

**Noel M. Tichy**  
**Stephen M. Ross School of Business**  
**University of Michigan**  
**Ann Arbor, Michigan 48109**  
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## **EDUCATION**

1968-1972            Columbia University. New York, NY  
Ph.D. Social Psychology

1964-1968            Colgate University. Hamilton, NY  
B.A. Psychology

## **PRESENT POSITIONS**

1980-present            ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN, Ann Arbor, MI

**Professor**                    Management & Organizations

**Director**                      Eleanor Josaitis Global Initiative  
Focus: HOPE

## **PREVIOUS POSITIONS**

1989-2012            GLOBAL BUSINESS PARTNERSHIP

**Chairman & Academic Director**

1985-1987            GENERAL ELECTRIC COMPANY, MANAGEMENT DEVELOPMENT INSTITUTE,  
(on leave from UM) Croton-on-Hudson, NY

**Manager**                      Responsibilities included programs by the GE  
Management Development Institute at Crotonville  
and worldwide (10,000 participants per year).

1981-1990            HUMAN RESOURCE MANAGEMENT JOURNAL

**Editor in Chief**

1980-1985	THE UNIVERSITY OF MICHIGAN, INSTITUTE FOR SOCIAL RESEARCH, Ann Arbor, MI	<b>Faculty Associate</b>	Researched areas of planned organizational change and health system planning and development.
1972-1980	COLUMBIA UNIVERSITY, GRADUATE SCHOOL OF BUSINESS, New York, NY.	<b>Associate Professor</b>	
1970-1980	CENTER FOR POLICY RESEARCH, New York, New York.	<b>Senior Research Associate</b>	
1972	YALE UNIVERSITY, DEPARTMENT OF ADMINISTRATIVE SCIENCES, New Haven, CT.	<b>Lecturer (part-time)</b>	Taught small group development course for MS and Ph.D. students.
1968-1972	COLUMBIA UNIVERSITY, SOCIAL PSYCHOLOGY PROGRAM, TEACHER'S COLLEGE, New York, NY.	<b>Research Assistant</b>	Carried out research project with Professors Charles Kadushin, Harvey Hornstein, and Morton Deutsch.
1982-1990	THE UNIVERSITY OF MICHIGAN BUSINESS SCHOOL, EXECUTIVE EDUCATION CENTER, Ann Arbor, MI.	<b>Academic Director</b>	Advanced Human Resource Management Program. Launched and directed program for senior level human resource executives.
1977-1978	APPALACHIAN REGIONAL HOSPITALS, HAZARD FAMILY HEALTH SERVICES, Hazard, KY.	<b>Management &amp; Organizational Development Specialist</b>	Funded by the Robert Wood Johnson Foundation to develop a regional outpatient primary healthcare system.

## OTHER PROFESSIONAL EXPERIENCE

1976-2000 COLUMBIA UNIVERSITY, EXECUTIVE PROGRAMS, GRADUATE SCHOOL OF BUSINESS, New York, NY.

**Faculty Director**

The Advanced Program in Organization Development and Human Resource Management. Developed and co-directed program for experienced professionals in the organization development field.

1966-1967

BANKERS TRUST COMPANY, New York, NY.

**Personnel Assistant;  
Market Research  
Assistant**

Worked in the personnel department on job and salary systems and in marketing on study of youth market.

## PUBLICATIONS

### ARTICLES

“The Art And Science Of Finding The Right CEO,” with A.G. Lafley. *Harvard Business Review*, October 2011.

“The Redo Loop: How Leaders Make Good Decisions.” *Chief Learning Officer & Talent Management*, June 2010.

“Wise Judgment” with Warren Bennis. *Leadership Excellence*, May 2010.

“The Leader-Teacher Journey.” *Learning Executive*, Issue 3 2008.

“Judgment Matters in this Crisis.” *Business Times Singapore*, October 14, 2008.

“Leadership Judgment: Without It Nothing Else Matters,” with Chris DeRose. *Leader to Leader*, Spring 2008.

“Wanted One President: Judgment Required.” *Forbes.com*, March 26, 2008.

