

# Mark D. Cannon

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## CURRENT APPOINTMENTS

*Associate Professor of Leadership and Organizations, Department of Leadership, Policy, and Organizations, Peabody College, Vanderbilt University.*

*Associate Professor of Human and Organizational Development, Department of Human and Organizational Development, Peabody College, Vanderbilt University.*

## AREAS OF SPECIALIZATION

Organizational learning, performance appraisal, feedback, executive coaching, work team management, decision making, the impact of positive illusions on performance, assessment of organizational effectiveness, organizational change and development.

## EDUCATION

### **Ph.D., Organizational Behavior, Harvard University** 1998

*Dissertation:* Motivation vs. learning: The conflicting impact of positive illusions and accurate perceptions on performance

Examines situations in which people have positive illusions about their performance and identifies conditions under which introducing accurate feedback does and does not result in better performance.

*Dissertation committee:* Robert J. Robinson (Chair), J. Richard Hackman, Philip J. Stone

### **A.M., Psychology, Harvard University** 1996

*Master's Thesis:* Reactions to interpersonal feedback

Identifies conditions under which people do and do not accept interpersonal feedback and examines how this feedback influences people's behavior.

### **M.S., Marriage & Family Therapy, Brigham Young University** 1987

*Master's Thesis:* Professional practices of marriage and family therapists

Compares patient populations of marriage and family therapists, psychologists and social workers and draws implications for training in those disciplines.

### **B.S., Economics, Brigham Young University, cum laude** 1985

## **PROFESSIONAL EXPERIENCE**

### **Associate in Research for Amy C. Edmondson, Harvard Business School, 1997-1998**

Studied conditions leading to team learning, and to error detection and correction.

### **Associate in Research for Michael Beer, Harvard Business School, 1997-1998**

Examined barriers to strategy implementation and methods of overcoming them. Explored mechanisms for providing feedback to top management without raising defenses.

### **Research Assistant to J. Richard Hackman, Harvard Business School, spring 1990**

Studied how teams influence individual team member thought, attitude and behavior.

### **Associate in Research for D. Quinn Mills, Harvard Business School, 1987-1988**

Updated *Labor Management Relations* and teacher's manual. Organized and edited *The IBM Lesson* and "Information Technology and Tomorrow's Manager" (published in *Harvard Business Review*).

### **MIS Consultant, Administrative Office of U.S. Courts, summer 1987**

Automated administrative procedures for personnel office, and trained employees.

### **MIS Consultant, Marriott Corporation, summer 1985**

Automated lease accounting procedures for Roy Rogers restaurants.

### **MIS Consultant, Marriott Corporation, summer 1984**

Prepared information systems for executive development and succession planning.

### **Intern, U.S. Dept. of State, Office of International Organization Affairs, summer 1983**

Developed recommendations for merging United Nations-sponsored international organizations.

## **HONORS, AFFILIATIONS, AND CERTIFICATIONS**

Outstanding Innovative Practice Paper, *2019 Association of Leadership Educators Conference* (2019, August)

Hermann Brain Dominance Instrument Certification (in progress)

Outstanding Reviewer, *Management Teaching Review* (2018, July)

Recipient, Peabody College Distinguished Faculty Colleague Award (2015, May)

Certified in "Leadership Architect" by Lominger through Korn/Ferry Int. (2012, August)

Certified in "Voices© 360" by Lominger through Korn/Ferry Int. (2012, August)

Certified as a Co-Active Coach by Coaches Training Institute (2009, August).

Conference Best Paper (2005), by the Managerial Consulting Division of the Academy of Management for “Enhancing learning and development through actionable feedback”.

Member, Academy of Management, 1990-present

Member, Organizational Behavior Teaching Society, 2000-present

Participant, Case Discussion Leading Seminar, Harvard Business School, 1994

Research grant, Associated Students of Brigham Young University, 1987

Research grant, Utah Association of Marriage and Family Therapists, 1987

Presidential Scholarship, Brigham Young University, 1981-85

## **PUBLICATIONS**

### **Books**

Cannon, M.D. & Griffith, B.A. (2007). *Effective groups: Concepts and skills to meet leadership challenges*. Boston, MA: Allyn & Bacon.

Stone, P.J. & Cannon, M.D. (Eds.) (1997). *Organisational psychology*. Vols. 1-3. Aldershot, Hampshire, England: Dartmouth Publishing Co.

### **Peer Reviewed Book Chapters**

Cannon, M.D. (2015). Expecting the best. In L. Sadeghi and Callahan, *Educational Leadership in Action: A Casebook for Aspiring Educational Leaders*. New York, NY: Routledge/Taylor & Francis.

