

# Leadership in Organizations

## What We Know ... and Don't Know

Penn State

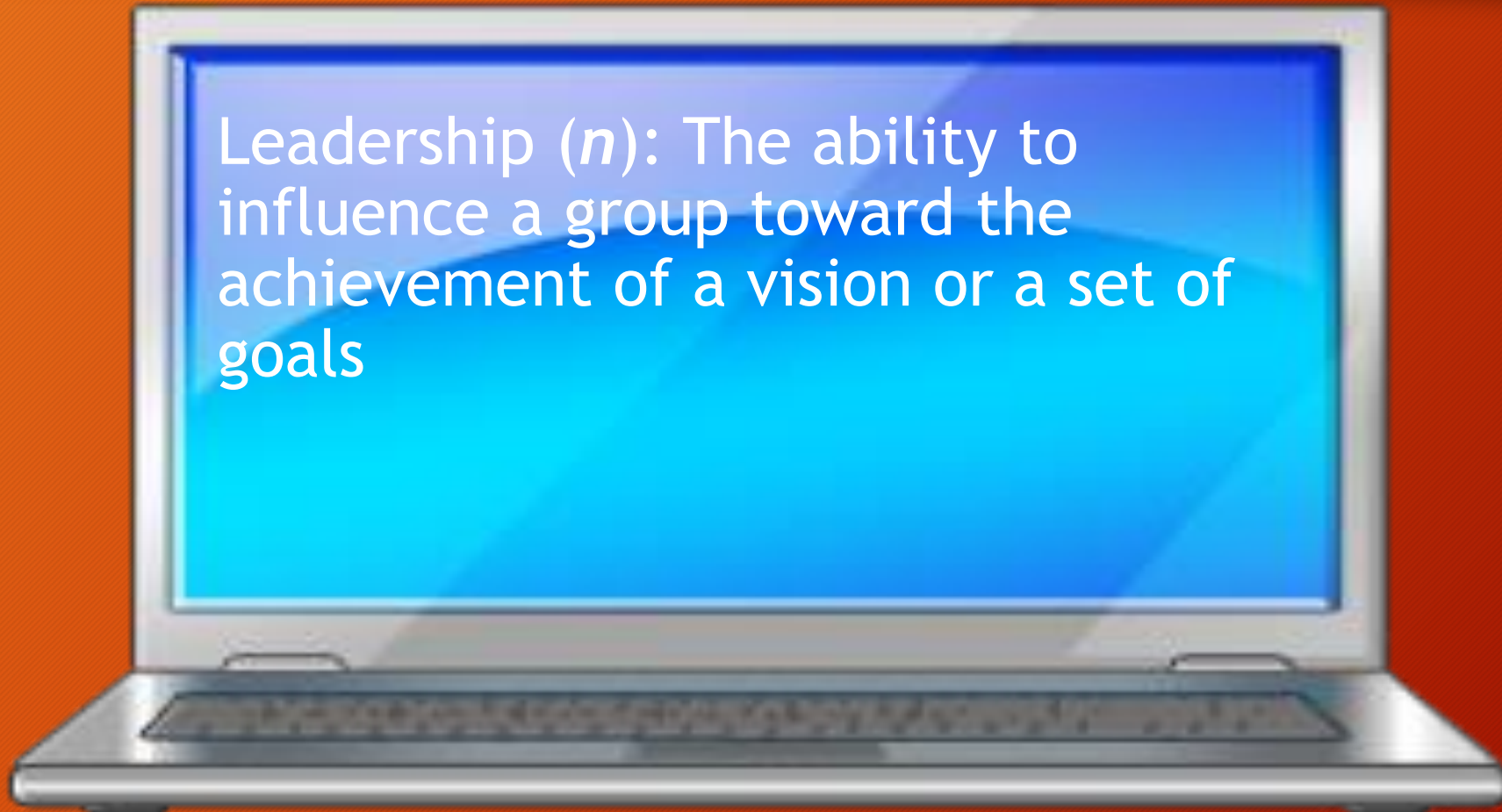
25 April 2014

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# Leadership Defined

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# Theories of Leadership: Pre 1985

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1920 -  
1950

- **Trait Theories**

- “Great man” perspective (Mann’s review [*Ψ Bulletin*, 1965] cast doubt on the validity of the perspective)

1950 -  
1970

- **Behavioral Theories**

- Ohio State - Michigan studies

1970 -  
1985

- **Contingency Theories**

- Effects of behaviors depended on situations (e.g., LPC Theory; Substitutes for Leadership; Path-goal Theory; Vroom-Yetton)

# Theories of Leadership: Post 1975

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1975 -  
1989

- **Transformational/Charismatic Leadership Theories**
  - House, 1977; Burns, 1978; Bass, 1985

1990 -  
1996

- **Attributional Approaches / Relational Theories**
  - Lord, Brown, & Freiberg, 1996; Meindl, 1990;  
Graen & Uhlbien, 1995

1997 -  
2014

- **Ethical Theories**
  - Ethical Leadership (Brown, Treviño); Authentic Leadership (Luthans, Avolio, Walumbwa)

# The Problem (Well, Problems)

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The cure to the purported problems with trait and behavioral theories was not any more valid than the theories they were meant to fix

The theories often confounded causes and effects

The reviews were not based on a systematic review of the evidence (by contemporary standards)

# The Upshot

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Trait and  
behavioral theories  
may have been  
subject to a  
premature burial

# Leader Traits

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## Big Five

- Neuroticism
- Extraversion
- Agreeableness
- Conscientiousness
- Openness



## Self-Concept

- Core self-evaluations
- Narcissism
- Hubris



## Other traits?

- Self-awareness
- Ambition
- Big Five aspects (Facets)

# Leader Traits

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Trait	Leader Emergence $k$	Leader Emergence $\rho$	Leadership Effectiveness $k$	Leadership Effectiveness $\rho$
Neuroticism	30	-.24*	18	-.22*
Extraversion	37	.33*	23	.24*
Openness	20	.24*	17	.24*
Agreeableness	23	.05	19	.21*
Conscientiousness	17	.33*	18	.16*

\* 95% confidence interval excluding zero.  $k$ =number of correlations;  $\rho$ =estimated mean corrected correlation.

Source: Judge, Bono, Ilies, & Gerhardt (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 675-780.



# Leader Behaviors

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## Ohio State Dimensions

- Consideration
- Initiating Structure



## Transformational Leadership

- Charisma
- Vision



## Ethical Leadership

- Ethical Leadership
- Authentic Leadership

# Leader Behaviors

## Ohio State Dimensions

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Criterion	Consider- ation <i>k</i>	Consider- ation <i>N</i>	Consider- ation $\rho$	Consider- ation <i>r</i>
Follower job satisfaction	76	11,374	.46*	.40
Follower satisfaction with leader	49	7,871	.78*	.68
Follower motivation	11	1,067	.50*	.36
Leader job performance	25	2,330	.25*	.18
Group-organization performance	27	2,008	.28*	.23
Leader effectiveness	20	1,605	.52*	.39

\* 90% confidence interval excluded zero. *k*=number of correlations; *N*=combined sample size;  $\rho$ =estimated true correlation; *r*=mean observed correlation.

Source: Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones?: A re-examination of consideration, initiating structure, and leadership effectiveness. *Journal of Applied Psychology*, 89, 36-51.

# Leader Behaviors

## Ohio State Dimensions

Criterion	Initiating Structure <i>k</i>	Initiating Structure <i>N</i>	Initiating Structure $\rho$	Initiating Structure <i>r</i>
Follower job satisfaction	72	10,317	.22*	.19
Follower satisfaction with leader	49	8,070	.33*	.27
Follower motivation	12	1,041	.40*	.26
Leader job performance	22	2,085	.24*	.19
Group-organization performance	27	2,079	.30*	.23
Leader effectiveness	20	1,960	.39*	.28

\* 90% confidence interval excluded zero. *k*=number of correlations; *N*=combined sample size;  $\rho$ =estimated true correlation; *r*=mean observed correlation.

Source: Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones?: A re-examination of consideration, initiating structure, and leadership effectiveness. *Journal of Applied Psychology*, 89, 36-51.

# Leader Behaviors

## Transformational Leadership

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Criterion	Transformational $k$	Transformational $N$	Transformational $\rho$
Follower job satisfaction	18	5,279	.58*
Follower satisfaction with leader	23	4,349	.71*
Follower motivation	16	4,773	.53*
Leader job performance	13	2,126	.27*
Group-organization performance	41	6,197	.26*
Leader effectiveness	27	5,415	.64*

\* 95% confidence interval.  $k$ =number of correlations;  $N$ =combined sample size;  $\rho$ =estimated true correlation.

Source: Judge, T. A., & Piccolo, R. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89, 755-768.

# Leader Behaviors

## Ethical/Authentic Leadership

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- The newest theories of leadership include ethical leadership and authentic leadership
- These theories have been subject to less research
  - Authentic leadership has proven controversial

# So what works?

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- Leader traits and leader behaviors (consideration, initiating structure, and transformational leadership) have proven themselves predictive of leadership
- Very little research has tried to reconcile these approaches
- Leader behaviors probably mediate, at least in part, leader traits
- Recently, we sought to reconcile leader behaviors

# Reconciling Behavioral Approaches

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	Follower Job Satisfaction	Leader Effectiveness
Consideration	.23**	.15
Initiating Structure	-.07	.21**
Transformational	.28**	.20**
R	.46**	.45**
R <sup>2</sup>	.21**	.20**

Source: Piccolo, R. F., Duehr, E., Rowold, J., Heinitz, K., Bono, J. E., & Judge, T. A. (2012). The relative impact of complementary leader behaviors: Which matter most? *Leadership Quarterly*, 23, 567-581.

