



Conducere

CONTACT INFORMATION

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WHO WE ARE

Conducere is a minority-owned, organizational development firm. We partner with leaders to strengthen their organizations during times of transition. Transitions occur throughout the lifetime of organizations and the partners of Conducere have been successful in assisting organizations through these transitions as they build their business, during periods of uncertainty, or at times when organizations need to restructure or reduce offerings or workforce.

COMPANY DATA

- Structure: LLC
- Ownership: Small, minority owned
- FEIN: 83-4637408
- Credit Card, Direct Deposits, Wires accepted

Capabilities Statement

CORE COMPETENCIES

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT CONSULTING SERVICES

- Culture enhancement & mission alignment
- Leadership development & executive coaching
- Specialized organizational trauma intervention
- Organizational diagnosis
- Organizational restructuring
- Development and maintenance of personnel selection systems
- Workforce needs assessments & training
- Culture assessment
- Strategic planning facilitation
- Group facilitation
- DEI strategic planning facilitation

DISTANCE DELIVERY

- Virtual Leadership Training and Development
- Interactive sessions: Face-to-Face & Online
- Virtual Townhalls

DIFFERENTIATORS

Conducere uses inclusive, anti-racist, and anti-oppressive organizational development techniques to drive both our own decision-making and to help our clients navigate complex organizational changes. Our methods and interactions with our clients are sensitive to both their internal and external environments. As a multiracial and multicultural organization, Conducere is passionate about assisting organizations to identify, challenge, and dismantle structural racism while fostering the development of inclusive work environments among multiracial/multicultural teams and organizations.



JULIET RENEE AIKEN

JRAIKEN@UMD.EDU • (240) 285 2076

BIOLOGY/PSYCHOLOGY BUILDING

UNIVERSITY OF MARYLAND, COLLEGE PARK MD 20742

PERSONAL INSTAGRAM: DR.RIGHTEOUS • MASTER'S PROGRAM INSTAGRAM: UMDIOMPS

YOUTUBE CHANNEL ON I/O PSYCHOLOGY: [HTTPS://WWW.YOUTUBE.COM/THETIOSOAPBOX](https://www.youtube.com/THETIOSOAPBOX)

MASTER'S PROGRAM WEBSITE: [HTTP://PSYC.UMD.EDU/GRADUATE/MPS-INDUSTRIAL-ORGANIZATIONAL-PSYCHOLOGY](http://psyc.umd.edu/graduate/mps-industrial-organizational-psychology)

EDUCATION

University of Maryland

COLLEGE PARK, MD

Ph.D, M.S. Industrial/Organizational Psychology

August, 2006 – May, 2011

Certificate in Measurement, Statistics, and Evaluation

Dissertation: The duality of bias: Predictors of racial bias in interview evaluations

Thesis: Virtually a leader: Mitigating process losses through shared team states

The College of William and Mary

WILLIAMSBURG, VA

B.S., Psychology, *Magna cum Laude*

September, 2003– May, 2006

PROFESSIONAL EXPERIENCE

2015-Current Program Director, Masters of Professional Studies in Industrial Organizational Psychology, University of Maryland College Park, College Park, MD

2010-Current Consulting

Owner Statistics in Practice, LLC, 2010-Current

Co-owner Strategies for Business Talent, LLC, 2015-Current

Consultant for Siena Consulting, 2015-Current

2011-2016 Deputy Director and Research Director, Center for the Study of the Legal Profession, Georgetown Law Center, Washington, D.C.

2012-2014 Part Time Instructor, Department of Psychology, University of Maryland, College Park and Georgetown Law Center, Washington, D.C.

2010-2011 Instructor, Department of Psychology, University of Maryland, College Park

REFEREED ARTICLES

Lee, P. J., Rainone, N. A., **Aiken, J. R.**, Dickson, M. W., Scherbaum, C. A., Chen, T., Hanges, P. J. (2020). Where are they now? Re-examining the migration of I-O psychologists to business schools. *The Industrial-Organizational Psychologist*, 57.

Hanges, P. J., **Aiken, J. R.**, Park, J., & Su, J. (2016). Cross-cultural leadership: Leading around the world. *Current Opinion in Psychology*, 8, 64-69.

Aiken, J. R. & Hanges, P. J. (2015). Teach an IO to Fish: Integrating Data Science into IO Graduate Education. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8, 539-544.

Aiken, J. R., Salmon, E.D., & Hanges, P.J. (2013). The origins and legacy of the Civil Rights Act of 1964. *Journal of Business and Psychology*, 28, 383-399. doi: 10.1007/s10869-013-9291-z.

Hanges, P.J., **Aiken, J. R.**, & Salmon, E. D. (2011). The devil is in the details (and the context): A call for care in discussing the Uniform Guidelines. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 562-565.

Fernandez, N. B., **Aiken, J.**, & Smith, J. T. (2011). Use of maximal spanning trees and the Gamma test of monotone trend in the development and assessment of teams. *Procedia - Social and Behavioral Sciences*, 26, 147-158.

BOOKS AND BOOK CHAPTERS

Yusko, K., **Aiken, J.**, Goldstein, H., Scherbaum, C., & Larson, E. (2019). Solving the “Quarterback Problem”: Using Psychological Assessment to Improve Selection Decisions in Professional Sports. In R. Sims (Ed). *Human Resources Management Issues, Challenges and Trends: “Now and Around the Corner.”*

Aiken, J. R., Hanges, P. J., & Chen, T. (2018). The Means are the End: Complexity Science in Organizational Research. In S. E. Humphrey & LeBreton, J. M. (Eds.), *The Handbook for Multilevel Theory, Measurement, and Analysis*.

Larson, E., Yusko, K., Goldstein, H., Scherbaum, C., **Aiken, J.**, & Oliver, L. (2018). Modernizing intelligence in the workplace: Recent developments in theory and measurement of intelligence at work. In V. Zeigler-Hill and T. Shackelford (Eds) *SAGE Handbook of Personality and Individual Differences: Volume III: Applications of Personality and Individual Differences* (pp 568 - 587). Thousand Oaks, CA: SAGE

Hanges, P. J. & **Aiken, J. R.** (2017). Properties of ClimateQUAL Scales. In C. B. Lowry (Ed.), *ClimateQUAL: Advancing Organizational Health, Leadership and Diversity in the Service of Libraries*.

Lowry, C. B., Hanges, P. J., & **Aiken, J. R.** (2017). What is leadership and why does it matter in ClimateQual? In C. B. Lowry (Ed.), *ClimateQUAL: Advancing Organizational Health, Leadership and Diversity in the Service of Libraries*.

Aiken, J. R. & Hanges, P. J. (2017). The Sum of the Parts: Methods of Combining Assessments for Employment Decisions. (p. 388-396). In J. L. Farr & Tippins, N. T. (Eds.), *Handbook of Employee Selection*. NY: Routledge.

Yusko, K. P., Bellenger, B. L., Larson, E. C., Hanges, P. J., and **Aiken, J. R.** Legal Issues in Employee Selection. In H. Goldstein, Pulakos, E., Passmore, J., & Semedo, C. (Eds.), *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection, and Retention*. Hoboken, NJ: John Wiley & Sons. Forthcoming.

Aiken, J. R. & Regan, M. C., Jr. (2016). Gendered Pathways: Explanations for Women’s Job Movements within the Legal Profession. In S. Headworth, Nelson R. L., Dinovitzer, R., & Wilkins, D. B. (Eds.), *Diversity in Practice* (pp. 301-327). Cambridge, UK: Cambridge University Press.

Berman, L., Bock, H., & **Aiken, J.** (2015). *Accelerating Lawyer Success: How to Make Partner, Stay Healthy, and Flourish in the Law Firm*. American Bar Association.

Hanges, P. J., Salmon, E. D., & **Aiken, J. R.** (2013). Legal issues in industrial testing and assessment. In K.F. Geisinger (Ed), *APA handbook of testing and assessment in psychology* (vol. 1, pp. 693-711). Washington, DC: American Psychological Association.

Aiken, J. R. & Hanges, P. J. (2011). Research Methodology for Studying Dynamic Multi-Team Systems: Application of Complexity Science. In S. J. Zaccaro, M. A. Marks, L. DeChurch (Eds.), *Multi-Team Systems: An Organization Form for Dynamic and Complex Environments* (pp. 431-458). New York: Routledge Academic.

Kyrillidou, M., Lowry, C., Hanges, P.J., **Aiken, J.R.**, and Justh, K. (2009). ClimateQUAL™: Organizational Climate and Diversity Assessment. In Mueller, D.M. (Ed.) *Pushing the Edge: Explore, Engage, Extend*. (pp. 150–164). Chicago: American Library Association.

ADDITIONAL PUBLICATIONS

Aiken, J. (2013). [Positively Skewed](#). (Children's book).

Berman, L., Bock, H., & **Aiken, J.** (2016). Data-driven answers to accelerate success for women. *Women Law Journal*, 101, 18.

Regan, M., Hutchinson, Z., & **Aiken, J.** (2016). Lawyer Independence in Context: Lessons from Four Practice Settings. *Journal of Legal Ethics*, 29, 153.

Bock, H., Berman, L., & **Aiken, J.** (2014). Can Lawyers Have it All? Who Makes Partner AND Thrives in a Big Law Environment? *PD Quarterly*, August 2014.

Bock, H., Berman, L., & **Aiken, J.R.** (2014). Leadership education: Who enrolls and how it helps. *University of St. Thomas Law Journal*, 10, 227-242.

Rohde, D., Rohrer, L., & **Aiken, J.** (2013). [Litigation Support at a Crossroads](#). *Law360*. Retrieved from <http://www.law360.com/articles/424548/litigation-support-at-a-crossroads>

Bock, H. E., **Aiken, J. R.**, & Berman, L. M. (2012). [Teaching/Researching Behavioral Competencies at Georgetown Law](#). *Equipping Our Lawyers*. Retrieved from [http://www.equippingourlawyers.org/Blog/post.cfm?Title=Teaching%2FResearching Behavioral Competencies at Georgetown Law](http://www.equippingourlawyers.org/Blog/post.cfm?Title=Teaching%2FResearching_Behavioral_Competencies_at_Georgetown_Law)

Berman, L.M., Bock, H. E., & **Aiken, J. R.** (2012). Developing attorneys for the future: What can we learn from the fast trackers? *Santa Clara Law Review*, 52, 875-898.

CONFERENCE PRESENTATIONS AND PAPERS

Aiken, J. R., Chinni, S., & Smith, L. (2020). Inclusive Graduate Student Mentoring: Challenges and Strategies. Facilitated discussion at the 2020 Winter Roundtable, New York, NY.

Aiken, J. R., Goldstein, H., Oliver, L., Yusko, K., Scherbaum, C., & Dickson, M. (2017). *From the extreme to the norm: Transferable learnings from challenging assessment situations*. Panel presentation at the International Personnel Assessment Council (IPAC) Conference, Birmingham, AL.

Aiken, J. R., Crenshaw, J., Dickson, M., Goldstein, H., Oliver, L., & Yusko, K. (2017). *Transforming Organizations under HR-Focused Consent Decrees*. Panel presentation at the International Personnel Assessment Council (IPAC) Conference, Birmingham, AL.

Dickson, M. W., Mullins, M., **Aiken, J. R.**, Arnold, J. D., Matthews, R. A., & Sachau, D. (2016). *Formalized Programs for Providing Graduate Students with Professional Practice Experience*. Panel presentation at the Society for Industrial and Organizational Psychology Conference, Anaheim, CA.

Aiken, J. R. (2014). *An exploration of gender bias in leadership behavior recall*. Poster presented at the Society for Industrial and Organizational Psychology Conference, Honolulu, HI.

Aiken, J. R., Bock, H., & Berman, L. (2013). *Self-awareness and connecting with others*. Panel presentation at the ACLEA Conference, Baltimore, MD.

Aiken, J. R., Berman, L. & Bock, H. (2013). *Work design, social support, and attorney health*. Symposium presentation at the annual conference of the Law and Society Association, Boston, MA.

- Aiken, J. R.** & Severance, L. (2013). *Dress for success: How women's workplace attire influences evaluations*. Poster presented at Association for Psychological Science, Washington, D.C.
- Aiken, J. R.** & Regan, M. R., Jr. (2013). *Gendered Pathways: Choice, Constraint, and Women's Job Movements in the Legal Profession*. Presentation at the Conference of the Research Group on Legal Diversity, Chicago, IL.
- Aiken, J. R.**, Berman, L., & Bock, H. (2013). *Developing lawyers for the future: What are the critical skills they need but didn't learn in law school, and how do you teach them?* Presentation at the NALP Annual Education Conference & Resource Center Exhibition, Tampa, FL.
- Aiken, J. R.** & Majewski, J. (2013): *Programs that lawyers will pay for, credits be damned!* Panel presentation at the ACLEA Mid-Year Conference, Clearwater, FL.
- Bock, H., **Aiken, J. R.**, & Berman, L. (2012) *Beyond traditional legal skills: The mindset and behavioral competencies of fast trackers*. Panel presentation at the College of Law Practice Management Futures Conference, Georgetown Law School, Washington, DC.
- Bock, H., Berman, L., & **Aiken, J.R.** (2012). *Leadership education: Who enrolls and how it helps*. Panel presentation at the Empirical Professional Ethics: Ethical Development in the Learning and Practice of Law, University of St. Thomas School of Law, Minneapolis, MN.
- Aiken, J. R.**, Bock, H. & Berman, L. (2012). *The importance of leadership education: Who enrolls and how it helps*. Symposium presentation at the annual conference of the Law and Society Association, Honolulu, HI.
- Salmon, E.D., Severance, L. S., **Aiken, J. R.**, Gelfand, M. J., Bowles, H. R., & Babcock, L. (2011). *Negotiating to no: Gender and resistance to undesirable requests*. Symposium presentation at the annual conference of the Academy of Management, San Antonio, TX.
- Aiken, J.** (2011). *The duality of bias: Predictors of racial bias in interview evaluations*. Symposium presentation at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, Illinois.
- Howell, J.P., **Aiken, J.** (2010). *Distance between leaders and followers*. Symposium presentation at the conference on Leading in Times of Scarcity and Uncertainty, California State University at Fullerton, Fullerton, California.
- Aiken, J. R.**, Fulmer, A., Hanges, P. J. Lim, B., & Schmidt, A. (2009). *Influence and Implications of Leadership Style on Social Networks*. Symposium presentation at Joint Statistical Meetings, Washington, DC.
- Kyrillidou, M., Lowry, C., Hanges, P. J., **Aiken, J.** & Justh, L. (2009). *ClimateQUAL™: Organizational Climate and Diversity Assessment*. Fourteenth National Conference of the Association of College and Research Libraries, Seattle, WA.
- Chen, X., Hanges, P.J., & **Aiken, J.** (2009). *An Empirical Examination of a Model of Authentic Leadership*. Poster presented at Society for Industrial and Organizational Psychology, New Orleans, Louisiana.
- Hanges, P.J., **Aiken, J.**, & Chen, X. (2008). *Climate for Diversity and Customer Service: The Healthy Organization*. Poster presented at American Psychological Association Convention, Boston, Massachusetts.

Fehr, R., Chen, X., & **Aiken, J.** (2008). *The Proactive Sojourner: Proactive Personality, Cultural Intelligence, and Adjustment*. Poster presented at Academy of Management Conference, Los Angeles, California.

Chen, X., **Aiken, J.**, & Lord, R. (2008). *Emotions and Leadership*. Symposium chaired at the annual meeting of the Society for Industrial and Organizational Psychology, San Francisco, California.

Hanges, P.J., **Aiken, J.**, & Chen, X. (2007). *Diversity, Organizational Climate, and Organizational Culture: The Role They Play in Influencing Organizational Effectiveness*. Published in the Proceedings of the Library Assessment Conference, 359-368.

INVITED TALKS AND PRESENTATIONS

Aiken, J. (2020). IO for Change | Change for IO. Invited talk at George Mason University Industrial Organizational Psychology, VA. Hosted online.

Kafer, D., Lopez, M., Stelter, J. & **Aiken, J.** (2020). Selection Assessments. University of Maryland, College Park, MD. Hosted online.

Aiken, J. (2020). Beyond Holistic Admissions: Diversifying Pathways into and after Graduate Studies. Invited talk for the Inclusive Graduate Education Work Group, University of Maryland, College Park, MD.

Aiken, J. (2019). Careers in I/O Psychology. Invited talk at Clark University, Atlanta, GA.

Aiken, J. (2019). The People Change the Place, Over Time: ASA in Action. Invited talk at Wayne State University Psychology Department, Detroit, MI.

Aiken, J., (2013-2015). Managing Up. Invited lecture for externship students, at Georgetown Law Center, DC.

Aiken, J., (2013-2015). Electronic Professionalism. Invited lecture for externship students, at Georgetown Law Center, DC.

Aiken, J., (2013-2015). Making Mentors. Invited lecture for externship students, at Georgetown Law Center, DC.

Aiken, J. (2012-2014). A brief survey of empirical methods and measurement. Invited lecture for the course, SJD Methods Seminar, at Georgetown Law Center, DC.

Aiken, J., Bock, H., & Berman, L. (2013). Getting ahead: Behavioral skills and associate advancement. Invited lecture for the course, Law Firms, at Georgetown Law Center, DC.

Bock, H. & **Aiken, J.** (2012). Beyond traditional legal skills: The mindset and behavioral competencies of fast trackers. Invited Presentation for LLM and JD Students, at Georgetown Law Center, DC.

Aiken, J. (2012). Beyond traditional legal skills: The mindset and behavioral competencies of fast trackers. Invited Presentation for Law Firm Professional Development Group. Philadelphia, PA.

Aiken, J. (2012). A team agreement for results and using the conflict handling modes. Invited lecture for the course, Building and Maintaining Effective Teams, at Georgetown Law Center, DC.

- Aiken, J.** (2012). Putting it all together: Leadership, teamwork and technology. Invited lecture for the course, Leadership, Team and Client Skills for Lawyers, at Georgetown Law Center, DC.
- Aiken, J.** (2011). The future is now: Technology and the changing face of communication at work. Invited lecture for the course, Impact of Computers on Society at Hood College, MD.
- Aiken, J., K. Goldsmith, & I. Koretsky** (2011). Discussant and panelist for the American Bar Association's panel, What you need to know to shoot to the top: A panel on professionalism at American University, DC.

PRESS AND OTHER REFERENCES

- Eureka Alert! (2020). Juliet R. Aiken receives SIOP Distinguished Award. https://eurekaalert.org/pub_releases/2020-03/sfia-jra031220.php
- The Graduate School (2020). They Called Me Terry. <https://gradschool.umd.edu/newsroom/lakuansmith> (*Story about an alumnus from the first cohort of the UMD I/O MPS I created*)
- Vondracek, C. (2018). Judge: DSS racially discriminated against Native American job applicants. Rapid City Journal, October 6th. https://rapidcityjournal.com/news/local/crime-and-courts/judge-dss-racially-discriminated-against-native-american-job-applicants/article_cbb8d38b-7b0c-5349-b93d-b5f9a04c1702.html
- Bloom in Stem (2017). Graduate program manager, professor, and consultant shares a wealth of knowledge. April 18th. <https://bloominstem.com/2017/04/18/graduate-program-manager-professor-and-consultant-shares-a-wealth-of-knowledge/>
- Off the Press (2016). Accelerating lawyer success. Washtenaw County Legal News, September 15th. <http://www.legalnews.com/washtenaw/1431081>
- Fox, J. (2016). New UMD master's program will analyze workplace behavior. The Diamondback, January 28th. <http://www.dbknews.com/2016/01/28/umd-masters-program-workplace-behavior/>
- Selterman, D., Moors, A. C., & Koleva, S. (2018). Moral judgment toward relationship betrayals and those who commit them. *Personal Relationships*, 25. (Thanked for statistical support, advice, and coaching).
- House, R. J., Dorfman, P. W., Javidan, M., Hanges, P. J., & de Luque, M. F. S. (2014). Strategic Leadership across Cultures: The GLOBE study of CEO leadership behavior and effectiveness in 24 countries. SAGE Publications Ltd. London: UK. (Thanked for work on statistical analyses for the book).
- Bryden, D. W. & Roesch, M. R. (2015). Executive control signals in orbitofrontal cortex during response inhibition. *Journal of Neuroscience*, 35, 3903-3914. (Thanked for statistical support, advice, and coaching).
- Economides, K., Haug, A. A., & McIntyre, J. (2015). Toward timeliness in civil justice. *Monash University Law Review*, 41, 414. (Thanked for advice and insight).
- Hlass, L. L. (2014-2015). States and status: A study of geographical disparities for immigrant youth. *Columbia Human Rights Law Review*, 46, 266. (Thanked for advice and insight).

Shanahan, C. F., Carpenter, A. E., & Mark, A. (2014). Representation in context: Party power and lawyer expertise. *Georgetown Law Faculty Publications and Other Works*, 1368. (Thanked for advice and insight).

Economides, K., Haug, A. A., & McIntyre, J. (2013). Are courts slow? Exposing and measuring the invisible determinants of case disposition time. *University of Otago Economics Discussion Papers*, 1317. (Thanked for advice and insight).

Altman, H. (2012-2013). Prosecuting post-*Padilla*: State interests and the pursuit of justice for noncitizen defendants. *Geo. Law Journal*, 101, 1. (Thanked for advice and insight).

Ehrlich, K. B., Dykas, M. J., & Cassidy, J. (2012). Topping points in adolescent adjustment: Predicting social functioning from adolescents' conflict with parents and friends. *Journal of Family Psychology*, 26, 776-783. <http://dx.doi.org/10.1037/a0029868>. (Thanked for statistical support, advice, and coaching).

Ehrlich, K. B. (2012). I get high with a little help from my friends (and family): Close relationships, distress tolerance, and risk-taking in adolescence. *Dissertation*. (Thanked for statistical support, advice, and coaching).

Muhammad, R. S. (2011). Bringing along the family: Nepotism in the workplace. *Master's thesis*. (Thanked).

OTHER THOUGHT LEADERSHIP ACTIVITIES

Host of the IO Coffee House (2020), an open community of students, practitioners, and academics across discipline discussing key organizational challenges during and after COVID-19. Gathers Wednesdays at 10 am EST US. Email iocoffeehouse@gmail.com for an invitation.

Host of the IO Soapbox (2019-Current), a YouTube channel focused on expanding brand for IO Psychology, educating on IO careers and impact, and how to get into graduate school. www.youtube.com/TheIOSoapbox

Amplified Research Podcast (2020). IO Psychology Perspectives during COVID-19. <https://www.amplifiedresearch.com/articles-and-blog/2020/4/12/episode-10-io-psychology-perspectives-with-dr-juliet-aiken>

Department 12 Podcast (2020). Privilege, Access, and the Role I-O Community and Collaboration can Play in Wake of COVID-19. <https://department12.com/juliet-aiken-on-how-io-can-help-in-the-wake-of-covid-19/>

EDUCATIONAL ACTIVITY

I created and currently direct the Master's in Industrial Organizational Psychology at the University of Maryland. I built this program using best practices in I/O Psychology (e.g., a validated selection system tied to a thorough analysis of what is needed to be successful as a recent Master's graduate and I/O practitioner), and by ensuring alignment of all components of the program with its core tenants. For example, as a program that emphasizes the importance of the engagement and importance of diverse viewpoints at all levels, the Vision, Mission, and Values (below) were developed by the 2nd cohort as part of a class project.

UMD IO MPS Vision: To be the graduate program of choice to train the next generation of innovative scientist-practitioners whose vision and approach will drive IO psychology into the next century.

