

Samuel T. Hunter, Ph.D.

Associate Professor

Pennsylvania State University - Department of Psychology
141 Moore Building - O: 814-865-0107 - samhunter@psu.edu

Education

Ph.D. Industrial/Org Psychology, Measurement and Statistics (minor); The University of Oklahoma (8/03 – 5/07)
M.S. Industrial/Org Psychology; University of Tennessee at Chattanooga (8/99 – 5/01)
B.S. Psychology, Business (minor); Central Michigan University (8/95 – 5/99)

Academic Appointments

The Pennsylvania State University Assistant Professor of Psychology – (Industrial/Org Area) (8/07 – 6/13)
The Pennsylvania State University Associate Professor of Psychology – (Industrial/Org Area) (6/13 – present)

Courses Taught

Instructor Pennsylvania State University, Department of Psychology

- Graduate seminar in Organizational Psychology (1/14 – present)
- Practicum in Industrial and Organizational Psychology (1/08 – present)
- Graduate Seminar on Leadership in Organizations (1/09 – present)
- Leadership in Work Settings - undergraduate (8/07 – present)
- Senior Seminar on Creativity and Innovation (1/08 – present)

Instructor University of Oklahoma, Price College of Business

- Organizational Behavior (7/04 – 8/04)

Instructor University of Southern Mississippi, Department of Psychology

- Statistics for the Social Sciences (1/03 – 5/03)
- Social Psychology (6/03 – 8/03)

Peer Reviewed Journal Publications (total citations: 1392, h-index: 21, i10-index: 26)

Hunter, S. T., & Cushenbery, L. (in press). Is being a jerk necessary for originality? Examining the role of disagreeableness in the sharing and utilization of original ideas. *Journal of Business and Psychology*.

Litzinger, T., Zappe, S., Hunter, S. T., & Mena, I. (in press). Increasing integration of the creative process across engineering curricula. *International Journal of Engineering Education*.

Neely, B. & Hunter, S. T. (2014). In a discussion on invisible disabilities, let us not lose sight of employees on the autism spectrum. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 7, 274-277.

Fairchild, J. & Hunter, S. T. (2014). "We've got creative differences": The interaction of conflict and participative safety on design originality. *Journal of Creative Behavior*, 38, 64-87.

Parr, A. D., & Hunter, S. T. (2014). Enhancing work outcomes of employees with autism spectrum disorder through leadership. *Autism: International Journal of Research and Practice*, 18, 545-554.

Lovelace, J. B., & Hunter, S. T. (2013). Charismatic, ideological, and pragmatic leaders' influence on subordinate creative performance along the creative process. *Creativity Research Journal* 25, 59-74.

Parr, A. D., Hunter, S. T., & Ligon, G. (2013). Transformational leadership and employees with autism: A critical examination of universal applicability. *The Leadership Quarterly*, 24, 608-622.

