio, B.J. & Hannah, S.T. (2020). An enduring leadership myth. Organizational Dynamics, 49(4), 1-8.

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.

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

Avolio, B.J., Galvin, B.M., Waldman, D.A. (2018). Keeping the baby while refreshing the bathwater: Revising the role of singular leadership. In Katz, I., Eliam-Shamir, G., Kark, R., & Berson, Y. (eds.), Leadership Now: Reflections on the Legacy of Boas Shamir. (pp. 77-108). UK: Emerald Publishing.

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.

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.

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., Dimotakis, 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., & Avolio, B. J. (2010). Ready or not: How do we accelerate the developmental readiness of leaders? Journal of Organizational Behavior, 31, 1181–1187. doi:10.1002/job.675

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.
- Avolio, B. J., & Walumbwa, F. O. (2006). Authentic leadership: Moving HR leaders to a higher level. In J. J. Martocchio (Ed.), Research in Personnel and Human Resources Management, 25, 273-304. Oxford, UK: Elsevier/JAI Press.
- Kahai, S., & Avolio, B.J. (2006). Effects of leadership style and anonymity on the discussion of an ethical issue in an EMS context. International Journal of e-Collaboration, 2, 1-26.
- Luthans, F., Zhu, W., & Avolio, B.J. (2006). The impact of efficacy on work attitudes across cultures. Journal of World Business, 41, 121-132.
- Luthans, F., Avey, J.B., Avolio, B.J., Norman, S., & Combs, G.M. (2006). Psychological capital development: A micro intervention. Journal of Organizational Behavior, 27, 387-393.
- Luthans, F., Avolio, B.J., Walumbwa, F.O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. Management and Organization Review, 1, 249-271.
- Avolio, B.J., & Gardner, W.L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. Leadership Quarterly, 16, 315-338.
- Gardner, W.L., Avolio, B.J., Luthans, F., May, D.R., & Walumbwa, F.O. (2005). Can you see the real me? A self-based model of authentic leader and follower development. Leadership Quarterly, 16, 434-372.
- Reprinted in M.F.R.K. de Vries & K. Korotov (Eds.), Leaders Development (The International Library of Critical Writings on Business and Management Series). Northampton, MA: Edward Elgar Publishers, 2011.
- Howell, J.M., Neufeld, D.J., & Avolio, B.J. (2005). Leadership at a distance: The effects of physical distance, charismatic leadership, and communication style on predicting business unit performance. Leadership Quarterly, 16, 273-286.
- Avolio, B. J. (2005). The chief integrative leader: Moving to the next economy's HR leader. In Losey, M., Meisenger, S. & Ulrich, D. (2005). The future of human resource management: Vol. 63. Thought leaders explore the critical HR Issues of today and tomorrow. Washington, DC: SHRM.
- Reichard, J., & Avolio, B.J. (2005). Where are we? The status of leadership intervention research:

A meta-analytic summary. In W.L. Gardner, B.J. Avolio, & F.O. Walumbwa (eds.), Authentic leadership theory and practice: Origins, effects and development (pp. 203-226). Amsterdam, NE: Elsevier Press.

Avolio, B.J., Gardner, W.L., Walumbwa, F.O., Luthans, F., & May, D. (2004). Unlocking the mask: A look at the process by which authentic leaders' impact follower attitudes and behaviors. The Leadership Quarterly, 15, 801-823.

Avolio, B.J., Zhu, W., Koh, W., & Puja, B. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. Journal of Organizational Behavior, 24, 1-18.

Berson, Y., & Avolio, B.J. (2004). Linking transformational and strategic leadership: Examining the leadership system of a high-technology organization in a turbulent environment. The Leadership Quarterly, 15, 625-646.

Avolio, B.J. (2004). Examining the full range model of leadership: Looking back to transform forward. In Day, D.V., Zaccaro, S.J., & Halpin, S.M. (eds.), Leader development for transforming organizations: Growing leaders for tomorrow (pp. 71-98). NJ: Lawrence Erlbaum Associates.

Zhu, W., May, D.R., & Avolio, B.J. (2004). The impact of ethical leadership on employee outcomes: The role of psychological empowerment and authenticity. Journal of Leadership & Organizational Studies, 11, (1), 16-26.

Avolio, B. J., Sosik, J. J., Jung, D. I., & Berson, Y. (2003). Leadership models, methods, and applications. In I. B. Weiner (Ed.), Handbook of Psychology (pp. 277-307). Hoboken, NJ: John Wiley.

Kahai, S., Sosik, J.J., & Avolio, B.J. (2003). Effects of leadership style, anonymity and rewards in an electronic meeting systems context. The Leadership Quarterly, 14, 499-524.

Bass, B.M., Avolio, B.J., Jung, D.I., & Berson, Y. (2003). Predicting unit performance by transformational and transactional leadership. Journal of Applied Psychology, 88, 207-218.

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### **CURRENT RESEARCH CONTRACTS 2022-2026 (All funded projects with CLST)**

Launched a multi-year project with the Equal Opportunity Schools of Seattle in the Winter 2022-Fall 2024. MOU \$253,306, 2022-24.

Conducted a 12-month validation project with Deloitte Consulting to validate 3 different measures of Deloitte's EHC Management and Leadership Competencies. \$175,000. 2022

Conducted a 6-month validation project for a gaming company called Almas. \$150,000 2023.

Launched a 12-month project to support the Chief Technology Officer and OCTO in a reimagining of F5's focus on innovation. \$150,000. 2022-2023.

