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CURRICULUM VITAE

GREGORY K. STEPHENS, PH.D.

CONTACT INFORMATION

Work Address

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EDUCATION

- **Ph.D. -- Administration (Organizational Behavior, 1992).** Graduate School of Management, University of California, Irvine. Dissertation Title: *The Relationship of a Major Career Transition to Long-Term Expectations of Career Success*. Committee: Jone L. Pearce (Chair), Lyman W. Porter, Anne S. Tsui.
- **M.B.A. (Organizational Behavior, 1984).** Graduate School of Management, Brigham Young University, Provo, Utah.
- **B.S. -- Psychology (Organizational Psychology, 1982).** Department of Psychology, Brigham Young University, Provo, Utah

ACADEMIC EXPERIENCE

Academic Appointments

- **Associate Professor of Management & Leadership, Department of Management, Entrepreneurship, and Leadership (Fall, 2008-present).** Texas Christian University, MJ Neeley School of Business. Member, Graduate Faculty.
- **Associate Professor and Department Chair, Department of Management (2000-2008).** Texas Christian University, M.J. Neeley School of Business. Member, Graduate Faculty.

- **Associate Professor, Department of Management (1996-2000).** Texas Christian University, M.J. Neeley School of Business. Member, Graduate Faculty.
- **Assistant Professor, Department of Management (1990-1996).** Texas Christian University, M.J. Neeley School of Business. Member, Graduate Faculty.
- **Instructor, Department of Management (1989, part-time).** California State University, Fullerton, School of Business.
- **Associate Instructor of Management (1986-1987, part-time).** University of California, Irvine, Graduate School of Management.

Teaching Experience

Undergraduate Instruction

Organizational Management
 Survey of Management (business minors)
 Cross-Cultural Management
 Skills for Effective Managers
 Organizational Behavior
 Cross-Cultural Management (in Mexico & Chile)
 The Leadership Challenge
 Business in Germany (study abroad)
 Team Leadership Skills
 Leadership in the UK (study abroad)
 Business in Europe (study abroad)

Graduate Instruction

Skill Development for Managers (PMBA)
 Managing People (PMBA)
 Interpersonal Skills
 Leadership Development Practicum
 Personal Leadership Development Program (EMBA)
 International Business
 Doing Business in Mexico (study abroad)
 Essentials of Negotiation (PMBA, MBA)
 Managing Conflict for Results (PMBA, MBA)

HONORS, AWARDS, AND CERTIFICATIONS

- **Alumni Professor of the Year Award** nominee (2013-2014)
- **Dean's Teaching Award** (2012)
- **Honored as a "favorite professor"** - Neeley School's Professional MBA program (2012)
- **Inspirational Teacher Award** - Honored by Pi Beta Phi as an inspirational teacher at TCU (2009).
- **Strengths Deployment Inventory (SDI) Qualification and Certification (2009)** - Certified to administer and use the SDI.
- **Speed of Trust (2007)** - Certification to deliver Speed of Trust training program, received from CoveyLink, Inc.
- **Crucial Confrontations Certification (2005)** - Certification to deliver *Crucial Confrontations* training, received from VitalSmarts, Inc.

- **Myers Briggs Type Indicator Certification (2005)** - Completed program to become a qualified administrator of the MBTI, certification received from the Center for Applications of Psychological Type.
- **Crucial Conversations Certification (2004)** - Certification to deliver *Crucial Conversations* training in the dialogue method of communication, received from VitalSmarts, Inc.
- **Senior Appreciation Awards (2002, 2004, 2005, 2006)** - Representing a gift to the University in my name from a student, and recognizing the significant role I played in the student's life.
- **Advanced Mediation, Family Mediation, and Victim/Offender Mediation Certifications** - Certifications received through Dispute Resolution Services of Tarrant County.
- **Permanent Tenure and Promotion to Associate Professor (1996)** -- Texas Christian University.
- **TCU Professor of the Year Nominee (1996)** -- Nominated by the students of Texas Christian University.
- **Best Newer Reviewer Award (1999)** -- Academy of Management Executive
- **Outstanding Reviewer Award (1994, 1995, 1996)** -- Careers Division, Academy of Management.
- **Best Paper Award (1989)** -- 49th Annual Meeting of the Academy of Management, International Management Division. (Title: "The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments").
- **Past Presidents Best Paper Award Nominee (1989)** -- 30th Annual Meeting of the Western Academy of Management, San Francisco, CA. (Title: "Career Stage Transitions: A Theoretical Integration and Model").