- Gill, P., Horgan, J., **Hunter, S. T.**, & Cushenbery, L. (2013). Malevolent creativity in terrorist organizations. *Journal of Creative Behavior*, 47, 125-151.
- Hunter, S. T.**, Cushenbery, L., Fairchild, J. & Boatman, J. (2012). Partnerships in leading for innovation: A dyadic approach to collective leadership. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 427-430.
- Ligon, G. S., Harris, D., & **Hunter, S. T.** (2012). Quantifying the lives of Osama bin Laden, Idi Amin, and Bill Belichick: What historiometric approaches can tell us about outstanding leadership. *Leadership Quarterly*, 23, 1104-1133.
- McCarthy, A., Cleveland, J. **Hunter, S. T.**, Darcy, C., & Grady, G. (2012). Employee work-life balance outcomes in Ireland: A multilevel investigation of supervisory support and perceived organizational support. *International Journal of Human Resource Management*, 10, 1-20.
- Thoroughgood, C.N., Padilla, A., Tate, B. W., & **Hunter, S. T.** (2012). The susceptible circle: A taxonomy of “dark” followers associated with destructive leaders. *The Leadership Quarterly*, 23, 897-917.
- Thoroughgood, C.N., Sawyer, K.B., & **Hunter, S.T.** (2012). Real men don’t make mistakes: Investigating the effects of leader gender, error type, and the nature of the task on leader error perceptions. *Journal of Business & Psychology*, 23, 1-18.
- Hunter, S. T.** (2012). Leadership, ethics, and identity: What did we learn, and where do we go from here? *Journal of Business Ethics*, 107, 79-87.
- Hunter, S. T.**, Cushenbery, L., & Friedrich, T. (2012). Hiring an innovative workforce: A necessary yet uniquely challenging endeavor. *Human Resource Management Review*, 22, 302-322
- Hunter, S. T.**, & Cushenbery, L. (2011). Leading for innovation: Direct and indirect influences. *Advances in Developing Human Resources*, 13, 248-265.
- Hunter, S. T.**, Tate, B. W., Dzieweczynski, J., & Bedell-Avers, K. E. (2011). Leaders make mistakes: A multilevel consideration of why. *The Leadership Quarterly*, 22, 239-258.
- Hunter, S. T.**, Cushenbery, L., Thoroughgood, C. N., & Ligon, G. S. (2011). First and Ten Leadership: A historiometric investigation of the CIP leadership model. *The Leadership Quarterly*, 22, 70-91.
- Hunter, S. T.**, Thoroughgood, C., Myer, A., & Ligon, G. S. (2011). Managing the paradoxes of leading for innovation. *Psychology of Aesthetics, Creativity, and the Arts*, 5, 54-66.
- Thoroughgood, C., **Hunter, S. T.**, & Sawyer, K., (2011). Bad apples, bad barrels, and broken followers: An empirical examination of contextual influences on follower perceptions and reactions to aversive leadership. *Journal of Business Ethics*, 100(4), 647-672.
- Ligon, G. S., & **Hunter, S. T.** (2010). Putting the development into experiential development. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3, 28-32.
- Leicht, R., **Hunter, S. T.**, Saluja, C., & Messner, J.I. (2010). Implementing observational research methods to study team performance in construction. *Journal of Construction and Engineering Management*, 136, 76-86.
- Willis, D. E., Barton, R. W., Simpson, T. W., Puro, S., & **Hunter, S. T.** (2009). Mapping design domains, bridging design cultures. *Journal of Mechanical Design*, 131, 1-2.
- Hunter, S. T.**, Bedell-Avers, K. E., & Mumford, M.D. (2009). Impact of situational framing and complexity on charismatic, ideological and pragmatic leaders: Investigation using a computer simulation. *The Leadership Quarterly*, 20, 383-404.
- Mumford, M. D., **Hunter, S. T.**, & Byrne, C. (2009). What is a fundamental? The role of cognition and creativity in innovation. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 353-356.
- Mumford, M.D., Bedell, K. E., **Hunter, S. T.**, Espejo, J. E., Eubanks, D., & Connelly, S. (2008). Violence in ideological and non-Ideological groups: A quantitative analysis of qualitative data. *Journal of Applied Social Psychology*, 38, 1521-1561.
- Ligon, G. S., **Hunter, S. T.**, & Mumford, M. D. (2008). Development of outstanding leadership: A life narrative approach. *Leadership Quarterly*, 19, 312-334.

- Bedell, K. E., **Hunter, S. T.**, & Mumford, M. D. (2008). Problem-solving tactics of charismatic, ideological and pragmatic leaders: A comparative experimental study. *Leadership Quarterly*, 19, 89-106.
- Hunter, S. T.**, Bedell, K. E., Ligon, G. S., Hunsicker, C. M. & Mumford, M. D. (2008). Applying multiple knowledge structures in creative thought: Effects on idea generation and problem-solving. *Creativity Research Journal*, 20, 137-154.
- Hunter, S. T.**, Bedell-Avers, K. E., & Mumford, M. D. (2007). The typical leadership study: Assumptions, implications, and potential remedies. *The Leadership Quarterly*, 18, 435-446.
- Mumford, M. D., **Hunter, S. T.**, Eubanks, D. L., Bedell, K. E., & Murphy, S. T. (2007). Developing leaders for creative efforts: A domain-based approach to leadership development. *Human Resource Management Review*, 17, 402-417.
- Mumford, M. D., Espejo, J., **Hunter, S. T.**, Bedell, K. E., Eubanks, D. L., & Connelly, S. (2007). The sources of leader violence: A multi-level comparison of ideological and non-ideological leaders. *The Leadership Quarterly*, 18, 217-235.
- Hunter, S. T.**, Bedell, K. E., & Mumford, M. D. (2007). Climate for creativity: A quantitative review. *Creativity Research Journal*, 19, 69-90.
- Hunter, S. T.**, Bedell, K. E., & Mumford, M. D. (2006). Dimension of creative climate: A general taxonomy. *International Journal of Creativity and Problem Solving*, 15, 97-116.
- Greer, T., Dunlap, W. P., & **Hunter, S. T.** (2006). The effects of skew on internal consistency. *Journal of Applied Psychology*, 91, 1351-1358.
- Bedell, K. E., **Hunter, S. T.**, Angie, A. D., Vert, A. (2006). A historiometric examination of Machiavellianism and a new taxonomy of Leadership. *Journal of Leadership and Organizational Studies*, 12, 50-72.
- Hunter, S. T.**, Friedrich, T. L. Bedell, K. E., & Mumford, M. D. (2006). Creative thought in real world innovation. *Serbian Journal of Management*, 1, 29-39.
- Mumford, M. D., Connelly, S., Scott, G., Espejo, J., Sohl, L. M., **Hunter, S. T.**, & Bedell, K.E. (2005). Career experiences and scientific performance: A study of social, physical, life, and health sciences. *Creativity Research Journal*, 17, 105-129.

