

# EXECUTIVE DEVELOPMENT ROUNDTABLE EDRT

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## *EDRT Spring 2014 Meeting May 22-23, 2014 Hotel Commonwealth, Kenmore Square Boston, MA*



### *“Leading Cultural and Strategic Change in a Turbulent World”*

The Spring 2014 EDRT Meeting will be on May 22<sup>nd</sup> & 23<sup>rd</sup> at the Hotel Commonwealth in Boston, MA. The meeting advances our Fall 2013 meeting theme on developing more self-aware and adaptable leaders and will examine *how* we can lead cultural and strategic change in our organizations during these hyper-competitive and turbulent times.

EDRT is delighted and very pleased to announce that renowned world-class scholar and author, **John Kotter**, will be the meeting’s keynote speaker. His session on leading change will be provocative, valuable, and timely for developing agile, strategic leaders for both today and tomorrow.

**Dr. John P. Kotter** is a *New York Times* best-selling author, award winning management thought leader, entrepreneur, inspirational speaker, and Harvard professor. Many consider him to be the world’s top authority on leading change. His ideas and books, as well as the company he helped co-found, [Kotter International](#), have helped mobilize people around the world to better lead organizations and their own lives in an era of increasingly rapid change.

We are also excited to announce that **Dr. Kotter** will be the recipient of the **EDRT 2014 Marion F. Gislason Award**. The [Gislason Award](#) is EDRT’s highest honor and is conferred annually to a distinguished individual in the field of leadership for excellence and exemplary contributions in advancing the knowledge and practice of leaders. Prior Gislason Award recipients have included Warren Bennis, Ed Schein, Chris Argyris, Frances Hesselbein, Marshall Goldsmith and others at the very highest level of our field.

Following are the meeting agenda and speaker biographies...



**Boston University School of Management**  
**Executive Development Roundtable**  
**EDRT Spring Meeting: May 22-23, 2014**  
**Hotel Commonwealth, Kenmore Square, Boston, MA**  
*Leading Cultural and Strategic Change in a Turbulent World*

## AGENDA

### Pre-meeting: Wednesday, May 21, 2014

6:00 pm – 8:00 pm      **Informal Welcome/ Networking Gathering for EDRT Members and Guests – Hawthorne Lounge**  
*Appetizers & Cocktails*

### Day 1: Thursday, May 22, 2014

7:30 am – 8:30 am      **Breakfast**

7:30 am – 8:15 am      **New Member/Guest Orientation – Longwood Room**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

8:30 am – 9:15 am      **Welcome, Introductions – Esplanade Ballroom**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

9:15 am – 10:15 am      **EDRT Discovery Café – Esplanade Ballroom**  
*Jim Cialdella, Senior Manager, Talent Management & Organization Effectiveness, The Boeing Company*  
*Joann Jones, Executive Director, Leadership Development, Cummins, Inc.*

10:15 am – 10:30 am      **Break – Foyer**

10:30 am – 11:00 am      **EDRT Discovery Café (Continued)**

11:00 am – 12:30 pm      **Leadership Strategy: The Human Enabler of Transformational Change – Esplanade Ballroom**  
*David Dinwoodie, Senior Faculty Global Markets, Center for Creative Leadership*

12:30 pm – 1:15 pm      **Lunch – Commonwealth Room**

1:15 pm-1:45 pm      **2014 Marion F. Gislason Award Ceremony - Commonwealth Room**  
*Recipient: John P. Kotter, Director of Research at Kotter International, Professor Emeritus at Harvard Business School*

2:00 pm – 3:30 pm      **ACCELERATE – Esplanade Ballroom**  
*John P. Kotter, Director of Research at Kotter International, Professor Emeritus at Harvard Business School*

3:30 pm – 3:45 pm      **Break – Foyer**

3:45 pm – 5:00 pm      **ACCELERATE (Continued) – Esplanade Ballroom**  
*John P. Kotter, Director of Research at Kotter International, Professor Emeritus at Harvard Business School*

5:00 pm – 5:30 pm      **Free Time**

5:30 pm – 7:30 pm      **Reception & Dinner – Lobby Area & Commonwealth Room**  
**Entertainment – TBD**

8:00 pm      **Networking Opportunity & Meeting Debrief - Cornwalls, Kenmore Square**



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**Day 2: Friday, May 23, 2014**