### **Book Chapters**

Cannon, M.D. (2015). Pay for performance: New developments and issues. In L. Berger (Ed.), *The Compensation Handbook*, Sixth Edition. New York, NY: McGraw Hill.

Cannon, M.D. (2011). Feedback and coaching for leadership development. *Oxford Bibliographies Online*. Oxford: Oxford University Press.

Cannon, M.D. & Edmondson, A.C. (2011). Learning from failure. *Encyclopedia of the Sciences of Learning*. New York: Springer.

Witherspoon, R. & Cannon, M.D. (2004). Coaching leaders in transition: Lessons from the field. In A. F. Buono (Ed.), *Creative consulting: Innovative perspectives on management consulting*, Vol. 4, 201-228 of the *Research in Management Consulting* series. Greenwich, CT: Information Age Publishing.

Witherspoon, R. & Cannon, M.D. (2009/2004). Coaching leaders in transition: Lessons from the field. In W. W. Burke, D. G. Lake, J. W. Paine (Eds.), *Organization change: A comprehensive reader*, 599-628. San Francisco, CA: Jossey-Bass.

Maslyn, J.M. & Cannon, M.D. (2003). Employer perceptions of employee readiness. In J.W. Guthrie (Ed.), *The Encyclopedia of Education, Second Edition*, 732-735. New York, NY: Macmillan Reference USA.

### Articles in Refereed Journals

- Cannon, M.D., & Butler, D. (2019). Developing coaching mindset and skills. *Management Teaching Review*. In Press
- Cannon, M.D., & Doyle, C.S. (2019). Promoting evidence-based decision making: Lessons from Moneyball. *Management Teaching Review*. In Press.
- Schiavino-Narvaez, B., Kaufman, E. K., Schuermann, P. J. & Cannon, M.D. (2019). Developing ways of doing and being: The DoDEA coaching model. Manuscript submitted for publication.
- Cannon, M.D. (2019). *Improving decision making: A methodology for exposing heuristics and biases*. Manuscript in preparation.
- Cannon, M.D., & Doyle, C.S. (2019). *The economics of leadership self-development*. Manuscript in preparation.
- Cannon, M.D. (2017). The power and challenge of facilitating reframing: applications in teaching negotiation. *Management Teaching Review*.
- Ciampa, E.J., Arneson, K.O., Hunt, A.A., Mordes, D.A., Oldham, W.M., Woo, K.V., Owens, D.A., Cannon, M.D., & Dermody, T.S. (2011). A workshop on leadership for M.D./Ph.D. students. *Medical Education Online*. 16: 7075 – DOI: 10.3402/meo.v16io.7075
- Cannon, M.D. & Witherspoon, R. (2005). Actionable feedback: Unlocking the power of learning and development. *Academy of Management Executive*, 19, 120-134.
- Cannon, M.D. & Edmondson, A.C. (2005). Failing to learn and learning to fail (intelligently): How great organizations put failure to work to innovate and improve. *Long-Range Planning*, 38, 299-319.
- Cannon, M.D., & Edmondson, A.C. (2013/2005). Failing to learn and learning to fail (intelligently): how great organizations put failure to work to innovate and improve. In D.A. Shepherd (Ed.), *Entrepreneurial Failure: Volume 28 of The International Library of Entrepreneurship series (section II, ch. 14)*. Cheltenham, UK: Edward Elgar.
- Cannon, M.D., & Edmondson, A.C. (2008/2005). Failing to learn and learning to fail (intelligently): how great organizations put failure to work to innovate and improve. In W.H. Starbuck and P.S. Whalen (Eds.), *Learning by Organizations - Organizational Learning and Knowledge Management: Volume II of The International Library of Critical Writings on Business and Management (section IV, ch. 25)*. Cheltenham, UK: Edward Elgar.
- Beer, M., & Cannon, M. (2004). Promise and peril in implementing pay-for-performance. *Human Resource Management*, 43(1). 3-20.

- Beer, M., & Cannon, M. (2004). Response to comments: Promise and peril in implementing pay-for-performance. *Human Resource Management*, 43(1). 45-48.
- Cannon, M.D. & Edmondson, A.C. (2001). Confronting failure: Antecedents and consequences of shared beliefs about failure in organizational work groups. *Journal of Organizational Behavior* 22, 161-177.

### **Other Publications**

- Cannon, M.D. (2019, August). Become a stronger leader by understanding how your brain works. *Nashville Business Review*
- Witherspoon, R. & Cannon, M.D. (2003). Coaching leaders in transition. *Consulting Today*, 7, 1-4.
- Mills, D.Q. & Cannon, M.D. (1989). Managing baby boomers. *Management Review* 8:38-42.

