

JAMES G. S. CLAWSON

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<http://www.a-song-of-humanity.com>

Twitter: @Jajisee

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EDUCATION

- 1979 **Harvard University Graduate School of Business Administration**, Boston, MA, Doctor of Business Administration (DBA). Thesis: *Developmental Aspects of Superior-Subordinate Relationships*
- 1973 **Brigham Young University**, Provo, UT, Master of Business Administration (MBA). Major: Marketing
- 1971 **Stanford University**, Stanford, CA, Bachelor of Arts with Great Distinction (BA). Major: Japanese Language and Literature

ACADEMIC EXPERIENCE

- 2014- **DARDEN GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**, University of Virginia, Charlottesville, VA, Johnson & Higgins Professor of Business Administration Emeritus.
- 1981-2014 **DARDEN GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**, University of Virginia, Charlottesville, VA, Johnson & Higgins Professor of Business Administration, member of Leadership and Organizational Behavior Area. Selected responsibilities included Chair First Year Program Committee, Chair MBA Policy Committee, Co-chair Darden Values Committee, LOB Area Coordinator, and Chair UVA Faculty Grievance Committee. See below for research interests, teaching and additional information on administrative experience, and publications summary.
- 2006 - **EUROPEAN SCHOOL OF MANAGEMENT AND TECHNOLOGY (ESMT)**, Berlin, Germany. Visiting Professor teaching in programs for a number of European companies and industry associations.
- 1991 **INTERNATIONAL UNIVERSITY OF JAPAN**, Urasa, Niigata Prefecture, Japan (January-April); Visiting Professor, designed and taught required first year course in Organizational Behavior and second year elective on Organizational Design. Highest rated courses in both first and second years that term.
- 1978-1981 **HARVARD BUSINESS SCHOOL**, Boston, MA; Assistant Professor and Instructor, initiated and continued research in developmental relationships and career theory. Course Head responsible for teaching and developing new materials for *Self Assessment and Career Development*, also taught and developed materials for *Interpersonal Behavior* courses, both second-year MBA program electives. Supervised research and course assistants in writing cases, developing materials, and teaching some classes. Assisted in problem-solving groups in *Managing Organizational Effectiveness* executive education programs.

- 1977 **NORTHEASTERN UNIVERSITY**, Boston, MA (Summer); Instructor, Department of Human Resources, prepared syllabi for and taught three classes: undergraduate survey of *Organizational Behavior*, advanced MBA treatment of *Organizational Design and Organizational Development*, and an evening-school MBA study of *Leadership and Inter-group Conflict*; created and executed two original experiential exercises dealing with leadership, inter-group relations and conflict, and organizational design.
- 1976-1977 **HARVARD BUSINESS SCHOOL**, Boston, MA (Summer 1976 and January through August 1977); Research Assistant, developed course materials in *Managerial Economics* and *Organizational Behavior*; wrote cases dealing with forecasting, multiple regression techniques, using consultants, performance appraisal interviews, task force meetings, and small group leadership; conducted literature review on performance appraisal systems and interviews and on interpersonal conflict; prepared and edited video tapes of an actual performance appraisal interview and a task force meeting for use in the HBS MBA program; co-organized and conducted *Dialogue with Practitioners* seminar to invite well-known practitioners of organization development to visit campus and speak.
- 1975-1976 **MASSACHUSETTS COLLEGE OF ART**, Brookline, MA (1975-1976); Instructor, developed and co-taught *Interpersonal Behavior and Classroom Observation* to both undergraduate and graduate level students.

INDUSTRY EXPERIENCE

- 2004-2010 **CHAIRMAN OF THE BOARD**, Career Next Step, Inc., a corporation dedicated to helping people find their next step in life through an on-line web-based guided career self-assessment and job search counseling. Shut down, 12/2010. Rebuilt and published in 2014 as [FindingFIT](#) available through Darden Business Publishing.
- 1979- **CONSULTANT** to a variety of public and private sector organizations in a variety of industries primarily on leadership, leading organizational change, mentoring, human resource management, and management development issues and on designing and implementing executive development programs. These activities included problem solving with CEO's, boards of directors, and human resource executives and designing, documenting, and conducting 1+, 2+, 3+, 5, and 14-day seminars, often repeated over several years. Participated as a lead consultant in the 1988-1990 General Electric "Work-Out" effort working with the CEO of the GE FANUC Factory Automation unit which resulted in part in the plant being named by *Industry Week* as one of the 10 best managed plants in the country. Clients in defense, manufacturing, research, conglomerates, telecommunications, state legislative leadership, military, government agencies, high technology services, commercial construction, financial services, consumer beverages, and others.
- 1973-1975 **WELLS FARGO BANK**, N.A., San Francisco, CA; International Banking Officer, developed and implemented computer model for term-loan yield computation; responsible for 53 accounts, including banks and trading companies in Japan and Australia; initiated major change in internal record system; researched and wrote major paper on Japanese trading companies for internal education and reference.
- 1972 **MOBIL OIL COMPANY**, Tokyo, Japan (Summer); Functional Trainer, developed, published and introduced an intra-company, bi-lingual training manual on "Systematic Approaches to Training"; conducted field research in the Japanese language in 23 Japanese corporations and wrote major report on "Training in Japan."

