

Craig L. Pearce
Brova Family Professor
Pennsylvania State University
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E D U C A T I O N

University of Maryland-College Park, College Park, MD

PhD May 1997

Major: Management and Organization

Dissertation: “The Determinants of Change Management Team Effectiveness: A Longitudinal Investigation”

The University of Wisconsin-Madison, Madison, WI

MBA May 1988

Major: Management

The Pennsylvania State University, University Park, PA

BS (Honors and Distinction) May 1987

Major: Management

Minor: Psychology

Honors Thesis: “Leading Others to Lead Themselves: The Epitome of Management”

A W A R D S & A C C O M P L I S H M E N T S

Named **Faculty Fellow** of Schreyer Honors College, Penn State University.

Received the **2016 Penn State Alumni Fellow Award**—“The Alumni Fellow Award is the most prestigious award given by the Penn State Alumni Association.”

Raised more than **\$16,000,000** in grants, contracts and donations.

23,004 total citations, with *h-index* = **51**, *i10-index* = **72**, as of 20 January 2024.

Received the 2014 Outstanding Alumni Award from DuBois Pennsylvania State University.

Received the **2008 Asia Pacific Human Resource Leadership Award** from the **Asia Pacific Human Resource Congress**.

Received the **2004 Ascendant Scholar Award** from the **Western Academy of Management**—an award given to those who have “distinguished themselves by their research and teaching accomplishments and their professional service.”

Received **Citation of Excellence** from Emerald Reviews for manuscript entitled “Shared Cognition in Top Management Teams: Implications for New Venture Performance” Journal of Organizational Behavior, 2001, 22:145-160.

Received **2000 Barclays American Research Award** for work on shared leadership.

Nominee 2000 Belk College of Business Administration **Teacher of the Year Award**.

Nominee 2000 Belk College of Business Administration **Researcher of the Year Award**.

Received **Citation of Excellence** from Emerald Reviews for manuscript entitled “From workplace attitudes and values to a global pattern of nations: An application of LCM” Journal of Management, 1999, 25(5): 759-778.

Received runner up award from the **Center for Creative Leadership** in the Walter F. Ulmer Applied Research Award competition in 1997 for work on shared leadership.

Received **Citation of Excellence** from Emerald Reviews for manuscript entitled “Metaphors for change: The ALPs model of change management” Organizational Dynamics, 1996, Winter: 23-35.

Received **Best Paper** award for dissertation research at the University of Maryland Graduate Research Interaction Day Conference, 1995.

Member of **Sigma Iota Epsilon** Honorary Fraternity, 1986-present.

R E S E A R C H

Books / Guest Edited Special Issues of Journals:

10. Pearce, Craig L. & Edwin A. Locke. (2023). **Principles of Organizational Behavior: The Handbook of Evidence-Based Management**, Wiley.
9. Pearce, Craig L., & Charles C. Manz. (2019). *Twisted Teams*. Creative Learning Partners.
8. Manz, C. C., & Pearce, Craig L. (2018). *Twisted Leadership*. Maven House Press.

Reprinted in Chinese

7. Pearce, Craig L., Gunter Stahl (2015). Guest Editors of a special issue of Organizational Dynamics on “The Leadership Imperative for Sustainability and Corporate Social Responsibility.”

6. **Pearce, Craig L.**, Charles C. Manz. & Henry P. Sims, Jr. (2014). Share, Don't Take The Lead. Information Age Publishing.
5. **Pearce, Craig L.**, Hoch, Julia, Jurgen Wegge & Hans Jeppe Jepson. (2010) Guest Editors of a special issue of Journal of Personnel Psychology on "Shared and Distributed Leadership."
4. **Pearce, Craig L.**, Joseph Maciariello & Hideki Yamawaki (Eds.) (2010). The Drucker Difference. McGraw-Hill. (published in 10 languages)

Reprinted in Chinese, German, Indonesian, Japanese, Korean, Polish, Portuguese, Russian and Spanish.

Reviewed in Global Business Review, by Sanjay Dhamja, 2011.

3. Manz, Charles C., Sims, H. P. & **Pearce, C. L.**, (2009). Guest Editors of a special issue of Organizational Dynamics on "The Ins and Outs of Leading Teams."
2. **Pearce, Craig L.**, (2007). Guest Editor of special issue of Human Resource Management Review on "The Future of Leadership Development."
1. **Pearce, Craig L.**, & Jay A. Conger (Eds.) (2003). Shared Leadership: Reframing the Hows and Whys Leadership. Thousand Oaks, CA: Sage Publications.

Reviewed in: Leadership Quarterly, by Kevin Lowe, 2003.

Reviewed in: Personnel Psychology, by Cynthia McCauley (2004) 57(3): 802-805.

Reviewed in: Leadership & Organization Development Journal, by Christine Vallaster (2004) 25(1/2): 111-113.

Reviewed in: Psychiatric Services, by Martin D. Merry, M.D. April, 2004, 55(4): 463.

Reviewed in: Illumine: Research in Leadership and Organizational Psychology, by Kevin Groves, Fall 2003.

Articles and Chapters:

82. Craig L. Pearce, van Knippenberg, D. & Kirchhoff, C.J. (2024). The civil engineering leadership dilemma: Is calibrated paradoxical leadership the answer? *Journal of Management in Engineering*, 40 (3), 02524001
81. Craig L. Pearce, van Knippenberg, D. & van Ginkel, W. (2023). The trouble with teams...and team leadership: Toward a research agenda on the paradoxical

nature and reciprocal dynamics of vertical and shared leadership. Academy of Management Collections, 2(3): 31-44.

80. Craig L. Pearce, van Knippenberg, D. (2023). Moderated paradoxical leadership: Resolving the innovation team leadership conundrum. Journal of Product Innovation Management. DOI: doi.org/10.1111/jpim.12713
79. Craig L. Pearce & van Knippenberg, D. (2023). Social innovation is a team sport: Combining top-down and shared leadership for social innovation. Business & Society. DOI: 00076503231190835
78. Conger, J. A. & **Craig L. Pearce** (2023). How to empower effectively. In: C.L. Pearce & E. A. Locke. Principles of Organizational Behavior, Wiley.
77. **Craig L. Pearce**, Houghton, J. D., Stewart, G. L. & Manz, C. C. (2023). Time for a group hug?: Toward a theory of shared emotional leadership. Journal of Family Business Strategy. 14 (2), 100549.
76. Knotts, K., Houghton, J. D., **Pearce, C. L.**, Stewart, G. L. & Manz, C. C. (2022). Leading from the inside-out: A meta-analysis of how, when and why self-leadership affects individual outcomes, European Journal of Work Psychology, 31(2): 273-291. DOI: [10.1080/1359432X.2021.1953988](https://doi.org/10.1080/1359432X.2021.1953988)
75. **Craig L. Pearce**, & Christina L. Wassenaar (2020). Supply Chain Management is not Enough: Is Shared Supply Chain Leadership the Future? Supply Chain Management Review, July/August 2020: 20-26.
74. **Craig L. Pearce** & C. C. Manz. (2020). Twisted Teams. Organizational Dynamics.
73. Christina L. Wassenaar & **Craig L. Pearce**, (2020). The Nigerian Leadership Crisis: Is Shared Leadership the Answer? In L. Zander (Ed.) Research Handbook of Global Leadership, Edward Elgar Publishing.
72. **Craig L. Pearce**, Christina L. Wassenaar, Yair Berson & Rivka Tuval-Mashiach. (2019). Toward a theory of meta-paradoxical leadership. Organizational Behavior and Human Decision Processes.
71. **Craig L. Pearce**, Christina L. Wassenaar & Bob G. Wood. (2018). The future of leadership in public universities: Is shared leadership the answer? Public Administration Review. 78(4): 640-644.
70. Skaggs, B. C., Manz, C. C., Matt, **Craig L. Pearce**. (2018). On the folly of punishing A while hoping for A. Journal of Organizational Behavior.