- 7:30 am – 8:30 am           **Breakfast – Foyer**
- 7:30 am – 8:15 am           **Steering Committee Meeting – Olmsted**  
*Open to all EDRT Members*
- 8:30 am – 9:00 am           **Steering Committee Update & After Action Review – Esplanade Ballroom**  
*COL (Ret) Charles D. Allen, Professor of Leadership & Cultural Science, U.S. Army War College*
- 9:00 am – 10:00 am         **Company Application Panel: Hanover Insurance Group**  
*Nancy Persson, Vice President, Talent Management, The Hanover Insurance Group*  
*John O'Leary, AVP, Talent Management, The Hanover Insurance Group*  
*Marianne Monte, Vice President, Human Resources, The Hanover Insurance Group*
- 10:00 am – 10:15 am       **Break – Foyer**
- 10:15 am – 11:15 am       **Leading and Learning Initiatives**  
*What is your Big Opportunity?*  
*Kristina Brunelle, Head of Learning & Development, Analysis Group*  
**Opportunity to Participate in CCL Research on Virtual Teams**  
*Jennifer Martineau, Vice President of Research, Innovation, & Product Development, Center for Creative Leadership*
- 11:15 am – 12:00 pm       **Applying the Learning:**  
**Roundtable Session on Leading Cultural and Strategic Change in a Turbulent World**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*  
*Jim French, Lecturer of Organizational Behavior, Interim Director of EDRT, Boston University*
- 12:00 pm – 12:30 pm       **Wrap-up and Final Reflections**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*  
*Jim French, Lecturer of Organizational Behavior, Interim Director of EDRT, Boston University*
- 12:30 pm – 1:30 pm       **Lunch – Boxed Lunch**

**EXECUTIVE DEVELOPMENT ROUNDTABLE (EDRT)**

EDRT is a dynamic, peer-based learning consortium and research center open to all organizations that view leadership development as a critical strategic resource. The Creative Leadership Council is a forum of select EDRT members in collaboration with the Center for Creative Leadership.



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### **Speaker Biographies**



**John P. Kotter**

**Director of Research at Kotter International, Professor Emeritus at Harvard Business School**

Regarded by many as the authority on leadership and change, John P. Kotter is a New York Times best-selling author, award winning business and management thought leader, business entrepreneur, inspirational speaker and Harvard Professor. His ideas, books, speeches, and company, Kotter International, have helped mobilize people around the world to better lead organizations, and their own lives, in an era of increasingly rapid change.

Professor Kotter's MIT and Harvard education laid the foundation for his lifelong passion for educating, motivating and helping people. He became a member of the Harvard Business School faculty in 1972. By 1980, at the age of 33, Kotter was given tenure and a full Professorship - the youngest person ever to have received that award at the Business School. Over the past thirty years, his articles in The Harvard Business Review have sold more reprints than any of the hundreds of distinguished authors who have written for that publication during that time period. Most recently, his HBR article "Accelerate!" won the 2012 McKinsey Award for the world's most practical and groundbreaking thinking in the business/management arena. Today, he continues to deliver seminars in Harvard Business School's Executive Education Programs, which are sometimes regarded as life changing by his students.

Kotter has authored 18 books to date - twelve of them bestsellers. His books have reached millions, and have been printed in over 150 foreign language editions. Arguably his most popular book, *Our Iceberg is Melting*, was released in 2006. This New York Times bestseller helped launch to a large audience the 8-step philosophy behind Kotter International. Written as an allegory, it is a simple, yet unforgettable story about a group of penguins on a melting iceberg and the changes they undertake to survive and thrive amidst an unclear future. This story connects with a broad range of people needed to effect major organizational transformations in an easily understood, clear way. Kotter International aims to do the same. Other widely read books include *A Sense of Urgency*, *The Heart of Change* and *Leading Change*, which Time magazine selected in 2011 as one of the 25 most influential business management books ever written. Professor Kotter's newest book, *Accelerate*, was released on April 1, 2014 by Harvard Business Review Press.

To supplement his books and expand on his ideas, Kotter has released several videos on his teachings, most of which are accessible to anyone interested in his work via YouTube. His "Succeeding in a Changing World" video was awarded Best Video Training Product of the Year by Training Media Review and also won a Telly Award. His YouTube videos have been watched by hundreds of thousands and continue to be a helpful tool for anyone from students to high-level executives in the business world.