UMD IO MPS Mission: Develop scientist-practitioner translators with diverse backgrounds and perspectives through a flexible blended learning platform, who apply data and psychological principles to solve real-world business problems across industries.

UMD IO MPS Values:

Community: Community is the heart of the program. We emphasize developing a tight-knit, proactive community of scholars and practitioners eager to connect and support each other.

Learning: The IO MPS focuses on training students to think and approach problems in an analytical, productive way. Learning happens when we struggle. The faculty support students and alumni through their personal learning journeys - the goal is not to memorize, but to grow.

Diversity: A cohort program is most powerful when it is a mosaic. The diversity within and across UMD IO MPS cohorts makes this program unique. We select and grow all kinds of students - new graduates to mid- and late-career practitioners with different experiences, backgrounds, and goals. Diversity here goes beyond demographics (but that matters too!).

Mentorship: UMD IO faculty, alumni, and students are dedicated to each other's success. Everyone brings strengths to the table. The program leverages these strengths to help everyone develop personally as well as professionally. Mentoring relationships are developed and sustained between faculty and students, within and between cohorts, and between members of our community and others within the IO community more broadly.

Culture: The program culture is distinctive - inclusive, supportive, collaborative and challenging. We care about every person in our community as a whole person and want them to succeed, and to be the best version of themselves. You matter, here. UMD IO scholars and practitioners are hungry, kind, caring, and ambitious - ready to improve organizations and revolutionize the field of IO Psychology.

Program Awards and Recognition

In its 3rd year, UMD's MPS was ranked as the top Master's program in the region in a number of student-driven evaluations of program quality ([first](#); [second](#)), and 5th and 6th nationally in a few.

In its 4th year, UMD's MPS was ranked as the [3rd ranked online Master's program](#) in Organizational Psychology, including blended programs.

I believe in promoting I/O education broadly rather than believing that when my program benefits another program loses – I have a win-win viewpoint when it comes to engendering a passion for I/O. To contribute to education in I/O broadly, I advise program directors at UMD and at other Universities, drive pipeline initiatives with the Committee for Ethnic and Minority Affairs in SIOP, and have created a community for I/O Program Directors internationally to share and generate best practices around diversifying graduate programs in I/O Psychology. Through the open exchange of ideas, everyone – most importantly, current and prospective students of I/O – can benefit!

I have taught courses at the undergraduate, Master's, PhD, and JD level. When I teach, I am particularly passionate about helping students master difficult statistical and methodological concepts, and have challenging conversations around potentially controversial issues (such as diversity in the workforce). My goal in all of my educational activities is not to teach content, but to teach a critical and analytical way of thinking that generalizes well beyond the classroom. Through this approach, I have successfully trained several cohorts of engaged IO practitioners working in the private sector, public sector, government, and nonprofit organizations. Many of my alumni are the first IO in their organizations. Central to my teaching

philosophy is treating each student as an individual and helping them through their personal, professional, and academic challenges.

Administrative

- Created a Master's of Professional Studies program in I/O Psychology grounded in SIOP recommendations and information on industry challenges and needs provided by I/O practitioners
 - Conducted a needs assessment for new I/O Master's practitioners
 - Recruited and maintained an Advisory Board of four practicing I/O's for the UMD IO MPS
 - Designed a curriculum of 10 courses, then created each of these hybrid courses and had each approved through the BSOS PCC committee
 - Designed and adapted a model for faculty (adjunct and full-time) within the program – hired one full time professor, and three adjunct professors as of mid-2019
 - Created a multi-hurdle selection system grounded in I/O best practices around maximizing validity and minimizing adverse impact, including structured behavioral interviews
 - Criterion validated the selection system against job placement, graduation, engagement as alumni, and grades in the program
 - Within four years, grew the program from one cohort to two cohorts after having to turn away too many qualified applicants; the UMD Office of Extended Studies indicates the UMD IO MPS is the program they receive the most inquiries about
 - 97% completion rate for entering graduate students in the first three cohorts
 - 98% placement rate within 6 months of graduation in the first two cohorts
- Designed and updates the application process for the MPS program. Pieces of this application (e.g., a supplemental component to better understand which marketing sources are most productive) are now being used by other programs on campus
- Reviews all applications, conducts admissions interviews, and makes admissions decisions for the program (155 applications for the 2020 cohort and 30 students in the cohort); sends individual emails to each applicant informing them of their final decision
- Attends program director meetings to learn from other Master's directors and assist them in their programs, including providing feedback on the schools from which the UMD IO MPS receives the most applications (i.e., “feeder schools”) to be used in marketing efforts
- Works with other Departments and areas at UMD to resolve questions and further opportunities for the IO MPS, including employing waitlists for admissions, reserving spots in the next cohort for talented applicants on the waitlist, and admitting international students
- Shares job and internship announcements with the broader UMD IO community through a listserv
- Created a newsletter to distribute to the broader UMD IO community each week, including a summary of recent job announcements, interesting readings, shout outs about successes within the community, updates on initiatives, opportunities to get involved, and upcoming events
- Completes petitions and paperwork to ensure students successfully complete the program (e.g., registering for classes, graduating)

Recruitment and Branding

- Holds information sessions for interested applicants
- Develops, creates, and delivers website, branding, and marketing for potential applicants – applicants routinely share during their interviews and informational sessions that the website's up to date and detailed content is a large part of why they are interested in the program
- Created and maintains both personal (dr.righteous) and program (umdiomps) Instagram accounts to advertise and brand both the UMD IO MPS program and IO Psychology more broadly
- Attends relevant local and regional professional conferences to market the program

- Contacts graduate applicants who have been declined from the PhD SDOS program to invite them to transfer their application to the IO MPS
- Follows up with applicants who were not accepted to discuss their next steps and their career goals
- Establishes pipelines at the workplaces of current students and alumni, and in regional HBCUs (e.g., Howard University, etc.) to encourage growth in program diversity and provide opportunities to students who may not be exposed to IO Psychology in their undergraduate education
- Conducts “pipeline” lectures in introductory Psychology classes at UMD (PSYC 100, 200, and 300) to create awareness of and generate interest in I/O Psychology; I hold one-on-one meetings and responds personally to all students interested in I/O who contact me as a result of these lectures
- Created a Youtube channel (<https://www.youtube.com/TheIOSoapbox>) to educate on what IO Psychology is and to challenge current IO Psychologists/Practitioners to expand what they’re doing and break new ground within IO Psychology
- Recruits through the Women’s Initiative Network, the Committee for Ethnic and Minority Affairs, SIOP, and personal networks for full-time and adjunct professors to support the program
- Organizes and runs strategy retreats for the UMD IO MPS, inviting all constituents (students, alumni, faculty, advisory board members) to attend and contribute their viewpoints and ideas
- Created an international interest group around diversifying graduate programs in I/O Psychology. After being declined for a session on this topic at SIOP 2019, I organized an informal discussion around recruiting, selecting, retraining, and placing diverse talent in I/O that ended up generating more interest than expected despite limited advertisement. 86 people attended and an interest group with ongoing communication and sharing of ideas has emerged out of this meeting. We were told at the conclusion of our discussion: “Thank you for not taking no for an answer.”

Support within the University of Maryland

- Mentors, coaches, and supports MPS Directors in other disciplines, including directing prospective applicants to other MPS programs as appropriate
- Reviews course proposals and program proposals (e.g., MPS, MS, certificate programs) and provides feedback as part of the PCC review committee
- Serves on the executive committee for creating a new Center for Advances in Data and Measurement (CADM)
- Led an initiative to educate academic advisors for UMD sports teams on all MPS on campus, so that student athletes pursuing Master’s degrees at UMD could have up to date advising and information on their opportunities
- Served as a judge for the iSchool’s UMD Data Challenge Research Showcase; during this engagement, provided advice and leads on jobs for iSchool graduate student volunteers at the showcase
- Forges mutually beneficial research, applied, and academic partnerships with other Departments on campus, including the Sociology Department
- As part of DaSAL at UMD, served as a statistical consultant for University graduate students, faculty, and undergraduates
- Worked with faculty to obtain and complete research grants
- Partnered with students and faculty to respond to revise and resubmit requests, with all such responses leading to successful publication

Professional Skill Development for Students

- Enables student development in content, professional skills, and career path through courses, a self-guided workbook, a faculty mentoring program, and enabling alumni mentoring of current students

- Identifies and recruits community partnerships for externship placements and ongoing monitoring of student experiences in these places (e.g., with the Ethics and Compliance Initiative)
- Hosts a one of a kind selection event at UMD with an Alabama County Government to provide students and alumni with selection experience and networking opportunities
- Mentors graduate students on statistical programs/methods as well as on delivering statistical consulting to faculty and other students
- Conducted workshops/tutorials on statistical methods, including Random Coefficient Modeling
- Coordinates career and professional panels for current students, including an alumni panel and an Advisory Board panel – through these panels, students not only learn about I/O careers, but also about dealing with imposter syndrome and anxiety in graduate school, as well as other relevant topics
- Connects sponsors to who need sponsoring to enable people (primarily, graduate students) who are experiencing financial hardship attend key professional conferences, such as SIOP
- Mentors students and professionals across a variety of life domains, including school, work, career, home, and other personal domains
- Arranges out-of-class opportunities for the broader UMD IO community to engage, including a Black History Tour of UMD (by Dr. Kim Nickerson), a guest lecture by Dr. Kim Nickerson on the *Form, Function, and Measurement of Racism in Organizational Settings: A Multi-Dimensional Perspective*, and a guest lecture by Dr. Anna Marie Valerio on identifying women high potential leaders

Alumni and Community Engagement

- Plans, coordinates, and executes continuing education opportunities and networking events to keep alumni engaged
- Created an innovative interview process that includes alumni as a critical part of the information gathering process for prospective incoming students; these alumni then serve as key mentors for incoming students
- One on one engagement of alumni (e.g., emails, meetings, etc.)
- Conducts fundraising efforts to develop scholarships for the program with alumni
- Engages advisory board members to maintain program involvement, including regular updates and arranging career panels for current students with advisory board members
- Coordinates volunteer opportunities with local nonprofits for current students
- Creates and maintains partnerships with organizations to bring I/O to places that might not be otherwise able to engage I/O expertise, and to provide undergraduate students, graduate students, and alumni with valuable experiences while giving them opportunities to give back to their communities. Partnerships currently include the Ethics & Compliance Initiative, and Give an Hour/Change Direction

Instruction

- Teaches courses for MPS students
- Reviews and updates curriculum every other year on advice of advisory board, students, and alumni
- Conducts student surveys to monitor the quality of courses and student satisfaction in the program
- Created a tool for professor and peer evaluations of participation, explicitly linked to the values of the program
- Developed, coordinated, and delivered courses on professional skills and interpreting empirical research for JD, LLM, and SJD students

GRADUATE COURSES TAUGHT (MASTER'S LEVEL)

- Analytical Thinking: Statistical Methods at Work

- The Business of Evaluation: Research Methods at Work
- Advanced Analytical Thinking: Statistical Methods at Work II
- Managing Strategic Organizational Change
- Practicum in Industrial/Organizational Psychology
- Organizational Staffing (Wayne State University)

GRADUATE COURSES TAUGHT (PH.D. LEVEL)

- Seminar in Psychometric Theory
- Introduction to Industrial/Organizational Psychology

GRADUATE COURSES TAUGHT (JD LEVEL)

- Analyzing Empirical Research for Lawyers

UNDERGRADUATE COURSES TAUGHT

- Diversity in Organizations
- Statistical Methods in Psychology
- Field Methods in Organizational Psychology

PROFESSIONAL DEVELOPMENT WORKSHOPS

Aiken, J. (2013). Empirical Research at Georgetown Law. Workshop for reference Librarians presented at Georgetown Law Center.

Aiken, J. (2012). Now What? Making Sense of Your Data. Workshop presented at Georgetown Law Center.

Aiken, J. (2011, 2012). Conducting Rigorous Research with Surveys and Experiments. Workshop presented at Georgetown Law Center.

Aiken, J. (2009). Introduction to Multi-Level Modeling. Tutorial Presented at the University of Maryland.

CONSULTING ACTIVITY

*As a consultant, coach, and expert witness, I focus on helping diverse individuals and organizations exceed their potential. It is my job to help my clients navigate difficult crossroads and transformations. I also focus on connecting individuals and organizations with other individuals and organizations when these connections would be mutually beneficial. My consulting activities emphasize *statistics/research methods* and *diversity* and are oriented around helping in the selection, training, promotion, and retention of potential.*

Adverse Impact and Selection

- Conducted barrier analyses for governmental agencies to identify barriers to the selection and promotion of women and ethnic minorities; findings resulted in a variety of change initiatives to improve diverse pipelines in these organizations
- Expert witness on a disparate treatment case for the Department of Justice regarding hiring rates of Native American and Caucasian applicants; the judge cited the results of my analyses in the initial ruling and these results were also instrumental in the final mediation.
- Designed a validated selection system to promote retention and performance in a Union apprenticeship program; trustees, contractors, the training director, and applicants all provided highly favorable feedback on the system and the process.
- Conducted interview training to reduce possible biases for interviews into a Union apprenticeship program; training resulted in more clarity around the goals of interviewing and more discipline and consistency across interview panels

- Managed an internal Recruitment & Selection team of 13 people in the Jefferson County Commission, primarily I/O Psychologists, to meet consent decree recruitment, selection, and reporting requirements; established and executed strategies and schedules to address critical recruiting and hiring priorities; developed procedural manual to guide county recruitment and selection practices. These efforts were instrumental in positioning the team to prepare validated selection procedures for over 200 positions County-wide.

Change Management

- Liaison between federally appointed Receiver and Siena Consulting in a major consent decree involving radical change to promote diversity and equal opportunity in a county government
 - Orchestrated change efforts throughout Human Resources, including restructuring, staffing, and skilling up a professional and cutting-edge Human Resources department
 - Led an internal team of staff as a consultant – major milestones include developing a procedural manual for assessment development for the team, the court, and plaintiff's counsel; leading the team to deliver 16 job analysis and test development reports (several thousand pages of reports) in a two week time span; adapting the roles and structure of the team; and building morale and communication within the team
 - Developed Human Resources staff on recruitment, selection, statistical, and professional skills through coaching, training, and mentoring, including implementing an onboarding program for all Recruitment & Selection staff
 - Created efficiencies by coordinating recruiting, test development, and test administration efforts between the county government and its Personnel Board and by coordinating activities across divisions within the county Human Resources Department
 - Key advisor to the Receiver in hiring top-level County leaders, including the Deputy County Manager, CFO, Directors, and Deputy Directors of a variety of Departments through a day-in-the-life assessment center; providing coaching and strategic planning support to newly hired leaders as part of their onboarding
 - Hired, with the Receiver, Human Resources leadership over Selection, Strategic Relationship Management, Equity and Inclusion, and Training and Organizational Development
- Conducted research on climate and culture within university libraries to inform policy changes and interventions to improve the work environment, including developing the questionnaire, managing data from over 3000 employees in 23 research libraries located across the United States, analyzing data and preparing reports, and serving as the liaison to participating institutions to explain analyses and results. The results of these efforts led not only to individual libraries instituting change initiatives, but to the creation of a community of libraries sharing best practices in improving climate and culture for service, diversity, and other initiatives.
- Developed and evaluated group mentoring program to improve outcomes for women and ethnic minorities in a law firm
- Created and implemented an evaluation plan to enable a start-up “low-bono” law firm to track effectiveness and provide services to people unable to afford traditional lawyer fees. This evaluation plan allows the firm to collect needed data in day-to-day practices without additional effort or strain on staff and clients, and to analyze those data in real time to enable swift changes to policies and procedures to better serve the targeted communities

Leadership

- Executive coaching with individual clients undergoing career transitions – resulting in positive life and career changes for clients
- Executive coaching for a competitive leadership program both to successful applicants and to finalists, including creating leadership profiles, feedback reports, and narrative coaching sessions.

As a result of these coaching efforts, not only did individual leaders reach out for their own ongoing coaching, but several finalists were successful in gaining admittance to the program in subsequent years after taking the steps and putting in the self-work identified in our coaching sessions

- Conducted social and promotion network analyses; analyses resulted in the re-organization of a company, leadership development, and the identification of key job classes positions that feed into different internal career opportunities
- Ran, assessed, and integrated for executive level leadership positions in a government organization, resulting in the successful hires of diverse applicants into the roles of CFO, Deputy County Manager, and a number of Director and Deputy-Director level positions
- Conducted performance reviews as a consultant leading internal staff; coached and mentored staff to enable professional and leadership development. Over 5 of these staff members (of 13) were successful in developing skills and obtaining promotions in the two years I was working with them.
- Developed, coordinated, and delivered executive education programs on professional skills and leadership for practicing lawyers.

Evidence-Based Practice and Statistical Consulting

- Conducted statistical analyses and created charts/graphs for GLOBE Phase III research and book
- Translated technical results to end clients to drive business decision-making
- Developed, refined, validated, and assessed surveys for selection, assessment, and training using modern psychometric methods, including Item Response Theory.
- Trained client staff to prepare databases and conduct analyses (e.g., Social Network Analysis) for future research and consulting activities – one company has been successful in continuing to expand its SNA practice subsequent to my time working with and training them on the technique
- Internal consultant on conducting empirical research using surveys and interviews, leading to surveys on small law firms, study abroad in law school, and the first year writing requirement, amongst other projects.
 - Coordinated over 20 stakeholders to update and edit the exit survey for graduating law students
 - Created a new course evaluation instrument for the Law Center
 - Conduct research on the legal profession with partner and sponsoring organizations, including projects on litigation support practices (with Epiq Systems), on mid-sized law firms (with TAGLaw), retirement policies (with O'Melveny & Myers), and on General Counsel in corporations (with the Association for Corporate Counsel). The results of these projects have been shared with stakeholders, resulting in changes in policy and training within law firms.
 - Collected and analyzed internal data to inform Law Center policy decisions, and to provide targeted career advice for current JD students.
- Updated and generated engagement benchmark data for 38 countries, 19 industries, and 6 different company response sizes. These data are used as comparative benchmarks for a client organizations' client engagement survey results.

Client Organizations: Plumbers and Pipefitters Local 5 Apprenticeship Program; International Training Fund/United Association; International Brotherhood of Electrical Workers Local 26 Apprenticeship Program; Jefferson County Commission; FAA; Department of Justice; Lutron; Merck; Mercer; Hogan Lovells; SSI; University of Maryland Psychology Department; Georgetown Law School; GLOBE Research Team; Association for Research Libraries; Community Engagement Center; College Park Community Foundation; Center for Leadership and Organizational Change; Baltimore Job Hunters Support Group

HONORS AND AWARDS

- 2020 Society for Industrial Organizational Psychology Early Career Award in Practice

- 2017 Innovation in Assessment Award from the International Personnel Assessment Council (Siena Consulting and Jefferson County; Project title: Hiring Quickly and at a Low Cost under a Consent Decree: Jefferson County's Job Component Validity Research).
- UMD Department of Psychology Graduate Teaching Assistant Excellence Award (2009)
- Summer Research Fellowship (2009)
- Honorable Mention, National Science Foundation Graduate Research Fellowship (2007)
- Merit-based Graduate Research Fellowship (2006-2007)
- Outstanding Psychology Graduate Award – William and Mary (2006)

SERVICE

- Office of Extended Studies Board of Advisors, 2020-Current
- UMD Diversity Recruitment Working Team, 2019-Current
- Department of Psychology Graduate Committee, 2019-Current
- Department of Psychology Open Science Committee, 2019-Current
- BSOS PCC Committee (Review course and program proposals), 2018-Current
- Committee for Ethnic Minority Affairs (CEMA) and Women's Initiative Network WIN Mentor, SIOP, 2018-current
- Committee for Ethnic Minority Affairs, SIOP, 2014; 2018-Current (Membership Subcommittee Chair)
- Psychology Department Diversity Committee, 2018-Current
- Small Grants Awards Committee, SIOP, 2014-2016; 2019
- James L. Outtz Grant for Student Research on Diversity Awards Committee, SIOP, 2019
- Psychology Research Empowerment Program ([PREP](#)) Mentor, Department of Psychology, UMD, 2019
- Judge, UMD Data Challenge Research Showcase, [2019](#)
- Education & Training Committee, SIOP, 2018
- Reviewer, Journal of Career Development, 2015
- Center Web Site Manager, Center for the Study of the Legal Profession, 2012-2014
- Resource to Long-Range Planning Committee, Georgetown Law, 2012-2013
- Student Reviewer, Journal of Applied Psychology, 2009-2010
- Graduate student representative, BSOS dean search committee, University of Maryland, 2009
- Editor-in-chief, Testudo Times, University of Maryland, 2009
- Program Web Site Manager, UMD, 2006-2008, 2010-2011

STATISTICAL/COMPUTER SKILLS

SAS, SPSS, Stata, R, MPLUS, LISREL, HLM (random coefficient modeling), ORA (network analysis), UCINET (network analysis), Automap (text analysis), Xcalibre (item response theory), Netlogo (simulations), MS Word, MS Excel, MS PowerPoint

PROFESSIONAL AFFILIATIONS

American Psychological Association
Society for Industrial and Organizational Psychology
Personnel Testing Council of Metropolitan Washington

LIST OF MENTEES, SINCE 2015

UMD I/O MPS Students and Alumni:

Ada Rodriguez, Azhia Antoine, Baylen Caldwell, BeYonne Tinsley, Brittany Marxen, Jasmine Kelly, Kelsey Shamburger, Miraie Ishak, Roberto Rubio, Jessica Stelter, Elamin Elamin, John Hulede, Mario Lopez, Nathan Price, Cara Traub, Amanda Frye, Natalie Jacobsen, Jeanira Johnson, Ockidde Harris, Connor Bartholomew, Kimberly Krueger, Sarah Keen, Jonathan Herrington, Joel Saunders, Jenna Patcella, Iliah Burke, Lauren Allen, Lauren Moretti, Amir Nili, Isaiah Crisp, Michelle Stahlaker, Austin Skinner, Tamkia Dillard, Sam Lipsky, De'Leisa Nelson, John Ford, Marian Ojealaro, Colby Mason, Anne Woods, Lindell Thomas, Kayla Anderson, Matt Shina, Molly Rogers, Joyce Koo, David Shar, Christian Angelo, Nia-Imani

Heslop, Christine Lukban, Jo Wynter, Richard Gonzolez, Bryan Card, Tiancheng (Allen) Chen, Suzanne Crawford, Adrienne Fenton, Aaron Hollinger, Kimberly Johnson, Mubeen Kazi, Rachel Levin, Timothy Lynch, Kayla Mack, Emily McNair, Alicia Miller, Luis Morfin, Chad Nazworth, Bryanne Ottey, Dawn Powers, Lauren Ruszczyk, Deana Schettino, Alia Smith, Katie Smith, Lakuan Smith, Joseph Tagye, Jacquelyn Tuchten, Donald Tyson, Ann Wadsworth, Shannel Winslow

Other I/O Master's and PhD Students:

Kristi Batchik, Brittney Dawson, Marcelo Gonzalez, Raven Curling, Jasmine Wheeler, Dr. Jesse Harrington, Joo Park, Rachel Omansky, Vivian Chou

CEMA and WIN Mentees:

Tricia Maz, Diana Aguila

Undergraduate Students:

Seairah Henry, David Brownlee, Richard Kong, John Coppola, Zachary Rodriguez, Cindy Cerritos (PREP+ mentee), Alexis Ayala-Amaya (PREP+ mentee)

Other Professionals:

Tonya Dawson, Lo Warren, Sarah Freed, Matt Luetjen, Alaina Ploski, Ian Peters, Yuliya Malamud, Gerald Gordon, LaKenzise Mayberry, Dr. Afra Ahmad, John Henry, Cal Markert, Dr. Les Andrist

REFERENCES

References available upon request

Preston V. L. Lindsay, M.S.O.D., Ph.D. (c)

| Direct: (347)697-3148 | Email: plindsay@umd.edu |
| LinkedIn: <https://www.linkedin.com/in/prestonvlindsay/> |

EDUCATION

The Chicago School of Professional Psychology, Washington, DC (2020)

Doctor of Philosophy, in Industrial Organizational Psychology, Department of Business Psychology

- Research Interests: Organizational trauma and Worker Behavior
- Dissertation: “*Organizational Trauma: A Phenomenological Study of the Worker’s Consciousness and Cognitive Experience*”

The Catholic University of America, Washington, DC (2016)

Master of Science (M.S.) Management & Organizational Development

- Thesis: “*Can Transformational Leadership Ensure the Sustainability of Nonprofits in Time of Uncertainty*”

The Catholic University of America, Washington, DC (2016)

Bachelor of Arts, Sociology (Interdisciplinary Track)

- Concentration: *Organizational Behavior*
- *Scholars Program*

Drexel University- Philadelphia, PA (2012)

Bachelor of Science, Psychology

SUMMARY OF QUALIFICATIONS

- Proven ability to build and motivate strong management teams, grow or turn-around organizations, and increase revenue and profit.
- Exceptionally creative in crafting strategy, solutions and business development opportunities.
- Decisive decision-making ability, tempered with a practical and down to earth perspective.
- Experienced and practiced in a wide variety in business types, able to effectively transfer knowledge across business models and categories.
- Extensive experience in public and private company management, public, investor and customer relations, fostering an enabling and motivating work environment, repairing old or implementing new techniques and technologies, and business turnaround.

