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EDUCATIONAL BACKGROUND

Ph.D. Yale University. Organizational Behavior. 1990.
M.B.A./Human Resource Management, University of Massachusetts. 1984.
B.S. University of Southern Maine. Business Administration. 1982.

HONORS AND AWARDS

2019. University of Michigan Collegiate Lecturer Award. The award recognizes 4 lecturers across the U of M Ann Arbor campus “in recognition of their outstanding contributions to instruction and... who demonstrate a sustained record of excellence in teaching and learning, in service or other contributions to the university.”
2017. MBA-oriented magazine, Poets and Quants, selected my Coursera Course, The Science of Success: What Researchers Know that You Should Know, as the best free MOOC to take in June 2017.
2013. Recipient of Executive Education Teaching Impact in Open Enrollment Programs Award.
2013. Delivered a “Last lecture” as part of their graduation activities
2008. Recipient of Victor L. Bernard Teaching Leadership Award.
2001. Recipient of the McGregor Award, Journal of Applied Behavioral Science, for the article, “Work/Life Balance: You Can’t Get There From Here.”
1988 - 1989. Recipient of American Association of University Women Educational Foundation Dissertation Fellowship.
1984 - 1988. Recipient of Yale University Graduate Fellowship.

POSITIONS AT ROSS SCHOOL OF BUSINESS

Academic Director, Full-Time MBA Program, 2010-11 and 2011-12.
Director of Professional Development (2003-2006); Lead Professional Development Executive Coach. Executive MBA Program and Executive Education Custom programs (2006-Present).
Have provided one-on-one coaching to over 500 executives through Ross programs. Created team of 8 coaches to provide coaching to expand Ross coaching resources.
Director of Executive Skills Program, 1995 - 2009.
Academic Director of Evening MBA Program. 2001 – 2004.
Management and Organizations Faculty. MBA core and elective courses. 1989 – Present.
Gerald R. Ford School of Public Policy, Visiting lecturer, 2001 – 2012.
Dartmouth College, The Tuck School of Business, Visiting lecturer 2001.

Helsinki School of Economics and Business Administration. 1992 - 1999. Visiting Lecturer, Organizational Behavior. Core organizational behavior course for the international MBA program. Executive education programs for Nokia, Stora-Enso, Onninen in Finland, Poland, Sweden, and Germany.

COURSES TAUGHT

- Coursera Course, The Science of Success: What Researchers Know that You Should Know, went live January 2017, Selected by the MBA-oriented magazine, Poets and Quants, as the best free MOOC for June 2017. Over 59,000 people have taken this course online. U of M has included the Science of Success MOOC in FutureLearn (U of M's newest MOOC platform partner), as well as a limited offering for Enterprise customers called Coursera Core for Coronavirus, which is designed "to help enterprises of all sizes and industries experience changed times... This series includes a selection of 35 courses on topics like resilience, remote working, engaging employees, and mental wellness."
- Core MBA course (Fall B 08 in Full-Time MBA program; Winter 2012 in Part-Time MBA program, Winter 2011, 2012, and 2013 in WMBA Program)
- Core Master of Management Course, Positive Leadership and Organizing, since 2017
- Leadership Coaching (preparing MBA2s to be MBA1 MAP team process coaches)
- Coaching for the BBA Action Learning Project course (preparing BBAs to provide team process coaching to BBA project teams)
- Management and Organizations Core Course (MBA Level, day, WMBA, and Part-Time MBA programs)
- Developing Global Competence (MO319)
- Interpersonal Skills in Organizations (MBA)
- Managing Professional Relationships (MBA)
- Creating and Developing High Performing Teams (MBA, Executive Education)
- Brazil, Daewoo, and Asia Global MBA courses
- Executive Education. Leading High-Performing Teams (Faculty Director), Business Acumen Program, Emerging Leaders Program; Leadership Success for Mid-Level Managers; Custom Programs include: Ascending to the C-Suite Women's Leadership Program, Asian Development Bank, AT Kearney, Bank of America, Bank Negara, Bank Saudi Fransi, Brightview, Dow, Google, ICBC, Lexmark (Academic Director), M & T Bank, Pfizer, Boehringer-Ingelheim, Meltalsa (Academic Director), Precision Cast Parts, National Arts Strategies (Academic Director 2014), NFL, Saudi Arabian Monetary Authority, Saudi Telecom (Faculty Director) Sports Management Institute, CSI, Seminarium, S&P Capital IQ (Faculty Director), Tata Group, Thayers, U.S. Intelligence Learning Network, Women in Academic Medical Leadership, Developing the Manager in You and Leading High Performing Teams US and Asia Programs, as well as CIGNA and Asian Development Bank custom programs, through Hong Kong office. 2000-present.
- Professional Development: Pathways to Professional Success (Public Policy), 2007-2012.
- MAP advisor, Full-Time and Weekend MBA Programs
- Independent studies
- EMBA Professional Development workshops