RESEARCH AND PUBLICATIONS

Published Research

Peters, Larry, John Baum, & Gregory K. Stephens (2013). Supervisor as Steward of Leadership Development Efforts. *Organizational Dynamics*, 42(1): 46-53.

Lawrence H. Peters, Gregory K. Stephens, & John F. Baum (December, 2012). When Developing Leaders, Don't Blame Training! *T+D*, 66(12): 58-62.

Lawrence H. Peters, John F. Baum, & Gregory K. Stephens (2011). Creating ROI in Leadership Development. *Organizational Dynamics*, 40(2): 104-109.

Charles R. Greer, Charles D. Stevens. & Gregory K. Stephens (Winter, 2007). The State of the Unions in Mexico. *Journal of Labor Research*, 28(1), 69-92.

Gregory K. Stephens, Allan Bird, & Mark E. Mendenhall (2002). International Careers as Repositories of Knowledge: A New Look at Expatriation. In Daniel C. Feldman (Ed.), *Work Careers: A Developmental Perspective (Organizational Frontiers Series - SIOP)*. San Francisco, CA: Jossey-Bass.

Gregory K. Stephens & Steven M. Sommer (2001). Lyman Porter: A Celebration of Excellence in Mentoring. *Journal of Management Inquiry*, 10(2), 190-196.

Charles R. Greer & Gregory K. Stephens (2001). Escalation of Commitment: A Comparison of Differences Between Mexican and U.S. Decision-Makers. *Journal of Management*, 27(1), 51-78.

Gregory K. Stephens & Bernadette Szajna (1998). Perceptions and Expectations: Why People Choose a Telecommuting Work Style. *International Journal of Electronic Commerce*, 3(1), 1-16.

Gregory K. Stephens & Bernadette Szajna (1998). The Career Success Expectations Scale: An Exploratory and Confirmatory Factor Analysis. *Educational and Psychological Measurement*, 58(1), 137-149.

Gregory K. Stephens & Daniel C. Feldman (1997). A Motivational Approach for Understanding Career Versus Personal Life Investments. In G.R. Ferris (ed.) *Research in Personnel and Human Resources Management: Volume 15* (pp. 333-377). Greenwich, CN: JAI.

Gregory K. Stephens (1997). (1) Preparation for an International Work Assignment; and (2) Work-Family Conflict. In L.H. Peters, C.R. Greer, and S.A. Youngblood (Eds.) *The Encyclopedic Dictionary of Human Resource Management* (pp. 267-268 and 396-397). Oxford, England: Blackwell.

- Reprinted in: C. Cooper and C. Argyris (Eds.) *The Blackwell Encyclopedia of Management: Volume 10, Human Resource Management*. Oxford, England: Blackwell (1997).

Gregory K. Stephens & Lawrence H. Peters (1996). The Role of Career Stages in Transforming Organizations: Implementing TQM Programs. *Research and Practice in Human Resource Management*, 4(1), 91-106.

Charles R. Greer & Gregory K. Stephens (1996). Employee Relations Issues for U.S. Companies in Mexico. *California Management Review*, 38(3), 121-145.

- Reprinted in A.M. Francesco and B.A. Gold, *International Organizational Behavior: Text, Readings, Cases, and Skills*, 1/e. Toronto, Canada: Prentice Hall (1998).

Gregory K. Stephens & Steven M. Sommer (1996). The Measurement of Work to Family Conflict. *Educational and Psychological Measurement*, 56(3), 475-486.

