

Daniel P. Gullifor

Assistant Professor
Department of Management and Human Resources
College of Business | Marquette University
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ACADEMIC POSITIONS

Marquette University, College of Business Administration, Milwaukee, WI.
Assistant Professor, 2026-present

University of Wisconsin – Eau Claire, College of Business, Eau Claire, WI.
Associate Professor, 2025-2026
Assistant Professor, 2019-2025

EDUCATION

Texas Tech University Lubbock, TX.
Doctor of Philosophy in Business Administration, August 2019
Dissertation Title: “Imposter Phenomenon (IP): An Experimental Experience of State IP”

Bradley University Peoria, IL.
Master of Business Administration, May 2015
Cumulative GPA: 4.00/4.00

Bachelor of Science, Business Management and Administration, May 2011
Cumulative GPA: 3.56/4.00 *Cum Laude*

RESEARCH INTERESTS

My primary research interests include the impostor phenomenon and leadership. More specifically, I focus on how one’s self-concepts and their discrepancies interplay with the leadership process, ultimately impacting workplace outcomes.

REFEREED PUBLICATIONS

Gullifor, D. P., Stotler, D. J., Chang, Y., Lester, S. W., & Wyland, R. L. (Forthcoming). "When Self-Doubt Harms Others: The Impostor Phenomenon, Malicious Envy, and Coworker Social Undermining," STATUS: Conditionally Accepted at *Journal of Business Ethics*.

Stotler, D. J., **Gullifor, D. P.,** & Hunter, E. M. (2025). Come on, others, light my fire: A resource gain perspective on the daily benefits of servant leadership behaviors for the leaders themselves. *Group & Organization Management*, 10596011251327623.

Gullifor, D. P., Gardner, W. L., Karam, E. P., Coglisier, C. C., & Noghani, F. (2024). The Impostor Phenomenon at Work: A Systematic Evidence-Based Review, Conceptual

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Development, and Agenda for Future Research. *Journal of Organizational Behavior*, 45, 234-251. ****Recognized as a “Top Read” and a “Top Cited” article for the year in the journal****

Gardner, W. L., Karam, E. P., Noghani, F., Coglisier, C. C., **Gullifor, D. P.**, Mhatre, K., ... & Dahunsi, D. (2024). ‘Let’s get real’... when we lead: A systematic review, critical assessment, and agenda for authentic leadership theory and research. *Journal of Management & Organization*, 30, 1642-1668.

Gullifor, D. P., Petrenko, O. V., Chandler, J. A., Quade, M. J., & Rouba, Y. (2023). Employee reactions to perceived CSR: The influence of the ethical environment on OCB engagement and individual performance. *Journal of Business Research*, 161, 113835.

Gullifor, D. P., Noghani, F., Lester, S. W., Karam, E. P., & Coglisier, C. C. (2023). Linking core self-evaluations to organizational citizenship behaviors: An approach-avoidance perspective. *Journal of Business and Psychology*, 38, 925-939.

Wyland, R. L., Hanson-Rasmussen, N. J., & **Gullifor, D.P.** (2023). The Build and Bond Experiential Exercise: A Lesson in Team Dynamics and Team Skills. *Organization Management Journal*, 20, 156-168.

Gardner, W. L., **Gullifor, D. P.**, Carlson, J. D., Coglisier, C. C., & Williams, M. L. (2022). Barriers to authentic leader-follower relationships: Implications for human resource management. In J. H. Dulebohn, B. Murray, & D. L. Stone, & J (Eds.), *Leadership: Leaders, Followers, and Context. Research in Human Resource Management* (pp. 181-218).

Gardner, W. L., Lowe, K. B., Meuser, J. D., Noghani, F., **Gullifor, D. P.**, Coglisier, C. C. (2020). The leadership trilogy: A review of the third decade of The Leadership Quarterly. *The Leadership Quarterly*, 31, 101379.

Hinojosa, A.S., Gardner, W.L., Walker, H.J., Coglisier, C.C., & **Gullifor, D.P.** (2017). A review of cognitive dissonance theory in management research: Opportunities for further development. *Journal of Management*, 43, 170-199.

Weinzimmer, L.G., Baumann, H.M., **Gullifor, D.P.**, & Koubova, V. (2017). Emotional intelligence and job performance: The mediating role of work-family balance. *The Journal of Social Psychology*, 157, 322-337.

Gullifor, D.P., Tribble, L.L., & Coglisier, C.C. (2017). Some of my best friends at work are millennials: Leader-member exchange in the face of evolving generational diversity in the workplace. In Scandura, T.A. & Mourino, E. (Eds.). *Leading Diversity in the 21st Century*, (pp. 221-242).