# Attributional/Relational Approaches

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## Attributional Approaches

- Implicit Leadership Theory
- Romance of Leadership



## Relational Approaches

- Leader - Member Exchange



I won't review these now, but they raise issues I will pick up later



# Where We Are

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- We can predict leadership emergence and effectiveness using both leader traits and leader behaviors
- In well controlled studies, these effects are moderate in magnitude
- What more is there is learn?
  - Plenty!
- I now turn to a discussion of some things we don't know
  - I highlight areas in which I am interested in collaborating

# What We Don't Know In Leadership: I

## Do Narrow Traits Matter?

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1

One important issue is whether, by focusing on broad traits, leader trait research has under-predicted leadership outcomes

2

Recently (Judge, Rodell, Klinger, Simon, & Crawford, *JAP*, 2013), we found that trait facets offer substantial promise in predicting job performance

3

We consider this study here because its results suggest relevance to leadership research

# What We Don't Know In Leadership: I

## Do Narrow Traits Matter?

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**BROAD**



Ones & Viswesvaran (1996):  
Broad measures have better predictive validities because “there is too much invalid variance in any...measure of specific, narrow personality dimensions”



**NARROW**

“Narrow traits are better predictors of job performance than are the factors that subsume them” (Ashton, 1998)

“Using broad, complex measures, although convenient, runs the risk of masking meaningful and exploitable relations at more specific levels” (Tett et al., 2003)

# What We Don't Know In Leadership: I

## Do Narrow Traits Matter?

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Faceted approaches may produce higher criterion-related validity than broad-trait-only approaches



Psychometrically, if facets of a multidimensional construct are positively correlated and differentially predict a criterion, then a composite of those facets will always produce higher criterion-related validity than the average of the facets



Broad-only measures are more likely to be construct-deficient in that they are likely to sample a narrower content domain than multidimensional measures

This is important given the varying contexts over which organizational behavior occurs

# What We Don't Know In Leadership: I

## Do Narrow Traits Matter?

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- Each trait organized by 3 hierarchical levels
  - Single broad Big Five trait
  - Two facets according to DeYoung et al. (*JPSP*, 2007)
  - Six NEO sub-facets that correspond to each Big Five trait, but also are nested within the DeYoung et al. (2007) facets
- Meta-analyzed 1,176 correlations from 410 samples (N=406,029)
- Formed the 10 DeYoung facets from the NEO facets, and five broad traits from those facets



*Broad  
Trait*

*DeYoung  
Facets*

*Neo  
Sub-Facets*

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Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Conscientiousness

Industriousness

Orderliness

Achievement

Competence

Self-  
Discipline

Deliberation

Dutifulness

Order

Do you think these facets have differential validity in predicting leadership outcomes?

**Broad  
Trait**

**DeYoung  
Facets**

**Neo  
Sub-Facets**

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Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

**Agreeableness**

**Compassion**

**Politeness**

**Altruism**

**Tender-mindedness**

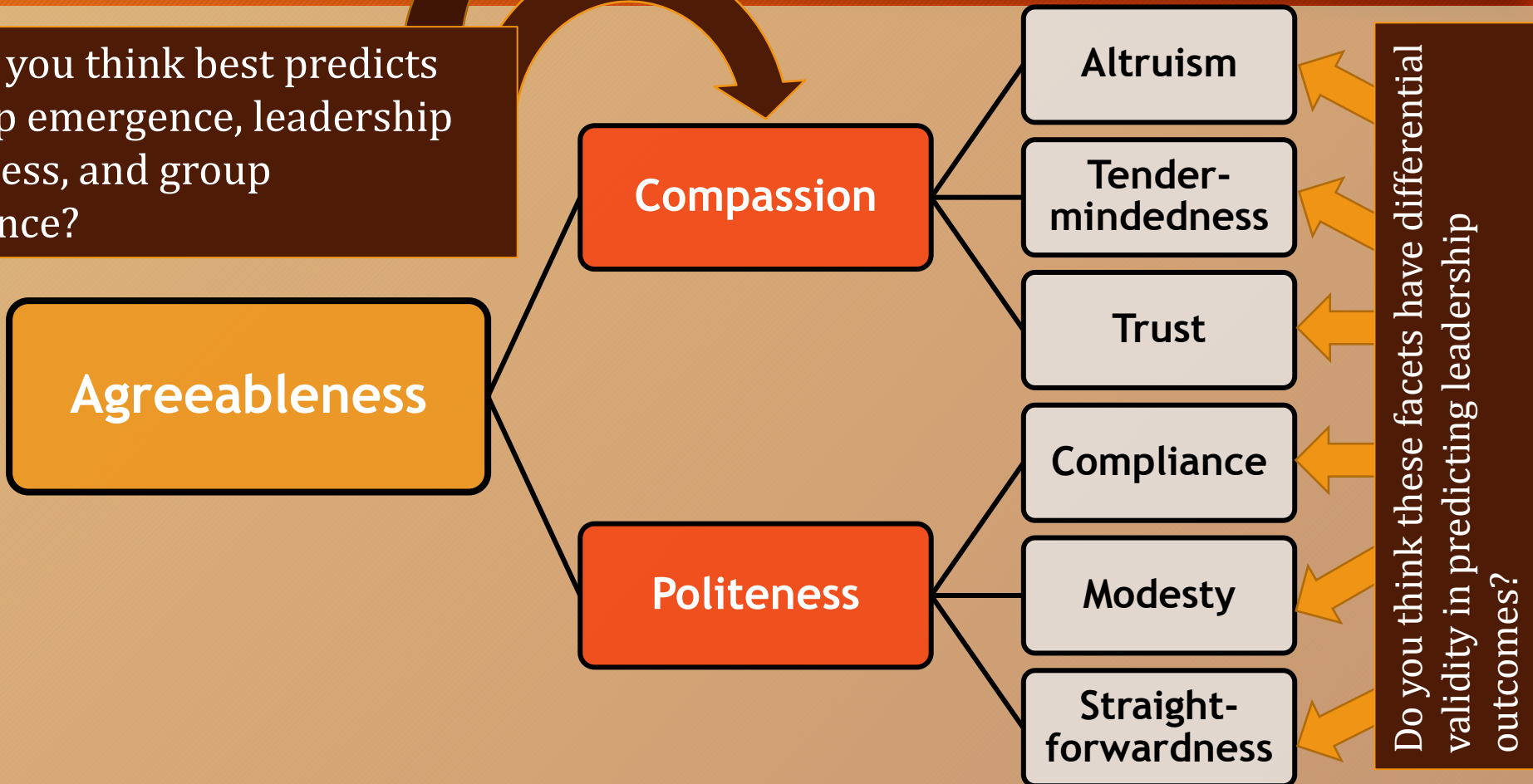
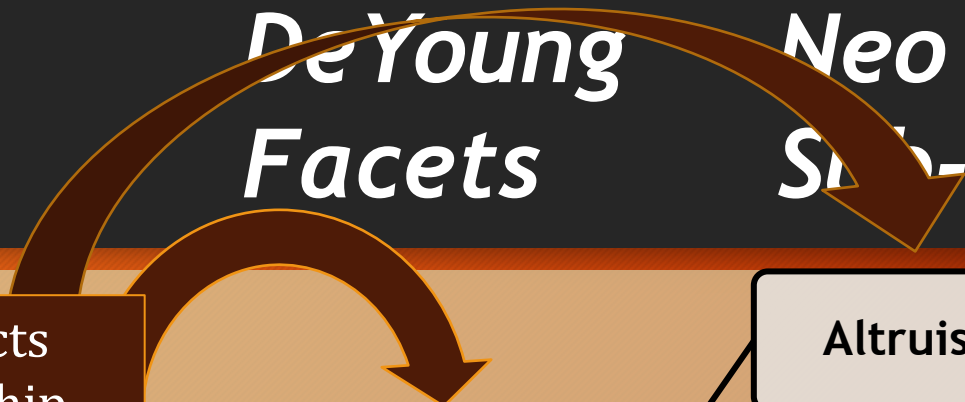
**Trust**

**Compliance**

**Modesty**

**Straight-forwardness**

Do you think these facets have differential validity in predicting leadership outcomes?



*Broad  
Trait*

*DeYoung  
Facets*

*Neo  
Sub-Facets*

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Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Neuroticism

Volatility

Withdrawal

Angry  
Hostility

Impulsiveness

Anxiety

Depression

Vulnerability

Self Con-  
sciousness

Do you think these facets have differential validity in predicting leadership outcomes?



