

## GARY N. POWELL

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### Teaching

- . Professor of Management
- . Director of Management Ph.D. Program

### Research and Publications

- . Conducted research on gender & diversity in the workplace and other topics
- . Co-authored *Women and Men in Management* (third edition)
- . Edited *Handbook of Gender and Work*
- . Authored *Gender and Diversity in the Workplace: Learning Activities and Exercises*
- . Published over 80 articles in professional journals
- . Presented over 90 papers at professional conferences

### Professional Service

- . Academy of Management—Board of Governors Representative at Large; Women in Management Division Chair, Program Chair, Newsletter Editor; Status of Minorities Task Force Co-chair; Human Resources Division Member Involvement Committee Chair
- . Eastern Academy of Management—President, VP-Program, Director, Treasurer, Secretary
- . Editorial Boards— *Journal of Management*, *Academy of Management Review*, *Academy of Management Executive*

### Honors

- . Selected as Northeast Utilities Scholar in Technological Entrepreneurship
- . Selected as Ackerman Scholar of the UConn School of Business
- . Received AACSB Equal Opportunity for Women Innovation Award
- . Received Sage Scholarship Award for outstanding research on gender in organizations
- . Received Janet Chusmir Service Award for outstanding contributions to the Women in Management Division of the Academy of Management
- . Selected as Fellow of the Eastern Academy of Management
- . Received Eastern Academy of Management Best Experiential Paper Award (twice)
- . Received UConn School of Business Research Excellence Award
- . Received UConn School of Business Graduate Teaching Award
- . Received UConn School of Business Undergraduate Teaching Award
- . Received UConn Award for Promoting Multiculturalism
- . Received The Hartford Financial Service Group's Outstanding Strategic Partner Award (as member of UConn School of Business faculty team)

### Education

- . Ph.D., University of Massachusetts, Business Admin. (Organizational Behavior), 1976
- . M.S.B.A., University of Massachusetts, Management Science, 1975
- . B.S., MIT, Industrial Management, 1967

## **Work History**

UNIVERSITY OF CONNECTICUT, 1976 - present

Professor of Management (1986 - present)

Associate Professor of Management (1981 - 1986)

Assistant Professor of Management (1976 - 1981)

RIDER UNIVERSITY, 1975 - 1976

Assistant Professor of Management

UNIVERSITY OF MASSACHUSETTS, 1972 - 1975

Teaching Assistant, School of Business Administration

GENERAL ELECTRIC COMPANY, 1967 - 1971

Management Information Systems Design (1970 - 1971)

Manufacturing Management Program (1967 - 1970)

## **Books**

Powell, G.N., & Graves, L.M. (2003). *Women and men in management*, 3d ed. Thousand Oaks, CA: Sage.

Powell, G.N. (Ed.) (1999). *Handbook of gender and work*. Thousand Oaks, CA: Sage.

Powell, G.N. (1994). *Gender and diversity in the workplace: Learning activities and exercises*. Newbury Park, CA: Sage.

Powell, G.N. (1993). *Women and men in management*, 2d ed. Newbury Park, CA: Sage.

Powell, G.N. (1988). *Women and men in management*. Newbury Park, CA: Sage.

Ralston, D.R., & Powell, G.N. (Eds.) (1984). *Management in 1984: Conceptual, empirical, and pedagogical perspectives*. Proceedings: Meeting of the Eastern Academy of Management. Montreal.

Powell, G.N. (1976). *Attitude toward work-related change and organizational climate*. Doctoral dissertation. Amherst, MA: University of Massachusetts.

## **Book Contributions**

Powell, G.N. (2000). The glass ceiling: Explaining the good and bad news. In M.J. Davidson & R.J. Burke (Eds.), *Women in management: Current research issues Volume II*. London: Sage.

Powell, G.N. (1999). Reflections on the glass ceiling: Recent trends and future prospects. In G.N. Powell (Ed.), *Handbook of gender and work*. Thousand Oaks, CA: Sage.

- Powell, G.N., & Foley, S. (1999). Romantic relationships in organizational settings: Something to talk about. In G.N. Powell (Ed.), *Handbook of gender and work*. Thousand Oaks, CA: Sage.
- Powell, G.N., & Kido, Y. (1998). The "good manager": American and Japanese perspectives. In F. Columbus (Ed.), *Asian economic and political issues*, Volume 1. Commack, NY: Nova Science.
- Powell, G.N. (1997). The sex difference in employee inclinations regarding work-family programs: Why does it exist, should we care, and what should be done about it (if anything)? In S. Parasuraman & J.H. Greenhaus (Eds.), *Integrating work and family: Challenges and choices for a changing world*. Westport, CT: Quorum.
- Powell, G.N. (1997). Leadership and gender: Vive la différence? In M.R. Walsh (Ed.), *Women, men, and gender: Ongoing debates*. New Haven: Yale University Press.
- Bowes-Sperry, L., & Powell, G.N. (1996). Sexual harassment as a moral issue: An ethical decision-making perspective. In M.S. Stockdale (Ed.), *Sexual harassment in the workplace: Perspectives, frontiers, and response strategies*. Thousand Oaks, CA: Sage.
- Powell, G.N. (1995). Vive la différence? Gender and management in the new workplace. In D.A. Kolb, J.S. Osland, & I.M. Rubin (Eds.), *The organizational behavior reader*, Sixth edition. Englewood Cliffs, NJ: Prentice-Hall.
- Powell, G.N., & Butterfield, D.A. (1995). Investigating the "glass ceiling" phenomenon: An empirical study of actual promotions to top management. In F. Maidment (Ed.), *Human resources 95/96*. Guilford, CT: Dushkin.
- Powell, G.N. (1995). Promoting cross-cultural awareness among management students. In R.H.G. Field & R.J. House (Eds.), *Human behavior in organizations: A Canadian perspective*. Scarborough, Ontario: Prentice-Hall Canada.
- Powell, G.N. (1994). One more time: Do female and male managers differ? In M.F. Karsten (Ed.), *Management and gender: Issues and attitudes*. Westport, CT: Praeger.
- Powell, G.N. (1993). One more time: Do female and male managers differ? In J.M. Ivancevich & M.T. Matteson (Eds.), *Organizational behavior and management*, Third edition. Homewood, IL: Irwin.
- Powell, G.N., & Posner, B.Z. (1988). Excitement and commitment: Keys to project success. In R.H. Thayer (Ed.), *Software engineering project management*. Washington, DC: Computer Society Press of the IEEE.
- Powell, G.N. (1984). Teaching a women and men in organizations course: Issues for the male teacher. In D.M. Hai (Ed.), *Women and men in organizations: Teaching strategies*. Washington, DC: Organizational Behavior Teaching Society.
- Davis, S., Powell, G.N., & Randolph, W.A. (1984). Using the BSRI to explore sex role behavior. In D.M. Hai (Ed.), *Women and men in organizations: Teaching strategies*. Washington, DC: Organizational Behavior Teaching Society.