### **Manuscripts in Preparation**

Cannon, M.D. *Learning conversations for educational leaders*

I am working on a book proposal for Corwin on Learning Conversations for Educational Leaders. This book addresses the distinctive categories of difficult conversations that educational leaders regularly encounter in their roles. It provides theory behind learning conversations and then illustrates how the concept can be applied to difficult conversations in ways that increase learning and productivity for these conversations in schools.

Cannon, M.D. *Coaching for double-loop learning: Altering frames of instructional leaders to achieve sustainable change.*

Explains that behavioral coaching has become popular and is often credited with achieving short-term results, but that these results are often elusive in the long-run. Provides an alternative to behavioral coaching that modifies client frames to bring about sustainable change. Presents a model for assisting clients in identifying unproductive frames and revising them.

## **PRESENTATIONS**

### **Conference Presentations**

- Kaufman, E. K., Schermann, P. J., Cannon, M. D., Coartney, J., Mitra, S., & Anderson II, J. C. (2019, August). *Coaching for improvement: Developing the DoDEA coaching model.* Presented at the 2019 Association of Leadership Educators Conference, Washington, DC.
- Cheong, J.A., & Cannon, M. (2018, September). *How to Rescue a Drowning Hip(p)o (or How to Coach the Underperforming High Potential Resident and Faculty).* Presented at the 2018 Annual Meeting of the Association for Academic Psychiatry, Milwaukee, WI.

- Cannon, M., Doyle, C., & Butler, D. (2017, June). *Innovations in teaching about bias and error in perception and decision making*. Presented at the OBTC 2017 Teaching Conference for Management Educators, Providence, RI.
- Butler, D., Cannon, M., Miles, E. (2017, June). *Using metaphors and analogies to plug students into currents which will light up interest and understanding of OB course concepts*. Presented at the OBTC 2017 Teaching Conference for Management Educators, Providence, RI.
- Cheong, J.A., & Cannon, M.D. (2017, March). *How to Rescue a Drowning Hip(p)o (or How to Coach the Underperforming High Potential Resident and Faculty)*. Presented at the 46<sup>th</sup> Annual Meeting of the American Association of Directors of Psychiatric Residency Training, San Francisco, CA.
- Cannon, M., Butler, D., Doyle, C., Laird, D., & Savage, D. (2016, June). *Technology meet pedagogy: effective and faculty-friendly use of student response systems*. Presented at the 43<sup>rd</sup> Annual OBTC Teaching Conference for Management Educators, North Canton, OH.
- Cannon, M., Butler, D., Doyle, C., & Savage, D. (2016, June). *The power and challenge of facilitating reframing: applications in teaching negotiation*. Presented at the 43<sup>rd</sup> Annual OBTC Teaching Conference for Management Educators, North Canton, OH.
- Cannon, M., Doyle, C., Savage, D., & Butler, D. (2015, June). *Enhancing our teaching by drawing on recent developments in the science of learning*. Presented at the 42<sup>nd</sup> Annual OBTC Teaching Conference for Management Educators, La Verne, CA.
- Cannon, M., Doyle, C., & Savage, D. (2014, June). *Enhancing the implementation of organizational learning concepts: New prospects for exploration*. Presented at the 41<sup>st</sup> Annual OBTC Teaching Conference for Management Educators, Nashville, TN.
- Cannon, M., Doyle, C., & Savage, D. (2014, June). *What is deliberate practice, and how might it increase our effectiveness as educators?* Presented at the 41<sup>st</sup> Annual OBTC Teaching Conference for Management Educators, Nashville, TN.
- Cannon, M., Doyle, C., & Price, L. E. (2013, June). *Lessons from Moneyball: Teaching evidence-based management and other organizational effectiveness concepts*. Presented at the 40<sup>th</sup> Annual OBTC Teaching Conference for Management Educators, Asheville NC.
- Cannon, M., Doyle, C., Price, L. E., Savage, D., & Griffith, B. (2013, June). *Is higher education experiencing disruptive change? Trends and implications for educators*. Presented at the 40<sup>th</sup> Annual OBTC Teaching Conference for Management Educators, Asheville NC.
- Doyle, C. S., & Cannon, M. (2013, June). *Why should I have to come to class? Re-evaluating attendance policy in an asynchronous world*. Presented at the 40<sup>th</sup> Annual OBTC Teaching Conference for Management Educators, Asheville NC.
- Cannon, M., Savage, D., Griffith, B.A., & Butler, D. (2012, June). *Student academic engagement and its impact on learning: Drawing implications for teaching from the Social Science Research Council data*. Presented at the 39<sup>th</sup> annual Organizational Behavior Teachers Conference, Ontario, Canada.