PROFESSIONAL ACTIVITIES

Research Interests	<p>Leadership</p> <p>Leading Organizational Change Managing Talent and Careers The Effect of Energy/Feel/Resonance/Flow on Performance in organizations Career Management and Work/life Balance Spirituality in Organizational Leadership Developmental (mentoring) Relationships</p>
ON-LINE COURSE MATERIALS	<p><i>Teaching Management (60 video clips with an emphasis on case method),</i> www.nadobimakoba.com</p> <p><i>Level Three Leadership (80 video clips on leadership based on my consulting and books),</i> www.nadobimakoba.com</p> <p><i>FindingFIT (managing your Career Transitions) www.nadobimakoba.com</i></p>
MBA Program Courses Taught	<p><i>First Year Leadership in Organizations (required)</i></p> <p><i>First Year Organizational Behavior (required)</i></p> <p><i>Tactical Leadership (second year elective) in full-time and executive MBA formats</i></p> <p><i>Strategic Leadership (second year elective) in full-time and independent study formats</i></p> <p><i>Career Management (second year elective) in various formats over 30 years</i></p> <p><i>Leading Strategic Change (second year required capstone course)</i></p> <p><i>Human Resource Management as a Source of Competitive Advantage (elective)</i></p> <p><i>Level Three Leadership (second year elective)</i></p> <p><i>What Do You Want? (second year elective)</i></p> <p><i>Leadership Point of View (one week introductory intensive to new MBAs)</i></p> <p><i>Global Business Issues (one week introductory intensive to new MBAs)</i></p> <p><i>Personal Career Assessment Program (PCAP) (one week intensive to new MBAs)</i></p> <p><i>Leading Global Strategic Change in GEMBA format (2013)</i></p>
Doctoral Program	<p>Teaching Management (required course on pedagogy, 1982-2011)</p> <p><i>Doctoral Seminar on Leadership (2011)</i></p> <p><i>Organizational Behavior Reading Seminar</i></p>
Executive Education	<p>Faculty leader or primary role in</p> <p><i>Leading Innovation (with Michael Gelb)</i></p> <p><i>Power and Leadership: Getting Below the Surface</i></p> <p><i>Excellence in Leadership (customized company program)</i></p> <p><i>Seizing Opportunities (merging Leadership and Decision Analysis)</i></p> <p><i>Managing Critical Resources (general management)</i></p> <p><i>Career Transitions (UVA Alumni Careers Program)</i></p> <p><i>Developing Leadership (USAA)</i></p> <p><i>Strategic Leadership and Planning (customized company program)</i></p> <p><i>Leadership Development (Mass Mutual)</i></p> <p><i>Building General Managers (customized company program)</i></p> <p><i>The Art of Managing Human Resources</i></p> <p><i>Building the Learning Organization</i></p>

Organizational Behavior and Leadership modules in

Executive Program (UTC)
Developing Managerial Excellence (formerly YMP)
Gulf Executive Leadership Development Program
Managing Individual and Organizational Change
Innovation and Technology Management
Managing the Corporate Aviation Function
Developing Leadership for the Corporate Aviation Function
AES Leadership Development Program
Partnership for Leadership in Education (PLE)

Consulting

Active consultant over the years for such organizations as:

BAE Systems, Inc.
 Elbit Systems USA
 European School of Management and Technology (ESMT) visiting faculty
 European Business Congress (EBC)
 Pratt & Whitney China
 Civil Aviation Authority (China)
 Thyssen Krupp Elevator (Australia)
 General Electric
 Massachusetts Mutual
 Coca Cola
 Sallie Mae
 Ernst & Young
 National Conference of State Legislatures (NCSL)
 USAA
 Lufthansa (Germany)
 GPIC (Bahrain)
 eOn (Europe)
 Centrahealth
 COMSAT
 T-Mobile (Europe)
 Datatel
 US Navy
 Several 3 letter agencies
 etc.

University Service and Administration

Co-Chair, ad-hoc task force on Darden School Norms statement and policy (2011)
 Chair, MBA Policy Committee (2009-2010)
 Area Coordinator for Leadership and Organizational Behavior Area (1999 - 2006)
 Chair, First Year Program Committee, MBA Program (2004 - 2007)
 Course Head, First Year Organizational Behavior (several times)
 Ad-Hoc Committee on Corporate Relations (2004)
 Appointments Committee (2 years)
 Chair, MBA Policy Committee (3 years)
 Darden School Representative to UVA Faculty Senate (3 years)
 Chair UVA Faculty Senate Grievance Committee (3 years)
 International (Asia) Desk (3 years)
 Second Year Program Coordinator (1 year)
 Chair Faculty Placement Committee (3 years)
 Chair ad-hoc Audio Visual Committee (1 year)
 Co-director MBA-MA Asian Studies Joint Degree Program (3 years)

Placement Advisory Committee (3 years)
 Doctoral Program Committee (5 years)
 Joint Degree Program Committee
 University-wide ad-hoc committee on early retirement (1 year)

SELECTED PUBLICATIONS (for a complete list see *Publications* supplement)