ONE-ON-ONE AND TEAM COACHING

- EMBA (Lead Professional Development Coach for incoming EMBAAs) through 2013

- Executive Education (Lead Professional Development Coach for Executive Education programs with Bank of America, M&T Bank, Boehringer-Ingelheim, M&T Bank, Leading High-Performing Teams)
- Tauber Institute for Global Operations (project team coaching for 18 student teams) through 2013
- MBA2 MAP (Coaching MBA2s to provide MAP team coaching)

SERVICE

- Management and Organizations Culture Committee, 2018 – 2020
- Action-Based Learning Advisory Committee, 2016-17
- MBA Program Advisory Committee Part-Time MBA Programs, 2016-17
- Global MBA Kick-Off, 2017 - 2020
- Part-Time and WMBA MAP Debrief, 2017 - 2019
- Integrity Workshop for MBA orientation, 2014 - 2028
- MAP Enhancement Task Force, 2015-16
- MBA Programs Advisory Committee, 2013-14
- Part-Time Program Advisory Committee, 2012-16
- Executive Education Advisory Committee, 2013-14
- Community Values Committee, 2012-14
- Technology Advisory Committee, 2011-12
- Core Course Coordinating Committee Chair, 2010-12
- Dean Search Committee, 2010-11
- Ross Leadership Foundation planning, 2010-2011
- Ross Learning Goals Committee, 2010-2011.
- Ross Teaching Committee, 2008-2010
- University of Michigan Student Parent Policy Committee, January 9, 2006-January 2007:

TEACHING AND RESEARCH INTERESTS

- Management Skills, especially characteristics that predict results, career success, and well-being
- Creating high-performing teams
- Executive Coaching
- Online teaching
- First generation college students

PUBLICATIONS

The Science of Success: What Researchers Know that You Should Know, Van Rye Publishing LLC, December 2016

Management Skills for Everyday Life: The Practical Coach. Prentice Hall. 3rd Edition published March 2011. First edition published 2001.

Work/Life Balance: You Can't Get There from Here. Journal of Applied Behavioral Science. March 1997. 33(1). Earned McGregor Award as one of the 11 best papers published in the Journal from 1990-2000.

Managerial Skills from a Critical Perspective. With Maria Eugenia Arias. Journal of Management Education. May 1997.

Critical Theory in the Management Classroom: Engaging Power, Ideology, and Praxis. With Pushkala Prasad. Journal of Management Education. May 1997.

When Organizations do Harm: Two Cautionary Tales. With Joycelyn Finley. To appear in Managing the Organizational Melting Pot: Dilemmas of Workforce Diversity. Edited by P. Prasad, A. Prasad, M. Elmes, and A. Mills. Sage, 1996.

Crises of Moral Awareness: The Tailhook Case. With Joycelyn Finley. Published in the Academy of Management Best Papers Proceedings. 1994.

