

## Carrie A. Blair

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College of Business Administration  
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**Research Interests:** I am primarily interested in research that focuses on leadership development. I am especially interested in examining individual difference factors related to leader integrity and effectiveness. I am also interested in examining factors related to engagement in leadership development, as well as perceptual issues associated with leader assessment.

**Teaching Interests:** I am interested in teaching courses focused on Organizational Behavior, Organizational Management, Leadership Development, and Human Resource Management. My secondary teaching interests include international management, research methods, and statistics. I am interested in teaching in an environment that encourages student/professor interaction. I encourage my students to participate in lectures, and I stress the importance of professional presentation and interaction.

### EDUCATION

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**University of Tennessee**, Knoxville, TN Expected Graduation Fall 2007  
Doctor of Philosophy in Industrial/Organizational Psychology

**East Carolina University**, Greenville, NC May 2003  
Masters of Arts, Industrial/Organizational Psychology

**Georgetown College**, Georgetown, KY May 2001  
Bachelors of Arts, Magna Cum Laude  
Major: Psychology, Minors: Communication and Religion

### TEACHING EXPERIENCE

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**Assistant Professor (Fall 2007 to present)**  
**College of Charleston (Charleston, SC)**  
Supervisor: T. Kent, PhD

**Instructor – Applied Practicum in I/O Psychology: Assessment Centers and Assessor Training (2004 – present)**  
**The University of Tennessee (Knoxville, TN)**

Train graduate students from multiple disciplines to serve as assessors for the college's Executive MBA programs' managerial assessment centers. Responsibilities include developing and updating curriculum, familiarizing students with general information on the assessment center method, delivering lectures, leading discussions, and facilitating exercises designed to ensure quality of raters. Additional responsibilities include training role players, evaluating quality of raters and the composition of their developmental feedback reports, and giving extensive feedback to students to ensure their readiness to participate as assessors in the Leadership Development Program's assessment center.

Supervisor: E. Kate Atchley, PhD, Cheryl Barksdale

**Instructor – Introduction to Organizational Management (Summer 2006)**  
**The University of Tennessee (Knoxville, Tennessee)**

Developing curriculum for 30 students in an organizational behavior course. Duties include creating and delivering lectures including business ethics, leadership, motivation, and team processes. Responsibilities will also include collecting and grading assignments and communicating with students.

**Lab Instructor – Business Management (Fall 2004)**  
**The University of Tennessee (Knoxville, Tennessee)**

Responsible for delivering lectures, grading assignments, and facilitating group process simulations for 30 students. Additional responsibilities also included communicating with students and evaluating the lab content in preparation for upcoming semesters

Supervisor: Michael McIntyre, PhD

### **Statistics Teaching Assistant, (2002 – 2003)**

#### **East Carolina University (Greenville, North Carolina)**

Duties included tutoring approximately 20 undergraduate students and 10 graduate students in statistical coursework, statistical principles, and statistical packages. Responsibilities included preparing and delivering lectures, communicating with students, and proctoring exams.

Supervisor: Karl Wuensch, PhD

#### **PUBLICATIONS**

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**Blair, C. A.,** Hoffman, B. J., & Helland, K. A. (in press). Narcissism in organizations: An empirical look at managerial integrity and effectiveness. *Human Performance*. Expected print Spring 2008.

Hoffman, B. J., **Blair, C. A.,** Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of the OCB literature. *Journal of Applied Psychology, 92,* 555-556.

**Blair, C. A.,** Thompson, L. F., & Wuensch, K. (2005). Electronic helping behavior: The virtual presence of others makes a difference. *Basic and Applied Social Psychology, 27,* 171-178.

Oliver, J. T., **Blair, C. A.,** Gorman, C. A., & Woehr, D. J. (2005). Research productivity of I/O Psychology programs in North America. *The Industrial and Organizational Psychologist, 43,* 1.

#### **MANUSCRIPTS UNDER REVIEW FOR PUBLICATION**

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#### **CONFERENCE PRESENTATIONS**

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**Blair, C.A.,** Meriac, J.M., & Bowler, M.C. (2007, November). *Core Self-Evaluation as a predictor of Job Performance and Job Satisfaction: The mediating role of goal orientation.* Paper to be presented at Southern Management Academy, Nashville, TN.