# Broad Trait

# DeYoung Facets

# Neo Sub-Facets

Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Openness

Intellect

Experiential Openness

Ideas

Actions

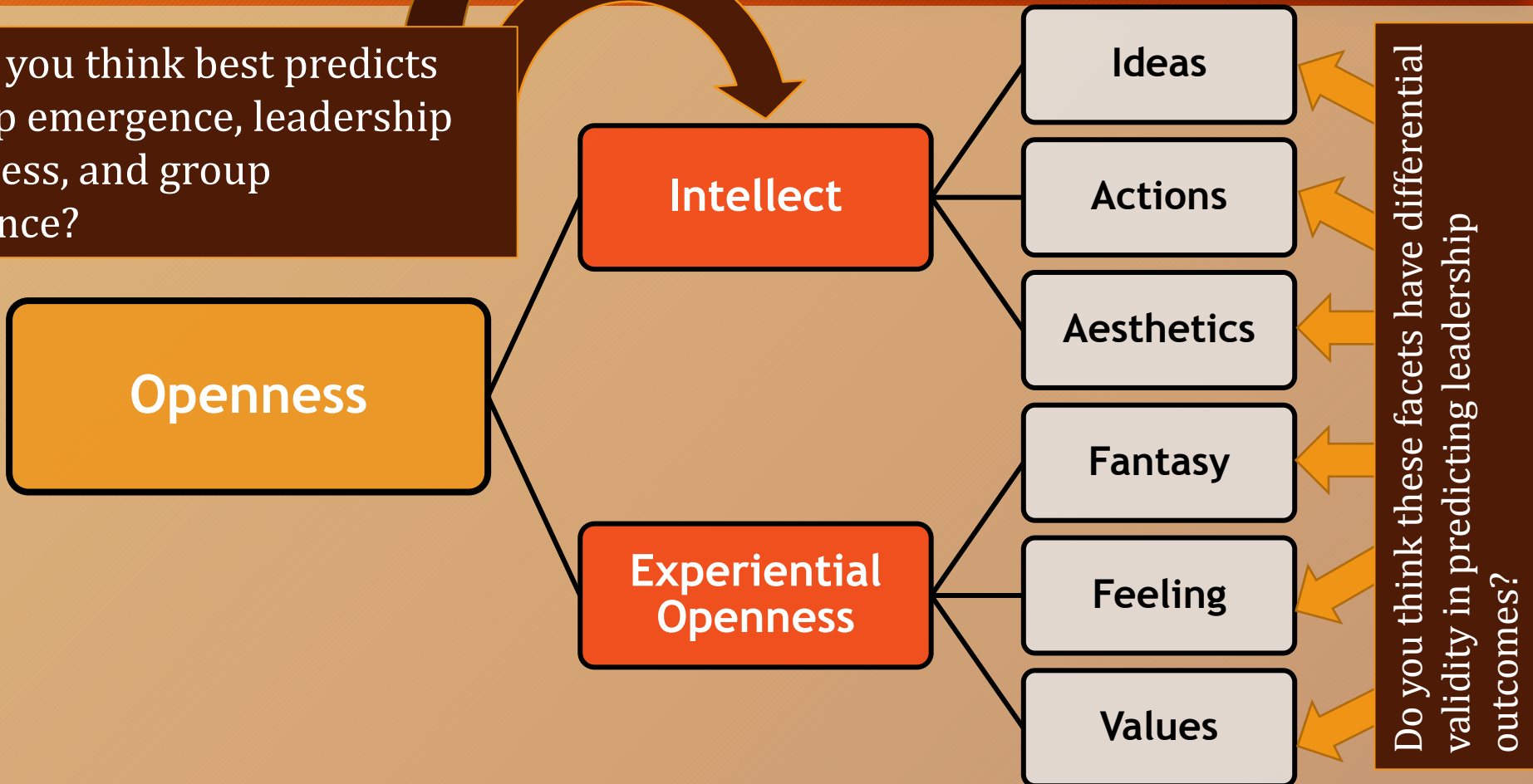
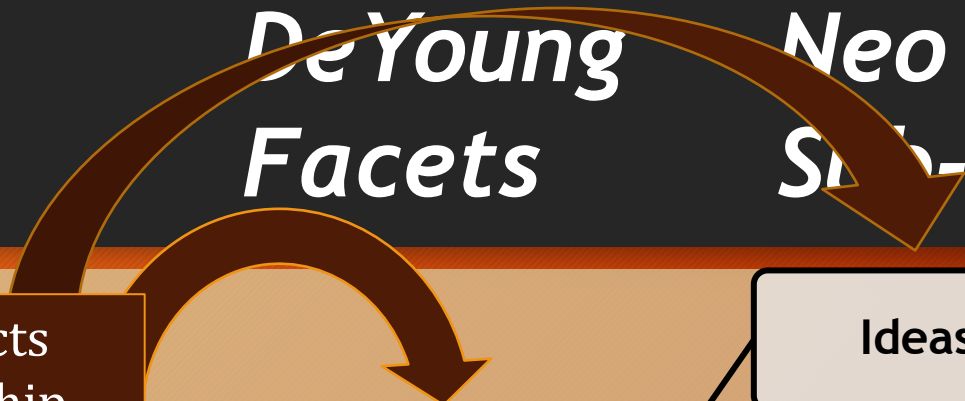
Aesthetics

Fantasy

Feeling

Values

Do you think these facets have differential validity in predicting leadership outcomes?



*Broad  
Trait*

*DeYoung  
Facets*

*Neo  
Sub-Facets*

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Which do you think best predicts leadership emergence, leadership effectiveness, and group performance?

Extraversion

Assertiveness

Enthusiasm

Activity

Assertiveness

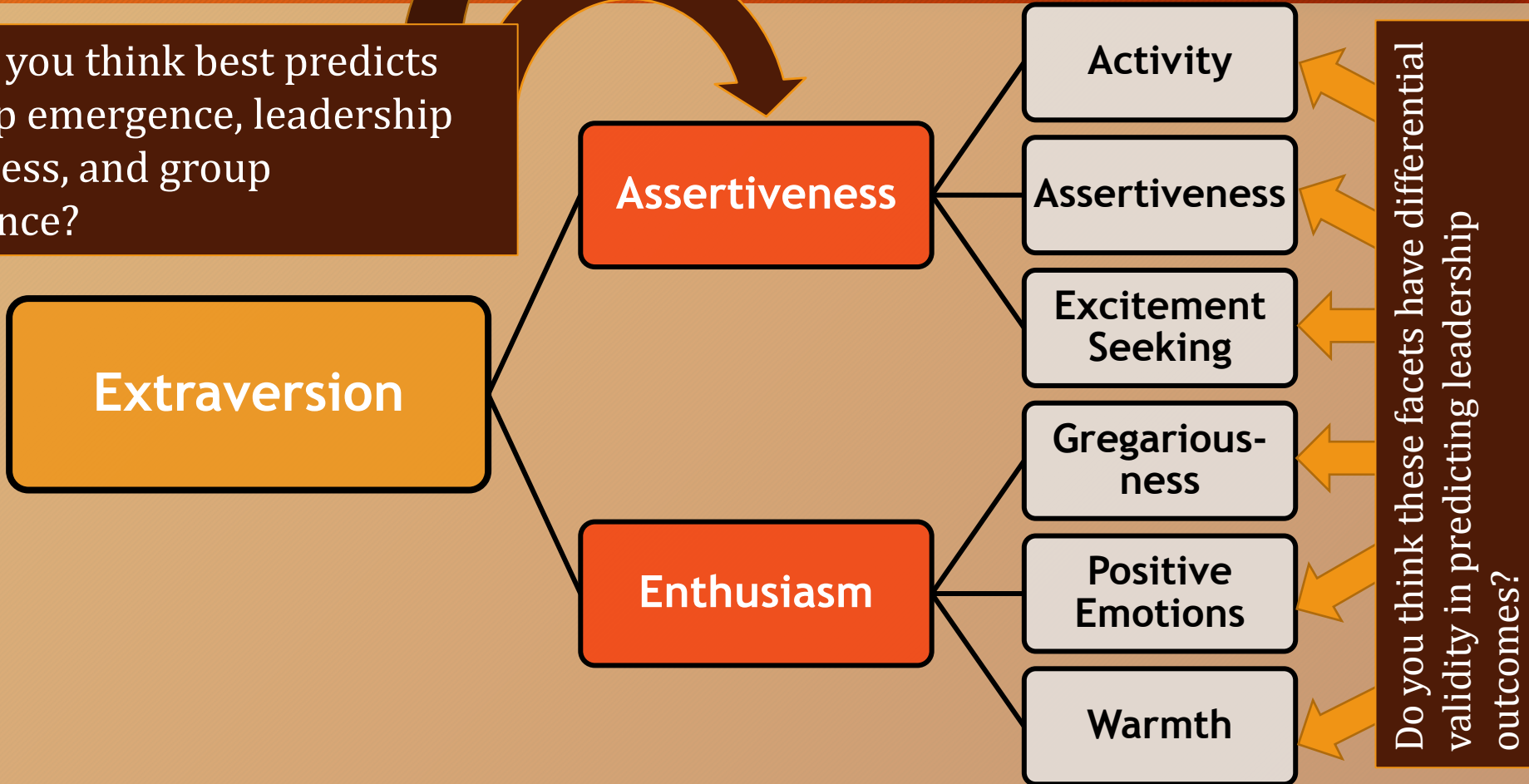
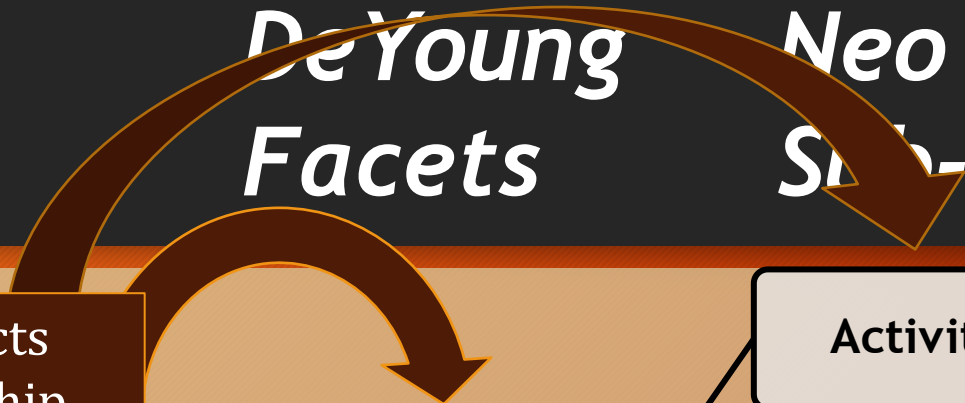
Excitement  
Seeking

Gregarious-  
ness

Positive  
Emotions

Warmth

Do you think these facets have differential validity in predicting leadership outcomes?



# What We Don't Know In Leadership: I

## Broad & Narrow Traits Predicting Job Performance

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	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>
<b>Overall Job Performance</b>						
<b>Conscientiousness</b>	.261**	.068**	.265**	.070**	.259**	.067**
<b>Agreeableness</b>	.194**	.037**	.166**	.028**	.165**	.027**
<b>Neuroticism</b>	.228**	.052**	.121**	.015**	.098**	.010**
<b>Openness</b>	.300**	.090**	.100**	.010**	.080**	.006**
<b>Extraversion</b>	.406**	.165**	.205**	.042**	.199**	.040**

# What We Don't Know In Leadership: I

## Broad & Narrow Traits: Task Performance

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	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>
<b>Task Performance</b>						
<b>Conscientiousness</b>	.242**	.058**	.253**	.064**	.249**	.062**
<b>Agreeableness</b>	.244**	.059**	.110**	.012**	.099**	.010**
<b>Neuroticism</b>	.253**	.064**	.095**	.009**	.083**	.007**
<b>Openness</b>	.177**	.031**	.126**	.016**	.120**	.014**
<b>Extraversion</b>	.183**	.033**	.143**	.020**	.124**	.015**

# What We Don't Know In Leadership: I

## Broad & Narrow Traits: Contextual Performance

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	6 NEO Facets		2 DeYoung et al. Facets		Single Broad Trait	
	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>	R	Adj. R <sup>2</sup>
<b>Contextual Performance</b>						
<b>Conscientiousness</b>	.326**	.106**	.321**	.103**	.317**	.101**
<b>Agreeableness</b>	.330**	.109**	.178**	.032**	.175**	.031**
<b>Neuroticism</b>	.304**	.093**	.210**	.044**	.162**	.026**
<b>Openness</b>	.183**	.033**	.065**	.004**	.030*	.001*
<b>Extraversion</b>	.491**	.241**	.232**	.054**	.218**	.048**

# What We Don't Know In Leadership: I

## Two Ways of Conceptualizing/Measuring Traits

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### Direct

*Most common way to assess broad traits is with a direct approach, with single omnibus scale*

