

GEORGE C. BANKS, Ph.D.

Professor, Department of Management
 Belk College of Business
 University of North Carolina at Charlotte
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EDUCATION AND APPOINTMENTS

2022 **Professor, Department of Management, UNC Charlotte**
 2018-2022 **Associate Professor, Department of Management, UNC Charlotte**
 2015-2018 **Assistant Professor, Department of Management, UNC Charlotte**
 2012-2015 **Assistant Professor, Department of Management, Longwood University**
 2008-2012 **Ph.D., Virginia Commonwealth University**
 Major: Management (Organizational Behavior and Human Resources)
 2006-2008 **M.A., University of New Haven**
 Major: Industrial and Organizational Psychology
 2002-2006 **B.A., College of William & Mary**
 Majors: Psychology; Government

RESEARCH AND TEACHING INTERESTS

Research Interests:

- Leadership
- Ethics
- Human resource management
- Research methods and statistics

Teaching Interests:

- Organizational behavior
- Ethics
- Human resource management
- Research methods and statistics

GRANTS/GIFTS: External grants: \$2,569,912; Center gifts: \$1.1 million

2024 *National Science Foundation: Lead PI; Funded: \$149,746.*
 2024 *Truist Business Research and Innovation Program; Lead PI; Funded: \$24,000*
 2024 *Army Research Institute: Lead PI; Funded: \$692,881.*
 2023 Center for Leadership Science: *Ally gift: \$100,000*
 2023 Center for Leadership Science: *Susan Dodson DeVore gift: \$1,000,000*
 2023 *UNC Charlotte IGNITE; Lead PI; Funded: \$94,507*
 2023 *UNC-C/CH Research Collaboration Initiative Seed Grants; Lead PI; Funded: \$10,000*
 2023 *Truist Business Research and Innovation Program; Lead PI; Funded: \$20,000*
 2021 *National Science Foundation: Lead PI; Funded: \$150,000*
 2021 *UNC Charlotte-Data Science; Co-PI; Funded: \$10,000*
 2020 *National Science Foundation: Co-PI; Funded: \$576,973*
 2020 *Center for Open Science; Lead PI; Funded: \$10,000*
 2020 *Center for Open Science; Lead PI; Funded: \$9,688*
 2020 *UNC Charlotte-Data Science; Lead PI; Funded: \$10,000*
 2019 *Army Research Institute: Co-PI; Funded: \$978,400*
 2019 *SIOP International Research and Collaboration Grant; Lead PI; Funded: \$3,500*

HONORS, RECOGNITION, MAJOR APPOINTMENTS

- 2025 Winner of the Belk College of Business Distinguished Scholarship Award
- 2025 Co-Director, *Charlotte AI Institute (CLT AI²)*
- 2024 Appointment to Chair, Board of Directors, *Center for Open Science*
- 2023 Co-Director, *The Center for Leadership Science*
- 2023 *Visiting Professor Pontifical Catholic University of Rio de Janeiro*
- 2023 Editor in Chief, *The Leadership Quarterly*
- 2022 *Human Resource Management Review* Excellence in Reviewing Award
- 2022 *The Leadership Quarterly*/Center for Creative Leadership 2021 Best Paper Award
- 2022 Deputy Title IX Coordinator, UNC Charlotte Academic Affairs
- 2022 Winner of Charlotte Business Journal's 2022 40 under 40 Award
- 2022 Winner of the Belk College of Business Excellence in Graduate Teaching Award
- 2021-2025 Appointment to Management Department Chair, *UNC Charlotte*
- 2021 Winner of the Belk College of Business Dean's Award for Diversity, Equity, and Inclusion
- 2020 Appointment as co-chair of the *UNC Charlotte* Strategic Planning Committee
- 2020 Appointment to Board of Directors, *The Center for Open Science*
- 2020 Appointment to *Organizational Research Methods* as special issue Associate Editor
- 2020 *Southern Management Association*. Co-author on Best Doctoral Student Paper (OB division and entire conference)
- 2020 *Journal of Applied Psychology* Monograph voted by Senior editorial team
- 2021 *AoM Social Issues in Management Division*. 2021 Best Business Ethics Paper Award Finalist.
- 2019 *The Leadership Quarterly*/Center for Creative Leadership: 1st runner up for 2018 Best Paper
- 2018 Appointment to Senior Associate Editor, *The Leadership Quarterly*
- 2018 *Center for Open Science*: Research award (\$1,000)
- 2018 Excellence in Reviewing Award from *Human Resource Management Review*
- 2018 *The Leadership Quarterly*/Center for Creative Leadership: 1st runner up for 2017 Best Paper
- 2017 *The Leadership Quarterly*/Center for Creative Leadership 2016 Best Paper Award (\$1,000)
- 2017 *Academy of Management Journal*: 1 of 4 2016 Best Paper Award Nominees
- 2017 Sage Publications/RM Division/CARMA Early Career Award Academy of Management (\$2,500)
- 2017 Excellence in Reviewing Award from *Human Resource Management Review*
- 2017 *Southern Management Association*. Co-author on Best Doctoral Student Paper in Organizational Behavior track
- 2014 Southern Management Association 2014; Outstanding reviewer award
- 2014 Organizational Behavior Division Best Paper, Southern Management Association
- 2014 Organization Development and Change Division Best Paper, Award Academy of Management