69. Houghton, J. Neck, C., Fugate, M. Manz, C. C. & **Craig L. Pearce** (forthcoming). Whistle While you Work: Toward a Model of Emotional Self-Leadership. Journal of Leadership & Organizational Studies. 23(4): 374-386.
68. Wassenaar, C. L. & **Craig L. Pearce** (2018). The Nature of Shared Leadership Redux. In J. Antonakis & D. Day (Eds.) The Nature of Leadership. Upper Saddle River, NJ: Prentice Hall.
67. Waldman, D. A., Yair Berson & **Craig L. Pearce** (2016). Toward an Understanding of Shared Vision and Organizational Learning: The Complimentary Roles of Vertical and Shared Leadership. Organizational Psychology Review. 6 (2), 171-191.
66. **Craig L. Pearce** (2016). Developmental Health Services Leadership: Integrating Hierarchical and Shared Leadership for Health Services Organizational Learning. Journal of Health Services Research. DOI: 10.1177/0951484815611924.
65. **Craig L. Pearce** & Wassenaar, C. L. (2015). Shared Leadership in Practice: When Does it Work Best? Academy of Management Perspectives, DOI: 10.5465/amp.2015.0175
64. Manz, C. C., Skaggs, B. C., **Pearce, C. L.**, & Wassenaar, C. L. (2015). Serving One Another: Are Shared and Self-Leadership the Keys to Service Sustainability? Journal of Organizational Behavior. 36, 207-212 DOI: 10.1002/job.1991
63. **Pearce, Craig L.** & Juergen Wegge (2015). Where do we go From Here?: Is Responsibility Sustainable. Organizational Dynamics. 2 (44), 156-160.
62. **Pearce, Craig L.**, Gunter Stahl (2015). The Leadership Imperative for Sustainability and Corporate Social Responsibility Challenges Facing the Leaders of Tomorrow. Organizational Dynamics. 44 (2), 83-86.
61. Jeffrey Houghton, **Pearce, Craig L.**, Charles C. Manz, Greg Stewart and Steve Courtwright (2015). Sharing is Caring: The Central Role of Shared Leadership in Enacting More Humane Organizations. Human Resource Management. 25 (3), 313-327.
60. Manz, C. C., Skaggs, B. C., **Pearce, C. L.**, & Wassenaar, C. L. (2015). A Model of Sustainable Distributed Service Delivery in Organizations With Compassion-Based Missions. Journal of Leadership & Organizational Studies. 36 (4), 607-612.
59. **Craig L. Pearce** & Manz, C. C. (2014). The Leadership Disease...And its Potential Cures. Business Horizons. 57(2): 215-224.

Reprinted by Harvard Business Review: <https://hbr.org/product/the-leadership-disease-and-its-potential-cures/BH595-PDF-ENG>

58. **Craig L. Pearce** Wassenaar, C. L. & Manz, C. C. (2014). Is shared leadership the key to responsible leadership? Academy of Management Perspectives 28: 275-288.
57. **Craig L. Pearce** & Mihalyi Csikszentmihalyi (2014). Virtuous Leadership Revisited: The case of Hüsni Özyeğin and FIBA Holding. Journal of Management, Spirituality and Religion. 11(3): 196-207.
56. Wenhui Zhang, Hui Wang & **Craig L. Pearce**. (2014). Consideration for Future Consequences as an Antecedent of Transformational Leadership Behavior: The Moderating Effects of Perceived Dynamic Work Environment. Leadership Quarterly. 25(2): 329-343.
55. **Craig L. Pearce** & Christina L. Wassenaar. (2014). Leadership, Like Fine Wine, is Something Meant to be Shared, Globally. Organizational Dynamics. 43(1): 9- 16.
54. **Christina L. Wassenaar**, Pearce, C. L. (2013). Leading Creativity and Innovation: The Pivotal Role of Shared Leadership. Journal of Creativity and Innovation.1-12.
53. **Craig L. Pearce**, Manz, C. C. & Akanno, S. (2013) Searching for the Holy Grail of Management Development and Sustainability: Is Shared Leadership Development the Answer? Journal of Management Development. 32(3): 247-257.
52. Manz, C. C., **Craig L. Pearce**, Jeff W. Mott, Zac Henson & Henry P. Sims, Jr. (2013). Don't Take the Lead...Share the Lead: Leadership Lessons from Big Time College Sports. Organizational Dynamics. 42: 54-60.
51. Wassenaar, C. L., **Craig L. Pearce** (2012). The Nature of Shared Leadership. In J. Antonakis & D. Day (Eds.) The Nature of Leadership. pp. 363-389. Upper Saddle River, NJ: Prentice Hall.
50. Wassenaar, C., **Craig L. Pearce** (2012). Shared Leadership 2.0. In M. Uhl-Bien & S. Ospina Relational Leadership Theory. Pp. 421-432. Charlotte, NC: Information Age Publishing.
49. **Pearce, Craig L.**, & Charles C. Manz. (2011). Leadership Centrality and Corporate Social Ir-Responsibility (CSIR): The Potential Ameliorating Effects of Self and Shared Leadership on CSIR. Journal of Business Ethics. 102: 563-579.

48. Hannah, S., Robert Lord & **Craig L. Pearce** (2011). Leadership and Collective Requisite Complexity. Organizational Psychology Review. 1(3): 215-238.
47. Hoch, J. & **Pearce, C. L.** (2010). Is the Most Effective Team Leadership Shared?: The Impact of Shared Leadership, Age Diversity, Team Coordination and Team Performance. Journal of Personnel Psychology. 9(3): 105-116.
46. **Craig L. Pearce**, Julia Elizabeth Hoch, Hans Jeppe Jeppesen and Juergen Wegge (2010). New Forms of Management: Shared and Distributed Leadership in Organizations (Overview of Special Issue on Shared and Distributed Leadership). Journal of Personnel Psychology. 9(4) 151-153.
45. Wegge, J., Jeppesen, H. J., Weber, W. G., Pearce, C. L., Silva, S., Pundt, A., Jonsson, T., Wolf, S. Wassenaar, C. L., Unterrainer, C., & Piecha, A. (2010). Promoting employee engagement in organizations: Should collective influence strategies become a new tool in the organizational psychologists' armoury? Journal of Personnel Psychology. 9(4) 154-171.
44. **Pearce, Craig L.**, Joseph A. Maciariello & Hideki Yamawaki (2010). The Drucker Living Legacy. In C. L. Pearce, J. A. Maciariello & H. Yamawaki (Eds.) The Drucker Difference.
43. Vecchio, R., Justin, J. & **Pearce, C. L.** (2010). Empowering leadership: An examination of mediating mechanisms within a hierarchical structure. Leadership Quarterly, 21(3), 530-542.
42. **Pearce, Craig L.**, (2010). Leading Knowledge Workers. In C. L. Pearce, J. A. Maciariello & H. Yamawaki (Eds.) The Drucker Difference.
41. Wassenaar, C., **Craig L. Pearce**, Julia Hoch & Jurgen Wegge (2010). Shared Leadership Meets Virtual Teams: A Match Made in Cyberspace. In P. Yoong (Ed.) Leadership in the Digital Enterprise. pp. 15-27. Hershey, PA: IGI Global
40. **Pearce, Craig L.**, Charles C. Manz & Henry P. Sims, Jr. (2009). Where do we go from Here?: Is Shared Leadership the key to Team Success? Organizational Dynamics.
39. Manz, C. C., **Craig L. Pearce** & Henry P. Sims, Jr. (2009). The Ins and Outs of Leading Teams (Overview of Special Issue on Leading Teams). Organizational Dynamics.
38. Jay A. Conger & **Craig L. Pearce** (2009). Using Empowerment to Motivate People to Engage in Effective Self- and Shared Leadership. In E. A. Locke (Ed.) Principles of Organizational Behavior.

37. Vecchio, R.P., Justin, J. E., & **Pearce, C. L.** (2009). The Influence of Leader Humor on the Relationships Between Leader Behavior and Follower Outcomes. Journal of Managerial Issues. 21(2): 171-194.
36. **Craig L. Pearce**, Charles C. Manz & Henry P. Sims, Jr. (2008). The Roles of Vertical and Shared Leadership in Enactment of Executive Corruption: Implications for Research and Practice. Leadership Quarterly
35. **Craig L. Pearce** (July 7, 2008). Follow the Leaders. MIT Sloan Management Review/Wall Street Journal, B8, 12.

