

William D. Spangler
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Curriculum Vitae

Education Ph.D., University of Michigan, 1985; Major field:
Organizational Psychology

M.B.A., University of Chicago, 1977; Major field: Organizational
Behavior; Minor Field: Finance

M.A., University of Chicago, 1971; Major Field: Chinese History

B.A., University of Chicago, 1967; Major Field: Chinese History

Awards and Honors

Center for Creative Leadership Best Paper Award, 1998

Academy of Management 1990 Organizational Behavior Best Paper Award,
San Francisco, CA, August 1990

SUNY-Binghamton School of Management Corning Award for Research,
1991

Academy of Management 1991 Outstanding Publication in Organizational
Behavior Award

Research Interests

(a) Personality and Leadership; (b) Computerized Content Analysis of Leader
Personality and Leader Behavior; (c) Motivation.

Under Review

Spangler, W. D., Tikhomirov, A., Sotak, K. L., & Palrecha, R. (2014). Leader
motive profile in eight types of organizations. Submitted to *Leadership
Quarterly* (proposal submitted, revision invited and submitted.)

Publications

Dionne, S.D., Chun, J.U., Hao, C., Serban, A., Yammarino, F.J., & Spangler, W.D. (2012). Article quality and publication impact via levels of analysis incorporation: An illustration with transformational/charismatic leadership. *Leadership Quarterly*, 23(6), 1012-1042.

Palrecha, R., Spangler, W. D., & Yammarino, F. J. (2012). A comparative study of three leadership approaches in India. *Leadership Quarterly*, 23(1), 146-162.

Spangler, W.D., Gupta, A., Kim, D. H., & Nazarian, S. (2012). Developing and validating historiometric measures of leader individual differences by computerized content analysis of documents. *Leadership Quarterly*, 23(6), 1152-1172.

Tikhomirov, A. A., & Spangler, W. D. (2010). Neo-Charismatic Leadership and the Fate of Mergers and Acquisitions: An Institutional Model of CEO Leadership. *Journal of Leadership & Organizational Studies*, 17(1), 44-60.

Tikhomirov, A. A., Spangler, W. D. (2007). CEO motive and merger effectiveness: A state-of-the-field review. *Russian Management Journal*, 5(1), 85-108.

Busch, J., O'Brien, T. P., & Spangler, W. D. (2005). Increasing the quantity and quality of school leadership candidates through foundation experiences. *Journal of Leadership and Organizational Studies*, 11(5).

Tikhomirov, A. A., & Spangler, W. D. (2005). Styles of Leadership and Success of Mergers and Acquisitions: Transformational-transactional Concept of Leadership. *Russian Journal of Management*, 3(2): 71-98.

Zhu, W., and Chew, I., & Spangler W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *Leadership Quarterly*, 16, 39 - 52.

Spangler, W. D., & Palrecha, R. (2004). The relative contributions of extraversion, neuroticism, and personal strivings to happiness. *Personality and Individual Differences*, 37, 1193-1203.

Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). Transformational leadership and team performance. *Journal of Organizational Change Management*, 17(2), 177-193.

Spangler, W. D., House, R. J., & Palrecha, R. (2004). Personality and leadership. In B. Schneider and B. Smith (Eds.), *Personality and organizations*. Mahwah, NJ: Erlbaum.

Yammarino, F. J., Spangler, W. D., & Dubinsky, A. J. (1998). Transformational and contingent reward leadership: Individual, dyad, and group levels of analysis. *Leadership Quarterly*, 9(1), 27-54.

Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. *Journal of Personal Selling and Sales Management*, 15(2), 17-31.

Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational leadership and performance: a longitudinal investigation. *Leadership Quarterly*, 4, 81-102.

Spangler, W. D. (1992). Validity of questionnaire and TAT measures of need for achievement: two meta-analyses. *Psychological Bulletin*, 112, 140 -154.

Spangler, W. D., & House, R. J. (1991). Presidential effectiveness and the leadership motive profile. *Journal of Personality and Social Psychology*, 60, 439-455.

House, R. J., Spangler, W. D., & Woycke, J. (1991). Personality and charisma in the U.S. Presidency: A psychological theory of leadership effectiveness. *Administrative Science Quarterly*, 36, 364-396.