- Abstracted and instrumentation reprinted in J. Touliatos, B.F. Perlmutter, and M.A. Straus, *Handbook of Family Measurement Techniques*, Thousand Oaks, CA: Sage Publications (2001).

Gregory K. Stephens & Steven M. Sommer (1995). Linking Work-Family Conflict, Work-Based Social Support and Work Group Trust with Job Involvement and Organizational Citizenship Behavior: Testing a Path Analytic Model. *Journal of Health and Human Services Administration*, 18(1), 44-67.

Gregory K. Stephens & Charles R. Greer (1995). Doing Business in Mexico: Understanding Cultural Differences. *Organizational Dynamics*, 24(1), 39-55.

- Reprinted in: H.W. Lane, J.J. DiStefano, and M.L. Maznevski, *International Management Behavior: From Policy to Practice*, 3rd ed. (pp. 107-124). Cambridge, MA: Blackwell (1997).

Gregory K. Stephens (1994). Crossing Internal Career Boundaries: The State of Research on Subjective Career Transitions. *Journal of Management*, 20(2), 479-501.

Robert A. Page, Gregory K. Stephens, & Angela Tripoli (1992). Traditional and Entrepreneurial Career Paths: Variations and Commonalities. In L.R. Gomez-Mejia and M.W. Lawless (Eds.) *Advances in Global High-Technology Management: Volume 1. Human Resource Strategy in High Technology*. Greenwich, CN: JAI.

Gregory K. Stephens & J. Stewart Black (1991). The Impact of Spouse's Career Orientation on Managers During International Transfers. *Journal of Management Studies*, 28(4), 417-428.

J. Stewart Black, Gregory K. Stephens, & Judy B. Rosener (1991). Women in Management Around the World: Some Glimpses. In U. Sekaran and F.T.L. Leong (Eds.) *Womanpower: Managing in Times of Demographic Turbulence*. Newbury Park, CA: Sage.

J. Stewart Black & Gregory K. Stephens (1989). The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments. *Journal of Management*, 15(4), 529-544.

Research in Progress

Enabling Team Leaders to Diagnose Team Effectiveness Challenges. Target: *Organizational Dynamics*.

Communication consequences for leading change: The implementation of a telework program. Target: *Journal of Leadership and Organization Studies* (with John Ross, New Mexico State University).

Emotional fatigue in mediation: The mediator's experience. Qualitative data collection complete, content analysis in progress (with Dr. Melissa Schroeder, Communication Studies).

Mediation myth and reality in dispute resolution. Revising draft of conceptual article (with Stu Youngblood).

Negotiating a Lease in the Barnett Shale. This is an extended multi-party, multi-session negotiation role simulation case study loosely based on an actual Barnett Shale mineral leasing and drilling experience. I have tested this case several times, both with students and with professional landmen, refining it each time. I am currently revising it for submission

Conference Proceedings

Gregory K. Stephens & Bernadette Szajna (January, 1998). Perceptions and Expectations: Why People Choose a Telecommuting Work Style. Proceedings of the Hawaii International Conference on System Sciences, Hawaii, Hawaii.

Bernadette A. Szajna & Gregory K. Stephens (April, 1996). A Case Study of the Initiation and Implementation of a Telecommuting Option. Proceedings of the Telecommuting '96 Conference, Jacksonville, FL.

Gregory K. Stephens (November, 1991). Career Transitions and Career Success Expectations: An Integrative Conceptualization. Proceedings of the Southern Management Association Conference, Miami, Florida.

Robert A. Page, Gregory K. Stephens, & Angela Tripoli (January, 1990). Careers of Radical Innovators: Discontinuous Change in a Continuous Process. Proceedings of the Managing the High Technology Firm Conference, Boulder, CO.

J. Stewart Black & Gregory K. Stephens (August, 1989). The Influence of the Spouse on Expatriate Adjustment and Intent to Stay in Overseas Assignments. National Academy of Management Best Paper Proceedings. (Selected for ***Best Paper Award***, International Management Division).