Reprinted in: Contemporary Issues in Leadership, 2018: 95-100.

34. Vecchio, R.P., Justin, J. E., & **Pearce, C. L.** (2008). The Utility of Transactional and Transformational Leadership for Predicting Performance and Satisfaction Within a Path-Goal Theory Framework, Journal of Occupational and Organizational Psychology. 81: 71-82.
33. **Pearce, Craig L.**, Jay A. Conger & Edwin A. Locke (2007). Shared leadership theory. Leadership Quarterly. 18(3): 281-288.
32. **Craig L. Pearce** (2007). The future of leadership development (Overview of Special Issue on Leadership Development). Human Resource Management Review.17(4): 355-359.
31. Michelle Bligh, Jeffrey Kholes, Joseph Justin, **Craig L. Pearce**, & John Stovall. (2007). When the romance is over: Follower perspectives of aversive leadership. Applied Psychology: An International Review, 56(4): 528-557.
30. **Pearce, Craig L.**, David Waldman & Mihaly Csikszentmihalyi (2006). Virtuous leadership: A theoretical model and research agenda. Journal of Management, Spirituality and Religion. 3(1/2): 60-77.

Reprinted in: Charles C. Manz, Kim S. Cameron, Karen P. Manz & Robert D. Marx (2008).The Virtuous Organization: Insights from some of the World's Leading Management Thinkers, World Scientific, London.

29. Bligh, Michelle, **Craig L. Pearce** & Jeffrey Kohles (2006). The Importance of Self and Shared Leadership in Team Based Knowledge Work: Toward a Meso-level Model of Leadership Dynamics. Journal of Managerial Psychology, 21(4): 296-318.
28. Ensley, Michael D. Keith M. Hmieleski & **Craig L. Pearce** (2006) The importance of vertical and shared leadership within new venture top management teams: Implications for the performance of startups. Leadership Quarterly, 17(3):217-231.

27. Ensley, Michael D., **Craig L. Pearce** & Keith M. Hmieleski (2006). The moderating effect of environmental dynamism on the relationship between entrepreneurial leadership and new venture performance. Journal of Business Venturing, 21: 243-263.
26. **Pearce, Craig L.** (2005). Shared leadership: A new model of leadership for the age of teamwork. J. M. Burns, G. E. Goethals & G. Sorenson (Eds.) Encyclopedia of Leadership. (pp. 1418-1422). Great Barrington, MA: Berkshire.
25. **Pearce, Craig L.** & Charles C. Manz (2005). The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work. Organizational Dynamics, 34(2): 130-140.
24. **Pearce, Craig L.** (2004). The future of leadership: Combining vertical and shared leadership to transform knowledge work. Academy of Management Executive, 18(1): 47-57.

Reprinted in: Engineering Management Review, IEEE, 34(1)

Reprinted in: Engineering Management Review, IEEE, 44(1)

23. **Pearce, Craig L.** & Ensley, M. D. (2004). A Reciprocal and Longitudinal Investigation of the Innovation Process: The Central Role of Shared Vision in Product and Process Innovation Teams (PPITs). Journal of Organizational Behavior.
22. **Pearce, Craig L.** & Pamela A. Herbig (2004). Citizenship Behavior at the Team Level of Analysis: The Role of Team Leader Behavior, Team Dynamics, the Team's Environment, and Team Demography. Journal of Social Psychology, 144(3): 293-310.
21. **Pearce, Craig L.**, Youngjin Yoo & Maryam Alavi (2004). Leadership, social work and virtual teams: The relative influence of vertical vs. shared leadership in the nonprofit sector. In R. E. Riggio & S. Smith-Orr (Eds.) Improving Leadership in Nonprofit Organizations. (pp. 180-203). San Francisco: Jossey Bass.
20. **Pearce, Craig L.** & C. C. Manz (2004). Self and shared leadership. Executive Excellence, 21(7): 6.
19. Ensley, Michael D., Allison Pearson & **Craig L. Pearce** (2003). Top Management Team Process, Shared Leadership and New Venture

Performance: A Theoretical Model and Research Agenda. Human Resource Management Review, 13(6): 1-18.

18. **Pearce, Craig L.**, Henry P. Sims, Jr., Jonathan F. Cox, Gail Ball, Eugene Schnell, Ken A. Smith, Linda Trevino (2003). Transactors, Transformers and Beyond: A Multi-method Development of a Theoretical Typology of Leadership. Journal of Management Development, 22(4): 273-307.
17. **Pearce, Craig L.** & Robert A. Giacalone (2003). Teams Behaving Badly: Counterproductive Behavior at the Team Level of Analysis. Journal of Applied Social Psychology, 33(1): 58-75.
16. **Pearce, Craig L.** & Jay A. Conger (2003). All those years ago: The historical underpinnings of shared leadership. In C. L. Pearce & J. A. Conger (Eds.) Shared leadership: Reframing the hows and whys of leadership. (pp. 1-18). Thousand Oaks, CA: Sage.
15. Jay A. Conger & **Craig L. Pearce** (2003). A Landscape of Opportunities: Future Research on Shared Leadership. In C. L. Pearce & J. A. Conger (Eds.) Shared leadership: Reframing the hows and whys of leadership. (pp. 285-303). Thousand Oaks, CA: Sage.
14. Jonathan F. Cox, **Craig L. Pearce** & Monica L. Perry. (2003). Toward a Model of Shared Leadership and Distributed Influence in the Innovation Process: How Shared Leadership can Enhance New Product Development Team Dynamics and Effectiveness. In C. L. Pearce & J. A. Conger (Eds.) Shared leadership: Reframing the hows and whys of leadership. (pp. 48-76). Thousand Oaks, CA: Sage.
13. Jonathan F. Cox, **Craig L. Pearce** & Henry P. Sims, Jr. (2003). Toward a Broader Agenda for Leadership Development: Extending the traditional transactional-transformational duality by developing directive, empowering and shared leadership skills. In S. E. Murphy & R. E. Riggio (Eds.) The Future of Leadership Development. (pp. 161-180). Mahwah, NJ: Lawrence Erlbaum.
12. **Pearce, Craig L.** & Henry P. Sims, Jr. (2002). Vertical Versus Shared Leadership as Predictors of the Effectiveness of Change Management Teams: An Examination of Aversive, Directive, Transactional, Transformational, and Empowering Leader Behaviors. Group Dynamics: Theory, Research, and Practice, 6(2), 172-197.

Research synopsis appeared in: Leadership Review, Fall, 2003.

Figure 1 reprinted in: Thompson, L. L. (2007). Making the team (3rd). New York: Prentice Hall.

11. **Pearce, Craig L.**, Cynthia A. Gallagher & Michael D. Ensley (2002). Confidence at the Group Level of Analysis: A Longitudinal Investigation of the Relationship Between Potency and Team Effectiveness. Journal of Occupational and Organizational Psychology, 75: 115-119.
10. **Pearce, Craig L.** (2002). Mas allá del liderazgo heroico: como el buen vino, el liderazgo es algo para ser compartido. Revista de Empresa, 1(2): 53-64.
9. Ensley, Michael D. & **Craig L. Pearce** (2001). Shared Cognition Top Management Teams: Implications for New Venture Performance. Journal of Organizational Behavior, 22: 145-160. Received **Citation of Excellence** from Emerald Reviews.
8. **Pearce, Craig L.**, Perry, Monica L. & Henry P. Sims, Jr. (2001). Shared Leadership: Relationship Management to Improve NPO Effectiveness. In: The Nonprofit Handbook: Management. T. D. Connors (Ed.), pp. 624-641. New York: Wiley.
7. **Pearce, Craig L.**, & Henry P. Sims, Jr. (2000). Shared Leadership: Toward a Multi-Level Theory of Leadership. Advances in Interdisciplinary Studies of Work Teams, 7: 115-139.
6. Perry, Monica L., **Craig L. Pearce** & Henry P. Sims, Jr. (1999). Empowered Selling Teams: How Shared Leadership can Contribute to Selling Team Outcomes. Journal of Personal Selling and Sales Management, 19(3): 35-52.
5. **Pearce, Craig L.**, & Charles P. Osmond. (1999). From Workplace Attitudes and Values to a Global Pattern of Nations: An Application of Latent Class Modeling. Journal of Management, 25(5): 759-778. Received **Citation of Excellence** from Emerald Reviews.
4. Knight, Don, **Craig L. Pearce**, Ken G. Smith, Henry P. Sims, Jr., Judy Olian, Ken A. Smith & Patrick Flood. (1999). Top Management Team Diversity, Group Dynamics and Strategic Consensus: An Empirical Investigation. Strategic Management Journal, 20(5): 445-466.
3. O'Bannon, Douglas P. & **Craig L. Pearce**. (1999). A Quasi-Experiment of Gainsharing in Service Organizations: Implications for Organizational Citizenship Behavior and Pay Satisfaction. Journal of Managerial Issues, 11(3): 363-378.
2. Giacalone, Robert A, Stephen B. Knouse, & **Craig L. Pearce**. (1998). The Education of Leaders: Impression Management as a Functional Competence. Journal of Management Systems, 10(2): 67-80.