- Cannon, M., Savage, D., & Tobey, D. (2011, June). *Investing in people: Helping students apply evidence when advocating for positive people practices*. Presented at the 38th annual Organizational Behavior Teachers Conference, Milwaukee, WI.
- Cannon, M., Smith, A., & Se Lee, K. (2010, June). *Paradoxes in approaches to goal-setting and change: The enigmatic power of questions and small steps*. Presented at the 37th annual Organizational Behavior Teachers Conference, Albuquerque, NM.
- Cannon, M. & Se Lee, K. (2010, June). *What to do when change efforts fail: Applying the Kegan and Lahey's (2009) Immunity to Change Process*. Presented at the 37th annual Organizational Behavior Teachers Conference, Albuquerque, NM.
- Mavrogordato, M. & Cannon, M. (2010, May). *Coaching principals: A model for leadership development*. Paper presented at the annual meeting of the American Educational Research Association, Denver, CO.
- Mavrogordato, M. & Cannon, M. (2009, November). *Coaching principals: A model for leadership development*. Paper presented at the annual meeting of the University Council of Educational Administration, Anaheim, CA.
- Cannon, M. & Smith, A. (2009, June). *Understanding generational differences in the workplace: Implications for educating Millennials*. Presented at the 36th annual Organizational Behavior Teachers Conference, Charleston, SC.
- Cannon, M., Griffith, B., Savage, D., Hayden, J., & Butler, D. (2008, June). *Easier said than done: Putting learning-dialogue theories into practice*. Presented at the 35th annual Organizational Behavior Teachers Conference, Boston, MA.
- Cannon, M., Daft, R.L., & Marcic, D. (2007, June). *An innovation in organizational behavior education: Applying the National Academy Of Sciences learning cycle*. Presented at the 34th annual Organizational Behavior Teachers Conference, Malibu, CA.
- Cannon, M., Daft, R.L., & Marcic, D. (2006, August). *Enhancing management education by applying the National Academy of Sciences learning cycle*. Presented at the 66th Annual Academy of Management Meeting, Management Education and Development Division, Atlanta, GA.
- Cannon, M. (2006, June). *Capturing students' baseline knowledge in ways that enhance engagement and learning*. Presented at the 33rd annual Organizational Behavior Teachers Conference, Rochester, NY.
- Cannon, M., Butler, D.S. (2006, June). *Realizing human potential: Closing the gap between knowledge and practice*. Presented at the 33rd annual Organizational Behavior Teachers Conference, Rochester, NY.
- Cannon, M. (2005, June). *Student self-confidence: Should professors play an active role in its development?* Presented at the 32nd annual Organizational Behavior Teachers Conference, Scranton, PA.
- Butler, D.S., Cannon, M. (2005, June). *Coaching roles and teaching roles: Similarities, differences, and implications for teaching*. Presented at the 32nd annual Organizational Behavior Teachers Conference, Scranton, PA.

- Cannon, M., Butler, D.S. (2004, August). *Actionable knowledge through the development of an academic coaching course: Lessons learned*. Presented at the 64th Annual Academy of Management Meeting, Organizational Development and Consulting Division, New Orleans, LA.
- Cannon, M., Butler, D.S. (2004, August). *Learning-oriented dialogue in entrepreneurial teams*. Presented at the 64th Annual Academy of Management Meeting, Entrepreneurship Division, New Orleans, LA.
- Cannon, M., Edmondson, A.C. (2004, August). *Learning to learn from failure: How intelligent organizations can use failure to succeed*. Presented at the 64th Annual Academy of Management Meeting, Managerial Consulting Division, New Orleans, LA.
- Cannon, M. (2004, June). *Enhancing the process of learning by integrating student life experiences into lectures*. Presented at the 31st annual Organizational Behavior Teachers Conference, Redlands, CA.
- Cannon, M. (2004, June). *Should professors be consciously and actively considering their impact on student self-confidence?* Presented at the the 31<sup>st</sup> annual Organizational Behavior Teachers Conference, Redlands, CA.
- Cannon, M. (2003, August). *Transition coaching for leaders in new positions*. Presented at the 63rd Annual Academy of Management Meeting, Managerial Consultation Division, Seattle, WA.
- Cannon, M., Butler, D.S. (2003, August). *Difficult conversations between entrepreneurs and employees: Strategies for effective management*. Presented at the 63rd Annual Academy of Management Meeting, Entrepreneurship Division, Seattle, WA.
- Cannon, M., Butler, D.S. (2003, June). *Coaching for development in the classroom: What are the fundamentals?* Presented at the 30<sup>th</sup> annual Organizational Behavior Teachers Conference, Springfield, MA.
- Cannon, M., Butler, D.S. (2003, June). *Development versus evaluation: Strategies for balancing teacher roles and for managing student expectations*. Presented at the 30<sup>th</sup> annual Organizational Behavior Teachers Conference, Springfield, MA.
- Cannon, M., Butler, D.S. (2002, August). *Coaching the entrepreneurial team: When entrepreneurs need developmental support*. Presented at the 62nd Annual Academy of Management Meeting, Entrepreneurship Division, Denver, CO.
- Cannon, M., Butler, D.S. (2002, June). *Learning to manage difficult conversations*. Presented at the 29<sup>th</sup> annual Organizational Behavior Teachers Conference, Orange, CA.
- Cannon, M., Edmondson, A. (2000, August). *Confronting failure: Antecedents and consequences of shared learning-oriented beliefs in organizational work groups*. Presented at the 60th Annual Academy of Management Meeting, Managerial and Organizational Cognition, Toronto, Canada.
- Cannon, M. (2000, June). *Tools and techniques for teaching Argyris' Model I and Model II behavior*. Presented at the 27<sup>th</sup> annual Organizational Behavior Teachers Conference, Carrollton, GA.