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Karam, E.P., Gardner, W.L., **Gullifor, D.P.**, Tribble, L.L., & Li, M. (2017). Authentic leadership and high-performance human resource practices: Implications for work engagement. In Buckley, M.R., Halbesleben, J.R.B., & Wheeler, A.R. (Eds.). *Research in Personnel and Human Resource Management*, (pp. 103-153).

NON-REFEREED PUBLICATIONS

Gullifor, D. P., & Gardner, W. L. (2020). Case: Superior Staffing. In G.A. Yukl & W.L. Gardner, *Leadership in organizations* (9th ed.), pg. 45. Boston, Mass.: Pearson.

Gullifor, D. P., & Gardner, W. L. (2020). Case: Ready Foods Company. In G.A. Yukl & W.L. Gardner, *Leadership in organizations* (9th ed.), pgs. 136-137. Boston, Mass.: Pearson.

Gullifor, D. P., & Gardner, W. L. (2020). Case: Prestige Marketing. In G.A. Yukl & W.L. Gardner, *Leadership in organizations* (9th ed.), pgs. 201-202. Boston, Mass.: Pearson.

REFEREED CONFERENCE PRESENTATIONS

Gullifor, D. P. Stotler, D. J., Lester, S. W., Wyland, R. L., Crider, C., & Lauver, K. (2026, October). *Better to Laugh Than to Cry: How the Impostor Phenomenon Shapes Humor Use and Charismatic Impressions in the Workplace*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida.

Vandermolen, S. & **Gullifor, D. P.** (2026) "Examining the Relationship between the Impostor Phenomenon and Workplace Creativity: Using Ego Depletion as a Mediator." Paper presented at the Celebration of Excellent in Research and Creative Activity, Eau Claire, Wisconsin.

Heesch, O. & **Gullifor, D. P.** (2026) "Threat, Trust, and Power: Explaining Psychological Safety under Abusive Leadership." Paper presented at the Celebration of Excellent in Research and Creative Activity, Eau Claire, Wisconsin.

Gullifor, D. P. Stotler, D. J., Lester, S. W., & Wyland, R. (2025) The Irritable Impostor: The Mediating Role of Irritability in the IP-Stress Relationship. In T. Holmes and N. Berghoff (Organizers), *Unpacking the Impostor Phenomenon at Work: The Role of Individual and Contextual Factors*. Symposium conducted at the 85th annual meeting of the Academy of Management (AOM), Copenhagen, Denmark.

Cernohous, I., & **Gullifor, D. P.** (2025). "The role of impostor phenomenon on irritability and work engagement." Paper presented at the Celebration of Excellent in Research and Creative Activity, Eau Claire, Wisconsin.

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Handy, K., Brown, K., **Gullifor, D. P.**, & Wyland, R. (2024). "Fake it til you make it... home? Examining neuroticism, impostor phenomenon, and work-family conflict." Paper presented at the Celebration of Excellent in Research and Creative Activity, Eau Claire, Wisconsin.

Gullifor, D. P. & Wyland, R. (2023) Don't hide the "real" you: The moderating role of authentic leadership in the impostor phenomenon – withdrawal behavior relationship. In N. Berghoff (Organizer), *Impostorism in the Workplace – A New Perspective*. Symposium conducted at the 83rd annual meeting of the Academy of Management (AOM), Boston, Massachusetts.

Gullifor, D. P., Wyland, R., Lester, S.W., Olson, G., & Allen, E. (2023). "More Than One Victim: The mediating role of envy in the impostor phenomenon-workplace deviance relationship. Paper presented at the National Conference for Undergraduate Research, Eau Claire, Wisconsin.

Gullifor, D. P., Noghani, F., Karam, E. P., Coglisier, C. C., & Lester, S. W. (2021). *Core self-evaluations and organizational citizenship behaviors: situational appraisals and actions*. Paper presented at the 81st annual meeting of the Academy of Management, Virtual.

Wyland, R., Hanson-Rasmussen, N., & **Gullifor, D. P.** (2021). *The Build and Bond Experiential Exercise: Utilizing Teams and Team Concepts to Create and Execute a Virtual Team Building Activity*. Paper presented at the annual meeting of the MOBTS (Management and Organizational Behavior Teaching Society Conference (formerly OBTC), Virtual.

Gullifor, D. P., Gardner, W. L., Karam, E. P., & Coglisier, C. C. (2020, October). *What's Behind The Mask? A Self-Concept Based Approach To The Impostor Phenomenon (IP)*. Paper presented at the annual meeting of the Southern Management Association, St. Pete Beach, Florida.