Spangler, W. D., & Braiotta, L. (1990). Transformational Leadership and Audit Committee Effectiveness. *Group and Organization Studies*, 15, 134-157.

House, R. J., Spangler, W. D., & Woycke, J. (1990). Personality and charisma in the U.S. Presidency: A psychological theory of leadership effectiveness. *Academy of Management Proceedings Best Papers*.

Spangler, W. D. (1989). Response Bias in the Job Diagnostic Survey. *Psychological Reports*, 65, 531-546.

Spangler, W. D. (1988). Direct vs Indirect Measures of Utilities. *Psychological Reports*, 64, 307-318.

Waldman, D. A., & Spangler, W. D. (1988). Putting Together the Pieces: A Closer Look at the Determinants of Job Performance. *Human Performance*, 2(1), 29-59.

Presentations

Spangler, W. D., Gupta, A., & Knights, A. R. (2014). Measuring the Dark Triad of World-Class Leaders at a Distance. *Society for Industrial and Organizational Psychology Conference*, 29 (Poster)

Knights, A. R., Gupta, A., & Spangler, W. D. (2013). Using a Content Analytic Measure of CEO narcissism to explicate the CEO-performance linkage. *Academy of Management Conference*, 3 (Presentation).

Spangler, W. D., Gupta, A., & Kim, D. H. (2013). CEO performance and compensation: A Test of Two competing models. *Society for Industrial and Organizational Psychology Conference*, 28 (Poster).

Gupta, A., & Spangler, W.D. (2012). The effect of CEO narcissism on firm performance. *Academy of Management Conference*, 72 (Presentation).

Spangler, W.D., & Gupta, A. (2012). CEO narcissism: Six recommendations for research. *Academy of Management Conference*, 72 (Discussion Paper Session).

Dionne, S, Chun, J., Hao, C., Serban, A., Yammarino, F., & Spangler, W. D. (2012). Levels of

Spangler, W. D., & Gupta, A. (2011). Personality assessment and natural language. Paper presented at the *2011 Academy of Management Annual Meeting*, San Antonio, TX.

Spangler, W. D., & Gupta, A. (2011). What is narcissism? Poster presented at the 2011 APS C

Palrecha, R. Spangler, W. D., & Yammarino, F. (2010). Computerized content analysis: An ite presented at the 2010 Academy of Management Annual Meeting, Montreal, CA.

Tikhomirov, A., & Spangler, W. D. (2008). CEO Close and Distant Transactional and Transformational Leadership at the Post Merger Integration. Paper presented at the 2008 Academy of Management Annual Meeting, Anaheim, CA, August 11 – 13, 2008.

Tikhomirov, A., & Spangler, W. D. (2008). Emergence and Performance of CEO Visionary Charismatic and Transformational Leadership in Mergers.

Paper presented at the 2008 Academy of Management Annual Meeting, Anaheim, CA, August 11 – 13, 2008.

Spangler, W. D., Palrecha, R., & Tikhomirov, A., &. (2008). Leadership research: The Questions we have not asked. Paper presented at the 2008 Academy of Management Annual Meeting, Anaheim CA, August 11 - 13, 2008.

Spangler, W. D., Tikhomirov, A., & Palrecha, R. (2008). Leader behavior and performance: Respondent and operant views. Poster presented at the 2008 APA Convention, Boston, MA, August 14 – 17.

Spangler, W. D., & Tikhomirov (2008) A. Extended leader motive profiles. Paper presented at the Munich Symposium on Motivation, Munich, Germany, July 17 – 20.

Spangler, W. D. (2008). Computer measurement of motives. Paper presented to the International Congress of Psychology, Berlin, Germany, July 20 -25.

Spangler, W. D., & Tikhomirov A. (2007). Leader motive profiles and organizational types. Paper presented at the Festschrift for Jerry Hunt, Lubbock, TX, October 11 – 13, 2007.

Tikhomirov, A.A., & Spangler, W.D. (2007). Mergers and acquisitions: The role of leadership. Paper accepted for presentation at the 2007 Academy of Management Annual Meeting.