- Cannon, M. (1999, August). *The impact of positive illusions on performance*. Presented at the 59th Annual Academy of Management Meeting, Managerial and Organizational Cognition, Chicago, IL.
- Cannon, M., Edmondson, A. (1999, August). *Failing forward: The role of work teams in promoting constructive responses to failure*. Presented at the 59th Annual Academy of Management Meeting, Organizational Behavior, Chicago, IL.
- Cannon, M. (1993, August). *Motivation and learning: A paradox for performance*. Presented at the 53rd Annual Academy of Management Meeting, Managerial and Organizational Cognition, Atlanta, GA.

### **Invited Presentations**

- Cannon, M. (2019, July). *Leadership Coaching*. (Invited). Presented at the Institute for Medicine and Public Health, Vanderbilt University Medical Center, Nashville, TN.
- Cannon, M. (2019, May). *Coaching and Feedback Skills for Residential Staff*. (Invited). Presented at the Programs for Talented Youth Vanderbilt Summer Academy Residential Staff Training, Vanderbilt University, Nashville, TN.
- Cannon, M. (2019, May). *Leadership Issues for Supervising Staff*. (Invited). Presented at the Programs for Talented Youth Vanderbilt Summer Academy Residential Leadership Team Training, Vanderbilt University, Nashville, TN.
- Cannon, M. (2019, January). *Actionable Feedback*. (Invited). Presented at the Student National Medical Associational National Leadership Institute, Meharry-Vanderbilt Alliance (group dedicated to collaborating to eliminate health disparities among marginalized groups), Nashville, TN.
- Cannon, M. (2018, September). *Coaching Skills for Leaders*. (Invited). Presented at the Vanderbilt Leadership Academy, Vanderbilt University, Nashville, TN.
- Cannon, M. (2018, August). *Actionable Feedback Skills for Leaders*. (Invited). Presented at the Vanderbilt Leadership Academy, Vanderbilt University, Nashville, TN.
- Cannon, M. (2018, June). *Coaching and Feedback Skills for Residential Staff*. (Invited). Presented at the Programs for Talented Youth Vanderbilt Summer Academy Residential Staff Training, Vanderbilt University, Nashville, TN.
- Cannon, M. (2016, November). *Difficult conversations and actionable feedback*. (Invited). Present at the Department of Pathology, Microbiology, and Immunology, Vanderbilt University Medical Center, Nashville, TN.
- Cannon, M. (2016, October). *Medical scientist training program leadership workshop: Leading research laboratories* (Invited). Presented at the Presented to the M.D./Ph.D. students at Vanderbilt School of Medicine, Nashville, TN.
- Cannon, M. (2011, April). *Difficult conversations don't have to be so difficult* (Invited Presentation). Presented at the American Association of Medical Colleges National Professional Development Conference: Group on Institutional Advancement, Nashville, TN.

- Cannon, M. (2010, November). *Actionable feedback: Crafting feedback that facilitates learning and appropriate behavioral change* (Invited). Presented at the Department of Biostatistics, Vanderbilt University School of Medicine, Nashville, TN.
- Cannon, M. (2010, November). *Medical scientist training program leadership workshop: Leading research laboratories* (Invited). Presented at the Presented to the M.D./Ph.D. students at Vanderbilt School of Medicine, Nashville, TN.
- Cannon, M. (2008, November). *What does research say about the use of incentives for individual and system performance?* (Invited). Presented at the Albert Shanker Institute Good Schools Seminar, Washington D.C.
- Cannon, M. (2006, October). *Private sector approaches to pay-for-performance* (Invited). Presented at the Iowa Institute for Tomorrow's Workforce Board of Directors Meeting, Des Moines IA.
- Cannon, M. (2003, October). *Managing difficult conversations* (Invited). Presented at the Annual Meeting of the Association of Colleges and Schools of Education in State Universities, Land Grant Colleges and Affiliated Private Universities, Santa Fe NM.
- Cannon, M. (1998, March). *The Little Engine That Could meets The Titanic: The costs and benefits of positive illusions for performance* (Invited). Presented at the Columbia Teacher's College at Columbia University, New York, NY.