HONORS AND RECOGNITION (CONTINUED)

- 2013 Sage Publications/RM Division Best Paper Award, Academy of Management (\$2,000)
- 2013 Longwood University: Research recognition (\$3,000)
- 2012 Southern Management Association 2012; Best reviewer-Research Methods track (\$100)
- 2012 VCU School of Business: Dean's journal award (\$3,500)

PEER-REVIEWED PUBLICATIONS *Italics = students at time of the start of project*

88. Demeter, E., McBride, A., Holladay-Sandidge, H., Rasmussen, L.M., **Banks**, G.C., Hall-Hertel, K. (2025). Intervention to promote ethical authorship practices in graduate education. *Science and Engineering Ethics*.
87. Van Quaquebeke, N., Tonidandel, S., Banks, G. C. (2025). Beyond efficiency: How AI will reshape scientific inquiry and the publication process. *The Leadership Quarterly*.
86. Kreamer, L., McBride, A., Gooty, J., Stock, G., **Banks**, G. C., Tonidandel, S.. (in press). Crisis leadership behaviors: A redirecting review. *Journal of Leadership and Organizational Studies*.
85. **Banks**, G. C., Tonidandel, S., Dou, W., Gerson, M., Xu, D., & Yavorsky, J. (in press). How to reduce bias in the life cycle of a data science project *Journal of Business and Psychology*.
84. Gooty, J., Kreamer, L., McBride, A., Tonidandel, S., & **Banks**, G. C. (2025). When super(wo)man fails to appear: Beyond idealized prototypes in crisis leadership. *Journal of Organizational Behavior*, 46, 813-832.
83. **Banks**, G. C., Rasmussen, L. M., Tonidandel, S., Pollack, J.M., Hausfeld, M.M., Williams, C., Albritton, B. H., †Allen, J. A., †Bastardo, N., †Batchelor, J. H., †Bennett, A. A., †Briker, R., †Castille, C. M., †De Jong, B. A., †Demeter, E., †DeSimone, J. A., †Gonzalez-Brambila, C. N., †Field, J. G., †Figuerola-Armijos, M., †Garcia, M. F., †Gardner, W.L., †Gish, J. J., †Giurge, L. M., †Gonzalez-Morales, M. G., †Graf-Vlachy, L., †Gupta, R. K., †Hinojosa, A. S., †Howard, Z., †Kepes, S., †Köhler, T., †Kong, D. T., †Langer, M., †Loi, T. L., †Maher, L. P., †Miao, C., †Mithan, M. A., †Nair, L. B., †Obenauer, W. G., †O'Boyle, E. H., †Pierce, J. R., †Powell, D. M., †Reiter-Palmon, R., †Rupp, D. E., †Tatachari, S., †Thomas, J. S., †Vissak, T., †Volschenk, J., †Wang, C., †Whelpley, C. E., †Wolff, H.-G., †Woznyj, H. M., Yang, T. (2025). Women's and men's authorship experiences: A prospective meta-analysis. *Journal of Management*, 51, 1273-1287.
- †Indicates equal contribution.
82. Wang, P., Loignon, A.C., Shrestha, S., **Banks**, G.C., Oswald, F.L. (in press). Advancing organizational science through synthetic data: A path to enhanced data sharing and collaboration. *Journal of Business and Psychology*.
81. Amari, P., **Banks**, G.C., Bourque, L., Holladay-Sandidge, H., O'Boyle, E.H., (2025). "Effect" size benchmarks: Time for a causal renaissance. *The Leadership Quarterly*, 36, 101855.
80. Ross, R. L., Heggstad, E. D., Toth, A. A., **Banks**, G. C. (2025). Trimming the fat: Identifying 15 underlying concepts from 26 in the social skills domain. *Journal of Organizational Behavior*, 46, 466-485.
79. Holladay-Sandidge, H. D., Rasmussen, L., McBride, A., Demeter, E., **Banks**, G.C., Hall-Hertel, K. (2024). Designing engaging content on academic authorship for graduate students. *Teaching Ethics*, 23, 241-270.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

