

ROBERT G. LORD

Master Vita

November 1, 2007

Office: Department of Psychology
The University of Akron
Akron, Ohio 44325-4301
(330) 972-7018
FAX: (330) 972-5174

Current Rank: Distinguished Professor of Industrial/Organizational Psychology

Date of First Appointment: September 15, 1974, The University of Akron

A. Education

Ph.D., Psychology, Carnegie-Mellon University, 1975

Dissertation: Group Performance as a Function of Leadership Behavior and Task Structure

M.S., Psychology, Carnegie-Mellon University, 1972

B.A., Economics, University of Michigan, 1968

B. Professional Employment

Distinguished Professor, The University of Akron, 2004 - present

Chair, Psychology Department, The University of Akron, 1995-2000

Professor, The University of Akron, 1984-2004

Associate Professor, The University of Akron, 1979 - 1984

Assistant Professor, The University of Akron, 1974 - 1979

Research Assistant, Carnegie-Mellon University, 1968-69, 1971-1974

U. S. Army 1969-1970

C. Teaching

375:780 Seminar in LISREL and Causal Analysis
375:780 Seminar in Person Perception
375:761 Seminar in Information Processing and Self-Regulation
375:753 Organizational Psychology
375:761 Training and Development
375:759 Organizational Motivation
375:757 Organizational Motivation and Leadership
375:764 Seminar in I/O Psychology: Leadership
375:602 Social Psychology
375:507 Tests and Measurements
375:480 Seminar in Motivation and Emotions
375:407 Tests and Measurements
375:445 Group Behavior
375:425 Organizational Psychology

375:350 Research Design and Analysis
375:160 Introductory Industrial/Organizational Psychology
Introductory Psychology - Carnegie-Mellon University
Social Psychology - Carnegie-Mellon University

Supervision of Theses and Dissertations

Major Advisor: 19 Theses, 36 Dissertations, 20 Thesis Waivers
Committee Member: 23 Theses, 39 Dissertations

Supervision of Undergraduate Honors and Graduate Practicum

Supervisor: 14 Honors Theses

D. Publications

Books

Lord, R. G., & Brown, D. J. (2004). *Leadership processes and follower self-identity*. Mahwah, N. J. Lawrence Erlbaum Associates.

Lord, R. G., Klimoski, R. & Kanfer, R. (Eds.). (2002). *Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior*. San Francisco, CA.: Jossey-Bass.

Lord, R. G., & Maher, K. J. (1991/1993). *Executive Leadership and Information Processing: Linking Perceptions and Organizational Performance*. New York: Routledge, Chapman & Hall.

Refereed Publications & Chapters

Allen, P., Kaut, K., & Lord, R. (in press). Emotion and episodic memory. In E. Dere, A. Easton, and J. Huston (Eds.), *Handbook of behavioral neuroscience: Episodic memory research*. Elsevier Science.

Hannah, S. T., Woolfolk, R. L., & Lord, R. G. (in press). Leader self-structure: A framework for positive leadership. *Journal of Organizational Behavior*.

Diefendorff, J. M., & Lord, R. G. (In press). Goal striving and self-regulation processes. In R. Kanfer et al. (Eds.). *Work motivation: Past, Present, and Future* San Francisco: Jossey-Bass.

Kohari, N. E. & Lord, R. G. (In press). Consequences of interactional (in)justice: A closer look at leader behavior and follower perceptions. In D. De Cremer (Ed.), *Advances in the psychology of justice and affect*. Information Age Publishing.

Lord, R. G. (In press). Follower cognitive structures and affective structures and leadership processes. In R. E. Riggio, I. Chaleff, & J. Lipman-Blumen (Eds.). *Rethinking Followership*. San Francisco: Jossey-Bass..

- Ritter, B. A., & Lord, R. G. (in press). The impact of previous leaders on the evaluation of new leaders: An alternative to prototype matching. *Journal of Applied Psychology*.
- Lord, R. G. (2008). Beyond transformational and transactional leadership: Can leaders still lead when they don't know what to do? In M. Uhl-Bien, & R. Marion (Eds.) *Complexity and leadership volume I: Conceptual foundations*. (pp. 155-184). Charlotte, NC: Information Age Publishing.
- Naidoo, L. J., & Lord, R. G. (2008). Speech imagery and perceptions of charisma: The mediating role of positive affect. *Leadership Quarterly*.
- Hogue, M., & Lord, R. (2007). A complex explanation gender bias in leadership emergence. *Leadership Quarterly*, 18, 370-390.
- Medvedeff, M. E., & Lord, R. G. (2007). Implicit leadership theories as dynamic processing structures. In B. Shamir, R. Pallai, M. C. Bligh, & M. Uhl-Bien (Eds.). *Follower-centered perspectives on leadership: A tribute to the memory of James R. Meindl*. (pp.19-50). Greenwich, CT: Information Age Publishing, Inc.
- Moon, S. M., & Lord, R. G. (2006). Individual differences in automatic and controlled regulation of emotion and task performance. *Human Performance*, 19, 327-356.
- Johnson, R. E., Chang, C-H. D., & Lord, R. G. (2006). Moving from cognition to behavior: What the research says. *Psychological Bulletin*, 132, 381-415.
- Johnson, R.E., Selenta, C., & Lord, R. G. (2006). When organizational justice and the self-concept meet. *Organizational Behavior and Human Decision Processes*, 99, 175-201.
- Ritter, B. A., Fischbein, R., L. & Lord, R. G. (2005). Injustice expectations as a function of manager and subordinate race. *Human Relations*, 58, 1001-1-21.
- Lord, R. G., Hall, R. J. (2005). Identity, Deep Structure and the Development of Leadership Skills. *Leadership Quarterly*, 16, 591-615.
- Allen, P. A., Kaut, K. P., Lord, R. G., Hall, R. J., Bowie, T., & Grabbe, J. W. (2005). An emotional mediation theory of differential age effects in episodic and semantic memory. *Experimental Aging Research*, 31, 355-391.
- Johnson, R. E., & Lord, R. G. (2004). Leadership Categorization Theory. In J. M. Burns, K. Cho, G. R. Goethals, & G. J. Sorenson (Eds.), *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage.
- Norris-Watts, C., & Lord, R. G. (2004). Attribution Theory and Leadership Processes. In J. M. Burns, K. Cho, G. R. Goethals, & G. J. Sorenson (Eds.), *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage..

- Ritter, B. & Lord, R. G. (2004). Mental representations in leadership: Schemas, scripts, and mental models. In J. M. Burns, K. Cho, G. R. Goethals, & G. J. Sorenson (Eds.), *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage.
- Fischbein, R. & Lord, R. G. (2004). Implicit leadership theories. In J. M. Burns, K. Cho, G. R. Goethals, & G. J. Sorenson (Eds.), *Encyclopedia of Leadership*. Thousand Oaks, CA: Sage.
- Diefendorff, J. M., & Lord, R. G. (2003). The volitional and strategic effects of planning on task performance and goal commitment. *Human Performance*, 16, 365-387.
- Lord, R. G., Hanges, P. J., & Godfrey, E. G. (2003). Integrating neural networks into decision-making and motivational theory: Rethinking VIE theory. *Canadian Psychology*, 44, 21-38.
- Lord, R. G., & Hall, R. J. (2003). Identity, leadership categorization, and leadership schema. In D. van Knippenberg & M. A. Hogg (eds.) (Pp. 48-64). *Leadership and Power: Identity Processes in Groups and Organizations*. Newbury Park, CA.:Sage.
- Lord, R. G., & Kanfer, R. (2002). Emotions and organizational behavior. In R. Lord, R. Klimoski & R. Kanfer (Eds.).(pp. 5-19). *Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior* Jossey-Bass, SIOP Frontiers Series Book,
- Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behavior and job performance. *Journal of Organizational Behavior*, 23, 93-108.
- 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/Organizational psychology*. (pp. 431-455) Oxford, UK: Blackwell.
- Lord, R. G., & Harvey, J. L. (2002). An information processing framework for emotional regulation. In R. Lord, R. Klimoski & R. Kanfer (Eds.).(pp.115-146). *Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior*. Jossey-Bass, SIOP Frontiers Series Book.
- Lord, R. G., Brown, D. J., Harvey, J. L., & Hall, R. J. (2001). Contextual constraints on prototype generation and their multi-level consequences for leadership perceptions. *Leadership Quarterly*, 12, 311-338.
- Lord, R. G. (2001). Collective construction of a theory of executive leadership. In S. J. Zaccaro & R. J. Klimoski (Eds.), *The nature of organizational leadership: Understanding the performance imperatives confronting today's leaders*. (413-436). San Francisco: Jossey-Bass. SIOP Frontiers Series Book.

