

**VITA
Of
Megan W. Gerhardt**

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EDUCATION

- Ph.D. University of Iowa, August 1998-May 2003**
Organizational Behavior, Secondary Specialization: Human Resource Management
Dissertation Title: “Does It Work For Everyone? Examining the Effects of Trainee Disposition and Situational Constraints on Change in Self-Efficacy as a Result of Self-Management Training”
- B.A. University of Iowa, August 1994-May 1998**
Major: Psychology; With Honors
Honors Thesis: “Autobiographical Memory Recall in Social Anxiety”

PROFESSIONAL EXPERIENCE

Associate Professor of Management
Farmer School of Business, Miami University, Oxford, OH July 2009-present

Assistant Professor of Management
Farmer School of Business, Miami University, Oxford, OH, May 2003-June 2009

RESEARCH INTERESTS

My primary research interests involve examining the role of individual in motivation, leadership, and learning. Specifically, my research aims to determine the degree to which individual differences facilitate or constrain the development of motivation, the effectiveness of leaders, and the outcomes of training programs.

REFEREED JOURNAL ARTICLES (All Blind Peer Reviewed)

My peer-reviewed articles have been cited over 2000 times; 1300+ times post-tenure (per Google Scholar). Individual article citation rates are below.

Gerhardt, M.W. (accepted for publication, October 2014). The Importance of Being...Social? Instructor Credibility and the Millennial Student. *Studies in Higher Education* (Contribution: 100%; Impact Factor: 1.28).

Gerhardt, M.W., Brown, K.G., & Dysvik, A. (accepted for publication, February 2014). A bridge over troubled water: A former military officer, corporate executive, and business (Contribution: 35%, Impact Factor: 1.594)

Gerhardt, M.W. & Le, H.A. (accepted for publication, May 2013). Overt Narcissism and Approach-Avoidance Motivation: Expanding the Lens to Examine Goal Orientation, *Journal of Organizational Psychology* (Contribution: 75%;)

Luzadis, R. & Gerhardt, M. (2012). An exploration of the relationship between ethical orientation and goal orientation. *Journal of Academic and Business Ethics*, 5. (Contribution: 50%, Journal Acceptance Rate: 30%, Cited by 3; as per Google Scholar).

Wesolowski, M., Luzadis, R.A, & Gerhardt, M.W. (2011). Understanding the nomological net for gender bias. *Journal of Organizational Psychology*, 1, (Contribution: 33%)

Gerhardt, M.W., Ashenbaum, B.A., Newman, W.R. (2009). Understanding the Impact of Proactive Personality on Job Performance: The Roles of Tenure and Self-Management. *Journal of Leadership and Organizational Studies*. (Contribution: 50%, Cited by 14, as per Google Scholar, Journal Acceptance Rate: 17%, Impact Factor: forthcoming 2015).

Gerhardt, M.W. & Luzadis, R.A. (2009). The Importance of Perceived Task Difficulty in Goal Orientation-Assigned Goal Alignment. *Journal of Leadership and Organizational Studies*. (Contribution: 50%, Cited by 5, as per Google Scholar); Journal Acceptance Rate: 17%, Impact Factor: forthcoming 2015).

Gerhardt, M. W.; Rode, J.C.; Peterson, S. J. (2007). Exploring mechanisms in the personality-performance relationship: Mediating roles of self-management and situational constraints. *Personality and Individual Differences*, 43 (6), 1344-1355. (Contribution: 40%; Cited by 23, as per Google Scholar); Journal Acceptance Rate: 40%; Journal Impact factor: 1.861)

Barbosa, S.D.; Gerhardt, M. W.; Kickul, J.R. (2007). The Role of Cognitive Style and