Books

- 2017 *Fundamentals of Level Three Leadership*, [130 chapters](#) with one concept each including description, example, and visual diagram.
- 2016 *A Song of Humanity: A Science-Based Alternative to the World's Scriptures*, Lulu, written in chapter and verse, 530 pp, 920 references, 20 pages of source materials.
- 2013 *FindingFIT*, a PDF guide to career development, 459 pages.
- 2011 *Level Three Leadership 5th Edition, International Edition* (Prentice-Hall/Pearson)
- 2011 *Instructor's Manual, Level Three Leadership 5th Edition, International Edition* (Prentice-Hall/Pearson)
- 2009 *Level Three Leadership 4th Edition, International Edition Chinese* (Prentice-Hall/Pearson)
- 2009 *Balancing Your Life: Executive Lessons for Work, Family and Self* (World Scientific)
- 2009 *Powered by Feel: how individuals, teams, and companies excel* (World Scientific)
- 2008 *Level Three Leadership, 4th Edition* (Prentice-Hall).
- 2008 *Level Three Leadership 4th Edition Instructor's Manual* (Prentice-Hall)
- 2006 *Teaching Business Management: a Field Guide for Professors, Consultants and Corporate Trainers*, with Mark Haskins, Cambridge University Press
- 2005 *Level Three Leadership 3rd Edition*, Prentice-Hall
- 2004 *Creating a Learning Culture*, with Marcia Connor, Cambridge University Press.
- 2002 *Level Three Leadership 2nd Edition*, Prentice-Hall. Plus *Instructor's Manual*.
- 2002 *Practical Problems in Organizations: Cases in Leadership, Organizational Behavior, and Human Resource Management*, Prentice-Hall. Plus *Instructor's Manual*.
- 1992 *The First Fifteen Years*, an annotated index to every article ever published over the first fifteen years of the *Journal of Management Education*, formerly the *Organizational Behavior Teaching Review* and the *Exchange*. Disk and hard copies. Developed on Alpha4 database. Now posted on the Internet as an on-line, interactive article search data-base maintained by John Bigelow at Boise State University for Organizational Behavior Teaching Society.
- 1992 *Self-Assessment and Career Development Third Edition*, with John Kotter, Victor Faux, and Charles MacArthur, Prentice-Hall. Plus *Instructor's Manual*.
- 1986 *An MBA's Guide to Self-Assessment and Career Development*, with David Ward, Prentice-Hall.
- 1985 *Self-Assessment and Career Development Second Edition*, with John Kotter, Victor Faux, and Charles MacArthur, Prentice-Hall. Plus *Instructor's Manual*.

Book Chapters

- 2013 *Greenland: Creating World Class Teams*, in *Extreme Leadership*, edited by Cris Gianantonio and Amy Hanson, Chapman University, Edward Elgar Publishing, New York,
- 2010 "Problems in Managing the Self-Assessment Process for Leaders-To-Be," James G. Clawson in *Self-Management and Leadership Development*, edited by Ronald J. Burke and Mitchell G. Rothstein, Edward Elgar Publishing, Cheltenham, UK, 2010.
- 2006 "The Inspirational Nature of Level Three Leadership," *Inspirational Leadership*, edited by Cary Cooper and Ron Burke, John Wiley and Sons.
- 2005 "The Motivator's Dilemma," *HR Essays*, edited by David Ulrich, et. al., Wiley, New York, 2005.

- 2002 "Mentoring for World Class Performance," w/ Doug Newburg *Handbook for Individual Performance*, edited by Sabine Sonnentag, Blackwell Publishing.
- 1997 "A Symphonic Approach to Balancing Your Life," *Wharton-Merck Guide to Work and Family Life*, 1997.
- 1986 "Managing Male-Female Attractions at Work," with Duncan Spelman, Marcy Crary, and Kathy Kram, *Women in the Workplace*, Lynda Moore, editor, Lexington Books, 1986.
- 1980 "Mentoring in Managerial Careers," *Work, Family, and the Career: New Frontiers in Theory and Research*, C. Brooklyn Derr, editor, Praeger Special Studies, New York, 1980.

Cases (Recent cases only. See Publications supplement for the rest, >300)

2010	<i>Dennis Paustenbach: I Never Thought of it as Work (TN)</i>	James G. Clawson and Gerry Yemen	OB-0988TN	21
2010	<i>Greenland (Supplement)</i>	Morten Lie and James G. Clawson	S-OB-0581	22
2010	<i>Erika James: The Life and Career of an Associate Professor (MEDIA)</i>	Gerry Yemen and James G. Clawson	OB-0957M	
2010	<i>The Aberdeen Experiment</i>	James G. Clawson	OB-0998	28
2010	<i>Erika James: Life and Career of an Associate Professor (TN)</i>	James G. Clawson	OB-0957TN	8
2010	<i>Joyce Sinclair's Work Group Charter (SUPPLEMENT)</i>	James G. Clawson	S-OB-0600B	2
2010	<i>Roger Steel's Personal and Work Group Charters (SUPPLEMENT)</i>	James G. Clawson	S-OB-0600A	2
2010	<i>Tyson Toles on Leadership</i>	Tyson Toles supervised by James G. Clawson	OB-0997	20