78. Williams, C.E., Shumski, J., Bennett, A.A., **Banks**, G. C., Toth, A.A., Dunn, A.M., McBride, A., & Gooty, J. (2024). The role of discrete emotions in job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 45, 97-116.
77. McBride, A., Howell, L., Gooty, J., **Banks**, G. C. (2024). Seeing with counterfactual lenses: Alternative assumptions at the intersection of leadership and identity. *The Leadership Quarterly*, 35, 101769.
76. Gerpott, F., Briker, R., & **Banks**, G. C. (2024). New ways of seeing: Four ways you have not thought of registered reports yet. *The Leadership Quarterly*, 35, 101783.
75. **Banks**, G. C. & Aguinis, H. (2023). Improving management theory and policymaking through innovative methods and data. *Academy of Management Perspectives*, 37, 335-350.
74. Stock, G., †**Banks**, G. C., †Voss, N., Woznjy, H., & Tonidandel, S. (in press). Putting leader (follower) behavior back into transformational leadership: A theoretical and empirical course correction. *The Leadership Quarterly*, 101632. †indicates equal contributor.
73. **Banks**, G. C., Woznjy, H., Mansfield, C. (2023). Where is “behavior” in organizational behavior? A call for a revolution in leadership research and beyond. *The Leadership Quarterly*, 101581.
72. Gooty, J., **Banks**, G. C., McBride, A., van Knippenberg, D. (in press). Is authenticity a “true self,” multiple selves, behavior, evaluation, or a hot mess? Response to Helmuth et al. *Journal of Organizational Behavior*.
71. Rasmussen, L., **Banks**, G. C., Demeter, E., Holladay-Sandidge, McBride, A., Hall-Hertel, K., Tonidandel, S. (2023). Authorship agreements benefit researchers and culture. *Nature Human Behavior*, 7, 2044-2045.
70. Banks, G.C., Gerpott, F.H., Loignon, A.C., & McDermott, R. (2023). Qualitative methods in leadership research: Toward open science and counterfactual designs. *The Leadership Quarterly*.
69. Burnette, J. L., Billingsley, J., **Banks**, G. C., Knouse, L., E., Hoyt, C.L., Pollack, J. M., & Simon, S. (2023). A systematic review and meta-analysis of growth mindset interventions: For whom, how, and why might such interventions work? *Psychological Bulletin*, 149, 174-205.
68. **Banks**, G. C. (2023). The eight puzzles of leadership science. *The Leadership Quarterly*, 101710.
67. Whelpley, C. W., Holladay, H., Woznjy, H., **Banks**, G.C. (2023). The biopsychosocial model and neurodiversity: A person-centered approach. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 16, 25-30.
66. **Banks**, G. C., Ross, R., Toth, A. A., Tonidandel, S., Mahdavi Goloujeh, A. Dou, W., & Wesslan, R. (2023). The triangulation of ethical leadership behaviors using qualitative, experimental, and data science methods. *The Leadership Quarterly*, 34, 101658.
65. Wulff, J. N., Sajons, G. B., Pogrebna, G., Lonati, S., Bastardo, N., **Banks**, G. C., & Antonakis, J. (2023). Common methodological mistakes. *The Leadership Quarterly*, 101677.
64. Heggstad, E.D., Voss, E.N., Ross, R., Toth, A.A., **Banks**, G.C., Canevello, A. (2023). Two meanings of “social skills”: Proposing an integrative social skills framework. *Group and Organization Management*, 48, 361-404.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

63. Castille, C. M., Kreamer, L. M., Albritton, B. H., **Banks**, G.C., & Rogelberg, S. G. (2022). The open science challenge: Adopt one practice that enacts widely shared values. *Journal of Business and Psychology*, 37, 459-467.
62. Woznyj, H., **Banks**, G.C., Whelpley, C., Batchelor, J., & Bosco, F. (2022). Job attitudes: A meta-analytic review and agenda for future research. *Journal of Organizational Behavior*, 43, 946-964.
61. Sargent, A., Shanock, L., **Banks**, G.C., Yavorsky, J. (2022). Theorizing gender-related predictors of family-supportive supervisor behaviors. *Human Resource Management Review*, 32, 10088.
60. **Banks**, G. C., Dionne, S. D., Sayama, H., & Mast, M. S. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, 33, 101364.
59. Ernst, B., **Banks**, G. C., Loignon, A. C., Frear, K. A., Williams, C. E., Arciniega, L. M., Gupta, R. K., Kodydek, G., Subramanian, D. (2022). Investigating charismatic leadership and signaling theory: A prospective meta-analysis in five countries. *The Leadership Quarterly*, 33, 101541.
58. **Banks**, G. C., Knapp, D., Lin, L., Sanders, C., & Grand, J. (2022). Ethical decision-making in the 21st century: A useful framework for industrial-organizational psychologists. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 15, 220-235.
57. Williams, L., **Banks**, G. C., & Vandenberg, R. (2021). Guest editorial: ORM-CARMA Virtual feature topics for advanced review development. *Organizational Research Methods*, 24, 675-677.
56. Woznyj, H.M., Shanock, L.R., Heggstad, E.D., & **Banks**, G.C. (2021). The role of events and affect in perceived organizational support: A within-person approach. *Journal of Managerial Psychology*, 36, 520-532.
55. **Banks**, G. C., Whelpley, C. E., Crawford, E., O'Boyle, E. H., Kepes, S. (2021). Getting along to get ahead: The role of social context in tournament-style promotion and reward systems. *PLOS One*.
54. **Banks**, G. C., Barnes, C., & Jiang, K. (2021). Changing the conversation on the science-practice gap: An adherence-based approach. *Journal of Management*, 47, 1347-1356.
53. Toth, A. A., **Banks**, G. C., Mellor, D., O'Boyle, E. H., Dickson, A., Davis, D. J., DeHaven, A., Bochantin, J., & Borns, J. (2021). Study preregistration: An evaluation of a method for transparent reporting. *Journal of Business and Psychology*, 36, 553-571.
52. **Banks**, G. C., †Fischer, T., †Gooty, J., & Stock, G. (2021). Ethical leadership: Mapping the terrain for concept cleanup and a future research agenda. *The Leadership Quarterly*. 101471 †indicates equal contributor.
51. Gotz, M., O'Boyle, E. H., Gonzalez-Mule, E., **Banks**, G. C., & Bollman, S. S. (2021). The “goldilocks” zone: (Too) many confidence intervals in tests of mediation just exclude zero. *Psychological Bulletin*, 147, 95-114.
50. Whelpley, C., **Banks**, G.C., Bochantin, J. & Sandoval, R. (2021). Tensions on the spectrum: An inductive investigation of employee and manager experiences of autism. *Journal of Business and Psychology*, 36, 283-297.
49. Gooty, J., †**Banks**, G. C., †Loignon, A., Tonidandel, S., Williams, C. (2021). Meta-analyses as a multi-level model. *Organizational Research Methods*, 24, 389-411. †indicates equal contributor.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