Gregory K. Stephens & J. Stewart Black (November, 1989). Employed Spouses in International Transfers: An Examination of Problems and Solutions. Proceedings of the Association of Human Resource Management and Organizational Behavior National Conference, Boston, MA.

Professional Presentations

Lawrence H. Peters, John F. Baum, and Gregory K. Stephens (August, 2011). Supervisor as Steward of Leadership Development Efforts. Roundtable Paper Session at the Academy of Management Conference, San Antonio, TX.

Gregory K. Stephens, John F. Baum, and Lawrence H. Peters (August, 2010). So, What Can You Do When You Can't Do ROI? Caucus session at the Academy of Management Conference, Montreal, CA.

Gregory K. Stephens (May, 2009). Negotiating a Barnett Shale Oil Lease. Presentation at the North American Petroleum Accounting Conference, Dallas, TX.

Melissa Young & Gregory K. Stephens (April, 2006). Mediators' Emotional Experience: A Pilot Study. Presentation at the Southern States Communication Association Convention, (Interpersonal Division), Irving, TX.

Lawrence H. Peters & Gregory K. Stephens (August, 2005). Creating a Leadership Program for Impact – Changing the World, One Student at a Time. Academy of Management, Honolulu, Hawaii.

Gregory K. Stephens, Allan Bird, & Mark E. Mendenhall (February, 2002). International Careers as Repositories of Knowledge: A New Look at Expatriation. IX Congreso Internacional de Negocios (Ninth International Congress on Business), Puebla, Mexico.

Gregory K. Stephens (April, 2000). Cross-Cultural Conflict Resolution: Applications of Mediation in Mexican/U.S. Joint Ventures. XIII Congreso Latinoamericano de Estrategía (Thirteenth Latin American Congress on Strategy), Puebla, Mexico.

Charles R. Greer & Gregory K. Stephens (August, 1999). Tendencies for Escalatory Behavior: Mexican Versus U.S. Managers and Professionals. Academy of Management Conference, Chicago, IL.

Gregory K. Stephens & Bernadette Szajna (January, 1998). Perceptions and Expectations: Why People Choose a Telecommuting Work Style. Hawaii International Conference on System Sciences, Hawaii, Hawaii.

Holly B. Tompson & Gregory K. Stephens (August, 1997). Work-Family Conflict: Issues of Measurement and Coping. Academy of Management Conference, Boston, MA.

Gregory K. Stephens & Joan Mahoney (August, 1997). Introduction to CareerNet and the Careers Division: Getting into the Network. Academy of Management Pre-Conference, Boston, MA.

Gregory K. Stephens (August, 1996). Cultural Influences on Management in Mexico. Academy of Management National Conference, Cincinnati, OH.

Bernadette A. Szajna & Gregory K. Stephens (April, 1996). A Case Study of the Initiation and Implementation of a Telecommuting Option. Telecommuting '96' National Conference, Jacksonville, FL.

Gregory K. Stephens & Steven M. Sommer (August, 1994). Linking Work-Family Conflict, Work-Based Social Support And Work Group Trust With Job Involvement And Organizational Citizenship Behavior: A Test Of a Path Analytic Model. Academy of Management National Conference, Dallas, TX.

Elizabeth Freeman & Gregory K. Stephens (September, 1993). Total Quality Management vs. Strategic Management: An Integrative Perspective. Strategic Management Society National Conference, Chicago, IL.

Gregory K. Stephens & Steven M. Sommer (August, 1993). The Effect of Supervisor Support and Intragroup Competitive Climate on the Relationship Between Work-Family Conflict and Organizational Attitudes. Academy of Management National Conference, Atlanta, GA.

Gregory K. Stephens & Lawrence H. Peters (August, 1992). Transforming Organizational Performance Standards: The Role of Career Stages. Academy of Management National Conference, Las Vegas, NV.