Articles in Refereed Journals

2015	"Custom executive education program charters: a beneficial task and useful template" with Mark Haskins	<i>Development and Learning in Organizations: An International Journal</i> , Vol. 29, Iss 1, pp. 7-10
2012	"Greenland" (case)	<i>Journal of Organizational Behavior Education (JOBE)</i> 5:2012
2012	"Odyssey" (case)	<i>Journal of Organizational Behavior Education (JOBE)</i> 5:2012
2012	"K2: The Brotherhood of the Rope" (case)	<i>Journal of Organizational Behavior Education (JOBE)</i> 5:2012.
2011	"Review: <i>Teaching Leadership: Know, Be, Do</i> edited by Scott Snook, Rakesh Khurana, Nitin Nohria"	<i>Academy of Management Learning & Education</i> , August, 2011.
2011	"Career COMPASS: Navigating Key Aspects of Employer-Employee Relationships"	<i>People and Strategy</i> , 34.1, April, 2011.
2009	"Leadership as Managing Energy"	<i>International Journal of Organizational Analysis</i> , Vol. 16, No. 3, pp. 174-181. (Emerald)
2009	"Level Three Common Sense"	<i>Management Decision</i> , Vol. 47, No. 3, pp 480-490, 2009. (Emerald)
2007	"How Course Portfolios Can Advance the Scholarship and Practice of Management Teaching"	<i>Journal of Management Education</i> , second author with Randolph New and Richard Coughlin, J. Ben Hoyle, University of Richmond.

- 2006 "Making it sticky: how to facilitate the transfer of executive education experiences back to the workplace" with Mark Haskins, *Journal of Management Development*, Volume 25, 2006.
- 2006 "Initiating An MBA Program Committee Change Process" with Mark Haskins, *International Journal of Management Education*, 2006.
- 2004 "Managing Energy in Your Workforce" Delivered at the International Human Resources Management Conference, Limerick University, Limerick, Ireland, June 2003. Selected for inclusion in special edition of *International Human Resource Management*.
- 2000 "Beating the Career Blues" with Mark Haskins, *Academy of Management Executive*, August, 2000
- 1998 "Current Events Periodicals and Business Ethics" with Rob Phillips, *Teaching Business Ethics*, 2: 165-174, 1998, Kluwer Academic Publishers, Dordrecht, Netherlands, 1998.
- 1996 "Mentoring in the New Information Age" *Leadership and Organizational Development Journal*, 1996
- 1996 "Teaching Leadership through Aikido" *Journal of Management Education*, May, 1996, Sage.
- 1990 "Global Markets: A large-scale, non-computer, general management simulation" with Phil Pfeifer, *Organizational Behavior Teaching Review*, Spring, 1990.
- 1990 "What matters most in mentoring?" with Michael B. Blank, *International Journal of Mentoring*, Spring 1990.
- 1987 "Interpersonal Style and Mentoring" with Michael Blank, *International Journal of Mentoring*, 1987.
- 1987 "Mapping Case Pedagogy" with Sherwood Frey, *Organizational Behavior Teaching Review*, Volume XI, Issue 1, 1986-1987.
- 1986 "Getting on the fast track: Recruiting at an elite business school" with Paul Kingston (UVA Sociology department), (also presented by Professor Kingston at the American Sociology Association annual meetings, Washington, D.C.), *International Journal of Sociology and Social Policy*, Spring 1986.
- 1985 "Is Mentoring necessary?" *Training and Development Journal*, April 1985.
- 1984 "Don't Teach Mentoring" *Exchange: Journal of the Organizational Behavior Teaching Society, Organizational Behavior Teaching Society, Stanford, CA, Vol. VIII, No. 4, 1984.*
- 1984 "Managing Cross-Gender Mentoring" *Business Horizons*, May-June 1984

Articles for the Practicing Manager

- 2013 "Are you a good manager?" With Mark Haskins, *Business Aviation Insider, NBAA, Jan/Feb 2013, pp. 22-26.*
- 2009 "Hands Up if You Think That How You Feel Affects Your Performance" *The Human Factor*, April 2009, V. 1 No. 5.
- 2004 "Fear of Rejection" *VaRoom, Darden School Business for Virginia Website, <http://www.darden.edu/varoom/bizbuzz051204.htm>, forthcoming*
- 2004 "Leadership is about Managing Energy" *VaRoom, Darden School Business for Virginia Website, <http://www.darden.edu/varoom/bizbuzz051204.htm>, May*

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- 2002 "Clearing up the Confusion in Strategic Conversations: Creating a Charter" *VaRoom, Darden School Business for Virginia Website, September 2002.*
- 2002 "The Dark Side of Goals" *VaRoom Darden School Business for Virginia website, <http://www.darden.edu/varoom/bizbuzz051204.htm>, August, 2002*
- 2000 "Leadership in the New Infocracies" *Ivey Business Journal, May-June 2000*
- 1995 "Legislative and Business Leadership: Exploring the Differences" *The State Legislative Leader Review, Volume 1, Number 1, Winter, 1995, page 10.*
- 1989 "The Interpersonal Learning Ladder" *Executive Excellence, Provo, UT, 1989.*
- 1986 "Developmental Dynamics of Small Groups" reprinted in *Advanced Management Report, 1986*, to be reprinted in the Spanish edition, *Gerencia Avanzada.*
- 1985 "A Modern Executive's Report Card" *Pace, Fisher-Harrison Publications, summer 1985.*
- 1985 "Predictable Crises in Managing Teams: Developmental Dynamics and Effective Leadership" *Intercontinental Advanced Management Report, Advanced Management Publishers, Newton, MA, Volume 6, Number 8., p. 6*
- 1985 "Don't Teach Mentoring" reprinted in *Laufbahn und Laufbahngestaltung*, edited by H.-J. Kurtz and R. Th. Stiefel, Academic, Munich, 1985.
- 1983 "Making Career Choices" *Careers and the MBA, Bob Adams Inc., Brighton, MA, 1983.*
- 1982 "Searching for Success" *New Jersey Bell Journal, New Jersey Bell Telephone Company, Newark, NJ*