## **RESEARCH GRANTS**

### **Funded Grant Work**

Title: Improving Principal Leadership Through Feedback and Coaching. In 2011, I completed my fifth year as a member of the research team for an Institute of Education Sciences grant. Principal Investigator: Leonard Bickman. Responsibilities included designing the coaching program and training coaches for the principals. Successfully obtained an additional year of funding, extending work until 2011.

Title: R&D For Tennessee's Department of Human Services. From August 2006 through summer 2008, I fulfilled responsibilities as co-PI (with Pearl Sims) for a \$3.9 million grant with the State of Tennessee. This grant funded the research and development of strategies, tools and training to enhance the effectiveness and efficiency of service delivery within DHS.

## **TEACHING**

### **MMHC**

*Organizational Theory and Behavior (LLO 8130)*

**2018**

*Peabody College, Vanderbilt University.*

<b><i>Learning Organizations (LOP 6120)</i></b>	<b><i>2000 – 2019</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Advanced Group Development (HOD 7710)</i></b>	<b><i>2017</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Advanced Organizational Theory and Behavior (EHLP 8130)</i></b>	<b><i>2016 – 2019</i></b>
<i>Peabody College, Vanderbilt University</i>	
<b><i>Executive Coaching (LOP 6260)</i></b>	<b><i>2003 – 2019</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Understanding Organizations (HOD 2100)</i></b>	<b><i>1998 – 2019</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Executive Coaching (Management 546)</i></b>	<b><i>2015 &amp; 2019</i></b>
<i>Owen Graduate School of Management, Vanderbilt University.</i>	
<b><i>Consultation in Human Services Settings (HOD 6250)</i></b>	<b><i>2010 – 2016</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Organizational and Human Capital Development (ISL 3220)</i></b>	<b><i>2015 – 2016</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Negotiation and Conflict Management (Graduate level, LOP 3500)</i></b>	<b><i>2013 – 2015</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Negotiation and Conflict Management (HOD 2790)</i></b>	<b><i>2012 – 2013</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Organizational Theory and Behavior (LPO 3452)</i></b>	<b><i>2001 – 2011</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Human Resource Planning (LPO 3380)</i></b>	<b><i>2001 – 2010</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Human Resources in Work Organizations (BA 248).</i></b>	<b><i>1998 – 2002</i></b>
<i>Economics and Business Administration, Vanderbilt University.</i>	
<b><i>Advanced Organization Theory (HOD 2720)</i></b>	<b><i>1998 – 2000</i></b>
<i>Peabody College, Vanderbilt University.</i>	
<b><i>Work Team Management (Management 442)</i></b>	<b><i>1998 – 2000</i></b>
<i>Owen Graduate School of Management, Vanderbilt University.</i>	
<b><i>Teaching Fellow, Psychology Applied to Business (Psych. 1755)</i></b>	<b><i>1994 – 1996</i></b>
<i>With J. Stone, Department of Psychology, Harvard University.</i>	
<b><i>Teaching Fellow, Social Psychology of Organizations (Psych. 1750)</i></b>	<b><i>1991</i></b>

*With J. R. Hackman, Department of Psychology, Harvard University.*

**Tutor, Special Concentration in Psychology and Economics** **1992**

*Department of Psychology, Harvard University.*

**Teaching Assistant, Introduction to Economics (Econ. 110)** **1983 – 1985**

*With L.T. Wimmer. Department of Economics, Brigham Young University.*

### **Advising**

Currently advising a total of about 25 undergraduate and graduate students.

### **Doctoral Students Advised**

Amy Batiste

Adrienne Corn

Mark Crawford

Wendy Dalby

Eric Habegger

Arlene Hewitt

Lisa Sheehan-Smith

Andrew Siao

### **SERVICE**

#### **Service to the Professional Field**

*Reviewer, Management Teaching Review (2017-2019)*

*Member, Academy of Management (1995-2018)*

- *Management Education and Development Division*
- *Management Consulting Division*

*Reviewer, Organizational Behavior Teaching Society (2006-2015)*

*Supported Organizational Behavior Teaching Society's annual Organizational Behavior Teaching Conference at Vanderbilt in 2014 (2013-2014)*

#### **Service to the Community**

*Invited Presentations and Talks*

- Delivered a talk for the Middle Tennessee Association of Legal Administrators on “Coaching and Feedback Conversations” (2019).
- Presented on “Coaching Conversations for the Tipton County Public School District (2019).

