

## Vita

### John W. Fleenor

#### A. Education

1. North Carolina State University, Raleigh, North Carolina 27695

Major:	Industrial and Organizational Psychology	
Degree:	Ph.D.	1988
Minor:	Human Factors Engineering	
Dissertation:	The utility of assessment centers for career development	
Advisor:	Paul W. Thayer, Ph.D.	

2. East Carolina University, Greenville, North Carolina 27834

Major:	Industrial and Organizational Psychology	
Degree:	M.A.	1983
Thesis:	The effects and detection of faking on the 16 Personality Factor Questionnaire as used in employee selection	
Advisor:	William F. Grossnickle, Ph.D.	

3. East Carolina University, Greenville, North Carolina 27834

Major:	Psychology	
Degree:	B.A.	1981
Honors:	Dean's List Psi Chi National Honor Society in Psychology	

#### B. Professional Experience

1. Center for Creative Leadership (CCL)  
Greensboro, North Carolina 27410

Senior Researcher, Product Development – lead the research, development, and commercialization of leadership assessments, including multi-rater feedback instruments.	2010-
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Director, Psychometrics – managed the Center’s program of research on instrument development, psychometric methods, and database research.	2007-2010
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Group Director, Knowledge Management – directed enterprise-wide initiative to capture and codify the Center’s intellectual capital.	1999-2007
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Research Scientist – led the Center’s research efforts on the development and use of multi-rater feedback instruments.	1994-1997
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Research Associate – managed CCL’s research databases and conducted product development research.	1991-1994
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J.W. Fleenor  
Vita  
1997-1998

2. Director of Research  
Performaworks, Inc. (acquired by ADP in 2011)  
Marlborough, MA 01752

Managed the research and development of web-based assessment and survey services for a startup company. Developed assessment tools and feedback reports, conducted research studies and authored technical and client reports.

3. Internal Consultant, Organization Development  
Burroughs Wellcome Co. (now GlaxoSmithKline)  
Research Triangle Park, North Carolina 27709. 1987-1991

Designed, implemented and evaluated corporate-wide organizational development initiatives in a major pharmaceutical company. Conducted employee opinion surveys, including questionnaire design, data analysis, and employee feedback. Conducted training programs in selection interviewing and managerial skills.

4. Research Associate, North Carolina Division of Employee  
and Management Development  
Raleigh, North Carolina 27603. 1986-1987

Contributed to the design and implementation of a managerial assessment center. Conducted evaluation of the assessment center and served as assessor. (Part time).

5. Human Factors Researcher  
IBM Corp.  
Research Triangle Park, North Carolina 27709. 1984-1986

Conducted usability testing on computer software applications. (Part time).

### **C. Academic Appointments**

- Adjunct Associate Professor of Psychology, North Carolina State University 2008-2019  
Adjunct Assistant Professor of Psychology, North Carolina State University 1990-2008  
Adjunct Faculty in Psychology, University of North Carolina Charlotte 2005-2007

### **D. Membership in Professional Associations**

Society for Industrial and Organizational Psychology (SIOP)  
North Carolina Industrial and Organizational Psychologists (NCIOΨ)

### **E. Professional Activities**

### Honors and Awards

2022 Hogan Award for Personality and Work Performance  
2022 Jeanneret Award for Excellence in the Study of Individual or Group Assessment  
2020 Senior Fellow, Center for Creative Leadership  
2017 Best Article Award, *Personnel Psychology*  
2017 Best International Paper Award, Society for Industrial and Organizational Psychology (SIOP)  
2015 Fellow, Society for Industrial and Organizational Psychology (SIOP)  
2011 Finalist, *Leadership Quarterly* Best Paper Award  
2005 Distinguished Reviewer Award, Buros Institute of Mental Measurements  
2001 Finalist, *Human Resource Management* Best Paper Award  
1998 Scholarly Achievement Award, Human Resources Division, Academy of Management  
1990 Finalist, S. Rains Wallace Dissertation Award, Society for Industrial & Organizational Psychology