WEB Presence

- 2017 Level Three Leadership (www.nadobimakoba.com) Includes Fundamentals of Level Three Leadership (text), Level Three Leadership (60+ video clips), Teaching Management (50+ video clips), links to FindingFIT (career management tools), and A Song of Humanity: A Science-Based Alternative to the World's Scriptures.
- 2016 A Song of Humanity (www.a-song-of-humanity.com) *A Song of Humanity: A Science-Based Alternative to the World's Scriptures* including books of Genesis, Exodus, Gods, Prophets, Conquerors, Self, Relationships, Mating, Rights and Laws, Families, Air, Matter, Water, Apocalypse, Revelations and more. Written in chapter and verse for easy reference and discussion.
- 2013 Wiki-Cases on Management, web-site on Shanti, on-going, over 200 mini-cases on-line now, working to maintain open architecture while fighting spammers, <https://wiki.shanti.virginia.edu/display/wikiCASES/Home>
- 2013 The Washington Post Capital Business — 27 November 2013 [Is Leadership Born or Built?](#) by James G. Clawson, Darden Professor Clawson authors the 15th in *The Washington Post Capital Business* publication/Darden Executive Education series [Is Leadership Born or Built?](#)
- 2013 Directory of Japanese Studies in the US <http://japandirectory.socialsciences.hawaii.edu/Assets/Specia>

	and Canada	lists/95263.pdf
2012	Philosophy of Teaching, Darden Channel	http://youtu.be/tXxTYHOavlK
2012	Interview with Ingrid Johnson and Erika James on the <i>Power and Leadership</i> executive education program	http://www.youtube.com/watch?v=IYxY31z7o-c
1995 -	Personal Web Page	http://faculty.darden.virginia.edu/clawsonj , includes information on publications, courses, etc.
2005-2010	CareerNextStep.com	Self-Assessment and Career Development site, closed 2010.
2005 -	Personal Blog	http://jimclawson131.blogspot.com/ , occasional comments on topics of broad interest.
2011 -	Wiki-Cases-in-Management	https://wiki.shanti.virginia.edu/display/wikiCASES/Home , an open wiki-case site intended to invite new, current, cases from students all over the world.
2009	Darden podcast on <i>Powered by Feel</i> book	http://media.darden.virginia.edu/podcasts/index.asp podcast on <i>Powered by Feel</i> book.
2009	Darden podcast on Teaching Ethics at Darden	http://www.youtube.com/watch?v=HtpbOm7MD3M ,
2010	<i>Washington Post</i> podcast on Leadership Lessons from K2	
1-21-11	<i>Interview after Clawson Classroom Dedication at Darden</i>	http://media.darden.virginia.edu/podcasts/index.asp
3-15-11	<i>VA-NC Hickory Golf Challenge Cup</i>	http://www.wset.com/global/category.asp?c=189690&clipId=5655872&topVideoCatNo=189689&autoStart=true

On-Line Career Management Tools (available on my [person website](#))

2013	Survey of Managerial Style	Tool for measuring three characteristics of leadership, visioning, garnering commitment to your vision, and managing progress toward the vision.
2013	Career Concepts	Simple tool for assessing one of four naturally occurring career paths.
2013	Locus of Control	Tool for assessing one's internal versus external locus of control or living inside-out versus outside-in.
2012	Interpersonal Style Inventory (ISI)	360* feedback instrument for assessing personal leadership and interpersonal style.
2012	Predisposition Test	Objective instrument measuring tolerances for solitude, autonomy, and ambiguity.
2012	Leadership Steps Assessment (LSA)	Objective instrument measuring six steps to effective leadership.
2012	CAP Learning Style Survey (LSS)	Objective instrument measuring six learning styles.

WORK IN GESTATION

Spirituality in Organizations, research project exploring nature of spirituality in organizational and personal energy/motivation. Data collection nearly completed. On hold for the moment.

"Tradeoff Triangles," paper describing the typical triangular tradeoffs that manager consider in making decisions. On hold for the moment.

"What it Takes to be a CEO," meta-analysis of what observers say are the essential characteristics of CEOs.

PROFESSIONAL AND CONFERENCE PRESENTATIONS

(so = standing ovation, sro = standing room only)