Gregory K. Stephens (November, 1991). Career Transitions and Career Success Expectations: An Integrative Conceptualization. Southern Management Association Conference, New Orleans, LA.

Gregory K. Stephens & Steven M. Sommer (March, 1991). Work-Family Conflict: A Conceptual Model, The Household Conference: Consumption and Production Perspectives, Irvine, CA.

Daniel J. McAllister & Gregory K. Stephens (June, 1990). Constant Strategies, Incompatible Roles: Gender Issues in the Exercising of Leadership and Power, International Personnel Management Association Assessment Council Conference, San Diego, CA.

Robert A. Page, Gregory K. Stephens, & Angela Tripoli (January, 1990). Careers of Radical Innovators: Discontinuous Change in a Continuous Process, Managing the High Technology Firm Conference, Boulder, CO.

Gregory K. Stephens & J. Stewart Black (November, 1989). Employed Spouses in International Transfers: An Examination of Problems and Solutions, Association of Human Resource Management and Organizational Behavior National Conference, Boston, MA.

J. Stewart Black & Gregory K. Stephens (August, 1989; **Best Paper Award Recipient**, International Management Division). The Influence of the Spouse on Expatriate Adjustment and Intent to Stay in Overseas Assignments, Academy of Management National Conference, Washington, DC.

Gregory K. Stephens (March, 1989; **Best Paper Award Nominee**). Career Stage Transitions: A Process Model, Western Academy of Management Conference, San Francisco, CA.

Gregory K. Stephens & J. Stewart Black (August, 1988). International Transfers and Dual-Earner Couples: The Influence of the Spouse, Academy of Management National Conference, Anaheim, CA.

J. Stewart Black & Gregory K. Stephens (March, 1988). Two Paradigms of Organizational Culture: A Review of Definitions, Methods, and Findings, Western Academy of Management Conference, Big Sky, MT.

Jone L. Pearce & Gregory K. Stephens (January, 1988). Human Resource Management in Non-Small, Non-Start-up High Technology Firms, Managing the High Technology Firm Conference, Boulder, CO.

Panels, Interviews, Invited Lectures, Facilitation, & Other Professional or Pro-Bono Contributions

Lawrence H. Peters, John L. Baum, and Gregory K. Stephens (forthcoming). The Stewardship Role of Supervisors in Leadership Development. *Journal of Organizational Leadership, Change, and Talent Development* (private organization publication, non-refereed)

Invited Speaker (June, 2010), Enduring Principles of Leadership. BYU Management Society, Dallas, TX.

Invited Speaker (September, 2010), Clarity Through Goal Setting. Young Single Adult Regional Conference, Denton, TX.

Invited Speaker (September, 2006), Teambuilding for Results. Southwestern Bank, Fort Worth, TX.

Invited lecture (February, 2005), "Secrets of Informal Mediation." Presented at the Corporate Communication Workshop 2005, Center for Professional Communication, M.J. Neeley School of Business, Texas Christian University.

Invited Speaker (February, 2005). Mediation in the Church. Arlington Ministerial Association, Arlington, TX.

Group Process Facilitation (November, 2004). Edgecliff Village Citizens for the Family. Assisted with development of a vision and values statement. Edgecliff Village, TX.

Group Process Facilitation (November, 2004). Southwest Fort Worth Citizens for the Family. Assisted with development of a vision and values statement. Fort Worth, TX.

Invited Speaker (November, 2004). Dialogue Your Way to Better Communication. Fort Worth Optimists Club, Fort Worth, TX.

Invited Presentation (August, 2004). Practical Applications in Mediation. Presentation to the Federal Aviation Administration dispute resolution unit, Fort Worth, TX.

Gregory K. Stephens (May, 2004). *Cross-Cultural Dispute Resolution: Using Mediation in Mexico*. University of Guanajuato, Guanajuato, Mexico.

Invited Presentation (February, 2004). *Mediation: More Effective Than Boxing Gloves or Valium*. Presentation at the 2004 Convention of the Texas Community College Teachers Association, Fort Worth, TX.