Understanding Internationalization: MNCs as Interpretive Systems. With Stefanie Lenway and Thomas Murtha. In Small Firms in Global Competition. Agmon, T. and Drobnick, R. (Eds). Oxford University Press, NY. 1994. pp 27-38.

PRESENTATIONS

Teaching Ethical, Sustainable Power and Influence: Organizational Behavior Teaching Conference, Realizing Human Potential, Nazareth College, June 14-17, 2006

Contrasting the Independent and Interdependent Self-Concepts: Organizational Behavior Teaching Conference, The Courage to Teach, Chapman University, Orange CA. June 19-22, 2002.

Invisible Diversities in the Workplace: Exploring and Integrating Hidden Identities, Discussant at the annual National Academy of Management Meetings, Denver, Colorado, August 2002.

My Year as a Digerati: Gender, Information Technology, and Organizations. New Directions for Theory, Research and Governance, Academy of Management, Washington DC, 2002.

What Global Organizations Need, Panel, Graduate Management Admissions Council, 1999.

Work/Family Balance: You Can't Get There From Here. Annual National Academy of Management Meetings symposium, Punctuated Equilibrium and Work/Life Jolts in Scholarly Worlds, Cincinnati, Ohio, August 1996.

Chair for Symposium on Emotions at Work. Academy of Management Meetings, Vancouver, August 1995.

When Organizations Do Harm: Two Cautionary Tales. With Joycelyn Finley, Academy of Management Meetings, Dallas, Texas. August 1994.

Moral Crises in Organizations: The Tailhook Case. With Joycelyn Finley. Academy of Management, Dallas, Texas. August 1994. One of 3 papers nominated for Dorothy Harlow Best Paper Award.

A Critical Perspective on Managerial Skills. With Maria Arias. Organizational Behavior Teaching Conference, Windsor, Canada. June 1994.

Invited Participant. Life Interest Project Round Table. The Wharton School, University of Pennsylvania. February, 1994, 1996.

Combating the Ideology of Workplace Aggression: Toward a Typological Understanding of Resistance. With Anshuman Prasad. Part of the symposium "Intimate Encounters with Everyday Resistance" at the Academy of Management Meetings (joint Organizational development and Change and Organizational Cognition symposium). Atlanta, August 1993.

Newspaper Employment Advertising and the Social Construction of Organized Work. With Anat Rafaeli and Paul Carlile. Academy of Management Meetings, Las Vegas, August 1992. EGOS Conference on The Production and Diffusion of Managerial and Organizational Knowledge. Paris, July 1993.

Managing the Multicultural Classroom: Learning from the Stories We Tell. With Susan Ashford, Jane Dutton, and Regina O'Neil. Organizational Behavioral Teaching Conference, Lewisberg, June 1993.

Moral Dazes: When Moral Codes Collide. With Joycelyn Finley. Workplace, Women and Gender Seminar at the Michigan Center for the Education of Women. March 1993. Standing Conference on Organizational Symbolism, Barcelona, June 1993.

Traversing the Moral Terrain: Organizations as Moral Systems. Workplace, Women and Gender Seminar at the Michigan Center for the Education of Women. March 1993.

Doing Aggression: Social Cognition and the Aggressive Employee. Academy of Management Meetings. Miami. August 1991.

Organizational Ideology in Action: Aggression as a Favored Cultural Category. With Anshuman Prasad. International Conference on Organizational Symbolism. Copenhagen. June 1991.

Multinational Mind Sets: MCNs as Interpretive Systems. With Stefanie Lenway and Thomas Murtha. Fourth Annual International Business Education and Research Program at the University of Southern California. Los Angeles. June 1991.

Four Faces of Aggression in the Work Place: Gendered and Hierarchical Groups. Academy of Management. San Francisco. August 1990.

A Day in the Life of Pandora: Developing Organizational Simulations for Non-Western Countries. With Maria Arias and Sylvia Vriesendorp. Organizational Behavior Teaching Conference, Richmond, and Organizational Development Network Annual Conference, Boston. June 1988.