Launched 7 years ago, the Seattle Fire Department Leadership Academy with 33 top leaders in a two-year project including Captains, Assistant Chiefs and Chiefs. The Academy is in its 5<sup>th</sup> year this Fall, 2022-2023 \$100,000. 2019-2022 and will be launching the 2023-2024 Executive Leadership Academy in the Fall 2023 and an Emerging Leadership Academy in 2026.

### **Current Funding Projects 2026**

1. We are working on a 2-year project started with Board Ready Founders Deanne Oppenheimer & Phyllis Campbell exploring the marginalization of voice on Boards of Directors focusing on Women and People of Color. Our next step in the study involves developing interventions to address voice marginalization of women on boards of directors. We are also submitting a paper this next week to the Academy of Management Review on a Theory of Voice Marginalization and are working on a practice paper for HBR submission later this Spring. This project has been funding by the CDC in Foster and from funds provided by the Dean's office.

2. US Naval Academy. We are conducting a 4-year longitudinal project studying all of the midship's developmental readiness to engage in their leadership development and performance. We are collecting extensive individual differences and performance data for each class of midshipmen including all 4 current classes in the research project. This is currently an unfunded research project.

3. ONR--We have submitted a pre-proposal to the Office of Naval Research to investigate how neurofeedback using portable EEG feedback and interventions with Midshipmen at the US Naval Academy and West Point Cadets impacts their adaptive thinking, while examining psychological measures of developmental readiness as a moderator of neuro-dynamic decision-making. in volatile, uncertain, and time compressed operational environments. This effort focuses on identifying the neural architecture that enables high-performing leaders to sustain composure, adapt strategies, integrate competing demands and making decisions in complex conditions. The grant proposal will be a 3-year study of the linkages between neuro- and cognitive capability and readiness to lead with agility and adaptability.

4. Swiss Military Interview & Field Project. I am working with the Swiss Military Institute in Zurich this year 2025-2026 and will visit the Institute a second time this summer to examine how consequential events in life and in the military service impact the leadership development of Army officers. The data collection is funded by the Swiss Military, but that is the only source of funding thus far.

5. Character Grant: I am resubmitting a grant to the Eli Lilly Foundation for a 3-year project to develop interventions to foster character development in students, faculty and staff at the University of Washington. In the last round of competitive funding, we were in the finalist

group, but did not receive funding due to a short-fall of funds. However, we have been encouraged by the Director of this program to resubmit a revised grant, since Eli Lilly will have additional funding for larger grants like the one we proposed last year for 650K. We will be building a hybrid program to focus on character development and linking it to the peer coaching work we do in our leadership development interventions in a broad range of programs.

### **Funded Field Research Projects Prior to 2023-25**

3-year Award from the Business Consulting Center for \$10,000 per year, to examine how marginalized groups are treated and engaged on public and private boards.

Working with Board Ready a not-for-profit organization, founded by Phyllis Campbell and Deanna Oppenheimer, to study the recruitment, selection, onboarding and governance of publicly traded boards of directors. The focus of this project is to examine how increasing the number of women on these boards impacts the board's performance. \$22,000.

Worked on a 2-year project with the Chief of Police for Seattle, and her senior leadership staff, to assess the impact of the Federal Consent decree on the police department's leadership and organizational effectiveness. Final research report delivered to the Chief of Police in March, 2019. Not funded.

Worked on a comprehensive research project with the nursing staff and healthcare leaders in large healthcare systems throughout India to examine leadership, stress, burnout, and performance started in 2018.

Developed a strategic thinking measurement tool for Providence Healthcare systems in the form of a gamulation, which is currently being tested in a pilot project to be in full deployment in the Fall 2019 for which we will establish a contract.

Received a two-year (2018-2020) NSF Eager Grant to build an entrepreneurial leadership Gamulation \$200,000.

Launched a 2019 -2021year project with Blue Star Families, to develop and evaluate 10 new Regional Centers to serve our nation's veterans after they leave the military to assimilate back into their communities. \$44,000.

Launched a pilot 2020 project and in the second-year implementation in collaboration with the DEOHS in the College of the Environment, to develop Mid- to Senior-Level leaders in Safety Professions. \$15,000.

Received \$100,000 to develop a Gamulation™ for T-Mobile to facilitate the identification and development of current and future leaders.

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

UW Facilities Leadership MOU 2022-2023 to develop the 8<sup>th</sup> Cohort of leaders and to Work

on 4 Strategic Projects to Support Development of Performance Dashboards. \$ 161,928.

UW Facilities Leadership MOU 2020-21 to develop and evaluate a top cohort of leaders (N=59) and to provide support and coaching intervention for executive team \$274,715.

UW Facilities Leadership MOU 2019-2020: A multi-year with the University of Washington Facilities to developing the top 3 levels of leadership totaling approximately 75 managers. Contract: \$325,000.

UW Cambia Palliative Care Center: Worked with the directors of this Center to advance its mission and vision as input into the next phase of the Center's development \$14,000.

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

We received a \$5,000 seed grant from the Ludas Foundation to support game development. .

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 20-year time interval, which is the continuation of a multi-year Army Research Institute Grant. The amount of this contract is for \$173,000, while this past year total was \$105,000.

The Public School of Health MOU is approximately \$80,000-\$100,000 per year depending on student numbers, to provide assessment, development, and coaching support for the EMHA and MHA program. We have been conducting leadership and coaching interventions/evaluation over the last 8 years, working with the MHA and EMHA program faculty and director.