- Risk Preference on Entrepreneurial Self-Efficacy and Entrepreneurial Intentions. *Journal of Leadership & Organizational Studies*, 13 (4), 86-104. (Contribution: 20%; Cited by 156 (as per Google Scholar), Journal Acceptance Rate: 18%, Impact Factor forthcoming 2015)
- Gerhardt, M. (2007). Teaching Self-Management: The Design and Implementation of Self-Management Tutorials. *Journal of Education for Business*, 83(1), 11-18. (Contribution-100%; Cited by 27, as per Google Scholar); Journal Acceptance rate: 52%)
- Peterson, S.J., Gerhardt, M.W., & Rode, J.C. (2006). Examination of the Relationship Between Hope and Task Performance: A Test of a Theoretical Model. *Personality and Individual Differences*, 40, 1099-1109. (Contribution: 40%; Journal Acceptance Rate: 40%; Cited by 27 (as per Google Scholar); Journal Impact Factor: 1.861).
- Gerhardt, M.W. & Brown, K.G. (2006). Individual Differences in Self-Efficacy Development: The Effects of Goal Orientation and Affectivity. *Learning and Individual Differences*, 16, 43-59. (Contribution: 85%; Cited by 45 (as per Google Scholar); Journal Acceptance Rate: 40%; Journal Impact Factor: 1.565)
- Ilies, R., Gerhardt, M.W., & Le, H. (2004). Individual Differences in Leadership Emergence: Integrating Meta-Analytic Findings and Behavioral Genetic Estimates. *International Journal of Selection and Assessment*, 12, 207-219. (Contribution-25%; Cited by 89 (as per Google Scholar); Journal Acceptance Rate: 28%; Impact Factor: 1.30).
- Wenzel, A., Werner (maiden name), M., Cochran, C., & Holt, C. (2004). A Differential Pattern of Autobiographical Memory Retrieval in Social Phobic and Nonanxious Individuals. *Behavioural and Cognitive Psychotherapy*, 32, 1-13. (Contribution: 50%; Cited by 12, as per Google Scholar). Journal Impact Factor: 1.149.
- Brown, K.G., & Gerhardt, M.W. (2002). [Formative evaluation: An integrative practice model and case study](#). *Personnel Psychology* Vol 55(4) p.951-983. (Contribution: 35%; Cited by 70, as per Google Scholar); Journal Impact Factor: 4.54; ISI Journal Citation Reports Ranking: 4/54)
- Judge, T.A., Bono, J.E., Ilies, R., & Gerhardt, M.W. (2002). [Personality and leadership: A qualitative and quantitative review](#). *Journal of Applied Psychology* Vol 87(4), p.765-780. (Cited by 1620; as per Google Scholar), Contribution: 15%; Journal Acceptance Rate: 10%; Journal Impact Factor: 4.367).

OTHER PUBLICATIONS (INVITED/SPECIAL CONTRIBUTIONS)

- Gerhardt, M.W. & Peluchette, J. (2014). A Conversation With Ray Aldag and Belle Rose Ragins: The 2013 Midwest Scholars of the Midwest Academy of Management. *Journal of Leadership and Organizational Studies*, 21, 217-226. (Contribution:

50%)

Gerhardt, M.W. (2013). Theory of self-esteem. *Encyclopedia of Management Theory*, Eric H. Kessler, Ed., SAGE publications. (Contribution: 100%)

WORKING MANUSCRIPTS

Papers Under Review

Gerhardt, M.W. & Murray, M. Old Lens, New View: Understanding Millennials Through A Cross Cultural Values Framework. Proposal submitted to *Academy of Management Perspectives*.

Working Papers

Gerhardt, M.W. & Peluchette, J. (Lit Review in progress). The Psychological Contract of the Millennial Student. Targeted for submission to *Academy of Management Learning and Education*.

Gerhardt, M.W. & Luzadis, R.A. (in progress—IRB application submitted). Using Cross-cultural Values to Understand Cross-Generational Diversity.

Gerhardt, M.W. Brown, K.G., Dysvik, A. ,Turbin, D., & Gerhardt, M.W. (in progress). Another Look at How Affect Matters: Emotional Sentiments as Mediators of the Relationship Between Affective Traits and Learning Processes.

Price, W. C. & Gerhardt, M. W. "Changing Tide: Social Dominance Orientation, Implicit Bias, and Explicit Support for Same Sex Marriage in the Millennial Generation” (preparing for new data collection)

REFEREED CONFERENCE PAPERS AND PRESENTATIONS (all competitive submissions)

Gerhardt, M.W. (2013). Generational Identity and Instructor Credibility in the 21st Century Classroom, presented at the *Midwest Academy of Management*, Milwaukee, WI.

Panelist. (2013) Innovating in HR Scholarship: Challenges and Opportunities, *Midwest Academy of Management*, Milwaukee, WI.