- Lord, R. G. & Brown, D. J. (2001). Leadership, values and subordinate self-concepts. *Leadership Quarterly*, 12, 1-21.
- Lord, R. G., & Emrich, C. G. (2001). Thinking outside the box by looking inside the box: Extending the cognitive revolution in leadership research. *Leadership Quarterly*, 11, 551-579.
- Lord, R. G., Brown, D. J., & Harvey, J. L. (2001). System constraints on leadership perceptions, behavior and influence: An example of connectionist level processes. In M. A. Hogg & R. S. Tindale (Eds.). *Blackwell Handbook of Social Psychology: Group Processes*, (pp. 283-310). Oxford, UK: Blackwell Publishers.
- Brown, D. J. & Lord, R. G. (2001). Leadership and perceiver cognitions: Moving beyond first order constructs. In M. London (Ed.), *How people evaluate others in organizations: Person perception and interpersonal judgment in I/O psychology*. (pp.181-202). Mahwah, NJ: Lawrence Earlbaum.
- Lord, R. G. (2000). Leadership. In A. E. Kazdin (Ed.) *Encyclopedia of Psychology*. Vol. 3, (pp. 775-786). Washington, D.C.: American Psychological Association.
- Diefendorff, J. M., Hall, R. J., Lord, R. G. & Streat, M. L. (2000). Action-state orientation: Construct validity of a revised measure and its relationship to work-related variables. *Journal of Applied Psychology*, 85, 250-263.
- Dickson, M. W., Hanges, P. J. & Lord, R. G. (2000). In W. Mobley (Ed.), *Advances in Global Leadership*, 2, 2-22, Stamford, CT: JAI Press.
- 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.
- Brown, D. J. & Lord, R. G. (1999). The utility of experimental research in the study of transformational/charismatic leadership. *Leadership Quarterly*, 10(4), 531-539.
- Lord, R. G. , Brown, D. J., & Freiberg, S. J. (1999). Understanding the dynamics of leadership: The role of follower self-concepts in the leader/follower relationship. *Organizational Behavior and Human Decision Processes*, 78, 167-203.
- Lord, R. G., & Smith, W. G. (1999). Leadership and the changing nature of work performance. In D. R. Ilgin & E. D. Pulakos (Eds.) *The Changing Nature of Work: Implications for*

- Staffing, Personnel Actions, and Development*. (192-239). Santa Barbara, CA: New Lexington Press. FRONTIERS SERIES.
- Hall, R. J., & Lord, R. G. (1998). Multi-level information-processing explanations of followers' leadership perception. *Monographs in Organizational Behavior and Industrial Relations*, 24, (B), 159-184. (Re-publication of Hall & Lord, 1995).
- Diefendorff, J. M., Lord, R. G., Hepburn, E. T., Quickle, J. S., Hall, R. J., & Sanders, R. E. (1998). Perceived self-regulation and individual differences in selected attention. *Journal of Experimental Psychology: Applied*, 4, 228-247.
- Hall, R. J., & Lord, R. G. (1998). Response to commentaries: The role of within-individual cognitive structures in determining higher-level effects. *Monographs in Organizational Behavior and Industrial Relations*, 24, (B), 205-214.
- Hall, R. J., & Lord, R. G. (1998). Measures and assessments for the information processing approach. *Monographs in Organizational Behavioral and Industrial Behavior*, 24, (B), 185-190.
- Engle, E., & Lord, R. G. (1997). Implicit theories, self-schema, and leader-member exchange. *Academy of Management Journal*, 40, 988-1010.
- Lord, R. G., & Engle, E. (1996). Leadership, teams and culture change: Changing processing structures and processing dynamics. In M. Beyerlein (Ed.). *Advances in interdisciplinary studies of work teams*, Vol. 3, (pp. 211-237). Greenwich, CT: JAI Press.
- Lord, R.G. (1995). Self-regulation. In N. Nicholson (Ed.) *Encyclopedic Dictionary of Organizational Behavior* (pp. 513-514). Cambridge, MA: Blackwell.
- Lord, R.G. (1995). Intelligence, testing. In N. Nicholson (Ed.) *Encyclopedic Dictionary of Organizational Behavior* (pp. 244-245). Cambridge, MA: Blackwell.
- Lord, R.G. (1995). Cognitive Processing. In N. Nicholson (Ed.) *Encyclopedic Dictionary of Organizational Behavior* (pp. 66-68). Cambridge, MA: Blackwell.
- Hall, R. J., & Lord, R. G. (1995). Multi-level information - processing explanations of followers' leadership perception. *Leadership Quarterly*, 6, 265-287.
- Lord, R. G., (1995). An alternative perspective on attributional processes. In M. J. Martinko (Ed.) *Attribution theory: An Organizational Perspective*. (pp.338-350). Delray Beach, FL: St. Lucie Press.
- Farrell, J., Lord, R. G., Alexander, R. A., & Gradwohl, W. C. (1994). The measurement of performance valence: An examination of construct related evidence. *Organizational Behavior and Human Decision Processes*, 60, 157-178.

- Levy, P. E., & Lord, R. G. (1994). Moving from cognition to action: A Rejoinder. *Applied Psychology: An International Review*, 43, 391-398.
- Lord, R. G., & Levy, P. E. (1994). Control theory: Moving from cognition to action. *Applied Psychology: An International Review*, (FEATURE ARTICLE), 43, 335-367, won BEST ARTICLE AWARD FOR 1994.
- Lord, R. G., & Hall, R. J. (1992). Contemporary views of leadership and individual differences. *Leadership Quarterly*, 3, 137-157.
- Levy, P. A., & Lord, R. G. (1992). Self-regulation: Bridging the gap between cognitive and motivational theories. *Applied Psychology: An International Review*, 41, 139-144.
- Day, D. V., & Lord, R. G. (1992). Expertise and problem categorization: The role of expert processing in organizational sense-making. *Journal of Management Studies*, 29, 35-47.
- Racicot, B., Day, D. V., & Lord, R. G. (1991). Type A behavior pattern and goal setting under different conditions of choice. *Motivation and Emotion*, 15, 67-79.
- Barrick, M. R., Day, D. V., Lord, R. G., & Alexander, R. A. (1991). Assessing the utility of executive leadership. *Leadership Quarterly*, 2, 9-22.
- Kernan, M. C., & Lord, R. G. (1991). An application of control theory to understanding the relationship between performance and satisfaction. *Human Performance*, 4, 173-186.
- Maurer, T. J., & Lord, R. G. (1991). An exploration of cognitive demands in group interaction as a moderator of information processing variables in perception of leadership. *Journal of Applied Social Psychology*, 21, 821-840.
- Lord, R. G., & Maher, K. M. (1991). Cognitive theory in industrial and organizational psychology. In M. Dunnette & L. Hough (Eds.). *Handbook of Industrial Organizational Psychology (2nd Ed.) Vol 2*, (pp.1-62). Palo Alto, CA: Consulting Psychological Press.
- Kernan, M. C., & Lord, R. G. (1990). The effects of valence, expectancies, and goal-performance discrepancies in single and multiple goal environments. *Journal of Applied Psychology*, 75, 194-203.
- Lord, R. G., & Maher, K. J. (1990). Alternative information processing models and their implication for theory, research, and practice. *Academy of Management Review*, 15, 9-28.
- Lord, R. G., & Maher, K. J. (1990). Perceptions of leadership and their implications in organizations. In J. Carroll (Ed.) *Applied Social Psychology and Organizational Settings*, (pp. 129-154). Hillsdale, NJ: Earlbaum
- Lord, R. G., & Kernan, M. C. (1989). Application of control theory to work settings. In W. A. Hershberger (Ed.) *Volitional Action*, (pp. 493-514). North-Holland.