- Featured as the keynote speaker at the International Coach Federation: Tennessee Chapter's luncheon titled "Getting Comfortable with Sharing Important Observations at Work and in Life" (2017).
- Spoke at an event for Project Return (organization that helps former convicts return to society) on "Difficult Conversations" (2017).
- Presented as a panel member for the Middle Tennessee Society for Human Resource Management and the Association for Talent Development Combined Meeting in Brentwood, TN entitled "Implementing Coaching Programs in the Workplace: A Panel Discussion" (2015).
- Jointly presented a talk with Professor Gina Frieden to the Nashville Psychotherapy Institute titled "Insight inside out: Discovering the power of our hidden commitments" (2010).
- Delivered a talk for the Meharry Medical School on "Managing Difficult Conversations with Geriatric Patients" (2009).
- Provided a program on "Handling Sensitive Conversations with Geriatric Populations" for the Senior Services Network (2009).

#### *Tennessee Department of Human Services*

- Conducted multiple professional development seminars for the Tennessee Department of Human Services employees on facilitation, coaching, delivering actionable feedback, team building, etc. (2006-2008).

#### *The Governor's Academy for School Leaders*

- Presented a module to The Governor's Academy for School Leaders to provide assistant principals with transformational leadership skills (2016-2019).
- Presented a module to The Governor's Academy for School Leaders to provide mentor principals with coaching skills (2016-2019).

### **Service to the University**

#### *Faculty Senator*

- Re-elected for 2014-2017 and member of Faculty Life Committee.
- Began term as Faculty Senator and member of the Faculty Life Committee (2011-2012, 2015-2016) and Grievance Committee (2012-2013, 2013-2014).

#### *Committee to Address Undergraduate Business Offerings at Vanderbilt*

- Member of the Committee to Address Undergraduate Business Offerings at Vanderbilt, led by Cynthia Cyrus (2017).

#### *Invited Presentations, Talks, Workshops, and Podcasts*

- Provided a webinar on Leadership Coaching for Owen Graduate School of Management's Executive Development Institute sponsored by the International Executive Developing Programmes in Developing Leaders (2018, September).
- Contributed to the Go for the Gold "Game Plan for Your Health" 2015 video.
- Facilitated a workshop on leading research laboratories for the Medical Scientist Training (M.D./Ph.D) Program at Vanderbilt School of Medicine (2014).
- Presented a talk on "Actionable Feedback: Crafting Feedback that Facilitates Learning and Appropriate Behavioral Change." For the Department of Biostatistics, Vanderbilt University School of Medicine (2010).
- Facilitated a workshop on leading research laboratories for the Medical Scientist Training (M.D./Ph.D) Program at Vanderbilt School of Medicine (2010).
- Provided a workshop on "Coaching for Performance" for the Vanderbilt PREP program (2009).
- Recorded a podcast for the Vanderbilt Medical Center on "Getting More from Your Management Feedback" (2009).
- Recorded a follow-up podcast for Vanderbilt Medical Center on "After the Feedback . . . Creating Effective Change" (2009).

#### *Alumni Outreach*

- Presented to the Chicago Chapter of the Vanderbilt Alumni Association on "Finding Success in Career and Life: What Drives Fulfillment?" (2012, July)

#### *Weekend Academy at Vanderbilt University*

- Taught gifted 7<sup>th</sup>-10<sup>th</sup> grade students about leadership in the Weekend Academy at Vanderbilt University (2007).

#### *Leadership Vanderbilt*

- Facilitated workshops on using managerial power constructively and on management of Conflict (2001-2005).

*Vanderbilt University Traffic and Parking Committee (2016-2019)*

- Served as a faculty representative on a board to address parking and transportation concerns at Vanderbilt.

*Vanderbilt University Navy and Army ROTC Officer Education Advisory Committee (2017-2019)*

- Served as a faculty representative on a committee overseeing specific issues impacting the operations of the military units in the Vanderbilt community.

**Service to the College**

*Leadership, Learning, and Organizations Online Doctoral Program (2017 – 2018)*

- Developed and taught the LLO 83130 Organizational Theory and Behavior course

*Tennessee / Shanghai Leadership Collaborative (2013)*

- Presented “Feedback: Technique and Strategies” to selected principals from across Tennessee (2013, October).
- Presented “Making the Switch” to selected principals from across Tennessee (2013, June).

*Abu Dhabi Project (2011-2013)*

- Presented “Perspectives on Effective Coaching” to leadership coaches visiting from Abu Dhabi (2012, July).
- Presented workshops on “Effective Conversations for Instructional Leaders” to the educational leaders and coaches in the cities of Abu Dhabi and Al Ain, Emirate of Abu Dhabi, United Arab Emirates (2012, May).
- Provided a session on coaching and feedback for the visiting leadership coaches from Abu Dhabi (2011, August).