- Belforti, R.P., Hagan, L.A., Markens, B., Monyak, C.A., Powell, G.N., & Sighinolfi, K.S. (1983). Conflict role play: Resolving differences. In L.D. Goodstein & J.W. Pfeiffer (Eds.), *The 1983 annual for facilitators, trainers, and consultants*. San Diego: University Associates.
- Burr, A.J., Griffith, D.C.L., Lyon, D.B., Philpot, G.E., Powell, G.N., & Sehring, D.L. (1981). Sexism in advertisements: Exploring stereotypes. In J.W. Pfeiffer & J.E. Jones (Eds.), *A handbook of structured experiences for human relations training*, Volume VIII. San Diego: University Associates.
- Jean, L.A., Pilgrim, J.R., Powell, G.N., Stoltz, D.K., & White, O.S. (1979). Power personalities: An OD role play. In J.W. Pfeiffer & J.E. Jones (Eds.), *A handbook of structured experiences for human relations training*, Volume VII. San Diego: University Associates.
- Powell, G.N. (1979). Organization project: The case of Discount Coupons, Inc. In J.F. Veiga & J.N. Yanouzas (Eds.), *The dynamics of organization theory*. St. Paul: West.

## Articles

- Powell, G.N., & Butterfield, D.A. (in press). Gender, gender identity, and aspirations to top management. *Women in Management Review*.
- Greenhaus, J.H., & Powell, G.N. (in press). When work and family collide: Deciding between competing role demands. *Organizational Behavior and Human Decision Processes*.
- Powell, G.N., & Butterfield, D.A. (2002). Exploring the influence of decision makers' race and gender on actual promotions to top management. *Personnel Psychology*, 55, 397-428.
- Foley, S., Kidder, D.L., & Powell, G.N. (2002). The perceived glass ceiling and justice perceptions: An investigation of Hispanic law associates. *Journal of Management*, 28, 471-496.
- Powell, G.N., Butterfield, D.A., & Parent, J.D. (2002). Gender and managerial stereotypes: Have the times changed? *Journal of Management*, 28, 177-193.
- Powell, G.N. (2001). Workplace romances between senior-level executives and lower-level employees: An issue of work disruption and gender. *Human Relations*, 54, 1519-1544.
- Ling, Y., & Powell, G.N. (2001). Work-family conflict in contemporary China: Beyond an American-based model. *International Journal of Cross Cultural Management*, 1, 357-373.
- Powell, G.N. (2000). Workplace romance in the public sector: Sex differences in reactions to the Clinton-Lewinsky affair. *Psychological Reports*, 87, 1043-1049.
- Bowes-Sperry, L., & Powell, G.N. (1999). Observers' reactions to social-sexual behavior at work: An ethical decision-making perspective. *Journal of Management*, 25, 779-802.
- Foley, S., & Powell, G.N. (1999). Not all is fair in love and work: Coworkers' preferences for

- and responses to managerial interventions regarding workplace romances. *Journal of Organizational Behavior*, 20, 1043-1056.
- Powell, G.N., & Mainiero, L.A. (1999). Managerial decision making regarding alternative work arrangements. *Journal of Occupational and Organizational Psychology*, 72, 41-56.  
(Nominated for the Rosabeth Moss Kanter Award for Excellence in Work-Family Research)
- Lubatkin, M., & Powell, G.N. (1998). Exploring the influence of gender on managerial work in a transitional, Eastern European nation. *Human Relations*, 51, 1007-1031.
- Powell, G.N., & Foley, S. (1998). Something to talk about: Romantic relationships in organizational settings. *Journal of Management*, 24, 421-448.
- Powell, G.N. (1998). The abusive organization. *Academy of Management Executive*, 12 (2), 95-96.
- Powell, G.N. (1998). Reinforcing and extending today's organizations: The simultaneous pursuit of person-organization fit and diversity. *Organizational Dynamics*, 26 (3), 50-61.
- Powell, G.N., & Taylor, K.B. (1998). Beyond O.J.: Examining race relations in the workplace. *Journal of Management Education*, 22, 208-217.
- Buchholtz, A.K., Young, M.N., & Powell, G.N. (1998). Are board members pawns or watchdogs? The link between CEO pay and firm performance. *Group & Organization Management*, 23, 6-26.
- Powell, G.N., & Butterfield, D.A. (1997). Effect of race on promotions to top management in a federal department. *Academy of Management Journal*, 40, 112-128.
- Foley, S., & Powell, G.N. (1997). Reconceptualizing work-family conflict for business/marriage partners: A theoretical model. *Journal of Small Business Management*, 35 (4), 36-47.
- Powell, G.N., & Goulet, L.R. (1996). Recruiters' and applicants' reactions to campus interviews and employment decisions. *Academy of Management Journal*, 39, 1619-1640.
- Graves, L.M., & Powell, G.N. (1996). Sex similarity, quality of the employment interview and recruiters' evaluations of actual applicants. *Journal of Occupational and Organizational Psychology*, 69, 243-261.
- Powell, G.N. (1996). Recruiters' and applicants' awareness of the other party's postinterview evaluations. *Psychological Reports*, 79, 1363-1369.
- Graves, L.M., & Powell, G.N. (1995). The effect of sex similarity on recruiters' evaluations of actual applicants: A test of the similarity-attraction paradigm. *Personnel Psychology*, 48, 85-98.