- Broad traits assessed with omnibus measures obscure too many facet-level differences to provide optimal estimates of the criterion-related validity of personality, assessed with a single omnibus scale


### Faceted

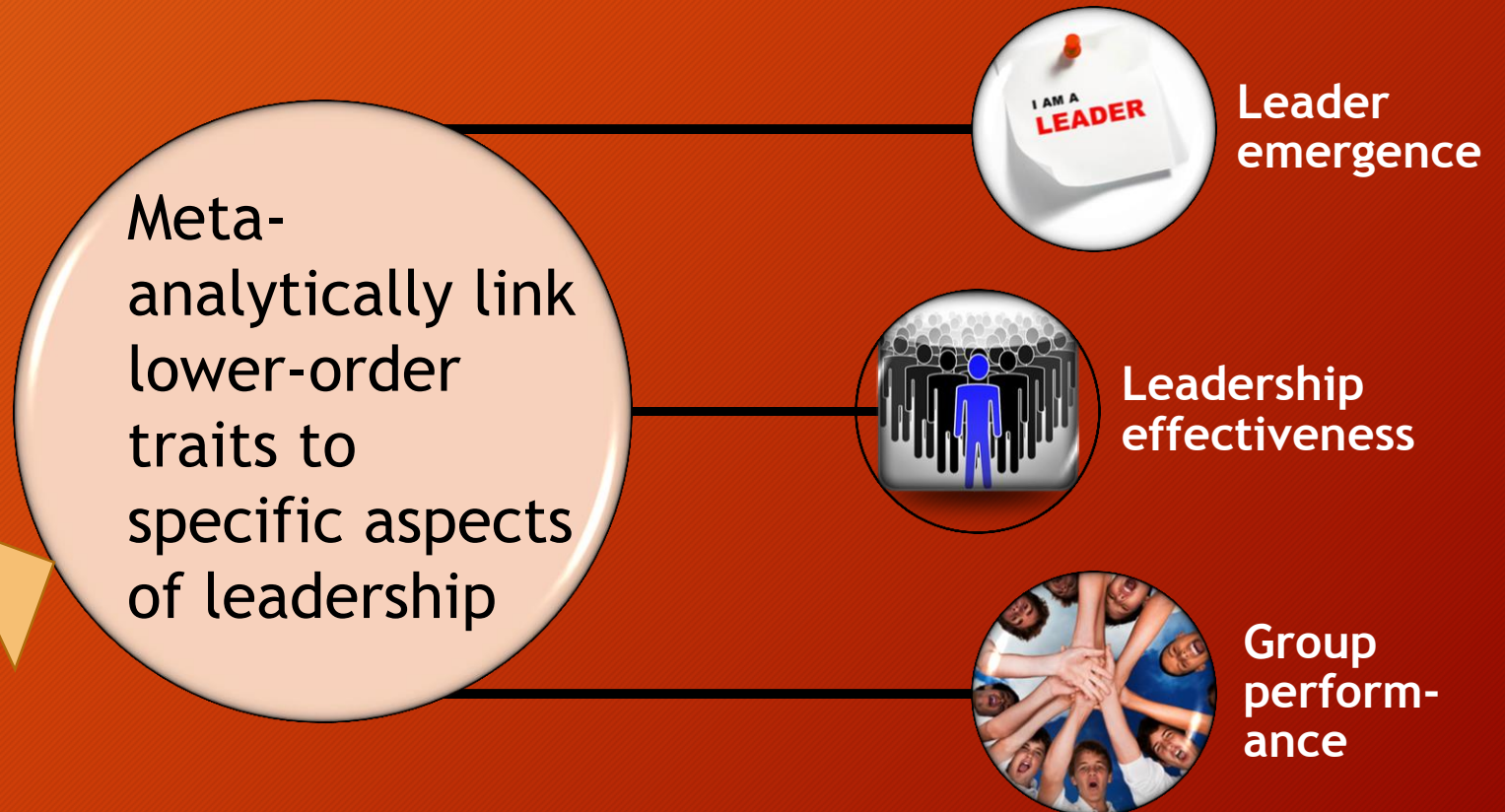
*A hierarchical, faceted approach is superior if criterion-related validity is the standard*

- To maximize construct correspondence (Fishbein & Ajzen, 1974), we would use facets of personality when predicting narrower behaviors—*though our results showed facets were superior even in predicting broad criteria*

# What We Don't Know In Leadership: I Do Narrow Traits Matter?

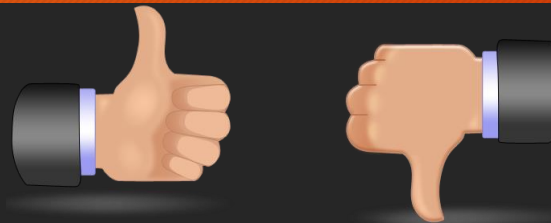
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- Has the leader trait perspective placed an overreliance on broad trait measures?
- Next step (and let me know if you're interested in collaborating!) 

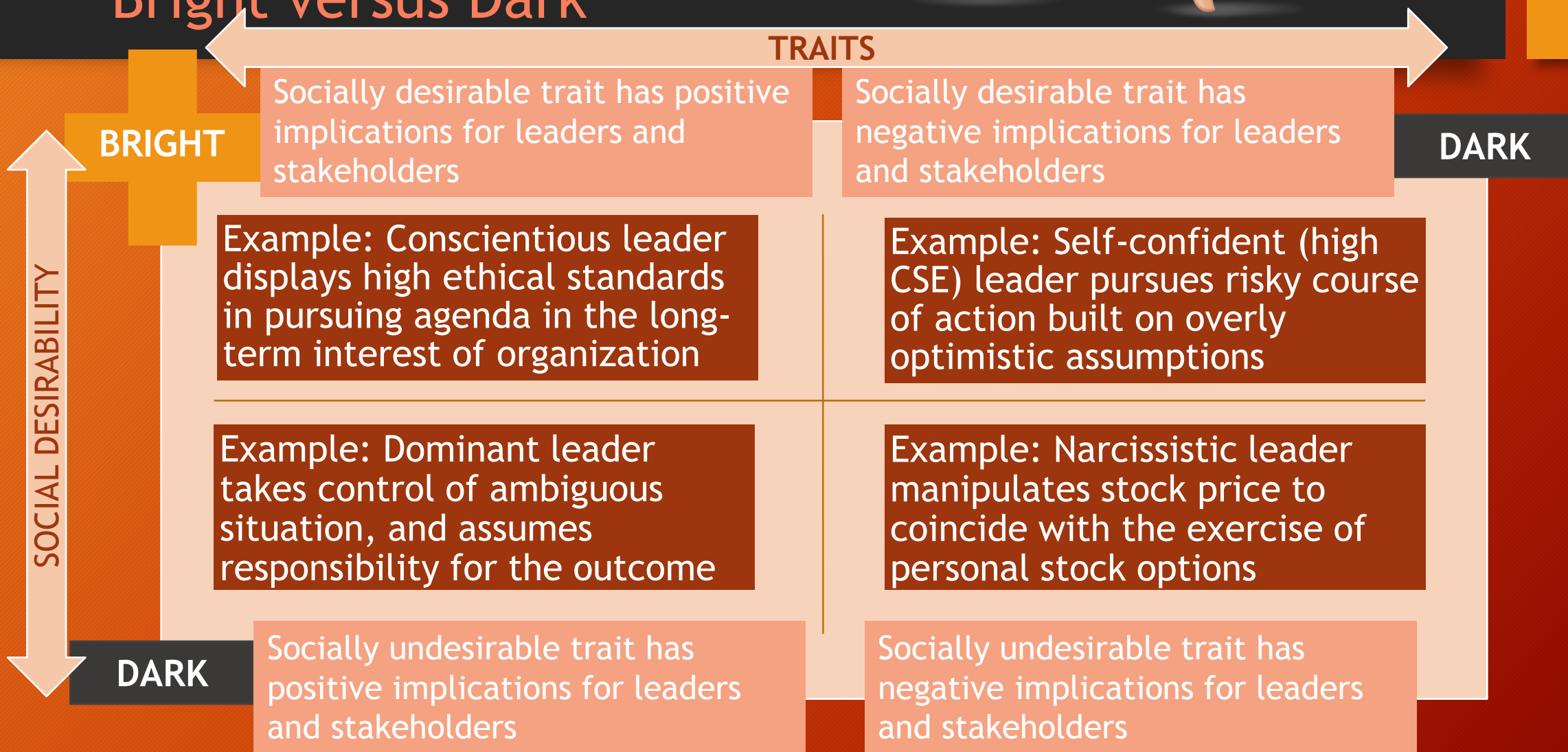


# What We Don't Know

## Bright versus Dark



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# What We Don't Know In Leadership: II

## Traits Paradoxes - Needed Next Steps

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Examine how a bright-side trait can have negative effects on leadership

**Example:** Are there situations in which extraverted leaders, via social dominance, stress / overwhelm / agitate followers?



Examine how a dark-side trait can have positive effects on leadership

**Example:** Are narcissists more likely to emerge as leaders in groups, and are there situations in which this is important?



One way to do this is meta-analytically, guided by theory

# What We Don't Know In Leadership: IIIa

## Situational Moderation

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To what extent are trait effects moderated by situation?