1. **Pearce, Craig L.**, & Charles P. Osmond. (1996). Metaphors for Change: The ALPs Model of Change Management. Organizational Dynamics, 24(3): 23-35. Received **Citation of Excellence** from Emerald Reviews.

Reprinted in: Martin J. Gannon (Ed.) (2001). Cultural Metaphors: Readings, Research Translations, and Commentary, Thousand Oaks, CA: Sage Publications.

Refereed Conference Proceedings:

- Yun, S., **Pearce, C. L.**, Sims, H. P., Jr., & Cox, J. (2003). How team leadership influences individual follower affective responses and self-efficacy: A Multilevel Analysis. Proceedings of the Northeast Business and Economics Association, 133-138. Parsippany, NJ.
- Cox, Jonathan F. & **Craig L. Pearce** (2001). Beyond the Transactor-Transformer Duality: A Broader Agenda for Leadership Development. Proceedings of the Second International Conference of the Iberoamerican Academy of Management.
- Pearce, Craig L.** & Rich Their (1999). Shared Leadership. Proceedings of the 1999 International Conference on Work Teams.
- Pearce, Craig L.**, & Henry P. Sims, Jr. (1999). Shared Leadership: Toward a Multi-Level Theory of Leadership in Teams. 1999 Proceedings of the 7th Annual Symposium—Individual, Team, and Organizational Effectiveness.
- Pearce, Craig L.** & Robert Jessup (1998). Empowerment With an Edge: Implementing Shared Leadership in the new American Workforce. 1998 Proceedings of the Annual International Conference on Work Teams.
- Pearce, Craig L.** & Douglas P. O'Bannon. (1994). Benefits of Gainsharing in Service Organizations: Implications for Organizational Citizenship Behavior and Pay Satisfaction. 1994 Proceedings of the Institute of Behavioral and Applied Management.
- Pearce, Craig L.** (1993). The Obliteration of Traditional Management: The Transition to Total Quality and Team Based Management. 1993 Proceedings of the Association of Management.

Other Publications:

- Pearce, Craig L.** (2003). Beyond Self-leadership: Its Time to Start Sharing, In C. C. Manz and C. P. Neck, Mastering Self-leadership: Empowering Yourself for Personal Excellence (3rd Ed.). Upper Saddle River, NJ: Prentice Hall.

Pearce, Craig L. (1996). We're not Just Talking Small Potatoes: Leadership in the Biotechnology Industry, In C. C. Manz and H. P. Sims, Company of Heroes: Unleashing the Power of Self-Leadership, (pp. 44-46), New York: Wiley.

Osmond, Charles P. & **Craig L. Pearce**. (1995). Latent Class Modeling and a Global Pattern of Nations. (Tech. Rep. No. 63). College Park: University of Maryland, Center for International Business Education and Research.

Pearce, Craig L. (1989-1990). Profiles in Superleadership: Rene McPherson, 153-159, In C. C. Manz, and H. P. Sims, SuperLeadership, Wiley, 1989; Berkley, 1990.

Manuscripts Under Review:

Knott, K., Houghton J, **Pearce, C. L.**, Stewart, G. & Manz, C. C. Leading from the Inside-out: A Meta-analysis of self-leadership and individual outcomes. Journal of Applied Psychology. Revise & Resubmit

Houghton, J. Neck, C., Fugate, M. Manz, C. C. & **Craig L. Pearce**. Shared Emotional Leadership: A Research Agenda to be Shared. Organizational Psychology Review. Revise & Resubmit.

Pearce, Craig L., Christina L. Wassenaar & Gary Kohut. Managerial Enablement and Team Development. Team Performance Management. Revise & Resubmit.

Craig L. Pearce, Zhang, Xiaomeng, Henry P. Sims, Jr. & Wassenaar, C. L.. The Influence of Formal Leadership and Internal and External Team Dynamics on Team Innovation. Journal of Management Studies. Revise & Resubmit

Working Papers:

Pearce, Craig L., Muhittin Oral. A Dynamic Mathematical Model of Shared Leadership Processes. In preparation for Management Science.

Pearce, Craig L. The Shared Leadership Memory Bank. In preparation for Harvard Business Review.

Dillion, P.J., Anand, V., Joshi, M., Manz, C.C., & **Craig L. Pearce**. The Role of Values Congruence and Emotional Agency in Newcomers' Socialization into Corruption. In preparation for Academy of Management Review.

Invited Presentations, Television Appearances and Popular Media Quotations:

Keynote Speaker, Talk entitled “Twisted Leadership,” presented to The Leader Gathering, Antwerp, Belgium, October, 2018.

Keynote Speaker, Talk entitled, “Shared Leadership and Financial Vitality,” presented to the Estate Planning Conference, Mobile, AL, September, 2017.

Invited Speaker, Talk entitled “Shared Leadership and Economic Development,” Presented to Center for Real Estate and Economic Development Conference, Mobile, AL, July, 2017.

Invited Speaker, Talk entitled “The Future of Leadership in Turkey,” presented to Koc University, Istanbul, Turkey, March 2015.

Invited Speaker, Talk entitled “Sharing the Lead in an Interconnected World,” presented to the Center for Creative Leadership, Greensboro, NC, June 2014.

Commencement Speaker, Talk entitled, A Shared Vision for a Brighter Future, Presented to Pennsylvania State University, DuBois, May, 2014.

Featured in Fortune magazine, February, 2014.

Invited Speaker, Talk entitled, The Future of Shared Leadership Research.” Presented to Rotterdam School of Management, Rotterdam, The Netherlands, October, 2013.

Keynote Speaker, Talk entitled, “Leading the way,” presented to the Panda Restaurant Group, Rosemeade, CA, July, 2013.

Quoted in Financial Times Agenda magazine, July, 2013.

Keynote Speaker, Talk entitled, “From Supply Chain Management to Supply Chain Leadership,” presented to the Nigerian National Petroleum Corporation Annual Conference, Abuja, Nigeria, August, 2012.

Keynote Speaker, Talk entitled, “The OB Trifecta: Shared Leadership, Creativity and Innovation,” presented to the European Academy of Management, June 2012, Rotterdam, The Netherlands.

Keynote Speaker, Talk entitled, “Corruption: What can Leaders do? Presented in Abuja, Nigeria, September, 2011.

Invited Speaker, The Leadership Summit, European School of Management and Technology, Talk entitled “The Future of Leadership Development,” Presented in Berlin, July, 2011.

Invited Speaker, New Directions in Leadership Research Conference, Duke University, Talk entitled “New Horizons in Shared Leadership Research and Practice,” Presented in Durham, NC, June, 2011.

Keynote Speaker, Collaborative Organizational Science Conference, Talk entitled “Shared Leadership 2.0.” Presented in Omaha, NE March, 2011.

Keynote Speaker, Behlen Manufacturing Annual High Impact Leadership Team Conference, Talk entitled “Sharing is Caring.” Presented in Columbus, NE, February, 2011.

Keynote Speaker, University of Groeningen. Talk entitled, “The Future of Shared Leadership.” Presented in Groeningen, The Netherlands, November, 2010.