- Hauenstein, N. M. A., & Lord, R. G. (1989). The effects of final offer arbitration on the performance of major league baseball players: A test of equity theory. *Human Performance*, 2, 147-166.
- Lord, R. G., & Maher, K. J. (1989). Cognitive processes in Industrial and organizational psychology. In C. L. Cooper and I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*, Vol. 4, (pp.49-91). Manchester, UK: Wiley.
- Kernan, M. C., & Lord, R. G. (1989). The effects of goals and specific feedback on escalation processes. *Journal of Applied Social Psychology*, 19, 1125-1143.
- Hrop, S. R., Lord, R. G., & Kahney, L. (1988). The Effects of Cognitive Schemes and Temporal Placement of Negative Information on Selection Interview Judgments. *Proceedings of Midwest Academy of Management*, 81-88.
- Day, D. V., & Lord, R. G. (1988). Leadership and organizational performance: A critical review of current data and theory. *Journal of Management*, 14, 111-122.
- Fraser, S. L., & Lord, R. G. (1988). Stimulus prototypicality and general leadership impressions: Their role in leadership and behavioral ratings. *Journal of Psychology*, 122, 291-303.
- Hauenstein, N. M. A., & Lord, R. G. (1988). A Bayesian approach to leadership perceptions: Numbers are no substitute for experience. In Cardy, R., Newman, J., and Puffer, S. M. (Eds.), *Advances in Information Processing in Organizations*, Vol. 3, 169-182. Greenwich, Ct: JAI Press,
- Kernan, M. C., & Lord, R. G. (1988). The effects of participative versus assigned goals and feedback in a multi-trial task. *Motivation and Emotion*, 12, 75-86.
- Lord, R. G., & Kernan, M. C. (1987). Scripts as determinants of purposeful behavior in organizations. *Academy of Management Review*, 12, 265-277.
- Lord, R. G., & Hanges, P. J. (1987). A control systems model of organizational motivation: Theoretical development and applied implications. *Behavioral Science*, 32, 161-178.
- Cronshaw, S. F., & Lord, R. G. (1987). Effects of leader prototypicality, consensus information, and encoding processes on leadership perceptions. *Journal of Applied Psychology*, 72, 97-106.
- Foti, R. J., & Lord, R. G. (1987). Prototypes and scripts: The effects of alternative methods of processing information. *Organizational Behavior and Human Decision Processes*, 39, 318-341.
- Lord, R. G., De Vader, C. L., & Alliger, G. M. (1986). A meta-analysis of the relation between personality traits and leadership perceptions: An application of validity generalization procedures. *Journal of Applied Psychology*, 71, 402-410.

- Lord, R. G., & Foti, R. J. (1986). Schema theories, information processing and organizational behavior. In H. P. Sims, Jr. & D. A. Gioia (Eds.), *The thinking organization: Dynamics of organizational social cognitions* (pp. 20-48). San Francisco: Jossey-Bass.
- Phillips, J. S., & Lord, R. G. (1986). Notes on the practical and theoretical consequences of implicit leadership theories for the future of leadership measurement. *Journal of Management*, *12*, 31-41.
- De Vader, C. L., Bateson, A. G., & Lord, R. G. (1986). Attribution theory: A meta-analysis of attributional hypotheses. In E. Locke (Ed.), *Generalizing from laboratory to field settings* (pp. 63-82). Boston: Heath Lexington,
- Lord, R. G., & Alliger, G. (1985). A comparison of four information processing models of social perception. *Human Relations*, *38*, 47-65.
- Lord, R. G., & Hanges, P. J. (1985). A control systems model of motivation: Theoretical Development and Applied Implications. *Proceeding of 16th Annual American Institute of Decision Sciences Convention*, 132-134.
- Lord, R. G. (1985). An information processing approach to social perceptions, leadership perceptions and behavioral measurement on organizational settings. In B. M. Staw & L. Cummings (Eds.), *Research in Organizational Behavior*, (pp. 87-128). Greenwich, CT: JAI Press.
- Lord, R. G. (1985). Accuracy in behavioral measurement: An alternative definition based on raters' cognitive schema and Signal Detection Theory. *Journal of Applied Psychology*, *70*, 66-71.
- Lord, R. G., Foti, R. J., & De Vader, C. (1984). A test of leadership categorization theory: Internal structure, information processing, and leadership perceptions. *Organizational Behavior and Human Performance*, *34*, 343-378.
- Nathan, B. R., & Lord, R. G. (1983). Cognitive categorization and dimensional schemata: A process approach to the study of halo in performance ratings. *Journal of Applied Psychology*, *68*, 102-114.
- Lord, R. G., & Smith, J. E. (1983). Theoretical, information processing, and situational factors affecting attribution theory models of organizational behavior. *Academy of Management Review*, *8*, 50-60.
- Phillips, J. S., & Lord, R. G. (1982). Schematic information processing and perceptions of leadership in problem solving groups. *Journal of Applied Psychology*, *67*, 486-492.
- Foti, R. J., Fraser, S. L., & Lord, R. G. (1982). The effects of leadership labels and prototypes on perceptions of political leaders. *Journal of Applied Psychology*, *67*, 326-333.
- Campion, M. A., & Lord, R. G. (1982). A control systems conceptualization of the goal-setting and changing process. *Organizational Behavior and Human Performance*, *30*, 265-287.