**Blair, C. A.,** Meriac, J. P., & Morris, L. M. (2007, August). *Work stress: A sketch of the dispositional causes of work stress.* Poster presented at the 32<sup>nd</sup> Academy of Management Conference, Philadelphia, Pennsylvania.

**Blair, C. A. ,** Bowler, M. C., & Meriac, J. P. (2007, May). *Trait activation across assessment center exercises: An examination of exercise order effects.* Poster presented at the 19<sup>th</sup> Annual Association for Psychological Science Conference, Washington, DC.

**Blair, C. A.,** Hoffman, B. J., & Helland, K. A. (2006, August). *Narcissism in organizations: An empirical look at managerial integrity and effectiveness.* Poster presented at the 31st Academy of Management Conference, Atlanta, Georgia.

Hoffman, B. J., **Blair, C. A.,** Meriac, J. P., & Woehr, D. J. (2006, April). *Expanding the criterion domain? A meta-analysis of the OCB literature.* Poster presented at the 21<sup>st</sup> Annual Society for Industrial-Organizational Psychology Conference, Dallas, Texas. (Presented during the featured poster session and finalist for the John C. Flanagan outstanding student paper award).

Helland, K. R. & **Blair, C. A.,** (2005, April). *Leaders Behaving Badly: The relationship between narcissism and unethical leadership.* Interactional Poster presented at the 20th Annual Society for Industrial-Organizational Psychology Conference, Los Angeles, California.

Hoffman, B. J., **Blair, C. A.,** & Helland, K. R. (2005, April) Transformational Leadership In the Eye of the Beholder?. Poster presented at the 20th Annual Society for Industrial-Organizational Psychology Conference, Los Angeles, California.

**Blair, C. A.,** Thompson, L. F., & Wuensch, K. (2003, May). *Electronic helping behavior: The virtual presence of others does lead to decreased helping behavior.* Paper presented at the 16th Annual Association for Psychological Science Conference, Atlanta, GA.

## MANUSCRIPTS IN PREPARATION / RESEARCH IN PROGRESS

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- Blair, C. A.** (in preparation). Core self-evaluation as a predictor of engagement in leadership development. Working dissertation. The University of Tennessee, Knoxville.
- Blair, C.A.** & Meriac, J.M. (in preparation). *Core self-evaluation as a predictor of life satisfaction: The mediating role of goal orientation*. Paper to be submitted to APS 2008.
- Blair, C. A.**, Hoffman, B. J., & Ladd, R. T. (in preparation). *A longitudinal investigation of assessment center validity: Evidence for the temporal stability of assessment center criterion-related validity*. Working project, The University of Tennessee, Knoxville.
- Helland, K. R. & **Blair, C. A.**, (in preparation). *Leaders Behaving Badly: The relationship between narcissism and unethical leadership*. Working project. The University of Tennessee, Knoxville.
- Hoffman, B.J., Atchley, E.K., **Blair, C. A.**, & Meriac, J. (in preparation). *When practicality and utility collide: Evidence for the effectiveness of an alternate multi-source feedback measurement methodology*. Working project, The University of Tennessee, Knoxville.
- Blair, C. A.**, Meriac, J., Hoffman, B. J., & Atchley, E. K. (in preparation). *Addressing the preferences of executives: Developmental feedback collection and presentation format*. Working project, The University of Tennessee.
- Hoffman, B.J. & **Blair, C. A.** (in preparation). *The development and validation of a measure of outstanding leadership*. Working project, The University of Tennessee, Knoxville.
- Hoffman B.J., **Blair, C. A.**, & Helland, K. (in preparation). *Is transformational leadership in the eye of the beholder? Subordinate attribution versus experimenter observations*. Manuscript in preparation for submission to *The Leadership Quarterly*.
- Blair, C. A.**, Meriac, J. P., & Hoffman, B. J. (in preparation). *Examining role complexity and organizational citizenship: The moderating role of job complexity*. Working project. The University of Tennessee, Knoxville.
- Blair, C.A.**, Gorman, C.A., & Rush, M. R. (in preparation). *OCB, Liking, & Performance in a team setting: Can we identify a causal chain?* Working project. The University of Tennessee, Knoxville.
- Blair, C. A.**, Gorman, C. A., Pimentel, J., & McIntyre, M. (in preparation). *Manifestations of Counterproductive Work Behaviors in a Small Group Setting: Evidence of Aggression?* Working project. The University of Tennessee, Knoxville.