“Judgment Trumps Experience,” with Warren Bennis. *Wall Street Journal Op Ed*, November 2007.

“How Winning Leaders Make Great Calls.” with Warren Bennis. *BusinessWeek*, November 2007.

“Making the Tough Call,” with Warren Bennis. *Inc. Magazine*, November 2007.

## **ARTICLES (Continued)**

“Making Judgment Calls,” with Warren Bennis. *Harvard Business Review*, October 2007.

“Leadership Judgment at the Front Line,” with Chris DeRose. *Leader to Leader*, Summer 2006.

“Getting the Power Equation Right.” *Leader to Leader*, Summer 2003.

“We Need More Leaders Not More Rules.” *Hartford Business Journal*, November 2002.

“Launching Cycles of Leadership,” with Chris DeRose. *Optimize*, August 2002.

“No Ordinary Boot Camp.” *Harvard Business Review*, April 2001.

“Jack Welch’s GE Leadership Engine.” *Harvard Business Review*, Japanese Edition, January 2001.

“Rapid Cycle CEO Development: How New Leaders Learn to Take Charge,” with Carole Barnett. *Organizational Dynamics*, Summer 2001.

“How to Hand on a Legacy of Leadership.” *Association for Quality and Participation*, Spring 2000.

“The Growth Imperative.” *Leader to Leader*, Fall 1999.

“Do You Have A Teachable Point of View on Balanced Growth?” with Ram Charan. *Financial Times: Mastering Strategy*, October 11, 1999.

“Leadership and Knowledge Sharing: The Teaching Organization.” *Association of Metropolitan Sewerage Agencies*, October 4, 1999.

“Operation Leadership,” with Eli Cohen. *Fast Company*, September 1999.

“The Teachable Point of View – A Primer.” *Harvard Business Review*, March-April 1999.

“The Teaching Organization,” with Eli Cohen. *Training & Development*, July 1998.

“Teaching: The Heart of Leadership,” with Eli Cohen. *HealthCare Forum Journal*, March/April 1998.

“The Teachable Point of View,” *Journal of Business Strategy*, January/February 1998.

“Need a CEO? Here’s how to grow one,” with Ram Charan. *USA Today*, October 20, 1997.

“The Marker of a Winner.” *Leader to Leader*, Fall 1997.

## **ARTICLES (Continued)**

“What it Takes to Be a Winning Company.” *American Management Association*, November 1997.

“Roger Enrico’s Master Class.” *Fortune*, November 27, 1995.

“Simultaneous Transformation and CEO Succession: The Key to Global Competitiveness.” *Organizational Dynamics*, Summer 1996.

“The Pepsi Challenge.” *Training & Development*, May 1996.

“The CEO as Coach: An Interview with Allied Signal’s Lawrence A. Bossidy.” *HBR*, March-April 1995.

“Holding the CEO Accountable.” *SMI Review*, Third Quarter 1994.

“Revolutionize Your Company.” *Fortune*, December 1993.

“Introduction to annotated bibliography on transformational leadership.” *Healthcare Forum Journal*, July-August 1993.

“Walking the Talk,” with Stratford Sherman. *Training & Development*, June 1993.

Excerpt from *Control Your Destiny or Someone Else Will: How Jack Welch is Making General Electric the World’s Most Competitive Company* appeared in *Fortune*, January 25, 1993.

“Citicorp Faces the World: An Interview with John Reed,” with Ram Charan. *Harvard Business Review*, November-December 1990.

“Creating the Competitive Organization of the 21<sup>st</sup> Century: The Boundaryless Corporation,” with Mary Ann Devanna. *Human Resource Management*, Winter 1990, Vol. 29, No. 4, pp. 455-471.

“GE’s Crotonville: A Staging Ground for Corporate Revolution.” *Executive: Academy of Management*, Vol. 3, No. 2, May 1989.

“Speed Simplicity, Self-Confidence: An Interview with Jack Welch, CEO at GE,” with Ram Charan. *Harvard Business Review*, September-October 1989.