Invited lecture (February, 2004), "Kinetic Communication." Presented at the Corporate Communication Workshop 2004, Center for Professional Communication, M.J. Neeley School of Business, Texas Christian University.

Invited Presentation (January 2004). *Using Mediation Informally to Resolve Academic Conflicts*. Presentation at the Annual Faculty/Administration Conference of Grayson County College, Denison, TX.

Invited lecture (February, 2003), "Kinetic Communication." Presented at the Corporate Communication Workshop 2003, Center for Professional Communication, M.J. Neeley School of Business, Texas Christian University.

Invited lecture (February, 2002, with Sharon Barnes), "The Solution is Resolution." Presented at the Corporate Communication Workshop 2002, Center for Professional Communication, M.J. Neeley School of Business, Texas Christian University.

Invited lecture (February, 2001, with Sharon E. Barnes), "Dispute Resolution in Organizations." Presented for the Human Resources Roundtable, Charles Tandy American Enterprise Center, M.J. Neeley School of Business, Texas Christian University.

Invited lecture (February, 2001, with Sharon E. Barnes), "Skillful Conflict Resolution." Presented at the Corporate Communication Workshop 2001, Center for Professional Communication, M.J. Neeley School of Business, Texas Christian University.

Invited lecture (February, 2000, with Sharon E. Barnes), "Mediation, Negotiation & Conflict Resolution." Presented at the Corporate Communication Workshop 2000, Center for Productive Communication, M.J. Neeley School of Business, Texas Christian University.

Invited panelist (August, 1999), "Re-energizing the Mind, Body, & Spirit: Business and Volunteering Connections." Academy of Management Conference, Careers Division Professional Development Workshop.

Invited lecture (April, 1999), "Cross-Cultural Differences and Challenges for Managers." Presented at the *Argentine Seminar on Global Management and Marketing* at Texas Christian University.

Interviewed and research reviewed for "Business Professors Lead the Way Toward Improving U.S. and Mexican Work Alliances," Catherine L. Richard, *TCU Magazine*.

Invited presentation (March, 1997), "Qualitative Research Methods: Payoffs, Pitfalls, and Pratfalls." Research presentation for the M.J. Neeley School of Business Faculty Research Seminar Series.

Invited presentation (October, 1997), "Family Mediation: An Introduction and Guidelines." Address given at Texas Child Protective Services regional training meeting, Arlington, TX.

Invited presentation (February, 1997), "Cultural and Institutional Aspects of Doing Business in Mexico." Address delivered at the Border States Caucus: Cross Border Trade and Taxation Seminar, Austin, TX.

Interviewed and quoted in "Survival Guide. Small Fix-Its for Work's Frustrations. The Upside of Telecommuting.", by Patricia Kitchen, *Newsday*, January 6, 1997.

Interviewed and quoted in "Homework, Sweet Homework.", by Sandra Baker, *Fort Worth Star-Telegram*, March 3, 1997.

Interviewed and quoted in "Working at Home Has Its Ups and Downs.", by Joyce Lain Kennedy, columnist for the *Los Angeles Times Syndicate*, April, 1997.

Interviewed and quoted in "Mexican Exports Picture Changes From Dark to Sunny.", by Mitchell Schnurman, *Tarrant Business* (The Fort Worth Star-Telegram), August 5, 1996.

Invited presentation (June, 1996), "Lessons Learned from the Implementation of a Company-Sponsored Telecommuting Program." Address delivered at the *Fachhochschule Köln* (institute for advanced professional education), Köln, Germany.

Invited panelist (May, 1996), "Telecommuting: Regional Conference," sponsored by the Dallas/Fort Worth Chapter of the Association for Systems Management (ASM), Dallas, TX.

Invited panelist (October, 1994), "Management Evolution and Change. The President's Forum of Tarrant County," sponsored by The Entrepreneurship Institute, Fort Worth, TX.

