

**CURRICULUM VITA**  
**GRETCHEN M. SPREITZER, Ph.D.**

Stephen M. Ross School of Business  
University of Michigan  
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**EDUCATION**

**University of Michigan, School of Business Administration.**

Ph.D. in Business Administration, 1992.

Concentration: Organizational Behavior and Human Resource Management.

**Miami University, School of Engineering and Applied Science, Oxford, Ohio.**

Bachelor of Science, *Cum Laude*, Systems Analysis, May, 1987. All University Honors.

**ACADEMIC EXPERIENCE**

2004-Present. Full Professor, with tenure. Department of Management and Organizations, Ross School of Business, University of Michigan.

2008. Visiting Professor University of New South Wales, Sydney Australia (on sabbatical).

1995-Present, Faculty Affiliate, Center for Effective Organizations, University of Southern California.

2001-2004. Clinical Professor. Department of Management and Organizations, Ross School of Business, University of Michigan.

1998 - 2001. Associate Professor. Department of Management and Organization. The University of Southern California Marshall School of Business Administration.

1992 - 1998. Assistant Professor. Department of Management and Organization. The University of Southern California Marshall School of Business Administration.

**ACADEMIC AWARDS AND HONORS**

2008 Distinguished Ph.D. Alumni Award. Ross School of Business, April 21, 2008

Faculty Scholars Fellow in Integrative Health Care. University of Michigan School of Medicine, 2005-2006.

Recipient of the 2000 "Excellence in Service" award, and the 1999 "Top Gun" award for excellence in research, teaching, and service (top departmental honor), Department of Management and Organization, Marshall School of Business.

Recipient of the Award for *Most Innovative Session*, Organizational Behavior Division, National Academy of Management, 1997.

Ascendant Scholar Award, Western Academy of Management, 1997.

Fellow, University of Southern California, Southern California Studies Center, 1996.

University of Southern California, Zumberge Fellow, 1994-95.

**RESEARCH INTERESTS**

Macro-micro linkages in organizational studies; organizational culture and change; processes and outcomes of managerial empowerment and change; high involvement organizations.

**BOOKS**

- Spreitzer, G.M., and Perttula, Kimberly H. (editors). 2003. Leadership. Hoboken, NY: Wiley/*Fast Company*.
- Spreitzer, G.M., & Quinn, Robert E. 2001. A Company of Leaders: Five Disciplines for Unleashing the Power in your Workforce. San Francisco: Jossey-Bass.  
*Translated into Chinese by JWS-Hong Kong. Translated into Dutch by Thema B.V.*
- Bennis, W., Spreitzer, G.M., & Cummings, T. (editors) 2001. The Future of Leadership: Today's Top Thinkers on Leadership Speak to the Next Generation. San Francisco: Jossey-Bass.  
*Translated into Korean by Think Tree Publishing. Translated into Portuguese by Siciliano S.A./Editora. Translated into Spanish by Ediciones Deusto, S.A. Translated in Chinese by Shanghai Jiao Tong University Press. Translated into Dutch by Uitgeverij Thema.*
- Conger, J.A., Spreitzer, G.M., & Lawler, E.E., III (editors) 1999. The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action. San Francisco: Jossey-Bass.

**JOURNAL ARTICLES**

- Spreitzer, G., Stephens, J.P., & Sweetman, D. (In press). The Reflected Best Self Field Experiment with Adolescent Leaders: Exploring the Psychological Resources Associated with Feedback Source and Valence. Journal of Positive Psychology.
- Mishra, A., Mishra, K., & Spreitzer G. (In press). Rethinking downsizing. Sloan Management Review.
- Carmeli, A. & Spreitzer, G. (In press). Trust, Connectivity, and Thriving: Implications for Innovative Work Behavior. Journal of Creative Behavior.
- Spreitzer, G. (2007). Participative Organizational Leadership, Empowerment, and Sustainable Peace. Journal of Organizational Behavior, 28(8): 1077-1096. *Selected as a finalist for the 2007 Outstanding Paper in Organizational Behavior by the OB Division of the Academy of Management.*
- Bartunek, J., and Spreitzer, G. (2006). The Interdisciplinary Career of a Popular Construct Used in Management: Empowerment in the Late Twentieth Century. Journal of Management Inquiry, 15(3): 255-273.
- Spreitzer, G. (2006). Leading to Grow and Growing to Lead. Organizational Dynamics, 35(4): 305-215.
- Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S. and Grant, A. (2005). A socially embedded model of thriving at work. Organization Science, 16(5): 537-549.
- Spreitzer, G., Perttula, K., and Xin, K. (2005) A Cross-Cultural Analysis of the Effectiveness of Transformational Leadership. Journal of Organizational Behavior, 26(3): 205-228.
- Roberts, L.M., Dutton, J., Spreitzer, G., Heaphy, E., & Quinn, R. (2005). Composing the reflected best self: Building pathways for becoming extraordinary in work organizations. Academy of Management Review, 30(4): 712-736.

**JOURNAL ARTICLES (CONTINUED)**

Roberts, L.M., Spreitzer, G., Dutton, J., Quinn, R., Heaphy, E., and Barker, B. (2005). How to play to your strengths. Harvard Business Review, 83(1): 75-80.

Brockner, J., Spreitzer, G., Mishra, A., Pepper, L., and Hochwarter, W. (2004). Perceived Control as an Antidote to the Negative Effects of Layoffs on Survivors' Organizational Commitment and Job Performance. Administrative Science Quarterly, 49(1): 76-100. *Finalist for the 2004 Scholarly Achievement Committee for the Human Resources Division of the Academy of Management.*

Spreitzer, G. & Sonenshein, S. (2004). Toward the construct definition of positive deviance. American Behavioral Scientist, 77(6): 828-847.

Spreitzer, G. and Mishra, A. (2002). To stay or go: Voluntary survivor turnover following an organizational downsizing. Journal of Organizational Behavior, 23: 707-729.

Finegold, D., Mohrman, S., and Spreitzer, G.. (2002). Age effects on the predictors of technical workers' commitment and willingness to turnover. Journal of Organizational Behavior, 23: 655-674.

Shapiro, D.L., Furst, S., Spreitzer, G., and Von Glinow, M.A. (2002). Transnational teams in an Electronic Age. Journal of Organizational Behavior, 23: 455-467.

Quinn, R.E., Spreitzer, G., and Brown, M. (2000). Changing others through changing ourselves: The transformation of human systems. Journal of Management Inquiry, 9(2): 147-164.

Spreitzer, G.M., De Janesz, S., and Quinn, R.E. (1999). Empowered to lead: The role of psychological empowerment in leadership. Journal of Organizational Behavior, 20(4): 511-526.

Spreitzer, G.M., Cohen, S.G., and Ledford, G. (1999). Developing effective self-managing work teams in service organizations. Group and Organizational Management, 24(3): 340-366.

