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EDUCATION

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

ACADEMIC EXPERIENCE

- 1981- **DARDEN GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**, University of Virginia, Charlottesville, VA, Chaired Professor of Business Administration. See below for current research interests, teaching experience, administrative experience, and publications summary.
- 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- **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. www.CareerNextStep.com
- 1979- **CONSULTANT** to a variety of public and private sector organizations in a variety of industries primarily on organizational change, mentoring, human resource management, and management development issues and on designing and implementing training programs. These activities included problem solving with CEO's, boards of directors, and human resource executives and designing, documenting, and conducting 1-, 2-, 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 and research, conglomerates, telecommunications, state legislative leadership, high technology services, 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>Organizational Change</p> <p>The Effect of Energy/Feel/Resonance/Flow on Performance in organizations</p> <p>Career Management and Work/life Balance</p> <p>Spirituality in Organizational Leadership</p> <p>Developmental (mentoring) Relationships</p>
MBA Program Courses Taught	<p><i>First Year Leadership in Organizations</i> (required)</p> <p><i>First Year Organizational Behavior</i> (required)</p> <p><i>Career Management</i> (second year elective)</p> <p><i>Leading Strategic Change</i> (second year required capstone course)</p> <p><i>Human Resource Management as a Source of Competitive Advantage</i> (elective)</p> <p><i>Level Three Leadership</i> (2Y elective)</p> <p><i>What Do You Want?</i> (2Y elective)</p> <p><i>Leadership Point of View</i> (one week introductory intensive to new MBAs)</p> <p><i>Global Business Issues</i> (one week introductory intensive to new MBAs)</p> <p><i>Personal Career Assessment Program</i> (one week intensive to new MBAs)</p>
Doctoral Program	<p><i>Teaching Management</i> (required course on pedagogy)</p> <p><i>Organizational Behavior Reading Seminar</i></p>
Executive Education	<p>Faculty leader or primary role in</p> <p><i>The Greatest Inventive Genius: Thomas Edison (with Michael Gelb)</i></p> <p><i>Power and Leadership</i></p> <p><i>Excellence in Leadership (customized company program)</i></p> <p><i>Seizing Opportunities</i></p> <p><i>Managing Critical Resources</i></p> <p><i>Career Transitions</i> (UVA Alumni Careers Program)</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> <p>Organizational Behavior modules in</p> <p><i>Executive Program (UTC)</i></p> <p><i>Developing Managerial Excellence</i> (formerly YMP)</p> <p><i>Gulf Executive Leadership Development Program</i></p> <p><i>Managing Individual and Organizational Change</i></p> <p><i>Innovation and Technology Management</i></p> <p><i>Managing the Corporate Aviation Function</i></p> <p><i>Developing Leadership for the Corporate Aviation Function</i></p> <p><i>AES Leadership Development Program</i></p>

Consulting

Active consultant
over the years for
corporations such
as:

BAE Systems, Inc.
General Electric
Coca Cola
Sallie Mae
National Conference of State Legislatures
USAA
GPIC (Bahrain)
eOn (Europe)
Centrahealth
COMSAT
Datatel
Several 3 letter agencies
etc.

**University Service
and
Administration**

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* attachment)**Books**

- 2009 *Level Three Leadership 4th Edition, International Edition* (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, 2009)
- 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

- 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*, ed 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

Over 350 cases and technical notes. See separate *Publications* document.

Articles in Refereed Journals

2009	Leadership as Managing Energy	<i>International Journal of Organizational Analysis (Emerald)</i>
2009	Level Three Common Sense	<i>Management Decision (Emerald)</i>
2007	How Course Portfolios Can Advance the Scholarship and Practice of Management Teaching	<i>Journal of Management Education</i> , forthcoming, 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, <i>Journal of Management Development</i> , Volume 25, 2006.
2006	Initiating An MBA Program Committee Change Process	with Mark Haskins, <i>International Journal of Management Education</i> , 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 <i>International Human Resource Management</i> .
2000	Beating the Career Blues	with Mark Haskins, <i>Academy of Management Executive</i> , August, 2000
1998	Current Events Periodicals and Business Ethics	with Rob Phillips, <i>Teaching Business Ethics</i> , 2: 165-174, 1998, Kluwer Academic Publishers, Dordrecht, Netherlands, 1998.
1996	Mentoring in the New Information Age	<i>Leadership and Organizational Development Journal</i> , 1996
1996	Teaching Leadership through Aikido	<i>Journal of Management Education</i> , May, 1996, Sage.
1990	Global Markets: A large-scale, non-computer, general management simulation	with Phil Pfeifer, <i>Organizational Behavior Teaching Review</i> , Spring, 1990.
1990	What matters most in mentoring?	with Michael B. Blank, <i>International Journal of Mentoring</i> , Spring 1990.
1987	Interpersonal Style and Mentoring	with Michael Blank, <i>International Journal of Mentoring</i> , 1987.
1987	Mapping Case Pedagogy	with Sherwood Frey, <i>Organizational Behavior Teaching Review</i> , 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.), <i>International Journal of Sociology and Social Policy</i> , Spring 1986.
1985	Is Mentoring necessary?	<i>Training and Development Journal</i> , 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

- 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 04*
- 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*

WORK IN PROGRESS

Area 54, a case on team development and project management in the defense industry.