HONORS & AWARDS

2017 Black Enterprise Modern Man of Distinction

2016 NBA Community Leaders Award

2016 Presidential/Dean Scholarship: The Chicago School of Professional Psychology.

2015 The Scholar’s Program: The Catholic University of America, Metropolitan School Professional Studies.

2011 Dignity Scholar, City of Philadelphia, Pennsylvania.

KEY SKILLS & COMPETENCIES

Transformational Leader, Strategic Management, Execution & Leadership | Program Design and Development
Mergers and Acquisitions | Project & Program Management | Training and Development | Selection
Operation Process Improvement | Educator | Community Outreach | Qualitative and Quantitative Research
Change Management | Systems Thinking | Design Thinking | Organization Development | Continuous Improvement
Board Development | Organizational Sustainability, Fundraising & Advancement

FACULTY APPOINTMENTS

Saint Peter’s University, Frank J. Guarini School of Business

03/2020-Present

Adjunct Professor and Subject Matter Expert

Instructor for Organizational Behavior

- Pursues research independently and collaboratively
- Prepare and deliver lectures to graduate IO psychology students on topics such as strategic thinking, cognitive processes, multivariate statistics, management and concepts of motivation.

- Mentoring and advising students

University of Maryland, Department of Psychology
Adjunct Professor of Industrial Organizational Psychology
Instructor for PSYC 620 Analytical Thinking II

12/2019-Present

- Pursues research independently and collaboratively
- Prepare and deliver lectures to graduate IO psychology students on topics such as strategic thinking, cognitive processes, multivariate statistics, management and concepts of motivation.
- Mentoring and advising students

Suffolk University, Sawyer Business School
Adjunct Associate Professor

11/2018-Present

Instructor for MKT 220 Honors Business Research Methods

- Facilitate classroom discussion and with the management of the online discussion
- Ensure academic quality and academic integrity in the classroom
- Evaluate and grade student assignment
- Documents students' attendance, participation, and academic progress by giving and grading assignments, projects, quizzes and/or examinations that lead to a final grade.
- Maintains weekly posted office hours

New York University Robert F. Wagner School of Public Service
Assistant Professor of Public Service and Management

06/2018-Present

Instructor for CORE-GP 1020 Management and Leadership: Theory and Practice

Instructor for PADM-GP 2110 Strategic Management and Leadership

- Prepare and deliver lectures to graduate management students on topics such as organizational behavior management, leadership and management theory, strategic thinking, cognitive processes, organization development, change management and concepts of motivation.
- Facilitate classroom discussion and with the management of the online discussion
- Ensure academic quality and academic integrity in the classroom
- Evaluate and grade student assignment
- Documents students' attendance, participation, and academic progress by giving and grading assignments, projects, quizzes and/or examinations that lead to a final grade.
- Maintains weekly posted office hours
- Accessible to students outside the classroom, providing ample periods of time for counseling and mentoring students in matters related to academic success, life goals, and professional development
- Responsible for a student passing rate of 94 percent.

Catholic University of America Busch School of Business and Economics
Adjunct Professor

08/2017-Present

Instructor for MSM 677 Leading Organizational Change

- Undertake management research-led pedagogy at the graduate level, regularly collecting, and responding to, student feedback.
- Contributes at an appropriate level to school and faculty policy and practice in teaching.
- Designs, development, and facilitates planning of modules for course MSM 677 "Leading Organizational Change".
- Assessment of modules and programs to assure quality and arrange enhancement as required.
- Implements innovative pedagogical approaches to learning and teaching.
- Provides timely feedback and assessment of coursework and examinations.
- Is accessible to students outside the classroom, providing ample periods of time for counseling and mentoring students in matters related to academic success, life goals, and professional development
- Maintains weekly posted office hours

Columbia University in New York City
Adjunct Faculty

08/2017-Present

Instructor for Managing Human Behavior in Organizations

- Prepare and deliver lectures to MBA and other professional students on topics such as managing people and performance, leadership and management theory, change management and organizational behavior.
- Contribute subject matter expertise and lead breakout sessions
- Facilitate classroom discussion and with the management of the online discussion
- Ensure academic quality and academic integrity in the classroom
- Student evaluate and grade assignment

- Submits course grades to the Columbia University Registrar by the assigned date
- Documents students' attendance, participation, and academic progress by giving and grading assignments, projects, quizzes and/or examinations that lead to a final grade.
- Maintains weekly posted office hours
- Is accessible to students outside the classroom, providing ample periods of time for counseling and mentoring students in matters related to academic success, life goals, and professional development

PROFESSIONAL EXPERIENCE

Freedom of Unity
Chief Strategy Officer

New York, NY
04/2018-Present

Freedom of Unity is a nonprofit organization that represents a global network of free people who leverage their access to economic and material resources to provide education, shelter, healthcare, clean water, and nutrition to oppressed people living in abject poverty.

- The Chief Strategy Officer serves as a critical member of the executive management team. In collaboration with the CEO, the CSO develops, articulates and implements a strategic vision for the organization that focuses on effective growth and sustainability; oversees implementation of the strategic plan in close coordination with all internal and external stakeholders, builds new partnerships to grow and sustain the organization, manage special pilot projects, and serves in a high profile external role representing Freedom of Unity at key events to funders and the media.
- The CSO oversees a portfolio that includes: 1) strategic planning; 2) communications; 3) high-level partnerships; and 4) special projects. The CSO maintains strong connections to Freedom of Unity program departments to introduce new partnerships, transition special projects for longer term sustainability and 2 to meet the needs of key partners. The CSO also serves as the primary staff liaison to the Board of Directors and engages the Board of Directors frequently in partnership with the CEO

Lift Up The Vulnerable
Chief Advancement Officer

New York, NY
01/2018-Present

Lift Up the Vulnerable (LUV) is an international antihuman trafficking nonprofit organization providing care for children and women at-risk to human trafficking and oppression. The Chief Advancement Officer is a senior professional responsible for strategically leading, planning, organizing, and directing LUV's fundraising campaigns and communications including, the major gifts program, annual fund, planned giving, special events and capital campaigns. The Chief Advancement Officer seeks new areas for growth and improvement for fundraising and partnership development, while ensuring the development and success of an organization by instilling a culture of philanthropy, coordinating fund development, contributing to strategic planning, and addressing development issues within the organization.

- Develop interview techniques, rating scales, and psychological tests used to assess skills, abilities, and interests for the purpose of employee selection, placement, and promotion.
- Leads strategic planning, organizing, and directing all LUV's development, marketing, communications and philanthropic activities including, the major gifts program, annual fund, planned giving, special events and capital campaigns for stateside operations and international programs.
- Meets prospective donors and supporters on a continual basis to establish effective communications with them.
- Analyze data, using statistical methods and applications, in order to evaluate the outcomes and effectiveness of workplace programs.
- Formulate and implement training programs, applying principles of learning and individual differences.
- Manages high level communications strategies for email, social media campaigns, publications, and grant writing.
- Expands major gifts program through identification, cultivation and solicitation of major donors.
- Advises the CEO with shaping the organization's overall strategic and advancement plans.
- Developing strategic plans and assessing organizational performance
- Continually conducting research and data analysis to inform strategic decisions
- Oversees grant seeking including research, proposal writing, and reporting requirements.
- Builds the planned giving program with a focus on deferred gifts such as bequest expectancies.
- Direct the annual fund program, including mailings and annual fundraising drives.

- Direct capital campaigns and other major fundraising drives.
- Coordinates fund raising special events.
- Makes public appearances and speaking engagements to share information about the mission with the community.
- Manages fundraising database and tracking systems.
- Collaborate with other fundraising branches internationally
- Oversee creation of publications to support fund raising activities.
- Maintain gift recognition programs.
- Manages people and performance
- Leads administrative pool, senior development officers, interns and volunteers

The Lindsay Group, inc.

Chief Executive Officer and Principal Consultant

New York, NY

06/2016-Present

The Lindsay Group is an organizational development firm- mission oriented to strengthen organizations by partnering with industry leaders to further define vision and develop sustainable plans for long term organizational success.

- Develop high quality business strategies and plans ensuring their alignment with short-term and long-term objectives
- Lead and motivate subordinates to advance employee engagement develop a high performing managerial team
- Oversee all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission
- Make high-quality investing decisions to advance the business and increase profits
- Enforce adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics
- Review financial and non-financial reports to devise solutions or improvements
- Build trust relations with key partners and stakeholders and act as a point of contact for important shareholders
- Analyze problematic situations and occurrences and provide solutions to ensure company survival and growth
- Maintain a deep knowledge of the markets and industry of the company
- Developing high quality business strategies and plans ensuring their alignment with short-term and long-term objectives
- Leading and motivating subordinates to advance employee engagement develop a high performing managerial team
- Overseeing all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission
- Designs, develops, coordinates, implements and delivers and evaluates training programs that support organization objectives and are aligned with the organization's business plan. Trains trainers and assures instructional quality and appropriate content of consultants and contract trainers
- Provides coaching, facilitation, team development, whole systems analysis, process reengineering and organization development services in consultation with executive leaders and senior managers to implement organization improvement initiatives and assure alignment with the organization's strategic plans.
- Manages the work of outside consultants when used.
- Develops and implements manager and staff development programs that support the organization's succession plan

The Urban Assembly

Executive Director of Community School Initiatives/

Senior Director of Strategic Partnerships and Development

08/2017-05/2018

- Responsible for developing and maintaining an excellent relationship with all organizational partners
- Managed partner development team, creating goals, standards, and accountability measurements. Creates and maintains necessary reports to track progress and partnership retention
- Develop and implement employee selection and placement programs.
- Develops strategies for institutional advancement through development activities and strategic partnerships
- Manages high level stakeholder relationships
- Grant procurement, management and reporting

- Budget management
- Provides organizational learning opportunities to team members and other organization leaders in operations, development, strategic marketing and managing people and performance
- Identifying, qualifying, cultivating, soliciting, and stewarding major individual donors, corporate, and/or foundation gifts
- Write reports on research findings and implications in order to contribute to general knowledge and to suggest potential changes in organizational functioning.
- Acting as an ambassador for the organization
- Managed partnerships and develops new relationships
- Leverages partnerships to advance organizations mission
- Developed strategic plans for marketing and development activities
- In collaboration with the CEO, generating substantial annual revenue

Around the Way Girl, inc.
Board President

7/2016- Present

- Serves as the contact point for every board member on board issues.
- Sets goals and objectives for the board and ensures that they are met.
- Ensures that all board members are involved in committee activities; assigns committee chairs.
- Motivates board members to attend meetings.
- know how to run a less formal and productive meeting
- engage each board member in deliberation
- control dominating or out-of-line behavior during meetings
- Periodically consulting with board members on their roles and helping them assess their performance
- In collaboration with the CEO, generating substantial annual revenue
- Developing and managing relationships and communicating with: funders, partners, and other stakeholders
- Planning, presiding over, and facilitating board and committee meetings; partnering with the CEO to ensure that board resolutions are carried out

New Community for Children
Executive Director

9/ 2015- 8/2017

- Conduct research studies of physical work environments, organizational structures, communication systems, group interactions, morale, and motivation in order to assess organizational functioning.
- Develop and implement employee selection and placement programs.
- Facilitate organizational development and change.
- Designed and implemented operational plans goals and objectives for the organization.
- Supervised annual budget preparation and other top-level financial matters.
- Analyze data, using statistical methods and applications, in order to evaluate the outcomes and effectiveness of workplace programs
- Designed and implemented selection process.
- Led 13 member Board of Directors to establish goals, strategies and standards for the organization.
- Acting as an ambassador for the organization
- Informed directorates of budgetary review and approval procedures.
- Coordinated with all ad hoc and standing Board committees.
- Developed and supervised system for program initiative design and delivery.
- Designed systems for monitoring program quality to ensure top services.
- Developed human resource policies, procedures, training, and recruitment programs for volunteers and paid staff members to ensure positive guest experience and company growth.
- Observe and interview workers in order to obtain information about the physical, mental, and educational requirements of jobs as well as information about aspects such as job satisfaction.
- Responsible for financial stability and development of growth strategies for multiple revenue streams, including grant funding, retail, venue attendance, facility event rental, and tenant lease programs.
- Accounting and fiscal management included preparation and presentation of monthly, quarterly and annual P&L reports for Board of Directors and governmental committees.
- Serves as media and community spokesperson.

Executive Director

- Independently designs, markets, and manages various educational programs that meet enrollment demands, secures revenue, and extends programmatic services to members every fiscal year
- Lead team that supported the strategic development and design of new educational programs that increased operational budget by \$375,000 USD.
- Responsible for ensuring the health of the organizations budget by closely monitoring the flow of the organizations resources and staffing rotations.
- Advise board of directors concerning personnel, managerial, and marketing policies and practices and their potential effects on organizational effectiveness and efficiency.
- Managed a team of 18 staff
- Lead quarterly professional development workshops for all staff and program focused trainings
- Monthly reporting and presentation to Board of Directors on state of affairs inclusive of service delivery and budget.
- Created a professional development curriculum around Maryland State Department of Education regulations and licensure protocols and delivers the trainings to all team members.
- Works with the Board of Directors and the Maryland State Department of Education to maintain institutional licensure.
- Exercises strong skills in conflict resolution and mediation in situations that might occur between staff and the organizations members or among the team.
- Independently conducts quarterly internal audits of service delivery and finances and communicates all findings by formal report to the Board of Directors.
- Leads a team responsible for design planning, execution, control, and monitoring of flow of all materials and services.
- Cultivated organizational systems that ensure the security of highly sensitive information for both membership base and as a Human Resource function
- Establish fundraising goals and plan of action each fiscal year and maintain open communications with board members and stakeholders regarding fundraising initiatives and works with board of directors to maintain operations budget
- Executive level oversight of all employees, staffing rotations, staff training protocols and initiated tracking and trending of staff performance quarterly.

Volunteers of America Chesapeake

7/2011- 3/2014

Senior Program Director & Residential Coordinator

- Managed a team of 32 employees
- Developed selection system for direct support professionals
- Oversight of clinical and residential staff implementation of Individualized Supports Plans (ISP) Behavioral Supports Plan. (BSP)
- Managed fundraising and development activities
- Lead quarterly professional development workshops for all staff
- Generating/submission of monthly and quarterly financial and service reports to executive leadership team.
- Organizational Liaison to the District of Columbia Superior Court and the Department on Disability Services: Reporting on programmatic budgets and Operations.
- Representing the organizations interests before the various stakeholders and governmental officials.
- Establish and implement training and professional development protocols for all direct reports both staffers and supervisors.
- Quarterly Performance reviews with all direct reports via the TalentChaser system in an effort to professionally develop all team members.

Volunteers of America Delaware Valley

10/2008- 4/2012

Senior Program Director & Program Coordinator

- Operational oversight of 3 service locations including a total of nine consumers and a staffing rotation of 36 employees.
- Lead fundraising and development activities
- Office management and management of a team responsible for the security of consumer health records.
- Maintenance of budgets for each service location and reporting of budget to executive leadership quarterly.
- Representing the organizations interests before the various stakeholders and governmental officials.
- Clinical oversight of staff implementation of support plans.

AFFILIATIONS & HONORS

Board Chairman, *Around the Way Girl, Inc. (ATWG,inc.)*
Member, *Organization Development Network*
Associate, *Society for Industrial and Organizational Psychology (SIOP)*
Member, *Center for Nonprofit Advancement (CNA)*
Member, *Catholic University of America Alumni Association*
Member, *Psi Chi Honor Society of Psychology*
Member, *Society of Human Resource Management*
Member, *National Society of Collegiate Scholars*

RESEARCH ARTICLES, PUBLICATIONS & ESSAYS

32 2018 Ethical Safety Cultures in Healthcare Organizations
86 2018 Organizational Trauma and its Effect on Worker Behavior
25 2017 Nonprofit Leadership: Can Effective Leadership Ensure Organizational Sustainability? a study of organizational sustainability in times of uncertainty.
2017 Effective Organizational Change Management Strategies
8 2016 Organizational Diagnosis and Planned Change
2016 Organizational Diagnosis, Methodologies, and Strategies
2016 The Relationship Between Organizational Culture and Leadership
2015 Rewards, Performance Management, and Motivation in the Workplace
2014 Workforce Resistance to Planned Change
15 2010 Walking Under the Mobile Influence

MEDIA PROFILES & NEWS ARTICLES

Black Enterprise: <https://www.blackenterprise.com/modern-man-preston-vernard-l-lindsay/>
NBA Black History Month Community Spotlight: <https://www.nba.com/wizards/black-history-month-spotlight-0>
NYU Wagner: <https://wagner.nyu.edu/community/faculty/preston-lindsay>


LECTURES & PRESENTATIONS

Recent public addresses to large national or international audiences:

“*Strategy Formulation for Organizational Change*” New York University, Robert Wagner School of Public Service (2019)
“*Corporate Competitiveness: Value Chain Management & Strategy*” Columbia University and US-China Exchange Council (2018)
“*Nonprofit Leadership: Can Effective Leadership Ensure Organizational Sustainability?*” The Catholic University, Busch School of Business and Metropolitan School of Professional Studies (2016)

Curriculum Vitae

Notarization. I have read the following and certify that this *curriculum vitae* is a current and accurate statement of my professional record.

Signature  _____

Date 3/24/2020

1. Personal Information

a. UID: 101087207, Hanges, Paul John

Home:

6810 Cherry Tree Court
New Market, MD 21774

(410) 499-2917

Office:

Department of Psychology
University of Maryland
4094 Campus Dr
College Park, MD 20742

(301) 405-5930
phanges@umd.edu

b. Current Academic Appointment

Department of Psychology University of Maryland, Professor, June 2005 to present

c. Other Academic Appointments while at UMD

- Academic Director, Masters in Professional Studies (MPS) in I/O Psychology Sept 2016 to present
- Affiliate of R. H. Smith School of Management, Dec 1997 to present
- Affiliate of the Zicklin School of Business, Baruch College, July 2008 to present
- Affiliate of the Center for the Advanced Study of Language, May 2006 to May 2009
- Department of Psychology University of Maryland, Associate Professor May 1991 to May 2006
- Department of Psychology University of Maryland, Assistant Professor, August 1986 to May 1991

d. Educational Background

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

e. Employment Background

Acting Director of Graduate Studies, Department of Psychology	Jan. 2019 to June 2019
Professor, Department of Psychology University of Maryland, College Park, MD	June 2005 to present
Member, Board of Directors, OBA Bank Germantown, MD	May 2011 to Sept 2014
Associate Chair/Director of Graduate Studies Department of Psychology University of Maryland, College Park, MD	July 2007 to June 2012
Associate Professor, Department of Psychology University of Maryland, College Park, MD	June 1992 to May 2005
Assistant Professor, Department of Psychology University of Maryland, College Park, MD	August 1986 to May 1992
Affiliate of Aston Business School Aston University, Birmingham, England	Feb. 2007 to June 2008

2. Research, Scholarly, and Creative Activities

(Italics = Student; Bold= Intellectual Leadership)

A. Books

i. Books Authored

House, R.J., **Dorfman, P.W.**, Javidan, M., **Hanges, P.J.**, & DeLuque, M.S. (2014). *Strategic Leadership: The GLOBE Study of CEO Leadership Behavior and Effectiveness across Cultures*. Sage Publications.

ii. Books Edited

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

iii. Book Chapters

1. **Hanges, P. J.** (1997). Adjusting management practices and leadership style to the culture of international law offices. In K. P. Yusko & S. B. Fabrizio *Smart human resource practices for law offices*. NJ: Glasser LegalWorks. (pp. 327-329).
2. **House, R. J.**, **Hanges, P.J.**, Ruiz-Quintanilla, A., Dorfman, P.W., Javidan, M., Dickson, M.W., & GLOBE Country Co-Investigators. (1999). Cultural influences on leadership and organizations: Project GLOBE. In W. Mobley, J. Gessner, & V. Arnold (Eds.). *Advances in Global Leadership*. (Vol. 1, pp. 171-234). Stamford, CN: JAI Press.
3. **Dickson, M.W.**, **Hanges, P.J.**, & Lord, R.G. (2001). Trends, developments, and gaps in cross-cultural research on leadership. In W. Mobley & M. McCall (Eds.), *Advances in Global Leadership*, (Vol. 2, pp. 75-100). Stamford, CT: JAI.
4. **Hanges, P.J.**, **Lord, R.G.**, Godfrey, E.G., & Raver, J.L. (2002). Modeling nonlinear relationships: Neural networks and catastrophe analysis. In S. Rogelberg (Ed.). *Handbook of Research Methods in Industrial and Organizational Psychology*. (pp. 431-455). Malden, MA: Blackwell Publishers, Inc.
5. Brodbeck, F., **Hanges, P.J.**, **Dickson, M. W.**, Gupta, V. & Dorfman, P.W. (2004). Societal, cultural, and industry influences on organizational culture. (pp. 654-668). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
6. **Dorfman, P.W.**, **Hanges, P.J.**, & Brodbeck, F. (2004). Leadership and cultural variation: The identification of culturally endorsed leadership profiles. (pp. 669-720). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.

7. **Gupta, V. & Hanges, P.J.** (2004). Regional and climate clustering of social cultures. (pp. 178-218). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
8. **Hanges, P.J.** (2004). Confidence interval estimation of correlations. (pp. 759-760). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
9. **Hanges, P.J.** (2004). Societal-level correlations among GLOBE societal culture scales. (pp. 733-736). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
10. **Hanges, P.J.** (2004). Overview: Research methodology. (pp. 91-94). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
11. **Hanges, P.J.** (2004). Response bias correction procedure used in GLOBE. (pp. 737-752). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
12. **Hanges, P.J. & Dickson, M.W.** (2004). The development and validation of the GLOBE culture and leadership scales. (pp. 122-151). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
13. **Hanges, P.J., Dickson, M.W., & Sipe, M.** (2004). Rationale for GLOBE statistical analyses: Societal rankings and tests of hypotheses. (pp. 219-234). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
14. **Hanges, P.J. & Gettman, H.** (2004). A comparison of test-focused and criterion-focused banding methods: Back to the future? (pp. 29-48). In H. Aguinis (Ed.). *Test score banding in human resource selection: Legal, technical, and societal issues*. Westport, CT: Praeger.
15. **Hanges, P.J., Sipe, M., & Godfrey, E.** (2004). Evidence for contextual effects. (pp. 753-758). In R. J. House, P.J. Hanges, M. Javidan, P.W. Dorfman, & V. Gupta (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
16. **House, R.J., & Hanges, P.J.,** (2004). Research Design. (pp. 95-101). In R. J. House, P.J. Hanges, M. Javidan, & P.W. Dorfman (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.