Spreitzer, G.M., and Mishra, A.K. (1999). Giving up control without losing control: Trust and its substitutes' effects on managers' involving employees in decision making. Group and Organization Management, 24(2): 155-187.

Mishra, A.K., and Spreitzer, G.M. (1998). Explaining how survivors respond to downsizing: The roles of trust, empowerment, justice, and work redesign. Academy of Management Review, 23(3): 567-588. *Paper received ANBAR Electronic Intelligence's Citation of Excellence – Highest Quality Rating.*

Mishra, K., Spreitzer, G.M., and Mishra, A. (Winter 1998). Preserving employee morale during downsizing. Sloan Management Review, 39(2): 83-95.

Quinn, R.E., and Spreitzer, G.M. (1997). The road to empowerment: Seven questions every leader should consider. Organizational Dynamics, Autumn, 26(2): 37-51. *Reprinted in Business Leadership: A Jossey-Bass Reader. San Francisco: Jossey-Bass, p. 471-473.*

Spreitzer, G.M., McCall, M.W., and Mahoney, J.D. (1997). Early identification of international executive potential. Journal of Applied Psychology, 82(1): 6-29. *Excerpted in "Identifying future leaders: They are made, not born." Research Briefing in the Harvard Business Review, November-December, 1995.*

**JOURNAL ARTICLES (CONTINUED)**

- Rajagopalan, N. and Spreitzer, G.M. (1997). Toward a theory of strategic change: A multi-lens perspective and integrative framework. Academy of Management Review, 22(1): 48-79.
- Spreitzer, G.M., Kizilos, Mark, and Nason, Stephen. (1997). A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. Journal of Management, 23(5): 679-704.
- Spreitzer, G.M. (1996). Social structural characteristics of psychological empowerment. Academy of Management Journal, 39(2): 483-504.
- Spreitzer, G.M., and Quinn, R.E. (1996). Empowering middle managers to be transformational leaders. Journal of Applied Behavioral Science, 32(3): 237-261.  
*Excerpted in a research briefing in Psychology Today, May-June, 1997: 16.*
- Cohen, S.G., Ledford, G.E., Jr., and Spreitzer, G.M. (1996). A predictive model of self-managing work team effectiveness. Human Relations, 49(5): 643-676.
- Rajagopalan, N. and Spreitzer, G.M. (1996). Toward a theory of strategic change: A multi-lens perspective and integrative framework. 1996 Best Paper Proceedings of the Academy of Management.
- Spreitzer, G.M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38(5): 1442-1465.
- Spreitzer, G.M. (1995). An empirical test of a comprehensive model of intrapersonal empowerment in the workplace. American Journal of Community Psychology, 23(5): 601-629.
- Spreitzer, G.M., Quinn, R.E., and Fletcher, J. (1995). Excavating the paths of meaning, renewal, and empowerment: A typology of managerial high-performance myths. Journal of Management Inquiry, 4(1): 16-39.
- Cooke, W.N., Mishra, A.K., Spreitzer, G.M. and Tschirhart, M.B. (1995). The determinants of NLRB decision making revisited. Industrial Labor Relations Review, 48(2): 237-257.

**BOOK CHAPTERS**

- Spreitzer, G.M. (forthcoming). Taking Stock: A review of more than twenty years of research on empowerment at work. In C. Cooper and J. Barling (eds.) Handbook of Organizational Behavior. Thousand Oaks, CA: Sage, p. 54-73.
- Spreitzer, G.M., Lam, C.F., & Fritz, C. (forthcoming). Engagement and Human Thriving: Complementary Perspectives on Energy and Connections to Work. In A. Bakker and Leiter's (eds.) Work Engagement: Recent developments in theory and research. Routledge.
- Spreitzer, G.M. (forthcoming). The Future of Positive Organizational Scholarship. In D. Barry & H. Hansen's (eds.) The New and Emerging in Management and Organization Studies. Thousand Oaks, CA: Sage, p. 501-503.

**BOOK CHAPTERS (continued)**

Spreitzer, G.M., & Sutcliffe, K. (2007). Thriving in Organizations. In D. Nelson & C. Cooper (eds.) Positive Organizational Behavior. Thousand Oaks: Sage, p. 74-85.

Spreitzer, G.M. (2006). Empowerment. In S. Rogelberg (ed.) Encyclopedia of Industrial and Organizational Psychology. Thousand Oaks, CA: Sage Publications, p. 202-206.

Spreitzer, G.M. and D. Doneson (2008). Musings on the Past and Future of Employee Empowerment. In T. Cummings (ed.), Handbook of Organizational Development. Thousand Oaks, CA: Sage, p. 311-324.

Quinn, R.E., & Spreitzer, G.M. (2006). Entering the Fundamental State of Leadership: A Framework for the Positive Transformation of Self and Others. In R. Burke & C. Cooper. Inspiring Leaders, Oxford, England: Routledge, p. 67-83.

Dutton, J., M. Glynn and G. Spreitzer. (2006) Positive Organizational Scholarship. In J. Greehaus and G. Callanan (Eds.) Encyclopedia of Career Development (Thousand Oaks, CA: Sage Publishers).

Spreitzer, G.M., Coleman, M.S., and Gruber, D. (2006). Positive strategic leadership: Lessons from a University President. In Hooijberg, R., Hunt, J., Boal, K. and Antonakis, J. (eds.) Leadership in and of Organizations. Elsevier Publishing, p. 155-172.

Spreitzer, G.M. (2004). Leadership in the Virtual Organization. In S. Chowhurdy (ed.). Next Generation Business Handbook. Hoboken, NJ: Wiley and Sons, p. 159-173.

Spreitzer, G.M. & Sonenshein, S. (2003). Becoming Extraordinary: Positive Deviance and Extraordinary Organizing. In K. Cameron, J. Dutton, & R. Quinn (eds.) Positive organizational scholarship. San Francisco: Berrett Koehler Publishers, p. 207-224.

Spreitzer, G.M. (2003). Leadership Development in the Virtual Organization. In S. Murphy and R. Riggio (Eds). The Future of Leadership Development. Mahwah, NJ: Lawrence Erlbaum Press, p. 71-88.

Spreitzer, G.M., Shapiro D.L., & Von Glinow, M.A. (2002). A model of trust building in transnational teams. In E. Mannix, M. Neale & H. Sondak (eds.) Research on Managing Groups and Teams (vol. 5). Greenwich, CT: JAI Press, p. 203-234.

Spreitzer, G.M., & Cummings, T. (2001). The Future of Leadership. In G. Spreitzer, T. Cummings, & W. Bennis (eds.) The Future of Leadership: The Top Leadership Thinkers Speak to the Next Generation. San Francisco: Jossey-Bass.

Spreitzer, G.M., & Mishra, A. (2000). An Empirical Examination of a Stress-Based Framework of Survivor Responses to Downsizing. In R.J. Burke and C. Cooper (eds.) The Organization in Crisis: Downsizing, Restructuring, and Privatization. Oxford, UK: Blackwell Publishers, p. 97-118.