48. Cortina, J. M., Sheng, Z., Keener, S., Keeler, K. R., Katell, L. A., Schmitt, N., Tonidandel, S., Summerville, K., Heggstad, H., **Banks**, G. C. (2020). From alpha to omega and beyond!: A look at the past, present, and (possible) future of psychometric soundness in the Journal of Applied Psychology. *Journal of Applied Psychology*, 105, 1351-1381.
47. Rasmussen, L., Hausfeld, M., Williams, C., **Banks**, G. C., Davis, B. (2020). Authorship policies at R1 and R2 universities: A review of missed and future opportunities. *Science and Engineering Ethics*, 26, 3393-3413.
46. Kepes, S., **Banks**, G. C., Keener, S. (2020). The TOP factor: An indicator of journal quality to complement Journal Impact Factor. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13, 328-333.
45. Köhler, T., González-Morales, M. G., **Banks**, G.C., O'Boyle, E., Allen, J., Sinha, R., Woo, S. E., Gulick, L. (2020). Supporting robust, rigorous, and reliable reviewing as the cornerstone of our profession: Introducing a competency model for peer review. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 13, 1-27.
44. †Aguinis, H., †**Banks**, G. C., Rogelberg, S., Cascio, W. (2020). Actionable recommendations for narrowing the science-practice gap in open science. *Organizational Behavior and Human Decision Processes*, 158, 27-35. †indicates equal contributor.
43. Woznyj, H. M., **Banks**, G. C., Dunn, A. M., Berka, G., & Woehr, D. (2020). Re-introducing cognitive complexity: A meta-analysis and agenda for future research. *Human Performance*, 33, 1-33.
42. Miao, C., Qian, S., **Banks**, G.C., & Seers, A. (2020). Supervisor-subordinate guanxi: A meta-analytic review and future research agenda. *Human Resource Management Review*, 30, 1-16.
41. Aczel, B., Szaszi, B., Sarafoglou, A., Kekecs, Z., Kucharsky, S., Benjamin, D., Charmbers, C. D., Fisher, A., Gelman, A., Gernsbacher, M. A., Ioannidis, J. P., Johnson, E., Joans, K., Kousta, S., Lilienfeld, S. O., Lindsay, D. S., Morey, C. C., Monafó, M., Newell, B. R., Pashler, H., Shanks, D. R., Simons, D. J., Wicherts, J. M., Albarracín, D., N.D., A., Antonakis, J., Arkes, H., Back, M. D., **Banks**, G. C., Beevers, C., Bennett, A., Bleidorn, W., Boyer, T. W., Cacciari, C., Carter, A. S., Cesario, J., Clifton, C., Conroy, C., M., Cosci, F., Cowan, N., Crawford, J., Crone, E. A., Curtin, J., Engle, R., Farrell, S., Fearon, P., Fichman, M., Frankenhuys, W., Freund, A. M., Gaskell, M. G., Giner-Sorolla, R., Green, D. P., Lieberman, D., Logan, G. D., Hoces de la Guardia, F., Isaacowitz, D., Kolodner, J., Mendes, W. B., Moersdorf, L., Nyhan, B., Pollack, J., Sullivan, C., Vazire, S., & Wagenmakers, E. J. 2020. A consensus-based transparency checklist for social and behavioural researchers. *Nature Human Behaviour*, 4, 4-6.
40. Antonakis, J., **Banks**, G. C., Bastardo, N., Cole, N., Day, D. V., Eagly, A. H., et al. (2019). Editorial: The Leadership Quarterly: State of the journal. *The Leadership Quarterly*, 30, 1-9 (Editorial).
39. Heggstad, E., Scheaf, D., **Banks**, G. C., Hausfeld, M. M., Tonidandel, S., Williams, E. (2019). Scale adaptation in organizational science research: A review and best-practice recommendations. *Journal of Management*, 45, 2596-2627.
38. **Banks**, G. C., Woznyj, H. M., Wesslen, R., Frear, K., Berka, G., Gordon, H., Heggstad, E. (2019). Strategic recruitment across borders: An investigation of multinational enterprises. *Journal of Management*, 45, 476-509.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

