“Driving Business Results through Leadership Development”

As a direct follow-up and extension from the Spring 2011 EDRT Meeting in Boston, which focused on the critical questions and dynamics of *why* the linkages between business strategy and leadership development strategy are so important today, the Fall 2011 EDRT Meeting will focus on *how* to build these processes and connections to drive business results. We will carefully examine best practices, success factors and key hurdles across several industry sectors and domains. As always, we will employ cutting edge research and leading practices to help craft actionable lessons for real-world implementation in your own organizations.

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

**Robert E. Quinn**, Margaret Elliot Tracy Collegiate Professor in Business Administration, Professor of Management & Organizations, Ross School of Business of the University of Michigan

**Laura Quinn**, Portfolio Manager, Center for Creative Leadership (CCL), Colorado Springs, CO campus

**Dr. Larry McEvoy**, CEO, Memorial Health System, Colorado

We will be meeting at the Boeing Leadership Center, a beautiful “corporate university” setting, in St. Louis, MO. Following is the meeting agenda.
Boston University School of Management  
Executive Development Roundtable  
EDRT Fall Meeting: December 5-7, 2011  
Boeing Leadership Center, St. Louis, MO  
“Driving Business Results through Leadership Development”

AGENDA

Pre-meeting: Monday, December 5, 2011
6:00 pm – 8:00 pm  Informal Welcome/ Networking Gathering for EDRT Members and Guests  
6-7pm Appetizers & 7-8pm Buffet Dinner, Boeing Leadership Center Ballroom

Day 1: Tuesday, December 6, 2011
6:30 am – 8:15 am  Breakfast - River’s Edge  
On your own; note that breakfast service ends at 8:00am

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

8:30 am – 9:10 am  Welcome, Introductions - New Frontiers/Discovery  
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University

9:10 am – 10:30 am  EDRT Discovery Cafe  
Nancy Persson, Vice President of Talent Management, Staples, Inc.  
Lisa Prior, Principal, Prior Consulting

10:30 am – 10:45 am  Break – Continuous Break Area

10:45 am – 12:15 pm  Aligning Leadership Development and Business Strategy  
Laura Quinn, Portfolio Manager, Center for Creative Leadership (CCL), Colorado Springs, CO campus; Dr. Larry McEvoy, CEO, Memorial Health System, Colorado

12:15 pm – 1:00 pm  Lunch – River’s Edge (Reserved Tables)

1:00 pm – 1:30 pm  Gislason Award Ceremony – River’s Edge  
Recipient: Robert E. Quinn, Margaret Elliot Tracy Collegiate Professor in Business Administration, Professor of Management & Organizations, Ross School of Business of the University of Michigan

1:45 pm – 2:30 pm  Aligning Leadership Development and Business Strategy (Continued)  
Laura Quinn, Portfolio Manager, CCL, Colorado Springs, CO campus; Dr. Larry McEvoy, CEO, Memorial Health System, Colorado

2:30 pm – 3:30 pm  Positive Organizational Change  
Robert E. Quinn, Margaret Elliot Tracy Collegiate Professor in Business Administration, Professor of Management & Organizations, Ross School of Business of the University of Michigan

3:30 pm – 3:45 pm  Break – Continuous Break Area

3:45 pm – 5:30 pm  Positive Organizational Change (Continued)  
Robert E. Quinn, University of Michigan

5:30 pm – 6:15 pm  Tour of Boeing’s Main Campus

6:15 pm – 7:15 pm  Dinner, River’s Edge – Post Dinner, Afterburner Bar (Reserved Tables)  
Networking Opportunity & Meeting Debrief

7:30 pm – 9:00pm  Boeing Thought Leader Forum (Optional)  
Colonel Joseph Sanders, Director of the Center for Character and Leadership Development at the USAF Academy
Day 2: Wednesday, December 7, 2011

6:30 am – 8:15 am  
**Breakfast - River’s Edge**  
*On your own; note that breakfast service ends at 8:00am*

7:30 am – 8:15 am  
**Steering Committee Meeting - Crossroads**  
*Open to all EDRT Members*

8:30 am – 8:45 am  
**Steering Committee Update - New Frontiers/Discovery**  
*COL (Ret) Charles D. Allen, Professor of Cultural Science, U.S. Army War College*

8:45 am – 10:00 am  
**Company Application Panel: “Leaders Teaching Leaders”**  
*The Boeing Company Executives: Dennis O’Donoghue, Vice President, Boeing Test & Evaluation; Paula Noble, Director, Human Resources of Global Services & Support, Boeing Integrated Defense Systems; and Matt Aubuchon, Director, Human Resources, Boeing Military Aircraft (BMA) Business and the Global Strike (GS) Division Boeing Defense, Space and Security (BDS), Rob Portnoy, Leadership Development Specialist*