*Peabody Faculty Council Liaison to Faculty Senate (2013-2016)*

- Served as the Peabody Faculty Council Liaison to the Faculty Senate.

*Peabody Student Affairs at PreVU (2012-2019)*

- Represented Peabody College, presenting “An Introduction to Peabody College” to rising high school seniors and their parents.

*Peabody Professional Institutes (2010-2017)*

- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2017, June).
- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2016, June).
- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2015, June).
- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2014, June).
- Presented on “Coaching and Feedback” to the Senior Academic and Enrollment Services Professionals program (2014, June).
- Presented on “Effective Conversations and the Importance of Re-Framing” to the Beginning Teachers Institute program (2014, June).
- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2013, June).
- Presented on “Coaching and Feedback” to the Senior Academic and Enrollment Services Professionals program (2013, June).
- Presented on “Effective Conversations and the Importance of Re-Framing” to the Beginning Teachers Institute program (2013, June).
- Presented on “Effective Conversations and the Art of Re-Framing” to the Independent School Leadership program (2012, June).
- Presented on “Coaching and Feedback” to the Senior Academic and Enrollment Services Professionals program (2012, June).
- Presented on “Effective Conversations and the Importance of Re-Framing” to the Beginning Teachers Institute program (2012, June).
- Presented on “Coaching and Mentoring as Leadership Development Tools: Lessons Learned from Patrice” to Independent School Leaders program (2011).
- Presented on “Schools as Complex Organizations” to Association of Independent School Admissions Professionals (2011)
- Presented on “Mentoring and Coaching” to Independent School Leaders program (2010).
- Presented with Professor Leonard Bickman on “Feedback in the Superintendency” to the School Superintendents program (2010).



*HOD Faculty Search Committee*

- Member of the HOD faculty search committee for a tenure track Assistant Professor in Organization Studies (2011-2012).

*LPO Faculty Search Committee Co-Chair*

- Co-chaired search for Senior Lecturer with a focus on leadership and organizational performance (2016-2017).

*Peabody Academic Standards Committee*

- Address issues of academic standards for Peabody College (2011-2012).

*Peabody College Teaching Committee*

- Address issues related to maintaining and enhancing the quality of teaching at Peabody College (2008-2011).

*Peabody College Instructional Improvement Grant Review Committee*

- Reviewed applications for instructional improvement grants (2006).

*Employee Celebration Month Speaker*

- Delivered Peabody's Employee Celebration Month Brown Bag talk on "Coaching for Professional Development" (2005).

*Member of Design Team of the Principals Leadership Academy of Nashville*

- Design training program and select, teach and coach aspiring principals (2001-2002).

**Service to the Department**

*Director of Undergraduate Studies for Leadership, Policy, and Organizations (2011-2019)*

- Head the Leadership and Organizational Effectiveness track
- Serve on the Undergraduate Advisory Committee
- Serve on the HOD Coordinating Committee

- Organize undergraduate class schedule and staffing of classes
- Mentor faculty on teaching issues
- Work on continual improvement of undergraduate programs

#### *Faculty Reviews*

- Review committee member for
  - Dr. David Laird (2019-2020)
  - Dr. Heather Smith (2019-2020)
  - Dr. Brenda McKenzie (2017-2018)
  - Dr. Patrick Schuermann (2016-2017)
  - Dr. David Laird (2015-2016)
  - Dr. Brian Heuser (2012-2013)
  - Dr. Dayle Savage (2012-2013)
  - Dr. John Bachmann (2011-2012)
  - Dr. Gina Freiden (2011-2012)
  - Dr. Brian Griffith (2011-2012)
- Review and promotion committee member for
  - Dr. Susan Douglas (2018-2019)
  - Dr. Catherine Gavin Loss (2017-2018)
  - Dr. Xiu Cravens (2014-2015)
  - Dr. Chris Quinn Trank (2013-2014)
- Participated on a committee to review a senior lecturer (2010).
- Reviewed two lecturers (2010).
- Chaired a faculty review for a senior lecturer (2007).

#### *Invited Presentations*

- Delivered “Effective Conversations” presentation to Peabody Honors Scholars (2013).
- Presented on “Managing Difficult Conversations” to the Principal’s Leadership Academy of Nashville (2013).

- Delivered a presentation on “Leaders as Relationship Builders” for the Hubert H. Humphrey Fellows at Vanderbilt University (2010).
- Presentation on “Leaders as Learners” for the Fulbright Distinguished Teachers and the Hubert H. Humphrey Fellows at Vanderbilt University (2009).

*Human Resource Development Admissions Committee*

- Review applications for Human Resource Development masters program (2005-2010).

*Master’s Review Committee*

- Reviewed the LPO master’s programs and made recommendations for upgrading the programs (2009-2010).