Books

- Mumford, M. D., **Hunter, S. T.**, & Bedell, K. E. (2008). *Research in Multi-level Issues: A Focus on Innovation. Vol. VII.* Oxford, England: Elsevier.

Book Chapters

- Hunter, S. T.**, Gutworth, M., & Lovelace, J. (in press). *Originality at work.* In Rogelberg (Ed.). Encyclopedia of Industrial and Organizational Psychology, 2nd Edition. Thousand Oaks, CA: Sage.
- Hunter, S. T.** (in press). *Insect creativity as applied to human organizational behavior: A form of social biomimicry.* In A. Kaufman and J. Kaufman (Eds.), Animal Creativity and Innovation. Oxford, England: Elsevier.
- Hunter, S. T.**, Neely, B., & Gutworth, M.G. (in press). *Selecting for innovation and team membership: A flexible approach grounded in diversity.* In R. Reiter-Palmon (Ed.). Handbook of team creativity.
- Hunter, S. T.**, Gutworth, M., Crayne, M., & Jayne, B. (in press) *Planning for Innovation: The critical role of agility.* In M. D. Mumford and M. Frese (Eds.). Planning in organizations.
- Fairchild, J., Eubanks, D. E., & **Hunter, S. T.** (in press). Effects of intuition, positive affect, and training on creative problem solving. In E. G. Carayannis (Ed.), *Encyclopedia of Creativity, Invention, Innovation, and Entrepreneurship.* New York: Springer Publishing
- Heinen, R., Leone, S., Fairchild, J., Cushenbery, L., & **Hunter, S. T.** (in press). *Tools for the process: Technology to support creativity and innovation.* In D. Harrison (Ed). Handbook of research on digital media and creative technologies. London, England: IGI Global.

- Hunter, S. T.**, Cushenbery, L., Fairchild, J., & Ginther, N. (2014). Leadership, innovation, and technology: The evolution of the creative process. In S. Hemlin, C.M. Allwood, & M. Mumford (Eds.), *Creativity and Leadership in Science, Technology and Innovation*. New York: Routledge.
- Wood, M. D., Hocker, E. M., **Hunter, S. T.**, & Ligon, G. S. (2013). Impact of strength- versus problem-focus in idea revision. In L. Della Pietra (Ed.), *Perspectives on Creativity*, Volume 2. New York: Cambridge Scholars Publishing.
- Murphy, K. R., Deckert, P. J., & **Hunter, S. T.** (2013). *What personality does and does not predict and why: Lessons learned and future directions*. In N. D. Christiansen & R. P. Tett (Eds.), *Handbook of personality at work*.
- Hunter, S. T.**, Cassidy, S. E., & Ligon, G. S. (2011). Planning for innovation: A process-oriented perspective. In M. D. Mumford's (Ed.), *Handbook of Organizational Creativity* (pp. 515-545). Oxford, England: Elsevier.
- Ligon, G. S., Graham, K. A., Edwards, A., Osburn, H. K., & **Hunter, S. T.** (2011). Performance management: Appraising performance, providing feedback, and developing for creativity. In M. D. Mumford's (Ed.), *Handbook of Organizational Creativity* (pp. 633-666). Oxford, England: Elsevier.
- Fairchild, J., Cushenbery, L., Cassidy, S. E., & **Hunter, S. T.** (2011). The impact of technology on process-models of creativity. In A. Mesquita (Ed.), *Technology for creativity and innovation: Tools, techniques and applications* (pp. 26-51). Hershey, PA: IGI Global Books.
- Hunter, S. T.**, Tate, B. W. Dzieweczynski, J., & Cushenbery, L. (2010). A multilevel consideration of leader errors. In B. Schyns and T. Hasboro (Eds.), *When leadership goes wrong: Destructive leadership, mistakes and ethical failures* (pp. 405-443). Charlotte, NC: Information Age Publishing.
- Mumford, M. D., **Hunter, S. T.**, Friedrich, T. L., & Caughron, J. J. (2009). Charismatic, ideological and pragmatic leadership: An examination of multi-level influences on emergence and performance. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multi-level issues: Volume X* (pp. 79-116). Oxford, England: Elsevier.
- Mumford, M. D., Bedell, K. E., & **Hunter, S. T.** (2008). *Planning for innovation: A multi-level perspective*. In M. D. Mumford, S. T. Hunter, & K. E. Bedell (Eds.), *Research in Multi-level Issues: Vol. VII* (pp. 17-34). Oxford, England: Elsevier.
- Mumford, M. D., **Hunter, S. T.**, & Bedell-Avers, K. E. (2008). *Constraints on innovation: Planning as a context for creativity*. In M. D. Mumford, S. T. Hunter, & K. E. Bedell (Eds.), *Research in Multi-level Issues: Vol. VII* (pp. 107-154). Oxford, England: Elsevier.
- Hunter, S. T.**, Friedrich, T. L., Bedell-Avers, K. E., & Mumford, M. D. (2007). Creative cognition in the workplace: An applied perspective. In M. J. Epstein, T. Davila and R. Shelton (Eds.), *The creative enterprise – managing innovative organizations and people* (pp. 171-193). New York: Praeger.
- Mumford, M. D., Bedell, K. E., **Hunter, S. T.**, Espejo, J. & Boatman, P. R. (2006). Problem-solving. In M. D. Mumford (Ed.), *Pathways to outstanding leadership: A comparative analysis of charismatic, ideological, and pragmatic leadership* (pp. 45-66). Mahwah, NJ: Erlbaum Press.
- Mumford, M. D., Strange, J. M., & **Hunter, S. T.** (2006). Conclusions. In M. D. Mumford (Ed.), *Pathways to outstanding leadership: A comparative analysis of charismatic, ideological, and pragmatic leadership* (pp. 112-135). Mahwah, NJ: Erlbaum Press.
- Mumford, M. D., Scott, G. & **Hunter, S. T.** (2006). Theory. In M. D. Mumford (Ed.), *Pathways to outstanding leadership: A comparative analysis of charismatic, ideological, and pragmatic leadership* (pp. 12-24). Mahwah, NJ: Erlbaum Press.
- Mumford, M.D., & **Hunter, S. T.** (2005). The creativity paradox: Sources, resolutions, and directions. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multi-level issues: Volume IV* (pp. 105-114). Oxford, England: Elsevier.
- Mumford, M. D., & **Hunter, S. T.** (2005). Innovation in organizations: A multi-level perspective on creativity. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multi-level issues: Volume IV* (pp. 11- 74). Oxford, England: Elsevier.