- Powell, G.N., & Kotschessa, B. (1995). Factors that influence professional employees' willingness to seek counseling. *Psychological Reports*, 77, 872-874.
- Powell, G.N., & Butterfield, D.A. (1994). Investigating the "glass ceiling" phenomenon: An empirical study of actual promotions to top management. *Academy of Management Journal*, 37, 68-86.
- Graves, L.M., & Powell, G.N. (1994). Effects of sex-based preferential selection and discrimination on job attitudes. *Human Relations*, 47, 133-157.
- Powell, G.N., & Kido, Y. (1994). Managerial stereotypes in a global economy: A comparative study of Japanese and American business students' perspectives. *Psychological Reports*, 74, 219-226.
- Powell, G.N., & Mainiero, L.A. (1992). Crosscurrents in the river of time: Conceptualizing the complexities of women's careers. *Journal of Management*, 18, 215-237.
- Powell, G.N. (1992). The good manager: Business students' stereotypes of Japanese managers versus stereotypes of American managers. *Group & Organization Management*, 17, 44-56.
- Powell, G.N. (1991). Applicant reactions to the initial employment interview: Exploring theoretical and methodological issues. *Personnel Psychology*, 44, 67-83.
- Powell, G.N. (1990). One more time: Do female and male managers differ? *Academy of Management Executive*, 4 (3), 68-75.
- Miller, L.E., Powell, G.N., & Seltzer, J. (1990). Determinants of turnover among volunteers. *Human Relations*, 41, 901-917.
- Powell, G.N. (1990). Upgrading management opportunities for women. *HR Magazine*, 35 (11), 67-70.
- Powell, G.N., & Mainiero, L.A. (1990). What managers need to know about office romances. *Leadership & Organization Development Journal*, 11 (1), i-iii.
- Posner, B.Z., & Powell, G.N. (1990). A longitudinal investigation of work preferences among college graduates. *Psychological Reports*, 66, 1125-1134.
- Powell, G.N. (1989). Male/female work roles: What kind of future? *Personnel*, 66 (7), 47-50.
- Powell, G.N., & Butterfield, D.A. (1989). The "good manager:" Did androgyny fare better in the 1980s? *Group & Organization Studies*, 14, 216-233.
- Powell, G.N. (1989). The value of androgynous management. *SAM Advanced Management Journal*, 54 (2), 10-13.
- Powell, G.N., & Posner, B.Z. (1989). Commitment to career versus family/home life: Effects of sex, sex-role identity, and family status. *Psychological Reports*, 64, 695-698.
- Powell, G.N., & Graves, L.M. (1989). Behaving on paper: An exercise on communicating

- effectively in writing. *Organizational Behavior Teaching Review*, 13 (3), 126-132.
- Graves, L.M., & Powell, G.N. (1988). An investigation of sex discrimination in recruiters' evaluations of actual applicants. *Journal of Applied Psychology*, 73, 20-29.
- Powell, G.N., & Graves, L.M. (1988). Predicting organizational behavior from office environments: A field exercise. *Organizational Behavior Teaching Review*, 12 (1), 114-116.
- Butterfield, D.A., & Powell, G.N. (1988). Leadership in the public sector: Presidential candidates as chief executive officers. *Journal of Social Behavior and Personality*, 3, 253-262.
- Powell, G.N. (1987). The effects of sex and gender on recruitment. *Academy of Management Review*, 12, 731-743.
- Powell, G.N., & Butterfield, D.A. (1987). Is the "presidential image" reserved for males? Sex-role stereotypes and the 1984 presidential election. *Psychological Reports*, 61, 491-495.
- Powell, G.N. (1986). What do tomorrow's managers think about sexual intimacy in the workplace? *Business Horizons*, 29 (4), 30-35.
- Powell, G.N. (1986). Effects of sex-role identity and sex on definitions of sexual harassment. *Sex Roles*, 14, 9-19.
- Powell, G.N. (1986). Effects of expectancy-confirmation processes and applicants' qualifications on recruiters' evaluations. *Psychological Reports*, 58, 1003-1010.
- Powell, G.N. (1986). Relationship between leader behavior and bases of power held by the leader. *International Journal of Management*, 3 (4), 48-58.
- Powell, G.N., & Napierkowski, C.M. (1986). Women in management: A reconciliation of competing points of view. *International Journal of Management*, 3 (3), 29-34.
- Powell, G.N., Posner, B.Z., & Schmidt, W.H. (1985). Women: The more committed managers? *Management Review*, 74 (6), 43-45.
- Posner, B.Z., & Powell, G.N. (1985). Female and male socialization experiences: An initial investigation. *Journal of Occupational Psychology*, 58, 81-85.
- Powell, G.N., & Veiga, J.F. (1985). Using popular music to examine management and OB concepts: A rejoinder to Springsteen's thesis. *Organizational Behavior Teaching Review*, 10 (1), 79-81.
- Powell, G.N. (1984). Effects of job attributes and recruiting practices on applicant decisions: A comparison. *Personnel Psychology*, 37, 721-732.
- Powell, G.N., Posner, B.Z., & Schmidt, W.H. (1984). Sex effects on managerial value systems. *Human Relations*, 37, 909-921.
- Powell, G.N., & Butterfield, D.A. (1984). The "high-high" leader rides again! *Group &*

*Organization Studies*, 9, 437-450.

Powell, G.N. & Butterfield, D.A. (1984). If "good managers" are masculine, what are "bad managers"? *Sex Roles*, 10, 477-484.