17. House, R.J., **Javidan, M.**, Dorfman, P.W., & Hanges, P.J. (2004). GLOBE Research program. (pp. 577-581). In G.R. Goethals, G.J. Sorenson, & J. M. Burns (Eds.). *Encyclopedia of Leadership* (Vol 2).. Thousand Oaks, CA: SAGE.
18. **Javidan, M.**, House, R.J., Dorfman, P.W., Gupta, V., Hanges, P.J., & de Luque, M. (2004). Conclusions and future directions. (pp. 723-732). In R. J. House, P.J. Hanges, M. Javidan, & P.W. Dorfman (Eds.). *Leadership, Culture, and Organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: SAGE.
19. *Knight, A. P., Shteynberg, G., & Hanges, P.J.* (2004). Path-goal analysis. (pp. 1164-1169). In G.R. Goethals, G.J. Sorenson, & J. M. Burns (Eds.). *Encyclopedia of Leadership* (Vol 3).. Thousand Oaks, CA: SAGE.
20. **Hanges, P.J.**, & *Lyon, J.* (2005). Interpreting changes in ICCs: To agree or not to agree, that is the question. (pp. 421-432). In F. Dansereau & F. Yammarino (Eds.). *Multi-level issues in strategy and methods*. San Diego, CA: Elsevier.
21. **Hanges, P.J.**, *Lyon, J.*, & Dorfman, P.W, (2005). Managing a multinational team: Lessons from project GLOBE. (pp. 337-360). In D. Shapiro, M.A. Von Glinow, and J. Cheng (Eds.) *Managing Multinational Teams: Global Perspectives*, San Diego, CA: Elsevier Press.
22. **Hanges, P.J.**, Dorfman, P.W., *Shteynberg, G.*, & *Bates, A.* (2006). Culture and Leadership: A connectionist information processing model. (pp. 7-37). In W. H. Mobley & E. Weldon (Eds). *Advances in Global Leadership* (Vol 4). Bingley, UK: Emerald Group Publishing.
23. **Newman, D.A.**, Hanges, P.J., *Duan, L.*, & *Ramesh, A.* (2008). A network model of organizational climate: Friendship clusters, subgroup agreement, and climate schemas. In D. B. Smith (Ed.). *The people make the place: Dynamic linkages between individuals and organizations*. (pp. 101-126). NY: Lawrence Erlbaum.
24. **Rentsch, J. R.**, Small, E.A., & Hanges, P.J. (2008). Cognitions in organizations and teams: What is the meaning of cognitive similarity? In D. B. Smith (Ed.). *The people make the place: Dynamic linkages between individuals and organizations*. (pp. 127-156). NY: Lawrence Erlbaum.
25. **Hanges, P.J.** & *Feinberg, E.G.* (2009). International perspectives on Adverse Impact: Europe and Beyond. (pp. 349-373). In J.L. Outtz (Ed.) *Adverse Impact: Implications for Organizational Staffing and High States Selection*. New York: Routledge.
26. **Kyrillidou, M.**, **Lowry, C.**, **Hanges, P.J.**, *Aiken, J.R.*, and Justh, K, (2009). ClimateQUAL™: Organizational Climate and Diversity Assessment. In Mueller, D.M. (Ed.) *Pushing the Edge: Explore, Engage, Extend*. (pp. 150–164). Chicago: American Library Association.
27. **Resick, C.J.**, Mitchelson, J.K., Dickson, M.W., & Hanges, P.J. (2009). Culture, corruption, and the endorsement of ethical leadership. (pp. 113-144). In W.H. Mobley, Y. Wang, & M. Li (Eds.). *Advances in Global Leadership* (Vol 5). Bingley, UK: Emerald Books.

28. **Javidan, M.**, Dorfman, P.W., Howell, J.P., & Hanges, P.J. (2010). Leadership and Cultural Context: A theoretical and empirical examination based on Project GLOBE. (pp. 335-376). In N. Nohria & R. Khurana (Eds.), *Handbook of Leadership Theory and Practice*, Boston: Harvard Business School Press.
29. **Aiken, J. R.** & Hanges, P. J. (2011). Research Methodology for Studying Dynamic Multi-Team Systems: Application of Complexity Science. In S. J. Zaccaro, M.A. Marks, L. DeChurch (Ed.) *Multi-Team Systems: An Organization Form for Dynamic and Complex Environments*. (pp. 431-458). NY: Routledge Academic.
30. **Dickson, M.W.**, Lelchhook, A., de Luque, M.S., & Hanges, P.J. (2012). Project GLOBE: Global Leadership and Organizational Behavior Effectiveness Education. (pp. 433-452). In S. Snook, N. Nohria, & R. Khurana, (Eds.) *The Handbook for Teaching Leadership: Knowing, Doing, and Being*. Newbury Park, CA: SAGE.
31. **Hanges, P.J.** & Wang, M. (2012). Seeking the Holy Grail in Organizational Science: Uncovering Causality through Research Design. (pp. 79-116). In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*. New York: Oxford University Press.
32. **Hanges, P. J.**, Salmon, E. D., & Aiken, J. R. (2013). Legal issues in industrial testing and assessment. (pp. 693-711). In K.F. Geisinger (Ed.-in-Chief), B. A. Bracken, J. F. Carlson, J. C. Hansen, N. R. Kuncel, S. P. Reise, & M. C. Rodriguez (Assoc. Eds.), *APA handbooks in psychology: APA handbook of testing and assessment in psychology: Vol. 1. Test theory and testing and assessment in industrial and organizational psychology*. Washington, DC: American Psychological Association.
33. **Javidan, M.**, **Dorfman, P.**, Hanges, P., and House, R.J. (2013). The GLOBE Model of National Culture and Leadership. Eric Kessler (ed.). *Encyclopedia of Management Theory*. SAGE.
34. **Scherbaum, C.** Goldstein, H., Ryan, R., Agnello, P., Yusko, K., & Hanges, P. (2015). New Developments in Intelligence Theory and Assessment: Implications for Personnel Selection. (pp. 99-116). In I. Nikolaou & J. Oostrom (Eds.) *Employee Recruitment, Selection, and Assessment. Contemporary Issues for Theory and Practice*. London: Psychology Press-Taylor & Francis.
35. **Hanges, P.J.** & Su, J.J. (2016). Global leadership and organizational effectiveness project (pp. 546-550). In S.G. Rogelberg (Ed). *The SAGE Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks, CA: SAGE Publications.
36. **Aiken, J. R.** & Hanges, P. J. (2017). The Sum of the Parts: Methods of Combining Assessments for Employment Decisions. (p. 388-396). In J. L. Farr & Tippins, N. T. (Eds.), *Handbook of Employee Selection*. NY: Routledge.
37. **Hanges, P.J.** & Aiken, J.R. (2017). The healthy organization: Properties of ClimateQual scales. (p. 19-47). In Charles B. Lowry (Ed). *ClimateQUAL: Advancing Organizational Health, Leadership and Diversity in the Service of Libraries*. Lanham, MD: Rowman and Littlefield.
38. **Lowry, C.B.**, **Hanges, P.J.**, & Aiken, J.R. (2017). Leadership matters: The ClimateQual case. (p. 49-69). In Charles B. Lowry (Ed). *ClimateQUAL: Advancing Organizational*

Health, Leadership and Diversity in the Service of Libraries. Lanham, MD: Rowman and Littlefield.

39. Lowry, C.B., Baughman, M.S. & Hanges, P.J. (2017). Introduction and overview: ClimateQUAL, building a potent instrument for organizational health and diversity. (p. 1-18). In Charles B. Lowry (Ed). *ClimateQUAL: Advancing Organizational Health, Leadership and Diversity in the Service of Libraries*. Lanham, MD: Rowman and Littlefield.
40. Yusko, K.P., Bellenger, B.L., Larson, E. C., Hanges, P.J., & Aiken, J.R. (2017). Chapter 20: Legal and fairness considerations in employee selection. (pp. 422- 441). *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection, and Retention*
41. **Aiken, J.R., Hanges, P.J., & Chen, T.** (2018). The means are the end: Complexity science in Organizational Research. (pp. 115-140). In S. E. Humphrey & J. M. LeBreton (Eds). *Handbook on Multilevel Theory, Measurement, and Analysis*. American Psychological Association.

b. Articles in Refereed Journals

1. **Alexander, R. A., Alliger, G. M., & Hanges, P. J.** (1984). Correcting for range restriction when the population variance is unknown. *Applied Psychological Measurement*, 8, 431-437.
2. **Alliger, G. M. & Hanges, P. J.** (1984). Objectivity and science: Reply to Kukla. *Journal of Personality and Social Psychology*, 47, 676 -679.
3. **Alexander, R. A., Hanges, P. J., & Alliger, G. M.** (1985). An empirical examination of two transformations of sample correlations. *Educational and Psychological Measurement*, 45, 797-801.
4. **Alexander, R. A., Hanges, P. J., & Alliger, G. M.** (1985). Correcting for restriction of range in both x and y when the unrestricted variances are unknown. *Applied Psychological Measurement*, 9, 317-323.
5. **Lord, R. G. & Hanges, P. J.** (1987). A control system model of organizational motivation: Theoretical and applied implications. *Behavioral Science*, 32, 161-178.
6. **Alliger, G. M., Hanges, P. J., & Alexander, R. A.** (1988). A method for correcting parameter estimates in samples subject to a ceiling. *Psychological Bulletin*, 103, 424-430.
7. **Hanges, P. J., Schneider, B. & Niles, K.** (1990). The stability of performance: An interactionalist perspective. *Journal of Applied Psychology*, 75, 658-667.
8. **Hanges, P. J., Rentsch, J. R., Yusko, K. P., & Alexander, R. A.** (1991). Determining the appropriate correction when the type of range restriction is unknown: Developing a sample-based procedure. *Educational and Psychological Measurement*, 51, 329-340.

9. **Hanges, P. J., Braverman, E. P. & Rentsch, J. R.** (1991). Changes in raters' impressions of subordinates: A catastrophe model. *Journal of Applied Psychology*, 76, 878-888.
10. **Kernan, M. C., Heimann, B., & Hanges, P. J.** (1991). Effects of goal choice, strategy choice, and feedback source on goal acceptance, commitment, and performance. *Journal of Applied Social Psychology*, 21, 713-733.
11. **Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J.** (1992). An examination of least-squares regression modeling of catastrophe theory. *Psychological Bulletin*, 111, 366-374.
12. **Schneider, B., Hanges, P. J., Goldstein, H. W., & Braverman, E.P.** (1994) Do customer service perceptions generalize? The case of student and chair ratings of faculty effectiveness. *Journal of Applied Psychology*, 79, 685-690.
13. **Dyer, N., Sipe, W. P., & Hanges, P. J.** (1997). Multilevel confirmatory factor analysis: Demonstration of Muthen's technique. *Academy of Management Best Paper Proceedings*, 391-394.
14. **House, R.J., Hanges, P.J., & Ruiz-Quintellella, A.** (1997). GLOBE: The global leadership and organizational behavior effectiveness research program. *Polish Psychological Bulletin*, 28, 215-254.
15. **Den Hartog, D. N., House, R.J., Hanges, P.J., Ruiz-Quintanilla, S. A., Dorfman, P. W. & Associates** (1999). Culture specific and cross-culturally generalizable implicit leadership theories: Are the attributes of charismatic/transformational leadership universally endorsed. *The Leadership Quarterly*, 10, 219-256.
16. **Conn, A.B., Hanges, P.J., Sipe, W.P., & Salvaggio, A.N.** (1999). The search for ambivalent sexism: A comparison of two measures. *Educational and Psychological Measurement*, 59, 898-909.
17. **Hanges, P.J., Grojean, M.W., & Smith, D.B.** (2000). Bounding the concept of test banding: Reaffirming the traditional approach. *Human Performance*, 13, 181-198.
18. **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.
19. **Smith, D. B., Hanges, P. J., & Dickson, M.** (2001). Personnel selection and the five factor model: Reexamining the effects of applicant's frame of reference. *Journal of Applied Psychology*, 86, 304-315.
20. **Offermann, L.R., Hanges, P.J., & Day, D. V.** (2001). Leaders, Followers, and Values: Explorations of the Road Ahead. *The Leadership Quarterly*, 12, 129-132.

21. **Gupta, V., Hanges, P.J., & Dorfman, P.W.** (2002). Cultural Clusters: Methodology and Findings. *Journal of World Business*, 37, 11-15.
22. **House, R.J., Javidan, M., Hanges, P.J., & Dorfman, P.W.** (2002). Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. *Journal of World Business*, 37, 3-10.
23. **Kernan, M.C. & Hanges, P. J.** (2002). Survivor Reactions to Reorganization: Antecedents and Consequences of Procedural, Interpersonal, and Informational Justice. *Journal of Applied Psychology*, 87, 916-928.
24. **Lord, R.G., Hanges, P.J., & Godfrey, E. G.** (2003). Integrating neural networks into decision making and motivational theory: Rethinking VIE theory. *Canadian Psychologist*, 44, 21-38.
25. **Mayer, D. M. & Hanges, P.J.** (2003). Understanding the Stereotype Threat Effect with "Culture-Free" Tests: An Examination of its Mediators and Measurement. *Human Performance*, 16, 207-230.
26. **Schneider, B., Hanges, P.J., Smith, D. B., & Salvaggio, A.N.** (2003). Which came first: Employee Attitudes or Organizational Financial and Market Performance? *Journal of Applied Psychology*, 88, 836-851.
27. **Bliese, P.D. & Hanges, P.J.** (2004). Being both too liberal and too conservative: The perils of treating grouped data as though it is independent. *Organizational Research Methods*, 7, 400-417.
28. **Collins, C.J., Hanges, P.J., & Locke, E.A.** (2004). The relationship of achievement motivation to entrepreneurial behavior: A meta-analysis. *Human Performance*, 17, 95-118.
29. **Hanges, P.J. & Shteynberg, G.** (2004). Methodological challenges and solutions for leadership researchers. *German Journal of Human Resource Research*, 18, 346-358.
30. **Dyer, N.G., Hanges, P.J., & Hall, R.** (2005). Applying multilevel confirmatory factor analysis techniques to the study of leadership. *The Leadership Quarterly*, 16, 149-167.
31. **Hanges, P.J. & Lyon, J.L.** (2005). Relationship between *US News and World Report* and the *National Research Council's* ratings/rankings of Psychology Departments. *American Psychologist*, 60, 1035-1037.
32. **Ziegert, J. & Hanges, P.J.** (2005). Employment Discrimination: The Role of Implicit Attitudes, Motivation, and a Climate for Racial Bias. *Journal of Applied Psychology*, 90, 553-562.
33. **Dickson, M. W., Resick, C. J., & Hanges, P. J.** (2006). When organizational climate is unambiguous, it is also strong. *Journal of Applied Psychology*, 91, 351-364.

34. **Resick, C.J.**, Hanges, P.J., Dickson, M.W., & Mitchelson, J.K. (2006). A cross-cultural examination of the endorsement of ethical leadership. *Journal of Business Ethics*, 63, 345-359.
35. **Dickson, M.W.**, Resick, C.J., & Hanges, P.J. (2006). Systematic variation in organizationally-shared cognitive prototypes of effective leadership based on organizational form. *The Leadership Quarterly*, 17, 487-505.
36. **Hanges, P.J.** & Dickson, M.W. (2006). Agitation over Aggregation: Clarifying the Development of and the Nature of the GLOBE Scales. *The Leadership Quarterly*, 17, 522-536.
37. **Javidan, M., House, R.J., Dorfman, P.W., Hanges, P.J., & de Luque, M.S.** (2006). Conceptualizing and Measuring Cultures and Their Consequences: A Comparative Review of GLOBE's and Hofstede's Approaches. *Journal of International Business Studies*, 37, 897-914. (Listed on Google.Scholar as a Classic Paper in International Business).
38. **Newman, D.**, Hanges, P.J., & Outtz, J.L. (2007). Racial Groups and Test Fairness: Considering History and Construct Validity. *American Psychologist*, 62, 1082-1083..
39. Lowry, C. B. & **Hanges, P.J.** (2008). What is the healthy organization? Organizational climate and diversity assessment: A research partnership. *Portal: Libraries and the Academy*, 8, 1-5.
40. **Hanges, P.J. & Ziegert, J.C.** (2008). Stereotypes about stereotype research. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 436-438.
41. **Ziegert, J.C. & Hanges, P.J.** (2009). Strong rebuttal for weak criticisms. *Journal of Applied Psychology*, 94, 590-597.
42. **Paris, L.D., Howell, J.P., Dorfman, P.W., & Hanges, P.J.** (2009). Preferred leadership prototypes of male and female leaders in 27 countries. *Journal of International Business Studies*, 40, 1396-1405.
43. **Bachman, K.R.O, Dickson, M.W., Hanges, P.J., Hebl, M., Lichtman, C., & Wicher, E.** (2010). Making the transition from Master's to PhD: Reflections from a SIOP conversation hour. *The Industrial Organizational Psychologist*, 48, 52-57.
44. **Hanges, P.J., Aiken, J.R., & Salmon, E. D.** (2011). The devil is in the details (and the context): A call for care in discussing the Uniform Guidelines. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. 4, 562-565.
45. **Wang, M. & Hanges, P.J.** (2011). Latent class procedures: Applications to organizational research. *Organizational Research Methods*, 14, 24-31.

46. **Hanges, P.J.**, Scherbaum, C.A., Goldstein, H.W., Yusko, K.P., & Ryan, R., (2012). I-O Psychology and Intelligence: A Starting Point Established. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 189-195.
47. **Scherbaum, C.A.**, Goldstein, H.W., Yusko, K.P., Ryan, R., & Hanges, P.J. (2012). Intelligence 2.0: Reestablishing a research program on g in I-O Psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 128-148.
48. **Dorfman, P., Javidan, M., Hanges, P.J.**, Dastmalchian, A. & House, R. (2012). GLOBE: A twenty year journey into the intriguing world of culture and leadership. *Journal of World Business*, 47, 504-518.
49. **Aiken, J. R.**, Salmon, E. D., & Hanges, P. J. (2013). The origins and legacy of the Civil Rights Act of 1964. *Journal of Business and Psychology*, 28, 383-399.
50. **Hanges, P.J.**, Scherbaum, C. A. & Reeve, C.L. (2015). There are more things in heaven and earth, Horatio, than DGF. *Industrial and Organizational Psychology*, 8, 472-481.
51. Aiken, J.R. & Hanges, P.J. (2015). Teach an IO to fish: Integrating data science into IO graduate education. *Industrial and Organizational Psychology: Perspectives in Science and Practice*, 8, 539-544.
52. **Hanges, P.J.**, Aiken, J.R., Park, J. & Su, J. (2016). Cross-cultural leadership: Leading around the world. *Current Opinions in Psychology*, 8, 64-69.
53. **Aktas, M., Gelfand, M.J., & Hanges, P.J.** (2016). Cultural tightness-looseness and perceptions of effective leadership. *Journal of Cross-Cultural Psychology*, 47, 294-309.
54. **Hanges, P.J., Lucas, J. & Dobbs, J.** (2020). Culture, climate, leadership and ethical behavior. *The Journal of Character and Leadership Development*. 7, 91-99.
55. **Lee, P.J.**, Rainone, N.A., Aiken, J.R., Dickson, M.W., Scherbaum, C.A., Chen, T. & Hanges, P.J. (2020). Where are they now? Reexamining the migration of I-O Psychologists to business schools. *The Industrial-Organizational Psychologist*.
<https://www.siop.org/Research-Publications/Items-of-Interest/ArtMID/19366/ArticleID/3298>

E. Talks, Abstracts, and Other Professional Papers

ia. Invited Talks

1. **Hanges, P. J.** (1989). The third year as a faculty member. In M.S. Taylor (Chair), Early Career Management. Invited presentation for the Academy of Management's Personnel/Human Resources Doctoral and Junior Faculty Consortium, Washington, DC.

2. **Hanges, P. J.** (1994). Discontinuous change in the perceptions of others: The utility of a catastrophe model. Invited presentation at the Department of Psychology, Wright State University, Dayton, OH.
3. **Hanges, P. J.** (1995). Changes in the perception of others: Further explorations of a catastrophe model. Invited presentation at the Department of Psychology, University of Akron, Akron, OH.
4. **House, R. & Hanges, P. J.** (1995). Organizational and societal culture: Results of scale construction efforts for the GLOBE project. Presented at the Society of Organization Behavior. Madison, WI.
5. **House, R., Hanges, P. J., Ruiz-Quintanilla, A., Agar, M., & Dickson, M.W.** (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Presented at the Society of Organization Behavior. Eugene, OR.
6. **Hanges, P. J.** (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at Virginia Polytechnic Institute. Blacksburg, VA.
7. **House, R., Hanges, P. J., Ruiz-Quintanilla, A., Agar, M., & Dickson, M.W.** (1997). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at the Wharton School of Business, University of Pennsylvania. Philadelphia, PA.
8. **Hanges, P. J.** (1998). Global Leadership and Organizational Behavior Effectiveness Research Project: Phase II Results. Invited presentation at George Washington University. Washington D.C.
9. **Hanges, P. J.** (1998). Keynote Address: Global Leadership and Organizational Behavior Effectiveness Research Project. Keynote address presented at the third annual Latin American Research Consortium. San Jose, Costa Rica.
10. **Hanges, P. J.** (1998). Challenges in Cross-cultural Research: The GLOBE Project. Invited presentation at the third annual Latin American Research Consortium. San Jose, Costa Rica.
11. **House, R. & Hanges, P. J.** (1998). The relationship between Organizational and societal culture: Results from the GLOBE project. Presented at the Society of Organization Behavior. Washington, D.C.
12. **Hanges, P. J.** (1999). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. Presented at the United States Military Academy. West Point, NY.

13. **Hanges, P.J.** (2001). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. Keynote address at the second Simposio Internacional de Psicologia Organizacional. Mexico City, Mexico.
14. **Hanges, P.J.,** Dickson, M.W., & Gupta, V. (2002). Managerial implications of cultural clusters: Generalizations from Project GLOBE. Invited presentation at the University of Illinois CIBER conference on Human Resource Management: Global Perspectives Conference. Oak Brook, IL.
15. **Hanges, P.J. &** Gelfand, M.J. (2004). Measurement equivalence with multilevel constructs. Invited presentation at Sheth Foundation/Sudman Symposium on Cross-Cultural Survey Research. University of Illinois at Urbana-Champaign.
16. **Hanges, P.J., Yumoto, F. & Lyon, J.** (2004). *The many-facet IRT model and its utility for personnel selection.* Invited presentation at the Personnel Testing Council of Metropolitan Washington. Washington DC.
17. **Hanges, P.J., Lyon, J., Duan, L., & Yumoto, F** (2004). *The many-facet IRT model and its utility for applied research.* Invited presentation at Wayne State University. Detroit, MI.
18. **Hanges, P.J.** (2005). Global Leadership and Organizational Behavior Effectiveness Research Project: Results and conclusions. National Defense University, Washington DC.
19. **Hanges, P.J.** (2006). Organizational diversity and climate assessment. Plenary speaker at the Library Assessment Conference, Charlottesville, VA.
20. **Hanges, P.J.** (2007) Nonlinear dynamic modeling. Video-presentation for at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.
21. **Hanges, P.J.** (2008). Dynamical processes. Invited presentation at George Mason University.
22. **Hanges, P.J.** (2008). Cross-cultural leadership. Invited presentation for the Singapore Military Leadership Research Group.
23. **Hanges, P.J.** (2009). Leadership prototypes and CEO behavior across 24 countries: Update on the GLOBE project. Invited presentation for the R.H. Smith School of Business, University of Maryland, College Park.
24. **Hanges, P.J.** (2010). Eroding public trust in leadership. Invited panel discussion for the University of Maryland Leadership Scholars. University of Maryland, College Park.
25. **Hanges, P.J.** (2011). Methodologies for SciTS Research. Invited panel discussion for the 2011 Science of Team Science Conference. Chicago, IL.