- Foti, R. J., Lord, R. G., & Phillips, J. S. (1982). Properly categorizing the commentary: A rejoinder to Bass and Morley. In J. G. Hunt, U. Sekaran, & C. Schriesheim (Eds.), *Leadership: Beyond establishment views* (159-160). Carbondale, IL: Southern Illinois University Press.
- Lord, R. G., Foti, R. J., & Phillips, J. S. (1982). A theory of leadership categorization. In J. G. Hunt, U. Sekaran, & C. Schriesheim (Eds.), *Leadership: Beyond establishment views* (pp. 104-121). Carbondale, IL: Southern Illinois University Press.
- Campion, M. A., Lord, R. G., & Pursell, E. D. (1981). Individual and organizational correlates of promotion refusal. *Journal of Vocational Behavior*, *19*, 42-49.
- Phillips, J. S., & Lord R. G. (1981). Causal attributions and perceptions of leadership. *Organizational Behavior and Human Performance*, *28*, 143-163.
- Rush, M. C., Phillips, J. S., & Lord, R. G. (1981). The effects of a temporal delay in rating on leader behavior descriptions: A laboratory investigation. *Journal of Applied Psychology*, *66*, 442-450.
- Binning, J. F., & Lord, R. G. (1980). Boundary conditions for performance cue effects on group process ratings: Familiarity versus type of feedback. *Organizational Behavior and Human Performance*, *26*, 115-130.
- Lord, R. G., Phillips, J. S., & Rush, M. C. (1980). Effects of sex and personality on perceptions of emergent leadership, influence and social power. *Journal of Applied Psychology*, *65*, 167-173.
- Phillips, J. S., & Lord, R. G. (1980). Determinants of intrinsic motivation: Locus of control and competence information as components of Deci's cognitive evaluation theory. *Journal of Applied Psychology*, *65*, 202-209.
- Lord, R. G., & Rowzee, M. (1979). Task interdependence, temporal phase, and cognitive heterogeneity as determinants of leadership behavior and behavior-performance relations. *Organizational Behavior and Human Performance*, *23*, 182-200.
- Lord, R. G., & Hohenfeld, J. A. (1979). A longitudinal field assessment of equity effects on the performance of major league baseball players. *Journal of Applied Psychology*, *64*, 19-26.
- Lord, R. G. (1979) Leadership valance: A transactional measure of the leadership emergence process? In J. G. Hunt & L. L. Larson (Eds.), *Crosscurrents in Leadership*. Carbondale, IL: Southern Illinois University Press.
- Lord, R. G., Binning, J. F., Rush, M. C., & Thomas, J. D. (1978). Effects of performance cues and actual behavior on questionnaire ratings of leadership behavior. *Organizational Behavior and Human Performance*, *21*, 27-39.
- Lord, R. G. (1977). Functional leadership behavior: Measurement and relation to social power and leadership perceptions. *Administrative Science Quarterly*, *22*, 114-133.

Lord, R. G., & Rush, M. C. (1977). Systematic error in behavioral ratings: An important problem for measurement theory. *Midwest Aids Proceedings*, 137-139.

Binning, J. F., & Lord, R. G. (1977). Leader behavior and performance relationships: An artifact of measurement procedures. *Midwest Aids Proceedings*, 295-297.

Rush, M. C., Thomas, J. C., & Lord, R. G. (1977). Implicit leadership theory: A potential threat to the internal validity of leader behavior questionnaires. *Organizational Behavior and Human Performance*, 20, 93-110.

Lord, R. G. (1976). Group performance as a function of leadership behavior and task structure: Toward an explanatory theory. *Organizational Behavior and Human Performance*, 17, 76-96.

Lord, R. G. (1976). Functional leadership behavior and person perception: Basic elements in decision making. *Midwest Aids Proceedings*, 482-485.

Technical Reports

Lord, R. G., Jones, A., Dickinson, T. L., Ledvinka, I., & Balloun, J. (1987). Research finding in industrial/organizational psychology. *The Industrial/Organizational Psychologist*, 24, 61-67.

Lord, R. G. (1972). *Decision making model for utilization of medical facilities: Development, application, implications*. Report to the Office of the Secretary, U. S. Department of Health, Education, and Welfare.

Lord, R. G. (1979). *An examination of leader behavior coding techniques*. Report to National Institute of Mental Health.

E. Honors and Awards

1994	Best Article Award: Lord, R. G., Levy, P. E. (1994). Control Theory: Moving from cognition to action. <i>Applied Psychology: An International Review</i> , 43, 335-367.
1971-74	Carnegie-Mellon University: NIMH Traineeship
1968-69	Carnegie-Mellon University: NSF Traineeship
1968	University of Michigan, General University Scholarship
1964-68	University of Michigan, Regents Scholarship

F. Presentations

Paper Presentations

- Johnson, R. E., & Lord, R. G. (April, 2007). *The implicit effects of (un)fairness on self-concept: Unconscious shifts in identity levels.* Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology. (New York, NY).
- Lord, R. G. (April, 2007). *Integrative theories of motivation.* Paper presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology. (New York, NY).
- Lord, R. G., Hall, R. J., & Halpin, S. M. (February, 2007). *Identity and leadership development.* Paper presented at the 17th Annual Kravis-De Roulet Leadership Conference (Claremont, CA).
- Naidoo, L. J., Walters, N. E., Lord, R. G., & DuBois, D. (May, 2006). *Seeing is retrieving: Using visualization to recover emotional content in leadership ratings.* Paper presented at the Annual Convention of the American Psychological Society (New York, NY).
- Fischbein, R. & Lord, R.G. (May, 2006). *The influence of crisis on ratings of the leader prototype.* Paper presented ant the Annual Convention of the Society for Industrial and Organizational Psychology (Dallas, TX).
- Hall, R. J., Lord, R. G., Swee, H. Y, Ritter, B. A., & DuBois, D. A. (May, 2006). *Latent growth curve modeling of the development of leadership performance.* Paper presented at the Annual Convention of the Society for Industrial and Organizational Psychology (Dallas, TX).
- Medvedeff, M. E. & Lord, R. G. (May, 2006). *Regulatory focus fit: Influence on Leader-Member Exchange.* Paper presented ant the Annual Convention of the Society for Industrial and Organizational Psychology (Dallas, TX).
- Lord, R. G. (November, 2005). *Biasing factors and the emergence of motivational structures: Propositions regarding leadership and complexity.* Paper presented at the Leadership and Complexity Conference (George Mason University, VA).
- Lord, R. G. (October, 2005). *Leadership and embodied cognitions: A follower-centered perspective.* Paper presented at the annual meeting of the Society of Organizational Behavior (Minneapolis, MN).
- Sterns, A., & Lord, R. G. (August, 2005). *Schema change: Does aging affect how we decide?: Testing a life-span model of performance appraisal decision making.* Paper presented at the 113th convention of the American Psychological Association (Washington, D. C.).
- Lord, R. G., Hall, R. J., Naidoo, L. J., Selenta, C., Medvedeff, M. E., & Dubois, D. A. (July, 2005). *Value structures, identity and affectivity: Interrelationships and implications for organizations.* Paper presented at Affect and Emotions in Organizational Behavior, Small Group Meeting (Rotterdam, NE).

- Moon, S. M., & Lord, R. G. (May, 2005). *Individual differences in automatic and controlled regulation of emotion and task performance*. Paper presented at the conference, "The Role of Emotions in Organizational Live: An Interdisciplinary Approach (Toronto, Canada).
- Johnson, R. E., & Lord, R. G. (April, 2005). *Moving beyond discrepancies: The importance of progress rate*. Paper presented at the Annual Convention of the Society for Industrial and Organizational Psychology (Los Angeles, CA).
- Ritter, B. A., & Lord, R.G. (April, 2005). *Leadership transference: The generalization of leader characteristics and associated attributions*. Paper presented at the Annual Convention of the Society for Industrial and Organizational Psychology (Los Angeles, CA).
- Naidoo, L. J., Walters, N., & Lord, R. G. (April, 2005). *Seeing is retrieving: Recovering emotional content in leadership processes*. Paper presented at the Annual Convention of the Society for Industrial and Organizational Psychology (Los Angeles, CA).
- Ramakrishnan, M., Grefe, B.A., & Lord, R.G.(April, 2005). *The impact of goal conflict strategies on performance and stress*. Paper presented at the Annual Convention of the Society for Industrial and Organizational Psychology (Los Angeles, CA).
- Lord, R. G., Hall, R. J., Naidoo, L. J., Selenta, C., & Dubois, D. A. (August, 2004). *Do identity levels and positive/negative affect dimensions underlie Schwartz's value structure?* Paper presented at the Annual Convention of the American Psychological Association (Honolulu, Hawaii).
- Naidoo, L. J. & Lord, R. G. (June, 2004). *Leadership during affective events*. Paper presented at the first Gallup Leadership Institute conference (Omaha, NB).
- Lord, R. G. (May, 2004). *Self-regulation at work: An opportunity to integrate basic psychological science and applied motivation*. Invited address. American Psychological Society convention (Chicago).
- Naidoo, L. J. & Lord, R. G. (April, 2004). *Emotions and perceptions of leadership: Cognitive and emotional effects on dynamic ratings of charisma*. Paper present at the Conference of the Society of Industrial and Organizational Psychology (Chicago).
- Kass, D., Lord, R. G., & Pesta, B. J. (August, 2003). *A trichotomous model of motivation: Beyond approach and avoidance*. Paper presented at annual Academy of Management Meeting
- Lord, R. G., Hall, R. J., Ritter, B. A., & DuBois, D. A. (June, 2003). *Deep structure and the development of leadership skill: A latent growth curve modeling investigation*. Paper presented at the "New Directions in Leadership Research" European Association of Experimental Social Psychology Small Group Meeting (Amsterdam, Netherlands).
- Moon, M. & Lord, R. G. (June, 2003). *An information processing approach testing the relationship between emotional regulation and performance*. Annual convention of the American Psychological Society. Atlanta, GA.

