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### **AREAS OF SPECIALIZATION**

- Operating Characteristics of World Class Organizations
- Leading Rapid, Complex Organizational Change
- Leadership Development and Succession Planning
- Effective Problem Solving and Decision Making
- Employee Motivation and Performance Management

### **EDUCATION**

#### **VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY**

Ph.D., Industrial & Systems Engineering (Minors: Industrial Psychology and Management) 1970

M.S. Industrial & Systems Engineering (Minor: Management) 1968

B.S., Industrial Engineering (Minor: Statistics) 1965

### **PROFESSIONAL EXPERIENCE**

**VANDERBILT UNIVERSITY – Nashville, TN** **2005 to Present**  
**Peabody College of Education and Human Development provides undergraduate, graduate and continuing education programs, as well as research and publications.**

**Senior Lecturer, Department of Leadership, Policy and Organizations: 2005 to Present**

- Teach undergraduate and graduate courses in Leadership Theory and Practice, Understanding Organizations, Organization Theory and Behavior, and Leadership Problem Solving and Decision Making
- Coordinator for HOD 2700 - Leadership Theory and Practice
- Advisor for assigned undergraduate and graduate students
- A Faculty Advisor for Vanderbilt Student Honor Council
- Give presentations about leadership to student organizations
- Departmental coordinator for 2007 Vanderbilt Community Giving Campaign

**DYMAX – Torrington, CT** **2000 to 2005**  
**Manufacturer of specialty industrial adhesives and UV curing equipment with operations in the United States, Germany and China and a global sales distribution network.**

**Sr. Vice President & Chief Operating Officer: 2000 - 2005**

**Board Director: 1997 - 2005**

- Responsible for Finance, Information Technology, Quality, Human Resources and Adhesive and Equipment Manufacturing.
- Oversaw subsidiaries in the U.S., Germany and China, and corporate sales and profitability more than doubled in five years even though there was a major global recession.
- Directed the acquisition and successful integration of three companies
- Served as Chief Financial Officer and obtained additional financing to make acquisitions, build expanded facilities and support growth of operations.

- Directed the selection and implementation of hardware and software for a comprehensive business enterprise information system.
- Developed new employee recruiting, selection, orientation, training, performance management, succession planning, and employee incentive and stock option programs.

**IBIS GROUP – Parsippany, NJ**

**1987 to 2000**

**Global provider of organization development consulting services, and management and executive development courses to manufacturing, service and governmental organizations.**

**Chairman: 1992 - 2000**

**Partner: 1987 - 1992**

- Led change management practice that provided strategic planning, organizational redesign, cultural change, product launch, crisis response, team building, employee communications, training, and reward and recognition programs.
- Served as a leadership coach for senior executives, and helped them to be viewed as visionary leaders through development of strategic frameworks and effectively shaping their messages through speeches and videos.
- Conducted management development seminars, taught parts of executive programs and gave presentations to sales meetings - with topics including strategic planning, visionary leadership, motivation, team building, conflict resolution, performance management, managing change, problem solving and decision making, interviewing and recruiting, and giving business speeches and presentations.
- Was a guest lecturer in MBA and university executive programs for Emory, Carnegie Mellon, Columbia, Connecticut, Penn State, Virginia and Western Connecticut.
- Served on the boards of several companies and an advisory board for the American Red Cross.

**COMBUSTION ENGINEERING – Stamford, CT**

**1982 to 1987**

**Diversified manufacturer of power plants, oil and gas drilling and recovery equipment, industrial instrumentation and material handling equipment, and chemical plants and refineries.**

**Director, Organization and Management Development: 1984 - 1987**

**Director, Management Development: 1982 – 1984**

- Directed the design and implementation of new executive incentive, performance management, succession planning, college recruiting, aid to education, and corporate restructuring programs.
- Improved the scope and quality of the corporate management development programs and created five regional organization development offices in the U.S., U.K., and Canada.
- Served on advisory boards for the University of Connecticut School of Business, the Center for Creative Leadership, The Conference Board, Southwest Connecticut Chapter of The American Society for Training and Development, and Wilton Schools.