Presentations

- Gutworth, M. & **Hunter, S. T.** (2015, April). *The dark side of creativity: An intervention to deter deviance*. Poster presented at the 30th annual Industrial and Organizational Psychology Conference, Philadelphia, PA.

- Crayne, M. & **Hunter, S. T.** (2015, April). *Pride or partnership: The relationship between ambition and information sharing*. Poster presented at the 30th annual Industrial and Organizational Psychology Conference, Philadelphia, PA.
- Hunter, S. T.** (2015, April). *Uncharted waters: Navigating selection, disclosure, & employees with disabilities*. (Chair). Panel discussion at the 30th annual Industrial and Organizational Psychology Conference, Philadelphia, PA.
- Lovelace, J., Cushenbery, L., & **Hunter, S. T.** (2015, April). *Is being a jerk necessary for creativity?* In. K. Nei (Chair). Individual differences and the creative process: Implications for talent identification. Symposium at the 30th annual Industrial and Organizational Psychology Conference, Philadelphia, PA.
- Hunter, S. T.** (2013, April). An academic view of the intersection between research and practice. In K. Shockley (Chair) and E. Stehura (Co-chair). *The intersection of research and practice: Effectively using partnerships so research sticks*. Theme Track at the 28th annual Industrial & Organizational Psychology Conference, Houston, TX.
- Hetrick, A., Cushenbery, L., Fairchild, J., & **Hunter, S. T.** (2013, April). *Gender and leader recovery from task and relationship-oriented mistakes*. Poster presented at the 28th annual Society for the Industrial & Organizational Psychology Conference, San Diego.
- Cushenbery, L., & **Hunter, S. T.** (2013, April). *Apologies are risky: Follower perceptions of leader recovery from mistakes*. Poster presented at the 28th annual Society for the Industrial & Organizational Psychology Conference, San Diego.
- Hunter, S. T.**, Fairchild, J., & Cushenbery, L. (2013, April). Leadership in sports: A tale of two studies. In B. Hoffman's (Chair). *From scorelines to bottom lines: Sports data and management theory*. Symposium at the 28th annual Industrial & Organizational Psychology Conference, Houston, TX.
- Fairchild, J., Cushenbery, L., Maneotis, S., Drescher, A., & **Hunter, S. T.** (2013, April). Individual differences predicting team level conflict. In R. Reiter-Palmon's (Chair). *The effect of individual differences on team processes*. Symposium at the 28th annual Industrial & Organizational Psychology Conference, Houston, TX.
- Fairchild, J., Cushenbery, L., Maneotis, S., Drescher, A., & **Hunter, S. T.** (2013, April). Task and relationship conflict as predictors of team creativity. In T. Xiong's (Chair). *Fostering creativity and innovation within teams: Challenges and opportunities*. Symposium at the 28th annual Industrial & Organizational Psychology Conference, Houston, TX.
- Thoroughgood, C., Sawyer, K., & **Hunter, S. T.** (2012, April). *Real men don't make mistakes*. Poster presented at the 27th annual Society for the Industrial & Organizational Psychology Conference, San Diego.
- Lovelace, J. B., Medeiros, K., Hetrick, A. L., & **Hunter, S. T.** (2012, April). *Leaders Influencing Creative Performance Throughout the Creative Process*. Poster presented at the 27th annual Society for the Industrial & Organizational Psychology Conference, San Diego.
- Fairchild, J. & **Hunter, S. T.** (2012, April). *The interaction of conflict and participative safety on team creativity*. Paper presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology. San Diego, CA.
- Parr, A. D., & **Hunter, S. T.** (2012, April). *The Role of Transformational Leadership for Employees with Autism Spectrum Disorder*. Paper presented at the 27th annual meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Hunter, S. T.** (2011, August). *Leading for innovation*. Presentation at the annual American Psychological Association Conference, Washington, D.C.
- Cushenbery, L., Fairchild, J. & **Hunter, S. T.** (2011, August). *Psychological safety, creativity, and agreeableness: Creative performers don't always have to be jerks*. Paper presented at the annual Academy of Management Conference, San Antonio, TX.
- Willis, D. Simpson, T., Henn, R., **Hunter, S. T.**, Puroo, S. (2010, June). *From border skirmishes to strategic alliances: Barriers to design innovation and collaboration between architects and engineers, and an opportunity for moving beyond them*. AEC Innovation Conference, State College, PA.
- Tate, B. W., Lindsay, D. R., & **Hunter, S. T.** (2010, August). *Implicit followership theories: Traits associated with effective followers*. Paper presented at the 118th annual American Psychological Association conference, San Diego, CA.
- Cassidy, S., Cushenbery, L., & **Hunter, S. T.** (2010, August). *Evidence supporting the multi-level factor structure of creative climate*. Poster presented at the 118th annual conference for the American Psychological Association, San Diego, CA.