Keynote Speaker, Aarhus University. Talk entitled, “Shared and Distributed Leadership.” Presented in Aarhus, Denmark, November, 2010.

Keynote Speaker, Technical University of Dresden. Talk entitled, “Shared Leadership and Knowledge Work.” Presented in Dresden, Germany, November 2010.

Keynote Speaker, University of Innsbruck. Talk entitled, “Shared Leadership in the Knowledge Era.” Presented in Innsbruck, Austria, November, 2010.

Keynote Speaker, Harvard University Learning Innovations Laboratory. Talk entitled “Shared Leadership in Knowledge Based Organizations.” Presented in Cambridge, MA, October, 2010.

Keynote Speaker, Business Owners Success Series, Talk entitled, “Is Shared Leadership the key to Organizational Success.” Presented in Omaha, NE, May 2010.

Keynote Speaker, Young Professional’s Organization Annual Conference. Talk entitled, “Shared Leadership 2.0.” Presented in Lincoln, NE, April, 2010.

Keynote Speaker. Lincoln, NE Chamber of Commerce. Talk entitled, The Importance of Shared Leadership in our Knowledge Economy.” Presented in Lincoln, NE, February, 2010.

Keynote Speaker, Native American Finance Officer’s Association Conference. Talk entitled, “To Share or Not to Share: The Essential Leadership Question.” Presented in Las Vegas, NV, February, 2009.

Keynote Speaker, Participation in Organizations Conference. Talk entitled, “Shared Leadership as a Mechanism the Full Engagement of Human Potential.” Presented in Dresden, Germany, February, 2009.

Invited Speaker, Arizona State University. Talk entitled “Leadership and Team Dynamics: A Qualitative and Quantitative Analysis.” Presented in Phoenix, AZ, May, 2008.

Featured Speaker, University of Maryland—College Park Micro Conference on Leading Teams. Talks entitled, “My Career: A Non-traditional Path” and “A Qualitative and Quantitative Analysis of Vertical and Shared Leadership in the Innovation Process.” Presented in College Park, MD, March, 2008.

Keynote Speaker, Asia Pacific Human Resources Congress. Talk entitled “Emerging Human Resource Issues: Developing Shared Leadership” Presented in Mumbai, India, February, 2008.

Invited Speaker, Fortune Institute of International Business. Talk entitled “Shared Leadership in the Knowledge Economy.” Presented in New Delhi, India, February, 2008.

Keynote Speaker, Drucker Society of Japan. Talk entitled “From Knowledge Work to Shared Leadership: Extending the Drucker Legacy.” Presented in Tokyo, Japan, November, 2007.

Keynote Speaker, Korean Association of Business Ethics. Talk entitled “The Leadership/Ethics Connection.” Presented in Seoul, Korea, November, 2007.

Keynote Speaker, The Drucker Society of Korea. Talk entitled “From Knowledge Work to Shared Leadership: Extending the Drucker Legacy.” Presented in Seoul, Korea, November, 2007.

Invited Speaker at the 60th Anniversary celebration of Dankook University. Talk entitled “The Global Leadership Challenge.” Presented in Gyeonggi-do, Korea, October, 2007.

Keynote Speaker, Korean Management Association Conference. Talk entitled “Shared Leadership.” Presented in Seoul, Korea, October, 2007.

Featured in BizEd article (March/April 2007: 52-54) entitled “The Leadership-Laughter Connection.”

Keynote Speaker, Conference of the Human Resources Leadership Forum. Talk entitled “Shared Leadership: Fad or Trend?” Presented in Washington, DC, November, 2006.

Keynote Speaker, Annual conference of the Consulting Psychologists division of the American Psychological Association. Talk entitled “Beyond Heroic

Leadership: Is Shared Leadership the New Panacea?, Presented in San Diego, February 2006.

Keynote Speaker, California State University at San Marcos Business Community Outreach Program. Talk entitled, “Shared Leadership: Paradox or Panacea?” Presented 14 October 2005.

Featured panel Co-chair with R. E. Riggio, entitled Cutting Edge Issues in Leadership Theory and Practice. Included presentations from Bruce Barkus, Michelle Bligh, Charles C. Manz, Craig L. Pearce and Henry P. Sims, Jr. Presented at the Decisions Sciences Institute conference, Boston, November, 2004.

Quoted in: “Tailored Training” by R. McGarvey, in American Way, September, 15, 2002, pp. 64, 67-68.

Workshop Facilitator, Claremont University Consortium Directors’ Retreat. Session entitled “Leadership Challenges of the 21st Century.” 16 October 2001.

Keynote Speaker, Mooresville North Carolina St. Patrick’s Episcopal Church Leadership Development Retreat. Talk entitled “Leading in the New Millennium: Lessons Learned from the Past and Ideas for the Future.” 24 May 2000.

Keynote Speaker, Charlotte Area Personnel Association Spring 2000 Banquet. Talk entitled “Team Evaluation: Assessing, Diagnosing and Improving Teams” presented with Michael D. Ensley, on 10 April 2000.

Interviewed in a documentary on leadership and teamwork in politics entitled “Mr. and Madame Chairman: Stories of Mecklenburg Politics”. Initial air date March 24, 1999, Charlotte, NC: WTVI.

Empirical Explorations of a Typology of Leadership. With Henry P. Sims, Jr. Presented to the Inaugural meeting of the Leaders/Scholars Association, Los Angeles, California, November, 1998.

Invited Speaker, Empowerment: Its Purviews and Pitfalls. With Admiral Kathryn Montgomery. Presented to the Annual International Conference on Work Teams, Dallas, Texas, 1996.

Conference Presentations:

69. Dillion, P.J., Anand, V., Joshi, M., Manz, C.C., & **Craig L. Pearce**. The Role of Values Congruence and Emotional Agency in Newcomers’ Socialization into Corruption, Presented to Academy of Management, Chicago, August, 2018.

68. Manz, C. C., & **Craig L. Pearce**. Twisted Leadership: How to Engage the Full Talents of Everyone. Presented to Academy of Management, Atlanta, August, 2017.
67. **Pearce, Craig L.** (panelist) Open Governance: In Large and Small Enterprises, and Across Industries and Cultures, Presented to Academy of Management, Vancouver, August, 2015.
66. **Pearce, Craig L.** (panelist) Making a Difference with Global Leadership: What can Firms, People and Business Schools Do?, Presented to Academy of Management, Vancouver, August, 2015.
65. **Pearce, Craig L.** (panelist) Academy of Management Perspectives: Showcase Symposium on Responsible Leadership, Presented to Academy of Management, Vancouver, August, 2015.
64. **Pearce, Craig L.** Shared Leadership and Corporate Social Responsibility. Presented to the Academy of Management, Philadelphia, PA, August, 2014.
63. **Pearce, Craig L.** Shared Leadership 2.0. Presented to the European Academy of Management, Rotterdam, The Netherlands, June, 2012.
62. **Pearce, Craig L.** (chair) A Theoretical and Practical Exploration of Shared Leadership. Presented to the Academy of Management Conference, San Antonio, TX, August 2011.
61. Zhang, Wehui, Hui Wang & **Craig L. Pearce** The Effect of Consideration of Future Consequences on Transformational Leadership. To be presented to Academy of Management Conference, San Antonio, TX, August 2011.
60. **Pearce, Craig L.** (chair) The Future of Shared Leadership Research. Presented to the Society for Industrial and Organizational Psychology, Chicago, April, 2011.
59. **Pearce, Craig, L.** (discussant) One for all or all for one? New Directions in Shared Leadership Research. Ned Wellman (organizer), Presented to Academy of Management, Montreal, August, 2010.
58. **Pearce, Craig L.** (panelist) Evaluating Leadership from a Dynamic, Collectivist Perspective. Russ Marion and Craig Schreiber (organizers), Presented to Academy of Management, Montreal, August, 2010.
57. **Pearce, Craig L.** (panelist) The Future of Shared Leadership in Collectives. Shuffler, M., Burke, C. S. & DiazGranados, D. (co-chairs), Presented to the INGroup Conference, Arlington, VA, July, 2010.