Michele Herlein, Vice President, Talent Development & Education, Bridgestone Americas  
Dave O’Connell, Dean of the College of Business, St. Ambrose University

10:00 am – 10:15 am  
**Break – Continuous Break Area**

10:15 am – 11:00 am  
**Company Application Panel (Continued)**  
*Boeing “Leaders Teaching Leaders” Executives*

Michele Herlein, VP, Talent Development & Education, Bridgestone Americas  
Dave O’Connell, Dean of the College of Business, St. Ambrose University

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 – 12:15 pm  
**Wrap-up and Final Reflections**  
*Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University*

12:15 pm – 1:15 pm  
**Lunch – River’s Edge**

**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.
Robert E. Quinn
Margaret Elliot Tracy Collegiate Professor in Business Administration
Professor of Management and Organizations
Ross School of Business of the University of Michigan

Robert E. Quinn is Margaret Elliot Tracy Collegiate Professor in Business Administration and Professor of Management and Organizations at the Ross School of Business of the University of Michigan. He has published many papers and books on management and organization, but Professor Quinn is particularly interested in issues concerning leadership, vision and change. He has an applied orientation and has 25 years of experience in working with executives on issues of organizational change. He has been involved in the design and execution of numerous large-scale change projects. He has worked with a large percentage of the Fortune 500 companies. He teaches in both the MBA and Executive Education Programs at the University of Michigan and is known for innovative instructional efforts. Professor Quinn is also a fellow of the World Business Academy. Robert is one of the co-founders of the Center for Positive Organizational Scholarship at the University of Michigan, which researches the drivers of positive behavior in workplace.

He has one of the highest rates of repeat engagements in the speaking industry. Audiences regularly describe the experience as personal, powerful and practical and they leave the event knowing better who they are and the result they want to create. Instead of just talking about change, Robert Quinn actually helps people change.

He enjoys such extraordinary success with customers because he helps people and organizations transform themselves, while he is working with them. He has a talent for generating mutual trust with the audience and then getting at the kind of real issues that all people and organizations face. He has a real gift for inspiring courage, creativity and a strong sense of purpose for action. He applies cutting-edge ideas, illustrated with useful, real-life cases, to the customer’s real-life situation. He is the author of many books on leadership and change. His most recent book is *Lift*. Combining scientific research in positive psychology with powerful stories, Bob offers both inspiration and practical help in becoming a positive force in any situation—achieving the psychological equivalent of aerodynamic lift.

Professor Quinn holds a B.S. and M.S. from Brigham Young University and a PhD from the University of Cincinnati.

Laura Quinn
Portfolio Manager
Center for Creative Leadership (CCL)

Laura Quinn is a Portfolio Manager for the Center for Creative Leadership (CCL), managing the areas of strategic leadership, teams, organizational culture and corporate social responsibility/sustainability. She also trains in a number of the Center’s programs: Leadership at the Peak, Developing the Strategic Leader, and Leading Teams for Impact. In addition to her work in the program and service arena, Laura is the Center’s subject matter expert on sustainability and corporate social responsibility; she manages the research efforts relating to this topic. Laura is also a CCL certified executive coach.

Laura’s special expertise involves the leadership capacities and strategies organizations need for sustainability and for fulfilling their social responsibility—skills she has used to help a variety of international organizations integrate leadership, strategy and culture with sustainable business practices. This work has given Laura extensive international experience, especially in European countries, where there is a great focus on integrating social, environmental and business issues.

Laura holds a B.A. in business and an M.A. in communication from the University of Colorado. She earned a Ph.D. in
organizational communication and leadership from the University of Texas at Austin. She is a frequent presenter at conferences and has written for *Leadership in Action*, *Business Communication Quarterly*, *Journal of Corporate Governance*, and the *Journal of Management Communication*. Laura is also on the editorial board for the Journal of Global Responsibility. She is on the board of the United Nation’s Globally Responsible Leadership Initiative.

Prior to joining CCL in 2001, Laura was a professor in the Department of Communication at the University of Colorado. She also worked for seven years in the technology industry and held management positions in finance and materials at Hewlett-Packard and Exabyte.

In her spare time, Laura loves to travel, hike, mountain bike and ski; she is a certified yoga instructor.

**Dr. Larry McEvoy**  
**Chief Executive Officer**  
**Memorial Health System, Colorado**

An emergency physician by training, Memorial Health System CEO Larry McEvoy, MD combines the visionary with the practical to lead individuals and organizations to greater organizational and community impact. His deeply-held commitment to community health and all patients in need combined with his passion for restoring energy and vitality to health care professionals compose the foundation of his leadership.