Organizational  
strategy and  
performance



Follower  
characteristics



Leader  
position  
power



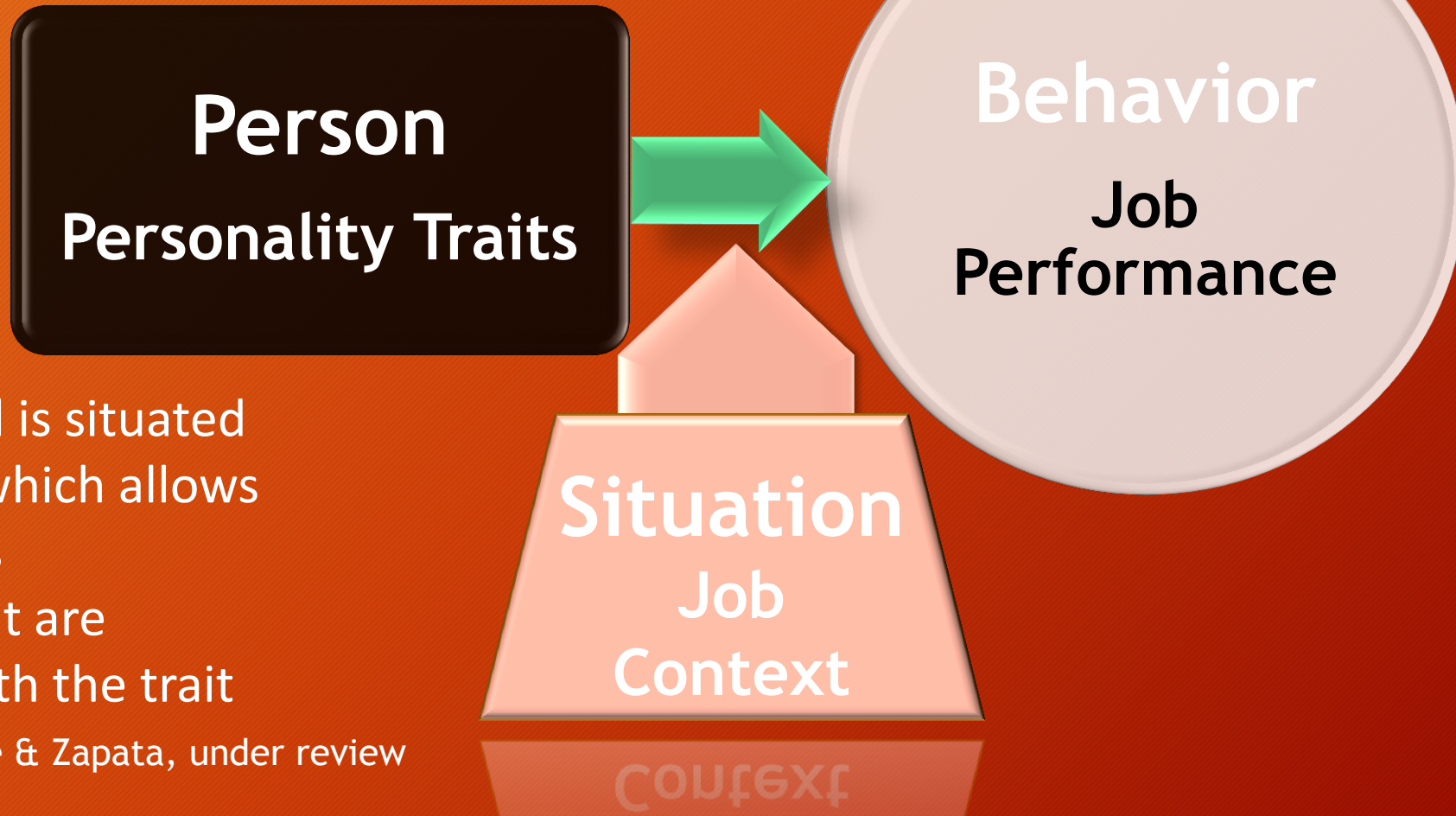
Leader  
relationship  
with followers

# What We Don't Know In Leadership: IIIa

## Situational Moderation

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Personality matters more when...



the individual is situated  
in a context which allows  
and demands  
behaviors that are  
consistent with the trait

Source: Judge & Zapata, under review

Personality

Situation

Behavior

# Situational Strength

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## Big Five Traits

- Conscientiousness
- Emotional Stability
- Extraversion
- Agreeableness
- Openness

## PROCESS

### Situation Strength

- Impact of decisions
- Consequences of error
- Responsibility for others
- Unstructured work
- Freedom to make decisions
- Variety

OUTCOME

*General situation moderates all Big Five validities*

*Specific situation moderates some Big Five validities*

### Press/Activation

- Independence in completing work
- Attention to detail requirement
- Social skills requirement
- Level of competition requirement
- Innovation/creativity requirement
- Dealing with angry/UP people

Job  
Performance

# What We Don't Know In Leadership: IIIa

## Situational Strength

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	Conscientiousness $r_{xy}$ ( $\beta$ )	Emotional Stability $r_{xy}$ ( $\beta$ )
Situation strength composite: Outcomes (high=strong)	.022	-.004
Situation strength composite: Process (high=weak)	.295*	.286*
Independence in completing work	.233**	.062
Attention to detail requirement	-.193*	.083
Social skills requirement	-.146	.234**
Level of competition requirement	-.071	-.018
Innovation/creativity requirement	.218*	-.139
Dealing with unpleasant or angry people	.249*	.220*
R	.449**	.501**
R <sup>2</sup>	.201**	.251**

# What We Don't Know In Leadership: IIIa

## Situational Strength

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	Extraversion $r_{xy}$ (B)	Agreeableness $r_{xy}$ (B)
Situation strength composite: Outcomes (high=strong)	.021	-.324*
Situation strength composite: Process (high=weak)	.345**	.424**
Independence in completing work	-.177	.305*
Attention to detail requirement	-.342**	.411*
Social skills requirement	.243*	.259*
Level of competition requirement	.252**	-.400*
Innovation/creativity requirement	-.014	.099
Dealing with unpleasant or angry people	.314**	.251*
R	.709**	.547**
R <sup>2</sup>	.502**	.299**

# What We Don't Know In Leadership: IIIa

## Situational Strength

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	Openness $r_{xy}$ ( $\beta$ )
Situation strength composite: Outcomes (high=strong)	-.233**
Situation strength composite: Process (high=weak)	.199*
Independence in completing work	.202*
Attention to detail requirement	.013
Social skills requirement	.101
Level of competition requirement	-.115
Innovation/creativity requirement	.332**
Dealing with unpleasant or angry people	.023
R	.453**
R <sup>2</sup>	.205**

# What We Don't Know In Leadership: IIb

## Situational Moderation

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- Do leader traits have different effects on perceived effectiveness vs. actual group performance?
  - “We conclude that personality and effective leadership are indeed linked, and the two key factors mediating the link are: (a) the leader’s socio-political intelligence—his/her ability to understand within and between group political dynamics; and (b) the degree to which the leader is seen as having integrity.”  
“We believe the data support the notion that leaders (CEOs) make a difference (for good or ill) in firm performance.”  
- R. Hogan and T. Judge

Source: Hogan, R., & Judge, T. A. (2013). Personality and leadership. In M. G. Rumsey (Ed.), *The Oxford handbook of leadership*. New York: Oxford University Press.



# What We Don't Know In Leadership: IV

Leadership research has assumed a static process

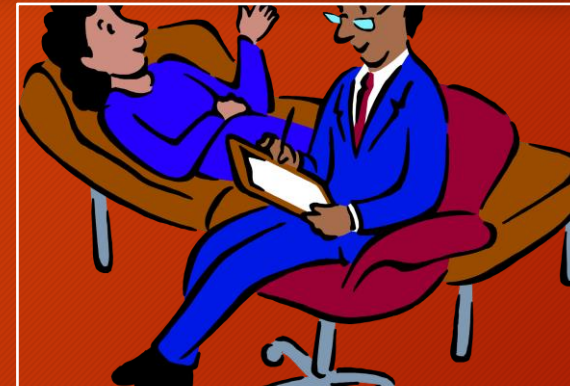
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Craig is more  
extraverted than  
Tim



Ken is more  
visionary than  
Craig



Ken is more  
considerate than  
Tim

- What if this process is as dynamic as it is static?
  - Put another way, what if there is as much within-leader variation in behavior as between-leader variation?

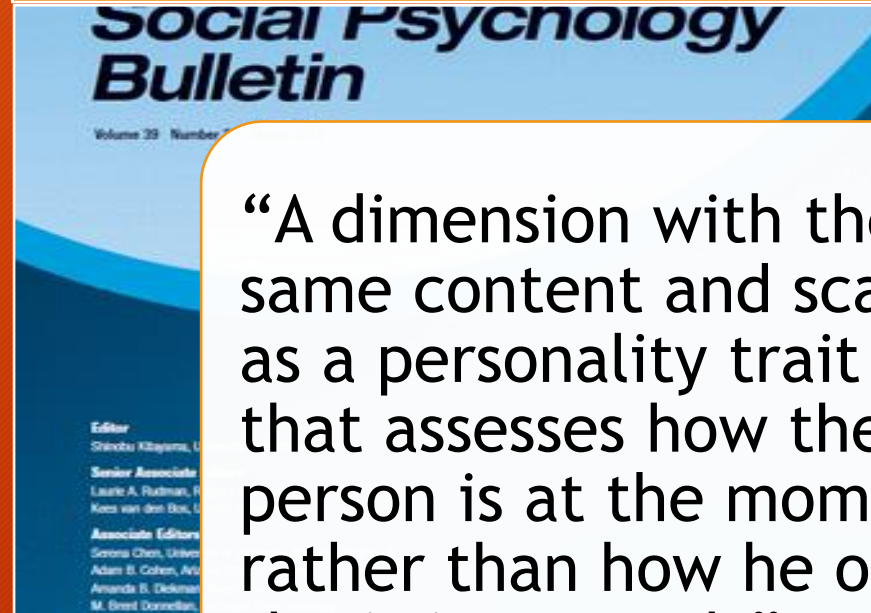
# What We Don't Know In Leadership: IV

## Within-Leader Variability

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- Within-individual variation in experiences at work are partially responsible for within-individual variation in personality states
- What is within-individual variation in personality?

(Fleeson, 2007, p. 826)



“A dimension with the same content and scale as a personality trait but that assesses how the person is at the moment rather than how he or she is in general.”

