

## VITA

Paul John Hanges

**I: Personal Information:**

Home:

6810 Cherry Tree Court  
New Market, MD 21774

(301) 865-7217

Office:

Department of Psychology  
University of Maryland  
College Park, MD 20742(301) 405-5930  
phanges@umd.edu**A. Educational Background:**

- |       |              |  |
|-------|--------------|--|
| Ph.D. | 1986         | The University of Akron<br>Akron, Ohio<br>Industrial/Organizational Psychology   |
|       | Dissertation | A catastrophe model of control theory's decision mechanism: The effect of goal difficulty, task difficulty, goal direction, and task direction on goal commitment. |
| M.A.  | 1984         | The University of Akron<br>Akron, Ohio<br>Industrial/Organizational Psychology   |
|       | Thesis       | Goals and intrinsic motivation: The effect of goal setting technique and cognitive labels.   |
| B.A.  | 1980         | New York University<br>New York, NY<br><br>Major: Psychology<br>Minor: Mathematics   |

**B. Employment Background:**

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| May 2011 to present  | Member, Board of Directors,<br>OBA Bank<br>Germantown, MD  |
| May 2006 to present  | Affiliate of the Center for the Advanced Study of Language   |
| July 2007 to present | Associate Chair/Director of Graduate Studies<br>Department of Psychology<br>University of Maryland, College Park, MD |

Dec 1997 to present	Affiliate of R. H. Smith School of Management University of Maryland, College Park, MD
July 2008 to present	Affiliate of the Zicklin School of Business Baruch College, New York
August 1986 to present	Assistant to Full Professor, Department of Psychology University of Maryland, College Park, MD
Feb. 2007 to June 2008	Affiliate of Aston Business School Aston University, Birmingham, England

## **II. Research, Scholarly, and Creative Activities**

### **A. 1. Books Edited and Journal Volume Edited**

Hanges, P.J., Offermann, L.R., & Day, D. V. (Eds). (2001). Leaders, Followers, and the Values Between Them. Special Issue of *Leadership Quarterly*.

House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., & Gupta, V. (2004). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Sage Publications

Wang, M. & Hanges, P.J. (Eds). (2011). Latent Class Analysis and Organizational Research. Special Issue of *Organizational Research Methods*.

House, R.J., DeLuque, M.S., Dorfman, P.W., Javidan, M., & Hanges, P.J. (Under contract). *Strategic Leadership: The GLOBE Study of CEO Leadership Behavior and Effectiveness across Cultures*. Sage Publications

### **A. 2. Book Chapters**

Hanges, P. J. (1997). Adjusting management practices and leadership style to the culture of international law offices. In K. P. Yusko & S. B. Fabrizio *Smart human resource practices for law offices*. NJ: Glasser LegalWorks. (pp. 327-329).

House, R. J., Hanges, P.J., Ruiz-Quintanilla, A., Dorfman, P.W., Javidan, M., Dickson, M.W., & GLOBE Country Co-Investigators. (1999). Cultural influences on leadership and organizations: Project GLOBE. In W. Mobley, J. Gessner, & V. Arnold (Eds.). *Advances in Global Leadership*. (Vol. 1, pp. 171-234). Stamford, CN: JAI Press.

Dickson, M.W., Hanges, P.J., & Lord, R.G. (2001). Trends, developments, and gaps in cross-cultural research on leadership. In W. Mobley & M. McCall (Eds.), *Advances in Global Leadership*, (Vol. 2, pp. 75-100). Stamford, CT: JAI.

- Hanges, P.J., Lord, R.G., Godfrey, E.G., & Raver, J.L. (2002). Modeling nonlinear relationships: Neural networks and catastrophe analysis. In S. Rogelberg (Ed.). *Handbook of Research Methods in Industrial and Organizational Psychology*. (pp. 431-455). Malden, MA: Blackwell Publishers, Inc.
- Brodbeck, F., Hanges, P.J., Dickson, M. W., Gupta, V. & Dorfman, P.W. (2004). Societal, cultural, and industry influences on organizational culture. (pp. 654-668). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- Dorfman, P.W., Hanges, P.J., & Brodbeck, F. (2004). Leadership and cultural variation: The identification of culturally endorsed leadership profiles. (pp. 669-720). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Gupta, V. & Hanges, P.J. (2004). Regional and climate clustering of social cultures. (pp. 178-218). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. (2004). Confidence interval estimation of correlations. (pp. 759-760). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. (2004). Societal-level correlations among GLOBE societal culture scales. (pp. 733-736). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. (2004). Overview: Research methodology. (pp. 91-94). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. (2004). Response bias correction procedure used in GLOBE. (pp. 737-752). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. & Dickson, M.W. (2004). The development and validation of the GLOBE culture and leadership scales. (pp. 122-151). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J., Dickson, M.W., & Sipe, M. (2004). Rationale for GLOBE statistical analyses: Societal rankings and tests of hypotheses. (pp. 219-234). In R. J. House, P.J. Hanges, M.

- Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Hanges, P.J. & Gettman, H. (2004). A comparison of test-focused and criterion-focused banding methods: Back to the future? (pp. 29-48). In H. Aguinis (Ed.). *Test score banding in human resource selection: Legal, technical, and societal issues*. Westport, CT: Praeger.
- Hanges, P.J., Sipe, M., & Godfrey, E. (2004). Evidence for contextual effects. (pp. 753-758). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- House, R.J., & Hanges, P.J., (2004). Research Design. (pp. 95-101). In R. J. House, P.J. Hanges, M. Javidan, & P.W. Dorfman (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- House, R.J., Javidan, M., Dorfman, P.W., & Hanges, P.J. (2004). GLOBE Research program. (pp. 577-581). In G.R. Goethals, G.J. Sorenson, & J. M. Burns (Eds.). *Encyclopedia of Leadership* (Vol 2).. Thousand Oaks, CA: SAGE.
- Javidan, M., House, R.J., Dorfman, P.W., Gupta, V., Hanges, P.J., & de Luque, M. (2004). Conclusions and future directions. (pp. 723-732). In R. J. House, P.J. Hanges, M. Javidan, & P.W. Dorfman (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
- Knight, A. P., Shteynberg, G., & Hanges, P.J. (2004). Path-goal analysis. (pp. 1164-1169). In G.R. Goethals, G.J. Sorenson, & J. M. Burns (Eds.). *Encyclopedia of Leadership* (Vol 3).. Thousand Oaks, CA: SAGE.
- Hanges, P.J., & Lyon, J. (2005). Interpreting changes in ICCs: To agree or not to agree, that is the question. (pp. 421-432). In F. Dansereau & F. Yammarino (Eds.). *Multi-level issues in strategy and methods*. San Diego, CA: Elsevier.
- Hanges, P.J., Lyon, J., & Dorfman, P.W, (2005). Managing a multinational team: Lessons from project GLOBE. (pp. 337-360). In D. Shapiro, M.A. Von Glinow, and J. Cheng (Eds.) *Managing Multinational Teams: Global Perspectives*, San Diego, CA: Elsevier Press.
- Hanges, P.J., Dorfman, P.W., Shteynberg, G, & Bates, A. (2006). Culture and Leadership: A connectionist information processing model. (pp. 7-37). In W. H. Mobley & E. Weldon (Eds). *Advances in Global Leadership* (Vol 4). NY: JAI Press.
- Newman, D.A., Hanges, P.J., Duan, L., & Ramesh, A. (2008). A network model of organizational climate: Friendship clusters, subgroup agreement, and climate schemas. In D. B. Smith (Ed.). *The people make the place: Dynamic linkages between individuals and organizations*. (pp. 101-126). NY: Lawrence Erlbaum.