26. **Hanges, P.J.** (2011). Culture and Leadership: Update on the GLOBE Project. Invited presentation at the Richard Ivey School of Business, University of Western Ontario.
27. **Hanges, P.J.** (2011). Cross-cultural Issues in Leadership. Invited webinar for Association for Psychological Science's *Current Directions in Psychological Science Speaker Series*.
28. **Hanges, P.J.** (2011). Leadership in a Global Economy. Invited discussion for the *Center for Leadership, Innovation and Change* in UMD R.H. Smith School of Business. Washington DC.
29. **Hanges, P.J.** (2012). Creative Dialogue: Shared Leadership and the Orpheus Process. Invited panel discussion for the *Clarice Smith Performing Arts Center*. University of Maryland, College Park.
30. **Hanges, P.J.** (2012). Research Background on ClimateQual. Invited webinar for Association of Research Libraries' *Introduction to ClimateQUAL®*.
31. **Hanges, P.J.** (2015). Pupillometry and cognitive effort. Presentation given at Mercer, Inc. Washington DC
32. **Hanges, P.J.** (2015). Mental effort, test micro-behaviors and subgroup differences. Invited presentation given to Personnel Testing Council- Metropolitan Washington (PTCMW). Washington DC
33. **Hanges, P.J.** (2015). Test micro-behaviors and adverse impact: Improving cognitive ability tests. Invited presentation given at George Mason University, Fairfax, VA.
34. **Hanges, P.J.** (2015). In the eye of the beholder: Pupillometry, ability testing, and subgroup differences. Invited presentation given at Durham University, Durham, Britain.
35. **Hanges, P.J.** (2016). Building civil rights accountability in federal agencies (FAA as a case study). Invited presentation to National Civil Rights Conference, Washington DC.
36. **Hanges, P.J.** (2017). Organizational Climate and Political Polarization in Congress. Invited panelist at the Former Members of Congress Annual Meeting. Washington DC.
37. **Hanges, P.J.** (2018). In the eye of the beholder: Pupillometry, Ability Testing, and Subgroup Differences. Invited presentation at Department of Psychology, Wayne State University.
38. **Hanges, P.J.** (2019). Consequences of abusive and toxic leadership. Presented to the "Strengthening U.S. Air Force Human Capital Management" board on human-systems integration for the National Academies of Sciences, Engineering, and Medicine.

Ib: Organized Conferences

1. Organized conference along with Frances Lee, Kris Milner, & Jennifer Wessel. (2019). *Conference on the Organizational Climate of Congress*. Oct 24-25, 2019. University of Maryland.

ic. Invited Talks: Professional Development Workshops

1. **Hanges, P. J.** (2000). Applying catastrophe theory to understand changes in the perception of others: Lessons learned. In S. E. McManus (Chair). *Cusp catastrophe modeling and non-linear analyses*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.
2. **Hanges, P. J.** (2000). Methodological issues in cross-cultural research: Lessons learned from the GLOBE project. In M. Javidan (Chair). *Designing and conducting large multi-country research projects: Lessons learned from the GLOBE research program*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.
3. **Hanges, P.J.,** Sipe, W. P., Higgins, M., Dyer, N., Conn, A.B., & Salvaggio, A. N. (2000). Changes in the perception of women as leaders: A dynamic approach and catastrophe model. Paper presented as “work in progress” in A. D. Meyer (Chair). *Bringing complexity theory to bear on organizations: Work in progress*. Professional Development Workshop presented at the Academy of Management Conference. Toronto, Canada.
4. **Klein, K.J. & Hanges, P.J.** (2001). *Multilevel research: Theoretical foundations, research design, and analyses*. Tutorial presented at the Society for Industrial and Organizational Psychology Conference. San Diego, CA.
5. **Klein, K.J. & Hanges, P.J.** (2001). *Multilevel research: Theoretical foundations, research design, and analyses*. Tutorial presented at the Academy of Management Convention. Washington, DC.
6. **Nebeker, D. & Hanges, P.J.** (2006). *Statistically correcting rater bias in multi-source ratings*. Tutorial presented at the 21st Annual Society for Industrial/Organizational Psychology, Inc. Conference. Dallas, TX.
7. **Outtz, J.L. & Hanges, P.J.** (2006). *Recent Practical, Methodological and Statistical Advances in the Detection of Adverse Impact and Test Bias*. Workshop presented at the 21st Annual Society for Industrial/Organizational Psychology, Inc. Conference. Dallas, TX.
8. **Hanges, P.J.** (2008) *Nonlinear dynamic modeling*. Workshop presented at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.
9. **Hanges, P.J.** (2009) *Nonlinear dynamic modeling: Neural network and agent based analysis*. Workshop presented at the Center for the Advancement of Research Methods and Analysis (CARMA). Richmond, VA.

10. **Hanges, P.J.** (2010) *Neural Network and Adaptive Systems*. Workshop presented to the Police Psychological Services Division. Singapore (January 2010).
11. **Hanges, P.J.** (2011) *Random Coefficient Modeling and Structural Equation Modeling*. Workshop presented to the Psychological Services Division. Singapore (January 2011).
12. **Hanges, P.J.** (2012). Presenter. In T. Koehler (Chair). *Designing and Conducting Large International Research Projects*. Workshop presented at the Academy of Management Conference. Boston, MA.
13. **McCloy, R.A. & Hanges, P.J.** (2012). Little things (can) mean a lot! Practical statistics for small-sample and group level data). Workshop presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.
14. **Dorfman, P.W., Javidan, M., Hanges, P.J., & Sully de Luque, M.** (2013). An Overview of the GLOBE Project Findings on CEO Leadership and Behavior Effectiveness: Reactions, Questions of Interest and Practical Applications. PDW given at the Academy of Management Conference, Orlando, FL.
15. **Hanges, P.J.** (2018). Measurement, Mediation, Moderation. Three day workshop at Durham University, Durham, UK.
16. Hanges, P.J. (2019). Panel III: UMD Report on Congressional Culture. *Conference on the Organizational Climate of Congress*. University of Maryland, College Park, MD.

ic. Invited Talks: Keynote Addresses

1. Hanges, P.J. (2019). Assessing strategies for reducing adverse impact: Evolving Systems and barrier analysis. IPAC: Minneapolis, MN.

iiia. Refereed Presentations:

1. Lord, R. G., Kernan, M. C., & Hanges, P. J. (1983). An application of control theory to understanding goal commitment and intrinsic motivation. In M.S. Taylor (chair), *A control theory integration of performance feedback research: Current findings, practical implications, and future research issues*. Symposium presented at the meeting of the Academy of Management, Dallas, TX.
2. Alexander, R. A., Hanges, P. J., Carson, K. P., & Alliger, G. M. (1985). *Correcting regression coefficients for range restriction when the population variance is unknown*. Paper presented at the 93rd Annual Convention of the American Psychological Association, Los Angeles, CA. (Division 5).
3. Hanges, P. J. & Alexander, R. A. (1985). *The effect of goal difficulty, task difficulty, and initial success or failure on successive goal acceptance*. Paper presented at the Fifth Annual

National Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, University of Akron, Akron, OH.

4. Lord, R. G. & Hanges, P. J. (1985). *A control system model of organizational motivation: Theoretical and applied implications*. Paper presented at the 16th Annual Midwest American Institute for Decision Sciences Conference, Akron, OH. Midwest AIDS Proceedings, pp. 132 - 134.
5. Hanges, P. J., Alexander, R. A., & Herbert, G. R. (1987). *Using regression analysis to empirically verify catastrophe models*. Paper presented at the Second Annual Conference of the Society of Industrial and Organizational Psychology, Inc., Atlanta, GA.
6. Hanges, P. J. & Kernan, M. C. (1988). *Efficacy vs. expectancies: Exploration of measurement similarities and differences*. Paper presented at the Third Annual Conference of the Society of Industrial and Organizational Psychology, Inc., Dallas, TX.
7. Alexander, R. A., Hanges, P. J., & Alliger, G. M. (1989). *Sample-based estimation of parameters under range restriction*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA
8. Hanges, P. J., Rentsch, J. R., & Braverman, E. P. (1989). Changes in perceived level of performance: A catastrophe model. In M. Citera (Chair), *Judgments about individual behavior in organizations: Biases, justifications, and explanations*. Symposium presented at the Midwest Academy of Management. Columbus, OH.
9. Kernan, M. C., Heimann, B., & Hanges, P. J. (1989). *Effects of goal and strategy choice on motivational variables*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA
10. Schneider, B. & Hanges, P. J. (1989). *Predicting job attitudes: A personnel selection study*. Paper presented at the Fourth Annual Conference of the Society of Industrial and Organizational Psychology, Inc. Boston, MA
11. Alexander, R. A., Herbert, G. R., DeShon, R. P., & Hanges, P. J. (1990). *A critique of least squares regression analysis of catastrophe theory data*. Paper presented at the Fifth annual conference of the Society for Industrial and Organizational Psychology, Inc.
12. Hanges, P. J., Nelson, G. L., & Schneider, B. (1990). *Level of analysis and statistical power*. Paper presented at the 1990 American Psychological Association Conference. Boston, MA.
13. Yusko, K. P. & Hanges, P. J. (1990). *Determining appropriate corrections when type of range restriction is unknown*. Paper presented at the Fifth Annual Conference of the Society for Industrial and Organizational Psychology, Inc.
14. Hanges, P. J. (1991). The stability of performance: An interactionist perspective. In P. J. Hanges (Chair), *Dynamic criteria: Are we shooting at a moving target?* Symposium

presented at the Sixth annual conference of the Society for Industrial and Organization Psychology. St Louis, MO.

15. Hanges, P. J., Yost, P. R., & Cox, J. F. (1991). *Task inventories: Do different formulas identify similar critical tasks?* Paper presented at the 1991 American Psychological Association Convention. San Francisco, CA.
16. Hanges, P. J., Alexander, R. A., & Wheeler, J. K. (1992). Rethinking dynamic criteria: The Deming approach. In K. P. Carson (Chair), *Total quality management meets criteria research: Theoretical and empirical examination*. Symposium presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology. Montreal, Canada.
17. Hanges, P. J., Holke, J. A., & Cox, J. F. (1992). Effects of busyness and prior information on ratings: A catastrophe model. In K. J. Williams (Chair), *Performance appraisal processes: Effects of rater stereotypes, expectations, and affect*. Symposium presented at the Seventh Annual Conference of the Society for Industrial and Organizational Psychology. Montreal, Canada.
18. Yusko, K. P. & Hanges, P. J. (1993). *Situational factors as differentiators of negotiation strategies*. Eighth Annual Conference of the Society for Industrial and Organizational Psychology.
19. Hanges, P. J., Guzzo, R. A., & Schneider, B. (1994). *Detecting moderators of causal models through residuals*. Manuscript presented at the Academy of Management's 1994 Research Methods Division Conference on Causal Models. West Lafayette, IN.
20. Hanges, P. J. & Holke, J. A. (1994). *Change Patterns in Ratings of Others: Further Explorations of a Catastrophe Model*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology.
21. Holke, J. A. & Hanges, P. J. (1994). *Comparison of job incumbent and supervisor job analysis ratings*. Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology.
22. Berman, L. M. & Hanges, P. J. (1994). *Recruitment advantages of family-oriented benefit systems and culture*. Paper presented at the 1994 Conference of the Academy of Management. Dallas, TX.
23. Day, D. V., Hanges, P. J., & Lord, R. G. (1995). *Contemporary thinking on change*. Roundtable presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.
24. Holke, J. A. & Hanges, P. J. (1995). *The agreement of job analysis ratings by different rating sources*. Paper presented at the Tenth Annual Conference of the Society for Industrial and Organizational Psychology. Orlando, FL.

25. Pearce, C. L., Cox, J. F., & Hanges, P. J. (1996). *Confirmatory aggregation protocol analysis (CAPA): An empirical demonstration*. Paper presented at the Academy of Management Conference. Cincinnati, OH.
26. Hanges, P.J., Dickson, M., & Lord, R.G. (1997). Trends, Developments, and gaps in cross-cultural research on leadership (1976-1996). In M. J. Gelfand (Chair), *Cross-cultural Industrial and Organizational Psychology 1976-1996: Progress, pitfalls, and prospects*. Symposium presentation at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc.
27. Hanges, P. J., Lord, R. G., Day, D. V., Sipe, W. P., Smith, W. C., & Brown, D. J. (1997). Leadership and gender bias: Dynamic measures and nonlinear modeling. In R. G. Lord (Chair), *Dynamic systems, leadership perceptions, and gender effects*. Symposium presented at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc., St. Louis, MO.
28. Sipe, W. P. & Hanges, P. J. (1997). Reframing the glass ceiling: A catastrophe model of changes in the perception of women as leaders. In R. G. Lord (Chair), *Dynamic systems, leadership perceptions, and gender effects*. Symposium presented at the 12th Annual Conference of the Society of Industrial and Organizational Psychology, Inc., St. Louis, MO.
29. Dyer, N., Sipe, W. P., & Hanges, P. J. (1997). *Multilevel confirmatory factor analysis: Demonstration of Muthen's technique*. Paper presented at the 1997 Academy of Management Conference. Boston, MA.
30. Conn, A.B., Hanges, P.J., Sipe, W.P., & Salvaggio, A.N. (1998). *The search for ambivalent sexism: A comparison of two measures*. Paper presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.
31. Hanges, P.J., Sipe, W.P., Conn, A.B., Higgins, M., Bell, B. & Salvaggio, A.N. (1998). *Factors that mediate sex bias in leadership perceptions*. Paper presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.
32. Hanges, P.J., Sipe, W.P., Conn, A. B., Higgins, M., & Salvaggio, A.N. (1998). *Leadership and gender bias: Dynamic measures and nonlinear modeling*. Paper presented at 1998 Conference for The Society for the Psychological Study of Social Issues (Div. 9 of APA). Ann Arbor, MI.
33. Hanges, P.J. & House, R.G. (1998). *Global leadership and organizational behavior effectiveness research programme: A preliminary report of findings*. Paper presented at the 1998 European Group and Organizational Studies conference. Maastricht, Netherlands.
34. Hanges, P.J. & Gupta, V. (1998). *Methodological considerations in the development and validation of measures of culture*. Paper presented at the 1998 European Group and Organizational Studies conference. Maastricht, Netherlands.

35. Hanges, P.J. (1998). *Highlights of the GLOBE world-wide study*. Paper presented in an Academy-wide symposium at the 1998 conference of the Academy of Management Association. San Diego, CA.
36. Dorfman, P.W. & Hanges, P.J. (1998). *Questionnaire scale development and methodological issues in GLOBE*. Paper presented at the 1998 conference of the Academy of Management Association. San Diego, CA.
37. Hanges, P.J., Dickson, M.W., & Lord, R.G. (1998). Trends, Developments, and gaps in cross-cultural research on leadership (1976-1997). In M. J. Gelfand (Chair), *Cross-cultural Industrial and Organizational Psychology 1976-1997: Progress, pitfalls, and prospects*. Symposium presentation at the 24th International Congress of Applied Psychology conference. San Francisco, CA.
38. Dorfman, P.W., Hanges, P.J., Dickson, M.W. (1998). *Challenges in cross-cultural research: The GLOBE project. A mini United Nations or the Chicago Bulls?* Symposium presentation at the 24th International Congress of Applied Psychology conference. San Francisco, CA.
39. Hanges, P.J. (1998). *Highlights of the GLOBE world-wide study*. Symposium presentation at the 24th International Congress of Applied Psychology conference. San Francisco, CA.
40. Hanges, P.J., Dyer, N., & Sipe, W.P. (1999). Multilevel confirmatory factor analysis: Demonstration of Muthen's technique. In S. Palmer, G. Ziets, P. Bliese (Chairs). *Advances in multilevel research: New techniques and methodological issues*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference. Atlanta, GA.
41. Grojean, M. & Hanges, P.J. (1999). Adverse impact in cognitive ability tests: The role of values and test-taking attitudes. In D. B. Smith & M. Grojean (Chairs). *Subgroup differences in employment testing*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference, Atlanta, GA.
42. Grojean, M. & Hanges, P.J. (1999). Preference for leader goals and leadership processes: The role of follower values. In M. W. Dickson (Chair) *Walking the talk: Leaders, followers, and the values between them*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference, Atlanta, GA.
43. Klein, K.J., Palmer, S.L., Ziets, G., & Hanges, P.J. (1999). The effects of response bias in multilevel research. In S. Palmer, G. Ziets, P. Bliese (Chairs). *Advances in multilevel research: New techniques and methodological issues*. Symposium presented at the 1999 Society of Industrial and Organizational Psychology Conference. Atlanta, GA.
44. Grojean, M. & Hanges, P.J. (2000). *Reactions to transformational leadership and leader's style: A follower's story*. Paper presented at the 15th Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.

45. Hanges, P.J., Higgins, M. & Dominguez, A. (2000). Applying I-O Research to Improve the Evaluation of Teaching. In M. D. Hakel (Chair). *Utilizing I-O methods and techniques as means of impacting higher education practices*. Symposium presented at the 15th Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.
46. O'Neill, O. A. & Hanges, P.J. (2000) Individual Values and the Structure of Leadership Schemas: Verification of a Connectionist Network. In M. D. Hakel (Chair). *Utilizing I-O methods and techniques as means of impacting higher education practices*. Symposium presented at the 15th Annual Society of Industrial and Organizational Psychology Conference. New Orleans, LA.
47. Dorfman, P.W. & Hanges, P.J. (2000). *Culturally endorsed implicit theories of leadership: Does national culture really matter*. Paper presented at The Western Academy of Management conference. HI.
48. Hanges, P.J. (2001). *Universal and cultural specific leadership traits*. Paper presented at the Leadership Without Borders: Developing Global Leaders conference sponsored by the National Leadership Institute. College Park, MD.
49. Hanges, P.J., Higgins, M., Dyer, N.G., Smith-Major, V., Dorfman, P.W., Brodbeck, F. C., Howell, J. P., & Prieto, L. (2001). Influence of cultural values on leadership schema structure. In P. J. Hanges & M. J. Gelfand (Co-Chairs). *Applications of pathfinder to understanding cognition in organizational psychology*. Symposium presented at the 16th Annual Society of Industrial and Organizational Psychology Conference. San Diego, CA.
50. Lim, B. C. & Hanges, P.J. (2001). Relationship between leadership schema structure and leader behavior. In P. J. Hanges & M. J. Gelfand (Co-Chairs). *Applications of pathfinder to understanding cognition in organizational psychology*. Symposium presented at the 16th Annual Society of Industrial and Organizational Psychology Conference. San Diego, CA.
51. Bliese, P. & Hanges, P.J. (2001). Non-independence in random-coefficient models: It is not only about too much Type 1 error. In R. J. Sanchez (Chair). *Methods and Issues in Multiple Levels of Analysis*. Symposium presented at the Academy of Management Conference. Washington, DC.
52. Hanges, P.J. (2002). *Teaching Your First Doctoral Seminar: A Conversation About Teaching Excellence*. Co-host for roundtable presented at the 17th Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
53. Lord, R.G., Hanges, P.J., & Godfrey, E.G. (2002). Integrating Neural Networks into Theories of Motivation and Decision Making. In N. Dyer & P.J. Hanges (Chair). *The real A.I.: Artificial Neural Networks, Statistics, and Psychological Theory*. Symposium presented at the 17th Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.

54. Mayer, D. & Hanges, P.J. (2002). What underlies stereotype threat: An examination of potential mediators. In R. Ployhart (Chair). *Stereotype Threat in Testing Contexts: A Critical Examination*. Symposium presented at the 17th Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
55. Ziegert, J.C. & Hanges, P.J. (2002). Employment discrimination: The role of implicit attitudes and motivation. In J. M. LeBreton (Chair). *Incorporating Implicit Social Cognitions Into Industrial and Organizational Psychology*. Symposium presented at the 17th Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
56. Ziegert, J.C. & Hanges, P.J. (2002). *Evaluation of Female Leaders: The Role of Attitudes and Motivation*. Paper presented at the 17th Annual Society of Industrial and Organizational Psychology Conference. Toronto, Canada.
57. Hanges, P.J. (2003). Computational modeling of decision processes. In J. Vancouver (Chair), *Computational modeling of Organizational Phenomena*. In Symposium presented at the 18th Annual Society of Industrial and Organizational Psychology Conference, Orlando, FL.
58. Hanges, P.J. (2003). Participant in panel discussion on *methodological challenges in cooperative cross-cultural research: Lessons from GLOBE*. Symposium presented at the 18th Annual Society of Industrial and Organizational Psychology Conference, Orlando, FL.
59. Ziegert, J. C., Hanges, P. J., & Ramesh, A. (2004). Examination of explicit, implicit, and conditional reasoning personality measurement. In K. Sumner & E. Haines (Co-Chairs), *Implicit measurement in I-O psychology: Empirical realities and theoretical possibilities*. Symposium conducted at the 19th Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL.
60. Hanges, P.J., Brodbeck, F. C., & Dickson, M.W. (2005). Cross-level interactions: Industry and culture's influence on organizational processes. In A.P. Knight, L.M. Leslie, & M. J. Gelfand (Co-chairs). *Levels of analysis in cross-cultural organizational research*. Symposium presented at the 20th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
61. Hanges, P.J. & Lyon, J.L. (2005). Relationship between *US News and World Report* and the *National Research Council's* ratings/rankings of Psychology Departments. Paper presented at the American Psychological Association Conference, Washington DC.
62. Hanges, P.J. & Yumoto, F. (2005). Using LLTM models to assess response style and DTF in cross-cultural research. In O. Chernyshenko (Chair), *Examining invariance using IRT: Applications and new developments*. Symposium presented at the 20th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.