### Continuing Professional Education

Applying Big Data Predictive Analytics in Organizations, SIOP, April, 2016  
Design Thinking Workshop – Center for Creative Leadership, May, 2014  
4MAT Design Certification – Center for Creative Leadership, July, 2012  
Grant Writing Workshop – Center for Creative Leadership, Oct. 2007  
Kirton Adaption-Innovation Inventory Certification – Michael Kirton, Nov. 2005  
Knowledge Management Advanced Training – SAIC Corp., Dec. 2004  
Technology and the Practice of I-O Psychology – Society for I-O Psychology, April 2003  
Demonstrating Organizational Impact and Bottom-line Results through Creativity – SIOP, April 2003  
Leadership and High Performing Teams – Center for Creative Leadership, Jan. 2003  
Web-Based Training – Society for I-O Psychology, April 2001  
Impact of the Web on Organizational Design – Society for I-O Psychology, April 2001  
Knowledge Management Workshop – Society for I-O Psychology, April 2000  
Implementing Web-based HR Systems – Society for I-O Psychology, April 2000  
Targeted Innovation – Center for Creative Leadership, Feb. 2000  
SPSS Advanced Training – SPSS, Inc., July 1999  
*Benchmarks* 360 Feedback Certification – Center for Creative Leadership, June 1997  
Structural Equation Modeling Workshop – Dept. of Educ. Research, UNC-G, June 1995  
Staffing & Development for Organizational Fit – Society for I-O Psychology, April 1993  
Performance Appraisal Workshop – Society for I-O Psychology, April 1992  
EEO and Employment Law Workshop – Society for I-O Psychology, April 1992  
Looking Glass, Inc. – Center for Creative Leadership, March 1992  
Recent Advances in Statistics and Data Analysis – Society for I-O Psychology, April 1991  
Executive Selection and Development – Society for I-O Psychology, April 1991  
Assessment Center Innovations – Society for I-O Psychology, Aug. 1990  
Assessment of Personality for Selection & Development – Society for I-O Psychology, Aug. 1990  
Assessment Center Administrator Certification – Development Dimensions Intl., Feb. 1990

### Service in Professional Associations

Member, Hakel/Tenopyr Graduate Student Scholarships Committee, SIOP (2021)  
Member, Bray-Howard Award Committee, Society for I-O Psychology (2017)  
Member, Friday Seminar Committee, Society for I-O Psychology (2016)  
Member, Conference Program Committee, Society for I-O Psychology (1992-93; 1997; 1999-2020)  
Member, Professional Development Workshops Committee, Society for I-O Psychology (1998-2001)

Member, Executive Committee, North Carolina Industrial and Organizational Psychologists (1997-98)  
Continuing Education Administrator, Society for I-O Psychology (1996-97)  
Member, Continuing Education & Workshop Committee, Society for I-O Psychology (1993-97)  
Registrar, Pre-Conference Workshops, Society for I-O Psychology (1994-95)  
Member, Program Committee, American Psychological Association Convention (1990-91; 2003)

#### Membership on Thesis and Dissertation Committees

Ho, Chia-Lin (2012). *Implicit leadership theories: Explicit and implicit measures and their respective relationship to leadership perceptions and followers' characteristics*. Dissertation, North Carolina State University, Raleigh, NC.

Yoshimura, Kari E. (2010). *Developing technical leaders in a global organization: Examining the influence of culture on multi-source feedback and performance*. Dissertation, North Carolina State University, Raleigh, NC.

Hess, Clara E. (2010). *Trust in leadership: The role of implicit leadership theory congruence*. Dissertation, North Carolina State University, Raleigh, NC.

Koommoo-Welch, Penny. (2008). *Implicit leadership theories: Perceptions of charisma, people, and performance*. Dissertation, North Carolina State University, Raleigh, NC.

Park, Sarah E. (2007). *Behavior differentiation among mid-level managers*. Thesis, University of North Carolina-Charlotte.

Huff, Kyle. (2006). *The effects of an unproctored environment on web-based cognitive ability tests*. Dissertation, North Carolina State University, Raleigh, NC.

Yoshimura, Kari E. (2003). *Employee traits, perceived organizational support, supervisory communication, affective commitment, and intent to leave: Group differences*. Thesis, North Carolina State University, Raleigh, NC.

Ernst, Christopher T. (2000). *The impact of behavioral complexity on global leadership effectiveness*. Dissertation, North Carolina State University, Raleigh, NC.