- Rentsch, J. R., Small, E.A., & Hanges, P.J. (2008). Cognitions in organizations and teams: What is the meaning of cognitive similarity? In D. B. Smith (Ed.). *The people make the place: Dynamic linkages between individuals and organizations*. (pp. 127-156). NY: Lawrence Erlbaum.
- Hanges, P.J. & Feinberg, E.G. (2009). International perspectives on Adverse Impact: Europe and Beyond. (pp. 349-373). In J.L. Outtz (Ed.) *Adverse Impact: Implications for Organizational Staffing and High States Selection*. New York: Routledge.
- Kyrillidou, M., Lowry, C., Hanges, P.J., Aiken, J.R., and Justh, K, (2009). ClimateQUAL™: Organizational Climate and Diversity Assessment. In Mueller, D.M. (Ed.) *Pushing the Edge: Explore, Engage, Extend*. (pp. 150–164). Chicago: American Library Association.
- Resick, C.J., Mitchelson, J.K., Dickson, M.W., & Hanges, P.J. (2009). Culture, corruption, and the endorsement of ethical leadership. (pp. 113-144). In W.H. Mobley, Y. Wang, & M. Li (Eds.). *Advances in Global Leadership (Vol 5)*. Bingley, UK: Emerald Books.
- Javidan, M., Dorfman, P.W., Howell, J.P., & Hanges, P.J. (2010). Leadership and Cultural Context: A theoretical and empirical examination based on Project GLOBE. (pp. 335-376). In N. Nohria & R. Khurana (Eds.), *Handbook of Leadership Theory and Practice*, Boston: Harvard Business School Press.
- Aiken, J. R. & Hanges, P. J. (2011). Research Methodology for Studying Dynamic Multi-Team Systems: Application of Complexity Science. In S. J. Zaccaro, M.A. Marks, L. DeChurch (Ed.) *Multi-Team Systems: An Organization Form for Dynamic and Complex Environments*. (pp. 431-458). NY: Routledge Academic.
- Dickson, M.W., Lelchook, A., de Luque, M.S., & Hanges, P.J. (2012). Project GLOBE: Global Leadership and Organizational Behavior Effectiveness Education. (pp. 433-452). In S. Snook, N. Nohria, & R. Khurana, (Eds.) *The Handbook for Teaching Leadership: Knowing, Doing, and Being*. Newbury Park, CA: SAGE.
- Hanges, P.J., Salmon, E.D., & Aiken, J.R. (In Press). Legal Issues in Industrial Testing and Assessment. In *APA Handbook on Testing and Assessment*.
- Hanges, P.J. & Wang, M. (In Press). Seeking the Holy Grail in Organizational Science: Uncovering Causality through Research Design. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*. New York: Oxford University Press.

## B. Articles in Refereed Journals

- Alexander, R. A., Alliger, G. M., & Hanges, P. J. (1984). Correcting for range restriction when the population variance is unknown. *Applied Psychological Measurement*, 8, 431-437.
- Alliger, G. M. & Hanges, P. J. (1984). Objectivity and science: Reply to Kukla. *Journal of Personality and Social Psychology*, 47, 676 -679.
- Alexander, R. A., Hanges, P. J., & Alliger, G. M. (1985). An empirical examination of two transformations of sample correlations. *Educational and Psychological Measurement*, 45, 797-801.

- Alexander, R. A., Hanges, P. J., & Alliger, G. M. (1985). Correcting for restriction of range in both x and y when the unrestricted variances are unknown. *Applied Psychological Measurement, 9*, 317-323.
- Lord, R. G. & Hanges, P. J. (1987). A control system model of organizational motivation: Theoretical and applied implications. *Behavioral Science, 32*, 161-178.
- Alliger, G. M., Hanges, P. J., & Alexander, R. A. (1988). A method for correcting parameter estimates in samples subject to a ceiling. *Psychological Bulletin, 103*, 424-430.
- Hanges, P. J., Schneider, B. & Niles, K. (1990). The stability of performance: An interactionist perspective. *Journal of Applied Psychology, 75*, 658-667.
- Hanges, P. J., Rentsch, J. R., Yusko, K. P., & Alexander, R. A. (1991). Determining the appropriate correction when the type of range restriction is unknown: Developing a sample-based procedure. *Educational and Psychological Measurement, 51*, 329-340.
- Hanges, P. J., Braverman, E. P. & Rentsch, J. R. (1991). Changes in raters' impressions of subordinates: A catastrophe model. *Journal of Applied Psychology, 76*, 878-888.
- Kernan, M. C., Heimann, B., & Hanges, P. J. (1991). Effects of goal choice, strategy choice, and feedback source on goal acceptance, commitment, and performance. *Journal of Applied Social Psychology, 21*, 713-733.
- Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J. (1992). An examination of least-squares regression modeling of catastrophe theory. *Psychological Bulletin, 111*, 366-374.
- Schneider, B., Hanges, P. J., Goldstein, H. W., & Braverman, E.P. (1994) Do customer service perceptions generalize? The case of student and chair ratings of faculty effectiveness. *Journal of Applied Psychology, 79*, 685-690.
- Dyer, N., Sipe, W. P., & Hanges, P. J. (1997). Multilevel confirmatory factor analysis: Demonstration of Muthen's technique. *Academy of Management Best Paper Proceedings, 391-394*.
- House, R.J., Hanges, P.J., & Ruiz-Quintellella, A. (1997). GLOBE: The global leadership and organizational behavior effectiveness research program. *Polish Psychological Bulletin, 28*, 215-254.
- Den Hartog, D. N., House, R.J., Hanges, P.J., Ruiz-Quintanilla, S. A., Dorfman, P. W. & Associates (1999). Culture specific and cross-culturally generalizable implicit leadership theories: Are the attributes of charismatic/transformational leadership universally endorsed. *The Leadership Quarterly, 10*, 219-256.

- Conn, A.B., Hanges, P.J., Sipe, W.P., & Salvaggio, A.N. (1999). The search for ambivalent sexism: A comparison of two measures. *Educational and Psychological Measurement*, 59, 898-909.
- Hanges, P.J., Grojean, M.W., & Smith, D.B. (2000). Bounding the concept of test banding: Reaffirming the traditional approach. *Human Performance*, 13, 181-198.
- Hanges, P.J., Lord, R.G., & Dickson, M. W. (2000). An information processing perspective on leadership and culture: A case for connectionist architecture. *Applied Psychology: An International Review*, 49, 133-161.
- Smith, D. B., Hanges, P. J., & Dickson, M. (2001). Personnel selection and the five factor model: Reexamining the effects of applicant's frame of reference. *Journal of Applied Psychology*, 86, 304-315.
- Offermann, L.R., Hanges, P.J., & Day, D. V. (2001). Leaders, Followers, and Values: Explorations of the Road Ahead. *The Leadership Quarterly*, 12, 129-132.
- Gupta, V., Hanges, P.J., & Dorfman, P.W. (2002). Cultural Clusters: Methodology and Findings. *Journal of World Business*, 37, 11-15.
- House, R.J., Javidan, M., Hanges, P.J., & Dorfman, P.W. (2002). Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. *Journal of World Business*, 37, 3-10.
- Kernan, M.C. & Hanges, P. J. (2002). Survivor Reactions to Reorganization: Antecedents and Consequences of Procedural, Interpersonal, and Informational Justice. *Journal of Applied Psychology*, 87, 916-928.
- Lord, R.G., Hanges, P.J., & Godfrey, E. G. (2003). Integrating neural networks into decision making and motivational theory: Rethinking VIE theory. *Canadian Psychologist*, 44, 21-38.
- Mayer, D. M. & Hanges, P.J. (2003). Understanding the Stereotype Threat Effect with "Culture-Free" Tests: An Examination of its Mediators and Measurement. *Human Performance*, 16, 207-230.
- Schneider, B., Hanges, P.J., Smith, D. B., & Salvaggio, A.N. (2003). Which came first: Employee Attitudes or Organizational Financial and Market Performance? *Journal of Applied Psychology*, 88, 836-851.
- Bliese, P.D. & Hanges, P.J. (2004). Being both too liberal and too conservative: The perils of treating grouped data as though it is independent. *Organizational Research Methods*, 7, 400-417.
- Collins, C.J., Hanges, P.J., & Locke, E.A. (2004). The relationship of achievement motivation to entrepreneurial behavior: A meta-analysis. *Human Performance*, 17, 95-118.