**BOOK CHAPTERS (continued)**

- Welch, J., Ebert, R. and Spreitzer, G.M. (1999). Running on empty: Overworked people in demanding environments. In R. Quinn, L. St. Clair, and R. O'Neill (eds.) Pressing Problems in Organizations.
- Conger, J.A., Spreitzer, G.M., & Lawler, E.E. (1999). Take-away lessons: What we know and where we need to go. In Conger, Spreitzer & Lawler (eds.) The Leader's Change Handbook. San Francisco: Jossey-Bass.
- Conger, J.A., Spreitzer, G.M., & Lawler, E.E. (1999). The challenges of effective change leadership. In Conger, Spreitzer & Lawler (eds.) The Leader's Change Handbook. San Francisco: Jossey-Bass.
- Spreitzer, G.M., Noble, D.S., Mishra, A.K., & Cooke, W.N. (1999). Predicting process improvement team performance in an automotive firm: Explicating the roles of trust and empowerment. In E. Mannix & M. Neale (eds), Research on Managing Groups and Teams (vol 2). Greenwich, CT: JAI Press, p. 71-92.
- Spreitzer, G.M. (1997). Toward common ground in defining empowerment. In R.W. Woodman and W.A. Pasmore (eds.) Research in Organizational Change and Development. Greenwich, CT: JAI Press.
- Rajagopalan, N., Rasheed, A., Datta, D., & Spreitzer, G.M. (1997). A multi-theoretic model of strategic decision making processes: An assessment and research agenda. In V. Papadakis & P. Barwise (eds.) Strategic decisions: Content, process, and outcomes. London: London Business School, Kluwer Academic Publishers.
- McCall, M.W., Mahoney, J., & Spreitzer, G.M. (1995). Identifying leadership potential in future international executives. In D. Ready (ed.) In charge of change: Insights into next-generation organizations. Lexington, MA: International Consortium for Executive Development Research.
- Quinn, R.E., Spreitzer, G.M., & Hart, S. (1992). Challenging the assumptions of bipolarity: Interpenetration and effectiveness. In S. Srivastva and R. Fry (eds.) Executive Continuity. San Francisco, CA: Jossey-Bass.
- Denison, Daniel R. and Spreitzer, G.M. (1991). Organizational culture and organizational development: A competing values approach. In R.W. Woodman and W.A. Pasmore (eds.) Research in Organizational Change and Development. Greenwich, CT: JAI Press.
- Quinn, Robert E. and Spreitzer, G.M. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life. In R.W. Woodman and W.A. Pasmore (eds.) Research in Organizational Change and Development. Greenwich, CT: JAI Press.
- Quinn, R.E., Sendelbach, N.B., & Spreitzer, G.M. (1991). Education and empowerment: A transformational model of managerial skills development. In J. Bigelow (ed.) Managerial skills. Thousand Oaks: Sage Publications.

**BOOK REVIEWS/COMMENTARIES**

- Spreitzer, G.M., & Kurland, N. (2004). Commentary: What matters most in leadership and organizational development. Journal of Management Inquiry. March, 13(1): 19-20.

Spreitzer, G.M. (2003) Review of *Organizational Culture: Mapping the Terrain*. By Joanne Martin. Thousand Oaks, CA: Sage Publications. Academy of Management Review: 28(3): 514-515.

### **WORK-IN-PROGRESS**

Sonenshein, Scott, Grant, Adam, Dutton, Jane, Spreitzer, Gretchen, & Sutcliffe, K.

Understanding Growth at Work: A Narrative View. Working paper. Revise and resubmit.

Spreitzer, G., Stephens, J.P., & Sweetman, D. A “Reflected Best Self” Field Experiment: Examining Mechanisms of Leadership Development. Working paper. Under review

Mishra, Aneil, Mishra, Karen, & Spreitzer, Gretchen. Rethinking downsizing: Making the most of trust and empowerment. Working paper. Under review.

Porath, C. Spreitzer, G., Gibson, C., & Stevens, F. Construct Validation of a Measure of Thriving at Work. Working paper.

Christianson, Marlys, Spreitzer, Gretchen, Sutcliffe, Kathleen & Grant, Adam. An empirical examination of thriving at work. Working paper.

Roberts, L.M., Caza, B.B., Heaphy, E., Spreitzer, G. & Dutton, J. Strengths in Action: A build-and-broaden model of positive identity development at work.

Building the Business Case for Positive Practices. Data from three organizations collected and analyses being conducted.

Recovery at Work: Activities that Generate Energy in the Work Day. Data being collected.

A comprehensive review and integrative framework of energy at work. Literature review being synthesized.

### **CASE STUDIES AND TEACHING MATERIALS**

Roberts, L.M., Dutton, D., Spreitzer, G. & Suesse, J. 2006. Bringing my best self to life: How to use Feedback from the *Reflected Best Self* Exercise for Personal and Career Development. Ross School of Business Publications.

Dutton, J., Spreitzer, G., Roberts, L.M., & Quinn, R. 2005. A web-enabled version of the Reflected Best Self assessment. Reflectivelearning.com.

Spreitzer, G. 2004. Aravind Diagnostic Interviewing Training Exercise. Teaching notes and participant handout.

Quinn, R.E., Dutton, J., & Spreitzer, G. 2003. The Reflected Best Self Feedback Exercise. Participant Handout and Teaching Note.

Spreitzer, Gretchen, & Caza, Arran. 2001. No ordinary crisis: A telecommunications company's extraordinary responses to the events of September 11, 2001.

**REFEREED CONFERENCE PRESENTATIONS**

Developing a measure of high quality connections at work. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With John-Paul Stephens, Emily Heaphy, and Jane Dutton.

Trust, Connectivity, and Thriving: Implications for Innovative Work Behavior. PreIndividual thriving: Measurement, validation, and implications for organizations. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With Adam Cobb and Flannery Stevens.

Antecedents and consequences of thriving at work: A study of six organizations. Presented at the 2008 Academy of Management Meetings, Anaheim, CA, August 10-13. With Christine Porath and Cristina Gibson.

A "reflected best self" field experiment: Examining three feedback mechanisms. Presented at the 2008 Australian Positive Psychology and Well-Being Conference, Sydney, April 5-6. With J.P. Stephens and D. Sweetman.

Trust, Connectivity, and Thriving: Implications for Innovative Work Behavior. Presented at the 2008 Australian Positive Psychology and Well-Being Conference, Sydney, April 5-6. With Avi Carmeli.

Taking stock of 20 years of research on empowerment at work. Presented at the 2007 National Academy of Management as part of a caucus on empowerment.

Strengths in action: A build-and-broaden model of positive identity development at work. Presented at the 2007 National Academy of Management as part of a Showcase Symposium, August 5-8, Philadelphia, PA. With Brianna Barker, Laura Morgan Roberts, Emily Heaphy, & Jane Dutton.