## PROFESSIONAL EXPERIENCE

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### **Selection Consultant (March 2004 – Present)**

#### **Tennessee Assessment Center (Knoxville, Tennessee)**

Responsibilities include assessing the performance of managerial and executive candidates in assessment center exercises for both developmental and administrative purposes (e.g., In-Basket, Leaderless Group Discussion, Simulation exercises, Case Analysis, Watson-Glaser Critical Thinking Appraisal, and California Psychological Inventory), serving as a role player in four of these exercises, participating in consensus discussions, and writing developmental feedback reports.

Supervisor: R. T. Ladd, PhD, E. K. Atchley, PhD, & W. Walton, PhD

### **Special Project Team Member (March 2007)**

#### **Tennessee Assessment Center (Knoxville, Tennessee)**

Worked with a team of 5 individuals to create an leadership assessment exercise for a Top 10 MBA program. Responsibilities included creating the exercise, designing the assessment program, and designing and executing a training program for leadership development assessors. Duties also included creating a professional exemplar video to be used in the program.

**Selection Consultant Coordinator (October 2004 – June 2006)**

**Tennessee Assessment Center (Knoxville, Tennessee)**

Duties involved communicating, scheduling, and training with a staff of approximately 15 consultants specializing in the assessment of managerial and executive candidates. Responsibilities also included arranging the logistics of 1 to 10 person assessment centers, editing feedback reports, and coordinating assessment feedback. Other responsibilities included training new assessors, coordinating training sessions for new role players, and giving developmental feedback to report writers.

Supervisor: R. T. Ladd, PhD, E. K. Atchley, PhD, & W. Walton, PhD

**Assessor/Role Player (2003 – Present)**

**Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs**

**The University of Tennessee (Knoxville, Tennessee)**

Assessor duties include assessing the performance of managerial and executive candidates in assessment center exercises for developmental purposes (e.g., In-Basket, Leaderless Group Discussion, and Simulation exercises), serving as a role player in these exercises, participating in consensus discussions, and writing developmental feedback reports.

Supervisors: E. K. Atchley, PhD, R. T. Ladd, PhD, and C. D. Barksdale

**Development Program Coordinator (2004 – Present)**

**Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs**

**The University of Tennessee (Knoxville, Tennessee)**

Duties include planning and executing an annual developmental assessment center for over 75 executive MBA students and managing the distribution and compilation of other developmental tools (e.g., multi-source feedback). Responsibilities include communicating with over 40 staff members, training new assessors, and executing a frame-of-reference training update session for all assessors. Responsibilities also include preparing a schedule for the center, gathering and updating materials, editing feedback reports, compiling data from the various assessment instruments, and coordinating the assessment feedback. Responsibilities also include interacting with the executive students, communicating with representatives from the College of Business, and serving as a liaison between different the different constituencies.

**Supervisor:** E. K. Atchley, PhD, R. T. Ladd, PhD, and C. D. Barksdale

**Special Project Manager (2006)**

**Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs**

**The University of Tennessee (Knoxville, Tennessee)**

Duties include piloting a web-based program for multi-source feedback data collection and arranging to have all executive feedback measures completed on-line. Duties also include managing and distributing the data to appropriate individuals.

Supervisor: E. K. Atchley, PhD

**Special Project Manager (March 2006)**

**Tennessee Assessment Center (Knoxville, Tennessee).**

Responsibilities included scheduling and staffing a developmental assessment center for 30 advanced MBA students at a Top 10 Business School. Tasks also included updating exercises and working with a colleague to edit the exercise and report formats to fit time, assessment, and presentation constraints. Responsibilities also included preparing assessors and arranging the logistics for the center.