- Ritter, B. A., Fischbein, R., & Lord, R. G. (April, 2003). *Injustice expectations as a function of manager and subordinate race*. Paper presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Norris-Watts, C. & Lord, R. G. (April, 2003). *Women and leadership: A motivational explanation of stereotype threat*. Paper presented at the 18th annual conference for the Society of Industrial and Organizational Psychology, Orlando, FL.
- Selenta, C., Illingworth, A. J., & Lord, R. G. (April, 2003). *Regulatory focus and performance feedback within a goal hierarchy*. Paper presented at the 18th annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Lord, R. G. (October, 2002). *Affect, leadership and applied psychology*. Paper presented at the Society for Organizational Behavior annual meeting, Atlanta, G. A.
- Lord, R. G., Hanges, P. J., & Godfrey, E. G. (May, 2002). *Neural networks and motivation: A reconceptualization of VIE theory*. SIOP
- Allen, P. A., Kaut, K. P., Lord, R. G., Hall, R. J., Bowie, T. & Grabbe, J. (April, 2002). *Emotional mediation or modulation of age differences in episodic memory?* Paper presented at the Cognitive Aging Conference, Atlanta, GA.
- Lord, R. G., Hanges, P. J., & Godfrey, E. G. (October, 2001). *Rethinking VIE theory: Integrating neural networks into a classic motivational theory*. Paper presented at the Society for Organizational Behavior Annual meeting, College Park, MD.
- Kass, D. S., Kramen, A. J., & Lord, R. G. (June, 2001). *Changing sexist attitudes toward women through exposure to counter-stereotypic examples*. Paper presented at the 13th Annual conference of the American Psychological Society, Toronto, CANADA.
- Bredeson, D. W., Nigro, R. F., & Lord, R. G. (April, 2001). *Defining and demonstrating person-organization fit with connectionist explanatory coherence*. Paper presented at the 16th Annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Lord, R. G., & Emrich, C. G. (April, 2001). *The cognitive frontier: Future directions in cognitive leadership research*. Paper presented at the 16th Annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Lord, R. G., Hendler, S. L., Oeth, C. , & Kass, D. (August, 2000). *Leadership in the National Football League: Do leaders make a difference?* Paper presented at the American Psychological Association Convention, Washington, D.C.
- Lord, R. G. (August, 2000). *Follower values, self-concept and leadership*. Paper presented at the Academy of Management Meetings, Toronto, CA.

- Kass, D. & Lord, R. G. (May, 2000). *The role of implicit personality and behavioral flexibility on leadership impressions*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Diefendorff, J. M., Lord, R. G. (May, 2000). *The volitional effects of planning on performance and goal commitment*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Lord, R. G. (May, 2000). *Social cognitions and leadership perceptions*. Paper presented at the 15th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Hendler, S. A. & Lord, R. G. (1999, June). *Leadership in the NFL*. Paper presented at the 11th Annual Conference of the American Psychological Society, Denver, CO.
- Brown, D. J., Diefendorff, J. M., Kamin, A. & Lord, R. G. (1999, May). *Predicting organizational citizenship with the Big Five: The source matters*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Diefendorff, J. M., Brown, D. J., Kamin, A., & Lord, R. G. (1999, May). *The effects of job involvement on organizational citizenship behaviors*. Paper presented at the 14th Annual Conference of the Society for Industrial Organizational Psychology, Atlanta, GA.
- Lord, R. G. & Hall, R. J. (1999, May). *Multi-level consequences of self-concept-based explanations of leadership perceptions*. Paper presented at the 14th Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- .Gironi, A. M., & Lord, R. G. (1998, May). *Nonconscious inhibition of emotions*. Poster session presented at the annual meeting of the American Psychological Society, Washington, D.C.
- Guy, Jennifer, L., & Lord, R. G. (1998, May). *Applying velocity to discrepancy models of job satisfaction*. Poster session presented at the annual meeting of the American Psychological Society, Washington, D. C.
- Brown, D. J., Smith, W., Lord, R. G., Kamin, A., & Diefendorff, J. (1998, May). *Developing the nomological network for a measure of leadership self-schema*. Poster session presented at the annual meeting of the American Psychological Society, Washington, D.C.
- Brown, D., Marchioro, C., Tan, J. A., & Lord, R. G. (1998, April). *Individual difference variables and leadership perceptions: Linear or catastrophic relationship?* Poster paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Hall, R. J., Makiney, J., Marchioro, C., Lord, R. G., & Engle, E. M. (1998, April). *Structural equation modeling approaches to understanding leader-member dyadic relationships*. Poster paper presented at the annual meetings of the Society for Industrial and Organizational Psychology, Dallas, TX.

- Lord, R. G., Brown, D., & Frieberg, S. M. (1997, October) *The self-concept and leadership*. Paper presented at the Society for Organizational Behavior meetings, Eugene, OR.
- Hanges, P. J., Lord, R. G., Day, D. V., Sipe, W. P., Smith, W. G., & Brown, D. J. (1997, April). *Leadership and gender bias: Dynamic measures and nonlinear modeling*. Paper presented at 12th Annual Conference of the Society for Industrial and Organizational Psychology (St. Louis).
- Diefendorff, J. M., Snyder, D. J., & Lord, R. G. (1997, April). *The effects of inhibitory processing on goal directed cognitions*. Paper presented at 12th Annual Conference of the Society for Industrial and Organizational Psychology (St. Louis).
- Dela Rosa, M. R., & Lord, R. G. (1997, April). *Individual differences and control theory: Prediction of discrepancy response patterns*. Paper presented at 12th Annual Conference of the Society for Industrial and Organizational Psychology (St. Louis).
- Hanges, P. J., Dickson, M., & Lord, R. G. (1997, April). *Trends, developments and gaps in cross-cultural research on leadership (1976-1996)*. Paper presented at 12th Annual Conference of the Society for Industrial and Organizational Psychology (St. Louis).
- Gradwohl, W., Lord, R. G., Brown, G., & Engle, E. (1996, October). *Leadership self-schemas and their effects on leader impressions*. Paper presented at the Society for Organizational Behavior, Pittsburgh, PA.
- Strean, M. L., Diefendorff, J. M., Lord, R. G., & Hall, R. J. (1996, August). *Construct validity of the action control scale*. Paper presented at the annual meeting of the Academy of Management, Cincinnati, Ohio.
- Engle, E. M. & Lord, R. G. (1996, August). *Implicit theories, self-schema, and leader-member exchange*. Paper presented at the annual meeting of the Academy of Management, Cincinnati, Ohio.
- Freiberg, S. J. & Lord, R. G. (1996, June). *Understanding the Dynamics of Leadership: The Impact of Self-Concepts on the Leader/Follower Relationship*. Paper presented at the American Psychological Society Convention, San Francisco, CA.
- Lord, R. G. & Diefendorff, J.M. (1996, April) *Control Theory: Post Contributions: Future Promise*, paper presented at the Eleventh Annual Conference of The Society for Industrial and Organizational Psychology, San Diego, CA.
- Lord, R. G., & Engle, E. (1995, June). *Leadership, teams and culture change: Changing processing structures and processing dynamics*. Paper presented at the Third Annual University of North Texas symposium on work teams in Dallas, TX.
- Diefendorff, J. M., Lord, R. G., Quickle, J., Sanders, R. E. & Hepburn, E. T. (May, 1995). *Goal-Related Inhibition: Application of a Negative Priming Paradigm*. Paper presented at the

- Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Hepburn, E. T., Lord, R. G., Diefendorff, J. M., Quickle, J., Hall, R. J., & Sanders, R. E. (May, 1995). *Goal Attainment and Individual Differences in Selective Attention*. Paper presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Lord, R. G. (1994 October). *Goal attainment and individual differences in selective attention*. Paper presented at Society for Organizational Behavior meeting in Toronto, Canada.
- Lord, R. G. (1994 June). *An alternative perspective on attribution theory processes*. Paper presented at the Florida State University symposium on attribution theory in Tallahassee, FL.
- Morris, S. B., Callahan, C. M., & Lord, R. G. (1992, August). *Gender bias in initial perception and subsequent hiring decisions*. Paper presented at the American Psychological Association's convention in Washington, D. C.
- Lewter, J., & Lord, R. G. (1992, August). *Affect and the multifactor leadership questionnaire: A replication and extension*. Paper presented at the Academy of Management Convention in Las Vegas, NV.
- Lord, R. G. (1992, August). *Science as a social activity*. Paper presented at the Academy of Management Convention in Las Vegas, NV.
- Spera, S. D., Alexander, R. A., & Lord, R. G. (1992, April). *Do expert negotiators perceive opponents differently from novices?* Paper presented at the Midwest Division of the Academy of Management, Chicago, IL.
- Lord, R. G. (1991, June). *A social cognitive view of leadership as a perceptual process*. Paper presented at the Third Annual Convention of the American Psychological Society, Washington, D. C.
- Baumgardner, T. L., Lord, R. G., & Forti, J. C. (1991, June). *Leadership prototypes: More similar across hierarchical level than across content*. Paper presented at the Third Annual Convention of the American Psychological Society, Washington, D.C.
- Rohrback, M. E., & Lord, R. G. (1991, April). *Control theory, discrepancies and individual differences*. Paper presented at the Sixth Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Rohrback, M., Hall, R. J., & Lord, R. G. (1990). *Revision and confirmatory factor analysis of self-consciousness scale*. Paper presented at Fifth Annual Conference of the Society for Industrial/Organizational Psychology, Miami, FL.

- Maher, K. J., Lord, R. G. & Scheiwe, T. L. (1990). *Alternative memory search models of rating bias and accuracy*. Paper presented at Fifth Annual Conference of the Society for Industrial/Organizational Psychology, Miami, FL.
- Kernan, M. C. & Lord, R. G. (1990) *An application of control theory to understanding the relationship between performance and satisfaction*. Paper presented at the Second Annual Convention of American Psychological Society, Dallas, TX.
- O'Connell, M. S., Lord, R. G., & O'Connell, M. K. (1990). *An empirical comparison of Japanese and American leadership prototypes: Implications for overseas assignment of managers*. Paper presented at Academy of Management Convention, San Francisco, CA.
- Racicot, B. M., Day, D. V., & Lord, R. G. (1989). *Type A behavior pattern and goal setting under different conditions of choice*. Paper presented at First Annual convention of American Psychological Society, Alexandria, VA.
- Lord, R. G. (1989). *Description of control theory*. Paper presented at Fourth Annual Conference of the Society for Industrial/Organizational Psychology, Boston, Mass.
- Forti, J. C., & Lord, R. G. (1989). *Cognitive categorization of workers into function and attribute dimensions*. Paper presented at Fourth Annual Conference of the Society for Industrial/Organizational Psychology, Boston, Mass.
- Fraser, S. L., & Lord, R. G. (1989). *The accuracy of behavior frequency relations: An investigation involving leadership*. Paper presented at Fourth Annual Conference of the Society for Industrial/Organizational Psychology, Boston, Mass.
- Hauenstein, N. M. A. & Lord, R. G. (1989). *Individual differences in the encoding of performance information*. Paper presented at Fourth Annual Conference of the Society for Industrial/Organizational Psychology, Boston, Mass.
- Mauer, T. J., & Lord, R. G. (1988). *Information processing variables in leadership perceptions: Is cognitive demand a moderator?* Paper presented at American Psychological Association Convention, Atlanta, GA.
- Lord, R. G. (1987). *Five alternative information processing approaches and their implications for theory and practice*. Paper presented at Society of Organizational Behavior Meeting, Columbus, Ohio.
- Lord, R. G. & Kernan, M. C. (1987). *Scripts as determinants of purposeful behavior in organizations*. Paper presented at Second Annual Conference of the Society of Industrial/Organizational Psychology, Atlanta, GA.
- Lord, R. G. (1987). *Information processing, social cognitions and industrial organizational psychology*. Paper presented at the Second Annual Convention of the Society of Industrial/Organizational Psychology, Atlanta, GA.

- Hauenstein, N. M. A. & Lord, R. G. (1986). *A Bayesian approach to leadership perceptions: Numbers are no substitute for experience*. Paper presented at SUNYAB conference on Information Processing and Decision Making, Buffalo, NY.
- Lord, R. G. & Carpenter, M. (1986). *Measuring cognitive processes*. Paper presented at Academy of Management, Chicago, IL.
- Day, D. B. & Lord, R. G. (1986). *Leadership and Organizational performance: A critical review of current data and theory*. Paper presented at Academy of Management, Chicago, IL.
- Lord, R. G. (1986). *Two perspectives on leadership*. Paper presented at Doctoral Student Consortium for Division 14, American Psychological Association, Washington, DC.
- McKelvey, J. D. & Lord, R. G. (1986). *The effects of automatic and controlled processing on rating accuracy*. Paper presented at First Annual Conference of the Society of Industrial/Organizational Psychology, Chicago, IL.
- Lord, R. G. & Hanges, P. J. (1985). *A control systems model of organizational motivation. Theoretical development and applied implications*. Paper presented at 16th Midwest AIDS Convention, Akron, OH.
- Lord, R. G. (1984). *Meta-analysis of traits and leadership perceptions*. Paper presented at Society of Organizational Behavior Meeting, Berkeley, CA.
- DeVader, C. L., Bateson, A. G. & Lord, R. G. (1984). *A meta-analysis of attributional effects on performance appraisal, leadership, and motivation*. Paper presented at Academy of Management Convention, Boston, MA.
- Lord, R. G. (1984). *Cognitive processes involved in describing leadership: Potential applications for improving measurement*. Paper presented at American Psychological Association Convention, Toronto, Canada.
- Lord, R. G., Kernan, M. C. & Hanges, P. J. (1983). *An application of control theory to understanding goal commitment and intrinsic motivation*. Paper presented at Academy of Management Association Convention, Dallas, TX.
- Lord, R. G. (1981). *Heuristic social information processing and its implications for behavioral measurement: An example based on leadership categorization*. Paper presented at American Psychological Association Convention, Los Angeles, CA. Available through [Educational Resource Information Center](#).
- Lord, R. G. & Smith, J. E. (1981). *Theoretical, information processing, and situational factors affecting attribution theory models of organizational behavior*. Paper presented at Academy of Management Association Convention, San Diego, CA.