- Hunter, S. T.** (2010, April) (moderator). *Lighting the spark: Organizational practices that ignite innovation*. Panel Presentation with Google, IDEO, Previsor, and Oliver Wyman at the 24th annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.
- Hunter, S. T.,** Thoroughgood, C., & Cassidy, S. (2010, April). *Leading innovative teams*. In G. S. Ligon's (Chair), Human Resource Management Interventions for Innovation. Symposium at the 24th annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.
- Cushenbery, L., Fairchild, J., & **Hunter S. T.** (2010, April). *Creative climate in virtual environments*. Poster presented at the 24th annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.
- Ligon, G. S., Leahy, Z., Versella, M., Troyan, C., Gibson, P., **Hunter, S. T.**, & Boatman, J. (2010, April). *The business of ideology: Organizational structure determinants of performance*. Poster presented at the 24th annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.
- Hocker, E., Wood, M., **Hunter, S. T.**, & Ligon, G. S. (2010, March). *Impact of intrinsic motivation on strength-focused models versus problem-focused models in the revision of creative ideas*. Paper presented at the annual Perspectives on Creativity Conference, Philadelphia, PA.
- Fairchild, J., Hunter, M. D., Ligon, G. S., & **Hunter, S. T.** (2010, April). *The theoretical implications of leading employees with autism spectrum disorder*. Poster presented at the 24th annual Society for Industrial and Organizational Psychology Conference, Atlanta, GA.
- Simpson, T. W., **Hunter, S. T.**, Bryant-Arnold, C., Parkinson, M., Barton, R., Celento, D. and Messner, J. (2009) Interdisciplinary Graduate Design Programs: Results and Recommendations from a NSF Workshop, *2009 ASME Design Engineering Technical Conference Proceedings*, ASME Publishing, New York, NY.
- Tate, B. W., Lindsay, D., & **Hunter, S. T.** (2009, August) *Implicit followership theories: Developing a measure of what leaders value in their followers*. Paper presented at the Academy of Management Conference, Chicago, IL.
- Bedell-Avers, K. E. (Chair), & **Hunter, S. T.** (Co-chair) (2009, April). *Methods for success: An examination of critical leadership issues*. Symposium at the 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Hunter, S. T.,** Thoroughgood, C. & Cushenbery, L. (2009, April). Multilevel leadership: Emerging questions. In Bedell-Avers, K. E. (Chair), & Hunter, S. T. (Co-chair) *Methods for Success: An examination of critical leadership issues*. Symposium at the 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Cushenbery, L., Thoroughgood, C., & **Hunter, S. T.** (2009, April). *Impact of leader error on subordinate trust: An experimental investigation*. Poster presented at 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Friedrich, T., **Hunter, S. T.**, Bedell-Avers, K. E., Eubanks, D., Shipman, A., Connelly, S. & Mumford, M. D. (2009, April). *Examining the relationship between leader type and inter-country disputes*. Poster presented at 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Cleveland, J. N., McCarthy, A., Jones, A., Sawyer, K., Foo, S. C., & **Hunter, S. T.** (2009, April). An emerging workforce: Older women's work life characteristics and perceptions. In B. Baltes (Chair) and J. Barnes-Farrell (Co-chair) *Making Strides to Understand an Aging Workforce*. Symposium at 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Masters, C., Okudan, G., & **Hunter, S. T.** (2009, June). Design process learning and creative processing ability: Is there a correlation? American Society for Engineering Education Annual Conference & Exposition Proceedings, Austin TX.
- Hunter, S. T.,** Cushenbery, L., & Thoroughgood, C. (2009, April). The paradoxes of leading for innovation. In J. Farr (Chair) and R. Bledow (Co-chair) *Leadership and Innovation: What we know and need to know*. Symposium at 23rd Annual Conference for the Society of Industrial and Organizational Psychologists, New Orleans, LA.
- Hunter, S. T.** (2008, August). How to publish in the Leadership Quarterly. In B. Hoag (Chair). *Improving your chances of publishing in a top-tier journal*. PDW at the 2008 Annual Conference for the Academy of Management, Anaheim, CA.