VA: Leadership Academy Current Annual Project Available to all Supervisory to Executive Leaders. Approximate amount of yearly work totals \$481,400. We are also developing a comprehensive Leadership Academy for VISN 20 working in conjunction with the leadership of VISN 1. VISN 20 encompasses the region from Oregon to Alaska.

VA: Awarded an initial two-year contract with the VA-VISN 1 Boston to train, develop and evaluate the senior leadership of the regional and healthcare system facilities from Boston on up to Maine \$491,000.

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

UW Medical system awarded the CLST an \$83,000 contract to support their investment in leadership development as part of their *Patients Are First Initiative*. Have supported the senior leadership of the UW Medical system to participate in their Strategic 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 to

support their investment in leadership development as part of the medical school's new leadership curriculum development project to transform medical education. \$10,000.

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

Developed a game/simulation to develop strategic thinking and leadership. Funded by Alaska Airlines (\$50,000) and by Novel Inc. (\$50,000), which is now called Liberty Air and in use in over 50 Universities around the world.

Leadership Development Training Research Project to provide foundational leadership training for the Department of Veterans Affairs \$188,261.

Examined Optimal Conditions to Advance the Professional Military Ethic at the U.S. Military Academy \$150,093.

Explored ethical leadership in combat situations. U.S. Military Academy \$200,000.

An Examination of Strategic Change Initiatives in the Healthcare Industry. \$308,473.

Examined the assessment and development authentic and ethical leadership at the U.S. Military Academy \$65,000.

Developed a global leadership index for Unilever: 104 Country Investigation. \$53,000. Current research project is examining 211 Manufacturing facilities around the globe focusing on how authentic and transformational leadership predicts firm performance and sustainability (e.g., wastage, water usage, efficiency, etc.)

Assessment and development of emerging leaders working with the Thurgood Marshall Foundation, Gallup and America's Historically Black Colleges and Universities. State Farm Foundation \$100,000.

Assessed authentic leadership development within the U.S. National Institute of Corrections with Wardens and Assistant Wardens \$50,000.

Strategic leadership development in the Veteran's Administration \$325,000.

Establishment of the Nebraska Educational Institute \$50,000.

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).

Built a strategic leadership focus at UNL, 5-year University Priorities Grant. \$795,000. 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 in high-tech organizations. Funded

by the Society for Human Resource Management Foundation \$50,000.

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

Development of Officer Leadership for the Army after Next program. 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.

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

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.

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

Examined the diffusion rates of leadership training. Various Corporate Sponsors \$25,000.

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

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

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

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 (\$3,500).

### **Instructional/Teaching Development 2018-2026**

We have now completed the 16<sup>th</sup> year of stewarding the Fritzky Fellows Leadership program.

Completed the Fifth year of the development and implementation of a Hybrid MBA class called *Leading Teams and Organizations*, which launched in September, 2017-18 in our immersion week, and the completed the fifth-year implementation in Fall, 2023.

Developed a relationship with the Pocock and College Club Rowing Centers to offer team training using crew models and methods and our team framework for development. We have designed and deployed a one-day team-building workshop where our MBA students in the TMMBA program, as well as with the Fritzky Leadership fellows participated in rowing and learning our CLST designed team intervention model. We have also previously deployed this workshop with the MAISS program in the Jackson School, as well as with the top 3 levels of leadership in UW Facilities and with the Seattle Fire Department leaders.

Directed our “Leading Across Boundaries” program in collaboration with the MBA class leadership in Foster, offering a year-long program entitled, “The Arc of Innovation Over the Last 150 Years” working in collaboration with public historians from the UW and the MOHAI, as well as in collaboration with the UW Co-Motion. Also, held a session, hosted by the CEO of Ivers and the Waterfront Development Board, on the evolution of Seattle as a City.

Created the CLST Leadership Briefings with the first publication being the CLST signature Leadership Development Blueprint, now used in all CLST programs and classes.

Collaborating with Crystal Fahr and two of our doctoral students on the design and implementation of a global cross-cultural development study, that has now been deployed with the incoming class in the UW/Microsoft/Tsinghua University GIX program. Completed the sixth year of the program implementation and evaluation in 2023-26.

Working with leadership scholars around the globe in a project called “The League of Leaders” to examine how to promote evidence-based leadership development. We have created a sponsored award for the best University programs, who are able to demonstrate that they are developing leaders with evidence to support their claims. This award is presented each year at the Academy of Management Meeting in August this year 2024-26.

### **PRESENTATIONS & Conferences (2026 Back)**

#### **2025-2026**

Avolio, B.J. When words are insufficient: Overcoming communication barriers in multi-cultural workplaces. Presenter, **National Academy of Management Meeting**, Copenhagen, Denmark.

Avolio, B.J. Exploring events shaping leadership, behavior and practice in teams, organizations and society. Co-Chair PDW **National Academy of Management Meeting**, Copenhagen, Denmark.

Avolio, B. J., Multi-level model of organizational change: Transition of the self-concepts and strategic action across change states. Presenter, **National Academy of Management**, Copenhagen, Denmark.

## European Conferences

Igic, I., Morf, M., Winter, H., Avolio, B.J., & Inceoglu, I. (2025). When AI enters command: Military leaders' interpretations of artificial intelligence as organization events. **International Military Psychology, Conference**. Antwerp, Belgium.