Supervisor: R. T. Ladd, PhD, E. K. Atchley, PhD, & W. Walton, PhD

**Special Project Team Member (2005)**

**Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs**

**The University of Tennessee (Knoxville, Tennessee)**

Redesigned the Executive MBA's programs' multi-source feedback tool based on the findings of a colleague's evaluation of the data. Specific tasks included interviewing executive coaches to identify essential skill dimensions, developing and revising item content, and integrating the revised feedback form into the programs' curriculum.

Supervisor: E. Kate Atchley, PhD

**Special Project Team Member (2005)**

**Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs**

**The University of Tennessee (Knoxville, Tennessee)**

Developed a revised developmental feedback report format to meet the demands of increased enrollment in the EMBA programs and to provide an actionable, cost effective presentation of feedback. Duties included developing initial report, piloting the report, evaluating the practicality and usefulness of the revised report format, and integrating the report into the Executive MBA programs' curriculum Responsibilities also included designing a report template, developing a training module for the new report, and training report writers and editors.

Supervisor: E. Kate Atchley, PhD

**Team Facilitator**

**Center for Executive Education – Executive Development Program  
The University of Tennessee (Knoxville, Tennessee)**

Facilitator for various team exercises in CEE programs. Responsibilities include working with managers and executives on exercises designed to enhance interpersonal skills, teamwork skills, leadership skills, and knowledge of organizational change.

Supervisor: E. Kate Atchley, PhD

**Consultant (June 2004)**

**The Personnel Board of Jefferson County (Birmingham, Alabama)**

Responsibilities included evaluating and participating in consensus discussions to assess the performance of entry-level administrative candidates in structured interviews.

**Staffing Assistant (2003)**

**Manpower, Inc. (Greenville, North Carolina)**

Responsibilities included administering and scoring assessment exams, communicating with applicants, corresponding with client organizations, and collecting data from local companies to contribute to Manpower's national staffing survey. Duties also included organizing information pertaining to pay, schedules, and customer requests.

Supervisor: S. Hinnant

**Special Projects Team Manager (Fall 2002)**

**East Carolina University Transit System Job Analysis Project (Greenville, North Carolina)**

Responsibilities included conducting a job analysis of the bus drivers and dispatchers for a university transit system by interviewing supervisors and employees, collecting a list of tasks, and analyzing time spent on tasks. Duties also included working with other Team Managers to integrate the analyses of different jobs.

**Training Team Manager (Spring 2002)**

**Medical Data Collection Project (Greenville, North Carolina)**

Duties included conducting a job analysis in order to ascertain the expected duties of the nurses collecting the research data, evaluating the knowledge, skills, and abilities of the nurses, then training the nurses regarding the data collection project. Responsibilities also included evaluating the training program.

**Research Intern (Summer 2002)**

**Department of Defense**

**Naval Research Laboratory (Washington, DC)**

Prepared a research report regarding tools and techniques used in group decision-making. Observed and participated in research meetings contributing to Naval operations.

Supervisor: R. Willis, PhD

**District Court Pretrial Officer (2000 – 2001)**

**Fayette County Pretrial Services (Lexington, Kentucky)**

Responsibilities included interviewing inmates for bond release eligibility, completed affidavits for legal aid and domestic abuse, and coordinated information with district judges and other government agencies. Duties also included recording public criminal complaints, participating in district court mediations, presenting information in district court, and facilitating authorization for inmate release and court warrants.

**SERVICE**

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Gordon's Review Board  
Presentation at "Fall into Leadership"

## PROFESSIONAL MEMBERSHIPS

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### **Academy of Management**

Student Affiliate (2005 – Present)

### **American Psychological Association**

Student Affiliate (2000 – Present)

### **American Society for Training and Development**

Student Affiliate (2007 – Present)

### **Association for Psychological Science**

Student Affiliate (2003 – Present)

### **Industrial and Organizational Psychology Student Association**

University of Tennessee, Knoxville, Tennessee (2003 – Present)

### **North Carolina Society for Industrial and Organizational Psychologists**

Student Affiliate (2001 – 2003)

### **Southern Management Association**

Affiliate (2007 – Present)

### **Society of Industrial/Organizational Psychologists**

Student Affiliate (2000 – Present)

### **Society of Human Resource Management**

Greenville, NC chapter (2000 – 2001)