The Influence of Organizational Leadership and Employee Voice on Peace. Presented at the 2006 Business for World Benefit Conference at Case Western Reserve, October, 23, 2006.

Examining the power of the reflected best self exercise: A field experiment. Presented at the 2006 Gallup Leadership Institute Summit, October 7-9, Washington, DC. With Brent Rosso, David Sweetman, Kathryn Dekas, John Paul Stephens.

Organizational and Individual Thriving/Growth. Presented in an All-Academy symposium entitled "Organizational trust and the public concern." At the 2006 National Academy of Management Meetings, August 13-16, Atlanta, GA. With Kathleen Sutcliffe and Kathryn Dekas.

Positive Practices in Organizations. Presented in an All-Academy symposium entitled "Organizational trust and the public concern." At the 2006 National Academy of Management Meetings, August 13-16, Atlanta, GA. With Kim Cameron and Robert Quinn.

**REFEREED CONFERENCE PRESENTATIONS (CONTINUED)**

The Influence of Organizational Leadership and Employee Voice on Peace. Presented in an All-Academy symposium entitled "A role for organizations in sustainable peace." At the 2005 National Academy of Management Meetings, August 7-10, Hawaii.

An empirical examination of thriving at work. Paper presented at the 2005 National Academy of Management Meetings, August 7-10, Hawaii. With Marlys Christianson, Kathleen Sutcliffe and Adam Grant.

Narratives of thriving. Presented in a symposium entitled "Narratives of Life in Organizations: Bringing Organizations to Life in and Through Stories." At the 2005 National Academy of Management Meetings, August 7-10, Hawaii. With Scott Sonenshein, Jane Dutton, Adam Grant, and Kathleen Sutcliffe.

Enacting the Reflected Best Self: How Jolts and Socially-Embedded Resources Enable Action in and Beyond Organizations. Presented in an All-Academy symposium entitled "Positive Actionable Self-Knowledge." At the 2004 National Academy of Management, August, New Orleans, LA. With Laura Morgan Roberts, Jane Dutton, Emily Heaphy, and Brianna Barker.

Work contexts that energize by enabling human thriving. Presented in an All-Academy symposium entitled "Energy for Creating Actionable Knowledge." At the 2004 National Academy of Management Meetings, August, New Orleans, LA. With Kathleen Sutcliffe, Jane Dutton, Scott Sonenshein, and Adam Grant.

Toward a positive understanding of deviance. Presented in a symposium entitled "Deviance on Trial: The Viability of a Positive Deviance Construct." At the 2003 National Academy of Management Meetings, August 4-6, Seattle, WA. With Scott Sonenshein.

Redefining deviance from a positive perspective. Presented as part of a symposium entitled "Understanding transcendent behavior." At the 2003 Western Academy of Management Meetings, April 10-12, Palm Springs, CA. With Scott Sonenshein.

Leadership in the Virtual Workplace. Presented as part of a SHOWCASE symposium entitled: "Development and Success of Management and Leadership Talent In a Netcentric Economy." At the National Academy of Management Meetings, August 2002, Denver 2002.

Energizing Action in Crisis. Presented as part of a symposium entitled: "Building *Vital* Networks to Energize Organizations." At the Denver National Academy of Management Meetings, August 2002. With Arran Caza.

Pressing Problems in Leadership: A comparison between the US and South America. A workshop presented at the International Western Academy of Management in Lima, Peru, July, 2002.

Teams In The Electronic Age: Is Team Identity And High-Performance At Risk? Presented as part of a symposium entitled: "State of the Art: Development of Trust and Identify in Global Virtual Teams." (with D.L. Shapiro, S.A. Furst, and M.A. Von Glinow). Western Academy of Management, March, 2002.

**REFEREED CONFERENCE PRESENTATIONS (CONTINUED)**

- Bringing Hope: The Case of Franklin Delano Roosevelt. Presented as part of a symposium entitled "When One Person Matters: Moral Power and the Transformation of Governments." National Academy of Management Meetings, Washington, D.C., August 6-8, 2001.
- Conversations in advancing research on organizational change. Panelist at the National Academy of Management Meetings, Toronto, Canada, August 8-11, 2000. With Jeffrey Ford, Michael Tushman, Andrew Van de Ven, Dick Woodman.
- A cultural analysis of the effectiveness of transformational leadership. Paper presented at the National Academy of Management Meetings, Toronto, Canada, August 8-11, 2000. With Katherine Xin and Kimberly Hopkins.
- A model of trust building in transnational teams. Paper presented at the Stanford University Conference on Research on Groups and Teams. May, 2000. With Debra Shapiro and Mary Ann Von Glinow.
- The career of a popular construct: A pluralistic journey of understandings of empowerment. Paper presented at the National Academy of Management Meetings, Chicago, August 8-11, 1999. With Jean Bartunek.
- An empirical examination of a stress-based framework of survivor responses to downsizing. Paper presented at the National Academy of Management Meetings, Chicago, August 8-11, 1999. With Aneil Mishra.
- Factors affecting the organizational commitment of technical knowledge workers: Generation X, baby boomers and beyond. Paper presented at the National Academy of Management Meetings, Chicago, August 8-11, 1999. With David Finegold and Susan Mohrman.
- From the White House to corporate headquarters: A role for moral leadership? Paper presented as part of a Panel at the Western Academy of Management Meetings, Redondo Beach, California, March 24-27, 1999.
- Follow the leader: The role of multiple leaders in shaping success. Paper presented as part of a "Showcase" symposium at the National Academy of Management Meetings, San Diego, California, August 12-14, 1998. Joint with Aneil Mishra, William Cooke, and Deborah Noble.
- Survivor responses to downsizing: Exploring the neglected roles of trust and empowerment. Paper presented as part of a "Showcase" symposium at the National Academy of Management Meetings, Boston, August 12-14, 1997. Joint with Aneil Mishra.
- Beyond Chin and Benne: A fourth general strategy for effecting planned change in human systems. Paper presented at the National Academy of Management Meetings, Boston, August, 12-14, 1997. Joint with Robert Quinn and Matthew Brown.
- Developing effective self-managing work teams in service organizations. Paper presented at the Western Academy of Management, Lake Tahoe, April 2-4, 1997, 1997. Joint with Susan Cohen and Gerald Ledford.
- Making a difference during downsizing: Maintaining trust and empowerment during implementation. Paper presented at the Western Academy of Management, Lake Tahoe, April 2-4, 1997, 1997. Joint with Karen Mishra and Aneil Mishra.

**REFEREED CONFERENCE PRESENTATIONS (CONTINUED)**

Strategic change: What do we know and where do we go? Paper presented at the 16th Annual International Strategic Management Society Conference, Phoenix, November 10-13, 1996. Joint with Nandini Rajagopalan.