“Revitalization: The Honeywell Information Systems Story,” with David L. Dotlich and Dale G. Lake. *Journal of Business Strategy*, Winter 1985.

“Profiles in Change: Revitalizing the Automotive Industry,” with Carole K. Barnett. *Human Resource Management*, Vol. 24, No. 4, Winter 1985.

## **ARTICLES (Continued)**

“The Challenge of Revitalization,” with David O. Ulrich. *New Management*, Vol. 2, No. 3, Winter 1985.

“The Leadership Challenge: A Call for the Transformational Leader,” with David O. Ulrich. *Sloan Management Review*, Fall 1984.

“An Interview with Edson W. Spenser and Fostan A. Boyle.” *Organizational Dynamics*, Spring 1983.

“Managing Organizational Transformations.” *Human Resource Management*, Vol. 22, No. 1-1, Spring/Summer 1983.

“Strategic Human Resource Management,” with Charles J. Fombrun and Mary Anne Devanna. *Sloan Management Review*, Winter 1982.

“Human Resource Management: A Strategic Perspective,” with Charles J. Fombrun and Mary Anne Devanna. *Organizational Dynamics*, Winter 1981.

“Social Network Analysis for Organizations.” *Academy of Management Review*, October 1979.

“Network Analysis in Organizational Settings,” with Charles J. Fombrun. *Human Relations*, Fall 1979.

“Current and Future Trends for Change Agency,” with Kenneth Sole. *Group and Organization Studies*, Vol. 3(4), Fall 1978.

“Diagnosis for Complex Health Care Delivery Systems.” *Journal of Applied Behavioral Science*, 14, 1978.

“Developing Organization Development for Multinational Corporations,” with Harvey Hornstein. *Columbia Journal of World Business*, Vol. XI, No. 2, 1976.

“When Does Work Restructuring Work? Organizational Innovation at Volvo and GM.” *Organizational Dynamics*, Vol. 5, No. 1, 1976.

“Change Agent Bias: What They View Determines What They Do,” with Jay Nisberg. *Group and Organizational Studies*, Vol. I, No. 3, 1976.

“Community Control of Health Care: The Dr. Martin Luther King, Jr., Community Management System.” *Health Education Monographs*, Summer 1976.

“Participative Organization Diagnosis and Intervention Strategies: Developing Emergent Pragmatic Theories of Change,” with Harvey Hornstein and Jay Nisberg. *Academy of Management Review*, January 1976.

## **ARTICLES (Continued)**

“Stand When Your Number is Called: An Empirical Attempt to Classify Types of Social Change Agents,” with Harvey Hornstein. *Human Relations*, 1976.

“Team Development and Dental Care Delivery.” *Health Team News*, No. 6, 1975.

“How Different Types of Change Agents Diagnose Organizations.” *Human Relations*, Vol. 28, 1975.

“Organizational Innovations in Sweden.” *Columbia Journal of World Business*, No. 1, 1974.

“Current Trends in Organizational Change: The Professional Change Agents and Organization Development.” *Columbia Journal of World Business*, No. 1, 1974.

“Agents of Planned Social Change: Congruence of Values, Cognitions and Actions.” *Administrative Science Quarterly*, Vol. 19, 1974.

“An Interview with Max Pages.” *Journal of Applied Behavioral Science*, Vol. 9, No. 6, January–March 1974.

“An Interview with Roger Harshon.” *Journal of Applied Behavioral Science*, Vol. 9, No. 6, November-December 1973.

“An Analysis of Clique Formation and Structure in Organizations.” *Administrative Science Quarterly*, June 1973.

“Client Involvement in Architectural Planning,” with Kenneth Pollock and Lenore Schwartz. *Social Change*, Vol. 3, No. 2, 1973.

“Minerva: A Participatory Technology System,” with Amitai Etzioni and Harvey Hornstein. *Bulletin of Atomic Sciences*, XXVII, (9) 4-13, 1971.

## **RECENT ARTICLES IN THE POPULAR PRESS**

“Succession: The Need for Radical Transformation,” *People & Strategy*. Volume 38, Issue 2. Spring 2015.