37. **Banks**, G. C., Field, J. G., Oswald, F. L., O'Boyle, E. H., Landis, R. S., Rupp, D. E., Rogelberg, S. G. (2019). Answers to 18 questions about open science practices. *Journal of Business and Psychology*, 34, 257-270.
36. O'Boyle, E. H., **Banks**, G. C., Carter, K., Walter, S., & Yuan, Z. (2019). A 20-year review of outcome reporting bias in moderated multiple regression. *Journal of Business and Psychology*, 34, 19-37. 2019 Editor Commendation.
35. Woznyj, H. M., Grenier, K., Ross, R., **Banks**, G. C., & Rogelberg, S. G. (2018). An investigation into the effectiveness of results blind reviews. *European Journal of Work and Organizational Psychology*, 27, 561-576.
34. Hardwicke, T. E., Mathur, M., MacDonald, K., Nilsson, G., **Banks**, G. C., Kidwell, M. C., . . . Tessler, M. H. (2018). Data availability, reusability, and analytic reproducibility: Evaluating the impact of a mandatory open data policy at the journal Cognition. *Royal Society Open Science*, 5.
33. **Banks**, G. C., Woznyj, H. M., Wesslen, R., & Ross, R. (2018). A review of best practice recommendations for text-analysis in R (and a user friendly app). *Journal of Business and Psychology*, 33, 445-459. 2018 Editor Commendation.
32. **Banks**, G. C., Woznyj, H. M., Kepes, S., Batchelor, J. H., & McDaniel, M. A. (2018). A meta-analytic review of tipping compensation practices: An agency theory perspective. *Personnel Psychology*, 71, 457-478.
31. Grand, J. A., Rogelberg, S. G., **Banks**, G. C., Landis, R. S., Tonidandel, S. (2018). From outcome to process focus: Fostering a more robust psychological science through registered reports and results-blind reviewing. *Perspectives on Psychological Science*, 13, 448-456.
30. **Banks**, G. C., Gooty, J., Ross, R., Williams, C., & Harrison, N. (2018). Construct redundancy in leader behaviors: A review and agenda for the future. *The Leadership Quarterly*, 29, 236-251.
29. **Banks**, G. C., †Engemann, K. E., †Williams, C. E., Gooty, J., Davis McCauley, K., & Medaugh, M.R. (2017). A meta-analytic review and future research agenda of charismatic leadership. *The Leadership Quarterly*, 28, 508-529. †indicates equal contributor.
28. Harrison, J. S., **Banks**, G. C., Pollack, J. M., O'Boyle Jr., E. H., & Short, J. C. (2017). Publication bias in strategic management research. *Journal of Management*, 43, 376-399.
27. O'Boyle Jr., E.H., **Banks**, G.C., Gonzalez-Mule, E. (2017). The chrysalis effect: How ugly data metamorphosize into beautiful articles. *Journal of Management*, 43, 400-425.
26. **Banks**, G. C., Pollack, J. M., Bochantin, J. E., Kirkman, B. L., Whelpley, C. E., & O'Boyle, E. H., (2016). Management's science practice gap: A grand challenge for all stakeholders. *Academy of Management Journal*, 59, 2205-2231.
25. **Banks**, G. C., Rogelberg, S. G., Woznyj, H. M., Landis, R. S., & Rupp, D. E. (2016). Editorial: Evidence on questionable research practices: The good, the bad, and the ugly. *Journal of Business and Psychology*, 31, 323-338.
24. **Banks**, G. C., Davis McCauley, K., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27, 634-652.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

23. ***Banks**, G. C., O'Boyle, E. H., Pollack, J. M., White, C. D., Batchelor, J. H., Whelpley, C. E., Abston, K., Bennett, A. A., & Adkins, C. L. (2016). Questions about questionable research practices in the field of management: A guest commentary. *Journal of Management*, 42, 5-20.
 *This paper was originally submitted through the normal peer-review process and the Senior Editor determined to change its designation to a commentary at the conclusion of the review process.
22. **Banks**, G. C., Kepes, S., Joshi, M. & Seers, A. (2016). Social identity and applicant attraction: Exploring the roles of multiple levels of self. *Journal of Organizational Behavior*, 37, 326-345.
21. **Banks**, G. C., Pollack, J. M., Seers, A. (2016). Team coordination and organizational routines: Bottoms up-and top down. *Management Decisions*, 54, 1059-1072.
20. Thundiyl, T. G., Chiaburu, D. S., Oh, I.-S., **Banks**, G. C., Peng, A. C. (2015). Cynical about change? A preliminary meta-analysis and future research agenda. *The Journal of Applied Behavioral Science*, 51, 429-450.
19. Nosek, B. A., Alter, G., **Banks**, G. C., Borsboom, D., Bowman, S. D., et al. (2015). Promoting an open research culture: The TOP guidelines for journals. *Science*, 348, 1422-1425.
18. **Banks**, G. C., & Kepes, S. (2015). The influence of strategic HRM activities on performance-related outcomes: Exploring the dynamics within the "black box." *Human Resource Management Review*, 35, 352-367.
17. O'Boyle Jr., E.H., Forsyth, D.R., **Banks**, G.C., White, C., & Story, P.A. (2015). A meta-analytic test of redundancy and relative importance of the Dark Triad and five factor model of personality. *Journal of Personality*, 83, 644-664.
16. **Banks**, G.C., Batchelor, J.H., Seers, A., O'Boyle Jr., E., Pollack, J., & Gower, K. (2014). What does team-member exchange bring to the party? A meta-analytic review of team and leader social exchange. *Journal of Organizational Behavior*, 35, 273-295.
15. O'Boyle Jr., E.H., Rutherford, M. & **Banks**, G.C. (2014). Publication bias in entrepreneurship research: An examination of dominant relations to performance. *Journal of Business Venturing*, 29, 773-784.
14. Kepes, S., **Banks**, G.C., & Oh, I-S. (2014). Avoiding bias in publication bias research: The value of null findings. *Journal of Business and Psychology*, 29, 183-203. 2014 Editor Commendation award
13. O'Boyle Jr., E.H., Forsyth, D.R., **Banks**, G. C., & Story, P.A. (2013). A meta-analytic review of the dark-triad-intelligence connection. *Journal of Research in Personality*, 47, 789-794.
12. †**Banks**, G.C. & †O'Boyle Jr., E.H. (2013). Why we need I-O psychology to fix I-O psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 6, 291-294.
 †indicates equal contributor.
11. Kepes, S., McDaniel, M.A., Brannick, M.T., & **Banks**, G.C. (2013). Meta-analytic reviews in the organizational sciences: Two meta-analytic schools on the way to MARS. *Journal of Business and Psychology*, 28, 123-142.
10. Chiaburu, D.S., Peng, A.C., Oh, I.-S., **Banks**, G.C., & Lomeli, L.C. (2013). Employee organizational cynicism antecedents and outcomes: A meta-analysis. *Journal of Vocational Behavior*, 83, 181-197.