Powell, G.N., & Hai, D.M. (1984). Integrating knowledge regarding women and men in management into the OB curriculum. *Organizational Behavior Teaching Review*, 9 (4), 86-103.

Powell, G.N., & Posner, B.Z. (1984). Excitement and commitment: Keys to project success. *Project Management Journal*, 15 (4), 39-46.

Powell, G.N., & Butterfield, D.A. (1984). The female leader and the "high- high" effective leader stereotype. *Journal of Psychology*, 117, 71-76.

Louis, M.R., Posner, B.Z., & Powell, G.N. (1983). The availability and helpfulness of socialization practices. *Personnel Psychology*, 36, 857-866.

Powell, G.N. (1983). Sexual harassment: Confronting the issue of definition. *Business Horizons*, 26 (4), 24-28.

Seidel, R.P., & Powell, G.N. (1983). On the campus: Matching graduates with jobs. *Personnel*, 61 (4), 66-72.

Powell, G.N., & Posner, B.Z. (1983). Stereotyping by college recruiters. *Journal of College Placement*, 64 (1), 63-65.

Powell, G.N. (1983). Definition of sexual harassment and sexual attention experienced. *Journal of Psychology*, 113, 113-117.

Powell, G.N., & Butterfield, D.A. (1982). Sex, attributions, and leadership: A brief review. *Psychological Reports*, 51, 1171-1174.

Powell, G.N. (1982). Sex-role identity and sex: An important distinction for research on women in management. *Basic and Applied Social Psychology*, 3, 67-79.

Graves, L.M., & Powell, G.N. (1982). Sex differences in implicit theories of leadership: An initial investigation. *Psychological Reports*, 50, 689-690.

Butterfield, D.A., & Powell, G.N. (1981). Effect of group performance, leader sex, and rater sex on ratings of leader behavior. *Organizational Behavior and Human Performance*, 28, 129-141.

Powell, G.N., & Butterfield, D.A. (1981). A note on sex-role identity effects on managerial aspirations. *Journal of Occupational Psychology*, 54, 299-301.

Larwood, L., & Powell, G.N. (1981). Isn't it time we were moving on? Necessary future research on women in management. *Group & Organization Studies*, 6, 65-72.

Powell, G.N., Butterfield, D.A., & Mainiero, L.A. (1981). Sex-role identity and sex as

- predictors of leadership style. *Psychological Reports*, 49, 829-830.
- Butterfield, D.A., & Powell, G.N. (1981). Convergent validity in students' perceptions of Jimmy Carter, Ted Kennedy, and the ideal president. *Perceptual and Motor Skills*, 52, 51-56.
- Powell, G.N. (1981). The effect of the introductory management course on management-related attitudes and perceptions. *College Student Journal*, 15, 88-94.
- Powell, G.N. (1980). Career development and the woman manager: A social power perspective. *Personnel*, 57 (3), 22-32.
- Powell, G.N., & Posner, B.Z. (1980). Managing change: Attitudes, targets, problems and strategies. *Group & Organization Studies*, 5, 310-323.
- Powell, G.N., & Johnson, G.A. (1980). An expectancy-equity model of productive system performance. *Journal of Operations Management*, 1 (1), 47-56.
- Powell, G.N., & Butterfield, D.A. (1980). The female leader: Attributional effects of group performance. *Psychological Reports*, 47, 891-897.
- Powell, G.N., & Butterfield, D.A. (1979). The "good manager": Masculine or androgynous? *Academy of Management Journal*, 22, 395-403.
- Inderlied, S.D., & Powell, G.N. (1979). Sex-role identity and leadership style: Different labels for the same concept? *Sex Roles*, 5, 613-625.
- Powell, G.N., & Butterfield, D.A. (1978). The case for subsystem climates in organizations. *Academy of Management Review*, 3, 151-157.
- Powell, G.N., & Posner, B.Z. (1978). Resistance to change reconsidered: Implications for managers. *Human Resource Management*, 17 (1), 55-60.
- Inderlied, S.D., Powell, G.N., & Randolph, W.A. (1978). Using the BSRI to explore sex role behavior. *Exchange: The Organizational Behavior Teaching Journal*, 3 (2), 24-26.
- Posner, B.Z., & Powell, G.N. (1978). Resistance to change: A management concept ready for change. *Santa Clara Business Review*, 9 (1), 55-60.
- Powell, G.N. (1977). Role clarification between faculty and doctoral students. *Exchange: The Organizational Behavior Teaching Journal*, 2 (3), 21-26.
- Powell, G.N. (1976). Implementation of OR/MS in government and industry: A behavioral science perspective. *Interfaces*, 6 (4), 83-89.

### **Conference Proceedings and Presentations**

- Powell, G.N., & Butterfield, D.A. (2002). Has the gender gap in aspirations to top management decreased over time? *Proceedings: Meeting of the British Academy of Management*. London.