Gerhardt, M.W. & Le, H. (2012). Narcissism and Approach-Avoidance Motivation: Expanding the Lens to Examine Goal Orientations, *Midwest Academy of Management Conference*, Chicago, IL

Wesolowski, M., Luzadis, R., & Gerhardt, M.W. Exploring the Nomological Net of Prescriptive and Descriptive Gender Bias, *Society of Industrial and Organizational Psychology Conference*, April 2011, Chicago, IL.

Gerhardt, M.W. & Luzadis, R.A. (2008, October). The Relationship Between Ethical Ideology and Personality: To What Extent Do Individual Differences in Personality Help Explain a Person's Ethics? *Midwest Academy of Management Conference*, St. Louis, MO.

Gerhardt, M.W. (2008, October). It's All About the Questions: An Inquiry-Based Approach to Organizational Behavior. Professional Development Workshop. *Midwest Academy of Management Conference*, St. Louis, MO.

Gerhardt, M.W. & Luzadis, R.A. (2008, August). When Are Assigned Learning Goals Beneficial to Goal Attainment? Presented at the *American Psychological Association Conference*, Boston, MA.

Gerhardt, M.W. (2006, October). Individual Self-Management Training in Management Education: The Design and Implementation of Self-Management Tutorials. Presented at the *Midwest Academy of Management Conference*, Louisville, KY.

Gerhardt, M.W., Peterson, S.J., & Rode, J.C. (2006, August). Role of Self-Management and Situational Constraints in the Personality-Performance Relationship. Presented at the *2006 Academy of Management Conference*, Atlanta, GA.

Peterson, S.J., Gerhardt, M.W., & Rode, J.C. (2005, April). Examination of the Relationship Between Hope and Task Performance: A Test of a Theoretical Model. Poster at the *Twentieth Annual Meeting of the Society of Industrial and Organizational Psychology*; Los Angeles, CA.

Gerhardt, M.W (Chair). (2004, April). I/O Psychology: Discussion of Approaches and Directions. Symposium at the *Nineteenth Annual Meeting of the Society of Industrial and Organizational Psychology, Chicago, Illinois.*

Ilies, R., & Gerhardt, M. (2002, April). Individual Differences in Leader Emergence. Poster presented at the *Seventeenth Annual Meeting of the Society of Industrial and Organizational Psychology, Toronto, Canada*, Flanagan Award Winner for Best Student Paper.

Judge, T.A., Bono, J.E., Ilies, R., & Werner, M. (maiden name) (2001, August). Trait Theory of Leadership: An Appraisal of the Literature. Part of the symposium: Emerging Trends in Personality and Leadership, Costa, P. T. (Chair). Presented at the *2001 Academy of Management National Conference, Washington, DC*, Nominated for 2003 Academy of Management, Human Resources Division, Scholarly Achievement Award

Sorensen, A., Brown, K., & Werner, M. M. (maiden name), & Huntley, J. (2001, April). How do learning differences arise across media? Poster presented at the *Fifteenth Annual Meeting of the Society of Industrial and Organizational Psychology, San Diego, CA.*

Brown, K.G., Werner, M.M. (maiden name), Johnson, L., & Dunne, J. (1999, May). Formative Evaluation: Further Efforts to Broaden Training Evaluation Research and Practice. In M.A. Quinones (Chair) & R.A. Noe (Discussant) Symposium: "Training Evaluation: Advances and New Directions for Research and Practice." Presented at the *Fourteenth Annual Meeting of the Society of Industrial and Organizational Psychology, Atlanta, GA.*

Wenzel, A.E., & Werner, M.M. (maiden name) (1999, April) Autobiographical Memory Recall in Social Anxiety. Presented at the *Midwestern Psychological Conference, Chicago, IL.*

INVITED CONFERENCE PRESENTATIONS

Gerhardt, M.W. (2014 October, 2013 October, 2012 October). *Writing for JLOS and Creating Successful Academic Presentations.* Midwest Academy of Management, Milwaukee, WI; Chicago, IL.