# What We Don't Know In Leadership: IV

## Within-Leader Variability

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- Variation in personality across situations or over time treated as measurement error (Mischel & Shoda, 1995)
- However, consistent with the density distributions approach to personality (Fleeson, 2001; Fleeson & Jolley, 2006):
  - Experiences at work can predict deviations from central tendencies in traits
  - There are trait-relevant individual differences in responsiveness to work experiences

# What We Don't Know In Leadership: IV

## Within-Leader Variability

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- We have begun to study the effect of work on personality variation over very short time periods (micro temporal effects)
- Funder: Interactionism (persons, situations, and behaviors) can take other forms beyond P x S
  - Lewin:  $B=f(P,S)$       Schneider:  $S=f(P,B)$
  - Our study:  $P=f(B,S)$
- Within-individual variation in work context will cause within-individual variation in personality

# What We Don't Know In Leadership: IV

## Hypotheses: Work Context → Next-Day Personality

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### Work Context

### Personality

Prosocial behavior at work (PSB)



Conscientiousness  
Agreeableness  
Extraversion  
Openness

Interpersonal conflict (ICO)



Agreeableness  
Extraversion  
Neuroticism

Goal-setting motivation (GSM)



Conscientiousness

Intrinsic motivation (IMO)



Conscientiousness  
Openness

# What We Don't Know In Leadership: IV

Judge, Simon, Hurst, & Kelley (*JAP*, in press)

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- Experience-Sampling Methodology (ESM) was used
  - Participants asked to complete a survey each day they attended work. Links to the surveys were emailed daily; surveys were available only from 3:00PM to 11:00PM
- Daily surveys contained measures of personality and work
- Of the 150 individuals invited to participate in the study, 129 (86%) started the study
- Usable data were available for 122 participants (81.3%). Out of possible 1,220 observations ( $122 \times 10$ ), 1,081 were provided (86.3%)

# What We Don't Know In Leadership: IV

Judge, Simon, Hurst, & Kelley (*JAP*, in press)

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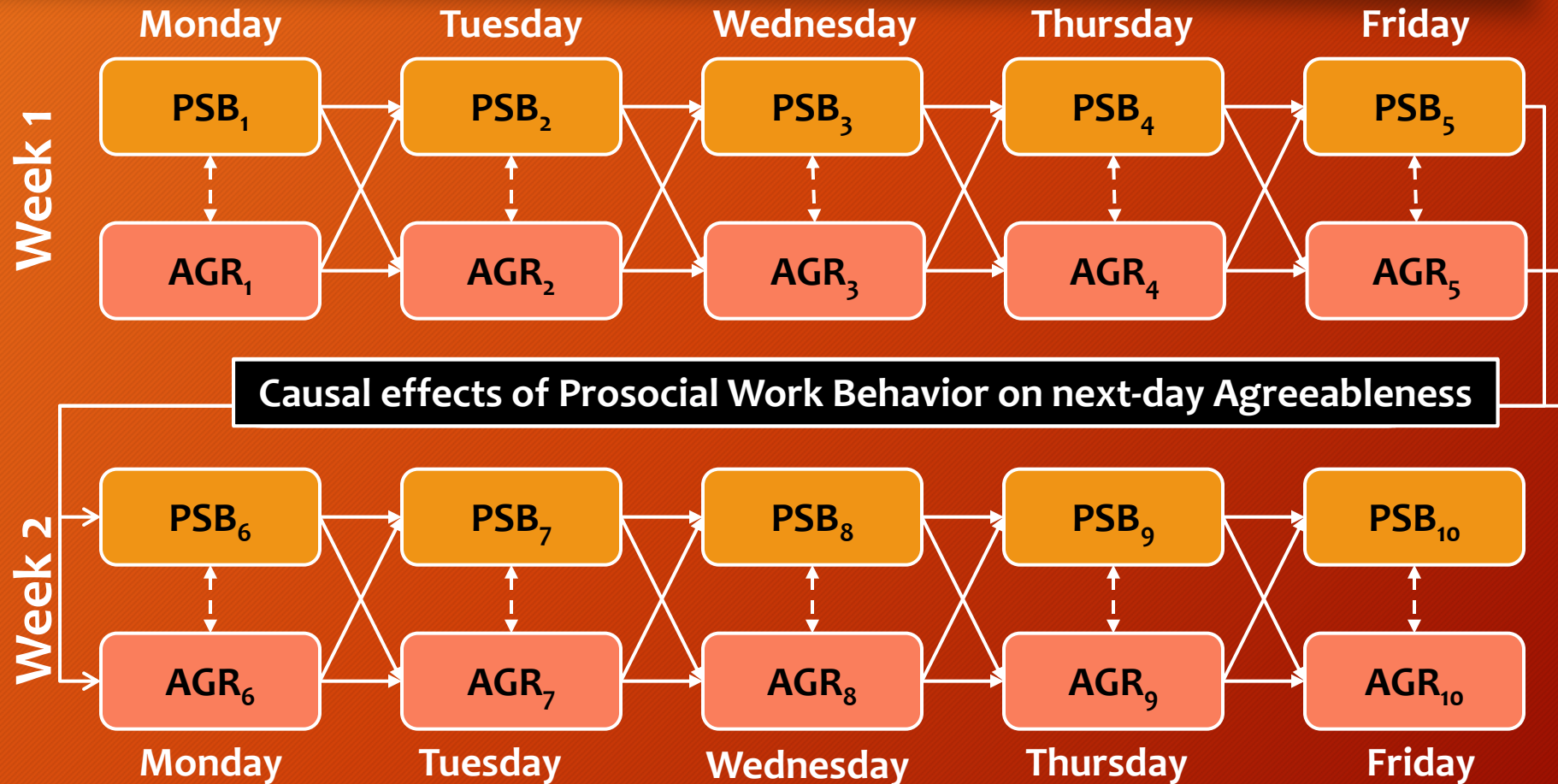
- Dataset constructed so that both personality and work variables were used to predict next day levels of both
- Specification also included (estimated links):
  - Autoregressive effects (day-to-day)
  - Day effects (constructs assessed on common day)
- General trait factor also was created to control for trait (between person) effects
- Within-week equality constraints were imposed
  - No reason to believe  $T \rightarrow W$  different from  $W \rightarrow TH$

# What We Don't Know In Leadership: IV

## Hypothesis: Prosocial Behavior - Agreeableness

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PSB – Prosocial Behavior at Work  
AGR – Agreeableness