Igic, I., Morf, M., Inceoglu, I. & Avolio, B.J. (2025). Exploring leadership adaptation to AI in military organizations: An event system theory perspective. **European Congress of Work & Organizational Psychology, Greece** .

## 2024

Avolio, B.J. (2023-24). Honorary life-time achievement award presentation at the International Leadership Association, Vancouver CA.

Avolio, B.J. (2024). Building theory on leadership development. Academy of Management Conference, Chicago, Ill.

Avolio, B.J. (2024). Evaluating the state of leadership development: Fatal flaws or growing pains? Academy of Management Conference, Chicago, Ill.

Avolio, B.J. (2024). Opening Keynote Address for the British Academy Address entitled, consequential events and challenges to individual, organizational, community and global well-being.

## 2023

Sun, I., Avolio, B.J., & Gunawan, A. (2023). Advancing a Consensus View on Future Transformational Leadership Research. Paper, National Academy of Management Conference, Boston, MA.

Yamamoto, K., Wee, E., Rhee, Y.W., Avolio, B.J. (2023). Improv and status mutability in groups. Paper, National Academy of Management Conference, Boston, MA.

Avolio, B.J. (2023), Panel Member. The future of leadership research: A conversation of distinguished Scholars. National Academy of Management Conference, Boston, MA.

## 2022

GP Petriglieri, Jim Detert, Bruce Avolio, & Sue Ashford and Sim Sitkin will be part of **Award-winning, Showcase Symposium at this Years Academy of Management Conference**, Seattle, WA

**2018-2019 (No Conferences attended the last 2 years due to the Pandemic)**

*Invited Addresses:*

The University of Edinburgh Business School

The University of Massachusetts Amherst  
 The University of Virginia Darden School of Business  
 Duke Wharton & Erasmus University of Rotterdam New Directions in Leadership Research

Presented at the Northwest Chief Human Resources conference with 125 delegates in attendance and was rated the top presenter in the 2-day conference.

Presented two workshops for the leadership team and faculty advisors in the UW Cambia Palliative Care Center.

Presented at the new UW EVPs retreat for his direct reports on advancing leadership development and ownership at UW.

Presented to a group of senior 30+ Chinese Industry Executives for Foster's Executive Education Programs.

Conducted a 2-day Executive program for 22 Chinese CEOs, from Zhejiang province.  
 Presented to 30 CFOs from the Northwest CFO Hi-Tech Association

#### *Conferences:*

Yammamoto, K., Leong, S.Y. Levar, A. & Avolio, B.J. (2019). Validating a measure of strategic thinking. Paper, National Society for Industrial & Organizational Psychology, Washington, DC.

Avolio, B.J. (2019). Advancing the field of coaching through supporting ongoing coach self-development. National Society for Industrial & Organizational Psychology, Washington, DC.

Sun, Y. & Avolio, B.J. (2018). Follower engagement leading to justice behavior of the leader – A resource-based perspective. Paper, *The Academy of Management Meetings*. Chicago.

Avolio, B.J. (2018). A global barrel of bad apples: Should we revisit our orchard. National AOM Meetings in Chicago, Behavioral Ethics PDW.

Liu, H, Chiang, J.T-J. Keng-Highberger, F.T., Guo, L., & Avolio, B.J. (2018). The Supreme Vigilante? Narcissists' Dehumanized Harshness in Moral Judgment. *National AOM Meeting in Chicago*.

Reichard, R.J., & Avolio, B.J. (2016). Accelerating leadership development: Building on theory, research and readiness. Paper, *The Academy of Management Meetings*. Anaheim, CA.

Avolio, B.J., Keng-Highberger, F., Hannah, S.T., Schaubroeck, J., Trevino, L., & Kozlowski, S. & Lord R.G. (2016). Behind the eye of the beholder: How follower attributes affect ratings of ethical and transformational leadership. Paper, *The Academy of Management Meetings*. Anaheim, CA.

Sweeney, P., Hannah, S.T., Dimotakis, N., & Avolio (2016). Leader competence and authenticity and the effects of well-placed and misplaced trust on follower performance. Paper, *The Academy of Management Meetings*. Anaheim, CA.

Avolio, B.J. (2016). Examining the made side of leadership: What works? Keynote Speaker at the Paper, *American Psychological Association*, Denver, Colorado, August 2016.

Avolio, B.J. (2016). Keynote Speaker for *the Society for Industrial & Organizational Psychologists*, Conference on Assessment & Development, Dallas, 2016.

Avolio, B.J. (2015). Putting a value on leadership. All Academy Symposium, *The Academy of Management Meetings*, Vancouver, CA.

Huang, H.H., & Avolio, B.J. (2015). Team emergent states, conflict trajectories and team identification. Paper, *The Academy of Management Meetings*, Vancouver, CA.

Sosik, J.J. Avolio, B.J., & Kahai, S.S. (2015). Advanced information technology and total leadership system: Considering E-leadership applications over levels of analysis and time. *Institute of Behavioral and Applied Management Best Paper*.

Jennings, P., Hannah, S.T., Avolio, B.J. & Lester (2015). Leader-leader fit: Examining authentic leader dyads and implications for junior leader outcomes has been accepted for a presentation at the 2015 Paper, *The Western Academy of Management Conference*.

Hannah, S.J., Johnson, H.H., & Avolio, B.J. (2014). The confidence to lead authentically. Paper, *The Academy of Management Meetings*, Philadelphia, PA.

Avolio, B.J. (2014). Authentic leadership caucus. Paper, *The Academy of Management Meetings*, Philadelphia, PA.