- Hanges, P.J. & Shteynberg, G. (2004). Methodological challenges and solutions for leadership researchers. *German Journal of Human Resource Research*, 18, 346-358.
- Dyer, N.G., Hanges, P.J., & Hall, R. (2005). Applying multilevel confirmatory factor analysis techniques to the study of leadership. *The Leadership Quarterly*, 16, 149-167..
- Hanges, P.J. & Lyon, J.L. (2005). Relationship between *US News and World Report* and the *National Research Council's* ratings/rankings of Psychology Departments. *American Psychologist*, 60, 1035-1037.
- Ziegert, J. & Hanges, P.J. (2005). Employment Discrimination: The Role of Implicit Attitudes, Motivation, and a Climate for Racial Bias. *Journal of Applied Psychology*, 90, 553-562.
- Dickson, M. W., Resick, C. J., & Hanges, P. J. (2006). When organizational climate is unambiguous, it is also strong. *Journal of Applied Psychology*, 91, 351-364.
- Resick, C.J., Hanges, P.J., Dickson, M.W, & Mitchelson, J.K. (2006). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics*, 63, 345-359.
- Dickson, M.W., Resick, C.J., & Hanges, P.J. (2006). Universality and variation in organizationally-shared cognitive prototypes of effective leadership. *The Leadership Quarterly*, 17, 487-505.
- Hanges, P.J. & Dickson, M.W. (2006). Agitation over Aggregation: Clarifying the Development of and the Nature of the GLOBE Scales. *The Leadership Quarterly*, 17, 522-536.
- Javidan, M., House, R.J., Dorfman, P.W., Hanges, P.J., & de Luque, M.S. (2006). Conceptualizing and Measuring Cultures and Their Consequences: A Comparative Review of GLOBE's and Hofstede's Approaches. *Journal of International Business Studies*, 37, 897-914.
- Newman, D., Hanges, P.J., & Outtz, J.L. (2007). Racial Groups and Test Fairness: Considering History and Construct Validity. *American Psychologist*, 62, 1082-1083..
- Lowry, C. B. & Hanges, P.J. (2008). What is the healthy organization? Organizational climate and diversity assessment: A research partnership. *Portal: Libraries and the Academy*, 8, 1-5.
- Hanges, P.J. & Ziegert, J.C. (2008). Stereotypes about stereotype research. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 436-438.
- Ziegert, J.C. & Hanges, P.J. (2009). Strong rebuttal for weak criticisms. *Journal of Applied Psychology*, 94, 590-597.

- Paris, L.D., Howell, J.P., Dorfman, P.W., & Hanges, P.J. (2009). Preferred leadership prototypes of male and female leaders in 27 countries. *Journal of International Business Studies*, 40, 1396-1405.
- Bachman, K.R.O, Dickson, M.W., Hanges, P.J., Hebl, M., Lichtman, C., & Wicher, E. (2010). Making the transition from Master's to PhD: Reflections from a SIOP conversation hour. *The Industrial Organizational Psychologist*, 48, 52-57.
- Hanges, P.J., Aiken, J.R., & Salmon, E. D. (2011). The devil is in the details (and the context): A call for care in discussing the Uniform Guidelines. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 4, 562-565.
- Wang, M. & Hanges, P.J. (2011). Latent class procedures: Applications to organizational research. *Organizational Research Methods*, 14, 24-31.
- Dorfman, P., Javidan, M., Hanges, P.J., Sastmalchian, A. & House, R. (In Press). GLOBE: A twenty year journey into the fascinating world of culture and leadership. *Journal of World Business*.
- Scherbaum, C.A., Goldstein, H.W., Yusko, K.P., Ryan, R., & Hanges, P.J. (In Press). Intelligence 2.0: Reestablishing a research program on g in I-O Psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

## **C. Talks, Abstracts, and Other Professional Papers**

### **C.1. Invited Colloquia**

- Hanges, P. J. (1989). The third year as a faculty member. In M.S. Taylor (Chair), Early Career Management. Invited presentation for the Academy of Management's Personnel/Human Resources Doctoral and Junior Faculty Consortium, Washington, DC.
- Hanges, P. J. (1994). Discontinuous change in the perceptions of others: The utility of a catastrophe model. Invited presentation at the Department of Psychology, Wright State University, Dayton, OH.
- Hanges, P. J. (1995). Changes in the perception of others: Further explorations of a catastrophe model. Invited presentation at the Department of Psychology, University of Akron, Akron, OH.
- House, R. & Hanges, P. J. (1995). Organizational and societal culture: Results of scale construction efforts for the GLOBE project. Presented at the Society of Organization Behavior. Madison, WI.

- House, R., Hanges, P. J., Ruiz-Quintanilla, A., Agar, M., & Dickson, M.W. (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Presented at the Society of Organization Behavior. Eugene, OR.
- Hanges, P. J. (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at Virginia Polytechnic Institute. Blacksburg, VA.
- House, R., Hanges, P. J., Ruiz-Quintanilla, A., Agar, M., & Dickson, M.W. (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at the Wharton School of Business, University of Pennsylvania. Philadelphia, PA.
- Hanges, P. J. (1998). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at George Washington University. Washington D.C.
- Hanges, P. J. (1998). Keynote Address: Global Leadership and Organizational Behavior Effectiveness Research Project. Keynote address presented at the third annual Latin American Research Consortium. San Jose, Costa Rica.
- Hanges, P. J. (1998). Challenges in Cross-cultural Research: The GLOBE Project. Invited presentation at the third annual Latin American Research Consortium. San Jose, Costa Rica.
- House, R. & Hanges, P. J. (1998). The relationship between Organizational and societal culture: Results from the GLOBE project. Presented at the Society of Organization Behavior. Washington, D.C.
- Hanges, P. J. (1999). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. Presented at the United States Military Academy. West Point, NY.
- Hanges, P.J. (2001). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. Keynote address at the second Simposio Internacional de Psicologia Organizacional. Mexico City, Mexico.
- Hanges, P.J., Dickson, M.W., & Gupta, V. (2002). Managerial implications of cultural clusters: Generalizations from Project GLOBE. Invited presentation at the University of Illinois CIBER conference on Human Resource Management: Global Perspectives Conference. Oak Brook, IL.
- Hanges, P.J. & Gelfand, M.J. (2004). Measurement equivalence with multilevel constructs. Invited presentation at Sheth Foundation/Sudman Symposium on Cross-Cultural Survey Research. University of Illinois at Urbana-Champaign.

- Hanges, P.J., Yumoto, F. & Lyon, J. (2004). *The many-facet IRT model and its utility for personnel selection*. Invited presentation at the Personnel Testing Council of Metropolitan Washington. Washington DC.
- Hanges, P.J., Lyon, J., Duan, L., & Yumoto, F (2004). *The many-facet IRT model and its utility for applied research*. Invited presentation at Wayne State University. Detroit, MI.
- Hanges, P.J. (2005). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. National Defense University, Washington DC.
- Hanges, P.J. (2006). Organizational diversity and climate assessment. Plenary speaker at the Library Assessment Conference, Charlottesville, VA.
- Hanges, P.J. (2007) Nonlinear dynamic modeling. Video-presentation for at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.
- Hanges, P.J. (2008). Dynamical processes. Invited presentation at George Mason University.
- Hanges, P.J. (2008). Cross-cultural leadership. Invited presentation for the Singapore Military Leadership Research Group.
- Hanges, P.J. (2009). Leadership prototypes and CEO behavior across 24 countries: Update on the GLOBE project. Invited presentation for the R.H. Smith School of Business, University of Maryland, College Park.
- Hanges, P.J. (2010). Eroding public trust in leadership. Invited panel discussion for the University of Maryland Leadership Scholars. University of Maryland, College Park.
- Hanges, P.J. (2011). Methodologies for SciTS Research. Invited panel discussion for the 2011 Science of Team Science Conference. Chicago, IL.
- Hanges, P.J. (2011). Culture and Leadership: Update on the GLOBE Project. Invited presentation at the Richard Ivey School of Business, University of Western Ontario.
- Hanges, P.J. (2011). Cross-cultural Issues in Leadership. Invited webinar for Association for Psychological Science's *Current Directions in Psychological Science Speaker Series*.
- Hanges, P.J. (2011). Leadership in a Global Economy. Invited discussion for the *Center for Leadership, Innovation and Change* in UMD R.H. Smith School of Business. Washington DC.