Wadsworth, Lee Ann. (1997). *Interpersonal trust as a moderator of subordinate perceptions of supervisory transformational leadership and performance variables*. Dissertation, North Carolina State University, Raleigh, NC.

Wynne, D. Carol. (1997). *Self-understanding, occupational information and congruency of career choices*. Dissertation, North Carolina State University, Raleigh, NC.

Reardon, Vicki. (1996). *Predicting leadership behaviors from personality as measured by the Myers-Briggs Type Indicator*. Dissertation, North Carolina State University, Raleigh, NC.

Grant, Lisa D. (1993). *The Myers-Briggs Type Indicator and leadership behavior*. Thesis, North Carolina State University, Raleigh, NC.

## F. Editorial Activities

Member, Editorial Board, *The Leadership Quarterly*  
Member, Editorial Board, *Journal of Business and Psychology*  
Member, Editorial Board, *Human Resource Management*  
Book Review Editor, *Personnel Psychology* (2003-2007)  
Book Review Advisory Board, *Personnel Psychology* (2007-2014)

## G. Refereed Journal Articles

*Articles with more than 100 citations (from Scopus.com)*

Day, D.V., Fleenor, J.W., Atwater, L.E., Sturm, R. E. & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *Leadership Quarterly*, 25, 63-82. (Emerald Citation of Excellence Award)

Fleenor, J.W., Smither, J.W., Atwater, L.E., Braddy, P.W., & Sturm, R. (2010). Self-other rating agreement in leadership: A review. *Leadership Quarterly*, 21, 1005-1034. (Nominated for LQ Best Paper Award).

Atwater, L.E., Ostroff, C., Yammarino, F.J. & Fleenor, J.W. (1998). Self-other agreement: Does it matter? *Personnel Psychology*, 51, 577-598.

Schneider, B., Smith, B., Taylor, S., & Fleenor, J. (1998). Personality and organizations: A test of the homogeneity of personality hypothesis. *Journal of Applied Psychology*, 83, 462-470. (Scholarly Achievement Award, Human Resources Division, Academy of Management).

Fleenor, J.W., McCauley, C.D., & Brutus, S. (1996). Self-other rating agreement and leader effectiveness. *Leadership Quarterly*, 7, 487-506.

*All other refereed journal articles*

Meade, A.W., Pappalardo, G., Braddy, P.W., & Fleenor, J.W. (2020). Rapid response measurement: Development of a faking resistant assessment method for personality. *Organizational Research Methods*, 23, 181-207. (Hogan Award for Personality and Work Performance).

Kossek, E.E., Huang, J.L., Piszczek, M.M., Fleenor, J.W., & Ruderman, M.N. (2017). Rating expatriate leader effectiveness: Cultural distance and hierarchical role effects. *Human Resource Management*, 56, 151-172. DOI: 10.1002/hrm.21763 (Highly Commended Paper, Robert J. House Best Research Paper Award).

Bono, J.E., Braddy, P.W., Lui, Y., Gilbert, E.K., Fleenor, J.W., Quast, L.N., & Center, B.A. (2017). Dropped on the way to the top: Gender and managerial derailment. *Personnel Psychology*, 70, 729-768. (*Personnel Psychology* Best Paper Award)

Diefendorff, J.M., Greguras, G.J., & Fleenor, J.W. (2016). Distinguishing perceived emotional demands-abilities fit from other fit perceptions. *Applied Psychology: An International Review*, 65, 2-37.