63. Leslie, L.M. & Hanges, P.J. (2005). *Factors affecting the utility of artificial neural networks*. Paper presented at the 20th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
64. Mayer, D., Keller, K., Hanges, P.J., & Leslie, L. (2005). *When must there be justice for all? A multilevel examination of variance in team members' justice perceptions*. Paper presented at the Academy of Management Conference, Hawaii.
65. Outtz, J.L., Hanges, P.J., Hayes, S., Bates, A.L., & Sipe, M. (2005). Testing context and g: Item familiarity and adverse impact. In D.M. Mayer (Chair), *Validity and diversity goals: Innovative approaches to adverse impact reduction*. Symposium presented at the 20th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
66. Hanges, P.J. (2006). Adverse impact: Core issues. In S. Zedeck (Chair). *A frank discussion of adverse impact*. Symposium presented at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
67. Hanges, P.J., Dorfman, P.W., & De Luque, M.S. (2006). Project GLOBE: Original Goals, Current Critiques, and Future Directions Update. J. Bono (Chair). *M. Scott Myers Award for Applied Research in the Workplace: Project GLOBE*. Presentation at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
68. Ramesh, A., Hanges, P.J., & Dougherty, M. (2006). Measuring working memory in firefighter applicants: Validity and adverse impact. In L. Duan & K.P. Yusko (Chairs), *Testing strategies for reducing adverse impact*. Symposium presented at the 21st Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
69. Hanges, P.J., Chen, X, Fulmer, C.A., Dorfman, P.W., Howell, P.W., & DeLuque, M. S. (2008). Leadership, emotional intelligence, and intelligence: A cross-cultural exploration. In A. Fischbach (Chair), *Cross-cultural research in emotions at work*. Symposium presented at the 6th International Conference on Emotions and Organizational Life, INSEAD, Fontainebleau, FR.
70. Chen, X., Aiken, J., & Hanges, P.J. (2009). An empirical examination of a model of authentic leadership. Poster presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
71. Fulmer, A., Hanges, P.J., Dorfman, P.W., Howell, J.P. (2009). The Importance of CEO emotional intelligence: Environmental contingencies matter. In P. Sharma (Chair). *Leadership and Culture: Relationships Across Individual, Organizational, and Societal Levels*. Symposium presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
72. Hanges, P.J. (2009). Managing a multi-national team: Lessons from project GLOBE. Invited presentation for the Multicultural Psychology Consortium. Michigan State University, East Lansing, MI.
73. Kyrillidou, M., Lowry, C., Hanges, P.J., Aiken, J.R., and Justh, K. (2009). ClimateQUAL™: Organizational Climate and Diversity Assessment. Presented at the *Fourteenth National Conference of the Association of College and Research Libraries*, Seattle, Washington.

74. Schmidt, A. & Hanges, P.J. (2009). Development and validation of the toxic leadership scale. In M. N. Deese, M. Wang, & R. R. Sinclair (Chairs), *Destructive Leadership: Measurement, Antecedents, and Outcomes*. Symposium presented at the 24th Annual Society for Industrial and Organizational Psychology Conference, New Orleans, LA.
75. Fulmer, A., Gelfand, M.J., Hanges, P.J. (2010). Modeling trust as a growth mixture model. In P.J. Hanges & A. Fulmer (Chairs). *New Developments in Modeling Longitudinal and Dynamic Data*. Symposium presented at the 25th Annual Conference of Society for Industrial and Organizational Psychology, Atlanta, GA.
76. Hanges, P.J. (2010). *The Role of National Culture in Leadership Research: Critical Questions and Unresolved Issues*. Panel discussion presented at the 2010 Academy of Management Conference. Montreal, CA.
77. Hanges, P.J., Chen, X., Dorfman, P.W., & Howell, J.P. (2010). Emotional intelligence, personality, and intelligence: A cross-cultural exploration. Poster presented at the 2010 Academy of Management Conference. Montreal, CA.
78. De Luque, M. F. S. & Hanges, P.J. (2010). Methodology. In P.W. Dorfman (Chair). *Strategic Leadership Across Cultures: The New GLOBE Multinational Study*. Symposium presented at the 2010 Academy of Management Conference. Montreal, CA.
79. Hebl, M, Hanges, P.J., Lichtman, C.M., & Wicher, E.W. (2010). *From Terminal Master's to PhD: Answering the Basic Questions*. Roundtable discussion presented at the 25th Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
80. Kyrillidou, M., Lowry, C., Puente, M. and Hanges, P.J. (2010). ClimateQUAL™, Change strategies and organizational improvement. Presented at the *National Diversity in Libraries Conference*, Princeton, New Jersey.
81. Yusko, K. Goldstein, H.W., Oliver, L.O., & Hanges, P. J. (2010). Cognitive ability testing with reduced adverse impact: Controlling for knowledge. In C. J. Paullin, (Chair), *Cognitive Ability Testing: Exploring New Models, Methods, and Statistical Techniques*. Symposium presented at the 25th Annual Conference of Society for Industrial and Organizational Psychology, Atlanta, GA.
82. Dorfman, P.W., Hanges, P.J., & Sully de Luque, M. F. (2011). Strategic leadership across cultures: The GLOBE study of CEO leadership behavior and effectiveness. In M. Shuffler (Chair). *Leading across cultures: Emerging Research Trends from Multiple levels*. Symposium presented at the Academy of Management Conference, San Antonio, TX.
83. Feinberg, E. G. & Hanges, P.J. (2011). *Individual values as a predictor for job applicant attraction*. Poster presented at the 2011 Society for Industrial and Organizational Psychology Conference, Chicago, IL.

84. Hanges, P.J. (2011). Panelist. In R.L. Griffith (Chair) *The age of internationalization: Developing an international I-O Curriculum*. Panel presented at the 2011 Society for Industrial and Organizational Psychology Conference, Chicago, IL.
85. Hanges, P.J. (2011). Methodological issues in GLOBE Phase 3. In M. F. Sully de Luque (Chair). *Leadership across societies: Universal and culturally specific leadership behavior effectiveness*. Symposium presented at the Academy of Management Conference, San Antonio, TX.
86. Hanges, P.J. & Kyrillidou, M. (2011). Organizational climate and diversity assessment: A value-based approach manifested through the ARL ClimateQUAL assessment protocol. In S. Town (Chair). *Managing Change in Academic Libraries in a Strategic Way: The Nature of Evidence for Change Management*. Symposium presented at the third Annual Conference of the Qualitative and Quantitative Methods in Libraries, Athens, Greece.
87. Fulmer, A., Lim, B.C., & Hanges, P.J. (2012). Trust dispersion in Teams: The role of leader and member characteristics. In B. de Jong, N. Gillespe, & D. T. Kong (Chairs). *Trust across Contexts: Examining Unanswered Questions and Challenging Conventional Wisdom*. Symposium presented at the Academy of Management Conference. Boston, MA.
88. Hanges, P.J. (2012). Methodology Considerations and Procedures. P.W. Dorfman (Chair). *Strategic Leadership: The New GLOBE Study of Antecedents and Consequences of CEO Leadership Behavior*. Symposium presented at the Academy of Management Conference. Boston, MA.
89. Muhammad, R.S. & Hanges, P.J. (2012). Bringing along the family: Nepotism in the workplace. Poster presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.
90. Scherbaum, C.A., Hanges, P.J., Yusko, K., Goldstein, H.W., & Ryan, R. (2012). *The Spearman Hypothesis cannot explain all racial score differences*. In H. Goldstein (Chair). Racial differences in Personnel Selection: Complex findings and ongoing research. Symposium presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.
91. Yusko, K., Goldstein, H.W., Scherbaum, C.A., & Hanges, P.J. (2012). M. Scott Myers Award for Applied Research: Siena Reasoning Test: Measuring Intelligence with Reduced Adverse Impact. Society for Industrial and Organizational Psychology Conference, San Diego, CA.
92. Muhammad, R. S. & Hanges, P.J. (2013). Family Greases the Wheel: Perceptions of Nepotism in the Workplace. Poster presented at the Annual American Psychological Association Conference, Honolulu, HI.

93. Hanges, P.J. (2014). Presenter. In Aguinis, H. (Chair). I-O Psychologists in business schools: Brain drain or eye opener? Debate presented at Society for Industrial and Organizational Psychology Conference, Honolulu, HI.
94. Fulmer, C.A., Lim, B.C., Ng, W.L. & Hanges, P.J. (2014). *Examining trust in teams: Adaptability, achievement orientation, and team outcomes*. Symposium presented at Society for Industrial and Organizational Psychology Conference, Honolulu, HI.
95. Muhammad, R.S., Park, J.Y., & Hanges, P.J. (2014). Ethical climate or ethical leaders: Does Alignment matter? In Hanges, P.J. (Chair), Ethical leadership: Distinguishing leaders from the context on ethical behavior. Symposium presented at Academy of Management Conference, Philadelphia, PA.
96. Hanges, P.J. (2015). Presenter. In Plemmons, S.A. (Chair). Untangling toxic leadership: A convoluted construct and its underlying assumptions. Symposium presented at the Society for Industrial and Organizational Psychology Conference, Philadelphia, PA.
97. Hanges, P.J. & Park, J.Y. (2015). Climate and customer service: The healthy organization. Poster presented at the Society for Industrial and Organizational Psychology Conference, Philadelphia, PA.
98. Su, J. & Hanges, P.J. (2015) Effects of ethical leadership: A meta-analysis. Poster presented at the Society for Industrial and Organizational Psychology Conference, Philadelphia, PA.
99. Ashkanasy, N.M., & Hanges, P.J. (2016). Asian Versus Anglo leadership: A comparative analysis of GLOBE study. In Page, R.C. (Chair). Identifying and developing leadership potential: A global perspective. Presented at the Society for Industrial and Organizational Psychology Conference, Anaheim, CA
100. Hanges, P.J. (2016). Measurement of fit: New approaches. In A. Dastmalchian, (Chair). GLOBE project's CEO study of leadership behaviour across societies: Reactions, Questions of interest, practical applications and next steps. Panel discussion presented at annual conference of the Academy of International Business, New Orleans, LA.
101. Hanges, P.J. & Park, J.Y. (2016). Eye of the beholder: Pupil size, effort, and adverse impact. In Park, J.Y. & Hanges, P.J. (co-chairs). New insights into adverse impact: Origination, motivation, and scale weighting. Presented at the Society for Industrial and Organizational Psychology Conference, Anaheim, CA
102. Su, J. & Hanges, P.J. (2016). Mindfulness matters: Moderating the effects of ethical self-concept on overclaiming. In Allen, T.D. (Chair). Workplace mindfulness: New directions for research and practice. Presented at the Society for Industrial and Organizational Psychology Conference, Anaheim, CA
103. Su, J. & Hanges, P.J. (2017). Warning against faking: Boon or bane? In L. Zheng & J. Fan (Chairs). Warnings against faking on personality tests: Emerging approaches and findings. Presented at the Society for Industrial and Organizational Psychology Conference, Orlando, FL.
104. Park, J., Lee, F., & Hanges, P.J. (2017). The effects of cognitive styles on test performance. Presented at the Society for Industrial and Organizational Psychology Conference, Orlando, FL.

105. Hanges, P.J. (2017) New developments and challenges in cognitive ability assessment. Panelist. International Personnel Assessment Conference. Birmingham, AL.
106. Sarno, E.L., Chong, E.S.K., Kase, C., Hanges, P.J., & Mohr, J. (2017). Creating a new measure of internalized homonegativity using item response theory. Presented at the American Psychological Association Conference, Washington DC.
107. Hanges, P.J. (2017). Ethical leadership, ethical culture, and unethical behaviors. Panelist. International Leadership Association Conference, Brussels, Belgium.
108. Hanges, P.J. (2017). Understanding organizational culture and climate: The role of leadership in facilitating ethical behavior and trust. Panelist. Inter-University Seminar on Armed Forces and Society International Biennial Conference. Reston, VA.
109. Lee, P.J., Aiken, J.R., Chen, T., Dickson, M.W., Hanges, P.J., & Scherbaum, C.A. (2018). Re-examining the perceived migration of I-O psychology to business schools. Poster presented at the Society for Industrial and Organizational Psychology Conference. Chicago, IL.
110. Hanges, P.J., Lucas, J., Beavan, K. & Epistola, J. (2018). Leader behavior, organizational culture, and sexual harassment in the military. Presented at the third Interdisciplinary Perspectives on Leadership Symposium. Crete, Greece.
111. Beavan, K., Epistola, J.J., Hanges, P.J., Lucas, J. & Shapiro, D.L. (2019). Responses to unethical and immoral leaders and the role of organizational culture. In D. L. Shapiro & F. Qiu (Co-Chairs). Toxic leadership and culture. Presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington DC.
112. Chou, V.P., Hanges, P.J., & Scherbaum, C.A. (2019). A neuroscience method to elucidate sources of score differences on ability tests. Presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington DC.
113. Hanges, P.J. & Epistola, J. J. (2019). Eye of the beholder (and the beheld): Eye-tracking and leaders/followers. In C. A. Scherbaum & P.J. Hanges (Co-Chairs). In the mind's eye: Eye tracking as a tool for the organizational sciences. Presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington DC.
114. Samuelson, H., Wessel, J.L., Hanges, P.J., Epistola, J.J. & Forgo, E. (2019). Gender differences in congressional leaders' discussion of bipartisanship. In S. Hancock & W. Shen (Chairs) Women leaders: Challenges and opportunities in attaining and maintaining leadership. Presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington DC.
115. Wessel, J.L., Samuelson, H., Hanges, P.J. Epistola, J.J. & Forgo, E. (2019). The Relationship Between Identity and Bipartisanship for Elected Leaders of Congress. In M. E. McCusker & H. Samuelson (Chairs) Advancing the Science of Intra-personal and inter-personal leader identity dynamics. Presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington DC.
116. Lucas, J., Hanges, P.J., DeAngleis, K., Dobbs, J., McCone, D., Woodruff, T., Norton, M. Beavan, K., & Epistola, J. (2019). Leader behavior, organizational culture, and sexual harassment in military contexts. In K. DeAngleis (Chair). *The Inter-University Seminar on Armed Forces and Society*, Reston, VA.

iiia. Refereed Presentations: Discussant/Chair of Presentations:

1. Chair (1991). *Performance appraisal paper session*. Session presented at the 1991 American Psychological Association Convention. San Francisco, CA.
2. Chair (1991). *Dynamic criteria: Are we shooting at a moving target?* Symposium presented at the 1991 Society for Industrial and Organization Psychology Conference. St Louis, MO.
3. Discussant (1998). *Problems and pitfalls when conducting meta-analysis in I/O Psychology*. Session presented at the 1998 Society of Industrial and Organizational Psychology Conference, Dallas, TX.
4. Discussant (2003). *The changing nature of performance revisited: New extensions, levels, and directions*. Session presented at the 2003 Academy of Management Conference, Seattle, WA.
5. Discussant (2005). *Modeling dynamic criteria: New insights for theories involving longitudinal change*. Session presented at the 20th Annual Society for Industrial and Organizational Psychology Conference, San Diego, CA.
6. Discussant (2006). *Bringing implicit personality into I-O Psychology*. Session presented at the 21th Annual Society for Industrial and Organizational Psychology Conference, Dallas, TX.
7. Discussant (2011). *What do you mean by that? Culture, gender, and evaluation*. Session presented at the 2011 Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL.
8. Discussant (2011). International perspectives on ethical leadership. Session presented at the 2011 Annual Society for Industrial and Organizational Psychology Conference, Chicago, IL.
9. Discussant (2012). Computational Models of Self-Regulation: Innovations in Theory Development and Testing. Symposium presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.
10. Discussant (2012). Practical IRT: Applications in Real-World Situations. Symposium presented at the Society for Industrial and Organizational Psychology Conference, San Diego, CA.
11. Chair (2014). Ethical leadership: Distinguishing leaders from the context on ethical behavior. Symposium presented at Academy of Management Conference, Philadelphia, PA.
12. Chair. (2016). The quarterback problem: When predictor success is difficult. Symposium presented at the Society for Industrial and Organizational Psychology Conference, Anaheim, CA.
13. Discussant (2017). Alternative measures of g: Not your grandfather's cognitive tests. Symposium presented at the Society for Industrial and Organizational Psychology Conference, Orlando, FL.
14. Discussant (2018). What's new in adverse impact? Exploring theory, techniques, test types, and tools. Symposium presented at the Society for Industrial and Organizational Psychology Conference, Chicago, IL.
15. Co-Chair (2019). In the mind's eye: Eye tracking as a tool for the organizational sciences. Symposium presented at the 2019 Society for Industrial and Organizational Psychology Conference, Washington, DC.

i. *Work in Progress*

ii. **Working Papers**

Hanges, P.J., & So, J. Mindfulness and the Cheating Subject.

Hanges, P.J. & Epistola, J. J. New measure of aggregation for categorical variables.

iii. **Manuscripts under Review**

h. Sponsored Research

i. **Grants**

Hanges, P.J. (PI) & Grand, J.A. (co-PI). *Assessing Negative Leader Behavior: Information Processing Explanation for Ideal Point IRT Responses*. Project is part of the Durham University's Advancing Leadership Collaborative Grant sponsored by the U.S. Army Research Institute for the Behavioral and Social Sciences. (\$63,701) (Sept 2018 to Dec 2020).

Hanges, P.J. (PI) *Conflict Cultures in Congress*. w/ Jennifer Wessel, Frances Lee, Wayne McIntosh, & Kris Miler (multiple PI grant). Grant from the Hewlett Foundation and the Democracy Fund (\$250,000) (Jan 2018 to Dec 2019).

Lucas, J & Hanges, P.J. *Organizational culture, ethical leadership, and trust*. U.S. Army Research Institute for the Behavioral and Social Sciences (\$657,634) (Sept 2015 – Feb 2019). W911NF-15-2-0093

Chou, V., Hanges, P.J., Scherbaum, C., & Epistola, J. (2018). *Using neurocognitive methods to understand sources of adverse impact on cognitive ability tests*. (Co-Principal Investigator). Society of Industrial/Organizational Psychology's Adverse Impact Reduction Initiative Research and Action (AIRRIA) Grant. (\$2,000).

Dickson, M.W., Hanges, P.J., Hartog, D., Keating, M., Kwantes, C. & Shaw, J. *Investigating current measurement and aggregation controversies in the cross-cultural organizational literature*. (Co-Principal Investigator). Society of Industrial/Organizational Psychology's International Research and Collaboration (IRC) Grant. (\$3,500).

Hanges, P.J. *Organizational culture, ethical leadership, and trust*. Research grant from the US Army Research Institute. (\$662,036.00). Co-Principal Investigator. (September 2015 to August 2017).

Lucas, J, Hanges, P.J., & Huey, W. *Organizational culture, ethical leadership, and trust*. Collaboratory grant from DRI.

Hanges, P.J. *MURI: Dynamic models of the effect of culture on collaboration and Negotiation*. Research grant from the Office of Naval Research. (\$96,832). Co-Principal Investigator (Mar. 2008 to Oct. 2011).

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

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

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

ii. Contracts

Hanges, P.J. *The healthy organization*. Continuing research grant from the Association of Research Libraries. (\$20,000 per year). Principal Investigator (2007 to 2014)

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

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

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

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

Examples of Technical Reports

- Hanges, P.J., Lee, F., Milner, K., & Wessel, J. (2019). Report on the organizational climates of congress. Report provided to the William and Flora Hewlett Foundation and the Democracy Fund.
- Hanges, P.J., Lucas, J., Baxter, A., DeAngelis, K., Dobbs, J., McCone, D., Norton, M., Woodruff, T. Beavan, K., & Epistola, J. (2019). Organizational culture, ethical leadership, and trust. Report provided to US Army Research Institute for the Behavioral and Social Sciences.

- Hanges, P.J. (2018). Barrier analysis of senior executive selection (SES) process. Report provided to US Federal Aviation Administration. CONFIDENTIAL.
- Outtz, J.L. & Hanges, P.J. (2015). Adverse impact analysis of the interim hiring process for Air Traffic Control Specialist (ATCS 2152). Report provided to US Federal Aviation Administration.
- Outtz, J. L. & Hanges, P.J. (2013). Barrier analysis of the air traffic control specialists (ATCS) centralized hiring process. Report provided to US Federal Aviation Administration.
- Hanges, P. J., Dickson, M. W., Winkler, J., & Addison, J. (2006). Job Analysis and Development of Competency Models for the Federal Bureau of Investigation (FBI) Office of the Chief Information Office (OCIO) Career Development Initiative (CDI). CONFIDENTIAL.
- Yusko, K., Hanges, P. J., & Dickson, M. W. (2006). Report to the Personnel Board of Jefferson County, Alabama, on the Validity of the Fire Apparatus Operator Promotional Exam. CONFIDENTIAL.
- Yusko, K., Dickson, M. W., & Hanges, P. J. (2006). Report to the City of Birmingham, Alabama, on the Validity of the Fire Apparatus Operator Secondary Selection System. CONFIDENTIAL.

3. Teaching, Mentoring, and Advising

a. Courses Taught

Graduate Courses (Ph.D. level)

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

Graduate Courses (M.B.A. Level)

- | | |
|---|------------|
| * Training and Development (Baruch College) | (PSY 9786) |
|---|------------|

Graduate Courses (MPS in IO Psychology)

- | | |
|---|-----------------|
| * Personnel Selection and Classification Issues | (Psyc 732-PYP1) |
| * Business Fundamentals | (Psyc 656-PYP1) |

Undergraduate Courses

- * Psychological Foundations of Personnel and Classification Issues (Psyc 460)
- * Introduction to Industrial/Organizational Psychology (Psyc 361)
- * Leadership in Organizations (Psyc 464)

d. Advising: Research Direction

i. Undergraduate

- Anderson, Kemol (2015). The role of personality, basic financial need and gender on job attraction (Advisor).
- Bender, Jake (2014). Applying Self-Positivity Bias to the Objective Self-Awareness Theory. (Advisor).
- Jonathan Cotrell (2011). Undergraduate Honors Thesis: The Siena Reasoning Test[®]: Exploration of its Construct Validity and Adverse Impact
- Ella Washington (2009). Summer Research Intern. University of Maryland.
- Olivia Amanda O'Neill (2000). Undergraduate Honors Thesis: The effect of regional culture on the structure of leadership schemas.
- Jessica Osedach (2000). Undergraduate Honors Thesis: The effects of stereotype threat and self-focus on test performance.
- Joann L. Speer, (1989) Undergraduate Honors Thesis: The Accuracy of Self-rating Scales and Effects of Task Difficulty on Estimations of Time Spent on Tasks.

ii. Master's

- Epistola, J. (2020). Abusive and supportive leadership effects on masculinity and aggression toward women.
- Park, J. (2016). The effects of cognitive styles and stereotype threat on cognitive test performance.
- Su, JJ. (2015). Warnings against faking: Boon or Bane? Effects on test score validity in high stake situations.
- Muhammad, R. S. (2011). *Bringing Along the Family: Nepotism in the Workplace.*
- Aiken, J. (2009). *Virtually a leader: Mitigating process losses through shared team states.*
- Feinberg, G. (2009). *Individual values as a predictor for job applicant attributes preferences: An application of the theory of work adjustment.*
- Schmidt, A. (2008). *Creation and validation of a measure for toxic leadership.*

- Keller, K. (2005). *Being different: A study of relational demography and the influence of individual and team characteristics.*
- Sipe, M. (2003). *Follower personality, schema structure, and leadership endorsement.*
- Godfrey, E. (2000). *Women as Pygmalian: Examining the gender discrepancy in self-fulfilling prophecy research*
- Salvaggio, A.N. (2000). *The effects of priming on the perception of female leaders: Reducing biases.*
- Dyer, N. (1999). *The impact of a realistic career preview and the psychological contract on expatriate employee retention*
- Grojean, M. (1998). *Preference for leader goals and leadership process.*
- Higgins, M. (1998). *Differences in the schemas for male and female leaders.*
- Smith, D.B. (1996). *Personnel selection and the five factor model: Re-examining the effects of applicant's frame of reference.*
- Sipe, W.P. (1996). *Reframing the glass ceiling: A catastrophe model of changes in the perception of women as leaders.*
- Bedon, B. (1994). *The Assessment of Perceived Fairness in a Job Promotion System.*
- Berman, L. (1993). *Family-oriented Benefit Systems and Culture: Effects on Recruitment*
- Yusko, K.P. (1992). *Situational Determinants of Negotiation Strategy.*

iii. Doctoral

- Muhammad, R. (2014). *The ethnic ethical leader: How perceptions of a leader's ethnicity and gender alters perceptions of their ethicality.*
- Schmidt, A. (2014). *Toxic leadership, job outcomes, and the impact of military development.*
- Feinberg, E. G. (2012). *Cross-cultural competency training effectiveness: The impact of training transfer and predictors of transfer.*
- Aiken, J. (2011). *The duality of bias: Predictors of racial bias in interview evaluations.*
- Siegel, E. (2010). *Climate for racial bias as a justification of employment discrimination. (co-advisor).*

- Duan, L. (2007). *A dynamic approach of turnover procedure: It's about time and change*
- Godfrey, E. (2007). *Individual and unit level goal orientation as predictors of employee development.*
- Lyon, J. S. (2007). *The missing link: An examination of safety climate and patient clinical outcomes in a National sample of hospitals.*
- Bates, A. L. (2006). *How did you get in? Attributions of preferential section in college admissions.*
- Hayes, S. (2005). *The relationship between the symbolic value of money and referent choices under situations of inequity.*
- Sipe, M. (2005). *Black-White Differences in Reading Comprehension: The Measure Matters.*
- Grojean, M. (2002). *Characteristic Adaptation as a mediator between personality and contextual performance: a partial test of the McCrae and Costa (1996) model.*
- Sipe, W.P. (2000). *Stereotype biases in executive decisions?: The effects of stereotypes on individual and group selection decisions.*
- Smith, D. B. (1998). *Personality assessment in organizational contexts: Reexamining the consequences of motivated distortion. (Co-chair).*
- Dickson, M.W. (1997). *An examination of the universality of and variation in the content of organizationally shared cognitive prototypes of effective leadership across mechanistic and organic organizational forms.*
- Wheeler, J. (1997). *Candidate misrepresentation during the employment interview.*
- Yost, P. (1996). *"Liking" vs. "Usefulness" ratings in the measurement of trainee reactions.*
- e. Advising (Other than Research Direction).*

i. Undergraduate

I typically advise about 4 or 5 undergraduates in my research lab every year.

ii. Graduate

In addition to being the chair of my student's Master's and Dissertation, I have been a committee member for an additional 60 Master's committees, an additional 148 Dissertation committees, and an outside reviewer for a dissertation at Durham University, Durham, UK.