Prior to joining Memorial, Larry served as senior physician executive at The Billings Clinic, an integrated health system based in Billings, MT. He also co-founded The Bedside Project, a healthcare organization with a mission to deliver core business solutions that enable a health care community to produce the most high-performance, high-trust cultures in service to patient-centered care.

Larry earned a bachelor’s degree in English writing from Carroll College (MT) and a medical degree from Stanford University Medical School. He completed his training in emergency medicine at Hennepin County Medical Center in Minneapolis, MN. When not trying to ride herd on community-held health care, he attempts to keep up with his wife and four young boys, coaching little league baseball and exploring wild country.

**Dennis O'Donoghue**  
**Vice President, Boeing Test & Evaluation**  
**The Boeing Company**

Dennis O'Donoghue, an experimental test pilot, is vice president of Boeing Test & Evaluation, part of the Engineering, Operations & Technology (EO&T) organization of Boeing. In this role, he is responsible for laboratory and flight test operations, in support of validation and certification of Boeing commercial and defense products.

O'Donoghue leads an organization of about 6,500 engineers, pilots, mechanics and technicians. The group is responsible for test and evaluation of new Boeing aircraft, modification and upgrades to existing aircraft, and test support to certain Boeing businesses.

O'Donoghue's first Boeing assignment was in 1996 as the lead test pilot of the X-32B STOVL Joint Strike Fighter Concept Demonstrator Aircraft program. In this role, he was heavily involved in all aspects of design, development and flight test of both the X-32A and X-32B. During the summer of 2001, he commanded the first flight and flew the first hovers and first vertical landings of the X-32B. Subsequent to the JSF program, he was assigned as deputy project pilot for the Sonic Cruiser and the 7E7/787 programs. In this capacity, he was involved in all aspects of the design of the aircraft, with particular emphasis on development, simulation and validation of flight controls and the pilot-vehicle
interface. In November 2004, he was promoted to chief pilot, Production Test Operations, with responsibility for production flight test of all Boeing transport category aircraft.


Prior to his Boeing career, O'Donoghue was a NASA research test pilot at Lewis Research Center, Cleveland, Ohio. He conducted exploratory flight tests, airborne science projects and space support missions on various aircraft platforms including the DC-9, DHC-6, G-159, Lear 25, OV-10, T-34, and YAV-8B Harrier.

O'Donoghue's military experience includes 12 years of active duty as a U.S. Marine Corps fighter pilot and test pilot. He flew operational missions in the A-4M, AV-8A and AV-8B Harrier aircraft, and engineering flight tests on the AV-8B and F-14 Tomcat. In 1994, O'Donoghue transferred to the U.S. Air Force Reserve where he flew the C-130, C-141 and C-17. He commanded both the 728th Airlift Squadron and the 446 Airlift Wing, stationed at McChord Air Force Base, Wash. He retired from the Air Force Reserve in September 2005 at the rank of Colonel.

O'Donoghue holds a bachelor's degree in mechanical engineering from the U.S. Naval Academy, a master's degree in aviation systems from the University of Tennessee Space Institute, and an MBA from the University of Washington. He is a graduate of the U.S. Navy Test Pilot School, and is a Fellow of the Society of Experimental Test Pilots as well as the Royal Aeronautical Society. He has logged more than 6,000 hours in 81 different aircraft types including fixed-wing and rotary-wing vehicles, and holds type ratings in the B-737, B-757, B-767, B-777, B-787, DC-9, G-159, L-300, L-382, NH-T38, T-33 and AV-L39.

**Paula Noble**

**Director, Human Resources of Global Services & Support**

**Boeing Integrated Defense Systems**

**The Boeing Company**

Paula Noble is the director of Human Resources for the Global Services & Support business of Boeing Integrated Defense Systems. Noble began this assignment in August 2007, after serving as Human Resources director for the Boeing Rotorcraft Systems division in Mesa and Philadelphia.

Previously, she was the senior manager, Human Resources, at Boeing Commercial Airplanes in Tulsa, Okla., with responsibilities in Tennessee and Arkansas. She also has held positions in Human Resources and Facilities administration with increasing responsibility in the Boeing Commercial Airplanes Fabrication Division in Auburn, Wash.; in the 767 Programs Division in Everett, Wash.; Boeing Company offices in Seattle; and the Wichita Facilities Division in Kansas.