- 2014 "Teaching by the Case Method," Carey School of Business faculty seminar, Johns Hopkins University, Baltimore, MD.
- 2013 "Some (20) Fundamental Challenges and Issues with Management and Leadership," Keynote Address, International Symposium in Management, Timisoara, Romania, 2013.
- 2011 "Culture and Anti-Culture: An Alternative Identity," 11th Annual International Conference on Knowledge, Culture and Change, Universidad San Pablo CEU, Madrid, Spain.
- 2011 "Leading Self: Open to the Possibilities?" Organizational Behavior Teaching Conference, Marquette University, Milwaukee, WI. sro
- 2011 "Back to the Future: Where have we been and where should we go?" Panel member, Organizational Behavior Teaching Conference, Marquette University, Milwaukee, WI.
- 2011 "Level Three Leadership: A new lens on an old problem," Tobias Leadership Conference, IUPUI, Indianapolis
- 2010 "I Never Thought of It as Work," Innovative Teaching Presentation, DSI, San Diego, California
- 2009 "Leading from Within: Insight, Integration, Adaptation," International Leadership Association Annual Conference, Panelist with Ron Haifetz (Hollins), Konstantin Korotov (ESMT), Jill Hufnagel, and Abrina Schnurman-Cook (Hollins), Prague, CR, sro
- 2009 "From Good Teaching to Good Learning," Opening Plenary Session, OBTC, Charleston, SC.
- 2009 "Key Issues for the Future," Panel Member, OBTC, Charleston, SC.
- 2007 "The Greatest Lesson No One Ever Taught Me... until I was 48," OBTC Plenary Address, Pepperdine University. so
- 2004 "Teaching as Acting," OBTC presentation, University of Redlands, sro.
- 2004 "The Motivator's Dilemma," OBTC Presentation, University of Redlands, invited session.
- 2004 "Re-energizing Students with Level Three Questions," OBTC presentation, University of Redlands, sro.
- 2003 "Resonance and its Impact on International Human Resource Management" International Human Resources Management Conference, Limerick, Ireland
- 2003 "Ed Norris and the Baltimore Police Department A & B and media," North American Case Research Association, (NACRA), Case Reviewer and Commenter, Organizational Behavior stream
- 2001 "Developing Cases to Teach," with Randolph New, OBTC annual conference, James Madison University
- 2001 "New Challenges in Teaching Career Management," OBTC annual conference, James Madison University
- 2001 "Leading Strategic Change," LIMRA International Conference, Keynote Speaker, Toronto
- 2001 "Resonance and the Purpose of Life," LIMRA, Toronto.
- 2000 "Teaching as Leading, Should We Practice What We Preach?" with Randolph New, OBTC annual conference, State University of West Georgia
- 2000 Project Leaders Top Five Awards (ABT Corporation), commentator, New York, New York
- 2000 "The Course Portfolio: A Tool for Improving the Scholarship and Practice of OB Teaching," with Randolph New, State University of West Georgia, Atlanta
- 1999 "Resonance and World Class Performance," annual conference, LaVerne University, Los Angeles, CA

- 1998 "Chicago Park District," with Carol Rubin, International Project Leaders Conference, San Francisco
- 1998 Project Leaders Top Five Awards (ABT Corporation), commentator, New York, New York
- 1997 "New World Context for Project Leadership," Keynote Speaker, International Project Leaders Conference, Paris
- 1996 Project Leaders Top Five Awards (ABT Corporation), Commentator, New York
- 1995 Project Leaders Top Five Awards (ABT Corporation), Commentator, New York
- 1995 "Empowering Invitations to Project Leaders in the New Information Age," Keynote Speaker, International Project Leaders Conference, Chicago
- 1992 "Developing Teaching Skills," Pre-conference Workshop, Academy of Management, Organizational Behavior Division, Las Vegas
- 1991 "Career Concerns of Early Faculty," Pre-Conference Workshop, Academy of Management, Careers Division, Miami
- 1990 North American Case Research Association, (NACRA) Presenter, "The Life and Career of a Senior Executive Officer," NACRA annual conference, New Orleans
- 1989 "Global Markets", annual conference, Columbia, Missouri.
- 1989 "Teaching about Diversity" with Jeff Edwards and Susan Brodt, annual conference, Columbia, Missouri
- 1983-87 Editor, *OBTS News and Commentary* published three times a year by Scott, Foresman & Co. and sent to 4,500 OB professionals around the world.
- 1985 Co-chair of twelfth annual Organizational Behavior Teaching Conference, held at the University of Virginia
- 1986 "Coaching, Chemistry, and Contingency Theory: A theory of developmental relationships in organizations," International Centre for Mentoring, also published in Proceedings of the First International Conference on Mentoring, International Centre for Mentoring, Vancouver, B.C.
- 1985 "Case Method is like. . . : Mapping Case Pedagogy," with Sherwood Frey, annual conference, University of Virginia
- 1984 "Teaching Tips," OBTC annual conference, Boise, Idaho
- 1984 "Managing Mentoring Relationships," AOM, annual conference, Boston
- 1983 "OB and the Computer Revolution," OBTC annual conference, Norman, Oklahoma,
- 1983 "Teaching Adult Life and Career Stages Through the Life and Career of a Chief Executive Officer," ASTD, annual conference, Washington, D.C.
- 1983 Chair, Careers Division Pre-Conference Workshop, "Personal Perspectives on Career Concepts," AOM annual conference, Dallas,
- 1983 "How Organizational Environments Affect Mentoring," American Society for Training and Development, IEEE Careers Conference, Palo Alto, California
- 1982 "Teaching Adult Life and Career Stages through the Life and Career of a Chief Executive Officer," annual conference, Case Western Reserve,
- 1982 "Teaching Career Concepts," AOM, Careers Division Workshop, Academy of Management, New York
- 1981 "The Client's View of the OB Curriculum," with Mark Mallinger, annual conference, Harvard,
- 1981 "Development Processes in the Career," AOM, Panel Chair, Academy of Management, San Diego
- 1980 "A Functional Approach to Writing and Using Syllabi," annual conference, USC,.
- 1980 "The Need for a Business Oriented Strong Campbell Interest Inventory," Careers Division Pre-Conference Workshop, Academy of Management, Detroit