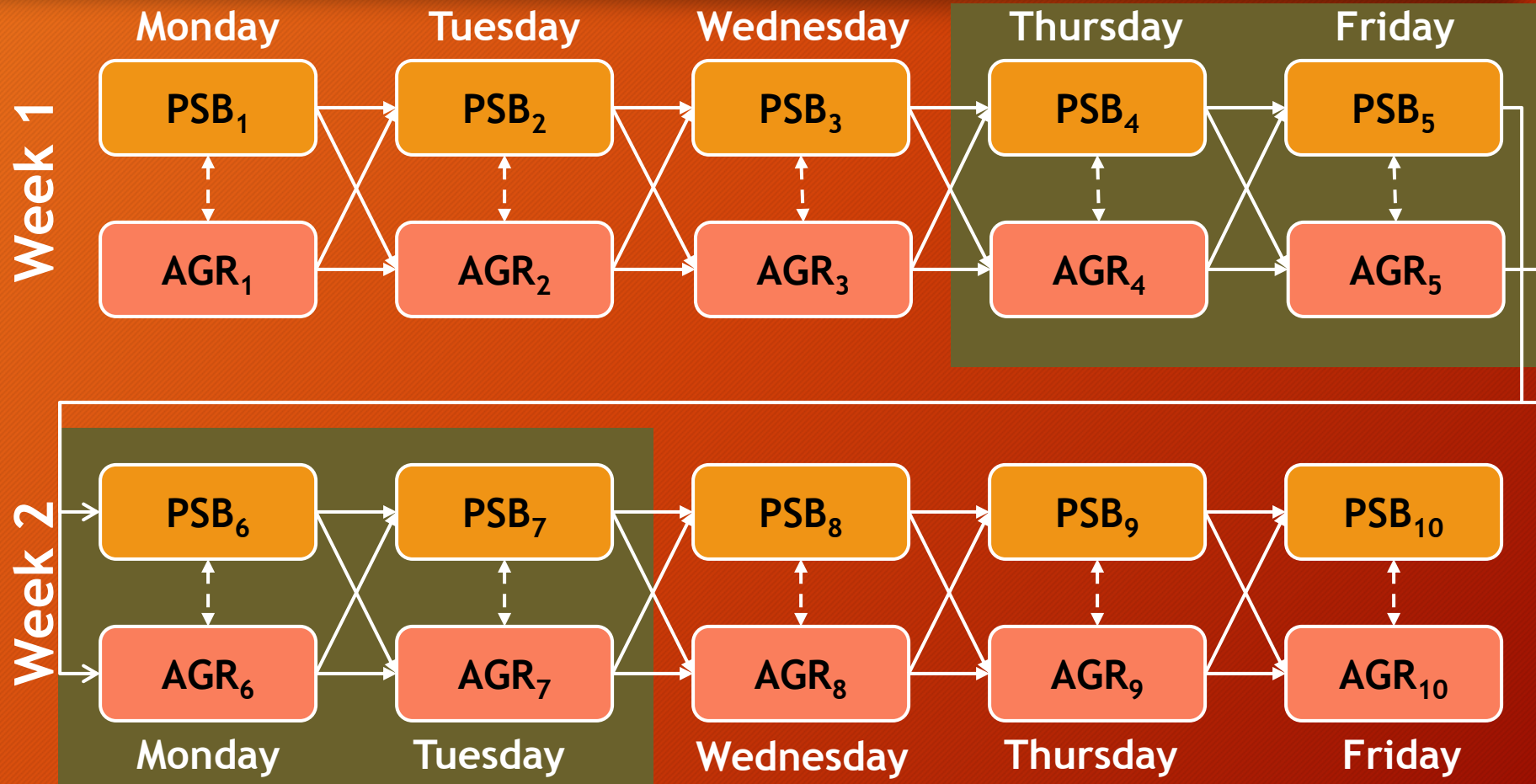


# What We Don't Know In Leadership: IV

## Hypothesis: Prosocial Behavior - Agreeableness

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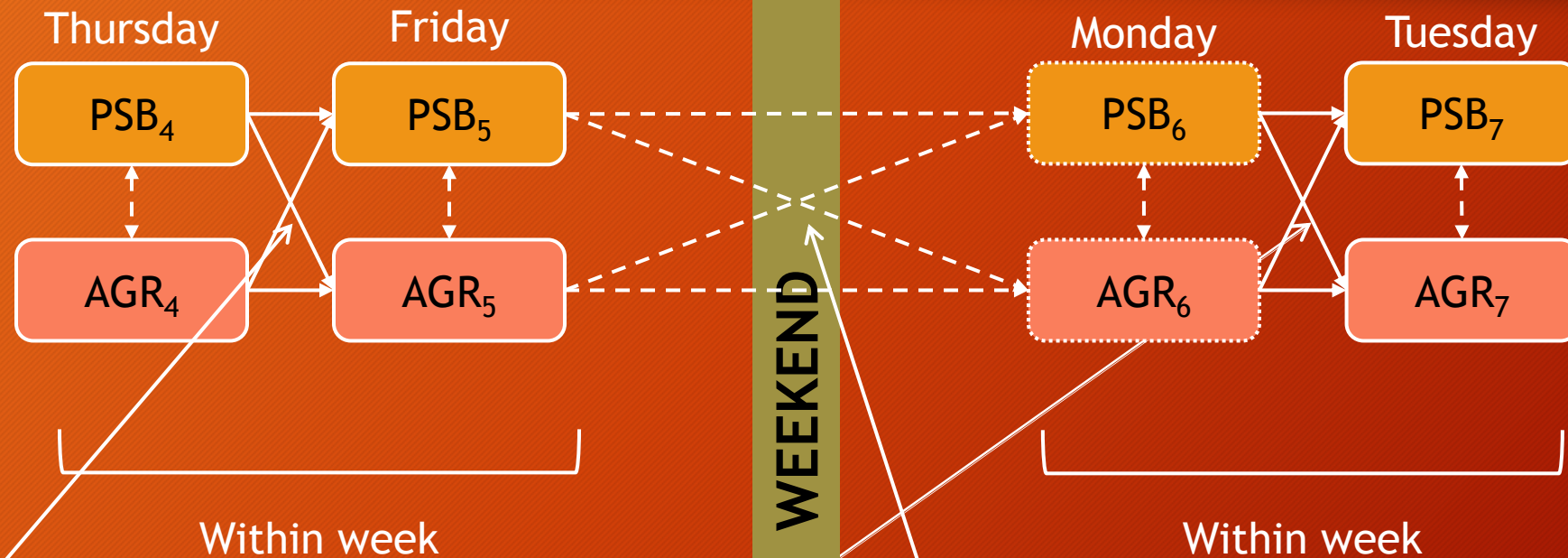
PSB - Prosocial Behavior at Work  
AGR - Agreeableness



# What We Don't Know In Leadership: IV

## Prosocial Behavior - Agreeableness Weekend Effects

PSB - Prosocial Behavior at Work  
AGR - Agreeableness



These effects should be the same as other days of the week: M→T; T→W; W→TH; and TH→F should be equal for both weeks

The Friday to Monday effects should be weaker due to:

1. 3-day lag
2. Weekend (non-work) events

# What We Don't Know In Leadership: IV

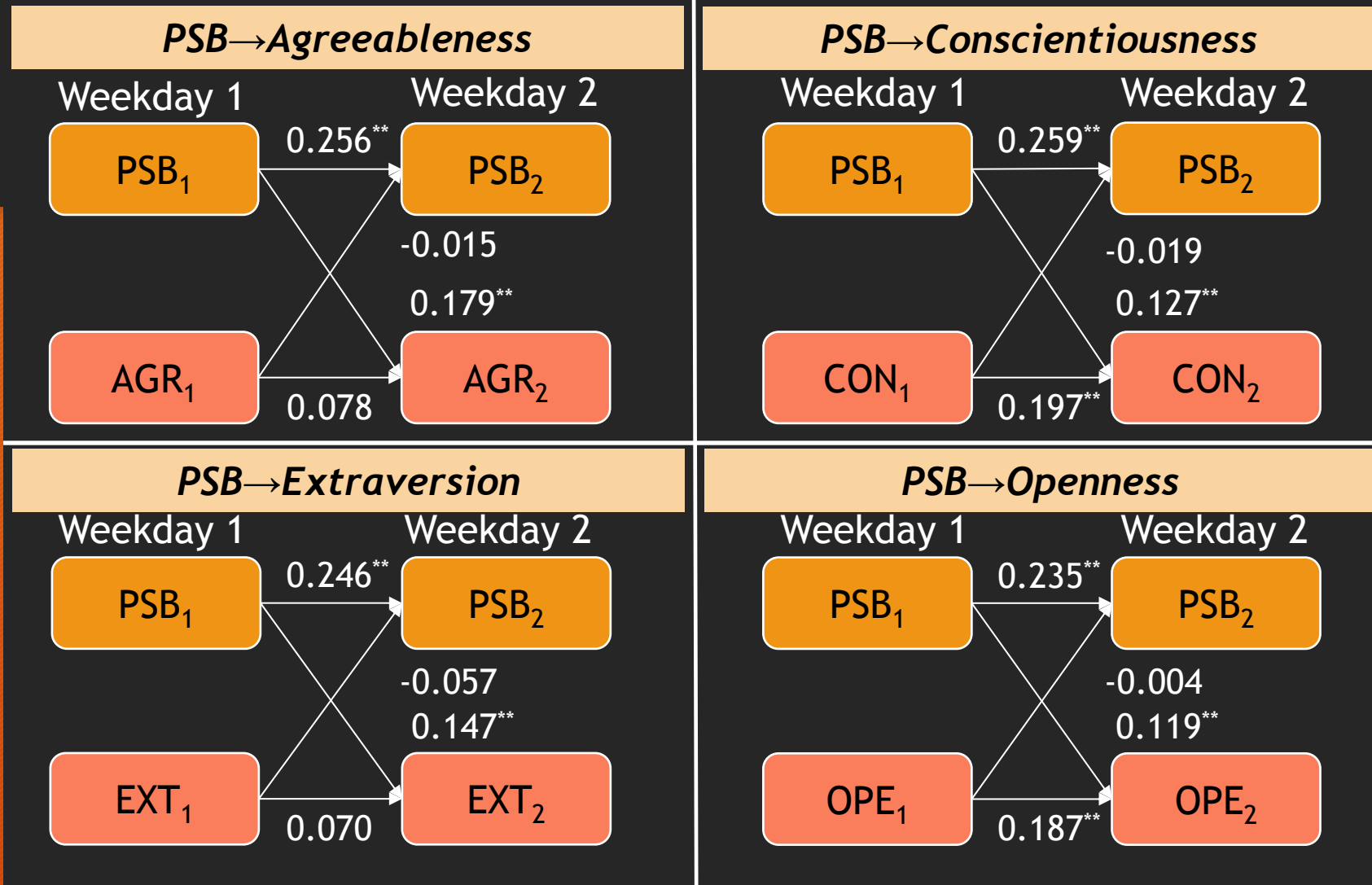
## Variability in Work & Personality: Between vs. Within

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	Variance decomposition	
	Between	Within
<b>Personality traits</b>		
Extraversion	49.38%	50.62%
Agreeableness	53.47%	46.53%
Conscientiousness	44.06%	55.94%
Neuroticism	53.67%	46.33%
Openness	61.97%	38.03%
<b>Average personality trait</b>	<b>52.51%</b>	<b>47.49%</b>
<b>Work variables</b>		
Interpersonal conflict at work (ICO)	42.42%	57.58%
Prosocial behavior at work (PSB)	51.90%	48.10%
Goal-setting motivation (GSM)	45.91%	54.09%
Intrinsic work motivation (IMO)	49.39%	50.61%
<b>Average work variable</b>	<b>47.41%</b>	<b>52.60%</b>

# Summary of Results

## Prosocial Behavior at Work (PSB)



Note. Unstandardized coefficients. \*  $p < .05$ . \*\*  $p < .01$ .

# What We Don't Know In Leadership: IV

## Within-Leader Variability

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- Personality has much within-individual variation
- This is not transient error; it was predicted by work context
- More work  $\rightarrow$  personality (9/11) than personality  $\rightarrow$  work effects (4/11) were significant
  - In 1 case, only  $p \rightarrow w$  significant
  - In 1 case, neither  $w \rightarrow p$  nor  $p \rightarrow w$  significant
  - Remember, these are within-individual relationships
- Within-week effects much stronger than cross-week effects

# What We Don't Know In Leadership: IV

## Within-Leader Variability

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### Rigorous Specification Controlled For:



Autocorrelated (day-to-day) errors



Within-day correlations



Simultaneous estimation of both directions of causality

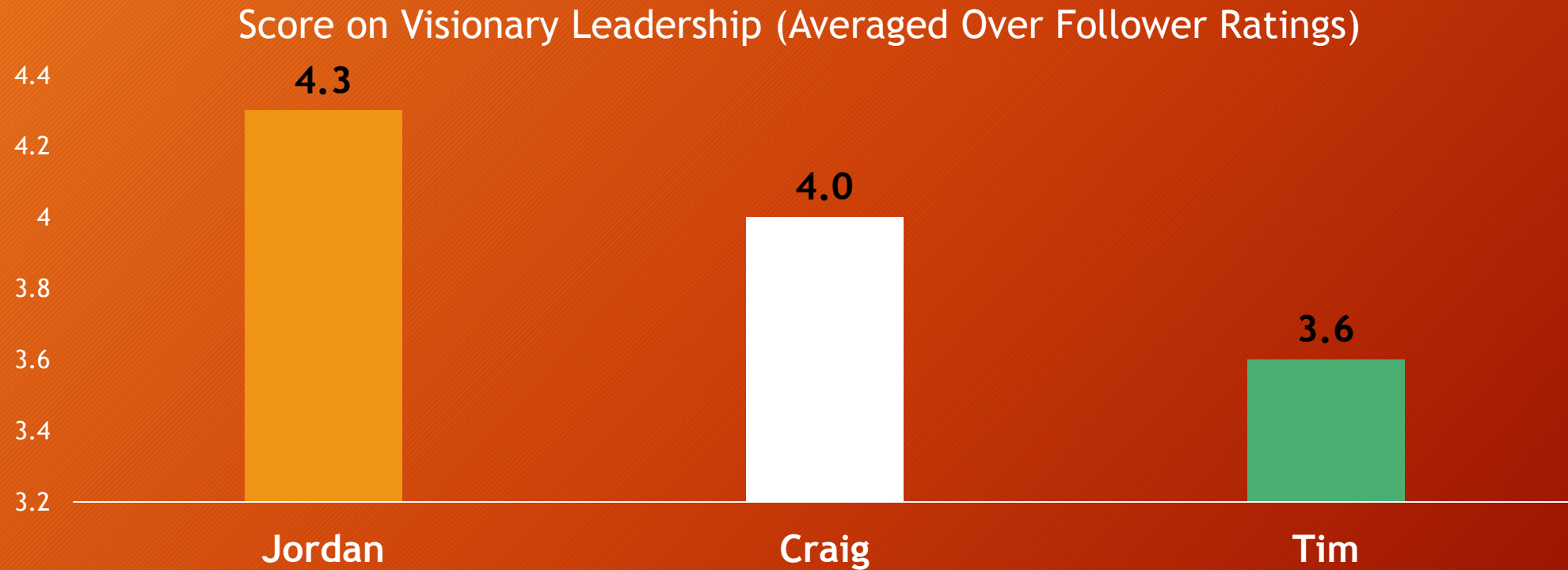


Trait (between-individual personality) effects

# What We Don't Know In Leadership: IV

## Typical Research Design

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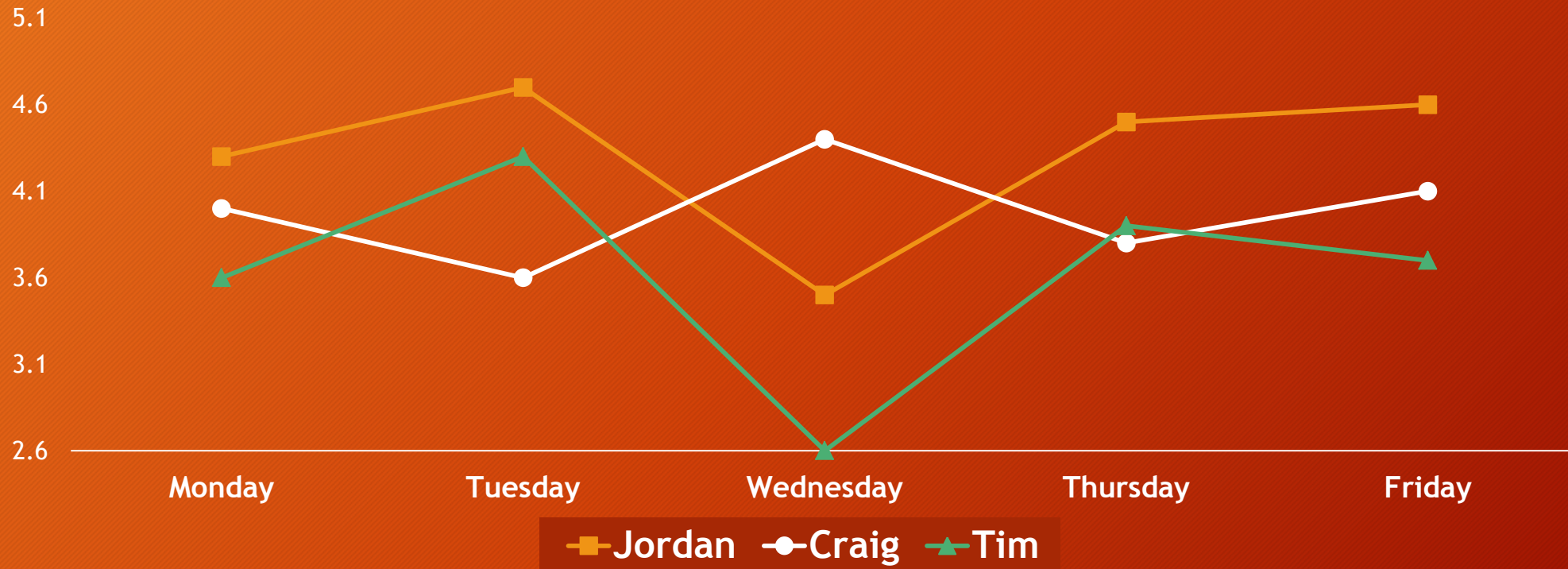


# What We Don't Know In Leadership: IV

## Within-Leader Variability

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Followers' Rating of Leader Visionary Leadership



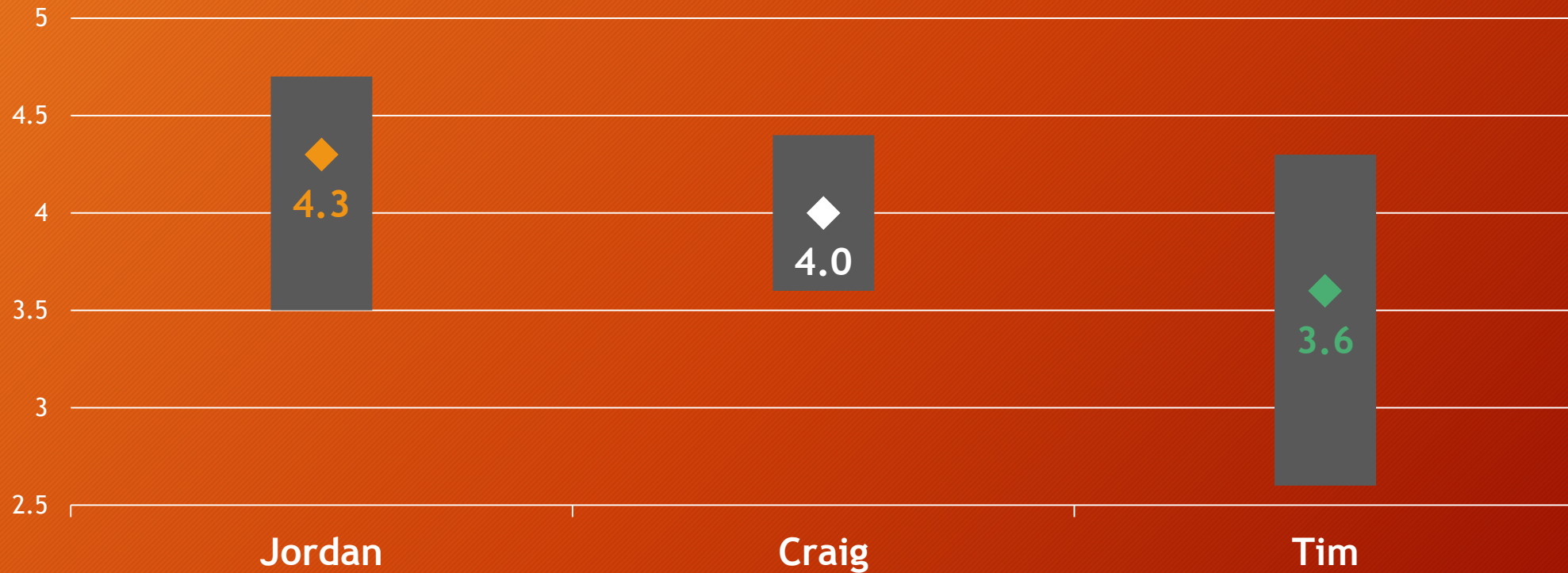


# What We Don't Know In Leadership: IV

## Between- and Within-Leader Variation

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Range and Mean in Visionary Behavior Across Week



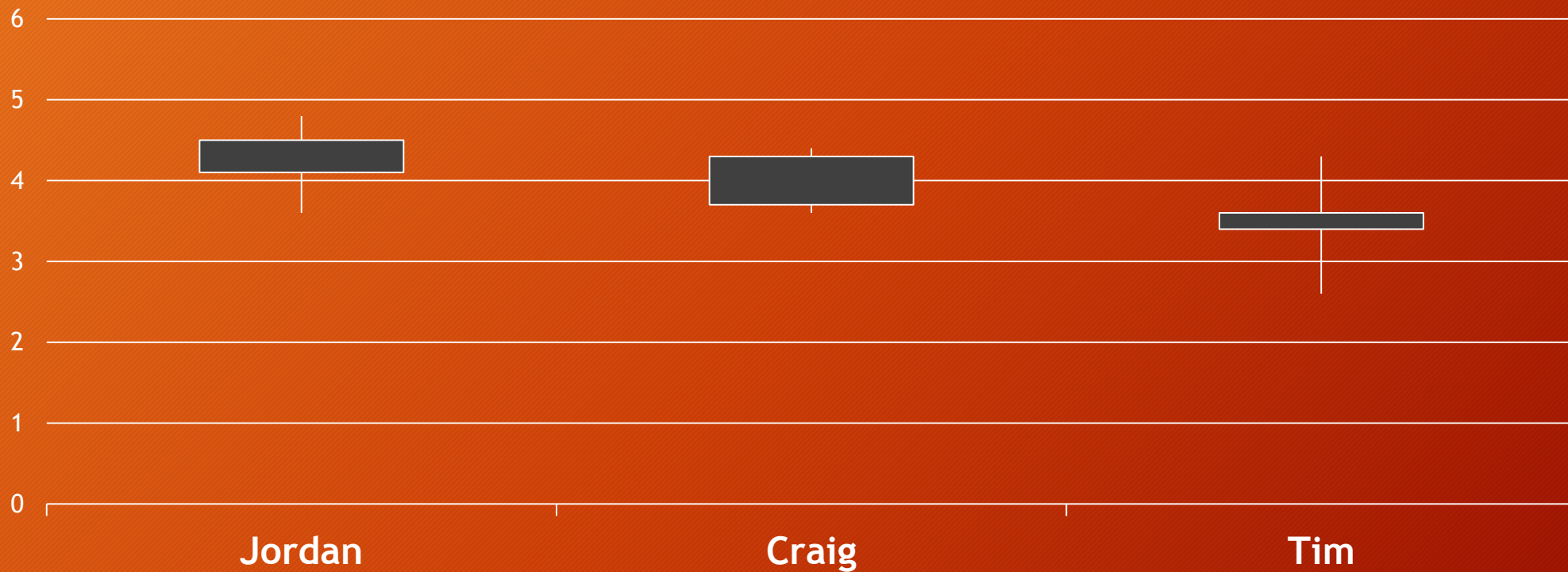
This is absolute range—what if we constructed 95% CI's from two weeks of data?

# What We Don't Know In Leadership: IV

## Between- and Within-Leader Variation

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95% Confidence Intervals Around Mean Visionary Leadership Rating



# What We Don't Know In Leadership: IV

## Within-Leader Variability

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What do these results mean for leadership research?



Leaders – and followers – are persons too!

As much within- as between-individual variability

Need to revise core assumptions

Ideas for future studies of leadership!



# What We Don't Know In Leadership: IV

## Within-Leader Variability

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To what extent is daily variation in leader traits related to daily variation in leader behaviors?

To what extent is daily variation in leader behaviors related to daily variation in LMX?

To what extent do leader traits or characteristics moderate the above effects?



Again, let me know if any of these topics interest you!

# Conclusions

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**1**

We can predict leadership outcomes, but we've probably reached a "methodological stalemate"

**2**

To predict further, need to better incorporate context & within-leader variability into designs

**3**

Hopefully this talk has provided some tangible ideas and methods about how this can be done



These slides and my articles  
can be  
downloaded from  
[www.timothy-judge.com](http://www.timothy-judge.com)

# Thank you!

Penn State

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