A Way of Seeing is a Way of Not Seeing. Cross cultural simulation developed by the Experiment in International Living and adapted to life in organizations. Organizational Behavior Teaching Conference, Los Angeles. June 1988.

When Gender is Not Enough. With Maria Arias and Jennifer Payne. Workshop, based on the work of Catherine Kohler Reissman (1987), exploring unexamined cultural differences among women from the U.S., Trinidad, and Ecuador. International Conference on Women and Organizations. Los Angeles. 1988.

Individual and Group Empowerment through Symbolism. With Ella Bell. Experiential exercise through which group members explore inclusion needs and cultural differences. Organizational Behavior Teaching Conference (Boston, MA) and the International Conference on Women and Organizations (New Orleans, LA) 1987.

PROFESSIONAL AFFILIATIONS AND SERVICE

Journal of Applied Behavioral Science, Editorial Board, 2000 - 2004

Academy of Management Learning and Education, Editorial Board, 2002 - 2004

Organizational Behavior Teaching Society, Board Member, 1993 - 1996.

Academy of Management, member

Institute on Women and Organizations. Board member 1988.

Formerly Ad hoc reviewer: Academy of Management Learning and Education, Journal of Managerial Education, Human Resource Management, Academy of Management Journal, Journal of Business Ethics, Journal of Management Inquiry

CONSULTING

Wintrust Bank. Provided half-day leadership seminars, 2020

Flagstar Bank: Provided half-day leadership seminars. 2015-2016

Roland Berger: Provided half-day leadership seminar. Facilitated yearly strategy development meeting. 2014

Henry Ford Medical Group: Provided one-day seminar on Developing Ethical, Sustainable Power and Influence. 2010-2015.

National Arts Strategies. Provided one-day seminar on Developing Ethical, Sustainable Power and Influence, Winter 2010; Provided online session on Developing Power and Influence, April 2011; Provided Leadership Program in Hong Kong, 2015.

Ascension Health. Provided team building program. Winter 2009.

MOPAR, Chrysler. Competing Values Leadership Assessment. Summer 2008.

Paragon International. Created and facilitated modules on Authenticity in Leadership and Developing Sustainable, Ethical Power and Influence for women in leadership. 2005.

Wachovia Corporation. Created and facilitated workshop on Developing Sustainable, Ethical Power and Influence for financial analysts. 2005.

Ford Motor Company. Participated in the development and presentation of Leadership in the New Economy Program, as well as development of Ford Orientation Program and New Supervisor Program. 2001-2002.

Exxon Corporation, 1991-1992; Philips Inc., 1994; Phelps-Dodge, 1995; American Manufacturers Association, 1995: Conducted organizational assessment focusing on valuing and managing cultural diversity with executives, managers, professionals, and support staff. The assessment was part of the organizations' efforts to enhance their ability to create, develop, and effectively manage a multi-cultural workforce. With Taylor Cox. Also conducted diversity training at Philips Inc. in 1994.

Catho Group, Sao Paulo, Brazil. Developed and conducted Executive workshops on creating and managing high performing teams. One of the highest rated instructors. 1995.

Advanced Leadership Program: Plateauing and Self-Development – Transforming Oneself from Endangered Species to Desired Commodity, Internal Revenue Service, Ann Arbor, MI , 1995.

University of Michigan Center for the Education of Women. Designed and conducted Michigan Women's Leadership Program for women directors of human service agencies in Michigan. 1994-1995.

Avon Corporation: Designed and conducted workshops in understanding and preventing sexual harassment. Over 270 managers and staff attended the workshops. With George Siedel. 1992-1993.

Management Sciences for Health: MSH is a private organization created to provide management skills to health care managers in developing countries. Conducted management development program for public sector managers in Bendel State, Nigeria. In addition, developed organizational simulation used to train over 500 managers and trainers in over 20 developing countries in Africa, Latin America, and Asia. 1988-1989.

CV Updated: May 2020