Paula holds a bachelor's degree in Business Management from Kansas Newman College in Wichita and an MBA from Webster University in St. Louis.
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Matt Aubuchon
Director, Human Resources
Boeing Military Aircraft (BMA) Business and the Global Strike (GS) Division
Boeing Defense, Space and Security (BDS)
The Boeing Company

Matt Aubuchon is the Human Resources Director for the Boeing Military Aircraft (BMA) Business and the Global Strike (GS) Division of Boeing Defense, Space and Security (BDS). Additionally he serves as the Human Resources Site Leader for the St. Louis, MO site. His responsibilities include providing a broad range of human resources expertise to employees in support of leadership development, talent management, execution and growth for the BMA and GS businesses.

Prior to this assignment, Aubuchon served as the Director of the Human Resources Service Center within the Shared Services Group (SSG). He had responsibility for leading a group of employees across multiple sites charged with developing, implementing and leaning enterprise-wide human resources processes including: Rewards and Recognition, Family and Medical Leave, and the Employee Discount Program. Additionally, he was accountable for Employee HR Records, Employee HR System Data and HR System Security.

Previously, he was the human resources senior manager for the IDS Finance and Supplier Management and Procurement functional organizations. He was responsible for developing and integrating functional human resource strategies across multiple sites for the functions above.

During 2000-2004, Matt served a dual role as the human resources manager for Finance, Supplier Management and Procurement, Information Technology, Human Resources and Ethics in St. Louis as well as, the compensation manager for St. Louis. From 1987-2000 Aubuchon held various analyst and management positions in the human resources, labor relations and finance organizations.

Matt holds a bachelor's degree from Rockhurst University, a master's degree in business administration from the University of Missouri-St. Louis, and a juris doctorate from the St. Louis University School of Law. Additionally, he is a member of the Missouri Bar and SPHR certified.

He has three children. He coaches soccer and baseball and is the President of the St. Ann Catholic School Board, as well as a member of the AAIM and Missouri Workforce Investment Boards.

Rob Portnoy
Leadership Development Specialist
The Boeing Company

Rob is a member of the Leadership Development team in the Leadership Talent Management Organization Effectiveness organization. Rob supports the Leaders Teaching Leaders program to help our executives deliver presentations designed to grow and develop our Boeing Leaders. He is also the Program Leader for the Boeing Executive Program (BEP2) and supports the Senior Management Leadership Program (SMLP) and the First Line Leadership Program (FLL) as a Program Leader.

Rob came to McDonnell Douglas in 1985, where in his first position he designed and delivered courses in leadership
and management. In 1988, he joined the McDonnell Douglas Institute where he led a team to develop the McDonnell Douglas Orientation Conference for new employees and he facilitated the Advanced Management Conference, a week long residential program to enhance the leadership skills of prospective company leaders.

In 1989, Rob became an ombudsman in the McDonnell Douglas Missile Systems Company, a position which reflected the Company's commitment to Ethics and Integrity. He remained in the position until 1996 at which time he played a pivotal role in developing the Employee Problem Solving Process, a program which offered mediation and arbitration to employees who believed they had been treated unfairly under current management or company policies.

At the time of the merger with The Boeing Company, Rob joined the Boeing Office of Ethics and Business Conduct as an ethics advisor and has remained in his current position to date. In addition to his responsibilities as an advisor on the Ethics Line, Rob has both led and participated on teams to design company wide ethics training including ethics training for new hires, annual ethics refresher training, and a learning model to develop the skills of new and current ethics advisors.

Rob completed his Masters degree in 1975 and earned his Ph.D. in Communication Disorders during 1977. He returned to graduate studies in 1991 and completed a second Masters degree in Human Resources Management in 1992. In 1998, The Society of Human Resources Management awarded Rob lifetime certification SPHR- as a senior professional in Human Resources. Rob has published two books, the most recent of which is Four Competencies for Leadership, Prentice-Hall, 1998.

Michele Herlein
Vice President, Talent Development & Education
Bridgestone Americas

Michele Herlein is the VP of Talent Development & Education at Bridgestone Americas, and is responsible for leadership development, talent reviews, succession planning, performance management, career planning, and organization development. She has implemented a global leadership development process, designed a robust, on-line human capital management system, and assisted leader in major change initiatives including the integrations of businesses and functions due to acquisitions and restructuring.

Michele started her career teaching public speaking and interpersonal communication at Northern Illinois University, Black Hawk College, and Scott Community College. She then worked as Managing Consultant for Drake Beam Morin, Inc. in the areas of Career Transition, Change Management and Career Management, working with individuals at all levels of the organization. Michele also owned and operated her own consulting business, which provided training needs assessment, design, development, and facilitation prior to joining Bandag, one of her former clients.