PEER-REVIEWED PUBLICATIONS (CONTINUED)

9. O'Boyle Jr., E., Forsyth, D.R., **Banks**, G.C., & McDaniel, M.A. (2012). A meta-analysis of the dark triad and work behaviors: A social exchange perspective. *Journal of Applied Psychology*, 97, 557-579.
8. †**Banks**, G.C., †Whelpley, C., Oh, I.-S., & Shin, K. (2012). (How) Are emotionally exhausted employees harmful? *International Journal of Stress Management*, 19, 198-216. †indicates equal contributor.
7. Kepes, S., **Banks**, G.C., & McDaniel, M.A., & Whetzel, D.L. (2012). Publication bias in the organizational sciences. *Organizational Research Methods*, 15, 624-662.
6. **Banks**, G.C., Kepes, S., & Banks, K.P. (2012). Publication bias: The antagonist of meta-analytic reviews and effective policy making. *Educational Evaluation and Policy Analysis*, 34, 259-277.
5. **Banks**, G.C., Kepes, S., & McDaniel, M.A. (2012). Publication bias: A call for improved meta-analytic practice in the organizational sciences. *International Journal of Selection and Assessment*, 20, 182-196.
4. **Banks**, G.C. & McDaniel, M.A. (2011). The kryptonite of evidence-based I-O psychology. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 40-44.
3. McDaniel, M.A., Kepes, S., & **Banks**, G.C. (2011). Encouraging debate on the uniform guidelines and the disparate impact theory of discrimination. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 566-570.
2. McDaniel, M.A., Kepes, S., & **Banks**, G.C. (2011). The uniform guidelines are a detriment to the field of personnel selection. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 494-514.
1. **Banks**, G.C., Batchelor, J.H., & McDaniel, M.A. (2010). Smarter people are (a bit) more symmetrical: A meta-analysis of the relationship between intelligence and fluctuating asymmetry. *Intelligence*, 38, 393-401.

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4. **Banks**, G. C. & Whelpley, C. E. (2016). Registered reports publication model. In S. G. Rogelberg, K. Shockley, & S. Tonidandel (2nd Eds). *Encyclopedia of Industrial and Organizational Psychology*. New York, NY: Sage.
3. **Banks**, G. C., Kepes, S., & McDaniel, M. A. (2015). Publication bias: Understand the myths concerning threats to the advancement of science. In C. E. Lance & R. J. Vandenberg (Eds.), *More Statistical and methodological myths and urban legends* (pp. 36-64). New York, NY: Routledge.
2. **Banks**, G.C. & McDaniel, M.A. (2012). Meta-analysis as a validity summary tool. In N. Schmitt (Eds.), *The Oxford Handbook of Personnel Assessment and Selection* (pp. 156-175). Oxford: Oxford University Press.
1. McDaniel, M.A., Pesta, B.J., & **Banks**, G.C. (2012). Job performance and the older worker. In J. Hedge and W. Borman (Eds.) *Oxford Handbook of Work and Aging* (pp. 280-297). Oxford: Oxford University Press.

TEACHING EXPERIENCE

Consortium for the Advancement of Research Methods and Analysis (CARMA)

▪ Courses taught

- Open Science: Principles and Practices: Detroit *virtual* (June, 2020); Padova, Italy *virtual* (June, 2020); Virtual (May 2021); Virtual (May 2022)