Gullifor, D. P., Gardner, W. L., Karam, E. P., Coglisier, C. C., & Hohman, Z. P. (2019, October). *Development and Validation of the State Imposter Phenomenon Scale (SIPS)*. Paper presented at the annual meeting of the Southern Management Association, Norfolk, Virginia.

Petrenko, O. V., **Gullifor, D. P.**, Chandler, J. A., Quade, M., Rouba, Y., Vitaliy Skorodziyevskiy (2019, August). *Micro Foundations of Corporate Social Responsibility: A Social Exchange Perspective*. Paper presented at the 79th annual meeting of the Academy of Management, Boston, Massachusetts.

Gullifor, D.P., Hansen, H.H., & Gardner, W.L. (2018, August) Authentic leadership: Measurement strengths and challenges of a life stories approach. In R.K. Gottfredson (Organizer), *Progressing the Science of Leadership through Novel and Innovative Questions and*

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Assessments. Symposium conducted at the 78th annual meeting of the Academy of Management (AOM), Chicago, IL.

Gardner, W.L., **Gullifor, D.P.**, & Cogliser, C.C. (2018, August) Authentic leadership: An examination of boundary conditions. In C.A. Hartnell, D.J. Stotler, & L.K. Trevino (Organizers), *Advancing Moral Approaches to Leadership: Boundary Conditions, Scale Development, and Review*. Symposium conducted at the 78th annual meeting of the Academy of Management (AOM), Chicago, IL.

Gullifor, D.P., Tribble, L.L., & Cogliser, C.C. (2017, October) Some of my best friends at work are millennials: Leader-member exchange in the face of evolving generational diversity in the workplace. In C.C. Cogliser (Coordinator) *Leading for Diversity in the 21st Century*. Panel Discussion conducted at the annual meeting of the Southern Management Association (SMA), St. Pete Beach, FL.

Gullifor, D.P., Payne, G.T., Chandler, J.A., Moore, C.B., Evert, R.E., McLeod, M. (2017, October). *Top management team (TMT) characteristics and entrepreneurial orientation (EO): The moderating role of firm size*. Paper presented at the annual meeting of the Southern Management Association (SMA), St. Pete Beach, FL.

Carlson, J.D., Gardner, W.L., **Gullifor, D.P.**, Cogliser, C.C. (2016, October). *Authentic Leadership: An Examination of Boundary Conditions*. Paper presented at the annual meeting of the Southern Management Association (SMA), Charlotte, NC.

Gullifor, D.P., Tribble, L.L., Cogliser, C.C. (2016, December). *Some of my best friends at work are millennials: Leader-member exchange in the face of evolving generational diversity in the workplace*. Paper presented at the Qualitative Conference at Texas Tech University with keynote speaker Yvonna Lincoln, Lubbock, TX.

Weinzimmer, L.G., Baumann, H.M., **Gullifor, D.P.**, & Koubova, V. (2015, October). *Emotional intelligence and job performance: The mediating role of work-family balance*. Paper presented at the annual meeting of the Southern Management Association (SMA), St. Pete Beach, FL.

Gullifor, D.P. (2014, November). *The emotional side of leader member exchange theory*. Paper presented at the annual meeting of the Southern Management Association (SMA), Savannah, GA.

Gullifor, D.P. (2014, March). *The inner ring: What it is, how it's formed, and what to do about it*. Paper presented at the annual meeting of the Midwest Business Administration Association (MBAA), Chicago, IL.

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WORK IN PROGRESS

Gullifor, D. P., Gardner, W. L., Karam, E. P., Coglisier, C. C., Lester, S. W., Wyland, R. L. & Zachary, M. (2025). "Development and Validation of the State Impostor Phenomenon Scale (SIPS)," STATUS: 3rd round revise and resubmit at *Group and Organization Management*.

Wyland, R. L., & **Gullifor, D. P.** (2025) "Team building and Creativity: The Creative Outdoor Space Exercise," STATUS: 3rd round revise and resubmit at *Management Teaching Review*.

Karunarathe, R.A.I.C., Froese, F. J., & **Gullifor, D. P.** (2025) "Impostor Phenomenon Among Early-career Employees: Individual and Contextual Influences," STATUS: Under review at *Asia Pacific Journal of Management*.

Reindl, G., Kuhner, C., Ebertshauser, L., Van Den Bossche, Rodriguez, M., Vergauwe, J., **Gullifor, D. P.** & Zacher, H., (2025) "Meta-Analysis of Impostor Phenomenon among graduate students," STATUS: Under review at *Psychological Bulletin*.