- Powell, G.N. (2002). As the millennium turns: Gender and aspirations to top management. Meeting of the Academy of Management. Denver.
- Ling, Y., & Powell, G.N. (2002). The impact of national culture on work-family conflict. New England Business Administration Association International Conference. New Haven, CT.
- Powell, G.N., Butterfield, D.A., & Parent, J.D. (2001). Gender and managerial stereotypes: Have the times changed? Meeting of the Decision Sciences Institute. San Francisco.
- Ling, Y., & Powell, G.N. (2001). The impact of national culture on work-family conflict. Meeting of the Academy of Management. Washington.
- Powell, G.N., & Graves, L.M. (2000). Explaining discrimination in the workplace: Working towards a general theory. Meeting of the British Academy of Management. Edinburgh, Scotland.
- Greenhaus, J.H., & Powell, G.N. (2000). When work and family collide: Choices and conflict between competing role demands. *Best paper proceedings: Meeting of the Academy of Management*. Toronto.
- Powell, G.N., & Butterfield, D.A. (2000). Exploring the influence of decision makers' race and gender on actual promotions to top management. Meeting of the Academy of Management. Toronto.
- Ling, Y., & Powell, G.N. (2000). Work-family conflict in contemporary China: An alternative to the Western model. Meeting of the Academy of Management. Toronto. (Nominated for the Best International Paper Award)
- Graves, L.M., & Powell, G.N. (2000). Explanations for discrimination in the workplace: How well do they apply across target groups? Conference on Psychological and Organizational Perspectives on Discrimination in the Workplace. Rice University, Houston.
- Foley, S., Powell, G.N., & Kidder, D.L. (1999). The effects of the perceived glass ceiling on perceptions of promotion fairness. Meeting of the British Academy of Management. Manchester, Great Britain.
- Powell, G.N. (1999). The glass ceiling: Recent trends and future prospects. Meeting of the Academy of Management. Chicago.
- Powell, G.N. (1998). Coworkers' reactions to cross-level organizational romances. *Proceedings: Meeting of the Southern Management Association*. New Orleans.
- Powell, G. N. (1997). Examining the "glass ceiling": A research agenda. Meeting of the British Academy of Management. London.
- Powell, G.N., Butterfield, D.A., & Foley, S. (1997). Conducting research on glass ceiling issues: Where do we go from here? Meeting of the Academy of Management. Boston.
- Powell, G.N., Lubatkin, M.H., & Ndiaye, M. (1997). Hungarian managers' beliefs, values, and

- fit with organizations: Gender and situational effects. *Proceedings: Managing in a Global Economy VII*. Dublin.
- Powell, G.N., & Foley, S. (1997). Experiential learning in a global economy: Dealing with student differences in English fluency. *Proceedings: Meeting of the Eastern Academy of Management*. New Brunswick, NJ. (Winner of the Outstanding Experiential Paper Award)
- Buchholtz, A.K., Powell, G.N., & Young, M. (1996). Are board members pawns or watchdogs? The link between CEO pay and firm performance. Meeting of the Academy of Management. Cincinnati.
- Bowes-Sperry, L., & Powell, G.N. (1996). Observers' intentions to intervene in an incident of sexual harassment: A prosocial behavior perspective. Meeting of the Academy of Management. Cincinnati.
- Bowes-Sperry, L., & Powell, G.N. (1996). The effects of moral intensity on observers' recognition of social-sexual behavior at work as an ethical issue. Meeting of the Academy of Management. Cincinnati.
- Powell, G.N., & Taylor, K.B. (1996). Beyond O.J.: An exercise to promote positive race relations in the workplace. *Proceedings: Meeting of the Eastern Academy of Management*. Washington.
- Foley, S., & Powell, G.N. (1995). Reconceptualizing work-family conflict for business/marriage partners: A theoretical model. *Proceedings: Meeting of the Southern Management Association*. Orlando.
- Powell, G.N., & Goulet, L.R. (1995). Investigating the relationship between college placement interviews and subsequent employment decisions by organizations and applicants. Meeting of the Academy of Management. Vancouver.
- Ribbens, B.A., & Powell, G.N. (1995). When dual career couples make relocation decisions: A study of joint decision-making. Meeting of the Academy of Management. Vancouver.
- Powell, G.N. (1994). Differential impact of work-family programs on women and men. Conference on Work, Family and Community in the 21st Century. Philadelphia.
- Ribbens, B.A., Powell, G.N., & Eagle, B.W. (1994). The role of justice in dual career couple relocation decision-making. National Council on Family Relations Conference. Minneapolis.

- Powell, G.N., & Butterfield, D.A. (1994). Race, gender, and the glass ceiling: An empirical study of actual promotions to top management. Meeting of the Academy of Management. Dallas.
- Graves, L.M., & Powell, G.N. (1994). Effect of sex similarity on recruiters' evaluations of actual applicants: Is communication a mediator? Meeting of the Academy of Management. Dallas.
- Buchholtz, A.K., Powell, G.N., & Young, M. (1994). Relational demography and the boardroom: The effects of similarity on CEO compensation. Meeting of the Academy of Management. Dallas.
- Goulet, L.R., & Powell, G.N. (1994). Who uses the interview as an attraction device? An examination of recruiter differences. Meeting of the Association of Management. Dallas.
- Kotschessa, B., & Powell, G.N. (1994). Attitudes of professional employees toward counseling in the workplace. *Proceedings: Meeting of the Eastern Academy of Management*. Albany.
- Graves, L.M., & Powell, G.N. (1994). Effect of sex similarity on recruiters' evaluations of actual applicants: A test of the similarity-attraction paradigm. Meeting of the Society for Industrial and Organizational Psychology. Nashville.
- Bowes-Sperry, L., & Powell, G.N. (1994). The construct of motivation to manage: The promised land or barren desert? Meeting of the Western Academy of Management. Santa Fe.
- Powell, G.N., & Mainiero, L.A. (1993). Managerial decision making regarding alternative work arrangements: A policy capturing study. Meeting of the Academy of Management. Atlanta.
- Kido, Y., Lo, M.K., & Powell, G.N. (1993). Managerial stereotypes in a global economy: A comparative study of Japanese and American business students' perspectives. *Proceedings: Managing in A Global Economy V*. Berlin.
- Goulet, L.R., Ralston, D.A., & Powell, G.N. (1992). Too much of a good thing? The effects of increased organizational commitment on individual stress levels. American Psychological Association/National Institute for Occupational Safety and Health Conference on Occupational Stress. Washington.
- Powell, G.N. (1992). Gender and leadership. Meeting of the Academy of Management. Las Vegas.
- Graves, L.M., & Powell, G.N. (1992). Effects of sex-based preferential selection and discrimination on job attitudes. Meeting of the Academy of Management. Las Vegas.
- Butterfield, D.A., & Powell, G.N. (1991). Is the glass ceiling cracking? An empirical study of actual promotions to top management. Meeting of the Academy of Management. Miami Beach.
- Powell, G.N. (1991). Managerial stereotypes in a global economy: A preliminary investigation. *Proceedings: Managing in a Global Economy IV*. Nice, France.