Kotter's research and pursuits in education, business and writing over the past 35 years have earned the respect of his peers, helped transform organizations around the world, touched countless lives, and still inspires others to adopt his methods and spread the word. He continues to work tirelessly to achieve the goal of "millions leading, billions benefiting".

Professor Kotter is a proud father of two and resides in Cambridge, MA with his wife Nancy Dearman.

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**David Dinwoodie  
Regional Director, LATAM  
Senior Faculty Global Markets**

David brings with him significant international experience within the realm of leadership development. He has held senior management positions with pan-European and global responsibilities in Ernst & Young, BICC General Cable, Planeta de Agostini and Bristol-Myers Squibb.

In the field of executive education, David held the post of General Manager of EADA Business School in Barcelona. For over ten years he has been an active member of the European Foundation for Management Development (EFMD), the Association of MBAs (AMBA), the Association to Advance Collegiate Schools of Business (AACSB) and Consejo Latinoamericano de Escuelas de Administración (CLADEA).

David joined the Center for Creative Leadership (CCL®) to contribute to organizational effectiveness by combining practical experience in the realm of international business with solid models for transforming organizations through leadership development. As a Senior Faculty at CCL®, David serves as lead facilitator for the Developing the Strategic Leader program as well as delivering custom leadership development solutions for corporate clients. He leverages his past experience working throughout Europe and Latin America to support business development in those regions of the world.

David holds a Master of International Management from the Thunderbird School of Global Management and earned an MBA from ESADE Business School in Barcelona. His doctoral degree is from Aston University (UK). His research activities are centered on organizations engaged in internationalization processes and the focus area for his dissertation was Leadership Strategies for Creating Performance-Oriented Organizational Culture. He acts as a research associate on the CCL® research project Leadership Across Differences.

For over 15 years David has combined management responsibilities with training activities and he has taught courses in Strategic Management, Change Management and Leadership Development at institutions such as ESADE Business School (Spain), EADA Business School (Spain), Centrum Business School (Peru), Universidad de Rosario (Colombia) and the Center for Creative Leadership (USA).

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**Jim Cialdella**  
**Senior Manager Talent Management & Organization Effectiveness**  
**The Boeing Company**

Jim currently leads a team of Talent Management and Organization Effectiveness professionals that support the leaders and organizations in Boeing's Corporate and Shared Services groups. In that role Jim and his team seek to lay the foundation for Boeing's next century by developing a diverse pipeline of Boeing-branded leaders, building healthy and productive organizations, and enabling strong business partnerships.

Jim is experienced in organizational assessment and design, process redesign, organization optimization, strategic planning and organizational change. In addition he has supported several mergers, acquisitions and joint ventures. In his work, Jim assists clients to achieve desired business results while building strong working relationships. He seeks both to provide the best products and services to the leaders he supports and to build capabilities and approaches leaders can use in the future. Jim has also served as an external consultant and executive coach to leaders in a variety of industries including oil and gas, chemicals, manufacturing, transportation, banking, government and non-profit organizations.

Jim has a MA in Industrial Organizational Psychology from Illinois State University and a Certificate in Organization Design from the Marshall School of Business, University of Southern California.

Jim lives with his wife and daughter in San Clemente California where he is active in his church and in the broader community. Recent community service projects include Habitat for Humanity, Rancho Sordo Mudo Residential School for the Deaf, in Baja, Mexico, home building projects in Tecate, Mexico and Y-Malawi. He recently returned from three weeks in Malawi, Africa where he provided leadership training and coaching to tribal leaders.



**Joann Jones**  
**Executive Director, Leadership Development**  
**Cummins, Inc.**

Joann is currently with Cummins, Inc. where, as Executive Director, Leadership Development, she provides leadership solutions to leaders at all levels globally. Prior to joining Cummins Joann held the position of Vice President Talent Management with The ServiceMaster Company where she was responsible for all organization development, employee development and training processes. Before her work at ServiceMaster, Joann held senior Leadership Development and Human Resources Development positions at Beverly Enterprises, a long-term care and health services provider, and Chiquita Brands, an international foods company. Earlier in her career, Joann held Human Resources positions with Gulf Oil Corporation, Ernst & Young and The Contact Group, a boutique consulting firm specializing in Training and Development solutions. Joann holds MEd and PhD degrees in Counselor Education from the University of Pittsburgh, an MBA from Case Western Reserve University and a BA in Sociology from Northwestern University.