56. **Pearce, Craig L.** Collective Leadership: Disentangling Collective Leadership from Collective Performance. Anson Seers (chair), Presented to the Society for Industrial Organizational Psychology, Atlanta, GA, April, 2010.
55. Hoch, J. E., **Craig L. Pearce** & James H. Dulebohn. Developing a Shared and Vertical Leadership Short Scale. Presented to the Society for Industrial Organizational Psychology, Atlanta, GA, April, 2010.
54. **Pearce, Craig L.** (panelist) Studying Collective Leadership: Methodological Issues. Anson Seers and Michele Zyblut (co-chairs), Presented to the Society for Industrial Organizational Psychology, Atlanta, GA, April, 2010.
53. **Pearce, Craig L.** (panelist) Thinking About New Ideas and Topics: Social Issues in Management Research Roundtables. David Waldman (organizer), Academy of Management, Chicago, August, 2009.
52. **Pearce, Craig L.** (symposium chair) Shared Leadership In Context: North American and European Perspectives. Presented to the Society for Industrial Organizational Psychology, New Orleans, LA, April, 2009.
51. Sims, Henry P., & **Craig L. Pearce.** Shared Leadership Theory. Presented to the Academy of Management Conference, Anaheim, CA, August, 2008.
50. **Pearce, Craig L.** Leading Creative Efforts. Presented to the Korean Management Association Conference, Seoul, Korea, October, 2007.
49. **Pearce, Craig L.** Shared Leadership. Presented to the Annual conference of the Academy of Management, Philadelphia, PA, August, 2007.
48. Zhang, Xiaomeng, **Craig L. Pearce**, Henry P. Sims, Jr. & Seokhwa Yun. Leadership and Team Innovation. Presented to the Annual conference of the Academy of Management, Philadelphia, PA, August, 2007.
47. Vecchio, R. Justin, E. & **Craig L. Pearce.** Performance and Resistance: The Impact of Shared Leadership in a Hierarchical Structure. Presented to the Annual conference of the Academy of Management, Philadelphia, PA, August, 2007.
46. Leonard, S. & **Craig L. Pearce.** Using Action Learning to Develop Shared Leadership Skills. Presented to the Annual conference of the Academy of Management, Philadelphia, PA, August, 2007.
45. Zhang, Xiaomeng, **Craig L. Pearce**, Henry P. Sims, Jr. & Seokhwa Yun. The Influence of Vertical Leadership, Internal and External Team Dynamics on team Innovation. Presented to the Annual conference of the Society for Industrial and Organizational Psychology, April, 2007.

44. **Pearce, Craig, L.** Shared virtuous leadership. In C. Manz, K. Cameron & K. Manz. Virtue in organizations. Presented to the Annual conference of the Academy of Management, Atlanta, GA, August, 2006.
43. Vecchio, Robert, Joseph Justin & **Craig L. Pearce**, Leader Contingent Reward and Use of Humor. Presented to the Annual conference of the Academy of Management, Atlanta, GA, August, 2006.
42. **Pearce, Craig, L.** Shared leadership and social networks. In L. Duan & D. A. Newman (symposium co-chairs) Applying the social network approach to I/O psychology. Presented to the Annual conference of the Society for Industrial and Organizational Psychology, Houston, TX, April, 2006.
41. Bligh, Michelle, Jeffrey Kohles, Joseph, Justin, **Craig L. Pearce** & John Stovall. When leaders attack: The destructive force of aversive leadership on cognitive, behavioral and performance outcomes. Presented to the Annual Conference of the Western Academy of Management, Long Beach, CA, April, 2006.
40. Justin, Joseph & **Craig L. Pearce** Integrity in leading others to lead themselves: What might work in schools. Presented to the Annual Conference of the Western Academy of Management, Long Beach, CA, April, 2006.
39. **Pearce, Craig L.** Is Shared Leadership the Panacea for E-leadership in Virtual Teams? In D. A. Waldman (symposium chair) Formal and Shared Leadership in Virtual Teams. Presented to the Annual Conference of the Academy of Management, Honolulu, HI, August 2005.
38. Waldman, D. A., Yair Berson & **Craig L. Pearce**. Toward an Understanding of Shared Vision and Organizational Learning. Presented to the Annual Conference of the Academy of Management, Honolulu, HI, August 2005.
37. **Pearce, Craig L.** & Eduardo Salas. Best Practices in Team Leadership: The Importance of Managing Paradox. Presented to the Kravis-de Roulet Leadership Conference, Claremont, CA, February, 2005.
36. Hmieleski, Keith, Michael D. Ensley & **Craig L. Pearce** The Differential Effectiveness of Directive and Empowering Entrepreneur Leadership Behavior. Presented to the Annual Conference of the Academy of Management, New Orleans, August, 2004.
35. **Pearce, Craig L.** & Manz, C. C. The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work. Presented to the Gallup Leadership Summit, Lincoln, NE, June, 2004.

34. Justin, Joseph E. & **Pearce, C. L.** Authentic Leadership: A cure for Follower defiance and a Key to Follower Performance? Presented to the Gallup Leadership Summit, Lincoln, NE, June, 2004.
33. Lai, Charles, **Pearce, C. L.**, Ryan, T. Olfman, L. & Riggio, R. E. Classifying leadership behavior in face-to-face and on-line discussion groups. Presented to the Western Psychological Association, April, 2004.
32. **Pearce, Craig L.** & Ensley, M. D. A Reciprocal and Longitudinal Investigation of Teams Charged with Innovation: The Central Role of Shared Vision. Presented to the Western Academy of Management, Anchorage, April, 2004.
31. Ensley, Michael D., **Craig L. Pearce** & Keith M. Hmieleski. The moderating effect of Environmental Dynamism on the relationship between entrepreneurial leadership and new venture performance. Presented to the Lally-Darden Advanced Research on Entrepreneurship Retreat, November, 2003.
30. Soekhwa Yun, **Pearce, Craig L.**, Sims, Henry, P., Jr. & Cox, Jonathan F. How Team Leadership Influences Individual Followers' Satisfaction, Team Commitment and Self-Efficacy: A Multilevel Analysis. Presented to Northeast Business and Economics Association, 2003.
29. **Craig L. Pearce**, Cox, Jonathan F. & Sims, H. P., Jr. Extending Transactional-Transformational Leadership: Developing Directive, Empowering and Shared Leadership. Presented to the Society for Industrial and Organizational Psychology, Montreal, April, 2003.
28. **Craig L. Pearce**, Shared Leadership: A mechanism for unleashing the power of teams. Presented to the Western Academy of Management, Palm Springs, April, 2003.
27. **Craig L. Pearce**, Symposium Chair, with presentations from Bruce J. Avolio, C. Shawn Burke, Jay A. Conger, Michael D. Ensley, Jeffrey Houghton, **Craig L. Pearce**, & Henry P. Sims, Jr. Shared Leadership: Reframing the Hows and Whys of Leadership. Presented to the Annual Conference of the Academy of Management, Denver, CO, August, 2002.
26. **Craig L. Pearce**, Qualitative and Quantitative Approaches to the Study of Shared Leadership. In C. L. Pearce (symposium chair) Shared Leadership: Reframing the How's and Why's of Leadership. Presented to the Annual Conference of the Academy of Management, Denver, CO, August, 2002.
25. Cox, Jonathan F. & **Craig L. Pearce**. Beyond the Transactor-Transformer Duality: A Broader Agenda for Leadership Development. Presented to the

Second International Conference of the Iberoamerican Academy of Management, Ciudad Mexico, December, 2001