Kahai, S., Sosik, J.J., & Avolio, B.J. (2013). Effects of transformational leadership and media collaboration and performance in virtual teams. Paper, *The Academy of Management Meetings*, Orlando, FL.

Keng, F.T., Ruedy, N., & Johnson, H.H. & Avolio, B.J. (2013). The ethics of change: The effects of authoritarian and ethical leadership on organizational change. Paper, *The Academy of Management Meetings*, Orlando, FL.

Galvin, B.M., Waldman, D. A. & Avolio, B.J. (2013). Keep the baby but refresh the bath water: A new look at narcissistic origins of singular leadership. Paper, *The Academy of Management Meetings*, Orlando, FL.

Avolio, B.J. (2012). Star employees and competitive advantage: The good, the bad, and the ugly. (Discussant). *The Academy of Management Meetings*, Boston, MA.

Bluhm, D.J., Burch, T.C., & Avolio, B.J. (2012). Considerations of observer, offender, and target in the intent to peer report unethical behavior. Paper, presented at the *Academy of Management Meetings*, Boston, MA.

Hannah, S., Walumbwa, F.O., Avolio, B.J. & Bluhm, D.J. (2012). Leader-follower authenticity fit and junior leader fortitude and performance. Paper, *The Academy of Management Meetings*,

Boston, MA.

Avolio, B.J., & Hannah, S.T. (2011). The civil-military divide: Contrasting views of strategy and leadership in the field of management. Paper, *The Academy of Management Meetings*, August 12-16<sup>th</sup>, San Antonio, TX.

Avolio, B.J. (2011). Estimating the value of leadership: From the inside out. Paper, *The Academy of Management Meetings*, August 12-16th, San Antonio, TX.

Avolio, B.J., Hannah, S.T., & Chan, A.Y.L. (2011). Are your leaders ready? How developmental readiness predicts leader development. Paper, *The Academy of Management Meetings*, August 12-16th, San Antonio, TX. .

Vogelgesang, G., Hennes, L., Simons, T. & Avolio, B.J. (2010). How leader transparency impacts follower engagement: The mediating effects of behavioral integrity and participation in decision-making. Paper, Paper, *The Southern Management Association Meetings*, Florida.

Hannah, S.T., & Avolio, B.J. (2010). The relationship of authentic leadership with follower psychological capital and performance. Paper, *The Academy of Management Meetings*. August 7-11, Montreal, CA.

Hannah, S.T., Avolio, B.J. , & Walumbwa, F.O. (2010). Generalized leader efficacy: Tests of means efficacy, thought efficacy, and action efficacy in promoting leader performance. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, GA.

Hannah, S.T., Peterson, S., Walumbwa, F.O., & Avolio, B.J. (2010). Authentic leadership predicts follower performance: Four field studies demonstrating the mediating effects of positive affect, belongingness, engagement, and psychological capital. Paper, *National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, GA.

Avolio, B.J., Deptula, B.J., Jung, D., Lowe, K.B., Pillai, R., & Williams, E.A. (2009). Leadership in a changing world: Moving toward authentic leadership and its implications. Paper, *The Academy of Management Meetings*. Chicago, IL.

Peterson, S.J., Luthans, F., Wernsing, T., Avey, J.B., Avolio, B.J., & Walumbwa, F.O. (2009). Longitudinal study of the relationship of positive psychological resources to workplace performance. Paper, *The Academy of Management Meetings*. Chicago, IL.

Schaubroeck, J., Avolio, B.J., Doty, J., Hannah, S., Kozlowski, S.W.J., Lord, R.G., & Trevino, L.K. (2009). A multi-level investigation of ethical leadership and ethical climate on unethical behavior. Paper, *The Academy of Management Meetings*. Chicago, IL.

Weber, T.J., Carsten, M.K., Harms, P.D., & Avolio, B.J. (2009). Transformational leadership and follower outcomes: A meta-analysis of direct and mediating links. Paper, *The Academy of Management Meetings*. Chicago, IL.

Walumbwa, F.O., Peterson, S., & Avolio, B.J. (2009). Positive leadership and unit culture in police organizations. Paper, *The National Meeting of the Society for Industrial and*

*Organizational Psychology*, New Orleans.

Walumbwa, F.O., Wang, P., Wang, H., Schaubroeck, J., & Avolio, B.J. (2008). Psychological processes linking authentic leadership to follower behaviors. Paper, *The Academy of Management Meetings*. August 8-13, Anaheim, CA.

Avey, J.B., Avolio, B.J., Mhatre, K., & Crossley, C.D. (2008). Promotive reactions of psychological ownership. Paper, *The Academy of Management Meetings*. Anaheim, CA.

Hannah, S., Avolio, B.J., & Walumbwa, F.O. (2008). Leadership efficacy, psychological capital and efficacy to lead: Effects on authentic and transformational leadership performance. Paper, *The Academy of Management Meetings*. August 8-13, Anaheim, CA.

Carsten, M.D., Crossley, C.K., Avolio, B.J., & Palmer, N. (2008). Authentic leadership and follower outcomes: A longitudinal field investigation. Paper, *The Academy of Management Meetings*. Anaheim, CA.

Walumbwa, F., Avolio, B.J., & Zhu, W. (2007). Transformational leadership and means efficacy at work. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, New York, NY.

Zhu, W., Avolio, B.J., & Walumbwa, F. (2007). The effect of transformational leadership on follower work engagement. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, New York, New York.

