



EXECUTIVE DEVELOPMENT ROUNDTABLE EDRT

Boston University School of Management • 595 Commonwealth Avenue • Boston, MA 02215
Phone 617-353-2031 • Fax 617-353-4878 • edrt@bu.edu • www.edrt.org

EDRT Spring 2011 Meeting

April 26th & 27th, 2011

Boston, MA

Boston University School of Management



“Closing the Gap between the Business Strategy and the Leadership Development Strategy”

The meeting theme for the Spring is *“Closing the Gap Between the Business Strategy and the Leadership Development Strategy.”* Our focus here will be on the “why” and “what” questions that should be driving executive development today. We will explore and discuss the critical importance of drawing clear linkages between business strategy and leadership development. Following this, ongoing research and future meetings will dig deeper into the subsequent “how” questions, in terms of planning, implementation and execution of leadership development initiatives and programs.

EDRT has identified outstanding keynote speakers and thought leaders who will help define and set the stage for what the leadership challenges are today for aligning the business strategy and leadership development strategy.

Mike Useem, Professor of Management and Director of the Center for Leadership & Change Management at The Wharton School of the University of Pennsylvania

Charles J. (Chuck) Palus, Manager of the Connected Leadership Project, Center for Creative Leadership (CCL)

Robert Burnside, Partner and Chief Learning Officer, Ketchum

We will be meeting at the Boston University School of Management, and hotel accommodations will be at the Hotel Commonwealth in Kenmore Square. We are optimistic that the beautiful Spring weather in Boston will cooperate with us!

An *Agenda* and *Speaker Bios* for the Spring 2011 EDRT Meeting follow.



**Boston University School of Management
Executive Development Roundtable
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**“CLOSING THE GAP BETWEEN THE BUSINESS STRATEGY AND THE
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AGENDA**

Pre-meeting: Monday, April 25, 2011

6:00 pm – 8:00 pm **Informal Networking Gathering for EDRT Members and Guests**
*Eastern Standard (Adjacent to Hotel Commonwealth)
528 Commonwealth Avenue, Boston, MA 02215*

Day 1: Tuesday, April 26, 2011

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

7:30 am – 8:30 am **Continental Breakfast**

8:30 am – 10:15 am **Welcome and Introductions**
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational
Behavior, Boston University*

Roundtable Discussion
*Fred Foulkes, Director of the Human Resources Policy Institute and Professor
of Organizational Behavior, Boston University*

10:15 am – 10:30 am **Break**

10:30 am – 12:00 pm **Aligning Leadership Development and Business Strategy in an
Interdependent World: Ketchum’s Journey**
*Charles J. (Chuck) Palus, Manager of the Connected Leadership Project,
Center for Creative Leadership (CCL)
Robert Burnside, Partner and Chief Learning Officer, Ketchum*

12:00 pm – 1:00 pm **Luncheon**

1:00 pm – 2:15 pm **Aligning Leadership Development and Business Strategy in an
Interdependent World: Ketchum’s Journey (Continued)**
*Charles J. (Chuck) Palus, Manager of the Connected Leadership Project,
Center for Creative Leadership (CCL)
Robert Burnside, Partner and Chief Learning Officer, Ketchum*

2: 15 pm – 2:30 pm **Break**

2:30 pm – 5:30 pm **Business Strategy and the Leadership Template**
*Mike Useem, Professor of Management and Director of the Center for
Leadership & Change Management at The Wharton School of the University of
Pennsylvania*

5:30 pm– 6:00 pm **Free Time**

6:00 pm – 6:30 pm **Reception – Trustees Lounge, 9th Floor**

6:30 pm – 8:30 pm **Dinner – Trustees Lounge, 9th Floor
Entertainment: The Mustard Seeds**

8:30 pm **Cornwalls – Kenmore Square**



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Networking Opportunity & Meeting Debrief

Day 2: Wednesday, April 27, 2011

8:00 am – 8:45 am

Steering Committee Meeting (Breakfast Included)

Open to all EDRT Members

8:00 am – 9:00 am

Continental Breakfast

9:00 am – 9:15 am

Steering Committee Update

*COL (Ret) Charles D. Allen, Professor of Cultural Science,
U.S. Army War College*

9:15 am – 10:45 am

Company Application Panel

*Nancy Persson, Vice President, Global Talent Management, Staples Inc.
Christine Komola, Senior Vice President, Controller, Staples Inc.*

*John Messman, Director, Leadership Development, Boeing Leadership Center,
The Boeing Company*

*BV McGrue, Director, Human Resources, South Carolina Site,
Boeing Commercial Airplanes, The Boeing Company*

10:45 am – 11:00 am

Break

11:00 am – 12:00 pm

**Applying the Learning: Roundtable Session on Aligning the Leadership
Development and Business Strategy**

*Jack McCarthy, Director of EDRT, Associate Professor of Organizational
Behavior, 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*

12:30 pm – 1:30 pm

Luncheon

Taxis are available from the School of Management.