G. Professional Activities

Supported Research

Lord, R. G. & Hall, R. J. (2003). *Latent growth curve modeling of leadership skills development*. Ohio Board of Regents Research Challenge Match (2003-05 Biennium) of Novel Assessment Tools for Empirical Determinants of Direct Leadership. (\$9,100).

Lord, R. G. (2002-3). *Novel assessment tools for empirical determinants of direct leadership* Phase II. Psychological systems & Research, Inc (Army Research Institute (STTR) (\$134,000 to UA, total 2 year grant is \$500,000).

Lord, R. G. (2001). *Novel assessment tools for empirical determinants of direct leadership*. Psychological systems & Research, Inc (Army Research Institute (STTR) (\$35,000 to UA, total Grant from ARI was \$100,000).

Subcontract from Psychological Systems & Research, Inc. Subgrant of ONR 1996 R 3849 \$9,063

An Examination of Leader Behavior Coding Techniques. National Institute of Mental Health, MH 30436-01. \$16,000.

Functional Leadership Behavior and Task Demands as Determinants of Group Performance. The University of Akron Faculty Research Grant, 1979.

A Theory of Leadership Categorization. The University of Akron Faculty Research Grant, 1982.

An Integration of Categorization Priming and the Bayesian Approach to Leadership Perceptions. The University of Akron Faculty Research Grant, 1983.

An Application of Validity Generalization and Categorization Theory to Assessing Trait/Perception and Behavior/Performance Relations in Leadership. The University of Akron Faculty Research Grant, 1984.

Supervisor of NSF Traineeship to Joseph Quickle

1993-94 \$21,200

1994-95 21,200

1995-96 21,200

1996-97 23,000

Grant Reviews

National Science Foundation, 1983, 1995, 1996 (2), 1997 (1), 1999 (1)

Grant Proposals

Allen, P. A., Hall, R. J., Lord, R. G., & Kaut, K. (2003, Jan). Individual differences in emotional cognition and aging .Submitted to the National Institute on Aging. (\$1,837,500)

Lord, R. G. (2002-3). *Novel assessment tools for empirical determinants of direct leadership Phase II*. Psychological systems & Research, Inc (Army Research Institute (STTR) (\$134,000).

Allen, P. A., Hall, R. J., Lord, R. G., & Kaut, K. (2002, June). *Age differences in episodic memory and emotion*. Submitted to the National Institute on Aging. (\$2,858,878)

Lord, R. G. (2001). *Novel assessment tools for empirical determinants of direct leadership*. Psychological systems & Research, Inc (Army Research Institute (STTR) (\$35,000).

Allen, P. A., Hall, R. J., Lord, R. G., & Kaut, K. (2001, Jan). *Age differences in episodic memory and emotion*. Submitted to the National Institute on Aging. (\$2,858,878)

Allen, P. A., Hall, R. J., Murphy, M. D., Sanders, R. E., Lord, R. G., Folk, J. R. & Smith, A. F. (2000). *Age differences in visual word recognition and reading*. Submitted to National Institute on Aging. (\$2,654,688).

Williams, J. R., Levy, P. E., Lord, R. G., & Steelman, L. A. (2000 Feb.) *A test of a leadership development process model*. Submitted to the U. S. Army Research Institute for Behavioral and Social Sciences. The University of Akron portion: \$101,456). Not funded.

Lord, R. G. (1997). *Gender and leadership perceptions: A dynamic approach*. Revised proposal. Submitted to the National Science Foundation. (\$90,530) Finalist. Not funded.

Lord, R. G. (1997 Jan.) *Self-directed learning: Adapting technology to learner needs*. Submitted to Ohio Board of Regents Investment Fund. (\$376,400) Finalist. Not funded.

Lord, R. G. (1996). *Gender and leadership perceptions: A dynamic approach*. Submitted to the National Science Foundation. (\$90,530)

Hanges, P. R., Lord, R. G., & Day, D. D. (1995). *Dynamic assessment of leadership and gender*. Submitted to the National Science Foundation.

Sanders, R., Lord, R. G., & Murphy, M. D. (1995). *Acquisition of Instrumentation for Research on Aging, Attention, and Effective Training*. Submitted to the National Science Foundation.

Lord, R. G. & Sanders, R. (1993, resubmitted 1994). *Cognitive/affective suppression and aging*. Submitted to the National Institute on Aging.

Professional Organizations

Society for Industrial and Organizational Psychology (Fellow APA Division 14)
Committee on Committees, 1983-85
Scientific Affairs Committee, 1985-87
Awards Committee, 1992-93
Chairman, Scientific Affairs Committee, 1987-1988
Frontiers Book Series Review Board (1990-1995)

Academy of Management (Organizational Behavior Division)
Awards Committee, 1992-93
SIOP Scientific Awards Committee, 1984-86, 1991-94
Society for Organizational Behavior, 1981-present
Executive Board Member (1994-1999)
Academy of Management, 1979-present
American Psychological Association, 1976- , Fellow (1988)
Division of Industrial/Organizational, 1977-present
Program committee 1998 convention.
Division of Personality and Social Psychology, 1977-present
International Association of Applied Psychology, 1982-present
American Institute for Decision Sciences, 1976-78

Book Reviews

Lord, R. G. (1992). [Review of R. M. Hogarth's (1990) *Insights in Decision Making.*] *Leadership Quarterly*, 3, 69-72.

Editorship and Editorial Reviewer

Associate Editor : *Journal of Applied Psychology*, 1988-1994
Editorial Board Member: *Organizational Behavior and Human Decision Processes*, 1981-present
Editorial Board Member: *Leadership Quarterly*, 1987-present
Editorial Board Member: *Journal of Applied Social Psychology*, 1991-present
Editorial Board Member: *SIOP Frontiers Book Series - 1996-1998*
Reviewer: *Academy of Management Journal*, 1996, 1997, 2001-2003
Reviewer: *Journal of Experimental Psychology: Applied*, 1996
Reviewer: *Basic and Applied Social Psychology*, 1996
Reviewer: *Organizational Behavior*, 1989, 1990, 1993-1994, 1996, 1997,
Reviewer: *Journal of Applied Psychology*, 1977-1987, 1990, 1994, 1996-2003
Reviewer: *Journal of Applied Social Psychology*, 1985-90
Reviewer: *Personality & Social Psychology Bulletin*, 1990
Reviewer: *Journal of Personality & Social Psychology*, 1990
Reviewer: *Motivation & Emotion*, 1990, 1997
Reviewer: *Psychological Review*, 1987-1988, 1993
Reviewer: *Psychological Bulletin*, 1987-1988
Reviewer: *Academy of Management Review*, 1986-1989, 1997-2003
Reviewer: *Administrative Science Quarterly*, 1989
Reviewer: *Human Performance*, 1996, 2003
Reviewer: *Human Relations*, 1987-1988, 1996
Reviewer: *Journal of Management*, 1985
Reviewer: *Journal of Occupational Psychology*, 1985-1988
Reviewer: *Journal of Personality and Social Psychology*, 1983
Reviewer: *Organizational Behavior and Human Performance*, 1977-80
Reviewer: *Journal of Organizational Behavior*, 1988, 2003
Reviewer: The Dorsey Press, 1985-86
Reviewer: Southern Illinois Leadership Symposium, 1976, 78

Reviewer: Academy of Management Convention 1979-81

Professional Consulting

Institute for Defense Analysis 2006

COR University of Akron, 2005

U.S. Army Research Institute 1994-95; 1997-1998; 2004

Summit County Child Abuse Prevention Program - Executive Board Member - 1985-87,

Summit County Juvenile Court - 1977-78, 1980-81

Ohio Department of Health - 1979

Licensed Psychologist Ohio: 8-28-1976 through 9-30-2000 # 2151

University Committees

Promotion to Distinguished Professor Committee 2000-2003 (Chaired 2000)