Towards a theory of strategic change: A multi-lens perspective and integrative framework. Paper presented at the National Academy of Management Meetings, Cincinnati, August 10-14, 1996. Joint with Nandini Rajagopalan.

Collision course: Building trust and empowerment amidst downsizing. Paper presented at the National Academy of Management Meetings, Cincinnati, August 10-14, 1996. Joint with Aneil Mishra.

Preserving trust and empowerment amidst organizational downsizing. Paper presented at the Meetings of the Society for Industrial-Organizational Psychologists, San Diego, California, April 26-28, 1996. Joint with Aneil Mishra.

Empowering middle managers to be transformational leaders. Paper presented at the Western Academy of Management Meetings, Banff, Canada, March 28-30, 1996. Joint with Robert Quinn.

The early identification of international executives. Paper presented at the National Academy of Management Meetings, Vancouver, Canada, August 6-9, 1995. Joint with Morgan McCall and Joan Mahoney.

Toward construct development and validation of empowerment: A distillation of the interdisciplinary literature. Paper presented at the National Academy of Management Meetings, Vancouver, Canada, August 6-9, 1995.

The transformative capacities of empowered managers. Paper presented at the Western Academy of Management Meetings, San Diego, April 6-8, 1995. Joint with Suzanne de Janasz.

A predictive model of self-managing team effectiveness. Paper presented at Corporate change: An international research conference, Sydney, Australia, August 22-24, 1994. Joint with Susan Cohen and Gerald Ledford.

Building trust and empowerment during industry upheaval. Paper presented at the 1994 National Academy of Management Meetings, Dallas, August 14-17, 1994. Joint with Aneil Mishra.

The impact of self-managing work teams on productivity, customer satisfaction, and employee quality of work life. Paper presented at the 1994 National Academy of Management Meetings, Dallas, August 14-17, 1994. Joint with Susan Cohen.

Early identification of global executives. Paper presented at the meetings of the Society for Industrial and Organizational Psychology, Nashville, 1994. Joint with Morgan McCall and Joan Mahoney.

Some individual consequences of workplace empowerment. Paper presented at the meetings of the Western Academy of Management, Santa Fe, March 23-26, 1994. Joint with Mark Kizilos and Stephen Nason.

**REFEREED CONFERENCE PRESENTATIONS (CONTINUED)**

Employee involvement and teams: From theory to practice to theory. Paper presented at the meetings of the Western Academy of Management, Santa Fe, March 23-26, 1994. Joint with Susan Cohen and Gerald Ledford.

Individual empowerment in the workplace. Paper presented at the Association on Employment Practices and Principles, San Diego, October 14-15, 1993.

Trade-offs and conflicting outcomes associated with self-managing teams. Paper presented at the International Conference on Self-Managed Work Teams, 1993. With Susan Cohen and Gerald Ledford.

When organizations dare: Organizational strategies for workforce empowerment. Paper presented at the 53rd annual meetings of the National Academy of Management, Atlanta, August 8-11, 1993. Joint with Robert Quinn.

Boundary definition in an insurance company. Paper presented at the 53rd annual meetings of the National Academy of Management, Atlanta, August 8-11, 1993. Joint with Susan Cohen and Gerald Ledford.

Facilitating the transformation of middle managers: Strategies for empowerment. Paper presented at the 51st annual meeting of the National Academy of Management, Miami Beach, August 9-11, 1991.

Challenging the assumptions of bipolarity: The conceptualization of practical revitalization. Paper presented at the Fifth Symposium in Organizational Behavior on Executive and Organizational Continuity. Case Western Reserve University, December 5-7, 1990. Joint with Robert Quinn.

The impact of the Ford LEAD program on the middle manager. Paper presented at the 50th annual meeting of the National Academy of Management, San Francisco, August 12-15, 1990. Joint with Robert Hooijberg.

Challenging the paradigms of others by challenging our own. Paper presented at the Organizational Behavior Teaching Conference, Richmond, June 12-15, 1990. Joint with Robert Quinn.

Expanding the psychometric properties of an instrument for the study of organizational culture. Paper presented at the 49th annual meeting of the National Academy of Management, Washington D.C., August 12-15, 1989. Joint with Robert Quinn.

**INVITED PRESENTATIONS AND KEYNOTES**

Recovery at work: It's the little things that matter with Charlotte Fritz and Chak Fu Lam

- POS Incubator, University of Michigan, December 18, 2007
- POS Conference, University of Michigan, December 7, 2008

Energy at Work: Toward an Integrative Framework with Chak Fu Lam and Ryan Quinn

- POS Incubator, University of Michigan, September 9, 2008

Human thriving at work: An empirical investigation into how and why thriving matters.

- Faculty of Business, Bond University, Gold Coast, Australia March 24, 2008.
- Australian School of Business, Sydney, Australia March 27, 2008.

- University of South Australia, Adelaide, Australia, April 23, 2008.
- Melbourne Business School, Melbourne, Australia, May 30, 2008.

Building a company of leaders. Australian Graduate School of Management Executive Program

- Brisbane, March 17, 2008
- Sydney, May 23, 2008.
- Melbourne, June 1, 2008

How to recognize and conduct outstanding research. Australian School of Business, May 8, 2008

Positive practices to build generative capacity for organizational change. NSF-HCIT Sponsored Conference on Organizational Change. College Park, MD, Oct. 27, 2007.

Managing your career: Being open to opportunities. 2007 OMT/ODC/MOC Doctoral Consortium. Academy of Management, Philadelphia.

Taking stock of 20 years of interdisciplinary research on empowerment. University of Michigan Nurses Collaborative, September 21, 2007.

Work Organizations that Enable Human Thriving.

- POSlinks presentation, Ross School of Business, June 27, 2005.
- Faculty colloquium, INSEAD, May 20, 2005.
- Faculty colloquium, Harvard University Leadership Seminar, Center for Public Leadership, Kennedy School of Government, April 14, 2005.
- 2004 Prince of Wales' Business and Environmental Program, July 9, 2004.
- 2003 Conference on the Role of Environmental Influences on Health and Productivity: From Organism to Organization. Sponsored by the School of Business and Medical School, Ann Arbor, Michigan, September 19, 2003.
- 2003 NSF Conference on Frontiers of Organization Science. November 7-9, 2003.
- Colloquium, Douglas Fraser Center for Workplace Issues, Wayne State University, November 21, 2003.
- Faculty colloquium, Babcock School, Wake-Forest University, February 6, 2004.
- Distinguished scholar presentation at Bowling Green State University, March 5, 2004.
- Distinguished scholar presentation at the University of California at Irvine, May 28, 2004.

Accentuate the Positive: Play to Your Strengths and Boost Personal and Organizational Success.

- Go Blue Rendez-Vous, April 13, 2007
- Ross World Club Day, New York City, September 27, 2006.
- MYLead conference for top 150 high school sophomores in Michigan, May 19, 2006.
- Michigan Annual Business Conference, October 7, 2005.
- Leaders Connect Seminar Series, September 13, 2005.
- Harvard Business School Virtual Conference, January 20, 2005.
- Oakland Quality Council, January 18, 2005.
- University of Michigan Annual Business Conference, "Leading and Succeeding in a Changing World." October 25, 2005.