- Braddy, P.W., Gooty, J., Fleenor, J.W., & Yammarino, F.J. (2014). Leader behaviors and career derailment potential: A multi-analytic method examination of rating source and self-other agreement. *Leadership Quarterly*, *25*, 373-390. (Nominated for LQ Best Paper Award).
- Snell, S., Tonidandel, S., Braddy, P.W. & Fleenor, J.W. (2014). The relative importance of political skill dimensions for predicting managerial effectiveness. *European Journal of Work and Organizational Psychology*, *23*, 915-929.
- Braddy, P.W., Sturm, R.E., Atwater, L.E., Smither, J.W., & Fleenor, J.W. (2013). Validating the Feedback Orientation Scale in a leadership development context. *Group & Organization Management*, *38*, 690-716.
- Rogelberg, S.G., Justice, L., Braddy, P.W., Paustian-Underdahl, S.C., Heggstad, E., Shanock, L., Baran, B.E., Beck, T., Long, S., Andrew, A., Altman, D.G., & Fleenor, J.W. (2013). The Executive mind: Leader self-talk, effectiveness, and strain. *Journal of Managerial Psychology*, *28*, 183-210.
- Johnson, S.K., Garrison, L.L., Hernez-Broome, G., Fleenor, J.W., & Steed, J. (2012). Go for the goal(s): Relationship between goal setting and transfer of training following leadership development. *Academy of Management Learning & Education*, *11*, 555-569.
- Tonidandel, S., Braddy, P.W., & Fleenor, J.W. (2012). Relative importance of managerial skills for predicting effectiveness, *Journal of Managerial Psychology*, *27*, 636 - 655.
- Satterwhite, R., Fleenor, J.W., Braddy, P.W., Feldman, J. & Hoopes, L. (2009). Homogeneity of personality within organizations and occupations. *International Journal of Selection and Assessment*, *17*, 154-164.
- Braddy, P.W., Meade, A.W., Michael, J.J. & Fleenor, J.W. (2009). Internet recruiting: Effects of website content features on viewers' perceptions of organizational culture. *International Journal of Selection and Assessment*, *17*, 19-34.
- Gentry, W.A., Braddy, P.W., Fleenor, J.W. & Howard, P.J. (2008). Self-observer rating discrepancies on the derailment behaviors of Hispanic managers. *The Business Journal of Hispanic Research*, *2*, 76-87.
- Bracken, D., Timmreck, C., Fleenor, J. & Summers, L. (2001). 360 feedback from another angle. *Human Resource Management*, *40*, 3-20. (Nominated for HRM Best Paper award).
- Brutus, S., Fleenor, J. & Tisak, J. (1999). Exploring the link between rating congruence and managerial effectiveness. *Canadian Journal of Administrative Sciences*, *16*, 308-322.
- Brutus, S., Fleenor, J. & McCauley, C. (1999). Demographic and personality predictors of congruence in multi-source ratings. *Journal of Management Development*, *18*, 417-435.
- Brutus, S., Fleenor, J. & London, M. (1998). Does 360-degree feedback work in different industries? A between-industry comparison of the reliability and validity of multi-source ratings. *Journal of Management Development*, *17*, 177-190.
- Fleenor, J. & Eastman, L. (1997). The relationship between the five-factor model of personality and the California Psychological Inventory. *Educational and Psychological Measurement*, *57*, 698-703.

- Fleenor, J.W. (1996). Constructs and developmental assessment centers: Further troubling empirical findings. *Journal of Business and Psychology, 10*, 319-333.
- Fleenor, J.W., Fleenor, J.B., & Grossnickle, W.F. (1996). Interrater reliability and agreement of performance ratings: A methodological comparison. *Journal of Business and Psychology, 10*, 367-380.
- Pearman, R.R. & Fleenor, J.W. (1996). Differences in observed and self-reported qualities of psychological types. *Journal of Psychological Type, 39*, 3-17.
- Gryskiewicz, N., Taylor, S. & Fleenor, J. (1995). Job satisfaction and creativity style: An unexpected empirical finding. *Creativity and Innovation Management, 4*, 258-261.
- Fleenor, J.W. & Taylor, S. (1994). The construct validity of three self-report measures of creativity. *Educational and Psychological Measurement, 54*, 462-468.
- Westbrook, B.W., Sanford, E., Gilleland, K., Fleenor, J., & Merwin, G. (1988). The relationship between accuracy of self-appraisal and ability to appraise the career-relevant capabilities of others. *Journal of Vocational Behavior, 32*, 269-283.
- Westbrook, B.W., Sanford, E., Merwin, G., Fleenor, J. & Gilleland, K. (1988). Can students who make appropriate career choices for others also make appropriate career choices for themselves? *Measurement and Evaluation in Counseling and Development, 21*, 64-71.
- Westbrook, B.W., Sanford, E., Merwin, G., Fleenor, J., & Renzi, D. (1987). Reliability and construct validity of new measures of career maturity. *Measurement and Evaluation in Counseling and Development, 20*, 18-26.
- Westbrook, B.W., Sanford, E., O'Neal, P., Horne, D., Fleenor, J., & Garren, R. (1985). Predictive and construct validity of six experimental measures of career maturity. *Journal of Vocational Behavior, 27*, 338-355.