Panelist, (2013). OB Doctoral Consortium, Best Teaching Practices, *Academy of Management Conference, Orlando, FL.*

Panelist, (2012). OB Doctoral Consortium, Best Teaching Practices, *Academy of Management Conference, Boston, MA.*

C. Research Grants

The Impact of Goals and Goal Setting on Ethical Behavior (Fall 2005, with R. Luzadis).
Department of Management, \$1000; Office of Advancement of Research and
Scholarship, \$3000

Motivation of Adult Workforce Students (Spring 2005-with J. Rode); Management
Department: \$800; Richard T. Farmer School of Business: \$1200

Positive Psychology Research Grant (Spring 2004- with J. Rode & S. Peterson) Internal
grant provided for lab study of the role of hope in learning and performance. This funded
research resulted in the article “Examination of the Relationship Between Hope and Task
Performance: A Test of a Theoretical Model”, published in the *Journal of Personality
and Individual Differences*.

- Management Department: \$1000
- Richard T. Farmer School of Business, \$1500
- Office of Advancement of Research and Scholarship: \$2500

COURSES TAUGHT

Miami University

MGT 415: Leadership and Learning

MGT 381: Managerial Communication and Consulting

MGT 615: Managerial Development

MGT 291: Introduction to Management and Leadership (formally Organizational
Behavior and Theory)

MGT 291C: Introduction to Management and Leadership-Honors (formally
Organizational Behavior and Theory-Honors)

University of Iowa

Dynamics of Negotiations

Introduction to Management

Coe College

Organizational Behavior

HONORS AND AWARDS

Outstanding Educator Winner, Cincy Magazine, 2014

Naus Family Faculty Scholar, Miami University, 2012-2014

Smucker Award for Teaching Excellence, Farmer School of Business, Miami University,
2009

Center for Enhancing Learning and Teaching Grant; Miami University, Fall 2004

Office for the Advancement of Research and Scholarship Research Grant, Miami
University, Spring 2004

Office for the Advancement of Research and Scholarship Research Grant, Miami
University, Fall 2005

Richard T. Farmer School of Business Research Grant, Summers 2003-2007
Nominee, 2003 Academy of Management, Human Resources Division, Scholarly Achievement Award (for Judge, Bono, Ilies, & Gerhardt, 2002)
John C. Flanagan Award for Best Student Paper, SIOP Conference, 2002
University of Iowa Student Government Research Grant, 1998
Ponder Research Grants, University of Iowa, Summer 1999-Summer 2002

SERVICE

Service to the Profession

Associate Editor, *Journal of Leadership and Organizational Studies*, 2013-present
Special Issue Senior Editor, *Journal of Leadership and Organizational Studies*, Annual Special Issue, 2010-present
Special Issue Associate Editor, *Journal of Leadership and Organizational Studies*, Annual Special Issue, 2009-2010
Editorial Board, *Journal of Leadership and Organizational Studies*, 2008-present
Editorial Board, *Academy of Management Learning and Education*, 2011-present
Editorial Board, *Journal of Organizational Behavior*, 2012-present
Board Member, *Midwest Academy of Management*, Fall 2007-present
Communications Committee, HR Division of the *Academy of Management*
Reviewer, *Personality and Individual Differences* journal, Fall 2007-present
Reviewer, *Journal of Leadership and Organizational Studies*, Fall 2007-present
Reviewer, *Academy of Management Learning and Education*, Spring 2009-present
Reviewer, *Journal of Managerial Inquiry*, Spring 2009-present
Reviewer, *Academy of Management Conference*, 2002-2009
Reviewer, *Society of Industrial and Organizational Psychology*, 2002-2009
Co-chair, Doctoral Consortium, *Midwest Academy of Management*, 201, 2013, 2014
Track Chair, Power of Positive Psychology Track, *Midwest Academy of Management*, 2011

Service to the University

FSB Dean Search Committee, Fall 2012-present
Undergraduate Research Committee, 2011-present
Harassment/Discrimination Review Panel, Fall 2009

Service to the Department/Business School

Director, Buck Rodgers Business Leadership Program, Spring 2011-present
FSB Honors Committee, 2006-present
FSB Teaching Effectiveness Committee, 2010-2014
Summer Business Institute, European Coordinator, Summers 2011-2013
Area Coordinator, Management & Organizations, Fall 2009-2011
Petters Chair of Business Leadership Search Committee-2007-2008
Co-chair, Farmer School Red Mitten Campaign, 2007-present
Research Colloquia Chair, 2005-2010
Management Department Search Committee, 2005-2006

Program Review Action Team, Spring 2005-Fall 2006
Top 25 Committee, MGT 291, Fall 2007-2010