**INVITED PRESENTATIONS AND KEYNOTES (CONTINUED)**

RePOSitioning my research using a POS perspective. Professional development workshop at the National Academy of Management Meetings, New Orleans, LA, August 8, 2004.

An introduction to Positive Organizational Scholarship. Stephen Ross School of Business.

- U.S. Army Generals Leadership Development, July 16, 2007.
- UMHS Nurse Actions Days, May 2, May 8, June 5, 2006.
- Decision Consortium. Jan. 25, 2006.
- Alumni Board of Governors. October 7, 2004.
- Visiting Committee. November 12, 2004.

Implications of organizational leadership and employee voice for peace.

- George Washington Peace through Commerce Conference, July 20-21, 2006.
- University of Washington, St. Louis, Seminar Series, January 16, 2003.
- Michigan State University Seminar Series, January 15, 2003.
- University of Michigan Organizational Psychology Seminar Series, January 21, 2003
- Conference on Corporate Governance and Sustainable Peace, November 22-24, 2002

Leading to grow and growing to lead. With Adam Grant

- Gallup Authentic Leadership Summit, June 12, 2004
- INSEAD-Manpower Future of Leadership Conference, May 12, 2004

Survivor responses to downsizing. Faculty colloquium, University of Illinois, May 6, 2005.

Empowerment and Resilience in the Face of Uncertainty. Presentation at the 2003 University of Michigan Annual Business Conference, “Positive Leadership: Michigan’s Approach to Leading, Learning, and Living” Ann Arbor, MI, October 17, 2003. With Kathleen Sutcliffe.

The Discipline of Positive Organizational Scholarship: Implications for ODC Research and Practice. Presentation at the 2003 National Academy of Management Meetings, August 4-6, Seattle, WA.

A Company of Leaders at the University of Michigan. Workshop to the Advance Visioning/Preferred Future Retreat, Associate Vice President for Finance, June 20, 2003.

Navigating organizational change. Presentation to the Organizational Strategy Club at the University of Michigan Business School, January 21, 2003.

Building a Company of Leaders: Findings from a Decade of Research on Empowerment in the Workplace. Hosmer All School Seminar Series. Michigan Business School. September 24, 2002.

Building a Company of Leaders: Five Disciplines for Empowering Yourself and Your Workforce. Keynote presentation

- Information Systems Executive Forum, June 2, 2006.
- Workplace 2000 – a conference for all University of Michigan Staff, May 9, 2002.
- MAP Company Day Sponsors. University of Michigan. March 1, 2002.

**INVITED PRESENTATIONS AND KEYNOTES (CONTINUED)**

- The effectiveness of transformational leadership across cultures. Organizational Psychology Seminar Series. University of Michigan. October 23, 2001.
- Building Hope Amidst Uncertainty. Conference on Positive Organizational Scholarship. University of Michigan, Dec. 5-7, 2001.
- Sustaining hope amidst trying times. ICOS seminar series. University of Michigan, October 5, 2001.
- Leadership in the virtual organization. 12<sup>th</sup> Annual Kravis deRoulet Conference on the Future of Leadership Development at Claremont University, March 23-24, 2001.
- The Cultural Boundaries of Transformational Leadership. Distinguished speaker seminars at Darden School at the University of Virginia and Notre Dame University, Fall, 2000. University of North Carolina at Chapel Hill and Case Western Reserve University, Spring 2001. University of Michigan, Fall 2001.
- Becoming an empowered leader. Growing the Organization Executive Seminar, Michigan Business School, July 26, 2000.
- Empowering yourself. Women in Management, University of Southern California, June 15, 2000.
- Retaining critical talent during downsizing. Human Resource Executive Seminar, Talent Strategies for High Performance, Marshall School of Business. Feb. 16, 2000.
- Developing a high impact research program. OB/OMT/ODC Doctoral Consortium. 1998 National Academy of Management. San Diego: August 7-9.
- Creating a context for building trust in teams. Stanford Conference on Teams. May 15-17, 1998 (with Aneil Mishra, William Cooke, and Deborah Noble).
- Employee empowerment: Debunking several myths. Orange County Executive Briefing Series, Irvine, May 7, 1997.
- My intellectual journey. Acceptance of Ascendant Scholar Award. Western Academy of Management, Lake Tahoe, April 4, 1997.
- Participation, employee involvement, and empowerment. OB/OD/OMT Doctoral Consortium, National Academy of Management, Cincinnati, August 11, 1996.
- Best practices in organization downsizing. Presentation at the Center for Effective Organizations' Annual Sponsor Meeting. Newport Beach, May 2, 1995.
- Identifying leadership potential in future international executives. Paper presented at the Asia/Pacific Business Outlook Conference. L.A., March 15, 1995.
- Final feedback report on the early identification of global executives. Paper presented at the Research Symposium of the International Consortium on Executive Development Research. Cambridge, October 17-19, 1994. With Morgan McCall and Joan Mahoney.

**INVITED PRESENTATIONS AND KEYNOTES (CONTINUED)**

Eleven dimensions for the early identification of global executives. Paper presented at the meetings of the International Consortium on Executive Development Research. Paris, France, 1994. With Morgan McCall and Joan Mahoney.

Best practices in empowerment. Presentation to the USC Women in Management organization, March 16, 1994.

Restoring Meaning to the Concept of Empowerment. Presented at the IBEAR Conference on "Emerging Organization Forms and Management Practices: Learning from the U.S. and Japan." Kobe, Japan, May 19-21, 1993.

Empowerment in the workplace: Conceptualization and Facilitators. Presentation to the Center for Effective Organizations, Los Angeles, November 23, 1992; Presentation to the Interdisciplinary Organizational Studies Seminar, University of Southern California, October 2, 1992.

Understanding the dynamics of empowerment in organizations. Paper presented at the Interdisciplinary Organizational Studies Seminar (ICOS) at the University of Michigan, November 22, 1991.

**TECHNICAL REPORTS AND RESEARCH BRIEFINGS**

Today, leader's challenges are tougher. 2001. Executive Memo. Volume XXII, No. 7.

Spreitzer, G.M. and Mishra, Aneil K. (1996). Change Management Survey Feedback. Southern California Aerospace Company: Torrance and Tucson facilities.

McCall, Morgan, Spreitzer, G.M., and Mahoney, Jay. (1994). A learning resource guide for the early identification of international executives. International Consortium for Executive Development Research.

Mishra, Karen, Spreitzer, G.M., and Mishra, Aneil M. (1994). Guidelines for addressing human factors in downsizing. Southern California Aerospace Firm.

Spreitzer, G.M. (1993). Empowerment and the transformation of middle management. LEAD White Paper Series. The Ford Motor Corporation.