- Franchina, J., Glass, N., Howell, S., Kiely, A., LeMoal, C., Powell, G.N., & Smith, R. (1990). The mommy track: An exercise on the implications of alternative work arrangements. *Proceedings: Meeting of the Eastern Academy of Management*. Buffalo.
- Powell, G.N. (1989). Promoting cross-cultural awareness among management students. *Proceedings: Managing in a Global Economy III*. Hong Kong.
- Powell, G.N., & Posner, B.Z. (1988). Commitment to career versus family/home life: Effects of sex, sex role identity, and family status. *Proceedings: Northeast Business and Economics Association Conference*. Hartford.
- Seltzer, J., Miller, L.E., & Powell, G.N. (1988). Predicting turnover among volunteers in nonprofit organizations. Meeting of the Academy of Management. Anaheim.
- Powell, G.N., & Graves, L.M. (1988). Behaving on paper: An exercise in written organizational behavior. *Proceedings: Meeting of the Eastern Academy of Management*. Washington. (Winner of the Best Experiential Paper Award)
- Logozzo, R.N., Butterfield, D.A., & Powell, G.N. (1987). Leadership, sex-role stereotypes, and the 1988 presidential election: Profiles of potential candidates. Meeting of the Decision Sciences Institute. Boston.
- Butterfield, D.A., & Powell, G.N. (1987). Androgyny, good managers, and U.S. presidential candidates. American Psychological Association Convention. New York.
- Butterfield, D.A., & Powell, G.N. (1987). The Ferraro factor: Gender issues in the 1984 U.S. presidential election. International Interdisciplinary Congress on Women. Dublin, Ireland. (Accepted for presentation).
- Powell, G.N., & Butterfield, D.A. (1986). The "good manager": Does androgyny fare better in the 1980s? Meeting of the Academy of Management. Chicago.
- Powell, G.N., & Graves, L.M. (1986). Predicting organizational behavior from office environments: A field exercise. *Proceedings: Meeting of the Eastern Academy of Management*. Philadelphia.
- Logozzo, R.N., Butterfield, D.A., & Powell, G.N. (1986). A Gallup "Phrase Portrait" view of the 1984 presidential candidates. *Proceedings: Meeting of the Northeast Region of the American Institute for Decision Sciences*. Williamsburg, VA.
- Butterfield, D.A., & Powell, G.N. (1985). Leadership in the public sector: Presidential candidates as chief executive officers. Meeting of the Academy of Management. San Diego.
- Powell, G.N., & Veiga, J.F. (1985). Using popular music to examine management and OB concepts: A rejoinder to Springsteen's thesis. *Proceedings: Meeting of the Eastern Academy of Management*. Albany.
- Powell, G.N. (1984). Designer paper towers: A leadership exercise. *Proceedings: Meeting of the Eastern Academy of Management*. Montreal.

- Powell, G.N., & Butterfield, D.A. (1983). The "high-high" leader rides again: Further effects of group performance on ratings of leader behavior. *Proceedings: Meeting of the Southern Management Association*. Atlanta.
- Louis, M.R., Posner, B.Z., & Powell, G.N. (1983). The contribution of socialization practices to job satisfaction and commitment: A preliminary investigation. *Proceedings: Meeting of the Southern Management Association*. Atlanta.
- Randolph, W.A., Posner, B.Z., Powell, G.N., & Butterfield, D.A. (1983). Operationalizing French and Raven's bases of power: Empirical assessment in field and laboratory settings. *Proceedings: Meeting of the Southern Management Association*. Atlanta.
- Powell, G.N. (1983). The employment interview: An analysis of factors affecting interviewers' and interviewees' decisions. Meeting of the Academy of Management. Dallas.
- Powell, G.N. (1983). Sex-role identity and definition of sexual harassment: Are they related? Meeting of the Academy of Management. Dallas.
- Graves, L.M., Powell, G.N., & Butterfield, D.A. (1983). Attributions of causality for group performance as a function of sex, leadership style, and group performance. Meeting of the Academy of Management. Dallas.
- Girard, J.M., Herman, C.L., Powell, G.N., & Salafia, L.M. (1983). Networking: A role play on the formation of connections. *Proceedings: Meeting of the Eastern Academy of Management*. Pittsburgh.
- Powell, G.N., & Butterfield, D.A. (1982). Sex, attributions, and leadership: A research review. American Psychological Association Convention. Washington.
- Powell, G.N., Posner, B.Z., & Schmidt, W.H. (1982). Sex effects on managerial value systems. Meeting of the Academy of Management. New York.
- Butterfield, D.A., Posner, B.Z., & Powell, G.N. (1982). Applicability of good manager profile to presidents and presidential candidates. International Congress of Applied Psychology. Edinburgh, Scotland.
- Carreau, R.B., Cross, L.M., Dennis, C.B., Inkpen, D.T., Mucha, D.H., Powell, G.N., & Stalk, K.M. (1982). Dual careers: A decision-making role play. *Proceedings: Meeting of the Eastern Academy of Management*. Baltimore.
- Graves, L.M., & Powell, G.N. (1981). Women's implicit theories of leadership. International Interdisciplinary Congress on Women. Haifa, Israel.
- Powell, G.N., & Butterfield, D.A. (1981). Applicability of the "hi-hi" leader stereotype to female leaders. Meeting of the American Institute for Decision Sciences. Boston.
- Posner, B.Z., & Powell, G.N. (1981). The sex structuring of organizations: Comparing female and male socialization experiences. Meeting of the American Institute for Decision Sciences. Boston.