## AWARDS AND HONORS

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### **All-Conference Feature Poster**

21st Annual Meeting of the Society for Industrial and Organizational Psychology (2006)

### **John C. Flanagan Award Finalist for Outstanding Contribution by a Student**

21st Annual Meeting of the Society for Industrial and Organizational Psychology (2006)

### **Phi Kappa Phi Honor Society**

East Carolina University (2001 – 2003)

### **Academic Dean's List**

East Carolina University (2001 – 2003)

### **Greek Sorority Woman of the Year**

Georgetown College (2001)

### **Magna Cum Laude**

Georgetown College (2001)

### **Alpha Lambda Delta Honor Society**

Georgetown College (1998 – 2001)

### **Leadership and Academic Scholarship**

Georgetown College (1997 – 2001)

### **State Farm Insurance Leadership Award**

State Farm Insurance, Paintsville, Kentucky (1997 – 2001)

### **Johnson County Board of Education Excellence Scholarship**

Johnson County Board of Education, Paintsville, Kentucky (1997 – 1999)

### **Daughters of the American Revolution Community Representative Award**

Johnson County Chapter, Paintsville, Kentucky (1997)

## LEADERSHIP ROLES

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### **Coordinator for Executive MBA Assessment**

University of Tennessee, Knoxville, Tennessee (2004 – Present)

### **Coordinator for Tennessee Assessment Center**

Knoxville, Tennessee (2004 – 2006)

### **Graduate Student Senate Representative for the Department of Management**

University of Tennessee (2005 – 2006)

### **Industrial and Organizational Psychology Student Association New Student Chair**

University of Tennessee (2003 – 2004)

### **Psychology Faculty Search Student Representative**

East Carolina University (2002 – 2003)

### **Kappa Delta Sorority Panhellenic Representative**

Georgetown College (1998 – 2000)

**Panhellenic Association Vice President**

Georgetown College (1999 – 2000)

**Women's Golf Team Captain**

Georgetown College (1997 – 2000)

## RELEVANT COURSEWORK

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### Graduate Coursework

Occupational Health and Preventative Stress Management	2006	M. L. Morris, PhD
Special Topics in Leadership	2005	M. Rush, PhD
Seminar in Structural Equation Modeling	2005	R. T. Ladd, PhD
Applied Ethics	2005	J. Rentsch, PhD, M. Rush, PhD
Special Topics in Selection	2005	R. T. Ladd, PhD
Special Topics in Motivation	2004	M. Rush, PhD
Multivariate Statistics	2004	W. Seaver, PhD
Professional Seminar in Organizational Psychology	2004	M. Rush, PhD, J. Rentsch, PhD
Physiological Psychology	2004	J. Lawler, PhD
Psychometrics	2004	D. Woehr, PhD
Assessment of Personality: A Social-Cognitive Perspective	2004	L. James, PhD
Professional Seminar in Industrial Psychology	2003	D. Woehr, PhD & L. James, PhD
Advanced Research Methods	2003	L. James, PhD
Topics in Business Research	2003	J. Rentsch, PhD
History and Systems of Psychology	2003	M. Smith, PhD
Cognitive Psychology	2003	R. Nowaczyk, PhD
Human Resource Management	2002	J. Cope, PhD
Organizational Behavior	2002	J. Cope, PhD
Personnel Selection	2002	J. Cope, PhD
Special Topics in Training	2002	L. Foster, PhD
Research Design & Analysis	2002	K. Wuensch, PhD
Social Psychology	2001	W. Grossnickle, PhD
Statistics & Research Design	2001	K. Wuensch, PhD
International Management	2001	T. Bello, PhD

### Undergraduate Coursework

Leadership for Change	2000	A. Hall, PhD
Professional Communication	1999	M. Greynolds, PhD
Personal & Interpersonal Bases of Communication	1999	M. Greynolds, PhD
Argumentation	1998	M. Greynolds, PhD
Group Dynamics	1998	M. Greynolds, PhD

### Skills

SAS  
SPSS  
NCSS  
AMOS  
LISREL  
Microsoft Excel  
Microsoft Word  
Microsoft Power Point  
Microsoft Access