**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



Michael Useem
Professor of Management and Director of the Center for Leadership & Change Management
The Wharton School of the University of Pennsylvania

Professor Useem has completed several studies of corporate organization, ownership, governance, restructuring, and leadership.

He is co-author of *The India Way: How India's Top Business Leaders Are Revolutionizing Management* (Harvard Business Publishing, March, 2010); co-author and co-editor of *Learning from Catastrophes* (Wharton School Publishing, 2009);

author of *The Go Point: When It's Time to Decide* (Crown Business/Random House, 2006); co-author and co-editor of *Upward Bound: Nine Original Accounts of How Business Leaders Reached Their Summits* (Crown Business/Random House, 2003), among other works.

Michael Useem's articles have appeared in the *Administrative Science Quarterly*, *California Management Review*, *Chicago Tribune*, *Corporate Governance*, *Directors and Boards*, *Fast Company*, *Financial Times*, *Fortune*, *Harvard Business Review*, *McKinsey Quarterly*, *New York Times*, *Sloan Management Review*, *U.S. News & World Report*, *Washington Post*, *Wall Street Journal* and elsewhere.

Michael Useem has presented programs and seminars on leadership and change with Abbott Laboratories, Accenture, American Express, Canadian Imperial Bank of Commerce, Cargill, CEO Academy, China Minsheng Banking Corporation, Citigroup, Cisco Systems, Coca-Cola, Columbia Energy, Comcast, Computer Sciences Corporation, DuPont, Entergy, Eli Lilly, Estee Lauder Companies, Federal Executive Institute, Fidelity Investments, Goldman Sachs, Google, Grupo Santander (Chile), Hartford Insurance, Hewlett-Packard, IBM, ICICI Bank (India), Intel, Johnson & Johnson, Kimberly-Clark, KPMG, Lehman Brothers, Liberty Mutual Insurance, Lucent Technologies, McGraw-Hill Companies, Merrill Lynch, Microsoft, Milliken, Morgan Stanley, Motorola, National Football League, The New York Times, Nokia, Northrop Grumman, Penske, Petrobras (Brazil), Petroleos de Venezuela, Pew Charitable Trusts, PriceWaterhouse Coopers, Samsung, Securities Association of China, Siemens, Singapore General Hospital, Sprint, 3Com Corporation, Thomson Financial, Toyota, Verizon, United Healthcare, U.S. Department of Justice, U.S. Department of Veteran Affairs, U.S. Marine Corps, World Economic Forum, and other organizations.

Michael Useem has consulted on governance with Fannie Mae, HealthSouth, Tyco International, and other companies; and on organizational development and change with the U.S. Agency for

International Development, U.N. Food and Agriculture Organization, Organization of American States, and other agencies in Latin America, Asia, and Africa.

Professor Useem's university teaching includes MBA and executive-MBA courses on leadership and change management, and he offers programs on leadership, teamwork, governance, and decision making for managers in the U.S., Asia, Europe, and Latin America. He also edits the monthly electronic bulletin,

Wharton Leadership Digest. He holds a B.S. from the University of Michigan and a M.A. and Ph.D. from Harvard University.



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Charles J. (Chuck) Palus
Manager of the Connected Leadership Project
Center for Creative Leadership (CCL)

In over 20 years at the Center for Creative Leadership, a top-ranked, global provider of leadership education and research, Charles J. (Chuck) Palus has conducted cutting-edge research, developed new ideas and products, and collaborated with clients in business organizations, government agencies, educational institutions and nonprofits. His work is widely published, including articles for the *CCL Handbook of Leadership Development*, the *CCL Handbook of Coaching*, the *Journal of Applied Behavioral Science*, the *Consulting Psychology Journal*, and *The Change Handbook*.

He is co-author of the award-winning book *The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges*, and co-inventor of the *Leadership Explorer™* series of *Visual Explorer*, *Leadership Metaphor Explorer*, and *Boundary Explorer*, tools for facilitating creative conversations. He is founder and manager of CCL Labs. He has designed and facilitated numerous programs including the *Leading Creatively Program*, *Facing and Solving Complex Challenges*, and the *Action Learning Leadership Process*. Prior to coming to CCL he was a process engineer for E.I. du Pont de Nemours & Company, and instructor for the Hurricane Island Outward Bound School.