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**Charles D. Allen  
Professor of Leadership and Cultural Studies  
U.S. Army War College**

Colonel (retired) Charles D. Allen culminated a 30-year Army career as Director, Leader Development and is currently the Professor of Leadership and Cultural Studies in the Department of Command, Leadership, and Management at the United States Army War College, Carlisle Barracks, PA.

A 1978 graduate of the United States Military Academy at West Point, he had 11 years of overseas assignments in Germany, Honduras, and South Korea. Airborne and Ranger-qualified, his military education includes the U.S. Army Command and General Staff College, the School of Advanced Military Studies, and the United States Army War College. Prof Allen has served in leadership and staff positions from platoon through Corps (I and V Corps) in Army and Joint Commands. He also served as an instructor and assistant professor of Engineering Management at West Point.

His areas of interest are Strategic Leadership, Creativity and Innovation, and Organizational Change. In addition to authoring and co-authoring material for the USAWC curriculum for the core courses in Strategic Thinking and Strategic Leadership, he is the author and co-author of two chapters in *Strategic Leadership: The General's Art* (2008). His works are also published in *Joint Force Quarterly*, *Parameters*, *Military Review*, *Armed Forces Journal*, *Journal of Installation Management*, *Army Professional Readings*, *ARMY Magazine*, *Small Wars Journal*, *Defense Acquisition Review Journal*, *Southern Business Review*, *Strategic Studies Institute*, *U.S. Army War College*, *COMMAND*, and *The Washington Post*. Professor Allen is a member of the Board of the Directors for the Education Policy and Leadership Center and a 2004-2005 Fellow of the Pennsylvania Education Policy Fellowship Program. He was a member of the Advisory Board for the Lumina Project for the Institute of Educational Leadership.

He is a contributor and member of the "On Leadership" panel of *The Washington Post*. Professor Allen is the Steering Committee Chairman for the Executive Development Roundtable hosted by Boston University. Professor Allen is a member and leader within the community of practice for the Army Profession/Profession of Arms Campaign and has conducted studies of professional military education for the U.S. Army.

In November 2009, Professor Allen served on two panels for Boston's Mass Humanities conference: "Soldiers & Citizens: Military and Civic Culture in America" – "Diversity in Uniform: Race, Gender, Class, Sexuality and Religion in the Armed Forces" and "United We Serve: The All Volunteer Force, National Service and Democracy." He was a panel member for the October 2011 release of the Pew research Center report, *War and Sacrifice in the Post 9-11 Era: The Military-Civilian Gap*.

In March 2012, Professor Allen was recognized as one of four "ROCKS of the Year" by the National Board of ROCKS, Inc for his mentorship and outreach. He is also a member for the Board of Directors for Project Share, a local Carlisle Food Bank. He served as the committee co-chair for the 25th Anniversary Rev. Dr. Martin Luther King, Jr. Commemoration in Carlisle.

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**Nancy Persson  
Vice President, Talent Management  
The Hanover Insurance Group**

Nancy Persson leads the Talent Solutions team at The Hanover Insurance Group. Based in Worcester, Mass., The Hanover is one of the top 25 property and casualty insurers in the United States, and has provided a wide range of property and casualty products to businesses, families and individuals for more than 160 years. The Talent solutions team comprises Talent Acquisition, Talent Management, and Enterprise Learning and Development. Before joining The Hanover, Nancy was with Staples for just over 20 years, where she led Leadership Development, Organization Development and Learning Technology teams providing innovative solutions for 90,000 associates. Prior to Staples, Nancy held Talent Leadership roles with Blue Cross & Blue Shield of MA, Child World, and Hills Department Stores.

Nancy brings more than 30 years of talent development and Human Resources experience to her work. She is an expert facilitator, communicator, and an accomplished internal consultant who is widely recognized for her expertise in organization development and her bottom line focus on the business. She earned her BA in Communications and Education from Boston College, a Master's Certificate in Executive Coaching, and a Master's Degree in Organization Psychology, both from the Massachusetts School for Professional Psychology. She also holds the Senior Professional in Human Resources (SPHR) designation from the Society for Human Resource Management. In 2012, Nancy earned her first degree Black Belt in Tae Kwon Do. Knowing that fresh challenges lead to continuous learning, Nancy has recently taken up kickboxing and beekeeping as new hobbies. She is passionate about her family, her work, downhill skiing, and spending time with her husband Mark, her sons, Douglas and Jackson, and her clinically insane dog Scarlet.