Hannah, S.T., Avolio, B.J. (2007). Developing confident leaders for critical, response organizations: An agentic leadership efficacy intervention. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, New York, New York.

Avolio, B.J. (2006). Organizing with self-awareness. Paper, *The Annual Meeting of the Academy of Management*, Atlanta, GA.

Avolio, B.J., Griffith, J., Chan, A.Y.L., & Wersning, T. (2006). Developing leadership potential: The role of self-reflection. Paper, *The Annual Meeting of the Academy of Management*, Atlanta, GA.

Berson, Y., Oreg, S., & Avolio, B.J. (2006). Leadership characteristics across contexts: Implications for leadership outcomes. Paper, *The Annual Meeting of the Academy of Management*, Atlanta, GA.

Avolio, B.J. (2005). Lost in paradise: Still developing leadership absent theory or evidence of impact. Paper, *The Annual Meeting of the Academy of Management*, Honolulu, Hawaii.

Walumbwa, F.O., Avolio, B.J. & Zhu, W. (2005). Followers' rating of leadership in predicting organizational commitment and perceived capabilities. Paper, *The Annual Meeting of the Academy of Management*, Honolulu, Hawaii.

Kahai, S., Avolio, B.J., Sosik, J.J. (2004). Leadership, anonymity, and opinion change in

electronic groups Paper, *The Annual Meeting of the Academy of Management*, New Orleans, Louisiana.

Walumbwa, F., Avolio, B.J., & Wang, P. (2004). Efficacy belief as a moderator of the impact of transformational leadership on work attitudes. Paper, *The Annual Meeting of the Academy of Management*, New Orleans, Louisiana.

Avolio, B.J., & Kahai, S. (2004). E-leadership: diverse perspectives on leadership at a distance. Paper, *the National Meeting of the Society for Industrial & Organizational Psychology*, Chicago, IL.

Avolio, B.J., & Kahai, S. (2004). Positive I-O psychology: A discussion of approaches and directions. Paper *The National Meeting of the Society for Industrial & Organizational Psychology*, Chicago, IL.

Avolio, B.J. (2004). Following the leader: Examining the antecedents to effective leadership. Paper, *The National Meeting of the Society for Industrial & Organizational Psychology*, Chicago, IL.

Avolio, B.J. (2003). Current issues in leadership and personality. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Orlando, Florida.

Avolio, B.J. (2003). The determinants of leadership and personality. The role of personality, intelligence and genetics. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Orlando, Florida.

Avolio, B.J. (2002). Viewing leadership as a shared construct: Going from the "I" to the "We". Paper, *The Annual Meeting of the Academy of Management*, Denver, Colorado.

Avolio, B. E-leadership can be a positive approach to networking at a distance. Paper, *The Annual Meeting of the Academy of Management*, Denver, Colorado.

Berson, Y. B., & Avolio, B. J. (2000). An exploration of critical links between transformational and strategic leadership. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, New Orleans, Louisiana.

Avolio, B. J., Bass, B. M., & Berson, Y. (2000). Team leadership and its impact on Platoon Readiness and Joint Readiness Training Center Performance (JRTC). Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, New Orleans, Louisiana.

Berson, Y., & Avolio, B.J. (1999) The utility of triangulating multiple methods for examining leadership constructs: A multi-level perspective. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, Georgia.

Dvir, T., Eden, D., Avolio, B.J., & Shamir, B. (1999). Impact of transformational leadership training on follower development and performance: A field experiment. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, Georgia.

Avolio, B.J., Maritz, D. O'Connell, M. & Kennedy, C. (1999). Assessment of transformational leadership potential. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, Georgia.

Jung, D.I., & Avolio, B.J. (1998). Effects of leadership style and followers cultural values on performance under different task structure conditions. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Dallas, Texas.

Avolio, B.J. (1998). Panel: Revisiting the Leaders: Born versus made debate. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Dallas, Texas.

Avolio, B.J., Bass, B.M. & Jung, D. (1996). Examining the construct validity of the Multifactor Leadership Questionnaire (Form 5X): Refinements and extensions. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, San Diego, California.

Avolio, B.J., Howell, J., & Sosik, J. (1996). A funny thing happened on the way to the bottomline. Paper, *The National Meeting of the Society for Industrial/Organizational Psychology*, San Diego, California.

Sosik, J.J., Avolio, B.J., Jung, D. & Tirmizi, A. (1996). Leadership and group creativity in a GDSS context. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, San Diego, California.

Sosik, J.J., Kahai, S.S., Avolio, B.J., & Jung, D.I. (1995). Transformational and transactional leadership in an EMS Environment. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Orlando, Florida.

Avolio, B.J., & Bass, B.M. (1995). Some perspectives on perspective-taking at the individual and team leadership level. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Orlando, Florida.

Avolio, B.J., & Bass, B.M. (1995). Building highly developed teams. An application of a full range of leadership practices. Paper, *The National Meeting of the Academy of Management*, Vancouver, Canada.

Gardner, W.L., & Avolio, B.J. (1995). Charismatic leadership: The role of impression management. Paper, *The National Meeting of the Academy of Management*, Vancouver, Canada.

Kahai, S.S., Avolio, B.J. & Sosik, J.J. (1995). Meeting impacts of two types of EMS anonymity and initial difference in opinions. Paper, *The International Conference of Information Systems*, Amsterdam, The Netherlands.

Sosik, J., Kahai, S. & Avolio, B.J. (1994). Impact of leadership style and task type in a GDSS environment. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Nashville, Tennessee.