4. Service and Outreach

a. Editorships, Editorial Boards and Reviewing Activities

i. Editorships

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

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

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

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

ii. Editorial Boards

Editorial Board, *Journal of Applied Psychology* (2002 to 2012)

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

Editorial Board, *Organizational Research Methods* (2003 to 2004)

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

iii. Reviewing Activities for Journals and Books

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

b. Professional Service

IV. SERVICE-

A. Professional Service

i. Offices and Committee Memberships Held in Professional Organizations

Member of Board of Directors, GLOBE Foundation (2007 – 2019).

Division 14 Program Chair, American Psychological Association Conference (2005-2006).

Program Planning Subcommittee, Society of Industrial and Organizational Psychology Convention (2001 to 2009)

Awards Committee, Society of Industrial and Organizational Psychology Convention (1998 to 2001).

Program Planning Subcommittee, American Psychological Association (Division 14) Convention (1991).

Program Planning Subcommittee, Society of Industrial and Organizational Psychology Convention (1992).

Program Committee, American Psychological Association (1990)

Program Committee, Society of Industrial and Organizational Psychology Convention (1991, 1993-1994, 1996-2009)

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

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

ii. Other non-University Committees, Commissions, Panels, etc.

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

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

External Reviewer for Dr. Tara S. Behrend promotion to Associate Professor at The George Washington University (2014)

External Reviewer for Dr. Donna Chrobot-Mason's promotion to Full Professor at the University of Cincinnati (2016)

C. Campus Service

i. Departmental

- Acting Director of Graduate Studies, Department of Psychology, University of Maryland (January 2019 to present).
- Academic Advisor, Masters in Professional Studies in Industrial/Organizational Psychology, University of Maryland. (2015 to present).
- Probation Committee, Chair – David Ampofo (2016 to present)
- Advance Workload Committee, member (2016 to present)

- Peer Teaching Evaluation Committee, member (2016 to present).
- Executive Committee, member (2015 to 2017).
- Associate Chair (2007 to 2012).
- Graduate Committee, member (1986 to 2015; 2007-present).
- Director of Graduate Studies (2007 to 2012).
- Chair, Statistics Committee (1995 to 2001; 2002 to 2006).
- Chair, Computer Committee (1999 to 2001).
- Organized Maryland Symposium Series "The nature of change in psychological systems" with Drs. Brauth & Hall. (1994 to 1995)
- Graduate Student Review Committee. (1986 to 1994; 2002 to 2003).
- Undergraduate Committee. (1995 to 1999).
- Industrial and Organizational Psychology Search Committee
(1986 - 1987; 1988 - 1989; 1995-1996; 1998-1999; 2004-2005)
- Department Committee on Rewarding Service (1994).
- Department of Psychology Merit Review Committee (1987; 1996)
- Department of Psychology Visibility Committee (1988)

ii. College of Behavioral and Social Sciences

BSOS Promotion and Tenure Committee (2005 – 2006; 2013-2015)

Teacher Evaluation Survey Project. Head of project (1987 - 2006)

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

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

Senior Scholarship Selection Committee (1989; 1990; 1991)

Excellence in Teaching Award Committee (1991).

iii. University Service

Member of Graduate Council (2011 to 2012)

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

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

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

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

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

Member of Teaching Evaluation Committee (1992 to 1994).

d. Additional Professional Experience:

Developed selection program for Local 5 Plumbers and Pipefitters Apprenticeship Program (Nov 2018 to present).

Retained and deposed as expert witness testimony in *Donna Kassman, et al. v. KPMG LLP* (July 2017 to June 2018).

Executive Coach, UMCP Executive MBA program. (2014 – 2018).

Conducted barrier analysis for the Department of Transportation for Senior Executive System (2016-2018).

Conducted barrier analysis for the Department of Transportation for Airway Transportation System Specialists (2015-2017).

Collaborating with Intrax, Inc to create TalentSolutions. (2015 – 2016).

Collaborating with for the Association of Research Libraries on assessment of climate for fairness and diversity for research libraries. (2008 – 2015).

Conducted barrier analysis for the Department of Transportation for Air Safety Inspectors (2014-2015).

Conducted barrier analysis for the Department of Transportation for the Air Traffic Control Specialists (2012-2013).

Retained as an expert witness for the Department of Justice on an entry selection system for police for Nassau County. (2012-2014)

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

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

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

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

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

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

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

Conducted interview rater training and managed assessment process for Fire Chief promotion exam for the Personnel Board of Jefferson County, Alabama. (Dec. 2003).

Conducted interview rater training and managed assessment process for Police Sergeant promotion exam for the Personnel Board of Jefferson County, Alabama. (Sept. 2003).

Virtual project manager for the Personnel Board of Jefferson County, Alabama. (May 2003 to August 2003).

Collected job analysis information, developed selection tests, designed and administered interview rater training, managed assessment process for entry level firefighter position for the Personnel Board of Jefferson County, Alabama. (2003).

Conducted statistical analyses for American Management Systems. (2000 to 2002).

Conducted statistical analyses (e.g., neural network analysis) for Mercer, Inc. (2001-2002).

Conducted on-line survey and analyzed data for Acupuncture and Oriental Medicine Accreditation Commission. (2001).

Conducted transferability study and conducted analyses to determine cut-scores for the Human Resource Department, University of Maryland, Baltimore (1999 to 2000).

Provided statistical advice for large-scale evaluation project for American Management Systems. (1999 to present).

Evaluated proposed selection tests for medical and court interpreters selection system for Language Line Services. (1999 to present).

Evaluated proposed changes to court interpreters selection system for the Maryland Administrative Office of the Courts. (1996 to 1997).

Evaluated proposed selection test for Air Traffic Controllers. (1996)

Collected job analysis information and developed selection tests for office secretaries and administrative aides at a large mid-Atlantic university. Principal Investigator (1993 - 1995).

Retained as a statistical expert by the Department of Justice (1993 to 1994).

Conducted statistical analyses on compensation information for S. C. Johnson & Son. (1994).

Provided testimony as an expert witness in Heather Baran et al v. The Experiment in International Living. (1992).

Retained as an expert by the American Postal Workers Union AFL-CIO. (1992)

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

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

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

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

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

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

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

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

5. *Awards and Honors*

a. Research Fellowships, Prizes and Awards

International Leadership Association and San Diego University's Leadership Book Award for Scholarship for *Strategic leadership across cultures: The GLOBE study of CEO leadership behavior and effectiveness in 24 countries* (House, Dorfman, Javidan, Hanges & De Luque). (2015).

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

International Personnel Assessment Council's Innovation in Assessment Award. *Siena Reasoning Test*. (Yusko, Goldstein, Scherbaum, & Hanges). (2011).

Fellow of the Association for Psychological Science (2007).

Fellow of the American Psychological Association. (2005).

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

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

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

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

b. Teaching Awards

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

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

d. Other Special Recognition

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

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

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

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

Affiliations:

Member, American Psychological Association (1980 - Present)

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

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

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

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

Member, Academy of Management (1983 - Present)

Founding Member, The GLOBE Foundation (2000 – Present)

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

Ganesha M. Martin, Esq.

Biography

Ganesha Martin has served in several positions in Baltimore City government. Most recently she was the Director of the Mayor's Office of Criminal Justice (MOCJ). She has overseen collaborative criminal justice efforts that included the Baltimore Police Department, Baltimore State's Attorney's Office, Governor's Office of Crime Control and Prevention, Department of Justice Civil Rights Division, U.S. Attorney's Office, the judiciary and several community groups.

Martin is a lawyer who led the federal court-ordered Consent Decree reform efforts at the Baltimore Police Department from 2015 – 2018. As Chief of the Department of Justice Compliance, Accountability & External Affairs Division, Martin collaborated with DOJ Civil Rights Division attorneys during a patterns or practice investigation that ultimately led to a Consent Decree. Martin played an integral role on a negotiation team that introduced structural reforms to the Baltimore Police Department in the areas of crisis intervention, relationships with youth, interactions with persons suffering from mental illness, use of force, de-escalation, body-worn cameras, mobile data computer technology, hiring & recruitment, community engagement and officer wellness & early intervention. A pioneer in public-private partnerships that have introduced organizational opportunities for inclusion and equity, Martin is an ambassador who seeks nontraditional relationships to better serve all public safety stakeholders. She has led police reform efforts around the country and currently leads the impact campaign for the documentary *Charm City*, which debuted at Tribeca Film Festival and was short listed for the Oscars and syndicated by PBS. Currently, she runs her own consulting firm.

Martin's current work focuses squarely on uniting communities of color and the police who swear to serve and protect them. Her unique ability to connect with both the community and police before guiding them towards common ground is the hallmark to her success. In addition to Baltimore, she has consulted on consent decree compliance and police reform matters for police departments across the country. An expert on public safety, best practices for building relationships between community and police, she regularly advises nonprofit organizations, real estate developers, tech startups, private corporations, community groups and local governments.

A highly sought-after expert on police reform, Martin regularly speaks on DOJ Consent Decrees, police reform and accountability, and public safety. She's a member of the Council on Criminal Justice, an invite-only, nonpartisan organization and think tank for leaders in the criminal justice field. In 2019 she was one of 40 community policing experts invited to Nairobi, Kenya to share community policing strategies during the Convening on Civilian Police Reform by Open Societies Foundation. She was also awarded their Securing Open Societies Fellowship in 2019. Martin's expert commentary has been featured in The New York Times, The Baltimore Sun, and the Washington Post among others.

Never one to be intimidated by what others see as impossible, Martin is using her talent to move the needle on some of society's most challenging social problems. Her ability to translate both sides of an issue, quickly overcome distrust, and move things forward helps her get things done. Her commitment to use communication as a bridge to unite opposing groups, diffuse conflict, and foster real human connection make her an invaluable asset to anyone seeking to bridge an insurmountable divide. But her fundamental belief in the universal human potential for rehabilitation and understanding pushes her towards her biggest goal to create practical pathways to progress for police and community.

A co-founder of Educated Exposure Foundation, a board member of Year Up Baltimore, Teach for American, Outward Bound and Overcoming Poverty Together, Martin's philanthropic endeavors reflect her commitment to advance social justice issues that directly impact the quality of life for historically underserved communities. A Leadership Maryland and Greater Baltimore Committee's LEADERship program alumnus, Martin has been recognized in recent years by *The Baltimore Sun* in its Top 25 Women to Watch, *The Daily Record* in its Top 100 Women and the International Association of Chiefs of Police (IACP) in its Top 40 Under 40 list.

JULIE PARKER COMMUNICATIONS LLC SERVICES AGREEMENT

THIS SERVICES AGREEMENT ("Agreement") is entered into as of the 29th day of June through the 28th day of June 2021 ("Effective Date") between the Cheverly Police Department ("Client"), and Julie Parker Communications LLC ("Consultant") for a period of 40 hours per month.

1. Consultants will provide ("Client") with social media services as mutually agreed upon and described in the attached Statement of Work ("Services"). Any changes to the Statement of Work must be in writing signed by both parties.
2. Client shall pay to Consultant, as compensation for the Services, the fees set forth on Exhibit A in accordance with the payment schedule set forth on Exhibit A. Unless otherwise provided on Exhibit A, Consultants will invoice Client for the Services Fees monthly. All Fees shall be due and payable within thirty (30) days after the date of Client's invoice for Fees due hereunder.
3. Client shall reimburse Consultant for all actual and reasonable, client or customer-related business or expenses incurred in connection with Consultant's duties on behalf of Client, provided that Consultant shall keep, and present to Client, records and receipts relating to such reimbursable expenses. Such records and receipts shall be maintained and presented in a format, and with such regularity, as Client reasonably may require in order to substantiate Client's right to claim income tax deductions for such expenses. These expenses must be agreed to by both parties in advance.
4. The Client and Consultant may terminate this Agreement at any time with thirty (30) day written notice to the other party, and immediately Consultant shall cease providing Services. Upon termination, Consultant will be paid for all of the services properly performed prior to termination. Termination of this Agreement will not relieve or release either party from any rights, liabilities or obligations that have accrued under this Agreement or under law, or from liability for any breach of the party's obligations under this Agreement that occurred before the date of termination.
5. Consultant hereby grants to Client a non-exclusive license to use Consultant's trademarks, tradenames, and copyrighted material designated by and belonging to Julie Parker Communications LLC solely in connection with the Services. Client shall not use or authorize any others to use, distribute or disseminate or cause to be distributed or disseminated Consultant's Property in any manner not specifically authorized by this Services Agreement. Client agrees that it shall in no way contest or deny the validity of, or the right or title to such Property, by

- reason of this Agreement, and shall not encourage or assist others directly or indirectly to do so, during the lifetime of this Services Agreement and thereafter.
6. In addition, Client shall not utilize any such Property in any manner which would diminish its value or harm the Consultant's joint or individual reputation. This provision shall survive the termination of this Services Agreement.
 7. Similarly, the Consultant has the right to list the Client's business name and logo on the Julie Parker Communications LLC websites as a current client.
 8. The Client and Consultant agree to retain in confidence any confidential or proprietary information received hereunder and all information that by the nature of the circumstances surrounding the disclosure, should in good faith be treated as proprietary and/or confidential, and will make no use of such information except in connection with its performance hereunder. This provision shall survive the termination of this Services Agreement.
 9. For all purposes under this Agreement, Julie Parker Communications LLC shall be and act as an independent contractor of Client, and nothing contained in this Agreement shall be construed as creating a joint venture, partnership, agency, fiduciary or employment relationship between the Parties. The Parties agree that all individuals performing Services on Consultant's behalf are not, for any purpose whatsoever, (a) considered to be employees, independent contractors or agents of Client or (b) entitled to any compensation or employee benefits from Client.
 10. No delay, failure or default in performance of any obligation by either party, excepting all obligations to make payments hereunder, shall constitute a breach of this Agreement to the extent caused by force majeure.
 11. Neither Party may assign or otherwise transfer this Agreement or any of its rights or obligations hereunder without the other Party's prior written consent, which consent shall not be unreasonably withheld or delayed. Notwithstanding the foregoing, either Party may, upon written notice to the other Party, assign or transfer this Agreement in its entirety to a party that succeeds to all or substantially all of such Party's business or assets, whether by sale, merger, operation of law or otherwise. In such case, this Agreement shall be binding upon and inure to the benefit of the Parties and their respective permitted successors and assigns. Any attempted assignment or transfer in violation of this Section shall be null and void.
 12. Any modification or amendment of any provision of this Agreement must be in writing and bear the signature of the duly authorized representatives of both parties.
 13. No waiver of any right shall be effective unless consented to in writing by the Party to be charged with such waiver, and the waiver of any breach or default

shall not constitute a waiver of any other right hereunder or any subsequent breach or default.

14. The Client and Consultant, jointly and severally, indemnify, defend and hold harmless one another, their affiliates and their respective directors, officers, employees, agents, successors and assigns from all claims, suits, judgments, costs, liabilities, fines, damages, losses, taxes, penalties, interest and expenses, including reasonable attorneys' fees and related costs, resulting from or arising out of (a) any breach of this Agreement or any warranty hereunder; (b) any act, omission or performance of any of the services by Consultant or Consultant's employees, agents or subcontractors; (d) infringement of any trade secret, copyright, trademark, patent or any other intellectual property right of any third party.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the Agreement Date first above written.

By: _____
Julie Parker
President & CEO
Julie Parker Communications LLC

By: _____
Jarod Towers
Chief of Police
Cheverly (MD) Police Department

EXHIBIT A
Statement of Work

This Statement of Work is made effective 6/29/20, by and between Julie Parker Communications LLC and Client (Cheverly (MD) Police Department).

Brief Description of Services:

- Maintain awareness of Cheverly Police Department newsworthy incidents and community engagement opportunities in order to best tell the story of the CPD and reflect the numerous positive events and law enforcement interactions taking place in the Town to increase CPD's visibility and brand within the law enforcement community and beyond
- Create and/or post content on CPD social media platforms

Billing Rate

Hourly rate of \$50 per hour, for a minimum of 10 hours per week on the above agreed upon Description of Services.

Notes: This agreement will be in place initially for a period of twelve (12) months, beginning on June 29, 2020 and ending on June 28, 2021, at which time it is subject to renewal upon agreement of both parties.

Additional Terms and Conditions:

40 hours per month. Any additional hours required will be billed at a rate of \$50/hour and is subject to contractor's availability.

This Statement of Work serves as an Exhibit to the Services Agreement.

Agreed and Accepted:

By: _____
Julie Parker
President & CEO
Julie Parker Communications LLC

By: _____
Jarod Towers
Chief of Police
Cheverly (MD) Police Department



Conducere

Proposal for Cheverly Police Talent Services

Prepared by:

Conducere. An Organization Development Consulting Firm

306 Calvin Ln

Rockville, MD 20851

(o) (240) 285-2076

(e) info@conducerelc.com

Prepared for:



Engagement Letter



June 29th, 2020

Greetings Chief of Police Jarod Towers,

This document is our formal service proposal responding to your request for a proposal for talent support in your Police Department. In this service proposal, you'll find background on Conducere, details regarding the results we hope to deliver for your company as well as proposed pricing.

Should you have any questions, comments, or concerns once you've reviewed the service proposal in its entirety, please feel free to email (info@conducerellc.com) or call (240 285 2076) for more information.

Regards,

Juliet Aiken, PhD
Managing Director & Principal Consultant, Conducere

Contact:

Email: info@conducerellc.com

Direct: (240) 285-207

Who We Are

Conducere is a minority-owned organizational development firm. We partner with leaders to strengthen their organizations during times of transition. Conducere has been successfully assisting organizations through these transitions as they build their business, during periods of uncertainty or change, or at times when organizations need to restructure or reduce offerings or workforce. Core to the Conducere partnership style is becoming a trusted advisor to organizations to facilitate needed change, define or refine organizational vision, and develop sustainable strategic plans for long term organizational success. Conducere prides itself on being a valuable partner of organizations of all types and sizes during all kinds of transitions. We are especially passionate about working with organizations that serve communities, such as Police Departments and local government organizations.

Conducere uses inclusive, anti-racist, and anti-oppressive organizational development techniques to drive both our own decision-making and to help our clients navigate complex organizational changes. Our methods and our interactions with our clients are sensitive to both their internal and external environments. As a multiracial and multicultural organization at all levels, Conducere is passionate about fostering inclusive working environments among multiracial/multicultural teams and organizations. A statement of our capabilities and the CVs of our Principal Consultants are enclosed in Appendices A and B, respectively.

Project Description

The Cheverly Police Department is in the process of hiring and onboarding leadership talent over the next year. Additionally, the Police Department is moving toward a community policing model, and intends to re-develop a performance management process that enables rewarding and supporting community policing efforts.

The Cheverly Police Department needs support in managing and developing its talent, from recruiting through performance management.

Objective: Scope of Work (A)

Conducere proposes to provide multiple services for the Cheverly Police Department (CPD), as outlined below.

I. Organizational diagnosis:

- Organizational diagnosis is a evidence-based method for getting to know an organization at all levels- from the surface levels to the deepest levels that aren't directly visible to the eye. Such a diagnosis includes both qualitative and quantitative data collection from members throughout the organization to inform where potential gaps and misalignments may arise in the existing systems. Organizational diagnosis would include, as appropriate, barrier analysis which examines the movement of different applicant/employee subgroups from entry-level positions through to the highest levels of the organization.

II. Development of Key Competencies, Outcomes, and Tasks

- From the organizational diagnosis, we will:
- Create a master list of desired competencies for the position(s) within the Department. Competencies will be tied to desired attributes in community policing, and will be determined based on conversations with Chief Towers, other identified subject matter experts (SMEs), and best practices.
- Work with Chief Towers and other identified SMEs to determine quantitative outcomes metrics at the individual and Department level.
- Work with Chief Towers and other identified SMEs to build set of task responsibilities (i.e. work behaviors)/key outcomes for each position.

III. Recruiting as needed:

- If additional positions open, we will support targeted recruiting efforts for each open position.

IV. Selection as needed:

- If additional positions open, we will support selection for each open position. This may include:
 - Developing interview questions that tap into key competencies, outcomes, and tasks that are critical and needed at entry
 - Developing benchmarks for evaluating responses to interview questions
 - Providing training for running structured interviews

V. Talent development model:

- We will work with Chief Towers to develop a library of developmental suggestions linked to the competencies and tasks required for each position.

- These suggestions can be used both to design ongoing personnel and talent training as well as for coaching and mentoring in proactive performance management.

VI. Leadership coaching and onboarding:

- We will provide one-on-one leadership coaching both to Chief Towers and to his leaders (Lieutenant and Supervisors) as part of both onboarding and as part of leadership development processes. Coaching will be directed toward helping each leader be effective both in their day-to-day work and in implementing coaching, talent management, and performance management processes with the officers and employees who report to them.

VII. Performance management system development:

- **Create goal setting process:** Develop, along with Chief Towers, a process for helping the Department set Department-wide goals for each year, as well as a process for goal-setting with each individual officer. This process will be documented, and specified individuals within the Police Department will be trained on conducting these processes and ensuring individual goals: a) align with Department goals and b) enable individual officers to develop professionally in desired areas.
- **Create appraisal forms:** Develop appraisal forms for specified position(s) pulling from the identified critical competencies at each level, tasks/behaviors, as well as quantitative outcome metrics. A primary function of these appraisal forms will be to work as “change drivers” to help drive change at a Department level toward engaged, community policing. Goals for the upcoming year will also be built into these forms.
- Concurrent with the development of appraisal forms, we will work with Chief Towers to identify and/or provide guidance in the development of software that will enable Chief Towers to implement an electronic performance appraisal system. One anticipated benefit of implementing an electronic system is the ability to provide benchmark data to officers to inspire further engagement.
- We will support the roll out of this process, including assisting in determining administrative logistics and training personnel in the use of the Performance Management process.