University of North Carolina at Charlotte

- MBA: Human Behavior in Organizations (MBAD 6161): Fall 2015; Fall 2016; Fall 2017; Fall 2018; Fall 2019; Summer I 2020; Fall 2020; Summer 2021; Fall 2021
- MBA: Ethical leadership (MBAD 6101): Fall 2022; Fall 2023; Fall 2024; Fall 2025
- Acquiring and Maintaining Talent (MGMT 3241): Fall 2015; Spring & Fall 2016 Spring, 2017; Spring, 2018; Fall 2018; Fall 2019; Fall 2020; Fall 2021
- Managerial Ethics (MGMT 3282): Spring, 2019; Spring, 2020; Spring, 2021
- OS-8630: Micro II: Fall, 2017, Fall 2018; Fall 2019; Fall 2020; Fall 2021; Fall 2022; Fall 2023
- OS-6810: Micro I: Spring, 2018; Spring 2019; Spring 2020; Spring, 2021; Spring 2022; Spring 2023
- BDBA-8110: Organizational Theory and Systems; Fall, 2017; Fall 2018; Fall 2019; Fall 2020; Fall 2021; Fall 2022; Fall 2023; Fall 2024; Fall 2025
- BDBA-8230: Advanced Business Theory: Spring, 2018; Spring 2019; Spring 2020; Spring, 2021; Spring 2022; Spring 2023; Spring 2024; Spring 2025
- BDBA-8140: Meta-analysis (Spring, 2019; Spring, 2020; Spring, 2021; Spring 2022; Spring 2023; Spring 2024; Spring 2025
- Meta-analysis short course: Spring, 2016 (Org Sci); Spring, 2017 (Project Mosaic)
- **Dissertation chair (17 students):** Brittany Ernst (2020), Samantha Reeves (2020); Claire Abberger (2021); Emma Best (2021); Octavia Meredith (2022); Mary Hausfeld (2022); George Stock (2023), Adrienne Utz (2023), Kristen Santos (2023); Corey Shores (2024); Amy Horner (2025); Anne Ighade (2025); Joesph Faldowski (2025); Wes Griffin (2026); Avie Banks (2026); Jeff Dimeo (2026); Paul Amari (2026)
- **Dissertation committee member (28 students)** Roxanne Ross (2020), Rosalyn Sandoval (2021), Leann Caudill (2019), Alex Dunn (2017), Andrew Loignon (2016), David Scheaf (2018), Sabrina Speights (2018), Haley Woznyj (2017), Whitney Leach (2019), and Bradley Williams (2019); Brooks Durham (2021), Geoffrey Nau (2021); Amanda Sargent (2021); Karoline Summerville (2021); Allison Toth (2021); LaShana Wiggs (2022); Andrew McBride (2023), Magbor Atem (2023), Sandra Varney (2023); Nicole Voss (2023); Franklin Farmer (2025); Kelly Burich (2025); Bobga Tachu (2025); Marie Legg (2025); Milad Rogha (2025); Bivian Ejimakor (2026); Elliot Royal (2026); Jennifer Adelhardt (2027)
- **Thesis chair (9 students):** Krista Engemann (2017); Roxy Ross (2017); Claire Abberger (2017); Mary Hausfeld (2019); George Stock (2020); Adoril Oshana (2021); Paul Amari (2023); Micaela Zebroski (2023); Matt Gerson (2025)
- **Thesis committee member (8 students):** Amber Davidson (2018); Courtney Williams (2017); Allison Toth (2017), Amanda Sargent (2019); Liana Kramer (2020); Tarya Bardwell (2020); Nicole Voss (2021); Serena Zhou (2026)
- **Qualifying exam chair (5 students):** Brittany Ernst (2019); Claire Mansfield (2019); George Stock (2021); Mary Hausfeld (2021); Paul Amari (2023)
- **Qualifying exam committee member (11):** Rosalyn Sandoval (2020), Elizabeth Clayton (2019); Krista Engemann (2017); Nicole Harrington (2017); Roxanne Ross (2019); Courtney Williams (2019), Karoline Summerville (2019); Andrew McBride (2021); Liana Kramer (2021); Nicole Voss (2023); Betsy Albritton (2023)

TEACHING EXPERIENCE (CONTINUED)

Longwood University

- Student advisor: 2013-2015
- MBA: Leadership, Group Dynamics, and Team Building (MANG 564): Spring 2013; Summer 2014; Summer 2015
- Management Skill Development (MANG 495): Fall 2014; Fall 2013; Fall 2012
- Human Resource Management (MANG 465): Spring 2014
- Business Ethics & Diversity (MANG 474): Summer 2014; Fall & Spring 2014; Spring & Fall 2013; Fall 2012
- Advanced statistics/Meta-analysis (MANG 701P; LOTI elective): Fall 2013

Virginia Commonwealth University (VCU)

- Management Skill Development (MGMT 389): Fall 2009
- Organizational Behavior (MGMT 319): Spring 2012; Spring 2011; Fall & Spring 2010
- Human Resource Management (MGMT 331): Fall 2011
- Structural Equation Modeling: CARMA (MGMT 703): Summer, 2010; Assistant
- da Vinci Center project: (INNO 460): Fall & Spring 2010; Fall & Spring 2009

University of Richmond, Jepson Leadership School; Research Methods (Leadership 249): Spring 2011

PROFESSIONAL ACTIVITIES AND SERVICE

University/College/Departmental Service:

- Co-chaired university strategic planning committee (2020-2021)
- Belk College of Business dean search committee (2019-2020)
- Co-led UNCC Academic Advising task force for the Provost: 2016-2017
 - Aligned academic advising job descriptions with job tasks across campus. Analyzed existing job descriptions of academic advisor. Evaluated the need to re-design evaluations of academic advisors' performance
- Served on the Organizational Science Doctoral program admissions committee (2017)
- Served on the clinical faculty search committee for the management department 2016 and in 2017
- Served on the MBA program committee (Fall 2018 to Spring 2020)
- Served on the Department Research Committee (Fall 2018 to Spring 2020)
- Chair of the tenure-track faculty search committee for the management department (2017)
- Organizational Science Summer Institute: Supported summer diversity institute by meeting with student attendees (2016; 2018, 2019, 2020, 2021)
- Served as the Department of Management's representative to the Organizational Science PhD program (2019-2021)
- Chair of the Department of Management Promotion and Tenure committee (2019-2021)

PROFESSIONAL ACTIVITIES AND SERVICE (CONTINUED)

Journal board member/ad hoc reviewer (22 journals):

- **Editor:** *The Leadership Quarterly* (2023-2029)
- **Senior Associate Editor:** *The Leadership Quarterly* (2018-2023)
- **Associate Editor** (special issue): *Organizational Research Methods*
- **Editorial boards (5):** *Journal of Business and Psychology* (Editorial board: 2014 to present), *Human Resource Management Review* (Editorial board: 2015 to present), *Organizational Research Methods* (Editorial board: 2018 to present), *The Leadership Quarterly* (Editorial board: 2015 to present), *Journal of Management* (2020 to present)
- HRMR 2019 Scholarly Impact Award Committee
- Ad hoc: *Academy of Management Review*, *Academy of Management Journal*, *Entrepreneurship Theory & Practice*, *Ethics & Behavior*, *Group & Organizational Management*, *Human Performance*, *Human Relations*, *Human Resource Management Journal*, *Intelligence*, *Journal of Applied Psychology*, *Journal of Business Venturing*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *The International Journal of Human Resource Management*, *Advances in Methods and Practices in Psychological Science*, *Perspectives on Psychological Science*, *Organizational Research Methods*, *Journal of Management*, *Industrial and Organizational Psychology*

National service

- Center for Open Science (COS)
 - Ambassador: 2015-Present
 - Board of Directors: December, 2020-Present
 - Registered Report committee: 2016-Present
 - Chair, Board of Directors: January 2024 to December 2025
- Academy of Management (AoM)
 - Committee for the Network of Leadership Scholars/Florida International University jointly sponsored Outstanding Dissertation Award
 - Reviewer 2010-Present
 - Research Methods Division Awards Committee 2018
 - Session chair: 2019 conference
- Southern Management Association (SMA)
 - Reviewer 2010-Present
 - 2019 Organizational Behavior Track Chair
- Society for Industrial Organizational Psychology (SIOP)
 - Committee for the Advancement of Professional Ethics (CAPE): 2018-Present
 - Education & Training subcommittee to develop methods and reliable research resources for reviewers.
 - Open Science Committee: 2019-Present
 - Open Science Task Force: 2020-2021
- Consortium for the Advancement of Research Methods and Analysis (CARMA)
 - Executive Board: 2022-present
 - Chair of Advanced Reviewer Development Advisory Board: 2018-present
 - Led initiative to coordinate between CARMA and SIOP on basic research development
 - Short course instructor: Open Science

EXAMPLE OUTREACH

- Consultant to Charlotte-Mecklenburg Police Department (Charlotte, NC)
- Food Lion, LLC (Salisbury, NC): Assessment and development of strategic HRM practices for mid-east region
- COVID-19 UNC Charlotte student letter writing campaign. Coordinated the writing of thousands of letters from students to thank frontline workers for their service during the height of the pandemic
- Society for Neuroscience collaboration and Leadership Conference 2021
- Charlotte Business Alliance leadership training: Spring 2025; Spring 2024; Spring 2023; Spring 2022; Spring 2021; Spring 2020
- Moderated Dean's Leadership Series: Leading in Diversity, Equity and Inclusion in the Workplace: September 2020
- Organizational Science Summer Institute: Supported summer diversity institute by meeting with student attendees (2016; 2018; 2019; 2020; 2021): Presenter and faculty mentor
- #ShapingCLT panel on the gender wage gap. Levine Museum of the New South
- Emerging Business Leaders Program in association with BCOB Exec Education and Charlotte Regional Business Alliance. (2021, 2022, 2023)
- Professional Development Session for Community and Alumni via Exec Ed on leadership (Dec, 2019)
- Charisma in leadership: <https://inside.uncc.edu/news-features/2020-01-29/charisma-you-don%E2%80%99t-have-be-born-it-lead-it>
- Teaching Ethical Behaviors in Leadership : <https://inside.uncc.edu/news-features/2020-10-08/belk-college-faculty-researching-ethical-behaviors-teach-leadership>
- Charlotte Business Buzz podcast: Gender inequality in the workplace
- Charlotte Agenda: How Charlotte business leaders can aim for “better” instead of business as usual” in 2021
- LGBT Charlotte Chamber of Commerce: Facilitated a panel on Creating Certainty in an Uncertain World (September, 2022)
- Featured panelists at the [CLT Alliance Investor Quarterly Meeting](#) highlighting UNC Charlotte research that fuels innovation and supports economic growth in the region.

CV updated as of August 2, 2025