## H. Books and Book Chapters

- Fleenor, J.W. (2021). What can we learn from research on multisource feedback in organizations? In W. Rollett, H. Bijlsma & S. Rohl, *Student feedback on teaching in schools*. Cham, CH: Springer.
- Fleenor, J.W. (2019). Delivering 360 feedback. In L.A. Steelman & J.R. Williams (Eds.), *Feedback at work* (pp.227-247). New York: Springer.
- Church, A.H., Bracken, D.W., Fleenor, J.W., & Rose, D.S. (Eds.). (2019). *The handbook of strategic 360 feedback*. New York: Oxford University Press.
- Fleenor, J.W. (2019). Factors affecting the validity of strategic 360 feedback processes. In A.H. Church, D.W. Bracken, J.W. Fleenor, & D.S. Rose (Eds.), *The handbook of strategic 360 feedback* (pp. 237-254). New York: Oxford University Press.
- Fleenor, J.W. & Taylor, S. (2019). Developing leadership potential through 360-degree feedback and coaching. In L.A. Berger & D.R. Berger (Eds.), *The talent management handbook* (3rd ed.) (pp. 201-209). New York: McGraw-Hill.

- Fleenor, J.W. (2016). Trait approach to leadership. In S.G. Rogelberg (Ed.), *The Sage Encyclopedia of industrial and organizational psychology, 2<sup>nd</sup> edition*. Thousand Oaks, CA: Sage.
- Fleenor, J.W., Taylor, S. & Chappelow, C. (2011). Developing leadership competencies through 360-degree feedback and coaching. In L.A. Berger & D.R. Berger (Eds.), *The talent management handbook* (2nd ed.) (pp. 227-234). New York: McGraw-Hill.
- Fleenor, J.W., Taylor, S. & Chappelow, C. (2008). *Leveraging the impact of 360-degree feedback*. San Francisco: Pfeiffer.
- Fleenor, J.W. (2006). Trait approach to leadership. In S.G. Rogelberg (Ed.), *Encyclopedia of industrial and organizational psychology* (pp. 831-833). Thousand Oaks, CA: Sage.
- Fleenor, J.W. & Taylor, S. (2003). The assessment of creativity. In M. Hersen & J. Thomas (Eds.), *Comprehensive handbook of psychological assessment, Volume 4 (Industrial and organizational assessment)* (pp. 75-84). New York: Wiley.
- Fleenor, J.W. & Brutus, S. (2001). Multisource feedback for personnel decisions. In D. Bracken, C. Timmreck & A. Church (Eds.), *The handbook of multisource feedback* (pp. 335-351). San Francisco: Jossey-Bass.
- Brutus, S., Fleenor, J.W., & London, M. (1998). Elements of effective 360-degree feedback. In W. Tornow & M. London (Eds.), *Maximizing the value of 360-degree feedback: A process for successful individual and organizational development* (pp. 11-27). San Francisco: Jossey-Bass.
- Leslie, J. & Fleenor, J.W. (1998). *Feedback to managers: A review and comparison of multi-rater instruments for management development* (3rd ed.). Greensboro, NC: Center for Creative Leadership.
- Fleenor, J.W. (1997). The relationship between the MBTI and measures of personality and performance in management groups. In C. Fitzgerald & L. Kirby (Eds.), *Developing leaders: Research and applications in psychological type and leadership development* (pp. 115-138). Palo Alto, CA: Davies-Black.
- Fleenor, J. & Prince, J. (1997). *Using 360-degree feedback in organizations: An annotated bibliography*. Greensboro, NC: Center for Creative Leadership.
- Van Velsor, E. & Fleenor, J. (1997). The MBTI and leadership skills: A comparison of its relationship to five 360-degree instruments. In C. Fitzgerald & L. Kirby (Eds.), *Developing leaders: Research and applications in psychological type and leadership development* (pp. 139-162). Palo Alto, CA: Davies-Black.
- Van Velsor, E., Leslie, J., & Fleenor, J. (1997). *Choosing 360: A guide to evaluating multi-rater feedback instruments for management development*. Greensboro, NC: Center for Creative Leadership.