Michele has published and presented articles on change management, coaching, leadership development, and cultural development.

Michele graduated Magna Cum Laude from Northern Illinois University with a Bachelor of Science degree in Marketing and a minor in Economics; and, a Master of Arts degree in Organizational Communication. Michele has also earned her Doctorate in Business Administration from St. Ambrose University.
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David O’Connell
Dean of the College of Business
St. Ambrose University

David O’Connell serves as Dean of the College of Business at St. Ambrose University in Davenport, Iowa. A member of the faculty since 1998, he has taught courses in leadership, organization theory, conflict and negotiation, human resource management, and management research methods.

Dave has published in several management and leadership journals including Journal of Leadership and Organizational Studies, Leadership and Organizational Development, People & Strategy, the CASE Journal, Organization and Management Journal and the Journal of Management Education. His research and writing have focused on organizational vision, team development, leadership development, personal adaptability and management pedagogy. He has also served as a consultant to a number of organizations.

Prior to doctoral studies Dave served the Public Service Company of New Mexico in a number of communications and research capacities. While a graduate student at Boston University he worked with the Executive Development Roundtable, the Human Resources Policy Institute and the Boston University School of Public Health.

He holds a Doctor of Business Administration (DBA) in Organizational Behavior from Boston University and an Executive MBA from the University of New Mexico.

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

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. Additionally, he designs and delivers a year-long seminar series on leadership 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. He also serves as the Faculty Director for the university’s core undergraduate Organizational Behavior course, where he and colleagues have received major grant funding from the university to help Redesign the Undergraduate Learning Experience in recognition of their ongoing innovations in teaching and learning. 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 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 was selected to provide the 2011 Faculty Address for the School of Management’s Convocation Ceremony for its Bachelor’s degree candidates as part of Boston University’s 138th Commencement Exercises.

With research interests in leadership, executive development, strategic change, and global sustainability, Jack’s work has been published in leading journals, and he has presented research papers and led sessions at numerous professional conferences in the US and abroad. Serving over fifteen years in corporate finance 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 experience in his teaching and research. He also serves as a leadership development consultant for executives and senior management teams in various industries, and has performed executive coaching, meeting facilitation, and strategic planning sessions in the areas of leadership, team dynamics and organizational change.

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.

Nancy Persson
Vice President, Talent Management
Staples, Inc.

Nancy Persson leads the global Talent Management function at Staples, the world’s largest office solutions company. With 2010 sales of $24.5 billion and 91,000 associates worldwide, Staples operates in 27 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 19 years with the company, Nancy has built and still leads world-class leadership development, OD and learning technology teams providing innovative solutions for 91,000 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.

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, holds a Masters in Organization Psychology from the Massachusetts School for Professional Psychology, and a Masters Certificate in Executive Coaching. She is a student of the Martial Arts, and expects to receive her first degree black belt in Tai Kwan Do in January, 2012. Nancy is passionate about her work, karate, 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.

Lisa Prior
Principal
Prior Consulting LLC

Specializing in organizational and leadership effectiveness, Lisa brings energy and insight to her work. From bio-pharma to investment banking, from major universities to professional services firms, Lisa helps her clients achieve goals and fulfill the promise of their potential through skilled consulting, coaching, and facilitation. A frequent conference presenter, Lisa’s most recent work can be found in the volume, Research in Management Consulting. Previous to founding Prior Consulting, Lisa was responsible for leading research projects at Harvard University. Lisa honed her organizational development skills as Chief of Staff, Corporate and Community Affairs, at Bank Boston (now Bank of America), where she acted as the business officer for an 80-person, $25 million division of the bank. The group’s best practices initiatives process won it the US Department of Commerce’s Ron Brown Award for Corporate Responsibility. She also served in
other roles at Bank Boston, including Senior Organizational Development Consultant, during which she acted as the Human Resources Project leader for its merger with BayBank and researched and organized career development strategies that were later published by Boston University’s Graduate School of Management. Lisa’s early experience in the human capital field includes benefits and comp administration as well as recruiting. She also served as a resident advisor to undergraduates at the Massachusetts Institute of Technology during her entire tenure at Bank Boston. Lisa Prior earned a Bachelor of Arts degree in Psychology and Spanish from Fairfield University and earned a full scholarship to receive a Masters Degree in Education from Boston University, Boston, MA. She lives in Newton, MA with her husband and two children.

COL (Ret) Charles D. Allen
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 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 Forces Quarterly, Parameters, Military Review, and Armed Forces Journal. Professor Allen is a member of the Board of the Directors for 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.