**TEACHING EXPERIENCE****The University of Michigan Ross School of Business**

MO 552, Human Behavior and Organization, MBA core course.

MO603, Navigating Change: Skills for Consultants, Managers & Change Agents. MBA elective.

MO14, Changing Organizations and Organizing Change. BBA elective.

Faculty Advisor, Multidisciplinary Action Projects, MBA core course.

**The University of Michigan Ross School of Business Executive Education**

*Faculty*, Positive Leadership Development, EMBA

*Lead Faculty*, Building a Company of Leaders, a Rapid Intelligence Workshop.

*Faculty*, Management of Managers; Management II; Growing the Organization

*Faculty*, Leading the Positive Organization (open enrollment and nurses custom program)

*Faculty*, Central and Eastern Europe HR Network.

*Instructor*, Leadership Education and Development (LEAD) for middle management at the Ford Motor Company.

**The University of Southern California School of Business Administration**  
 GSBA 532, Managing Behavior in Organizations, MBA core course.  
 BUAD 304, Introduction to Organizational Behavior, undergraduate core course.  
 MOR 601, Doctoral Seminar in Micro-OB, Ph.D. course.

**The University of Southern California Executive Education**  
*Faculty, Advanced Management Development Program.*  
*Faculty, Medical Business Management Program.*  
*Faculty, SHRM Human Resource Leadership Program.*

## PROFESSIONAL SERVICE

*Section Editor:* Journal of Management Inquiry, 1999-2005.

*Editorial Boards:* Academy of Management Journal, 2007-Present.  
Journal of Applied Behavioral Science, 2004-Present.  
Journal of Organizational Behavior, 1997-Present.  
Organizational Dynamics, 2002- Present.  
Organization Science, 2002-Present.  
Journal of Business and Psychology, 2008-Present.  
Journal of Management Inquiry, 1995-2004.

*Ad-hoc Reviewing:* Academy of Management Review.  
Administrative Science Quarterly.  
American Journal of Sociology.  
Canadian Journal of Behavioural Science.  
Journal of Applied Psychology.  
Journal of Applied Social Psychology.  
Journal of Experimental Social Psychology.  
Journal of International Business Studies.  
Journal of Management Studies  
Journal of Organizational Behavior.  
International Journal of Manpower.  
Management Science.  
National Science Foundation.  
Organization Science.  
Organizational Behavior and Human Decision Processes.  
Personnel Review.  
Sloan Management Review.  
Social Science Quarterly.

*Conference Reviewing:* National Academy of Management Meetings:  
 Organizational Development and Change Division  
 Organization Behavior Division  
 Organization and Management Theory Division

*Professional Affiliations:* Academy of Management  
 Western Academy of Management

*Conferences I have organized:*  
 1999-2000 *Program Chair*, Festschrift in Celebration of Warren Bennis's Career

- 2000 *Program Chair*, Annual Meeting of the Western Academy of Management, Sun Valley, Idaho. The conference attracted about 250 scholars for the three day conference.
- 2003 *Program Chair*, Annual Meeting of the National Academy of Management, Organizational Development and Change Division, Seattle, Washington. The conference attracted more than 6000 scholars for the four day conference.
- 2003 *Program Chair*, 2<sup>nd</sup> Biannual Conference on Positive Organizational Scholarship, Ann Arbor, Michigan, with Mary Ann Glynn. The invitation only conference brought 60 scholars together for the two day conference.

*Board of Governors*, elected position, Academy of Management, 2006-2009.

*Executive Board*, Pre-Program Chair, Program Chair, Division Chair, Past Chair, Organizational Development and Change Division, National Academy of Management, 2000-2004. Elected position.

*Executive Board*, Vice-President, Program Chair, President, Past President, Western Academy of Management, 1999-2003. Elected position.

*Executive Board*, Representative-At-Large, Western Academy of Management, 1997-1999. Elected position in charge of organization the doctoral student/junior faculty consortium.

*Executive Board*, Representative-At-Large, Organizational Development and Change Division, National Academy of Management, 1994-95. Elected position.

#### **Chair, Discussant, and Professional Development Workshop Roles**

Professional Development Workshop Organizer, "Energy and thriving at work: Exploring the terrain and developing a network of scholars." 2008 Academy of Management Meetings, with Heike Bruch and Bernd Vogel.

Symposium Organizer. "Beyond the Bottom Line: What Really Matters in Organizations?" 2006 National Academy of Management Meetings, August 13-16, Atlanta, GA. With Kathleen Sutcliffe and Kathryn Dekas.

Symposium Co-Chair, "Deviance on Trial: The Viability of a Positive Deviance Construct." 2003 National Academy of Management Meetings, August 4-6, Seattle, WA. With Scott Sonenshein

*Discussant*, Teams and Collaboration," paper session at the 2002 International Western Academy of Management Meetings, Lima, Peru, July 6-10.

*Teaching Roundtable Facilitator*, 2002 International Western Academy of Management Meetings, Lima, Peru, July 6-10.

*Symposium Chair*, "The 30th Anniversary of the ODC Division: Exploring the Future Role of the ODC Division." 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

*Symposium Chair*, "When One Person Matters: Moral Power and the Transformation of Governments" 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

*Discussant*, "Employee Participation," paper session at 2001 National Academy of Management Meetings, Washington, D.C., August 6-8.

*Symposium Co-Chair*, "From the White House to Corporate Headquarters: A Role for Moral Leadership?" 1999 Western Academy of Management Meetings, Redondo Beach, California, March 24-27.

*Discussant*, "Commitment: Causes and Consequences of Emotional Bonds to the Organization," paper session at the National Academy of Management Meetings, Toronto, Canada, 2000.

*Co-Coordinator of Doctoral/Junior Faculty Consortia*:  
1998 Western Academy of Management Meetings, Portland, Oregon, March 25-26.  
1999 Western Academy of Management Meetings, Redondo Beach, CA, March 24-25.

*Core Faculty Member*, OB/ODC/OMT Doctoral Consortium, 1998 National Academy of Management Meetings, San Diego, California, August 12-13.

*Discussant*, "Power, influence, and getting things done: The critical role of trust," symposium at the National Academy of Management Meetings, San Diego, California, August 14, 1998.

*Showcase Symposium Co-Chair*, "Beyond Downsizing: A Call to Action for Revitalizing Organizations." 1997 National Academy of Management Meetings, Boston, August 14.

*Symposium Co-Chair*, "The Challenge of Building Trust and Empowerment in Contemporary Organizations." 1994 National Academy of Management Meetings, Dallas, Texas, August 17.

*Discussant*, "Research in Organization Change and Development: Conversations with the Volume Seven Authors," 1994 National Academy of Management Meetings, Dallas, Texas, August 16.

*Symposium Chair*, "Transforming Management in the Boundaryless Organization: A Status Report on Empowerment Theory, Research, and Practice." 1993 National Academy of Management Meetings, Atlanta, GA, August, 8-11.