## C. 2. Professional Development Workshops:

- Hanges, P. J. (2000). Applying catastrophe theory to understand changes in the perception of others: Lessons learned. In S. E. McManus (Chair). *Cusp catastrophe modeling and*

*non-linear analyses*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.

Hanges, P. J. (2000). Methodological issues in cross-cultural research: Lessons learned from the GLOBE project. In M. Javidan (Chair). *Designing and conducting large multi-country research projects: Lessons learned from the GLOBE research program*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.

Hanges, P.J., Sipe, W. P., Higgins, M., Dyer, N., Conn, A.B., & Salvaggio, A. N. (2000). Changes in the perception of women as leaders: A dynamic approach and catastrophe model. Paper presented as “work in progress” in A. D. Meyer (Chair). *Bringing complexity theory to bear on organizations: Work in progress*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.

Klein, K.J. & Hanges, P.J. (2001). *Multilevel research: Theoretical foundations, research design, and analyses*. Tutorial presented at the Society for Industrial and Organizational Psychology Conference. San Diego, CA.

Klein, K.J. & Hanges, P.J. (2001). *Multilevel research: Theoretical foundations, research design, and analyses*. Tutorial presented at the Academy of Management Convention. Washington, DC.

Nebeker, D. & Hanges, P.J. (2006). *Statistically correcting rater bias in multi-source ratings*. Tutorial presented at the 21<sup>st</sup> Annual Society for Industrial/Organizational Psychology, Inc. Conference. Dallas, TX.

Outtz, J.L. & Hanges, P.J. (2006). *Recent Practical, Methodological and Statistical Advances in the Detection of Adverse Impact and Test Bias*. Workshop presented at the 21<sup>st</sup> Annual Society for Industrial/Organizational Psychology, Inc. Conference. Dallas, TX.

Hanges, P.J. (2008) *Nonlinear dynamic modeling*. Workshop presented at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.

Hanges, P.J. (2009) *Nonlinear dynamic modeling: Neural network and agent based analysis*. Workshop presented at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.

Hanges, P.J. (2010) *Neural Network and Adaptive Systems*. Workshop presented to the Police Psychological Services Division. Singapore (January 2010).

Hanges, P.J. (2011) *Random Coefficient Modeling and Structural Equation Modeling*. Workshop presented to the Psychological Services Division. Singapore (January 2011).

### C.3. Paper Presentations:

- Lord, R. G., Kernan, M. C., & Hanges, P. J. (1983). An application of control theory to understanding goal commitment and intrinsic motivation. In M.S. Taylor (chair), *A control theory integration of performance feedback research: Current findings, practical implications, and future research issues*. Symposium presented at the meeting of the Academy of Management, Dallas, TX.
- Alexander, R. A., Hanges, P. J., Carson, K. P., & Alliger, G. M. (1985). *Correcting regression coefficients for range restriction when the population variance is unknown*. Paper presented at the 93rd Annual Convention of the American Psychological Association, Los Angeles, CA. (Division 5).
- Hanges, P. J. & Alexander, R. A. (1985). *The effect of goal difficulty, task difficulty, and initial success or failure on successive goal acceptance*. Paper presented at the Fifth Annual National Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, University of Akron, Akron, OH.
- Lord, R. G. & Hanges, P. J. (1985). *A control system model of organizational motivation: Theoretical and applied implications*. Paper presented at the 16th Annual Midwest American Institute for Decision Sciences Conference, Akron, OH. Midwest AIDS Proceedings, pp. 132 - 134.
- Hanges, P. J., Alexander, R. A., & Herbert, G. R. (1987). *Using regression analysis to empirically verify catastrophe models*. Paper presented at the Second Annual Conference of the Society of Industrial and Organizational Psychology, Inc., Atlanta, GA.
- Hanges, P. J. & Kernan, M. C. (1988). *Efficacy vs. expectancies: Exploration of measurement similarities and differences*. Paper presented at the Third Annual Conference of the Society of Industrial and Organizational Psychology, Inc., Dallas, TX.
- Alexander, R. A., Hanges, P. J., & Alliger, G. M. (1989). *Sample-based estimation of parameters under range restriction*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA
- Hanges, P. J., Rentsch, J. R., & Braverman, E. P. (1989). Changes in perceived level of performance: A catastrophe model. In M. Citera (Chair), *Judgments about individual behavior in organizations: Biases, justifications, and explanations*. Symposium presented at the Midwest Academy of Management. Columbus, OH.
- Kernan, M. C., Heimann, B., & Hanges, P. J. (1989). *Effects of goal and strategy choice on motivational variables*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA
- Schneider, B. & Hanges, P. J. (1989). *Predicting job attitudes: A personnel selection study*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA

- Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J. (1990). *A critique of least squares regression analysis of catastrophe theory data*. Paper presented at the Fifth annual conference of the Society for Industrial and Organizational Psychology, Inc.
- Hanges, P. J., Nelson, G. L., & Schneider, B. (1990). *Level of analysis and statistical power*. Paper presented at the 1990 American Psychological Association Conference. Boston, MA.
- Yusko, K. P. & Hanges, P. J. (1990). *Determining appropriate corrections when type of range restriction is unknown*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc.
- Hanges, P. J. (1991). The stability of performance: An interactionist perspective. In P. J. Hanges (Chair), *Dynamic criteria: Are we shooting at a moving target?* Symposium presented at the Sixth annual conference of the Society for Industrial and Organizational Psychology. St Louis, MO.
- Hanges, P. J., Yost, P. R., & Cox, J. F. (1991). *Task inventories: Do different formulas identify similar critical tasks?* Paper presented at the 1991 American Psychological Association Convention. San Francisco, CA.
- Hanges, P. J., Alexander, R. A., & Wheeler, J. K. (1992). Rethinking dynamic criteria: The Deming approach. In K. P. Carson (Chair), *Total quality management meets criteria research: Theoretical and empirical examination*. Symposium presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology. Montreal, Canada.
- Hanges, P. J., Holke, J. A., & Cox, J. F. (1992). Effects of busyness and prior information on ratings: A catastrophe model. In K. J. Williams (Chair), *Performance appraisal processes: Effects of rater stereotypes, expectations, and affect*. Symposium presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology. Montreal, Canada.
- Yusko, K. P. & Hanges, P. J. (1993). *Situational factors as differentiators of negotiation strategies*. Eighth Annual Conference of the Society for Industrial and Organizational Psychology.
- Hanges, P. J., Guzzo, R. A., & Schneider, B. (1994). *Detecting moderators of causal models through residuals*. Manuscript presented at the Academy of Management's 1994 Research Methods Division Conference on Causal Models. West Lafayette, IN.
- Hanges, P. J. & Holke, J. A. (1994). *Change Patterns in Ratings of Others: Further Explorations of a Catastrophe Model*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology.

- Holke, J. A. & Hanges, P. J. (1994). *Comparison of job incumbent and supervisor job analysis ratings*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology.
- Berman, L. M. & Hanges, P. J. (1994). *Recruitment advantages of family-oriented benefit systems and culture*. Paper presented at the 1994 Conference of the Academy of Management. Dallas, TX.
- Day, D. V., Hanges, P. J., & Lord, R. G. (1995). *Contemporary thinking on change*. Roundtable presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- Holke, J. A. & Hanges, P. J. (1995). *The agreement of job analysis ratings by different rating sources*. Paper presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
- Pearce, C. L., Cox, J. F., & Hanges, P. J. (1996). *Confirmatory aggregation protocol analysis (CAPA): An empirical demonstration*. Paper presented at the Academy of Management Conference. Cincinnati, OH.
- Hanges, P.J., Dickson, M., & Lord, R.G. (1997). Trends, Developments, and gaps in cross-cultural research on leadership (1976-1996). In M. J. Gelfand (Chair), *Cross-cultural Industrial and Organizational Psychology 1976-1996: Progress, pitfalls, and prospects*. Symposium presentation at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc.
- Hanges, P. J., Lord, R. G., Day, D. V., Sipe, W. P., Smith, W. C., & Brown, D. J. (1997). Leadership and gender bias: Dynamic measures and nonlinear modeling. In R. G. Lord (Chair), *Dynamic systems, leadership perceptions, and gender effects*. Symposium presented at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc., St. Louis, MO.
- Sipe, W. P. & Hanges, P. J. (1997). Reframing the glass ceiling: A catastrophe model of changes in the perception of women as leaders. In R. G. Lord (Chair), *Dynamic systems, leadership perceptions, and gender effects*. Symposium presented at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc., St. Louis, MO.
- Dyer, N., Sipe, W. P., & Hanges, P. J. (1997). *Multilevel confirmatory factor analysis: Demonstration of Muthen's technique*. Paper presented at the 1997 Academy of Management Conference. Boston, MA.
- Conn, A.B., Hanges, P.J., Sipe, W.P., & Salvaggio, A.N. (1998). *The search for ambivalent sexism: A comparison of two measures*. Paper presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.