**UNIVERSITY OF TENNESSEE – Knoxville, TN**

**1974 to 1982**

**College of Business Administration provides undergraduate, graduate and continuing education programs, as well as research and publications.**

**Assistant Dean, External Affairs and Director, Executive Development Center: 1979 – 1982**

**Director, Tennessee Executive Development Program: 1974 – 1979**

- Established a leading center for management and executive development which grew to generate revenues of several million dollars a year.
- Researched executive MBA programs, initiated an executive advisory council, improved corporate relations and supported fund raising activities.
- Taught seminars on strategic planning, supervisory management, managing engineers and scientists, employee motivation, problem solving and decision making, conflict resolution and human resource planning and development.
- Developed a video course on executive decision making which was marketed internationally.

- Taught undergraduate and graduate management courses, served on doctoral candidate committees and gained tenure in the Management Department.
- Was active in academic organizations – being elected to the board of the Southern Management Association and to division program and committee chair positions for the Academy Of Management. Also served on the board of the East Tennessee Chapter of ASTD.

**VIRGINIA COMMONWEALTH UNIVERSITY – Richmond, VA** **1970 to 1974**  
**School of Business provides undergraduate, graduate and continuing education programs, as well as research and publications.**

**Director, The Management Center: 1972 – 1974**

**Coordinator, Management Faculty: 1971 – 1972**

**Assistant Professor, Management: 1970 – 1971**

**Adjunct Professor of Hospital Administration and Director of Education for the Virginia Hospital Association: 1969 - 1970**

- More than doubled the activity of The Management Center.
- Coordinated the curriculum planning by the nine member Management faculty and taught courses in personal policy and management, statistics, quantitative methods, and production planning and control.
- Was selected to serve on the Governor’s task force to improve management of state agencies. This was a group of five professors from the major state universities which helped to plan and direct a major reorganization and management training initiative. Personally served as the consultant to the Secretaries of Finance and Administration and Planning and Community Development.
- Served as the first Director of Education for the Virginia Hospital Association where I initiated a state-wide educational initiative for board members and employees. Also helped plan and support association lobbying efforts.
- Conducted seminars and consulted for a variety of manufacturing and banking organizations.
- Served on the board of the Richmond Chapter of ASTD.

**VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY – Blacksburg, VA** **1966 to 1970**

**Industrial and Systems Engineering Department provides undergraduate, graduate and continuing education programs, as well as research and publications.**

**Instructor, Industrial & Systems Engineering: 1967 – 1969**

**Teaching Assistant, Industrial & Systems Engineering: 1966 – 1967**

- Taught undergraduate courses in work methods, production planning and control, computer programming and cost accounting.
- Conducted management seminars for 28 hospitals throughout Virginia.
- Served as a consultant for several companies.
- Served on the board of the Southwest Virginia Chapter of ASTD.

**E.I. DUPONT de NEMOURS AND COMPANY – Richmond, VA** **1965 to 1966**  
**Manufacturer of Nylon, Nomex, Teflon fibers.**

**Acting Planning Section Supervisor: 1966**

**Industrial Engineer: 1965 – 1966**

- Responsible for return-on-investment analysis, methods improvement and staffing control at the over 3,000 employee Spruance textile fibers plant.

## **SUMMARY OF RESEARCH, TEACHING AND CONSULTING EXPERIENCE**

### **Research Interests**

- Operating characteristics of world class actualizing organizations
- Effective leadership theory and practice from a global perspective
- Employee motivation, performance management and incentive programs
- Leading and successfully sustaining rapid, complex organizational change

### **University Courses**

Have taught the following academic courses: Leadership Theory and Practice, Understanding Organizations, Organization Theory and Behavior, Leadership Problem Solving and Decision Making, Principles of Management, Human Resource Management, Business Policy, Operations Management, Business Statistics, Cost Accounting, and Methods Engineering.