*Symposium Participant on* "Constructing the Future," Western Academy of Management Meetings, San Jose, California, March 24-27, 1993.

*Session Chair*, "Bringing New Theoretical Perspectives to the Field of Organizational Development." 1990 National Academy of Management Meetings, San Francisco, CA, August 12-15.

*Symposium Co-Chair*, "From Entrenched Enforcers to Responsible Revolutionaries: Overcoming the Double Bind as Middle Managers Transform Their Role in Organizations." 1991 National Academy of Management Meetings, Miami Beach, FL, August 9-11.

*Symposium Chair, "A Quantitative Tool for the Study of Organizational Culture." 1989  
National Academy of Management Meetings, Washington D.C., August 12-15.*

### UNIVERSITY SERVICE

#### The University of Michigan Business School

- 2008-2009 Area Chair  
Recruiting Committee  
MAP Task Force
- 2006-2007 MO Doctoral Advisor  
Executive Committee
- 2005-2006 MO Doctoral Advisor  
New Facilities Steering Committee  
MAP Advisory Task Force  
Women's Academic Advisory for Research and Mentoring
- 2004-2005 *Chair, Women's Academic Advisory for Research and Mentoring*  
MAP Advisory Task Force
- 2002-Present Great Places to Work Advisory Team

#### THE UNIVERSITY OF SOUTHERN CALIFORNIA MARSHALL SCHOOL OF BUSINESS

- 2002-2003 OBHRM PhD Committee
- 2001-2005 *Coordinator, MO Department Brown Bag Research Series*
- 2000-2001 *Chair, Faculty Recruiting Committee*
- Member, CEO Research Professor Promotion Committee*
- 2000 *Member, Ecommerce Task Force*
- 2000 *Member, Research Subcommittee of Strategic Planning Initiative*
- Chair, Peer Evaluation Group for a Junior Faculty Member*
- 1992-1995 *Member, Faculty Recruiting Committee,*  
1997-2001 *Department of Management and Organization.*
- 1997-2001 *Member, Ph.D. Studies Committee*  
*Department of Management and Organization.*
- 1997-1998 *Department Representative to Marshall School*  
1. *Dean's Technology Initiatives Committee.*  
2. *Interdisciplinary Doctoral Seminars Committee.*
- 1997- 1998 *Department of Management and Organization*  
*Member, Committee on Business, Government and Society*  
*Member, Performance Review Committee*
- 1996-1998 *Co-coordinator, Distinguished Speaker Series,*  
*Department of Management and Organization.*

- 1996-1998 *Faculty Advisor, USC MBA Read, MBA students visit local schools on a regular basis to tutor students.*
- 1994-1998 *Member, Advisory Council Women in Management Club for MBA students.*
- 1994-1995 *Member, MBA Design Team.*  
 1993-1994 *Member, Department Advisory Committee,*  
 1995-1996 *Department of Management and Organization.*
- 1992-1994 *Departmental Representative, Management and Organization, Dean's Task Force on Diversity.*
- 1994 *Member, Dean's Strategic Planning Committee on Business Innovations.*

## STUDENT ADVISEMENT

### Doctoral Dissertation Committees

- Co-Chair: Katherine Lawrence (2005).*  
*Co-Chair: Seung-Yoon Rhee (2005).*  
*Chair: Kimberly Hopkins Perttula (2004).*  
*Chair: Cecily Cooper (2002).*  
*Chair: Kim Jaussi (2001).*  
*Member: Michelle Barton, School of Business.*  
*Member: Kathryn Dekas, School of Business.*  
*Member: Katherine King, School of Natural Resources.*  
*Member: Michelle Aegersold, School of Nursing (2007).*  
*Member: Geisce Ly, School of Education (2008).*  
*Member: Virginia Ota, School of Education (2007).*  
*Member: Jacoba Lilius (2006).*  
*Member: Jeremy Welland, Psychology (2006).*  
*Member: Jason Kanov (2005).*  
*Member: Sandy Lim, Organizational Psychology (2005).*  
*Member: James Taylor, School of Education (2003).*  
*Member: Murat Alpaslan (2003).*  
*Member: Amy Goldberg, Social Work (2001).*  
*Member: Suzanne de Janasz (1998).*  
*Member: Victoria Whiting (1997).*  
*Member: Mark Kizilos (1995).*  
*Member: Stephen Nason (1994).*  
*External Examiner: Allannah Rafferty (Queensland U. of Technology, 2003)*  
*External Examiner: Patricia Rotaecche (University of Auckland: 1998)*  
*Member of IERP committee: Chak Fu Lam, Peter Anderson, Michelle Barton*

### Honors Thesis Chair

Andrew Fayd, Psychology

## GRANTS AND EXTERNAL FUNDING

Validation of a measure of High Quality Connections with J.P. Stephens, Emily Heaphy and Jane Dutton

- \$4000 Ross School of Business

Co-Principal Investigator, Enabling Thriving at Work.

- \$7,800 Office of the Vice-President of Research, University of Michigan
- \$8,550 Ross School of Business

Principal Investigator, 2<sup>nd</sup> Biannual Conference on Positive Organizational Scholarship.  
With Mary Ann Glynn. December 10-12, 2003

- \$10,000 Ross School of Business
- \$5,000, OVPR and Rackham
- \$5,000 Gallup Corporation
- \$1,500 ICOS

Principal Investigator. Southern California Studies Center, University of Southern California. Junior Faculty Research Award. "Survivor Effects of Downsizing: Evidence from a Southern California Aerospace Firm." \$20,000. January 1, 1997 - June 30, 1997.

Principal Investigator. Center for International Business Education and Research, "Identifying Leadership Potential In Future International Executives: An Asian Focus." With Morgan McCall and Joan Mahoney. \$5,189. September 1, 1996-August 30, 1996.

Principal Investigator. James H. Zumberge Faculty Research and Innovation Fund, "Structural Levers for Workforce Empowerment." \$14,000. July 1, 1994 - June 30, 1995.

Co-Principal Investigator. International Consortium for Executive Development Research, "Identifying Leadership Potential in Future International Executives: Development of a Measurement Tool." With Morgan McCall and Joan Mahoney. \$88,400. May 1, 1993 - October 31, 1994.

## **BUSINESS EXPERIENCE**

Consulting and leadership development to a variety of organizations including AlliedSignal, Aid Association for Lutherans, Bandag, Blue Care Network, F.B.I., Federal Judicial Center, Ford Motor Company, Intel, Internal Revenue Service, Panasonic Foundation, Prudential Retirement, The U.S. Department of Treasury, University of Michigan Office of Finance, The University of Michigan Hospitals, U.S. Army, and Pfizer.

Management Consultant Intern, Price Waterhouse, Government Services Office, Washington, D.C., 1986.

Urban Planning Intern, Partners for Livable Places, Washington, D.C., 1985.