“Succeeding at Succession: Do This, Don’t Do That,” *Director & Boards*. December 3, 2014.

“Getting Succession Planning Right at Steelcase,” *Smartblog on Leadership*. November 18, 2014.

“J.C. Penney and the Terrible Costs of Hiring an Outside CEO,” *Fortune*. November 13, 2014.

“Are You Spending More By Paying Your Employees Less?” with Chris DeRose, *Forbes*. April 29, 2013.

“How About Some 'Happy' With That Happy Meal?” with Chris DeRose, *Forbes*. April 23, 2013.

“What Happens When a 'HiPPO' Runs Your Company?” with Chris DeRose, *Forbes*. April 15, 2013.

“Judgment Is All: Does JC Penney's Ron Johnson Fatally Lack It?” with Chris DeRose, *Forbes*. March 8, 2013.

“Macy's Gets Personal to Compete with Web Sales,” with Chris DeRose, *Bloomberg Business Week*. February 7, 2013.

“Lance Armstrong's Best Shot at Redemption” with Chris DeRose, *Huffington Post*, January 22, 2013.

“How Treating Your Employees Like Turtles Can Smother Innovation,” with Chris DeRose, *Fast Company*. October 29, 2012.

## **BOOKS**

*Succession: Mastering the Make or Break Process of Leadership Transition*. New York: Penguin Group, 2014.

*Judgment on the Front Line: How Smart Companies Win by Trusting Their People*, with Chris DeRose. New York: Penguin Group, 2012.

*Judgment: How Winning Leaders Make Great Calls*, with Warren Bennis. New York: Penguin Group, 2007.

*The University of Michigan Business School's Guide to The Ethical Challenge: How to Lead With Unyielding Integrity*, with Andy McGill. San Francisco: Jossey-Bass, 2003.

*The Cycle of Leadership: How Great Leaders Teach Their Companies to Win*, with Nancy Cardwell. New York: Harper Collins, 2002.

*Every Business is a Growth Business*, with Ram Charan. New York: Times Books, Random House, 1998.

*The Leadership Engine: How Winning Companies Create Leaders at All Levels*, with Eli Cohen. New York: HarperCollins, 1997.

## **BOOKS (Continued)**

*Corporate Global Citizenship*, with Andrew R. McGill and Lynda St. Claire. San Francisco: Jossey-Bass, 1997.

*Control Your Destiny of Someone Else Will: How Jack Welch is Making General Electric the World's Most Competitive Company*, with Stratford Sherman. New York: Doubleday/Currency, January 1993.

*Globalizing Management: Creating and Leading the Competitive Organization*, with Vladimir Pucik and Carole Barnett [Eds.]. New York: John Wiley & Sons, Inc., 1992.

*The Transformational Leader*, with Mary Anne Devanna. New York: John Wiley & Sons, Inc., 1986.

*Strategic Human Resource Management*, with Charles J. Fombrun and Mary Anne Devanna [Eds.]. New York: John Wiley & Sons, Inc., 1984.

*Managing Strategic Change: Technical, Political and Cultural Dynamics*. New York: John Wiley & Sons, Inc., 1983.

*Organization Design for Primary Health Care: The Case of the Dr. Martin Luther King, Jr., Health Center*. New York: Praeger, 1977.

## **CHAPTERS**

Action Learning: Simultaneous Development and Succession Planning. Chapter in *The ATD Talent Management Handbook*. Terry Bickham [Ed]. ATD, 2015.

Global Leadership Development. Chapter in *The Executive's Guide to Integrated Talent Management*. Kevin Oakes and Pat Galagan [Eds.] American Society for Training & Development, July 2011.

Leading a Teaching Organization. Chapter 5 in *Conversations on Leadership: Wisdom from Global Management Gurus*. Asia: John Wiley & Sons Pte. Ltd, 2010.

Leadership Judgment: The Essence of a Good Leader, with Chris DeRose. Chapter 24 in *The Organization of the Future 2*. San Francisco: Jossey-Bass, 2009.