Chuck is a senior faculty member for the Center for Creative Leadership. In this capacity, he serves as manager of the Interdependent Leadership Initiative and CCL Labs, and associate in the Organizational Leadership Practice.

Chuck earned a B.S. in Chemical Engineering from the Pennsylvania State University and a Ph.D. in Developmental Psychology from Boston College.

Chuck's influential early publications include *Making Common Sense: Leadership as Meaning Making in a Community of Practice*, and *Evolving Leaders: A Model for Promoting Leadership Development in Programs*. His book *The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges* received the Leadership Development Book Award from The Banff Centre. He has written extensively on the topic of interdependent leadership development including for the *Harvard Business School Handbook for Teaching Leadership* (in press) and the *CCL Handbook of Leadership Development*. Chuck is advisor to the Research Center for Leadership in Action at New York University, and to the Global Leadership and Learning Initiative at Columbia University, and is a member of the Teaching Leadership Seminar at the Harvard Business School.



Robert Burnside
Partner and Chief Learning Officer
Ketchum

Robert has extensive experience in all areas of learning and development, including corporate learning, e-learning, adult development, leadership development, and creativity and innovation. He has applied this learning in a variety of roles including consulting, professional services, and executive management, and since April 2002 in the public relations industry. He worked for 12 years in marketing and merchandising with Wrangler Brand Apparel, and 14 years in executive development with the Center for Creative Leadership, among the world's top 10

rated leadership development institutions. He was named partner by Ketchum in March, 2005.



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As Ketchum’s chief learning officer Robert oversees both formal and informal learning. Specifically, he manages: General learning and development initiatives to enhance skills and competencies; General management/leadership

development; Cascading of agency initiatives; Industry and Practices Training; Professional skills-development programs such as consultative sales training; Thought leadership in the public relations industry; Knowledge-sharing efforts

Robert works closely with the practices and offices to enhance Ketchum’s learning and development processes and to shape learning to meet ongoing and changing key business goals. He manages Ketchum College, which provides curricula in leadership, business skills, and vertical industries for all employees, and Ketchum Leadership Institute, which provides leadership development to the agency’s top 250 executives.

Robert brings his own line management experience to his leadership development efforts. Before joining Ketchum, Robert worked with Corporate University XChange, www.corpu.com, a New York-based corporate education research-and-consulting firm, where he was director of research and vice president of operations. Corporate University Xchange provides consulting and benchmarking research on corporate education functions, as well as conferences and learning consortiums. Previously, Robert worked with the Center for Creative Leadership (CCL), www.ccl.org. During his 14 years with CCL he designed and delivered creativity and leadership programs for Global 1000 firms worldwide, as well as bringing the institution’s leadership products into the online environment. He held the roles of director of creativity & innovation and director of products, among others. Before CCL, he was vice president and director of marketing for Wrangler Brand Apparel, www.wrangler.com. He began his career as a Peace Corps volunteer www.peacecorps.gov in Haryana, India, where he learned to speak Punjabi, the local derivative of Hindi. Mr. Burnside holds a 1999 Master in Business Administration degree from Duke University’s Fuqua School of Business and a Bachelor of Arts degree in political science from Wake Forest University.



**Nancy Persson
Vice President, Global Management
Staples Inc.**

Nancy Persson leads the global Talent Management function at Staples, the world’s largest office products company. With 2010 sales of \$24.5 billion and 91,000 associates worldwide, Staples operates in 26 countries throughout North and South America, Europe, Asia and Australia serving consumers and businesses of all sizes. Staples invented the office superstore concept in 1986 and today ranks second worldwide in e-commerce sales.

During her 18 years with the company, Nancy has built and still leads world-class leadership development, OD and learning technology teams providing innovative solutions for 90,000 associates. She is an expert facilitator, communicator, and internal consultant widely recognized for her OD expertise and bottom line business focus. Staples University was founded under her leadership; recently globally rebranded as Staples LearningXchange, it offers a broad curriculum of leadership and management development, job-skills, and culture-building programs. With her business partners, Ms Persson led the development of Staples@work, an enterprise-wide intranet providing critical business information to Staples associates. She earned the Senior Professional of Human Resources designation in 2002.