Service to Students

Director, Buck Rodgers Business Leadership Program, Spring 2011-present
Strengthfinder Leadership Workshop, Fall 2012, Spring 2013
Everest Team Building, Online Simulation Workshop, Spring 2013, Spring 2014
Consulting Skills Workshop, Spring 2012
Undergraduate Research Faculty Advisor, 2007-present
Faculty Mentor, Scholastic Enhancement Program (Undergraduate Research Option)
Faculty Advisor, Women in Business, 2010-2011
Advisory Board Member, Women in Business, 2011-present
Faculty Advisor, National Society of Collegiate Scholars, Spring 2004-Fall 2005
Guest lecturer, Pi Sigma Epsilon, "Ethics: Academics vs. Business?" Spring 2005

INVITED WORKSHOPS AND PRESENTATIONS

Invited Talks, Presentations, and Workshops

- Gerhardt, M.W. (October 2014). Leveraging Strengths to Create Authentic Leadership. Keynote Address, Perlmutter Leadership Conference, Miami University.
- Gerhardt, M.W. (August 2014, August 2013, August 2012). *Organizational Behavior Doctoral Consortium*, Best Teaching Practices Invited Panelist, Academy of Management.
- Gerhardt, M.W. (March, 2014). *Strengthsbased Leadership*. Invited presentation to the Bermuda Ministry of Education, Bermuda.
- Gerhardt, M.W. (April 2014). Keynote Speaker, Women in Leadership Conference, Miami University.
- Gerhardt, M.W. (April 2014) *Mind the Gap: Understanding Multi-Generational Alumni*. Presented to the Miami University Alumni Association, Fireside Chat.
- Gerhardt, M.W. (February 2014). *Mind the Gap: Leading and Managing Multiple Generations in the Workplace*. Presented at Miami University's Winter College, La Jolla, California.
- Gerhardt, M.W. (February 2014). *Lean In: Women in 21st Century Leadership*. Presented at Miami University's Winter College, La Jolla, California.
- Gerhardt, M.W. (December, 2013). *Leading with Strengths & Getting the Most From Your Board*. Invited presentation to the Mid-American Cooperative Council Board Chairperson Retreat, Springfield, IL

Gerhardt, M.W. (November, 2013). *Strengthsbased Leadership*, Workshop presented at Miami University's Voice of America campus.

Gerhardt, M.W. (October, 2013). *Lean In? The Role of Gender in 21st century Leadership*.

Invited presentation and discussion via Webinar, Texas Women's Professional Association.

Gerhardt, M.W. (August 2012, August 2013) *Strengthsbased Leadership*. Invited presentation to the Miami University IMLD.

Gerhardt, M.W. (July, 2013). *Managing & Leading Your Board*. Half day Board Chairmen's Conference for Texas Agricultural Cooperative Council, Ruidoso, New Mexico.

Gerhardt, M.W. (December 2012). *Managing and Leading in the 21st century: Challenges for Chairpeople*. Presented to the Mid-American Cooperative Council Board Chairperson Retreat, Springfield, IL

Gerhardt, M.W. (April 2013, October 2013, April 2012, October 2012). *Strengths Based Leadership*. Presented to Leadership Colonial, Hamilton, OH

Gerhardt, M.W. (February 2012). *Leadership of Multiple Generations*. Presented to Chaco Credit Union, President's Day Retreat, Hamilton, OH.

Gerhardt, M.W. (January 2009, January 2010, January 2011, January 2012, January 2013). *Leadership of Multiple Generations* Presented to the Mid-American Cooperative Council Annual Conference, Oxford, OH.

Gerhardt, M.W. (June 2010). *Leadership of Multiple Generations* Presented to United Producers, Inc., Indianapolis, IN.

CONSULTING

Strategic Planning Session, McCullough-Hyde Hospital, Summer 2012

Strategic Planning Session, Student Affairs Division, Miami University, Summer 2012

Strategic Planning Session, Miami University Golf Team, Fall 2012

Frisch's Restaurants, Cincinnati, Ohio. Analysis of selection test for adverse impact and validity.

TECHNICAL REPORTS

Joshua L. Schwarz and Megan Gerhardt, "Validity of the Star System Selection Test" Prepared for Frisch's Restaurants, Cincinnati, Ohio, March, 2010.

Joshua L. Schwarz and Megan Gerhardt, "Star System Adverse impact Analysis"
Prepared for Frisch's Restaurants, Cincinnati, Ohio, February, 2010.