Avolio, B.J., & Bass, B.M. (1994). Assessing the impact of training across the full range of leadership development. Paper, *The National Meeting of the Society for Industrial and*

*Organizational Psychology*, Nashville, Tenn.

Avolio, B.J., & Bass, B.M. (1993). Putting "time" into the study of leadership: Some early beginnings. Panel, *The National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, Georgia.

Avolio, B.J., Bass, B.M., & Atwater, D.C. (1993). Assessing leadership across the full range. Panel, *The National Meeting of the Society for Industrial and Organizational Psychology*, Atlanta, Georgia.

Avolio, B.J., Atwater, L.A., & Lau, A.L. (1993). A multi-rater view of transformational and transactional leadership behavior: Key predictors of Army camp performance. Paper, *The Annual Meeting of the Academy of Management*, Anaheim, California.

Avolio, B.J. (1993). Differences in age and cognitive test performance: An examination of race, education, experience, and occupational type. Paper, *The Annual Meeting of the Gerontological Society*, New Orleans, Louisiana.

Avolio, B.J. & Waldman, D.A. (1992). Variations in cognitive abilities across the working life-span: Examining the effects of race, experience, education and occupational type. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Montreal, Canada.

Bass, B.M. & Avolio, B.J. (1992). Male-female differences in transformational and transactional leadership ratings. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Montreal, Canada.

Lau, A., Atwater, L., Henry, B., & Avolio, B.J. (1992). Prediction of early retention at a military institute. Paper, *The National Meeting of the American Psychological Society*.

Avolio, B.J. (1992). A multi-level perspective of age and work performance. Paper, *The Meeting of the International Congress of Psychology*, Brussels, Belgium.

Avolio, B.J. (1991). On the brink: Leadership and the ethical use of power. Symposium, *The National Meeting of the Society for Industrial and Organizational Psychology*, St. Louis, Missouri.

Howell, J.M. & Avolio, B.J. (1991). Predicting consolidated unit performance: Leadership ratings, locus of control and support for innovation. Paper, *The Annual Meeting of the Academy of Management*, Miami, Florida.

Waldman, D.A., & Avolio, B.J. (1990). Aging and work research: Where do we go from here? Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Miami, Florida.

Yammarino, F.J., Avolio, B.J., & Waldman, D.A. (1990). An experimental examination of single source bias. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Miami, Florida.

- Waldman, D.A., & Avolio, B.J. (1990). The effects of ratee/rater race on performance evaluations. Paper, *The Annual Meeting of the Academy of Management*, San Francisco, California.
- Avolio, B.J. (co-chair, L. Atwater). (1990). Do you see what I see: Understanding self and other ratings. Symposium, *The Annual Meeting of the Academy of Management*, San Francisco, California.
- Avolio, B.J. (co-chair L. Atwater). (1990). Distorting factors in leadership perception: Should leadership ratings be abandoned. Symposium, *The Annual Meeting of the American Psychological Association*, Boston, Massachusetts.
- Avolio, B.J., & Howell, J.A. (1990). The effects of leader-follower personality congruence: Predicting follower satisfaction and business unit performance. Paper, *The International Association of Applied Psychology*, Kyoto, Japan.
- Avolio, B.J. (1990). Aging and work performance: Past findings and future directions. Paper, *The International Association of Applied Psychology*, Kyoto, Japan.
- Avolio, B.J., & Waldman, D.A. (1989). A life-span contextual view of age and work performance. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Boston, Massachusetts.
- Yammarino, F.J., Waldman, D. A., & Avolio, B.A. (1989). A multiple level investigation of self and supervisor personnel ratings: Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Boston, Massachusetts.
- Howell, J.M. & Avolio, B.J. (1989). Transformational versus transactional leaders: How they impact innovation, risk-taking, organization structure and performance. Paper, *The Annual Meeting of the Academy of Management*, Washington, D.C.
- Avolio, B.J. (1989). Linking the work/life context to age differences in work performance. Paper, *The Annual Scientific meeting of the Gerontological Society*, Minneapolis, Minnesota.
- Avolio, B.J., & Yammarino, F.J. (1988). A multi-phase strategy for assessing single source bias. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Dallas, Texas.
- Avolio, B.J., & Waldman, D.A. (1988). The effect of test score validity on interpreting differences in cognitive test performance with increasing age. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Dallas, Texas.
- Waldman, D.A., Yammarino, F.J., & Avolio, B.J. (1988). Individual versus group level effects in personnel ratings. Paper, *The Annual Meeting of the Academy of Management*, Anaheim, California.
- Waldman, D.A., & Avolio, B.J. (1988). The uniformity of validity across the range of a selection predictor. Paper, *The Annual Meeting of the Academy of Management*, Anaheim, California.

Avolio, B.J., & Bass, B.M. (1988). An alternative rating strategy for reducing biases in leadership ratings. Paper, *The Annual Meeting of the Academy of Management*, Anaheim, California, August.

Avolio, B.J., & Yammarino, F.J. (1988). A multiple level perspective on charismatic leadership. Paper, *The Annual Meeting of the Academy of Management*, Anaheim, California.

Avolio, B.J. (1988). Age versus experience in predicting job performance. Paper, *National Conference on Physical and Psychological Screening for Police, Fire Fighters, and Corrections Officers*, Santa Anna, California.

Einstein, W.O., Waldman, D.A., & Avolio, B.J. (1987). Transformational leadership and organizational effectiveness. Paper, *The Annual Meeting of the Eastern Academy of Management*, New York, New York.