- Hanges, P.J., Sipe, W.P., Conn, A.B., Higgins, M., Bell, B. & Salvaggio, A.N. (1998). *Factors that mediate sex bias in leadership perceptions*. Paper presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.
- Hanges, P.J., Sipe, W.P., Conn, A. B., Higgins, M., & Salvaggio, A.N. (1998). *Leadership and gender bias: Dynamic measures and nonlinear modeling*. Paper presented at 1998 Conference for The Society for the Psychological Study of Social Issues (Div. 9 of APA). Ann Arbor, MI.
- Hanges, P.J. & House, R.G. (1998). *Global leadership and organizational behavior effectiveness research programme: A preliminary report of findings*. Paper presented at the 1998 European Group and Organizational Studies conference. Maastricht, Netherlands.
- Hanges, P.J. & Gupta, V. (1998). *Methodological considerations in the development and validation of measures of culture*. Paper presented at the 1998 European Group and Organizational Studies conference. Maastricht, Netherlands.
- Hanges, P.J. (1998). *Highlights of the GLOBE world-wide study*. Paper presented in an Academy-wide symposium at the 1998 conference of the Academy of Management Association. San Diego, CA.
- Dorfman, P.W. & Hanges, P.J. (1998). *Questionnaire scale development and methodological issues in GLOBE*. Paper presented at the 1998 conference of the Academy of Management Association. San Diego, CA.
- Hanges, P.J., Dickson, M.W., & Lord, R.G. (1998). Trends, Developments, and gaps in cross-cultural research on leadership (1976-1997). In M. J. Gelfand (Chair), *Cross-cultural Industrial and Organizational Psychology 1976-1997: Progress, pitfalls, and prospects*. Symposium presentation at the 24<sup>th</sup> International Congress of Applied Psychology conference. San Francisco, CA.
- Dorfman, P.W., Hanges, P.J., Dickson, M.W. (1998). *Challenges in cross-cultural research: The GLOBE project. A mini United Nations or the Chicago Bulls?* Symposium presentation at the 24<sup>th</sup> International Congress of Applied Psychology conference. San Francisco, CA.
- Hanges, P.J. (1998). *Highlights of the GLOBE world-wide study*. Symposium presentation at the 24<sup>th</sup> International Congress of Applied Psychology conference. San Francisco, CA.
- Hanges, P.J., Dyer, N., & Sipe, W.P. (1999). Multilevel confirmatory factor analysis: Demonstration of Muthen's technique. In S. Palmer, G. Ziets, P. Bliese (Chairs). *Advances in multilevel research: New techniques and methodological issues*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference. Atlanta, GA.

- Grojean, M. & Hanges, P.J. (1999). Adverse impact in cognitive ability tests: The role of values and test-taking attitudes. In D. B. Smith & M. Grojean (Chairs). *Subgroup differences in employment testing*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference, Atlanta, GA.
- Grojean, M. & Hanges, P.J. (1999). Preference for leader goals and leadership processes: The role of follower values. In M. W. Dickson (Chair) *Walking the talk: Leaders, followers, and the values between them*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference, Atlanta, GA.
- Klein, K.J., Palmer, S.L., Ziets, G., & Hanges, P.J. (1999). The effects of response bias in multilevel research. In S. Palmer, G. Ziets, P. Bliese (Chairs). *Advances in multilevel research: New techniques and methodological issues*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference. Atlanta, GA.
- Grojean, M. & Hanges, P.J. (2000). *Reactions to transformational leadership and leader's style: A follower's story*. Paper presented at the 15th Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.
- Hanges, P.J., Higgins, M. & Dominguez, A. (2000). Applying I-O Research to Improve the Evaluation of Teaching. In M. D. Hakel (Chair). *Utilizing I-O methods and techniques as means of impacting higher education practices*. Symposium presented at the 15th Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.
- O'Neill, O. A. & Hanges, P.J. (2000) Individual Values and the Structure of Leadership Schemas: Verification of a Connectionist Network. In M. D. Hakel (Chair). *Utilizing I-O methods and techniques as means of impacting higher education practices*. Symposium presented at the 15<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.
- Dorfman, P.W. & Hanges, P.J. (2000). *Culturally endorsed implicit theories of leadership: Does national culture really matter*. Paper presented at The Western Academy of Management conference. HI.
- Hanges, P.J. (2001). *Universal and cultural specific leadership traits*. Paper presented at the Leadership Without Borders: Developing Global Leaders conference sponsored by the National Leadership Institute. College Park, MD.
- Hanges, P.J., Higgins, M., Dyer, N.G., Smith-Major, V., Dorfman, P.W., Brodbeck, F. C., Howell, J. P., & Prieto, L. (2001). Influence of cultural values on leadership schema structure. In P. J. Hanges & M. J. Gelfand (Co-Chairs). *Applications of pathfinder to understanding cognition in organizational psychology*. Symposium presented at the 16<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. San Diego, CA.

- Lim, B. C. & Hanges, P.J. (2001). Relationship between leadership schema structure and leader behavior. In P. J. Hanges & M. J. Gelfand (Co-Chairs). *Applications of pathfinder to understanding cognition in organizational psychology*. Symposium presented at the 16<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. San Diego, CA.
- Bliese, P. & Hanges, P.J. (2001). Non-independence in random-coefficient models: It is not only about too much Type 1 error. In R. J. Sanchez (Chair). *Methods and Issues in Multiple Levels of Analysis*. Symposium presented at the Academy of Management Conference. Washington, DC.
- Hanges, P.J. (2002). *Teaching Your First Doctoral Seminar: A Conversation About Teaching Excellence*. Co-host for roundtable presented at the 17<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
- Lord, R.G., Hanges, P.J., & Godfrey, E.G. (2002). Integrating Neural Networks into Theories of Motivation and Decision Making. In N. Dyer & P.J. Hanges (Chair). *The real A.I.: Artificial Neural Networks, Statistics, and Psychological Theory*. Symposium presented at the 17<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
- Mayer, D. & Hanges, P.J. (2002). What underlies stereotype threat: An examination of potential mediators. In R. Ployhart (Chair). *Stereotype Threat in Testing Contexts: A Critical Examination*. Symposium presented at the 17<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
- Ziegert, J.C. & Hanges, P.J. (2002). Employment discrimination: The role of implicit attitudes and motivation. In J. M. LeBreton (Chair). *Incorporating Implicit Social Cognitions Into Industrial and Organizational Psychology*. Symposium presented at the 17<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
- Ziegert, J.C. & Hanges, P.J. (2002). *Evaluation of Female Leaders: The Role of Attitudes and Motivation*. Paper presented at the 17<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
- Hanges, P.J. (2003). Computational modeling of decision processes. In J. Vancouver (Chair), *Computational modeling of Organizational Phenomena*. In Symposium presented at the 18<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference, Orlando, FL.
- Hanges, P.J. (2003). Participant in panel discussion on *methodological challenges in cooperative cross-cultural research: Lessons from GLOBE*. Symposium presented at the 18<sup>th</sup> Annual Society of Industrial and Organizational Psychology Conference, Orlando, FL.