**Marianne Monte  
Vice President, Human Resources  
The Hanover Insurance Group**

Marianne Monte is Vice President of Human Resources for Hanover Insurance Group in Worcester, MA. She is a graduate of Providence College, and she received her J.D. from Suffolk University Law School.

She brings over 20 years of Human Resources experience from the Insurance and Financial Services sector to the not for profit sector and is a certified Executive Coach. Prior to working at Hanover Insurance Group, Marianne began her Human Resources journey at Frito Lay (PEPSICO), Liberty Mutual, Bank Rhode Island and Meeting Street School where she held several field management and senior HR level roles.

She currently serves on the Board of Directors for Gay Lesbian Advocates and Defenders in Boston and Marriage Equality, RI. She is also a former member of Out and Equal and published a piece for the Northeast Human Resources Association titled, "Best Practices for GLBT Employees".

Marianne balances out her work and community responsibilities by spending time with her partner and son at their home in Providence, RI.



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**John O'Leary**  
**AVP, Talent Acquisition**  
**The Hanover Insurance Group**

John O'Leary is AVP of Talent Acquisition in Human Resources for Hanover Insurance Group in Worcester, MA. After earning his Bachelors of Science degree from Stonehill College, John began his career as a Chief of Staff for a local State Representative in 1995. In addition to his public service at the State House, John had the distinction of being both the youngest Town Selectman in Massachusetts to ever win his election, and the youngest to ever lose his re-election.

John began his professional recruiting career at The Mergis group in Providence, RI, a large professional staffing firm that specialized in the placement of accounting and finance individuals. When John became Managing Director at the age of 28 in 2001, the office was barely profitable in a difficult market. Over the years, John helped orchestrate tremendous growth which led to him receiving 6 "Performance Forum" awards for outstanding achievement.

In 2010, John was recruited to Hanover Insurance, a top 25 U.S. Property and Casualty Insurer located in Worcester, MA to build a high touch, customer service focused "internal recruiting agency". He currently serves as the leader of Talent Acquisition. John's passions include playing sports with his three boys Brendan, Sean, and Colin, competing with his wife on just about anything, staying connected with his old political and college network, and cheering on the Boston Red Sox.



**Kristina Brunelle**  
**Head of Learning & Development**  
**Analysis Group**

Kristina Brunelle is a Talent Development Consultant, Executive Coach and Master Facilitator with over 19 years of global experience in facilitation, design, development, executive coaching, organizational development and project management.

Her consulting, coaching, leadership and sales experiences include working with global companies such as Vistaprint, the Forum Corporation, Ameriprise, Irving Oil, Archstone, Novell, and Cambridge Technology Partners.

In addition to her own executive coaching practice, Kristina Brunelle & Associates, she leads Personal Renewal Groups™ for women in her community. She is also a fluent Spanish speaker and has delivered programs in Spain, Mexico, Venezuela, Brazil, Sweden, the Netherlands, the UK, Germany, Canada, Jamaica, Australia, China & India.

Kristina earned a Master's in Education from Harvard University with an emphasis on Adult Learning. She holds a BA in Child Development and Spanish, from Tufts University as well as an Associates Certificate in Project Management from George Washington University and a Graduate Coaching Certificate from the Massachusetts School of Professional Psychology; New England's only accredited graduate school program in executive coaching.

She is pleased to be joining Analysis Group, a professional services firm that provides economic, financial, and business strategy consulting to law firms, corporations, and government agencies in June as their Head of Learning and Development.

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**Jennifer Martineau**  
**Vice President, Research, Innovation & Product Development**  
**Center for Creative Leadership (CCL)**

With over 20 years of experience in the leadership development field, Jennifer has served leaders, organizations, and communities globally including healthcare, government, military, educational, community leadership, pharmaceuticals, and energy. Through organizational change, impact evaluation, high impact design, delivery of programs, and research, she brings a deep expertise in leadership research and how to apply it in practical, powerful ways for leaders and organizations. Jennifer led the Center's efforts to establish an evaluation practice through the creation of a 360-degree evaluation assessment (REFLECTIONS®), designing and launching an evaluation framework used to guide evaluation studies, integrating evaluation design with instructional design to maximize impact, and serving as lead evaluator on many leadership development evaluation projects. Jennifer serves as the lead relationship manager for highly complex organizational leadership solutions and as lead facilitator for several of CCL's open-enrollment programs.