- McCarthy, A., **Hunter, S. T.**, Cleveland, J. N., Grady, G., Darcy, C., & Kirrane, M. (2008, August). In A. McCarthy and J. N. Cleveland's (Chairs). *Cascading Effects of HR and Line Manager Attitudes on Employee Work-life Balance*. Symposium presented at the Annual Conference for the Academy of Management, Anaheim, CA.
- Cleveland, J. N., Jones, A. M., **Hunter, S. T.**, Harrison, M. M., Almeida, D., O'Neill, J. W., & Davis, K. (2008, August). Performance climate, job/home demands and work/family spillover in a multilevel context. In A. McCarthy and J. N. Cleveland's (Chairs). *Cascading Effects of HR and Line Manager Attitudes on Employee Work-life Balance*. Symposium presented at the Annual Conference for the Academy of Management, Anaheim, CA.
- Hunter, S. T.**, (Chair) & Bedell-Avers, K. E. (Co-chair) (2008, April). *Critical and Emerging Topics in the Study of Leadership*. Symposium at the 22nd Annual Conference for the Society of Industrial and Organizational Psychologists, San Francisco, CA.
- Bedell-Avers, K. E., **Hunter, S. T.**, & Friedrich, T. L. (2008, April). Examining leader errors – qualitative analysis of quantitative data. In S. T. Hunter (chair) and K. E. Bedell-Avers (co-chair) *Critical and Emerging Topics in the Study of Leadership*. Symposium at the 22nd Annual Conference for the Society of Industrial and Organizational Psychologists, San Francisco, CA.
- Bedell-Avers, K.E., **Hunter, S. T.**, Angie, A., Eubanks, D.E., & Mumford, M.D. (2008, April). *An examination of high-level leader-leader interactions*. Poster presented at the 22nd Annual Conference for the Society of Industrial and Organizational Psychologists, San Francisco, CA.
- Vessey, B., Bedell-Avers, K.E., & **Hunter, S. T.** (2008, April). *Impact of situational framing and complexity on charismatic, ideological and pragmatic leaders: Investigation using a computer simulation*. Poster presented at the 22nd Annual Conference for the Society of Industrial and Organizational Psychologists, San Francisco, CA.
- Masters, C. B., Schuurman, M., Okudan, G., & **Hunter, S. T.** (2008, July). *Is there a missing link between breadth and depth?* Paper presented at American Society for Engineering Annual Conference & Exposition, Pittsburgh, PA.
- Mumford, M. D., **Hunter, S. T.**, & Bedell, K. E. (2007, August). Quantitative analysis of quantitative data: Understanding outstanding leadership. In S. Harrison (chair) *Adding to our Knowledge of Leadership: Using Qualitative Methods to Push Theoretical Boundaries*. Symposium at the Academy of Management Annual Meeting. Atlanta, GA.
- Bedell, K. E., **Hunter, S. T.**, Angie, A. A., & Vert, A. (2007, April). Charismatic leaders are not the only ones: An examination of Machiavellianism and alternative forms of outstanding leadership. In W. C. Borman and G. R. Ferris (Co-Chairs) *Political Skill, Influence Behavior, and Work Outcomes*. Symposium at the 21st Annual Conference for the Society of Industrial and Organizational Psychologists. Dallas, TX.
- Hunter, S. T.**, Bedell, K. E., & Mumford, M. D. (2007, April). *Climate for creativity: A quantitative review*. Interactive poster presented at the 20th Annual Conference for the Society of Industrial and Organizational Psychologists. Dallas, TX.
- Mumford, M., & **Hunter, S. T.** (2006, May). Creativity and innovation: Cross-level paradoxes. In J. L. Farr (Chair) *Creativity and Innovation in Work Organizations: Multi-Level Perspectives*. Symposium at the 21th Annual Conference for the Society of Industrial and Organizational Psychologists. Dallas, TX.
- Bedell, K. E., **Hunter, S. T.**, Eubanks, D. E., Espejo, J., Connelly, S. M., & Mumford, M. D. (2006, April). *Sources of leader violence: Comparison of ideological and non-ideological leaders*. Poster session presented at the annual meeting for the Society for Industrial and Organizational Psychology, Dallas, TX.
- Hunter, S. T.**, Scott, G. M., Bedell, K., Espejo, J., Sohl, L., Connelly, S. M., & Mumford, M. D. (2005, April). *Career experience and scientific performance*. Poster presented at the 20th Annual Conference for the Society of Industrial and Organizational Psychologists. Los Angeles, CA.
- Mumford, M., Scott, G., Strange, J. Bedell, K., & **Hunter, S. T.**, (2005, April). Creative Problem Solving. In M. D. Mumford (Chair) *Types of Outstanding Leadership: Advancements from a Sensemaking Approach*. Theoretical Advancement Symposium at the 20th Annual Conference for the Society of Industrial and Organizational Psychologists. Los Angeles, CA.
- Scott, G., Espejo, J., Sohl, L., **Hunter, S. T.**, Bedell, K., Connelly, S., and Mumford, M. D. (2004, November). *Historical misconduct cases: Content coding the bad guys*. Poster presentation at the 2004 ORI Research Conference on Research Integrity. San Diego, CA.