- Powell, G.N., Benzinger, C.A., Bruno, A.A., Gibson, T.N., Pfeiffer, M.L., & Santopietro, T.P. (1981). Sexual harassment as defined by working women. Meeting of the Academy of Management. San Diego.
- Butterfield, D.A., Powell, G.N., & Posner, B.Z. (1980). Investigating the relationship between good managers, presidents, and presidential candidates. *Proceedings: Meeting of the American Institute for Decision Sciences*. Las Vegas.
- Powell, G.N. (1980). Relationship between leadership style and attributions of leader power. Meeting of the American Institute for Decision Sciences. Las Vegas.
- Posner, B.Z., & Powell, G.N. (1980). Sex role stereotyping and importance placed on job applicant characteristics by college recruiters. Meeting of the Academy of Management. Detroit.
- Lewis, R.C., Linn, J.C., & Powell, G.N. (1980). Hohummer, Inc.: An exercise in the creation and resolution of conflict. *Proceedings: Meeting of the Eastern Academy of Management*. Buffalo.
- Powell, G.N. (1980). Relationship between phase of business career and sex role identity. *Proceedings: Meeting of the Association for Women in Psychology*. Los Angeles.
- Powell, G.N. (1979). The effect of the introductory management course on management-related attitudes and perceptions. *Proceedings: Meeting of the American Institute for Decision Sciences*. New Orleans.
- Butterfield, D.A., & Powell, G.N. (1979). If "good managers" are masculine, what are "bad managers"? *Proceedings: Meeting of the American Institute for Decision Sciences*. New Orleans.
- Powell, G.N. (1979). Factor analysis of the BSRI revisited: A comprehensive study. American Psychological Association Convention. New York.
- Larwood, L., & Powell, G.N. (1979). Isn't it time we were moving on? Second generation research on women in management. Meeting of the Academy of Management. Atlanta.
- Powell, G.N., & Posner, B.Z. (1979). Change processes in organizations: Implications for effectiveness. International Meeting of the Institute for Management Sciences. Honolulu.
- Powell, G.N., Johnson, G.A., & McLeavey, D.W. (1979). An expectancy-equity model of productive system performance. International Meeting of the Institute for Management Sciences. Honolulu.

- Kono, M.R., Pilgrim, J.R., Powell, G.N., & White, O.S. (1979). The bonus meeting: An integrative exercise in group decision-making and effectiveness. *Proceedings: Meeting of the Eastern Academy of Management*. Newport, RI.
- Mainiero, L.A., Powell, G.N., & Butterfield, D.A. (1978). Sex-role identity: A predictor of managerial aspirations. American Psychological Association Convention. Toronto.
- Butterfield, D.A., Powell, G.N., & Mainiero, L.A. (1978). Group performance effects on evaluations and descriptions of leadership behavior. *Proceedings: Meeting of the Academy of Management*. San Francisco.
- Powell, G.N., Kalom, S.J., Kono, M.R., Martineau, H.R., & Maxim, C.L. (1978). A TAT-like test of power and sex-role stereotypes in organizational settings. Meeting of the Academy of Management. San Francisco.
- Jean, L.A., Pilgrim, J.R., Powell, G.N., Stoltz, D.K., & White, O.S. (1978). Power personalities role play. *Proceedings: Meeting of the Eastern Academy of Management*. New York.
- Powell, G.N., & Butterfield, D.A. (1977). Sex and sex-role identification: An important distinction for organizational research. American Psychological Association Convention. San Francisco.
- Butterfield, D.A., & Powell, G.N. (1977). Evaluations of leadership behavior: Do sex or androgyny matter? American Psychological Association Convention. San Francisco.
- Powell, G.N., & Butterfield, D.A. (1977). Sex, sex-role identification, and the good manager. Meeting of the Academy of Management. Kissimmee, FL.
- Powell, G.N. (1977). Women and men in management: An exercise on sex-role stereotypes. *Proceedings: Meeting of the Eastern Academy of Management*. Hartford.
- Powell, G.N. (1976). In search of a new definition of femininity (and masculinity). *Proceedings: Women in the World of Business*. Storrs, CT.
- Powell, G.N. (1976). Computer simulation in organization research: A 1970's view. *Proceedings: Meeting of the Eastern Academy of Management*. Washington.
- Powell, G.N. (1976). Implementation of OR/MS in government and industry: A behavioral science perspective. *Proceedings: Meeting of the Southeast Region of the American Institute for Decision Sciences*. Atlanta.
- Powell, G.N. (1975). Models of organizational structure: Past, present, and future. *Proceedings: Meeting of the Northeast Region of the American Institute for Decision Sciences*. Amherst, MA.
- Powell, G.N. (1975). The dynamics of the university classroom: An initial model. *Proceedings: Meeting of the Northeast Region of the American Institute for Decision Sciences*. Amherst, MA.

## **Miscellaneous Publications**

Powell, G.N. (1998). How "the affair" would be handled in the private sector. *Hartford Courant*, September 30, A13.

Powell, G.N. (1996). The abusive organization: Will it ever go away? *Hartford Courant*, November 20, A15.

Powell, G.N. (1995). Sexual intimacy in the workplace. *The New Worker*, 6 (4), 4-6.

Powell, G.N. (1978). Review of R. Guest, P. Hersey, & K. Blanchard, *Organizational change through effective leadership*. In *Academy of Management Review*, 3, 690-693.

Powell, G.N. (1977). Review of P. Warr (Ed.), *Personal goals and work design*. In *Personnel Psychology*, 30, 129-131.

Powell, G.N. (1977). The "masculine" manager. *Hartford Courant*, October 2, B3.

Powell, G.N. (1976). Review of W. Burke (Ed.), *New technologies in organization development I*. In *Personnel Psychology*, 29, 499-501.

Powell, G.N. (1975). Review of J. Lorsch & J. Morse, *Organizations and their members: A contingency approach*. In *Personnel Psychology*, 28, 630-633.

Powell, G.N. (1975). Review of L. Porter, E. Lawler, III, & J. Hackman, *Behavior in organizations*. In *Personnel Psychology*, 28, 397-400.

## **Symposium Panelist at Conferences**

T.D. Allen, Chair. (2001). Building and rejuvenating research: Developing cross-generational, cross-national, and cross-disciplinary research ties. Meeting of the Academy of Management. Washington.