Jennifer serves as CCL's vice president for Research, Innovation, and Product Development, where she is responsible for the development and execution of CCL's learning, product development, innovation and knowledge dissemination agendas. She also continues to work directly with clients, helping them to execute their business strategies by increasing organizational capacity for leadership.

Jennifer earned a doctoral degree in industrial and organizational psychology from the Pennsylvania State University. She currently serves on multiple boards and committees, most recently including the Dean's Advisory Council in the College of Humanities, Arts, and Social Sciences at North Carolina State University, and the Institute of Coaching's Scientific Advisory Committee based at Harvard University. She is a member of the American Evaluation Association, the American Society for Training and Development, the American Psychological Association, and the Society for Industrial and Organizational Psychology. Jennifer is a regular presenter at national and international professional conferences and senior leadership forums, is published in both peer-reviewed and other publications, and co-edited CCL's Handbook of Leadership Development Evaluation and the second edition of CCL's Evaluating the Impact of Leadership Development.

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**James French**  
**Lecturer, Organizational Behavior**  
**Interim Director of EDRT**  
**Boston University**  
**School of Management**

James F. French is a human resources professional with over 30 years' experience in business, government and politics. He has taught at Boston University since 2003 and, in January 2012, Jim joined the School of Management faculty full-time as a lecturer. In addition to teaching undergraduates Organizational Behavior, he taught pre term MBA "Ethics, Values and Responsibilities" in 2012 and 2013. Jim served as Interim Assistant Dean of the Feld Career Center in the School of Management from November 2012 to July 2013 and is currently Interim Director of the Boston University Executive Development Roundtable, (EDRT), an institute devoted to the study of issues in leadership and executive development. Finally, Jim is charged with building a 4 year "Career Management" course curriculum. The freshman course was launched in the fall of 2013 and the sophomore course will be launched in the fall of 2014. Prior to joining Boston University full-time, he was the Executive Vice President of Human Resources at Hill Holliday Advertising in Boston. Jim has held senior human resource positions at Progress Software, Comverse Telecommunications and Polaroid Corporation. He worked for former Massachusetts Governor Michael Dukakis for eight years. In the Dukakis Administration, Jim was appointed Commissioner of the Department of Employment and Training and as the governor's personnel director. He has worked on numerous political campaigns including two presidential campaigns. Jim is the former board chair for Cardinal Cushing Centers in Hanover, Massachusetts and Saint Paul School in Hingham, Massachusetts



**John F. (Jack) McCarthy, DBA**  
**Associate Professor of Organizational Behavior**  
**Director of the Executive Development Roundtable**  
**Boston University**  
**School of Management**

Dr. Jack McCarthy is an Associate Professor of Organizational Behavior at the Boston University School of Management, where he also serves as the Director of the Executive Development Roundtable, a major consortium and research center on leadership. With research interests in leadership, creativity, organizational change, and global sustainability, his work has been published in leading journals and he is a frequent speaker and consultant on leadership and leading positive change. He teaches in the undergraduate, MBA, international and executive programs, where he was awarded the 2012 Broderick Prize for Excellence in Teaching at the Boston University School of Management, the school's highest honor for teaching. He also designs and leads a year-long seminar series on leadership for the Hubert H. Humphrey Fellowship Program at Boston University, comprised of mid-career professionals from developing nations studying in the US. Having taught for four summers in residence in China, he received the 2009 Faculty of the Year Award from the International MBA cohort at Boston University. With over fifteen years in corporate finance as a financial analyst, manager, and senior executive in operating divisions of Raytheon, Schlumberger and W.R. Grace prior to his career transition into academia, he draws heavily upon his real-world management and leadership experience in his teaching, research and consulting. He is a member of the Boston University Arts Council and serves on the School of Theatre's Academic Outreach Committee to support and encourage creativity, innovation and the arts in management education and leadership development. A native Bostonian, and an alumnus of the Boston Latin School, he holds a BA in Economics from the University of Massachusetts at Amherst, an MBA from Babson College, and a DBA from the School of Management at Boston University.