Fortunato, V. J., Goldblatt, A. M., **Hunter, S. T.**, Baker, K. M., & Kudisch, J. (2004, April). *Multisample examination of goal-orientation profiles using cluster analysis*. Poster session presented at the annual meeting for the Society for Industrial and Organizational Psychology, Chicago, IL.

Fortunato, V. J., Baker, K. M., Goldblatt, A. M., & **Hunter, S. T.** (2004, April). *Goal orientation, stress, and job attitudes among customer service personnel*. Poster session presented at the annual meeting for the Society for Industrial and Organizational Psychology, Chicago, IL.

Hunter, S. T., & Metzger, R. (2002, April). *The preliminary development of a forced-choice creativity instrument*. Poster session presented at the annual meeting for the Society for Industrial Organizational Psychology, Toronto, Ontario, Canada.

Awarded Grants and Contracts

Co-PI: Understanding the impact of virtual product dissection on design innovation, National Science Foundation, 500,000.00 (fall 2015)

PI: Team training and creativity, NSF, CMMI – Engineering Design, Grant No. CMMI-0928644, 350,000.00

PI: Leader errors in malevolent organizations – UK Government (Home Office), 450,000.00

Co-PI: From Bomb to Bomb-Maker: Developing a social network analysis model for the IED process, ONR BAA 08-025, 840,000.00

Co-PI: Interdisciplinary Graduate Design Programs, NSF, CMMI – Engineering Design, Grant No. CMMI-0829557, 49,957.00

Co-PI: Collaborative Research - NSF Workshop Series: Interdisciplinary Design. Grant No. CMMI-0847181, 30,000.00

Investigator: Quantifying the Benefits and Costs of Live Fire Training at UMSC Ranges, Grant No. M67854-05-D-5153, 584,650.00

Consulting Clients and Partners

- North Atlantic Treaty Organization (NATO Transformation Command)
- Oakley
- Lockheed Martin
- Epic Games
- Google
- Development Dimensions International (DDI Consulting)
- Penn State Human Resources
- Penn State Development Office
- Leonard Learning Center
- National Association of County and City Health Officials
- Transportation Research Board of the National Academies
- Smuckers
- Johnson & Johnson

Research Interests

My research interests are best categorized into two broad, yet overlapping domains: leadership and innovation management. Within the area of leadership, my interests revolve understanding darker leader behaviors including leader error and leader deviance. In addition, I have focused recent research efforts on leadership requirements for engaging unique subordinate populations such as employees on the autism spectrum. Within the area of innovation, my interests focus on the enhancement and development of innovation in the workplace with a particular emphasis on the innovation context. Across both areas of interest, I take a multilevel perspective to understanding and investigating relevant constructs. Secondary interests include: teams, organizational climate, alternative research methods, and qualitative data analysis.