EDITORIAL REVIEW BOARDS

- 1983--2014 *Journal of Management Education (JME)*
- 1994--2014 *Human Resource Management Journal (HRMJ)*
- 2003--2014 *Journal of Organizational Behavior Education (JOBE)*
- 2002-2014 *Academy of Management Learning and Education (AMLE)*
- 1994--1997 *Academy of Management Executive (AME)*

- 1985--1987 *Academy of Management Review (AMR)*
 1987--1990 Ad-hoc Reviewer, *Academy of Management Review (AMR)*
 1992—1994 Associate Editor, *Case Research Journal*, Management and Organizational Behavior cases
 1990-1992 Editorial Review Board, *Mentoring International*, Vancouver, B.C.
 1990--2014 Ad-hoc Reviewer, *Case Research Journal*, ad hoc Case Reviewer for annual conference symposium on OB, HR, and OT
 2006--2014 Editorial Review Board, *Case Research Journal*, North American Case Research Association (NACRA)

AWARDS AND HONORS

- 2017 *Named Honoree, James G. Clawson Scholarship*, for leadership in the corporate aviation function, by National Business Aviation Association and the Darden School of Business.
- 2014 *Distinguished Contributor*, North American Case Research Association NACRA, lifetime achievement award. Previous awardees include Paul Lawrence, Michael Porter, L.B. Barnes, and Marilyn Taylor.
- 2012 *Wachovia Lifetime Achievement Award "Distinguished Case Writer,"* Darden School, UVA
- 2011 Inaugural Member of the University of Virginia Academy of Teaching "in recognition of long-term commitment to—and remarkable skill in—helping others teach well, and in honor of exemplary teaching expertise."
- 2011 *The Clawson Classroom in honor of an inspirational teacher*, by Henry Skelsey, President, Darden School Alumni Association, dedication to Darden Classroom 160.
- 2009 *Outstanding Reviewer Award, Academy of Management Learning and Education*
- 2009 *David L. Bradford Outstanding Educator Award*, Organizational Behavior Teaching Society
- 2009 *Invited Opening Keynote Plenary Speaker*, "From Good Teaching to Good Learning," Organizational Behavior Teaching Society, Charleston, SC.
- 2008 *Wachovia Award for Classic Case Development for FMC Aberdeen*, Darden School.
- 2007 *Johnson & Higgins Chair of Business Administration (permanent)*, Darden School.
- 2007 *Invited Plenary Speaker*, "Level Three Leadership," Organizational Behavior Teaching Conference, Pepperdine, so
- 2007 *Dean's Award for Innovation in Pedagogy* for the doctoral seminar on pedagogy, Teaching Management, Darden School.
- 2006 *E. Thayer Bigelow (temporary research) Chair of Business Administration*, Darden School.
- 2006 *Fred Morton Leadership Awardee's Most Influential Faculty Award*, Darden School.
- 2003 *Wachovia Award for Excellence in Teaching Materials* for "Ed Norris and the Baltimore Police Department A & B" and media, Darden School. Co-authored with Gerry Yemen.
- 2002 *Wachovia Award for Excellence in Teaching Materials*, for teaching note for Chamberlain Exercise,

- Darden School.
- 2000 *Wachovia Award* for excellence in teaching materials, for the Chicago Park District case series and media, Darden School.
- 1996 *Top Selling Case in Organizational Behavior*, Darden School, UVA, for “Active Listening”
- 1977-1978 *Hawthorne Studies Commemorative Fellowship*, Harvard Business School, Boston, MA; Selected by senior faculty and funded by the Western Electric Fund.
- 1977-1978 *Richard D. Irwin Foundation Thesis Grant* for Harvard Business School, Boston, MA; Selection based on thesis proposal submitted to Irwin Foundation Selection Committee.
- 1975 - Member, Beta Gamma Sigma National Honorary Scholastic Society for Businessmen
- 1971 Graduated *with Great Distinction* (top 5% of graduating class, *summa cum laude* at other schools); *Dean's List*, Stanford University, Stanford, CA;
Various Stanford scholarships based on academic performance and financial need.

COMMUNITY SERVICE, PRESENTATIONS, and PRO BONO WORK

(SAMPLING OF SESSIONS and DATES APPROXIMATE)