VIII. Ongoing Evaluation Processes:

- We will develop strategies and processes for evaluating the effectiveness of talent development (including recruitment, selection, training, coaching, and performance management) in an ongoing way over time.
- Continuous improvement

All work will be thoroughly documented.

Fee Proposal: Estimated Cost (negotiable)

Activities	Fee
Talent Management System Development and Implementation	\$30,000.00

The fee for talent support, including: a) organizational diagnosis, b) competency and task model development, c) recruiting, d) selection, e) training and development, f) coaching, g) performance management system re-development and launch, and h) ongoing evaluation over the course of one year will be \$30,000.00.

Consultant Qualifications and Roles

Principal consultants of Conducere are science-practitioners who are well experienced at designing qualitative and quantitative studies, and gathering, analyzing and utilizing data to inform a comprehensive strategic planning process. Trained to engage environmental scanning and organizational diagnosis for problem identification across systems/structures, our Principals are well-practiced facilitators from socially and technically diverse groups who are equipped with a unique ability to engage stakeholders at every level to procure input from individuals from various sectors. Our consultants also have experience engaging and challenging leadership and other key stakeholders.

Juliet Aiken, PhD

Principal/Organizational Strategy

Juliet Aiken holds a PhD and MS in Industrial Organizational Psychology, a Certificate in Statistics and Measurement, and a Bachelor's of Science in Psychology.

Juliet is an organizational psychologist with a specialization in diversity and inclusion, statistics, and aligned strategic change management. Juliet serves as a trusted advisor to help organizations pivot during periods of uncertainty (internally and externally), supporting them in developing systems for hiring, training, promoting, and retaining talent as well as guiding strategic plans and principals to direct these talent efforts. Her guidance is based in evidence, best practices, risk analysis, and deep relationships with organizational leaders that enable her to provide customized, impactful solutions. She provides her clients with the tools they need to function independently, wherever possible. Juliet has over a decade of experience in consulting and leadership roles in government, private sector, and nonprofit sectors. Her work focuses on creating spaces and services for the underserved.

She serves as the Program Director of the Master's in Industrial Organizational Psychology at the University of Maryland, College Park. Her academic interests focus on diversity and inclusion, particularly in the field of Industrial Organizational Psychology, and complex change.

Juliet has developed a vision, mission, and values and provided strategic planning support to the Jefferson County Commission. During her work with the Jefferson County Commission, she led an overhaul of their selection, training and organizational development, and equity and inclusion divisions in Human Resources while supporting the federally appointed Receiver in exiting a consent decree around discrimination in hiring. She has also served as an expert witness for the Department of Justice for issues surrounding disparate treatment and impact. Juliet also designs selection systems (e.g., for a construction union apprenticeship program) and provides executive coaching to organizational leaders during times of crisis and evolution.

Juliet is part of the team that won the 2017 Innovation in Assessment Award from the International Personnel Assessment Council (IPAC) for "Hiring Quickly and at a Low Cost under a Consent Decree." She also received the 2020 Society for Industrial Organizational Psychology (SIOP) Early Career Award in Practice.

Practice & Skill Areas:

Strategic statistician, focusing on small, large, and big data analytics; Psychometrician and survey design expert; Strategic planning rooted in qualitative and quantitative data; Aligned organizational change efforts, with attention to people, processes, structures, and tasks; Networks, emergent change, and informal and formal models of influence; Leadership development and succession planning; Diversity and inclusion; Decision making at individual, group, and organizational levels; Virtual and remote collaboration/work; Selection and assessment

Preston Lindsay, PhD

Principal/Organizational Development

Preston holds a PhD in Business/Industrial Organizational Psychology, a Masters of Science in Organization Development and Management, and a Bachelor of Arts Sociology and Psychology.

Preston is an organizational psychologist with a specialization in organization development and change management. Preston is an expert strategic planning facilitator who guides management through a collaborative team planning process for integrated and data driven strategic, operational and implementation plans. He teaches the strategy formulation/conceptual process and is a strategic planning consultant, a trusted advisor on strategy, leadership, process improvement and system issues for leaders in government, nonprofits, and corporations. Preston has over a decade of combined senior and executive leadership experience in both the nonprofit and corporate spaces. As a mission oriented and results driven leader, Preston's professional experiences include leading organizational change, designing and implementing systems for improving organizational efficiency, designing and implementing strategic plans, managing organizational advancement and people & performance.

Oriented as a transformational leader, Preston is well practiced at motivating followers, developing leaders, achieving big vision by way of strategic planning and effective capacity building strategies. As an academic, his discipline areas of focus are industrial-organizational psychology and management. Presently, his research explores the impact of organizational trauma on worker cognition, consciousness and behavior.

Preston is a Professor of Industrial Organizational Psychology at the University of Maryland Department of Psychology. Is on Faculty at New York University's Robert F. Wagner School of Public Service, Suffolk University, St. Peter's University, and has taught courses ranging from Leading Organizational Change, strategic management, managing people and people and performance to research methods and multivariate statistics for social scientist.

Preston has facilitated strategic planning processes of many nonprofits such as the San Francisco Foundation HOPE SF, From Within, Lift Up the Vulnerable, Freedom of Unity, the People's Coalition, Around the Way Girl, and more.

Practice & Skill Areas:

Evaluation Techniques inclusive of qualitative and quantitative methodologies; Survey design and instrument development; Logic modeling; Organizational sustainability theory of change and evaluation frameworks; Performance Measurement, managing people and performance; Strategic Planning, Process Mapping & Improvement, Change Management; Program Planning & Assessment; Root Cause Analysis; Leadership Development; Selection; Antiracist/Antioppressive organization development

Paul J. Hanges, PhD

Principal/Organizational Strategy

Paul Hanges holds a MA and Ph.D. in Industrial Organizational Psychology from the University of Akron in 1986. He is a Full Professor of Industrial/Organizational Psychology at the University of Maryland and is also the academic director of the university's MPS (Master's in Professional Studies) in IO Psychology program.

Paul specializes in human resource practices, team/organizational diversity, organizational climate, leadership, team-processes, and cross-cultural issues. He has worked with public and private organizations (e.g., Central Intelligence Agency, Federal Bureau of Investigation, Maryland Administrative Office of the Courts, Personnel Board of Jefferson County, S. C. Johnson & Son) as well as various consulting firms (e.g., American Management Systems, Emerson Human Capital, Mercer, Inc.) and has been retained as an expert witness by several law firms. Dr Hanges created a competence model for the information technicians (IT) job family for a federal agency. He has recently completed a 3 year study on the conflict culture of the US Congress. Paul was also on the executive board of OBA Bank from 2012 until the bank was sold in 2015. His expertise enabled him to work with the bank's HR specialist to review the effectiveness of their compensation and evaluation system. The majority of his applied work focuses on developing human

resource practices and aligning organizational policies, practices, and procedures to produce desired organizational climate and improve organizational efficiency.

His work has received numerous awards and recognition. His 2004 co-authored book, *Culture, Leadership, and Organizations: The GLOBE study of 62 Societies*, won the M. Scott Myers Award for Applied Research from SIOP. This project is the largest cross-cultural leadership project of over 15,000 middle managers/CEOs from over 60 countries. Paul won this award again in 2011 for his work developing a new human resource selection assessment tool. Finally, his 2014 co-authored book, *Strategic Leadership Across Cultures: The GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries* won the 2015 International Leadership Association and San Diego University's leadership book award for scholarship. His publications have appeared in such journals as *Journal of Applied Psychology*, *Journal of International Business Studies*, *Psychological Bulletin*, and *The Leadership Quarterly*, among others. Finally, he is a fellow of the American Psychological Association, Association for Psychological Sciences, and the Society for Industrial/Organizational Psychology.

Practice & Skill Areas:

Quantitative Methodology (Statistical Analyses both traditional and big data techniques); Psychometrician and survey design expert; Selection development and validation; Training design and delivery; Qualitative Methods, such as job analysis, interviews, content analysis.; Leadership assessment and development; Diversity and inclusion; Organizational climate/culture assessment, Because all consultants take on leadership roles with the project and the project requires collaborative effort our consultants aim to demonstrate high level interpersonal skills such as: Forging and maintaining relationships, project confidence, and the ability to go beyond the content area. Forging and maintaining relationships involves the process of building on new client relationships which is critical to the success of any project and the sustainability of any newly formed business relationship.

References

1. Hope SF (San Francisco City, Enterprise Community Partners, Inc., and The San Francisco Foundation.) Strategic Planning Facilitation and Group Facilitation Intervention. 2019-2020. Brandon Jones, Program Director - Cultural Resilience. 101 Montgomery Street, Suite 1350, San Francisco, CA 94104. (415) 400-0975.
2. Quest Movement Inc.,. Strategic Planning Facilitation and Leadership Training and Development: Executive Coaching and Board Governance Training Sessions. 2019-2020. Desiree Guyton, Executive Director. Philadelphia, PA 19104. (856) 264-7811.
3. Jefferson County Commission. Organizational DEI transformation including Strategic Planning at County Level (vision, mission, values); Recruiting; Selecting; Training/Organizational Development; Climate/Culture Assessment; and Diversity, Equity, and Inclusion. 2016-2020. Mr. Lorren Oliver. Director, Personnel Board of Jefferson County 2121. 8th Avenue North - Suite 100. Birmingham, AL 35203 (205) 919-5514

4. Association of Research Libraries. Assessment of organizational climate across within multiple associated organizations, including ongoing advice and support as needed. 2008-2020. M. Sue Baughman, Deputy Executive Director, 21 Dupont Circle #800, Washington, DC 20036, (202) 296-2296.

Closing

We are so excited about the prospective opportunity to provide our services to such a socially responsible organization. We look forward to working with CPD. Should you have any questions or comments, please do not hesitate to contact us.

w/ attachments

Appendix A - Capabilities Statement

Appendix B - Curriculum Vita of Conducere Principals



Budget Amendment Request Form

Account	Increase/ Decrease	Description	
01-11-6060	+ \$5,000	Specialized Services	<ul style="list-style-type: none">• Policy consulting for police department's Use of Force policy. To include policy drafting, outreach for community input, and policy discussion.
01-11-6060	+ \$24,000	Specialized Services	<ul style="list-style-type: none">• Social media strategist and consulting services. To include maintenance of social media platforms to increase department's brand and identity with the community.
01-11-6060	+ \$30,000	Specialized Services	<ul style="list-style-type: none">• Employee development consulting/talent support for the police department's staff. To include training and development, recruitment consulting, development and redesign of performance monitoring system, ongoing evaluation of processes developed, etc.

MOTION: _____

SECOND: _____

APPROVED/DENIED: _____

GMM CONSULTING GROUP, LLC

CONSULTING SERVICES AGREEMENT

THIS CONSULTING SERVICES AGREEMENT (this "Agreement") is made this _____ day of July 2020, between Cheverly Police Department (the "Department"), and Ganesha Martin (the "Consultant").

WHEREAS, the Department desires to retain the Consultant to perform services as an independent contractor; and

WHEREAS, the Department and the Consultant both want to enter into this Agreement to memorialize the terms under which the Consultant will perform services.

NOW, THEREFORE, in consideration of the mutual promises contained herein, the parties agree as follows:

1. **Duties of the Consultant.** The Consultant will perform the services that are described in the "Statement of Work", which is attached to this Agreement as Exhibit A and is incorporated into and made a part of this Agreement.

2. **Term of the Agreement.** The Consultant's services under this Agreement will begin on July 15, 2020 for a minimum period of 3 months and/or continuation in accordance with the work scope and schedule.

3. **Payments to the Consultant.**

A. In consideration of the Consultant's performance of services under this Agreement, the Consultant will be paid a fee in the amount of \$5,000.00 to be paid in installments of \$2,500.00 due after the execution of the contract and before work begins and \$2,500.00 at the conclusion of the contract.

B. The Consultant will bill the Department for services performed under this Agreement, by submitting written invoices to the Department. The Department will pay the Consultant the amount set forth on a properly submitted invoice.

4. **Independent Contractor Status.**

A. The parties agree that the Consultant is and will be treated as an independent contractor for all purposes and not as an employee of Department. The Consultant acknowledges and agrees that the Consultant is solely responsible for the timely reporting and payment of all Federal, state and local taxes applicable to the payments that the Consultant

receives from Department. To the extent required by law, Department will provide the Consultant with an IRS Form 1099 at the end of each calendar year.

B. Because Consultant is not an employee, the Consultant is not eligible to receive any vacation pay, sick pay, overtime pay, workers compensation coverage, unemployment insurance, severance benefits, health insurance, retirement benefits or other benefits of any type from Department. Any persons Consultant employs in connection with the performance of the services under this Agreement shall be employees of Consultant and not the Department, and Consultant shall be fully responsible for properly compensating them and providing any benefits to them required by law.

C. This Agreement is not intended, and will not be construed, to render Department and the Consultant partners, joint ventures or co-owners. The Consultant will have no authority to act on behalf of Department in entering into or executing any Agreement or incurring any liabilities or other obligations of any kind, and the Consultant has no authority to bind Department to any contract or course of action.

5. **Performance of Services.**

A. The Consultant will perform services under this Agreement at such times and at such locations as the Consultant, in the Consultant's sole discretion, will determine from time to time.

B. The services being provided by the Consultant under this Agreement are not exclusive. The Department will be free to use the services of other independent contractors or employees to perform similar services, and the Consultant may perform services for any other parties.

6. **Termination of Agreement.**

A. Except as provided in paragraph 6B of this Agreement, this Agreement may only be terminated by a party before the date specified in paragraph 2 of this Agreement upon ten (10) days' advance written notice to the other party. In said event, compensation owed for work performed will be paid prior to the termination of the contract.

B. Notwithstanding paragraph 6A of this Agreement, either party may terminate this Agreement immediately upon notice to the other party in the event the other party materially breaches this Agreement and fails to promptly correct such breach following written notice of the conduct constituting the breach.

7. **Confidential Information.** During the Term of this Agreement and thereafter, Contractor agrees not to use for any purpose (other than as necessary in performing services for the Department during this Agreement), or disclose to any person or entity, any confidential information of the Department. The term "confidential information" as used in this Agreement includes trade secrets, proprietary or competitively sensitive information, information the Department identifies as confidential information or limits

access to, vendor lists, financial records, suppliers, methods of operation, methods of determining prices, pricing information, financial information, instructional methods and techniques, and any other nonpublic Department information. Within two (2) business days after Contractor's services are terminated under this Agreement for any reason, or at any other time requested by the Department, Contractor will return to the Department all Department books, records, or other documents, materials, and confidential information Contractor acquired from the Department while performing services under this Agreement.

8. **Indemnification.**

A. The Department agrees to indemnify and hold the Consultant and all of the Consultant's officers, owners, employees and other agents and representatives, harmless from and against any and all claims, losses, costs and damages (including, without limitation, reasonable attorneys' fees) arising out of or resulting from the Department's improper or inadequate performance of services or breach of any provision of this Agreement.

9. **Advertising.** Each party agrees not to use the other party's name or other trademarks in advertising without the other party's prior written consent.

10. **Successors and Assigns.** This Agreement will be binding upon, and will inure to the benefit of, the Department and the Consultant, and their respective heirs, personal and legal representatives, and successors and assigns.

11. **No Assignment.** In no event may any of the Consultant's obligations under this Agreement be assigned or otherwise transferred (including by operation of law).

12. **Survival of Agreements.** All of the provisions in this Agreement will survive its termination.

13. **Notices.** Any notice required to be given under this Agreement will be sufficient if in writing, and sent by hand-delivery or by certified or registered mail, return receipt requested, first-class postage prepaid, to the Consultant's address as shown on the Department's records, in the case of the Consultant, and to the Department's principal office in Maryland, in the case of the Department.

14. **Governing Law.** This Agreement will be governed in all respects by the law of the State of Maryland. In the case of any ambiguity, the provisions of this Agreement will be construed to result in the Consultant being classified as an independent contractor, rather than an employee of the Department.

15. **Construction.** The headings set forth at the beginning of each paragraph of this Agreement are inserted for convenience of reference only and will in no way be construed as part of this Agreement or as a limitation on the scope of the particular provision to which the heading refers.

16. **Severability.** If any provision of this Agreement is found or held to be invalid, illegal or unenforceable to any extent, the remainder of the Agreement and its application will not be affected and will be enforceable to the fullest extent permitted by law.

17. **Costs and Attorney's Fees.** In the event any action, suit, or other proceeding (whether at law, in equity or otherwise) to prevent or restrain a breach of this Agreement or any provision hereof, to recover damages for such breach, for declaratory judgment, or for other relief, the prevailing party in such action, suit or other proceeding will be entitled to collect from the other the reasonable costs and expenses incurred by the prevailing party in connection with such proceeding, including but not limited to reasonable attorney's fees. The rights and remedies set forth in this Section are cumulative and in addition to any rights or remedies available at law, equity or otherwise hereunder.

18. **Entire Agreement.** This Agreement including Exhibit A sets forth the entire understanding between the Department and the Consultant with respect to the matters described in this Agreement and supersedes all prior agreements and understandings, whether oral or written, between the Department and the Consultant. No change or modification of this Agreement will be valid or binding unless it is in writing and signed by the party against whom such waiver is to be enforced; moreover, no valid waiver of any provision of this Agreement will be deemed a waiver of any other provision of this Agreement.

The parties have executed this Agreement as of the day and the year first stated above.

By:_____

Print Name:_____

Print Title:_____

CONSULTANT:

Print Name:_____ Ganesha Martin

Exhibit A

CONSULTANT'S SCOPE OF WORK

Use of Force policies and practices have become the focus of communities and police department's around the country. These policies, many of which have been in place for decades, never considered the input of police officers who must abide by them and the community members they are meant to protect and serve in their drafting or implementation. Further, many of these out dated policies fail to provide proper guidance in the myriad of situations police officers find themselves these days. Over the past few years, many national organizations have taken on the task of developing best practices related to use of force to guide departments. These provide an absolute baseline standard. However, each community is different and there are some issues in this area that are of particular importance to community members. Therefore, policy development should always take in to consideration the needs of their particular communities. To that end, the Consultant proposes to design a process to achieve those goals. At the end of the process, the Consultant and the Department must create a state-of-the-art policy built on a foundation of best practices that also takes into consideration the nuances of every affected Cheverly community.

Task: *Coordinate a transparent collaborative community-based process aimed at rewriting the Use of Force policy including the gathering, analysis and incorporation of community and rank and file input*

Phase 1: Draft Use of Force policy based on industry standards, best practices, and previously shared community and rank and file expectations;

Phase 2: Post policy on Town and/or Department website(s) to gather community input for 30 days;

Phase 3: Within 15 days of posting the new policy by Department and/or Town for comment, Consultant will conduct outreach, including zoom sessions with various community members/groups and rank and file to answer questions and take feedback about the proposed policy over a 30-day period;

Phase 4: At the close of the 30-day period, Consultant will organize input, from website and zoom meetings, and draft report on community and police feedback to present to Police Chief's Advisory Board (PCAB);

Phase 5: Attend meeting with PCAB to answer any questions and give feedback on report and policy

Phase 6: Present Chief the finalized policy

GANESHA MARTIN

UPLIFTING POLICE AND CITIZEN VOICES TO CREATE
SUSTAINABLE STRUCTURAL CHANGE

Ganesha Martin, Esq. is a change agent working at the intersection of diversity, law, and police reform. Passionate about creating safe spaces for suppressed voices, she's currently working to improve the culture of policing in our country's most divided cities. Martin is on a mission to help historically opposing groups find common ground and begin to hear each other so they can ultimately meet in the middle.

A highly sought after expert on police reform, Martin's unique perspective stems from her experience working in local government, working in the Mayor's Office, working within police departments, and now monitoring other police departments around the country. She regularly speaks and trains on DOJ consent decrees, police reform and accountability, and public safety. She's a member of the Council on Criminal Justice, an invite-only, nonpartisan organization and think tank for leaders in the criminal justice field. In 2019 she was one of 40 community policing experts invited to Nairobi, Kenya to share community policing strategies during the Convening on Civilian Police Reform by Open Societies Foundation. She was also selected as Top 40 under 40 by the International Chiefs of Police and the Baltimore Community Mediation Center's advocate of the year. Martin's expert commentary has been featured in The New York Times, The Baltimore Sun, CNN, and the Washington Post among others.

Never one to be intimidated by what others see as impossible, Martin is using her talent to move the needle on some of society's most challenging social problems. Her ability to translate both sides of an issue, quickly overcome distrust, and move things forward help her get things done. Her commitment to use communication as a bridge to unite opposing groups, diffuse conflict, and foster real human connection makes her an invaluable asset to anyone seeking to bridge an insurmountable divide. But her fundamental belief in the universal human potential for rehabilitation and understanding pushes her towards her biggest goal to create practical pathways to progress.



SPEAKING AND MEDIA TOPICS

01.

**DOJ CONSENT
DECREE**

02.

**POLICE USE OF
FORCE POLICIES**

03.

**MODERN POLICE
REFORM AND
ACCOUNTABILITY**

04.

**COLLABORATIVE
PUBLIC SAFETY**

POLICE LINE DO NOT CROSS

SERVICES

01 PUBLIC AFFAIRS AND STAKEHOLDER STRATEGY:

Design strategies for corporations, nonprofits, and governments to engage with and support key audiences in new ways around public safety and improved community relations

02 POLICE TECHNICAL ASSISTANCE AND CONSULTING:

Work directly with troubled police departments to develop new strategies for improved policy, training and public safety with a focus on including rank and file and community voices

03 CONSENT DECREE AND OTHER LEGALLY-MANDATED OR COURT-ENFORCED REFORM:

Work with police departments to negotiate and comply with a consent decree

04 COMMUNITY ENGAGEMENT AND COMMUNITY LISTENING STRATEGY:

Design ways to proactively work with community members, hear their needs, and improve the police/ community dynamic before tragedy strikes

05 COMMUNITY/POLICE MEDIATION:

Help communities and the police sworn to protect them come to understanding after key instances of police brutality, and during the ensuing unrest

06 PUBLIC SAFETY CONSULTING:

Advising real estate developers, startups and corporations on strategies to support community and police-led collaborative public safety initiatives

07 TRAINING AND EDUCATION

HONORS + RECOGNITION

Founding Member, Council on Criminal Justice

Open Societies Foundation Fellow

International Chiefs of Police Top 40 under 40

Named Partner of The Year by the Transformative Justice Committee

Baltimore Daily Record Top 40 Under 40

Baltimore Daily Record Top 100 Women

Baltimore Sun Top 25 Women to Watch

TESTIMONIALS

"A few words come to mind when I think of Ganesha Martin - strategic, excellence, integrity. Her intellect, hard-working humility, and heart for her community is a rare combination to find."

Stephanie Rawlings-Blake
Former Mayor of Baltimore

"Some say Ganesha Martin is one of American law enforcement's most intuitive and collaborative strategic thinkers. I disagree. I know of no greater strategic mind in law enforcement, government, business, and education. I've said it before and I'll say it again, Ganesha is a generational talent and game changer you want on your team."

Kevin Davis
39th Police Commissioner of Baltimore

"I've known Ganesha Martin for years and have witnessed firsthand her passion for bringing police and communities together. She's whip smart, hard-working, and truly committed to effecting change."

Charles H. "Chuck" Ramsey
Former Police Commissioner of Philadelphia

AS SEEN IN

The New York Times

THE BALTIMORE SUN

THE DAILY RECORD

The Washington Post

CNN

CONTACT

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in [GANESHA-MARTIN-ESQ](#)