24. **Pearce, Craig L.**, Gregory Rode & Gary Kohut. Enhancing Team Development: The Role of Managerial Enablement. Presented to the Annual Conference of the Academy of Management, Washington, D.C., August, 2001.
23. **Pearce Craig L.**, Michael D. Ensley & David Balkin. Compensation Strategy in High Growth Entrepreneurial Firms: The Impact of External and Internal Pay Equity on Affective, Behavioral, Cognitive, and Performance Outcomes. Presented to the Annual Conference of the Academy of Management, Washington, D.C., August, 2001.
22. **Pearce, Craig L.** & Michael D. Ensley (2000). Shared Cognition, Team Dynamics and Team Effectiveness: A Reciprocal and Longitudinal Investigation. Presented to the Annual Conference of the Academy of Management, Toronto, Canada, August, 2000.
21. Ensley, Michael D. & **Craig L. Pearce** (2000). Shared Cognition as a Process and an Outcome in Top Management Teams: Implications for New Venture Performance. Presented to the Annual Conference of the Academy of Management, Toronto, Canada, August, 2000.
20. Yun, Seokhwa, **Craig L. Pearce** & Henry P. Sims, Jr. (2000). The Effect of Leadership, Team OCB, and Collective Efficacy on Team Performance. Presented to the Annual Conference of the Academy of Management, Toronto, Canada, August, 2000.
19. Ensley, Michael D. & **Craig L. Pearce** (2000). Assessing the Influence of Leadership Behaviors on New Venture TMT Processes and New Venture Performance. Presented to the 20th Annual Entrepreneurship Research Conference, Babson Park, Massachusetts, June, 2000.
18. **Pearce, Craig L.** & Robert A. Giacalone (2000). Counterproductive Behavior at the Team Level of Analysis: The Impact of Team Leadership, Team Commitment, Organizational Support, and Team Size. Presented to the Society for Industrial and Organizational Psychology, New Orleans, April, 2000.
17. **Pearce, Craig L.**, & Charles P. Osmond. (1999). The Competitive Advantage of Culture: Where to do Business and Why. Presented to the Conference of the IberoAmerican Academy of Management, Madrid, December, 1999.
16. **Pearce, Craig L.** (1999). The Relative Influence of Vertical vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams.

Presented to the to the Annual Conference of the Academy of Management, Chicago, Illinois, August, 1999.

15. **Pearce, Craig L.** & Cynthia A. Gallagher (1999). Potency-Effectiveness Spirals: A Longitudinal Investigation of the Development and Impact of Potency in Teams. Presented to the to the Annual Conference of the Academy of Management, Chicago, Illinois, August, 1999.
14. Sims, Henry P., Jr., Charles C. Manz & **Craig L. Pearce** (1999). Using Short Cycle Video Clips to Teach Organizational Behavior: A Demonstration of Leadership Archetypes. Presented to the 1999 Academy of Business & Administrative Sciences (ABAS) International Conference, Barcelona, Spain, July, 1999.
13. Bell, Ella & **Craig L. Pearce** (1999). Breaking Down the Borders: Lessons Learned, But Not Known, From our Families. Presented to the 26th Annual Organizational Behavior Teaching Conference, Las Cruces, New Mexico, June, 1999.
12. **Pearce, Craig L.** & Henry P. Sims, Jr. (1999). Shared Leadership: Toward a Multi-Level Theory of Leadership in Teams. Presented to the 7th Annual Symposium--Individual, Team, and Organizational Effectiveness. Denton, Texas, May, 1999.
11. **Pearce, Craig L.** & Pamela A. Herbig. (1999). Citizenship Behavior at the Team Level of Analysis: The Role of Team Leader Behavior, Team Dynamics, the Team's Environment, and Team Demography. Presented to the Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, Georgia, April, 1999.
10. Monica L. Perry & **Craig L. Pearce** (1999). Who'll Lead the Selling Team: Vertical vs. Shared Leadership in Team Selling. Presented to the annual Winter Educator's Conference, American Marketing Association, St. Petersburg, Florida, February, 1999.
9. **Pearce, Craig L.** & Robert Jessup (1998). Empowerment with an Edge: Implementing Shared Leadership in the new American Workforce. Presented to the Annual International Conference on Work Teams, Dallas, Texas, September, 1998.
8. **Pearce, Craig L.**, Jonathan F. Cox & Paul Hanges (1996). Confirmatory Aggregation Protocol Analysis (CAPA): An Empirical Demonstration. Presented to the Annual Conference of the Academy of Management, Cincinnati, Ohio, August, 1996.

7. **Pearce, Craig L.** (1995). The Determinants of Change Management Team Effectiveness: A Longitudinal Investigation. Presented to the Annual University of Maryland Graduate Research Interaction Day Conference, College Park, Maryland, March, 1995.
6. **Pearce, Craig L.** (1995). Aggregation Bias in the Social Sciences: The Application of Covariance Within and Between Analysis (CWABA). Presented to the Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, Florida, April, 1995.
5. Knight, Don, **Craig L. Pearce**, Ken A. Smith & Patrick Flood (1995). Top Management Team Diversity, Group Dynamics and Strategic Consensus: An Empirical Investigation. Presented to the Annual Conference of the Academy of Management, Vancouver, British Columbia, August, 1995.
4. **Pearce, Craig L.**, & Henry P. Sims, Jr. (1994). A Comparison of EFA and CFA in the Explication of Leadership Archetypes. Presented to the Meeting of the Research Methods Division of the Academy of Management, West Lafayette, Indiana, May, 1994.
3. **Pearce, Craig L.** & Douglas P. O'Bannon (1994). Benefits of Gainsharing in Service Organizations: Implications for Organizational Citizenship Behavior and Pay Satisfaction. Presented to the Annual Conference of the Institute of Behavioral and Applied Management, Arlington, Virginia, 1994.
2. **Pearce, Craig L.** (1993). An Empirical Evaluation of the Archetypal Dimensions of Leadership. Presented to the Annual Leadership Week Conference, College Park, Maryland, 1993.
1. **Pearce, Craig L.** (1993). The Obliteration of Traditional Management: The Transition to Total Quality and Team Based Management. Presented to the Annual Conference of the Association of Management, Atlanta, 1993.

Research Interests:

Shared Leadership, Leadership, Sustainability/Ethics/CSR and Performance Outcomes.

C O N T R A C T S A N D G R A N T S

Strategic Architect (CLO) of the University of Panda, the private corporate university for the Panda Restaurant Group 2012-2016 for \$1,350,000.

Received TUBITAK funding for holding a conference on diversity and leadership in 2014 for TL50,000.

Received Program of Excellence funding for Institute for Innovative Leadership, 2010-2011 for \$1,532, 027.

Director of custom executive education program for Panda Restaurant Group, 2000-2009 for \$1,914,000.

Received Title VI-B grant from the United States Department of Education in 1998 for international business education and research for \$173,000.

Received 1998 Junior Faculty Summer Research Grant, UNC Charlotte for \$3,500.

Received grant for dissertation research - funded by Mack Trucks, Inc. for \$10,000.

Received four SBIR grants between 1992 and 1996 totaling more than \$2,000,000.

ACADEMIC POSITIONS

Pennsylvania State University

Brova Family Professor, July 2020-present

University of South Alabama

Ben May Endowed Chair of Management, August 2016-June 2020

MEF University

University Distinguished Professor, August 2014-August 2016

Ozyegin University

Founding Director, Deloitte Leadership Institute: July 2013-July 2014

Professor of Leadership, July 2013-July 2014

American University of Nigeria

Dean, School of Business and Entrepreneurship: July 2011-September 2012

Interim Dean, School of Arts and Sciences: January 2012-May 2012

Director, Center for Social and Business Entrepreneurship: May 2012-September 2012

University of Nebraska-Lincoln

Clifton Chair in Leadership: January 2010-July 2011

Professor of Management: January 2010-July 2011

Director, Institute for Innovative Leadership: January 2010-July 2011

Peter F. Drucker and Masatoshi Ito Graduate School of Management

Claremont Graduate University

Professor of Management: May 2009 to January 2010

Associate Professor of Management: January 2005 to May 2009

Assistant Professor of Management: July 2000 to January 2005

Keck Graduate Institute of Applied Life Sciences
Visiting Professor of Management: July 2007 to December 2007

Instituto de Empresa
Madrid, Spain
Visiting Professor of Management: May 2001 to June 2001

Belk College of Business Administration
University of North Carolina at Charlotte
Assistant Professor of Management: August 1996 to June 2000

P R I O R P R O F E S S I O N A L E X P E R I E N C E

Graduate Assistant:

Maryland Center for Quality and Productivity, University of Maryland, August 1992 - June 1994.

Developed “Quality Leadership Action Survey (QLAS)” to measure dimensions of organizational climate and culture with the framework of Total Quality Management (TQM) to aid in the implementation of TQM efforts.