The Death and Rebirth of Organizational Development. Chapter 10 in *Organization 21C*. New Jersey: Financial Times Prentice Hall, 2003

Leader Development as a Strategic Initiative, with Eli Cohen and Lynda St. Claire. Chapter in *1997 Handbook of Business Strategy*. New York: Faulkner & Gray, 1996.

## **CHAPTERS (Continued)**

Global Development. Chapter in *Globalizing Management: Creating and Leading the Competitive Organization*, with Vladimir Pucik and Carole Barnett [Eds.]. New York: John Wiley & Sons, Inc., 1992.

Leadership Development as a Lever for Global Transformation, with Brinun, Charan and Takeuckhi. Chapter in *Globalizing Management: Creating and Leading the Competitive Organization*, with Vladimir Pucik and Carole Barnett [Eds.]. New York: John Wiley & Sons, Inc., 1992.

Global Transformational Leadership. Chapter in *Super Seminar*. Tokyo, Japan: NHK, 1987.

Strategic Planning and Human Resource Management: At Rainbow's End, with Charles J. Fombrun. Chapter in *Competitive Strategic Management*, with Robert Boydan Lamb [Eds.]. Englewood Cliffs, New Jersey: Prentice-Hall, 1984.

The Organizational Context of Strategic Human Resource Management, with Charles J. Fombrun and Mary Anne Devanna. Chapter in *Strategic Human Resource Management*, with Charles J. Fombrun and Mary Anne Devanna [Eds.]. New York: John Wiley & Sons, Inc., 1984.

A Framework for Strategic Human Resource Management, with Charles J. Fombrun and Mary Anne Devanna. Chapter in *Strategic Human Resource Management*, with Charles J. Fombrun and Mary Anne Devanna [Eds.]. New York: John Wiley & Sons, Inc., 1984.

The Human Resource Audit, with Charles J. Fombrun and Mary Anne Devanna. Chapter in *Strategic Human Resource Management*, with Charles J. Fombrun and Mary Anne Devanna [Eds.]. New York: John Wiley & Sons, Inc., 1984.

Strategic Human Resource Management at Honeywell, with Stewart D. Friedman and David O. Ulrich. Chapter in *Strategic Human Resource Management*, with Charles J. Fombrun and Mary Anne Devanna [Eds.]. New York: John Wiley & Sons, Inc., 1984.

Revitalizing Organizations: The Leadership Role, with David O. Ulrich. Chapter in *Managing Organizational Transition*, with J. Kimberly and R. Quinn [Eds.]. Homewood, Illinois: Richard D. Irwin, 1984.

Institutional Dynamics of Action Research, with Stewart D. Friedman. Chapter in *Producing Useful Knowledge for Organizations*, with R.H. Kilmann [Eds.]. New York: Praeger, 1983.

Networks in Organizations. Chapter in *Handbook of Organization Design*, with P.G. Nystrom and W. Starbuck [Eds.]. England: Oxford University Press, 1981.

Collaborative Organization Model Building, with Harvey A. Hornstein. Chapter in *Organizational Assessment: Perspective on a Measurement of Organizational Behavior and the*

*Quality of Work Life*, with E.E. Laler, D.A. Nadler and C. Cammann [Eds.]. New York: Wiley-Interscience, 1980.

A Network Approach to Organizational Assessment, with Michael Tushman and Charles J. Fombrun. Chapter in *Organizational Assessment: Perspective on the Measurement of Organizational Behavior and the Quality of Work Life*, with E.E. Lawler, D.A. Nalder and C. Cammann [Eds.]. New York: Wiley-Interscience, 1980.

Managing Behavioral Factors in Human Service Organizations, with Richard Beckhard. Chapter in *Management Handbook for Public Administrators*, with John W. Sutherland [Eds.]. New York: Van Nostrand Reinhold Company, 1978.

Demise Absorption or Renewal for the Future of Organization Development. Chapter in *OD 1978*, with W.W. Burke [Eds.]. La Jolla, California: University Associates, 1978.