Waldman, D.A., Avolio, B.J., & McDaniel, M.A. (1987). Trading-off age for experience in predicting job performance. Paper, *The Annual Meeting of the Academy of Management*, New Orleans, Louisiana.

Waldman, D.A., Avolio, B.J., & McDaniel, M.A. (1987). Taking age out of the age and job performance relationship. Paper, *The Annual Convention of the American Psychological Association*, New York, New York.

Bass, B.M., Waldman, D.A., Avolio, B. J., & Bebb, M. (1986). The falling dominoes effect in transformational leadership. Paper, *The National Meeting of the Society for Industrial and Organizational Psychology*, Chicago, Illinois.

Avolio, B.J. (1986). Psycho-historical methods for studying world class leadership. Paper, *The International Association of Applied Psychology*, Jerusalem, Israel.

Avolio, B.J., & Waldman, D.A. (1986). A meta-theory of age and job performance. Paper, *The International Association of Applied Psychology*, Jerusalem, Israel.

Avolio, B.J., Waldman, D.A., & Einstein, W.O. (1986). Beating the competition: Transforming leadership at the bottom line. Paper, *The Annual Convention of the American Psychological Association*, Washington, D.C.

Waldman, D.A. & Avolio, B.J. (1985). The relationship between age and job performance: Are we getting older or just better? Paper, *The Annual Meeting of the Eastern Academy of Management Meeting*, Albany, New York.

Waldman, D.A., & Avolio, B.J. (1985). Job performance and the older worker: A better understanding of "mixed" results. Paper, *The Annual Meeting of the Academy of Management*, San Diego, California.

Avolio, B.J. & Waldman, D.A. (1985). The age and job performance relationship moderated by occupational type. Paper, *The Annual Convention of the American Psychological Association*,

LA, California.

Avolio, B.J. (1985). A report of research studies on transformational leadership. Paper, *The National Meeting of the Administrative Science Association of Canada*, Montreal, Canada.

Waldman, D.A., & Avolio, B.J. (1985). Age differences in cognitive test performance: A case of well-practiced job skills. Paper, *The Annual Scientific Meeting of the Gerontological Society*, New Orleans, Louisiana.

Avolio, B.J., & Waldman, D.A. (1985). Age in relation to performance appraisal ratings: Toward an understanding of occupational differences. Paper, *The Annual Scientific Meeting of the Gerontological Society*, New Orleans, Louisiana.

Avolio, B., Kroeck, K.G., & Panek, P.E. (1984). Relationships between selective attention, perceptual style, and motor vehicle accident rates. Paper, *The Annual Convention of the American Psychological Association*, Toronto, Canada.

Avolio, B.J. & Waldman, D.A. (1984). A job analytic assessment of age bias: The neglected error in personnel research. Paper, *The Annual Scientific meeting of the Gerontological Society*, San Antonio, Texas.

Waldman, D.A., & Avolio, B.J. (1984). Untangling the relationship between chronological age and job performance: A meta-analysis. Paper, *The Annual Scientific Meeting of the Gerontological Society*, San Antonio, Texas.

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### **TEACHING EXPERIENCE**

I have taught courses in the undergraduate, graduate M.S., MBA and PhD programs. Graduate courses in Introductory and Advanced Human Resource Management, Organizational Behavior, Organizational Theory, Organizations: A Life-Span Approach, Small Groups and Team Behavior, Human Resource Selection and Performance Evaluation, Doctoral Research Methods I & II, Work: A Life Cycles Approach, Organizational Systems and Theory, Leadership and Supervision, Strategic Leadership, Women and Men in Management and Organizational Development.

Undergraduate courses in Human Resource Management and Organizational Behavior, Personnel Measurement, Leadership, Teams and Leadership, Organizational Research Methods, and Introductory Psychology.

MBA courses in the Technology MBA courses focused on leadership development in Hybrid/Distance MBA programs.

### **SERVICE Prior to Joining University of Washington**

#### **University**

At Nebraska

- Chancellor's Vision 2020 Blue Sky Committee
- University-wide Research Committee
- Co-Chair Hawk's Leadership & Ethics Chair
- Departmental Personnel Committee
- Masters in Global Leadership Development Committee
- MBA/MA in Executive Leadership Director
- Participated in Developing Orientation Course for All Freshman in College of Business

At Binghamton

- University-wide Sponsored Research Committee
- University-wide Calendar Committee
- University-wide Summer Grants Program Review Committee
- University-wide Graduate Council and Budget Committee
- University-wide Faculty Senator/
- School of Management Research Committee
- Chair, Budget Review Committee
- Junior Personnel Committee
- Senior Personnel Committee
- Graduate/Undergraduate Curriculum Committee
- Graduate Management Student Association Advisor

Corning Award Review Committee  
 Dean's Search Committee  
 Dean's Evaluation Committee  
 Chair, Computer Technology Committee  
 Dean's Advisory Committee  
 University Research Culture Committee at UNL

### **Professional/Community**

United Way Budget Priorities Committee Board  
 Partnership 2000 CEO Team Committee Advisor  
 Area Office on Aging Program Development Advisor  
 Broome County Chamber of Commerce "Leadership Broome" Instructor  
 Instructor for Cornell Cooperative Extension Staff  
 N.Y.S. Superintendent's Association Consultant  
 Binghamton City Schools N.Y.S. Excelsior Award Committee  
 Nebraska Task Force on Educational Leadership

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