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- 2016 Sep *Level Three Leadership*, Delaware Department of Health and Human Services, webinar
- 2016 June *Teaching with the Case Method*, Atlanta Junior Achievement Teacher Development program.
- 2013 May *Intentionality in Career Decision Making: Using data to make better decisions*, CFA, worldwide webinar.
- 2011 Mar *Level Three Leadership: A new lens on an old problem*, Keynote Speaker at American Society of Military Comptrollers Conference, Fort Lee, Virginia.
- 2010 Oct *Leading Strategic Change in HR*, Dulles SHRM chapter, Reston, VA
- 2009 *Rock Solid Leadership in Turbulent Times*, Society of Human Resource Management, Shenandoah Valley Chapter, Weir's Cave, VA.
- 2009 *Leading Strategic Change*, ACHRA chapter, Charlottesville, VA.
- 2009 May *Teaching by Cases*, Faculty Development Seminar, Old Dominion University, Norfolk, VA
- 2009 May *The Overrated Concept of Corporate Character*, OBTS Webinar hosted by Joan Weiner (Drexel) and Dave Fearon (UCON)
- 2009 April *Rock Solid Leadership in Turbulent Times*, Keynote Address, 82nd Annual Shenandoah Valley Apple Blossom Festival, Winchester, VA, hosted by Winchester Health Center.
- 2009 Mar *Ten Presidential Concerns You Should Manage*, UVA Blueprint Leadership Series.
- 2009 Jan *Presidential Concerns*, Virginia Society for Human Resource Management (SHRM), Charlottesville, VA.
- 2008 July *Leadership to Excel*, University of Virginia Health Services Foundation
- 2008 June *Level Three Leadership*, Leadership 2008, UVA undergraduate organization leaders
- 2008 May *Teaching Management Successfully*, Willamette University, Portland Oregon
- 2008 May *Teaching Teaching*, ITAM, Mexico City
- 2008 Feb *Level Three Leadership*, UVA Blueprint Leadership series
- 2007 May *The Motivator's Dilemma*, Albemarle Charlottesville Human Resources Association, chapter of Strategic Human Resource Management (SHRM). N = 65.
- 2007 May *Core Concepts of Leadership*, half day lecture and discussion management for University of Florida Surgery Department, Gainesville, FL. N = 65.

- 2007 Mar *Level Three Teaching: Stretching Case Teaching Skills*, faculty development seminar, George Washington University School of Business, Washington, D.C. N = 50.
- 2007 Feb *Learning to Live Inside-Out*, Blueprint Leadership Program, University of Virginia. N = 35.
- 2006 *Lead Your Life*, AICHE Charlottesville, UVA. N = 40.
- 2006 *Creating Your Future*, Junior League of Charlottesville. N = 60.
- 2006 *Time Management*, UVA Blueprint leadership session.
- 2005 *Level Three Leadership*, UVA Blueprint leadership session
- 2004 *Designing an Effective Training Program*, Building Goodness Foundation, Charlottesville
- 2005 Consulting pro-bono with Darden Publishing
- 2005 *Personal Charters and Level Three Leadership*, UVA Blueprint Leadership Series, UVA Main Grounds, Charlottesville, VA.
- 2005 *The Motivator's Dilemma*, Virginia Society for Human Resource Management, Charlottesville, Va.
- 2004 *The Motivator's Dilemma*, UVA Alumni Chapters for Los Angeles and Orange County, Los Angeles, CA.
- 2004 *The Motivator's Dilemma*, Darden School NOVA Speaker's Series, Reston, VA.
- 2003 Brainstorming with Women's Network Advisory Board, teleconference, 5/6/03.
- 2003 *Spirituality in Business*, St. James Episcopal Church, Richmond, VA, 5/4/03.
- 2003 Darden Days Panel Member, Darden Days.
- 2003 UVA Alumni Association, Pittsburgh Chapter, talk on "Level Three Leadership," 4/24/03
- 2003 Leadership Training, Blueprint Program, UVA Dean of Students Office, February
- 2003 Leadership Curriculum Development Consulting, Building Goodness Foundation, for Latin American building projects, February.
- 2003 Leadership Training, LEAD Program, UVA Dean of Students Office, February.
- 2003 Review of Universitas 21 Global MBA Program Organizational Behavior Course, new on-line web-based MBA program offered by Thomson Learning and Universitas 21 Consortium of which UVA is a member. Lengthy review of every module in OB course.
- 2003 Albemarle Alzheimer Association, pro bono consulting on organizational design and succession.
- 2002 UVA Alumni Association, Nashville Chapter, Talk on "Resonance and the Purpose of Life"
- 2002 Darden School Executive Education Introductory Case Class, Charlotte, NC
- 2002 Host for Akira Adachi, Dean of UMDS Nakauchi Business School, Kobe, Japan,
- 1992 - 2007 Host for visits of Tetsundo Iwakuni, Member of the National Diet, Japan.
- 2002 Host and Faculty Sponsor for Batten Fellow Marcia Conner and co-host for conference on Creating a Learning Culture, June
- 2002 Host and Faculty Sponsor for Batten Fellow Michael Gelb including his sessions taught at Darden in conjunction with the Virginia Festival of the Book and *Sensazione* dinner with the faculty.
- 2001 Host to semester long study work visits by Akira Adachi, Dean, and another colleague from UMDS Nakauchi Business School, Kobe, Japan.
- 1999- 2006 Jefferson Scholars Program, leadership training sessions for UVA Jefferson Scholars
- 1996 - 1997 Virginia State Attorneys General Conference, "Level Three Leadership"
- 2000 - 2003 UVA LEAD Program, leadership training sessions for Office of Dean of Students, summer
- 1998 UVA Counseling Center, pro bono consulting on organizational design and departmental merger
- 1997 Host for year-long visit of Professor Norihiro Nishio, UMDS Nakauchi Business School
- 1983-87 OBTC, Member, Executive Board
- 1986-1993 Stake President, Waynesboro Virginia Stake, The Church of Jesus Christ of Latter-day Saints: responsibilities for spiritual, financial, missionary, and all aspects of church leadership and governance locally for eight units, 2,800 members in seven counties.

LANGUAGES Conversational Japanese, basic German, smidgen of Cantonese, learning Spanish.

REFERENCES Available upon request.