### **Executive and Management Development Seminars**

Subject areas for management development seminars, executive programs and sales meetings have included: Leadership and Employee Motivation, Leading and Managing Change, Visionary – Transformational Leadership, Strategic Planning, Characteristics of World Class Organizations, Building High Performance Teams, Resolving Conflict, Managing and Evaluating Performance, Managing Engineers and Scientists, Employee Interviewing and Selection, Giving Effective Presentations, Creative Problem Solving and Decision Making, Supervisory Management, Achieving Potential Through Self Management and Career Planning. Management seminars and executive programs were conducted for managers in over 30 countries.

### **Management Consulting**

Have provided services involving strategic planning, change management, operations improvement, teambuilding, human resource management, as well as personal leadership coaching for executives and high-potentials, to organizations ranging from small companies to very large global corporations. These included manufacturing, financial service, health care, communications, entertainment, publishing, professional and federal and state governmental organizations.

Change management engagement clients were organizations needing to improve performance and gain employee commitment to cultural change resulting from a vision shift by new leadership, a reorganization / downsizing program, an acquisition / merger, a customer focus / quality initiatives, or a product / organizational crisis event. These engagements typically had a multi-year time frame and involved facilitating planning meeting, developing an organizational change strategy and detailed action plan, cascading communications throughout the organization, conducting teambuilding and/or training programs, implementing new reward and recognition programs, and coaching executives in transformational leadership. Also have served on the boards of several small to medium size companies.

## **VANDERBILT TEACHING, ADVISING AND SERVICE**

### **Courses Taught**

HOD 1200	Understanding Organizations
HOD 2700	Leadership Theory and Practice
LPO 3450	Leadership Theory and Behavior
LPO 3452	Organization Theory and Behavior
LPO 3460	Leadership and Organizations
LPO 3465	Leadership Problem Solving and Decision making

## **Advising**

Undergraduate Advisees	48
Graduate Advisees	13

## **Service**

1. Faculty Advisor to the Student Honor Council – Fall 2005 to present.
2. Gave a presentation on “Developing High Level Leadership Skills” to the Collegiate Leadership Vanderbilt student development organization, which is used each year as a kick-off program for each new group of students – Fall 2006, 2007 and 2008.
3. Gave a presentation about “Effective Leadership Style” to the Vanderbilt Head Residents group – Spring 2008.
4. Gave a workshop on “Creating Systematic Change” for the student development group PREP: Preparation for Leadership and Service in a Diverse Society – Fall 2008.
5. Member of the Internship Selection Committee for the Careers Now Internship Program to nominate Vanderbilt students for internships at the Tennessee State Capital – Spring 2008.
6. Member of the LPO Department committee which developed the required materials for the reaccreditation process and which has continued to meet to improve the HOD, OL and HRD courses offered by the department – Spring 2007 – present.
7. Faculty coordinator for the HOD 2700 course, which involves facilitating the development of a more common set of learning objectives for the course, reducing the repetition with other courses, and helping new faculty and adjuncts who will be teaching the course – Fall 2006 to present.
8. Member of the HOD program coordinating committee. Summer 2008 to present.
9. Met with prospective football players to explain the HOD program to them - Fall 2008.
10. Member of the HOD 1200 faculty committee which has been meeting to share information and improve the course – Fall 2007 to present.
11. Active in the recruiting, interviewing, and selection of new OL and HRD faculty for the department – Summer 2006 to present.
12. Grader for the OL comprehensive exams, and I have developed several of the cases and questions used for the exam – Spring 2006 to present.
13. Department Coordinator for the Community Giving Campaign – Fall 2007.
14. Have assisted several other members of the faculty who have come to me seeking information or possible training materials – Fall 2006 to present.
15. Met with members of the Human Resources Department at Fiberweb Corporation to provide information about selection instruments they could use to improve their new employee selection process – Spring 2006.
16. Gave a presentation and facilitated a half-day discussion about “Leadership Development and Succession Planning” at the annual administrative retreat for the Meharry Medical College – Fall 2007.
17. Met with members of the Human Resources Department at the Nashville Symphony to discuss organization development issues – Spring 2008.

12/16/08