Gardner, W. L., **Gullifor, D. P.**, Karam, E. P., & Coglisier, C. C., (2025). "Increasing the Signal-to-Noise Ratio when Leading: A Signaling Theory Reconceptualization of Authentic Leadership," STATUS: Writing; targeted for *The Leadership Quarterly*.

Meuser, J. D., Solanelles, P., Smallfield, J., **Gullifor, D. P.**, Cao, X., Lowe, K.B., & Atwater, L. (2025). "Impractical Implications? What Should We Do About Them?," STATUS: Coding and Data Analysis; targeted for *Academy of Management Journal*.

Davis-McCauley, K. & **Gullifor, D.P.** (2025). "Leveraging Authentic Leadership to Create a Sustainable Competitive Advantage," STATUS: Writing; targeted for *Business Horizons*.

Gullifor, D. P., & Karam, E. P. (2025) "Outgrowing the Impostor in You" STATUS: Early Idea Development; targeted for *Harvard Business Review*.

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TEACHING INTERESTS

My primary teaching interests include leadership, ethics, and organizational behavior. In teaching these topics, I infuse my courses with examples from industry, as well as the common questions researchers are investigating today. By doing this, students gain both an understanding of the contemporary workplace as well as the ability and confidence to continue to learn and develop into the future.

TEACHING EXPERIENCE

Marquette University

Undergraduate (Bachelors):

MANA 3001 – Organization and Behavior – Fall 2026

University of Wisconsin – Eau Claire

Undergraduate (Bachelors):

MGMT 300 – Personal Leadership Management - Fall 2022-Fall 2025

MGMT 340 – Organizational Behavior - Fall 2019-Spring 2023; Fall 2025

MGMT 399 – Independent Study (Ethical Leadership Certification) - Spring 2022; 2024

MGMT 482 – Leadership & Ethics - Fall 2019-Spring 2022; Fall 2023-Fall 2025

Graduate (MBA):

MBA 701 – Leading a Dynamic and Diverse Workforce – Spring 2021

Working Professionals:

Leadership Center Workshop – “Emotional Intelligence, Authenticity and Its Paradox, and Minimizing Burnout” – Spring 2026

Leadership Center Workshop – “Emerging Leaders: Experiences with Impostor Phenomenon, Authenticity, Trust, and Fostering Psychological Safety” – Spring 2025

Leadership Center Workshop – “Leadership Styles, Influence Tactics, and Charismatic Leadership Tactics” – Fall 2025

Continuing Education – “Employee Engagement and Performance Management” – Spring 2026

Continuing Education – “Time Management and Delegation” – Spring 2025

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PROFESSIONAL SERVICE

Editorial Review Board Member:

Journal of Organizational Behavior, 2025-Present

Reviewer for Academic Journals:

Organization Science, 2025-Present

Journal of Management Studies, 2025-Present

Journal of Occupational and Organizational Psychology, 2025-Present

Journal of Organizational Behavior, 2024-Present

Human Resource Management Review, 2024-Present

Journal of Management and Organization, 2024-Present

Group and Organization Management, 2018-Present

Current Psychology, 2023-Present

Management Decision, 2021-Present

Journal of Business Research, 2023

Frontiers in Psychology, 2023

Consciousness and Cognition, 2021

Journal of Social Psychology, 2018

Human Resource Management Review, 2018

AWARDS/HONORS

Tyler Patterson Early Career College of Business Fellowship, 2023

Outstanding Contributions to Research as a Doctoral Student, Rawls College of Business, 2018.

Outstanding Contributions to Research as a Doctoral Student, Rawls College of Business, 2017.

Jerry S. Rawls Ph.D. Scholarship Award, 2017-2018.

Best Student Research Track Award for Most Distinguished Paper in Management at MBAA Conference, 2014.

PROFESSIONAL MEMBERSHIP

Academy of Management, 2015-present

Southern Management Association, 2014-present

Beta Gamma Sigma National Business Honor Society, 2015

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NON-ACADEMIC WORK EXPERIENCE

Maui Jim Sunglasses, *Warehouse Intern* (May, 2015 - August, 2015), Peoria, Illinois.

ConAgra Foods, *Sales Intern* (May, 2014 - August, 2014), Naperville, Illinois.

Aerotek, *Recruiter Lead* (June, 2011 - July, 2013), St. Louis, Missouri.

St. Louis Cardinals, *Sales Intern* (May, 2010 - August, 2010), St. Louis, Missouri.