Served as Total Quality Coordinator for internal improvement efforts at the center.

Developed the “Associate and Organizational Development System” - an integrated approach for the development of organizational learning.

Designed “The Home Building-Team Building Exercise” - an educational tool for team building.

Management Consultant:

Synergetics, Great Britain, March 1989 - June 1992.

Responsible for developing more than \$10 Million worth of consulting projects.

Served as Team Leader for \$12 Million engineering project.

Implemented project management systems.

Designed planning and budgeting system for allocation of \$0.5 Billion/year.

Implemented Business Unit/Profit Center concepts.

Implemented engineering change control systems.

Creative Learning Partners, July 2000-present.

Executive and organizational development.

Consulting Clients Have Included:

AAI, ACNielsen, American Express, Behlen Manufacturing, British Bakeries, Central Intelligence Agency of the United States of America, Elementis, GEICO Insurance, Land Rover, Mack Trucks, Madonna Rehabilitation Hospital, Manor Bakeries, Mitsubishi Polysilicon, Nebraska Educational Telecommunications, Panda Restaurant Group, Pickering Foods, Rayovac, The Rouse Company, Rover Cars, SK Group-Korea, Serono, SK Group and SmartScan Imaging.

Entrepreneur:

Co-founder of Small Potatoes, Inc., and agricultural bio-technology company.

Developed several patents.

Developed funding sources.

Received multiple SBIR grants worth more than \$2,000,000.

Founder of CLP Associates LLC

Real estate development.

Management consulting.

SERVICE & PROFESSIONAL MEMBERSHIPS

University Service:

Member, Professor Search Committee, Ozyegin University, August, 2013-2014.

Member, President's Executive Council, American University of Nigeria, July 2011-September 2012.

Member, Ph.D. Program Committee, University of Nebraska, 2011.

Member, Vision Committee, University of Nebraska, 2010-2011.

Chair, Drucker Ph.D. Program Committee, Claremont Graduate University, 2008-2009.

Chair, Academic Standards Committee, Claremont Graduate University, 2005-2007.

Chair, Executive Management Program Steering Committee, Claremont Graduate University, 2006-2007.

Member, Provost Search Committee, Claremont Graduate University, 2005.

Member, Academic Standards Committee, Claremont Graduate University, 2004-2005.

Member, Executive Management Program Steering Committee, Claremont Graduate University, 2002-2003, 2004-2005.

Member, MBA Steering Committee, Claremont Graduate University, 2002-2003, 2004-2005.

Chair, Ph. D. Program Committee, Claremont Graduate University, 2000-2002, 2003-2004. Led the reorganization of the program into mentor-protégé model.

Member, Technology in Teaching Task Force, Claremont Graduate University, 2000.

Co-chair, Department of Management Chair Search Committee, University of North Carolina at Charlotte, 1999-2000.

Founding Faculty Advisor, Sigma Iota Epsilon (Honorary Management Fraternity) – University of North Carolina at Charlotte, 1997-1999.

Chair, College of Business Nominations Committee – University of North Carolina at Charlotte 1998-1999.

Member, College of Business Nominations Committee – University of North Carolina at Charlotte 1997-1998.

Member, Management Department Curriculum Committee – University of North Carolina at Charlotte 1997-2000.

Vice President, Association for Doctoral Students - University of Maryland-College Park, 1993-1994.

Professional Memberships:

Member, Academy of Management.

Member, Society for Industrial and Organizational Psychology.

Member, American Psychological Association.

Member, Association of African Business Schools.

Professional Service:

Associate Editor, Academy of Management Perspectives, 2011-present.

Associate Editor, Leadership Quarterly, 2006-2010.

Member, Editorial Board, Leadership Quarterly, 2001-2011, 2014-present.

Member, Editorial Board, Academy of Management Learning & Education, 2006-2007.

Member, Editorial Board, Leadership Review, 2002-present.

Member, Editorial Board, Human Resource Management Review, 2003-present.

Reviewer, 1998 Southern Management Association Conference.

Reviewer, 1998 Southeast Decision Sciences Institute Conference.

Reviewer, 1999 Academy of Management Conference.

Reviewer, 2000 Society for Industrial and Organizational Psychology Conference.

Reviewer, 2003 Society for Industrial and Organizational Psychology Conference.

Reviewer, 2004 Western Academy of Management Conference.

Reviewer, 2006 Society for Industrial and Organizational Psychology Conference.

TEACHING

Teaching Experience:

Custom Executive Education

Have led executive education courses on: Shared Leadership; Teamwork; Leadership; Strategic Thinking; Implementing Strategy; Organization Design; Change Management; Team Design; Managing the Flexible Organization; Managing Up and Issue Selling; Managing Diversity; Negotiation; and Conflict Management.

Program Director (2001-2009) for custom executive education program for Panda Restaurant Group—a high growth company in the restaurant industry. In this role I served as the point person for both client relations and faculty involvement. This entailed all aspects of program management, ranging from negotiating program budget and program renewal, to overseeing and integrating academic content.

American University of Nigeria, July 2011-September 2012.

Created an International Studies program, and International Development program, an MBA program, an Executive MBA program, and non-degree bearing certificate programs. Recruited faculty, core and adjunct, from multiple disciplines (including those publishing in top tier journals like the Journal of Marketing). Observed and mentored faculty on teaching effectiveness.

University of Nebraska-Lincoln, January 2010-July 2011.

Responsible for teaching the core Organizational Behavior course in the MBA program, as well as the core Leadership Seminar in the Ph.D. program.

Claremont Graduate University, July 2000 – December 2009.

Responsible for teaching the core Organizational Behavior course, as well as other Leadership, Teamwork and Shared Leadership elective courses in the **MBA program** as well as coordinating the teaching of adjunct professors in OB. Most recent core course teaching evaluation **6.36 out of 7.00** maximum. Most recent elective course teaching evaluation **6.82 out of 7.00** maximum.

Responsible for teaching the core Organizational Behavior course, as well as other Leadership, Teamwork and Shared Leadership elective courses in the **Executive MBA** program. Most recent core course teaching evaluation **6.83 out of 7.00** maximum. Most recent elective course teaching evaluation **7.00 out of 7.00** maximum.

Doctor of Philosophy in Management committee chair. Richard Sudek, (2007). Angel Financial Decision Making. (Claremont Graduate University).

Doctor of Philosophy in Management committee member. Tova Olson, (2005). Shared Leadership in Research and Development Teams. (George Washington University).

Doctor of Philosophy in Management committee chair. John Stovall, (2005). Shared leadership in for-profit and not-for-profits organizations. (Claremont Graduate University).

Doctor of Philosophy in Management committee chair. Eugene Justin, (2005). Leadership, resistance to influence and organizational outcomes. (Claremont Graduate University).

Master of Science in Organizational Behavior Thesis committee chair. Carlos Puertas, (2002). Top management team diversity and organizational performance: The moderating effects of environmental dynamism in upper echelons theory predictions. (Claremont Graduate University).

University of North Carolina-Charlotte, August 1996 - 2000.

Responsible for teaching Principles of Management, and Organizational Behavior and Leadership at the Undergraduate level and Organizational Behavior and Leadership at the Graduate level.

Spear-headed efforts to transform the undergraduate introductory management course into a team-taught modular course.

Directed study chair. Gregory Rode, (Spring, 1997). The impact of managerial enablement on team development.

Directed study chair. Robert Jessup, (Fall, 1997). Empowerment with an edge: Implementing shared leadership in the new American workforce.

Directed study co-chair with Claudio Carpano. Del S. Fetters, (Spring, 1998). Transnational management: How teams work to affect transfer of knowledge across borders.

Master of Science in Psychology Thesis committee member. Cynthia A. Gallagher (Spring, 1998). A longitudinal investigation of potency-effectiveness cycles.

University of Maryland-College Park, January 1995 - May 1995.

Responsible for teaching Organizational Behavior and Compensation Management.

Other

Have guest lectured in numerous undergraduate, masters and doctoral level courses around the world.

P R O F E S S I O N A L R E F E R E N C E S

Mr. Ahmed Joda
Founding Chair of the Board
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