- Ziegert, J. C., Hanges, P. J., & Ramesh, A. (2004). Examination of explicit, implicit, and conditional reasoning personality measurement. In K. Sumner & E. Haines (Co-Chairs), *Implicit measurement in I-O psychology: Empirical realities and theoretical possibilities*. Symposium conducted at the 19<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL.
- Hanges, P.J., Brodbeck, F. C., & Dickson, M.W. (2005). Cross-level interactions: Industry and culture's influence on organizational processes. In A.P. Knight, L.M. Leslie, & M. J. Gelfand (Co-chairs). *Levels of analysis in cross-cultural organizational research*. Symposium presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
- Hanges, P.J. & Lyon, J.L. (2005). Relationship between *US News and World Report* and the *National Research Council's* ratings/rankings of Psychology Departments. Paper presented at the American Psychological Association Conference, Washington DC.
- Hanges, P.J. & Yumoto, F. (2005). Using LLTM models to assess response style and DTF in cross-cultural research. In O. Chernyshenko (Chair), *Examining invariance using IRT: Applications and new developments*. Symposium presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
- Leslie, L.M. & Hanges, P.J. (2005). *Factors affecting the utility of artificial neural networks*. Paper presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
- Mayer, D., Keller, K., Hanges, P.J., & Leslie, L. (2005). *When must there be justice for all? A multilevel examination of variance in team members' justice perceptions*. Paper presented at the Academy of Management Conference, Hawaii.
- Outtz, J.L., Hanges, P.J., Hayes, S., Bates, A.L., & Sipe, M. (2005). Testing context and g: Item familiarity and adverse impact. In D.M. Mayer (Chair), *Validity and diversity goals: Innovative approaches to adverse impact reduction*. Symposium presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
- Hanges, P.J. (2006). Adverse impact: Core issues. In S. Zedeck (Chair). *A frank discussion of adverse impact*. Symposium presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
- Hanges, P.J., Dorfman, P.W., & De Luque, M.S. (2006). Project GLOBE: Original Goals, Current Critiques, and Future Directions Update. J. Bono (Chair). *M. Scott Myers Award for Applied Research in the Workplace: Project GLOBE*. Presentation at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
- Ramesh, A., Hanges, P.J., & Dougherty, M. (2006). Measuring working memory in firefighter applicants: Validity and adverse impact. In L. Duan & K.P. Yusko (Chairs), *Testing*

*strategies for reducing adverse impact.* Symposium presented at the 21<sup>st</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.

- Hanges, P.J., Chen, X., Fulmer, C.A., Dorfman, P.W., Howell, P.W., & DeLuque, M. S. (2008). Leadership, emotional intelligence, and intelligence: A cross-cultural exploration. In A. Fischbach (Chair), *Cross-cultural research in emotions at work*. Symposium presented at the 6<sup>th</sup> International Conference on Emotions and Organizational Life, INSEAD, Fontainebleau, FR.
- Chen, X., Aiken, J., & Hanges, P.J. (2009). An empirical examination of a model of authentic leadership. Poster presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
- Fulmer, A., Hanges, P.J., Dorfman, P.W., Howell, J.P. (2009). The Importance of CEO emotional intelligence: Environmental contingencies matter. In P. Sharma (Chair). *Leadership and Culture: Relationships Across Individual, Organizational, and Societal Levels*. Symposium presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
- Hanges, P.J. (2009). Managing a multi-national team: Lessons from project GLOBE. Invited presentation for the Multicultural Psychology Consortium. Michigan State University, East Lansing, MI.
- Kyrillidou, M., Lowry, C., Hanges, P.J., Aiken, J.R., and Justh, K, (2009). ClimateQUAL<sup>TM</sup>: Organizational Climate and Diversity Assessment. Presented at the *Fourteenth National Conference of the Association of College and Research Libraries*, Seattle, Washington.
- Schmidt, A. & Hanges, P.J. (2009). Development and validation of the toxic leadership scale. In M. N. Deese, M. Wang, & R. R. Sinclair (Chairs), *Destructive Leadership: Measurement, Antecedents, and Outcomes*. Symposium presented at the 24<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
- Fulmer, A., Gelfand, M.J., Hanges, P.J. (2010). Modeling trust as a growth mixture model. In P.J. Hanges & A. Fulmer (Chairs). *New Developments in Modeling Longitudinal and Dynamic Data*. Symposium presented at the 25<sup>th</sup> Annual Conference of Society for Industrial and Organizational Psychology, Atlanta, GA.
- Hanges, P.J. (2010). *The Role of National Culture in Leadership Research: Critical Questions and Unresolved Issues*. Panel discussion presented at the 2010 Academy of Management Conference. Montreal, CA.
- Hanges, P.J., Chen, X., Dorfman, P.W., & Howell, J.P. (2010). Emotional intelligence, personality, and intelligence: A cross-cultural exploration. Poster presented at the 2010 Academy of Management Conference. Montreal, CA.
- De Luque, M. F. S. & Hanges, P.J. (2010). Methodology. In P.W. Dorfman (Chair). *Strategic Leadership Across Cultures: The New GLOBE Multinational Study*. Symposium presented at the 2010 Academy of Management Conference. Montreal, CA.

- Hebl, M., Hanges, P.J., Lichtman, C.M., & Wicher, E.W. (2010). *From Terminal Master's to PhD: Answering the Basic Questions*. Roundtable discussion presented at the 25<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
- Kyrillidou, M., Lowry, C., Puente, M. and Hanges, P.J. (2010). ClimateQUAL™, Change strategies and organizational improvement. Presented at the *National Diversity in Libraries Conference*, Princeton, New Jersey.
- Yusko, K. Goldstein, H.W., Oliver, L.O., & Hanges, P. J. (2010). Cognitive ability testing with reduced adverse impact: Controlling for knowledge. In C. J. Paullin, (Chair), *Cognitive Ability Testing: Exploring New Models, Methods, and Statistical Techniques*. Symposium presented at the 25<sup>th</sup> Annual Conference of Society for Industrial and Organizational Psychology, Atlanta, GA.
- Dorfman, P.W., Hanges, P.J., & Sully de Luque, M. F. (2011). Strategic leadership across cultures: The GLOBE study of CEO leadership behavior and effectiveness. In M. Shuffler (Chair). *Leading across cultures: Emerging Research Trends from Multiple levels*. Symposium presented at the Academy of Management Conference, San Antonio, TX.
- Hanges, P.J. (2011). Methodological issues in GLOBE Phase 3. In M. F. Sully de Luque (Chair). *Leadership across societies: Universal and culturally specific leadership behavior effectiveness*. Symposium presented at the Academy of Management Conference, San Antonio, TX.
- Hanges, P.J. & Kyrillidou, M. (2011). Organizational climate and diversity assessment: A value-based approach manifested through the ARL ClimateQUAL assessment protocol. In S. Town (Chair). *Managing Change in Academic Libraries in a Strategic Way: The Nature of Evidence for Change Management*. Symposium presented at the third Annual Conference of the Qualitative and Quantitative Methods in Libraries, Athens, Greece.
- C.4. Discussant/Chair of Presentations:
- Chair (1991). *Performance appraisal paper session*. Session presented at the 1991 American Psychological Association Convention. San Francisco, CA.
- Chair (1991). *Dynamic criteria: Are we shooting at a moving target?* Symposium presented at the 1991 Society for Industrial and Organization Psychology Conference. St Louis, MO.
- Discussant (1998). *Problems and pitfalls when conducting meta-analysis in I/O Psychology*. Session presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.
- Discussant (2003). *The changing nature of performance revisited: New extensions, levels, and directions*. Session presented at the 2003 Academy of Management Conference, Seattle, WA.

Discussant (2005). *Modeling dynamic criteria: New insights for theories involving longitudinal change*. Session presented at the 20<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.

Discussant (2006). *Bringing implicit personality into I-O Psychology*. Session presented at the 21<sup>th</sup> Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.

#### **D. Manuscripts Submitted for Publication:**

Hanges, P. J., Lord, R. G., Day, D. V., Sipe, W. P., Smith, W. C., & Brown, D. J., *Leadership and gender bias: Dynamic measures and nonlinear modeling*. Manuscript submitted for publication.

Hanges, P.J., Dorfman, P.W., Howell, J.P., & Fulmer, A. CEO emotional intelligence, General Intelligence, and Personality, Oh My! A Cross-Cultural Exploration. Manuscript submitted for publication.