## **I. Papers and Presentations**

- Fleenor, J.W. (2019, Apr.). Panelist. In E.D. Pulakos (Chair), *Why 360 feedback process fail: Cautionary tales from the trenches*. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Washington, DC.

- Fleenor, J.W. (2019, Apr.). Panelist. In M. Hakel (Chair), *Traditional vs. online IO graduate programs: Can they coexist?* Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Washington, DC.
- Fleenor, J.W. (2018, Apr.). Panelist. In A.H. Church (Chair), *Strategic 360 feedback: Applications, challenges, and opportunities*. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago. IL.
- Aramovich, N., Chrobot-Mason, D. & Fleenor, J.W. (2018, Apr.). *Exploring differences in boundary-spanning ability*. In D. Chrobot-Mason (Chair), *Leveraging leadership: Role of leaders in creating collaborative work environments*. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago. IL.
- Fleenor, J.W. (2018, Apr.). *Development to decision-making: The purpose continuum*. Presented at the Strategic 360 Feedback Forum, Chicago, IL.
- Zhen, Z., Kim, J.K., Wang, M. & Fleenor, J.W. (2017, Apr.). *Expatriate managers' participative leadership: Examining antecedents and outcomes*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL. (Best International Paper Award Winner)
- Pappalardo, G., Meade, A. W., Braddy, P. W., & Fleenor, J. W. (2017, April). *Validation of a faking-resistant, rapid response method personality assessment*. Paper presented at the meeting of the Society of Industrial and Organizational Psychology, Orlando, FL.
- Thompson, R.C. & Fleenor, J.W. (2013, Apr.). *Attributes of 20<sup>th</sup> and 21<sup>st</sup> century leaders: Changes over time*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Houston, TX.
- Baker, L., Gangloff, K., Fleenor, J. & Beck, T. (2012, Oct.) *Desirable attributes and undesirable outcomes: An examination of executive cognitive structure and social irresponsibility*. Paper presented at the meeting of the Strategic Management Society, Prague, Czech Republic.
- Braddy, P.W., Gooty, J., Fleenor, J.W. & Yammarino, F. (2012, Aug.). *Self-other rating agreement: Implications for leadership effectiveness and career derailment*. Paper presented at the meeting of the Academy of Management, Boston.
- Zhang, Z., Wang, M. Christensen, A. & Fleenor, J. (2012, Aug.). *Differentiated transformational leadership and leader performance: Examining curvilinear effects*. Paper presented at the meeting of the Academy of Management, Boston. (Selected for AoM Best Papers Proceedings).
- Braddy, P., Sturm, R., Atwater, L., Smither, J., & Fleenor, J. (2012, Apr.). *Validating the Feedback Orientation Scale: Leaders' reactions to developmental feedback*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Rogelberg, S. Justice, L. Braddy, P., Altman, D.G., & Fleenor, J. (2012, Apr.). *The executive mind: An examination of top leaders' self-talk, effectiveness, and job strain*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Zhang, Z., Wang, M. & Fleenor, J.W. (2011). Effects of participative leadership: The moderating role of cultural values. *Academy of Management Proceedings, 1*, 1-6. (Finalist for Best Paper in OB/HRM/OT Division.)
- Beck, T.E., Baker, L., Baran, B., Carson, M., Fleenor, J.W. & Rogelberg, S. (2011, Nov.). *The critical roles of strategic leaders in influencing ethical and innovative work climates*. Paper presented at the meeting of the Strategic Management Society, Miami.
- Huang, J.L., Kossek, E.E., Piszczek, M.M., Ruderman, M.N., & Fleenor, J.W. (2011, Apr.). *Cultural distance and expatriate leadership effectiveness in international job assignments*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago.
- Lamer, J., Jones, R., Fleenor, J.W., & Mitchell, D.W. (2011, Apr.). *Do expatriates change or bring their biases with them?* Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago.
- Snell, S., Tonidandel, S., Braddy, P.W., & Fleenor, J.W. (2011, Apr.). *The importance of political skill as a predictor of managerial effectiveness*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago.
- Tonidandel, S., Braddy, P.W., & Fleenor, J.W. (2011, Apr.). *The relative importance of managerial skills for predicting leader effectiveness*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago. (Selected as a featured conference paper).
- Paustian-Underdahl, S.C., Shanock, L., Scott, C., Rogelberg, S., Braddy, P., Altman, D., Fleenor, J.W. & Askay, D. (2010, Oct.). *Who are supportive leaders and why should we care? A multi-method study of supportive leadership*. Paper presented at the meeting of the Southern Management Association, St. Petersburg, FL.
- Braddy, P.W., Bono, J.E., & Fleenor, J.W. (2009, April). *Violating stereotypes: harsh evaluations for women managers with interpersonal relationship problems*. Paper presented at the meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Campbell, M.C., Fleenor, J.W., & Braddy, P.W. (2009, April). *Perceptions of managerial effectiveness and influence: The role of networks*. Paper presented at the meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- D'Amato, A., Fleenor, J.W., & Jones, K. (2009, April). *Managerial personality across Europe: Predicting between-organization and between-country variation*. Paper presented at the meeting of Society for Industrial and Organizational Psychology, New Orleans, LA.
- Atwater, L., Wang, M., Smither, J. & Fleenor, J.W. (2008, Aug.). *Are cultural characteristics associated with the relationship between self and others' ratings of leadership?* Paper presented at the meeting of the Academy of Management, Anaheim, CA.
- Fleenor, J. & Braddy, P. (2008, Aug.). *The relationship between personality and self-other rating agreement*. Paper presented at the meeting of the Academy of Management, Anaheim, CA.