Ms. Persson brings more than 30 years of retail and Human Resources experience to her work; she earned her BA in Communications and Education from Boston College, and holds a Masters in Organization Psychology from the Massachusetts School for Professional Psychology. She also has a Masters Certificate in Executive Coaching. Nancy is



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passionate about her work, tennis, downhill skiing, and anything that allows her to spend time with her husband Mark, her sons, Douglas and Jackson, and her clinically insane dog Scarlet.



Christine Komola
Senior Vice President, Corporate Controller
Staples Inc.

Christine is Staples' Senior Vice President, Corporate Controller, responsible for the company's financial operations including controls and reporting worldwide.

Christine joined Staples in 1997 as Director, General Accounting, and was quickly promoted to Vice President, Planning and Control. In 1999, she served two years as the senior financial executive for the Staples.com business and then served as Vice President, General Merchandise Manager, Furniture & Wholesaler from 2002 to 2004.

Prior to joining Staples, Christine was an audit manager at Ernst & Young, LLP. She is a member of the American Institute of Certified Public Accountants.

Christine graduated from Miami University in Ohio with a bachelor of science in business administration.

Christine reports to John Mahoney, Vice Chairman & CFO.



John Messman
Director, Leadership Development
Boeing Leadership Center, The Boeing Company

John Messman is presently assigned to Boeing's corporate offices as Director, Leadership Development. John oversees the design and deployment of executive and manager development curriculum company-wide, and also leads operation of the Boeing Leadership Center located in St. Louis, Missouri.

Prior to this assignment, John held various executive and leadership positions within Human Resources and Shared Services Group functions in Labor Relations, Compensation, Staffing, HR Generalist, EEO/Affirmative Action, Workers Compensation, Security & Fire Protection, Travel, Food Services, and Business Management. Most recently, John was Director, Employee Relations responsible for the East Region of the United States and Europe, and was the corporate wide process owner for Employee Engagement. John also spent one year on a developmental assignment in Boeing Commercial Airplanes Operations including Tooling, Industrial Engineering, Manufacturing Engineering, Fabrication and Major Assembly. His work locations have included Wichita, KS, Seal Beach, CA, Chicago, IL and St. Louis, MO.

John has a Bachelor's Degree in Business Administration from Wichita State University, an MBA from Webster University, and is certified as a Senior Professional in Human Resources (SPHR).

John is a member of the Midwest Aerospace Industrial Relations Council, and Leadership Development Council of the Conference Board.

His hobbies and interests include golf, sports cars, reading, learning to play the bass guitar, and spending time with his wife and family.



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**BV McGrue
Director, Human Resources
South Carolina Site
Boeing Commercial Airplanes, The Boeing Company**

BV McGrue was named the Director of Human Resources supporting the Boeing South Carolina site in December 2009. His responsibilities include all aspects of the Human Resources function in support of the South Carolina population of Boeing Commercial Airplanes (BCA).

Prior to his current assignment, McGrue held the position of director of Human Resources for BCA Engineering since February 2006. Previously, as the director of Northwest Employee Relations for The Boeing Company, he was responsible for union relations, employee engagement, and the Employee Opinion Survey for the northwest region, including Canada and Russia.

McGrue has held various positions of responsibility including leading the Boeing Human Resources function in support of BCA Manufacturing & Quality, Sales, Marketing, Communications and Government and Community Relations. Additionally, he has held executive Human Resource positions in BCA and at Boeing Corporate in the field of diversity and employee rights, covering areas such as equal employment opportunity, dispute resolution, affirmative action, corrective action and policy administration. He has experience working assignments outside the Human Resources function in Industrial Engineering and as a manufacturing supervisor.

McGrue has been with The Boeing Company for 24 years, the majority having been in some aspect of the HR function. He serves on the boards of the Boeing/IAM Quality through Training Program (QTTP), and the SPEEA/Boeing Ed Wells Partnership training initiative.

He earned a bachelor's degree in Business Administration from Central Washington University and a master's in Managerial and Organizational Leadership from City University in Seattle. He has also completed executive Human Resources programs at Stanford and Cornell Universities.

McGrue spends his free time playing basketball, learning to golf, and fishing with his wife and his two sons.



**COL (Ret) Charles D. Allen
Professor of Cultural Science
US Army War College**

Colonel (retired) Charles D. Allen culminated a 30-year Army career as Director, Leader Development and is currently the Professor of Cultural Science 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.



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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 Forces Quarterly*, *Parameters*, *Military Review*, and *Armed Forces Journal*. He is the Chair of the Elective Programs Director Committee at USAWC. Professor Allen is a 2004-2005 member 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. Prof Allen is the Steering Committee Chairman for the Executive Development Roundtable hosted by Boston University.