Professional Affiliations/Activities

- Society for Industrial and Organizational Psychology
- Academy of Management
- American Psychological Association
- Fellow – International Center for the Study of Terrorism
- Member of Penn State’s Interdisciplinary Center for Research in Design and Innovation

Professional Awards & Recognition

- Most cited paper award (2007-2011) – *The Leadership Quarterly*, for: The typical leadership study, assumptions implications and potential remedies (Hunter, Bedell-Avers, & Mumford, 2007).
- “Seshi” annual award for outstanding reviewer – *The Leadership Quarterly* (2009)
- Center for Creative Leadership’s 2008 best paper award in the *Leadership Quarterly* for: Ligon, G. S., Hunter, S. T., & Mumford, M. D. (2008). Development of outstanding leadership: A life narrative approach. *Leadership Quarterly*, 19, 312-334.

Professional Service

- Editorial Board, *The Leadership Quarterly*, 2007 – present
- Editorial Board, *The Journal of Creative Behavior*, 2011 - present
- Reviewer, APA Dissertation Award, 2009
- Ad-hoc reviewer, *Journal of Applied Psychology*, 2014
- Ad-hoc reviewer, *European Journal of Work and Organizational Psychology*, 2012
- Ad-hoc reviewer, *Journal of Applied Social Psychology*, 2010
- Ad-hoc reviewer, *Journal of Managerial Psychology*, 2010
- Ad-hoc reviewer, *Journal of Creative Behavior*, 2010, 2011
- Ad-hoc reviewer, *Journal of Occupational and Organizational Psychology*, 2009, 2012
- Ad-hoc reviewer, *Applied Psychology: An International Review*, 2009
- Ad-hoc reviewer, *Society for Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2009
- Ad-hoc reviewer, *Psychology of Arts, Creativity, and Aesthetics*, 2008
- Reviewer, *Society for Industrial and Organizational Psychology Conference* 2007; 2009; 2010, 2011
- Invited speaker: University of Nebraska Medical Center, 2015
- Invited speaker: DDI, 2015
- Invited speaker: SUNY Stony Brook, 2015
- Invited speaker: University of Georgia, 2013
- Invited speaker: University of Akron, 2012
- Invited speaker: Savannah State University, 2012
- Invited guest lecture: Penn State Outreach Program, titled: Leading for Innovation, 2010
- Invited guest lecture: Penn State Entrepreneurial Society, titled: “Paradoxes of leading for innovation”, 2010
- Invited guest lecture: “Outstanding leadership” – Leadership, Price College of Business University of Oklahoma, 2006
- Invited lecture: “Teams and leadership – a natural fit” – LEND, University of Oklahoma Health Sciences Center, 2005
- Invited speaker at the Feldschrift leadership conference (October 2007) honoring James Hunt: “The Impact of Situational Framing and Complexity on Charismatic, Ideological, and Pragmatic Leaders: Investigation Using a Computer Simulation.”

Student Advising

- Christian Thoroughgood – Master’s thesis (completed 2009) & Dissertation (completed 2013)
- Joshua Fairchild – Master’s Thesis (completed 2010) & Dissertation (completed 2013)
- Brett Neely – Master’s thesis (current)
- Melissa Gutworth – Master’s Thesis (completed 2014) & Dissertation (current)
- Bradley Jayne – Thesis (completed 2015) & Dissertation (current)
- Matthew Crayne – Master’s thesis (completed 2014) & Dissertation (current)
- Jeffery Lovelace – Master’s Thesis (completed 2011) & Dissertation (current)
- Liliya (Pesin) Cushenbery – Master’s thesis (completed 2009) & Dissertation (completed 2012)
- Scott Cassidy – Dissertation (completed 2010)
- Alissa Parr – Master’s Thesis (completed 2011) and Dissertation (completed 2013)
- Amanda Drescher – Master’s Thesis (completed 2015)

- Tyler Mulhearn – Undergraduate Honor’s Thesis (*current*)
- Andrea Hetrick – Undergraduate Honor’s Thesis (*current*)
- Christin Tripi – Undergraduate Honor’s Thesis (*completed 2009*)
- Courtney Phillips – Undergraduate Honor’s Thesis (*completed 2011*)

References

Michael D. Mumford, Ph.D.

George Lynn Cross Distinguished
Professor
Department of Psychology
The University of Oklahoma
Norman, OK 73019
E-mail: mmumford@ou.edu
Phone: 405-325-5760

Jazmine Boatman, Ph.D.

Development Dimensions International, Inc.
Manager, Center for Applied Behavioral
Research (CABER)
1225 Washington Pike
Bridgeville, PA 15017
Email: jazmine.espejo@ddiworld.com
Phone: 412-220-7969

Roni Reiter-Palmon

Professor
Director of Industrial and Organizational
Psychology
Department of Psychology
University of Nebraska at Omaha
Omaha, NE 68182
E-mail: rreiter-palmon@unomaha.edu
Phone: 402-554-4810