Applied Behavioral Science for Health Administrators, with Richard Beckhard. Chapter in *Resource Book on Health and Behavioral Science in Health Services Administration*. Washington, D.C.: Association of University Programs in Health Administration, 1977.

## **MUTLI-MEDIA**

“Why Develop Others.” Harvard Business Publishing, Harvard ManageMentor™ Video Series, August 2010

CNN Radio interview regarding GE selling NBC to Comcast, December 12, 2009

Voice America Business radio interview and pod cast, September 29, 2008

Wall Street Journal Video Segment interview by Erin White, September 1, 2008

Imaging Executive Podcast interview by Jennifer Kruger, September 2008

International Leadership Association (ILA) Webinar, April 28, 2008

American Society for Training and Development Webcast, March 27, 2008

Leadereview Telecast, February 28, 2008

“Mastering Revolutionary Change,” *Fortune* Video Seminar, with Stratford Sherman, Fall 1994. This seminar reveals the insights of the leading authorities on organizational transformation. The viewer is taken inside General Electric, AlliedSignal, Ameritech and Tenneco with candid, one-on-one interviews and group discussions with their CEOs: Jack Welch, Larry Bossidy, Bill Weiss, and Mike Walsh, respectively. Their insights are distilled into practical guidelines that can be applied to any organization, division or department. The seminar provides challenging exercises, assessment instruments, and a framework for planning your own corporate revolution.

## **PROFESSIONAL AFFILIATIONS**

Commonwealth Foundation, Academic Advisor

The Leadership Development Conference Advisory Board

Work in America, Academic Advisory Board

Organizational Dynamics Editorial Board 2000-2002

SMR Editorial Advisory Board 1999-2002

American Society for Training and Development, Board of Governors, 1985-1988

Academy of Management, 1972 to present Chairman of the Organization and Management Theory Division 1980

American Psychological Association 1972 to present

Sigma Xi, The Scientific Research Society of North America, 1972 to present

Licensed New York State Psychologist (License No. 005166)

American Society for Training and Development on Board of Governors 1985-1988

## **AWARDS/FELLOWSHIPS**

Focus:HOPE – Ruby of HOPE award, March 7, 2009

World HRD Congress – HR Leadership Award, 2009

American Society for Training and Development (ASTD) – Lifetime Achievement Award in Workplace Learning and Performance, 2008

AXIOM Business Books Awards – Silver in the Leadership category, 2008

Emerald Management Review’s Citation of Excellence Award for article “Making Judgment Calls: The Ultimate Act of Leadership” by Noel M. Tichy and Warren G. Bennis, Harvard Business Review, Vol: 85, Issue: 10. 2007

National Academy of Human Resources – Distinguished Fellow, 1999

Sales and Marketing Executives International – Educator of the Year Award, 1994

Lynchburg College, Virginia – Gifford Lecturer in Business Leadership Award, 1994

American Society for Training & Development – Best Practice Award, 1993

American Society for Training & Development – Organization Development Award, 1990

National Association of Corporate and Professional Recruiters – Professional Recruiters Ovation Award, 1988 to present

Johnson Smith & Knisley – New Perspective on Executive Leadership Award, 1987

Japan Society – U.S./Japan Fellow, 1985.

## **CONSULTING ACTIVITIES**

Consult widely in both the business and private sectors. A senior partner in Action Learning Associates; clients include Accenture, Ameritech, AT&T, Bell South, Best Buy, Chase, Circuit City, Manhattan Bank, CIBA-GEIGY, Citibank, Coca Cola, Covad Communications, CP Group (Thailand), Exxon, Ford Motor Company, Genentech, General Electric, General Motors, Grupo Salinas, HarperCollins Publishers, Hitachi, Honeywell, IBM, Imperial Chemical Inc., MasterCard, Mercedes Benz, NEC, Nokia, Nomura Securities, Northern Telecom, PepsiCo, Pfizer, Royal Bank of Canada, Royal Bank of Scotland, Royal Dutch Shell, Tatweer, Telecom, 3M, Trilogy, Yum!Brands