Fred K. Foulkes
Director, Human Resources Policy Institute
Professor of Organizational Behavior
Boston University School of Management

Professor Foulkes received the A.B. degree from Princeton University, magna cum laude, Phi Beta Kappa, and an M.B.A. and D.B.A. degrees from Harvard Business School. He was a member of the Harvard Business School faculty before joining the faculty of Boston University. He teaches courses in human resources management and organizational behavior. Prior to entering teaching, he was employed by Chrysler Corporation, the New York Telephone Company and Chemical Bank.

His principal publications include: [Creating More Meaningful Work](#) (The American Management Association); [Casebook on Church and Society](#) (with Keith Bridston, Ann D. Meyers and Louis Weeks, Abington Press); [Personnel Policies in Large Nonunion Companies](#) (Prentice-Hall); [Human Resources Management: Cases and Text](#) (with E.R. Livernash, Prentice-Hall); [Employee Benefits Handbook](#) (editor and contributing author Warren, Gorham & Lamont); [Strategic Human Resources Management: A Guide for Effective Practice](#) (Prentice-Hall), [Human Resources Management: Readings](#) (Prentice-Hall) and [Executive Compensation: A Strategic Guide for the 1990s](#) (Harvard Business School Press). Professor Foulkes has also written numerous articles, including five published in the [Harvard Business Review](#), and has developed over 160 case studies.

Professor Foulkes is the founder and director of the Human Resources Policy Institute. The Institute is a 28 year-old partnership between Boston University's School of Management faculty and senior human resources executives. Its members include the heads of human resources for over 50 large, global companies, including Colgate-Palmolive, CVS, Fidelity, IBM, P&G, and Raytheon.

Recipient of the Employment Management Association Award and the Five Star Achievement Award from the Northeast Human Resources Association, Professor Foulkes was named in 1992 a Fellow of the National Academy of Human Resources, the human resources profession's highest honor for outstanding achievement. He was also a member of the Academy's board for several years.

Professor Foulkes serves as a director of Panera Bread. He is also a member of the advisory boards of Bright Horizons Family Solutions and High Roads. A former board member of both the Society for Human Resources Management (SHRM) and the SHRM Foundation, he is a senior advisor to the Northeast Human Resources Association (NEHRA), a

SHRM chapter, leader of its Senior Executive HR Forum, and chair of the Boston HR Dinner Group. He is also a Research Fellow of the Employee Benefit Research Institute, Washington, D.C.



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**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 in the School of Management at Boston University, where he also serves as the Director of the Executive Development Roundtable, a major consortium and research center on leadership development. He teaches courses on leadership and organizational behavior in the undergraduate, MBA, international and executive programs, and also serves as the Faculty Director for the university's core undergraduate Organizational Behavior course. Additionally, he conducts leadership seminars for the Hubert H. Humphrey Fellowship Program at Boston University, comprised of mid-career professionals and scholars from developing nations studying in the United States. Jack was previously an Assistant Professor at the University of New Hampshire, where he launched and led the undergraduate business program at the university's urban campus in Manchester, NH and was the recipient of the college-wide 2005 Teaching Excellence Award. Having taught for the past three summers in residence in China, he received the 2009 Faculty of the Year Award from the International MBA Cohort at Boston University. Most recently, Jack has been selected to deliver the 2011 Faculty Address for the School of Management's Convocation Ceremony for its Bachelor's degree candidates as part of the university's 138th Commencement Exercises.

With research interests in leadership, executive development, strategic change, and global sustainability, Jack's work has been published in such journals as the *Leadership and Organization Development Journal*, *Group and Organization Management*, *Global Business and Organizational Excellence*, the *Journal of Management Education* and *The Academy of Management Executive*. He has presented research papers and led sessions at numerous professional conferences in the US and abroad. Serving over fifteen years as a financial analyst, manager, and senior executive in operating divisions of the Raytheon Company, Schlumberger Ltd. and W.R. Grace & Co. prior to his career transition into academia, Jack draws heavily upon his real-world management and leadership experience in his teaching, research and consulting.

In addition to a DBA in Organizational Behavior from the Graduate School of Management at Boston University, he received an MBA with a concentration in Finance from Babson College, and a BA in Economics from the University of Massachusetts at Amherst. A native Bostonian, and an alumnus of The Boston Latin School, Jack is an avid Boston sports fan and still plays competitive ice hockey, although at an increasingly less competitive pace.