Leadership Development Project, 1975-76

Academic Affairs Committee, Buchtel College Council, 1979-81

Representative to Buchtel College Council, 1980-82

Arts and Sciences Promotion to Full-Professor Review Committee 2002

Departmental Committees

Chairman, I/O Committee, 1980-88, 1993-1995

Graduate Faculty Committee, 1985-86, 1987-88, 1990-93, 2000-2002

Bylaws Committee, 1981-85, 1987-88, 1990-91

Colloquia Committee, 1980-81, 1983-84, 1986-87, 1992-94

Budget Committee, 1980-85

Academic Policies Committee, 1977-81

Space Committee, 1976-77, 1981-82, 1984-87

Admissions Committee, 1974-77, 1978-80

Dissertations Directed

- | | |
|--------------------------|---|
| Phillips, James S. 1981 | Leadership as attribution: The relationship of causal ascriptions to perceptions of leadership. |
| Foti, Roseanne J. 1983 | Prototypes and scripts: The effects of alternative methods of processing information on rating accuracy. |
| Cronshaw, Steven F. 1984 | Effects of leader prototypicality, consensus information and encoding processes on leadership perceptions. |
| Fraser, Scott F. 1985 | Effects of behavioral frequency and category availability on leader behavior perceptions: Reaction time, recognition accuracy, and frequency ratings. |

Kernan, Mary C. 1985	The effects of goal valence and feedback specificity on goal commitment and performance in single and multiple goal environments.
Carson, Kenneth 1985	Contingent decision behavior: A test of the motivational effects of goal setting.
Hoy, Sherry L. 1987	The effects of frequent feedback and goal priority: A control theory perspective of multiple goals for a computerized inventory task.
De Vader, Christy 1987	A comparison of three category types and their applicability to applied ratings.
Hauenstein, Neil M.A.1987	A process approach to ratings: The effects of ability and level of processing on encoding, retrieval and rating outcomes.
Day, David V. 1988	Knowledge structures, perceived environmental uncertainty, and strategic orientation: A study of executive leadership.
Hrop, Stephen 1990	The effects of processing strategy, gender schema, and applicant sex on selection interview judgments.
Herbert, Glenn, R. 1990	The cognitive representation of job information and the selection of social comparisons referents for outcome evaluations: A process model based and action identification theory.
Maher, Karen J. 1991	The effects of cognitive load on causal attributions, performance ratings, affect, and leader-member exchange quality.
Hendrick, Hal 1991	The effects of performance progress on task satisfaction and intrinsic motivation: A control theory application.
Rohrback, Michelle R. 1993	Path analytic extension of control theory using individual differences.
Baumgardner, Terry L. 1993	Gender differences in objective career success: An investigation of the mediating role of upward influence behavior, personal success criteria, and early career mobility patterns.
Hayward-Lewter, Jerilyn 1993	The role of transformational leadership self-schemas, affect categorization in leader behavioral ratings.
Morris, Scott B. 1994	Activation and suppression of sex stereotype traits in a simulated hiring decision.
Rogers, Pamela 1995	The effects of individual differences and justification pressures on escalation of commitment.

- Oeth, Carol 1996 Leadership in the National Football League.
- Engle, Elaine 1996 Implicit theories, Self-Schema and Leader-Member Exchange
- Gironi, Annette M. 1996 Self-regulation of effect: Application of the negative priming paradigm.
- Smith, Wendy G. 1997 Implicit gender and leader cognitive categorization: A test of the catastrophe model.
- Hendler, Suzanne L. 1998 An examination of the relationship between leader personality and organizational functioning for middle-level and executive-level leaders.
- Diefendorff, James M. 1999 The effects of planning on goal commitment and task performance: More than just strategy improvement.
- Strean, Mona L. 1999 Action-state orientation and goal-striving in the context of self-set goals.
- Brown, Douglas J. 2000 The implied presence of a supervisor and its effect on a subordinate's self-concept.
- Sterns, Anthony A. 2001 Causal attributions and schema change: Testing a life-span model of performance appraisal decision-making.
- Harvey, Jennifer L. 2001 The effects of performance-goal discrepancy and progress rate feedback on task satisfaction, goal commitment, and persistence: How one's self-concept makes a difference.
- Kass, Darrin S. 2001 A new model of motivation: The impact of goal framing on regulatory focus, motivation, and performance.
- Michaud, S. 2002 The influence of information processing style on decision making effectiveness.
- Moon, Myungho 2002 An information processing approach in measuring emotional regulation.
- Ritter, Barbara 2004 Leadership transference: The generalization of affective and motivational processes.
- Selenta, Christopher 2005 Feedback-seeking from a self-evaluation perspective: The role of possible selves and current goals.
- Naidoo, Loren. J. 2005 Effects of leaders on follower goal striving processes: Cognitive and emotional sensemaking mechanisms

- Fischbein, Rebecca L. 2005 Spreading activation in connectionist leader prototypes: The impact of crisis.
- Johnson, R. E. 2006 The implicit effects of (un)fairness on motivation: What we aren't aware of might be important.
- Dahling, J. (2007).

Theses Directed

- Campion, Michael A. 1978 A control systems conceptualization of the goal-setting and goal-changing process.
- Binning, John F. 1980 Behavior salience as a moderator of the effect of performance cues on questionnaire ratings of leader behavior.
- Nathan, Barry 1982 Cognitive categorization: A process approach to halo.
- Cronshaw, Steven F. 1983 An operational definition and measurement methodology for active and reflective decision strategies in problem-solving groups.
- Kernan, Mary C. 1983 The impact of assigned versus participative goal setting on goal commitment and goal acceptance.
- Hanges, Paul J. 1984 Goals and intrinsic motivation: The effect of cognitive labels and goal setting technique.
- Patchett, Margaret B. 1984 The role of feedback and locus of control in the goal setting behaviors of persons high and low in achievement motivation.
- McKelvey, James D. 1985 The effects of automatic and controlled processing on the accuracy of immediate and delayed behavior ratings.
- Grubs, Lori L. 1985 Employee involvement and its effects on productivity, absenteeism and climate.
- Day, David V. 1987 Individual differences in response to task performance feedback: A control theory application.
- Mauer, Todd J. 1988 Differential information processing capacity: The effect on level of processing on leadership perceptions.
- Gussett, Nancy J. 1988 The effect of strategy selection, goal-setting, and monitoring on satisfaction, performance and intrinsic motivation.

Kahle, D. R. 1988 A reliability analysis of a measure of decision-strategy using different data collection formats.

Forti, Jean 1989 A prototype analysis of function and attribute dimensions of experience and novice workers.

Carpenter, Melani 1990 A psychometric assessment of script structure in organizational behaviors.

Kahney, Lynn 1990 The effects of dispositional self-focused attention on level of action identification, intrinsic motivation, attributions of causality and satisfaction.

Rohrback, Michelle 1991 A reconceptualization of control theory including an individual difference measure.

Hayward-Lewter, Jerilyn 1991 Affect and the multifactor leadership questionnaire.

Juliusson, R. 1993 Working on procrastination: A study on the implementation of intentions.

Thesis Waivers

Foti, Roseanne, F.	1981	Hepburn, Emily T.	1994
Fraser, Scott, F.	1981	Diefendorff, J.	1995
De Vader, Christy	1983	Foust, M.	1996
Maher, Karen, J.	1987	Freiberg, S.	1996
Oeth, Carol	1992	Sexton, R.	1996
Farrell, James	1992	Guy, J.	1997
Gradwohl, W. C.	1993	Kass, D.	1998
		Selenta, C.	2001
		Illingsworth, A.	2001
		Naidoo, L.	2002
		Johnson, R.	2003
		Dahling, J.	2004
		Medvedeff, M.	2005
		Kohari, N. E.	2007