- Braddy, P.W., Fleenor, J.W. & Campbell, M. (2008, April). *Methods for reducing the length of 360 instruments*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA
- Braddy, P.W., Meade, A.W., Michael, J.J. & Fleenor, J.W. (2008, April). *Person-organization fit as a mediator of the culture perceptions and organizational attraction relationship*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Braddy, P.W., Meade, A.W., Michael, J.J. & Fleenor, J.W. (2008, April). *Online recruiting: Effects of website features on viewers' perceptions of organizational culture*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA
- Diefendorff, J.M., Greguras, G.J., Fleenor, J.W. & Chandler, M. (2008, April). *Distinguishing perceived emotional demands- abilities fit from other fit perceptions*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA
- Hoffman, M., Kossek, E., Ruderman, M. & Fleenor, J. (2007, Apr.). *Congruence and dissonance in national and organization cultures: Linkages to multicultural performance and career derailment experiences of transnational and local national leaders*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
- Fleenor, J. (2006, May). *Using multisource feedback for personnel decisions*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Satterwhite, R., Fleenor, J., Feldman, J. & Hoopes, L. (2003, Apr.). *Homogeneity of personality within occupations*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Fleenor, J. & Bryant, C. (2002, Apr.). *Leadership effectiveness and organizational culture: An exploratory study*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Moser, R., Gilmore, D. & Fleenor, J. (1998, Mar.) *A cross-cultural comparison of the Managerial Potential Scale*. Paper presented at the meeting of the Southeastern Psychological Association, Mobile, AL.
- Brutus, S., Fleenor, J. & London, M. (1997, Apr.). *Does 360-degree feedback work in different industries? A between-industry comparison of the reliability and validity of multi-source ratings*. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Fleenor, J. (1997, Apr.) *The use of personality tests in training and development*. Presented at the meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Fleenor, J., Brutus, S., & McCauley, C. (1996, Aug.). *Does self-other rating agreement moderate the relationship between personality and leader effectiveness?* Paper presented at the meeting of the American Psychological Association, Toronto, Canada.
- Brutus, S. & Fleenor, J. (1996, Aug.). *Methodological distinctions in 360-degree feedback research*. Paper presented at the meeting of the American Psychological Association, Toronto, Canada.

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#### **M. Research Interests**

Leadership  
Leader assessment and development  
Psychological testing and measurement  
Statistics and research design