#### **E. Contracts and Grants-**

Hanges, P.J. *MURI: Dynamic models of the effect of culture on collaboration and Negotiation*. Research grant from the Office of Naval Research. (\$96,832). Co-Principal Investigator (Mar. 2008 to Oct. 2010).

Hanges, P.J. *Longitudinal assessment of leadership and motivation in a military setting*. Research grant from the Walter Reed Army Institute of Research. (\$46,578). (Oct. 2001 to August 2002).

Hanges, P. J. *Collaborative Research: Cross-cultural leadership and organizational research program*. Research grant from the National Science Foundation. (\$48,000) Principal Investigator (May 1998 to May 2000).

*Multi-Nation Study of Leadership and Organizational Practices*. Research grant from the Department of Education. (\$71,474) Co-Principal Investigator (Oct. 1993 to Sept. 1996)

Research grant from the Personnel Department of the University of Maryland at College Park (\$10,000) Principal Investigator (Jan. 1993 to Dec. 1994)

*Assessing the psychometric properties of the Mantel-Haenszel chi-squared test for differential item functioning*. General Research Board Summer Research Award. Summer, 1993

Research grant from the Human Resources Department of the University of Maryland at Baltimore (\$40,000) Principal Investigator (Sept. 1989 to Oct. 1990)

*Determining appropriate corrections when type of range restriction is unknown.* General Research Board Summer Research Award Summer, 1987

### **F. Fellowships, Prizes, Awards and Recognition-**

Society for Industrial and Organizational Psychology's M. Scott Myers Award for Applied Research in the Workplace for *Development and Implementation of the Siena Reasoning Test* (Yusko, Goldstein, Scherbaum, & Hanges). (2011).

Fellow of the Association for Psychological Science (2007).

Fellow of the American Psychological Association. (2005).

Society for Industrial and Organizational Psychology's M. Scott Myers Award for Applied Research in the Workplace for Project GLOBE (House, Hanges, Javidan, Gupta, & Sully de Luque). (2005).

Fellow of the Society of Industrial/Organizational Psychology. (2004).

Academy of Management's Human Resource division 2004 Scholarly Achievement Award for Schneider, Hanges, Smith, and Salvaggio (2003).

Academy of Management's Organizational Behavior division 2004 Best Paper Award for Schneider, Hanges, Smith, and Salvaggio (2003).

Schneider, Hanges, Smith, and Salvaggio (2003) JAP paper summarized as a research brief by Christian Kiewitz (2004) in the Academy of Management Executive, 18, 127-129.

Excellence in Teaching Award from the College of Behavioral and Social Sciences of the University of Maryland (1998)

Excellence in Teaching Award from the College of Behavioral and Social Sciences of the University of Maryland (1989).

Participated in the Doctoral and Junior Faculty Consortium at the Midwest Academy of Management Convention. Columbus, OH. (1989).

University of Akron graduate research fellowship for outstanding research potential (Sept 1985 to May 1986).

Participated in the Organization Behavior, Organization Development, and Organization and Management Theory Doctoral Consortium at the Academy of Management National Convention, Dallas, TX. (1983).

**G. Editorial Boards for Scholarly Journals-**

Editorial Board, Journal of Applied Psychology (2002 to present)

Editorial Board, The Leadership Quarterly (2005 to 2011).

Co-Editor, Special Issue on Latent Class Analysis, Organizational Research Methods (2011).

Editorial Board, Organizational Research Methods (2003 to 2004)

Editorial Board, American Journal of Community Psychology (1993 to 1997)

Associate Editor, Quantitative Methods Section, Leadership Quarterly (1999 to 2004).

**G.2. Reviewing for Academic Journals:**

Ad hoc reviewer for various journals (e.g., Academy of Management Journal, Academy of Management Review, International Journal of Applied Psychology, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Organizational Research Methods, Personality and Social Psychology Bulletin, Personnel Psychology, Psychological Bulletin)

**H. Additional Professional Experience:**

Conducted research and participated in the collection and processing of student evaluations of courses offered by the College of Behavioral and Social Sciences at the University of Maryland. (1986 to 2006). Head of project since 1987.

Collected job analysis information with Emerson Human Capital to build a competency model for one job family at the Federal Bureau of Investigation. (2006).

Taught classes on Human Resource Practices for the Central Intelligence Agency (CIA) University. (2005 to 2006).

Collected job analysis information, developed selection tests, designed and administered interview rater training, and managed assessment process for fire apparatus operator for the City of Birmingham, Alabama. (2005 to 2006).

Collected job analysis information, developed selection tests, designed and administered rater training, managed assessment process for fire apparatus operator for the Personnel Board of Jefferson County, Alabama. (2005 to 2006).

Retained as an expert witness by Balch & Bingham LLP., Birmingham, Alabama (2005).

Collected job analysis information, developed selection tests, designed and administered interview rater training, managed assessment process for entry level firefighter position for the Personnel Board of Jefferson County, Alabama. (2004 to 2005).

- Conducted interview rater training and managed assessment process for Fire Chief promotion exam for the Personnel Board of Jefferson County, Alabama. (Dec. 2003).
- Conducted interview rater training and managed assessment process for Police Sergeant promotion exam for the Personnel Board of Jefferson County, Alabama. (Sept. 2003).
- Virtual project manager for the Personnel Board of Jefferson County, Alabama. (May 2003 to August 2003).
- Collected job analysis information, developed selection tests, designed and administered interview rater training, managed assessment process for entry level firefighter position for the Personnel Board of Jefferson County, Alabama. (2003).
- Conducted statistical analyses for American Management Systems. (2000 to 2002).
- Conducted statistical analyses (e.g., neural network analysis) for Mercer, Inc. (2001-2002).
- Conducted on-line survey and analyzed data for Acupuncture and Oriental Medicine Accreditation Commission. (2001).
- Conducted transferability study and conducted analyses to determine cut-scores for the Human Resource Department, University of Maryland, Baltimore (1999 to 2000).
- Provided statistical advice for large-scale evaluation project for American Management Systems. (1999 to present).
- Evaluated proposed selection tests for medical and court interpreters selection system for Language Line Services. (1999 to present).
- Evaluated proposed changes to court interpreters selection system for the Maryland Administrative Office of the Courts. (1996 to 1997).
- Evaluated proposed selection test for Air Traffic Controllers. (1996)
- Collected job analysis information and developed selection tests for office secretaries and administrative aides at a large mid-Atlantic university. Principal Investigator (1993 - 1995).
- Retained as a statistical expert by the Department of Justice (1993 to 1994).
- Conducted statistical analyses on compensation information for S. C. Johnson & Son. (1994).
- Provided testimony as an expert witness in Heather Baran et al v. The Experiment in International Living. (1992).
- Retained as an expert by the American Postal Workers Union AFL-CIO. (1992)

Developed training program for an interview designed to select firefighters for a midwestern municipality. (1992).

Retained as an expert witness by the Department of Justice in United States v. City of Warren, MI. (1991-1992)

Collected job analysis information and developed selection tests for office secretaries at a large mid-Atlantic university. Principal Investigator (1989-1990).

Participated in the collection of job analysis information for the development of tests for the Department of Public Safety in a southern state. (1987 - 1989).

Analyzed data for a validation study conducted for the Staff Development Department of a Mid-Atlantic Insurance Company (1986 - 1987).

Conducted selection interviews and administered test batteries on a contractual basis for a national consulting firm. (1985).

Involved in the development and scoring of a series of content valid tests for use in a firefighter training program for a large midwestern municipality. (1984 - 1985).

Conducted needs analysis and suggested training program for the Purchasing and Accounts Payable Department of a midwestern steel company. (1983).