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

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

PROFESSIONAL AFFILIATIONS AND PRESENTATIONS

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

Organizational Behavior Teaching Society, Member, Presentations and Administrative Positions

- 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.
- 2001 "Developing Cases to Teach," with Randolph New, annual conference, James Madison University
- 2001 "New Challenges in Teaching Career Management," annual conference, James Madison University
- 2000 "Teaching as Leading, Should We Practice What We Preach?" with Randolph New, annual conference, State University of West Georgia
- 2000 "The Course Portfolio: A Tool for Improving the Scholarship and Practice of OB Teaching," with Randolph New, State University of West Georgia
- 1999 "Resonance and World Class Performance," annual conference, LaVerne University, Los Angeles, CA
- 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
- 1983- Member, Editorial Review Board, *Journal of Management Education*. (and predecessor titles)
- 1983-87 Member, Executive Board
- 1985 "Case Method is like. . . : Mapping Case Pedagogy," with Sherwood Frey, annual conference, University of Virginia
- 1984 "Teaching Tips," annual conference, Boise, Idaho
- 1983 "OB and the Computer Revolution," annual conference, Norman, Oklahoma,
- 1982 "Teaching Adult Life and Career Stages Through the Life and Career of a Chief Executive Officer," annual conference, Case Western Reserve,
- 1981 "The Client's View of the OB Curriculum," with Mark Mallinger, annual conference, Harvard,
- 1980 "A Functional Approach to Writing and Using Syllabi," annual conference, USC,.

Academy of Management, Member

- 1992 "Developing Teaching Skills," Pre-conference Workshop, Organizational Behavior Division, Las Vegas
- 1991 "Career Concerns of Early Faculty," Pre-Conference Workshop, Careers Division, Miami
- 1994-1997 Member, Editorial Review Board, *Academy of Management Executive*
- 1985-1987 Member, Editorial Review Board, *Academy of Management Review*
- 1987-1990 Ad hoc reviewer, *Academy of Management Review*
- 1984 "Managing Mentoring Relationships," annual conference, Boston
- 1983 Chair, Careers Division Pre-Conference Workshop, "Personal Perspectives on Career Concepts," annual conference, Dallas,
- 1982 "Teaching Career Concepts," Careers Division Workshop, New York
- 1981 "Development Processes in the Career," Panel Chair, San Diego
- 1980 "The Need for a Business Oriented Strong Campbell Interest Inventory," Careers Division Pre-Conference Workshop, Detroit

International Project Leaders Conference

- 1998 "Chicago Park District," with Carol Rubin, San Francisco
- 1997 "New World Context for Project Leadership," Keynote Speaker, Paris
- 1995 "Empowering Invitations to Project Leaders in the New Information Age," Keynote Speaker, Chicago

International Human Resources Management Conference

2003 "Resonance and its Impact on International Human Resource Management" Limerick, Ireland

Project Leaders Top Five Awards (ABT Corporation)

2000 Commentator with Alec Horniman, New York
 1998 Commentator with Alec Horniman, New York
 1996 Commentator with Alec Horniman, New York
 1995 Commentator with Alec Horniman, New York

LIMRA International Conference

2001 "Leading Strategic Change," Keynote Speaker, Toronto
 Session Presenter: "Resonance and the Purpose of Life"

North American Case Research Association, (NACRA) periodic member

2004 ad hoc Case Reviewer for annual conference symposium on OB, HR, and OT
 2003 Case Reviewer and Commenter, Organizational Behavior stream, presented, "Ed Norris and the Baltimore Police Department A & B and media"
 1992—1994 Associate Editor, *Case Research Journal*, Management and Organizational Behavior cases
 1990 Presenter, "The Life and Career of a Senior Executive Officer," NACRA annual conference, New Orleans

American Society for Training and Development

1983 Invited Presenter, "Teaching Adult Life and Career Stages Through the Life and Career of a Chief Executive Officer," annual conference, Washington, D.C.

IEEE Careers Conference

1983 Invited Presenter, "How Organizational Environments Affect Mentoring," Palo Alto, California

Beta Gamma Sigma National Honorary Scholastic Society For Businessmen

1975 - Member

International Centre For Mentoring

1990-1992 Editorial Review Board, *Mentoring International*, Vancouver, B.C.
 1986 Presenter, "Coaching, Chemistry, and Contingency Theory: A theory of developmental relationships in organizations," also published in Proceedings of the First International Conference on Mentoring, International Centre for Mentoring, Vancouver, B.C.

CURRENT EDITORIAL REVIEW BOARDS

1985 - *Journal of Management Education (JME)*
 1994 - *Human Resource Management Journal (HRMJ)*
 2003 - *Journal of Organizational Behavior Education (JOBE)*
 2002 - *Academy of Management Learning and Education (AMLE)*

AWARDS AND HONORS

- 2009 David L. Bradford Outstanding Educator Award, Organizational Behavior Teaching Society
- 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, Organizational Behavior Teaching Conference, Pepperdine
- 2007 Dean's Award for Innovation in Pedagogy for the doctoral seminar on pedagogy, 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.
- 1971 Dean's List, Stanford University, Stanford, CA; Graduated with Great Distinction (top 5% of graduating class); Various Stanford scholarships based on academic performance and financial need.

COMMUNITY SERVICE, PRESENTATIONS, and PRO BONO WORK

(SAMPLING OF SESSIONS and DATES APPROXIMATE)

- 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)
- 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 - pres 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
- 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, rudimentary Cantonese, learning Spanish.

REFERENCES

Available upon request.