L.M. Graves, Chair. (1999). Exploring the intersection of race and gender. Meeting of the Academy of Management. Chicago.

E. Kaplan, Chair. (1998). The craft of reviewing. Meeting of the Eastern Academy of Management. Springfield, MA.

M. Cianni, Chair. (1997). Lessons learned: The experience of teaching diversity in the classroom. Meeting of the Academy of Management. Boston.

B.A. Ribbens & V.M. Godshalk, Chairs. (1996). Collaboration skills: Learning from unusual and usual events. Meeting of the Academy of Management. Cincinnati.

C. Watson & D. Arvanites, Chairs. (1991). The Women in Management Division past, present, and future: Defining our agenda for the next century. Meeting of the Academy of Management. Miami Beach.

D. Butterfield, Chair. (1989). Doctoral consortium: Doing the dissertation. Meeting of the Eastern Academy of Management. Portland, Maine.

R. Fraser, Chair. (1981). Current developments in simulation and experiential learning. Meeting of the American Institute of Decision Sciences. Boston.

### **Workshops Given at Conferences**

Powell, G.N. (2000). Experiential Learning 101: Selecting, designing, and conducting experiential exercises. Meeting of the Eastern Academy of Management. Danvers, MA.

Powell, G.N. (1987). Experiential workshop on women in management research. Meeting of the Academy of Management. New Orleans.

Butterfield, D.A., Posner, B.Z., Powell, G.N., & Randolph, W.A. (1985). The trials and tribulations of participation. Organizational Behavior Teaching Conference. Charlottesville, VA.

Powell, G.N. (1984). Teaching a course on women and men in management: Specific classroom exercises. Conference on Women and Organizations. Boston.

Hai, D.M., & Powell, G.N. (1983). Women and men in management. Organizational Behavior Teaching Conference. Norman, OK.

Powell, G.N., & Seltzer, J. (1982). Teaching with experiential learning techniques. Meeting of the Academy of Management. New York.

Powell, G.N., & Seltzer, J. (1981). A primer on the use of experiential learning in classroom settings. Meeting of the Eastern Academy of Management. Binghamton, NY.

Hai, D.M., Fukami, C., Seltzer, J., & Powell, G.N. (1980). Minimizing and handling plagiarism. Organizational Behavior Teaching Conference. Los Angeles.

Veiga, J.F., Powell, G.N., Yanouzas, J.N., & Leifer, R. (1978). A self-design approach to creating experiential learning exercises for organization theory courses. Organizational Behavior Teaching Conference. Columbia, SC.

Powell, G.N., Inderlied, S.D., & Randolph, W.A. (1977). Androgyny: Teaching about a sensitive/critical issue. Organizational Behavior Teaching Conference. Toronto.

### **Supervision of Ph.D. Dissertations**

Foley, S. (1998). The effects of the actual and perceived glass ceiling on perceptions of promotion fairness.

Goulet, L.R. (1996). Demystifying workers in overdrive: An exploration of the antecedents of work intensity.

- Bowes-Sperry, L. (1996). Observers' reactions to social-sexual behavior at work: An ethical decision making perspective.
- Ribbens, B.A. (1994). Career decision processes of dual-career couples: Testing a model of relocation decision-making via a survey and verbal protocol analysis.

### **Speaking Engagements**

- The changing face of leadership in the new millennium. (1999). New Britain YWCA. New Britain, CT.
- Reflections on the glass ceiling. (1999). Association of College and Research Libraries/New England Chapter, Meeting of the Business Librarians' and Women's Studies Interest Groups. Boston.
- Reflections on the glass ceiling: Conducting research on an invisible phenomenon. (1999). School of Business Administration Research Seminar, University of Connecticut. Storrs, CT.
- Experiential learning in a global economy: Dealing with student differences in English fluency. (1997). Barney School of Business and Public Administration, University of Hartford. Hartford.
- The search for person-organization fit: When is it appropriate? (1995). Management Department, Drexel University. Philadelphia.
- Women and men in management: Myths and realities. (1994). Glastonbury Chapter of the Connecticut Federation of Business and Professional Women. Glastonbury, CT.
- Women and men in management: Myths and realities. (1994). Rotary Club of Manchester, CT.
- Women and men in management: Myths and realities. (1991). National Association of Women in Construction, Norwich/New London chapter. Norwich, CT.
- Women and men in management: Myths and realities. (1991). Sigma Iota Epsilon, University of Rhode Island. Kingston, RI.
- Women and men in management: Myths and realities. (1990). Cheshire Chamber of Commerce Women's Council. Cheshire, CT.
- Women and men in management: Myths and realities. (1990). Connecticut Applied Psychology Association. New Britain, CT.
- Women and men in management: Myths and realities. (1989). Pharmaceutical Marketing Research Group Conference. Fort Lauderdale.

How to get the most qualified talent into the executive suite. (1988). Executive Roundtable Seminar, University of Connecticut. Storrs, CT.

Women and men in management: Myths and realities. (1988). United States Coast Guard Academy. New London, CT.

Working together: Women and men. (1984). Annual Women in Management Seminar, Litchfield County Women's Network. Torrington, CT.

Sex role stereotyping in management. (1980). Women in Management Conference, St. Bonaventure University. Olean, NY.

Management styles. (1978). All-State Insurance Company Regional Office. Farmington, CT.

### **Clients**

Webster Financial Corporation, Waterbury, CT.

The Hartford Financial Services Group, Hartford, CT.

The Implementation Partners (TIP), Denver, CO.

United Technologies—Pratt & Whitney Division, East Hartford, CT.

GE Capital, Stamford, CT.

General Signal, Stamford, CT.

Apple Computer, Dallas, TX.

Monroe Auto Equipment, Monroe, MI.

Dible Management Development Institute, Fairfield, CA: One-day seminars on Effective Project Planning and Management in various cities.

University of Connecticut Health Center, Farmington, CT.

University of Massachusetts Department of Management, Amherst, MA.