Dionne, S. D., Chun, J. – U., Yammarino, F. J., & Spangler, W. D. (2004). Levels of Analysis Incorporation for Impact Review of Quality of Research: A Leadership Illustration. Poster presented at the 2004 Academy of Management Conference, New Orleans.

Spangler, W. D., & Palrecha, R. (2003). The Relative contributions of extraversion, neuroticism, and personal strivings to Happiness. Poster presented at the 2003 APS Conference, Atlanta, GA, May, 2003

Spangler, W. D. (2003). Traits, motives, and charismatic Leadership. Poster presented at the 2003 APS Conference, Atlanta, GA, May, 2003.

Spangler, W. D. (2003). Personality theory and levels of analysis in organizations. Poster presented at the 2003 APS Conference, Atlanta, GA, May, 2003.

Tirmizi, S. A., & Spangler, D. (2002). Power distance and leadership: A cross-cultural meta-analysis. Paper presented at the Asia Academy of Management Meeting, Bangkok, Thailand, December, 2002.

Zhu, W., Spangler, W. D., & Chia, A. (2002). The Influence of Business Travel on the Family. Poster presented at the annual SIOP Meeting, Toronto, Canada.

Tirmizi, S. A., & Spangler, D. (1999). Validity of a theory of leadership across cultures: A meta-analysis. Paper presented at Annual Meeting of Academy of Management, Chicago, IL.

Spangler, W. D. (1995). Validity of self-reports. Symposium, 1995 Academy of Management Meeting, Vancouver, British Columbia.

Spangler, W. D. (1994). Merits of TAT measures of motives. Symposium, 1994 APA Convention.

Atwater, L., Avolio, B. A., et al. (1990). Do you see what I see: Understanding self and other ratings. Symposium presented at the 1990 Academy of Management Meeting.

Atwater, L., Avolio, B., et al. (1990). Distorting factors in leadership perception: Should leadership ratings be abandoned? Symposium presented at the 1990 APA Convention.

House, R. J., Spangler, W. D., & Woycke, J. (1990). Personality and charisma in the U.S. Presidency: A psychological theory of leadership effectiveness. Paper presented at the 1990 Academy of Management meeting.

Spangler, William D., & House, R. J. (1990). Removing attributional response bias from measures of charisma. Paper presented at the 1990 SIOP Convention.

Spangler, W. D. (1990). Situational and dispositional determinants of achievement behavior. Paper presented at the 1990 APA Convention

Spangler, W. D. (1990). Presidential effectiveness and the leadership motive profile. Paper presented at the 1990 APA Convention.

House, R. J., Spangler, W., D., & Woycke, J. (1988). Charismatic Leadership Among Heads of State: A Progress Report. Paper presented at the National Academy of Management Meeting, Anaheim, CA, August, 1988.

Spangler, W. D. (1988). Direct vs Indirect Measures of Utilities. Paper presented at the 1988 Southern Management Meeting, Atlanta, Georgia, November, 1988

Spangler, W. D. (1988). Response Bias and the Job Characteristics Model. Paper presented at the Society for Industrial and Organizational Psychology, Dallas TX, April, 1988.

Spangler, W. D. (1988). Single-Source Response Bias in the Job Diagnostic Survey. Paper presented at the Eastern Academy of Management Meeting, Alexandria, VA, May, 1988.

Professional Experience

- 1992 - present** Associate Professor of Management, State University of New York at Binghamton. Courses taught include Organizational Behavior, Compensation, Leadership and Consulting, Introduction to Human Resources Management, Ph.D. Research Methods.
- 1985-1991** Assistant Professor of Management, State University of New York at Binghamton. Courses taught include Organizational Psychology, Organizational Behavior, Compensation, Introduction to Human Resources Management, Statistics, and Ph.D. Methods Seminar.
- May, 1992** Curriculum Development Program and Executive Development Program, taught in Hungary.
- 1982-1985** Instructor, University of Michigan, Eastern Michigan University.
1979-1980 Assistant Study Director: Institute for Social Research study of teacher quality of worklife.
- 1978** Consultant to the law firm of Vedder, Price, Kaufman and Kammholtz, Chicago, Illinois.
- 1974-1978** Researcher: Harris Trust and Savings Bank, Chicago, Illinois.