### **III. TEACHING AND ADVISEMENT**

#### **A. Courses Taught**

##### Graduate Courses (Ph.D. level)

- \* Job/Needs Assessment, Validation, and Selection (Psyc 732)
- \* Test Theory (Psychometrics) (Psyc 704)
- \* Quantitative Methods in Psychology: Distributions (Psyc 601)
- \* Quantitative Methods in Psychology: Experimental Design (Psyc 602)
- \* Cognition and Decision Making in Organizations (Psyc 738)
- \* Performance Measurement and Theory (Psyc 738)
- \* Research Methods in Industrial/Organizational Psychology (Psyc 737)

##### Graduate Courses (M.B.A. Level)

- \* Quantitative Methods in Business (BMGT 630)
- \* Training and Development (Baruch College) (PSY 9786)

##### Undergraduate Courses

- \* Field Research in Organizations (Psyc 450)

- \* Psychological Foundations of Personnel and Classification Issues (Psyc 460)
- \* Psychology of Motivation and Attitudes in Organizational Settings (Psyc 464)
- \* Introduction to Industrial/Organizational Psychology (Psyc 361)
- \* The World of Work in Film (Psyc 109D)

## B. Undergraduate Student Advising

Jonathan Cotrell (2011). Undergraduate Honors Thesis: The Siena Reasoning Test<sup>®</sup>: Exploration of its Construct Validity and Adverse Impact

Ella Washington (2009). Summer Research Intern. University of Maryland.

Olivia Amanda O'Neill (2000). Undergraduate Honors Thesis: The effect of regional culture on the structure of leadership schemas.

Jessica Osedach (2000). Undergraduate Honors Thesis: The effects of stereotype threat and self-focus on test performance.

Joann L. Speer, (1989) Undergraduate Honors Thesis: The Accuracy of Self-rating Scales and Effects of Task Difficulty on Estimations of Time Spent on Tasks.

## C. Graduate Student Advising

### C.1. Master's Theses

Muhammad, R. S. (2011). *Bringing Along the Family: Nepotism in the Workplace.*

Aiken, J. (2009). *Virtually a leader: Mitigating process losses through shared team states.*

Feinberg, G. (2009). *Individual values as a predictor for job applicant attributes preferences: An application of the theory of work adjustment.*

Schmidt, A. (2008). *Creation and validation of a measure for toxic leadership.*

Keller, K. (2005). *Being different: A study of relational demography and the influence of individual and team characteristics.*

Sipe, M. (2003). *Follower personality, schema structure, and leadership endorsement.*

Godfrey, E. (2000). *Women as Pygmalian: Examining the gender discrepancy in self-fulfilling prophecy research*

Salvaggio, A.N. (2000). *The effects of priming on the perception of female leaders: Reducing biases.*

- Dyer, N. (1999). *The impact of a realistic career preview and the psychological contract on expatriate employee retention*
- Grojean, M. (1998). *Preference for leader goals and leadership process.*
- Higgins, M. (1998). *Differences in the schemas for male and female leaders.*
- Smith, D.B. (1996). *Personnel selection and the five factor model: Re-examining the effects of applicant's frame of reference.*
- Sipe, W.P. (1996). *Reframing the glass ceiling: A catastrophe model of changes in the perception of women as leaders.*
- Bedon, B. (1994). *The Assessment of Perceived Fairness in a Job Promotion System.*
- Berman, L. (1993). *Family-oriented Benefit Systems and Culture: Effects on Recruitment*
- Yusko, K.P. (1992). *Situational Determinants of Negotiation Strategy.*

#### C.2. Ph.D. Dissertations:

- Feinberg, E. G. (In Progress). *Cross-cultural competency training effectiveness: The moderating role of training transfer and predictors of transfer.*
- Schmidt, A. (In Progress). *Antecedents and outcomes of toxic leadership.*
- Aiken, J. (2011). *The duality of bias: Predictors of racial bias in interview evaluations.*
- Siegel, E. (2010). *Climate for racial bias as a justification of employment discrimination.* (co-advisor).
- Duan, L. (2007). *A dynamic approach of turnover procedure: It's about time and change*
- Godfrey, E. (2007). *Individual and unit level goal orientation as predictors of employee development.*
- Lyon, J. S. (2007). *The missing link: An examination of safety climate and patient clinical outcomes in a National sample of hospitals.*
- Bates, A. L. (2006). *How did you get in? Attributions of preferential section in college admissions.*
- Hayes, S. (2005). *The relationship between the symbolic value of money and referent choices under situations of inequity.*

- Sipe, M. (2005). *Black-White Differences in Reading Comprehension: The Measure Matters*.
- Grojean, M. (2002). *Characteristic Adaptation as a mediator between personality and contextual performance: a partial test of the McCrae and Costa (1996) model*.
- Sipe, W.P. (2000). *Stereotype biases in executive decisions?: The effects of stereotypes on individual and group selection decisions*.
- Smith, D. B. (1998). *Personality assessment in organizational contexts: Reexamining the consequences of motivated distortion*. (Co-chair).
- Dickson, M.W. (1997). *An examination of the universality of and variation in the content of organizationally shared cognitive prototypes of effective leadership across mechanistic and organic organizational forms*.
- Wheeler, J. (1997). *Candidate misrepresentation during the employment interview*.
- Yost, P. (1996). "Liking" vs. "Usefulness" ratings in the measurement of trainee reactions.

#### **IV. SERVICE-**

##### **A. Professional-**

- Division 14 Program Chair, American Psychological Association Conference (2005-2006).
- Program Planning Subcommittee, Society of Industrial and Organizational Psychology Convention (2001 to 2009)
- Awards Committee, Society of Industrial and Organizational Psychology Convention (1998 to 2001).
- Program Planning Subcommittee, American Psychological Association (Division 14) Convention (1991).
- Program Planning Subcommittee, Society of Industrial and Organizational Psychology Convention (1992).
- Program Committee, American Psychological Association (1990)
- Program Committee, Society of Industrial and Organizational Psychology Convention (1991, 1993-1994, 1996-2009)

Program Committee, Academy of Management Convention (1990 to 1997).

Program Committee, Eastern Psychological Association Convention (1987 - 1989).

Outside reviewer for Dr. Debra Steele-Johnson's tenure consideration at Wright State University

Outside reviewer for Dr. David Costanza's tenure consideration at George Washington University

Outside reviewer for Dr. Steven Guastello's tenure consideration at Marquette University.

Reviewed two undergraduate Introduction to Industrial and Organizational Psychology textbooks, one graduate Regression/Correlation textbook, and one graduate Experimental Design textbook for various publishing companies.

## **B. University Service**

### **B.1. Department of Psychology**

Chair, Statistics Committee (1995 to 2001; 2002 to 2006).

Chair, Computer Committee (1999 to 2001).

Organized Maryland Symposium Series "The nature of change in psychological systems" with Drs. Brauth & Hall. (1994 to 1995)

Graduate Student Review Committee. (1986 to 1994; 2002 to 2003).

Undergraduate Committee. (1995 to 1999).

Industrial and Organizational Psychology Search Committee  
(1986 - 1987; 1988 - 1989; 1995-1996; 1998-1999; 2004-2005)

Department Committee on Rewarding Service (1994).

Department of Psychology Merit Review Committee (1987; 1996)

Department of Psychology Visibility Committee (1988)

### **B.2. College of Behavioral and Social Sciences**

Teacher Evaluation Survey Project. Head of project (1987 - Present)

BSOS Promotion and Tenure Committee (2005 - 2006)

BSOS Teaching Committee (1998 to 2001, 2002 to 2005)

BSOS Subcommittee on Teaching Evaluation (1998 to 2001). Co-Chair

Senior Scholarship Selection Committee (1989; 1990; 1991)

Excellence in Teaching Award Committee (1991).

### B.3. Campus/University Service

Member of Senate Task Force on Course Evaluation (2003 to 2005, 2006).

Member of University's Equity Review Committee (1994).

Member of University's Student Employment Committee (1994).

Member of Dean Mohrman's committee on university wide evaluation of teaching  
(Spring 1992 to Spring 1993)

Member of subcommittee on Course and Program Evaluation (1989-1990).

Member of Teaching Evaluation Committee (1992 to 1994).

### **C. Affiliations:**

Member, American Psychological Association (1980 - Present)

Member, Association for Psychological Sciences (1987 – Present).

Member, Society for Industrial/Organizational Psychology (Division 14 of APA) (1987 - Present)

Member, Society of Organizational Behavior (1999 - Present).

Member, Evaluation, Measurement, and Statistics (Division 5 of APA) (1988 - Present)

Member, Academy of Management (1983 - Present)

Founding Member, The GLOBE Foundation (2000 – Present)

Vice-President, The GLOBE Foundation (2000-2010).