Interviewed and quoted in "Fast Track vs. Family Track", by Debra Gordon, *Hampton Roads Woman* (The Virginian-Pilot and the Ledger Star), Sept. 12, 1993, v22(44), pp. 8-10.

Invited panelist (August, 1989), Women in Management Division Pre-Conference Consortium. "Female Managers in Latin America: Where Are They?" Academy of Management National Conference, Washington, DC.

Research Grant Applications and Awards

- **NSOB Summer research grant**, 2011, Texas Christian University (Project Title: Don't Blame Training; \$5,000.00 awarded)

- **Transcription and Atlas.ti software**, 2009, Support requested and granted for research interview transcription and purchase of Atlas.ti qualitative data analysis software package (approximately \$1,000).
- **TCU Leadership Curriculum Development Grant**, 2004-05, Texas Christian University (Partial support for Crucial Confrontations training; \$500.00 awarded)
- **Provost's University Service Grant**, 2004, Texas Christian University (Full support to attend Crucial Conversations mastery and certification training programs; approximately \$2,000.00 awarded)
- **Charles Tandy American Enterprise Center Summer Research Award**, 2002, Texas Christian University (Project Title: Cross-Cultural Issues in Career Development; 6,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 2001, Texas Christian University (Project Title: Cross-Cultural Issues in Career Development; 6,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 2000, Texas Christian University (Project Title: Professional Mentoring Throughout the Professional Career Span; \$6,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1999, Texas Christian University (Project Title: Dispute Resolution & Group Process Facilitation; \$6,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1998, Texas Christian University (Project Title: Cross-Cultural Differences in Escalation of Commitment; \$5,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1997, Texas Christian University (Project Title: Telecommuting and the Virtual Workplace; \$5,000.00 awarded).
- **Qualitative Research Grant**, 1997, M.J. Neeley School of Business, Texas Christian University (\$1000.00 grant to support transcription of taped interview data).
- **Research and Creative Activities Fund Grant**, 1996, Texas Christian University (Project Title: Differences in Tendencies for Escalation of Commitment Among Mexican and U.S. Managers; \$2150.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1996, Texas Christian University (Project title: Key Issues for Successfully Implementing a Work-at-Home Program; \$5,000.00 awarded).
- **Qualitative Research Grant**, 1996, M.J. Neeley School of Business, Texas Christian University (\$500.00 grant to support transcription of taped interview data).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1995, Texas Christian University (Project title: Measuring and managing work-family conflict; \$5,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1994, Texas Christian University (Project title: Managing across cultures: Mexico and the U.S.; \$5,000.00 awarded).
- **Charles Tandy American Enterprise Center Summer Research Award**, 1993, Texas Christian University (Project title: Understanding and managing subjective career transitions; \$5000.00 awarded).

- **International Womens' Forum Research Award**, 1988 (Project title: Men, women, and leadership: Exploring gender-based leadership characteristics; \$10,000.00 awarded; with Judy B. Rosener and Daniel J. McAllister).

UNIVERSITY SERVICE

Texas Christian University

- Secretary, Faculty Senate, 2012-2014 (elected position)
- Faculty Senate Executive Committee liaison to the Student Relations Committee (2012-2013)
- Faculty Senate Executive Committee liaison to the Academic Excellence Committee (2012-2013)
- University Administrative Council, 2012-2014 (appointed member)
- Program committee for the TCU Global Academy experience for students (part of the TCU QEP), 2013 (member)
- TCU Quality Enhancement Council, summer 2012 (appointed member)
- Chair, University Mediators Committee (2012-2014)
- Vice-Chair, Planning and Effectiveness Committee for TCU Compliance Certification for SACS (2010-2013)
- Faculty Senate, 2010-present (elected member)
- Faculty Senate – Student Relations Sub-Committee (2011-2012)
- Faculty Senate – Committee on Committees Sub-Committee (2010-2011)
- TCU University Council (elected member, 2009-2012)
- University Mediators Committee, 2010-present (member)
- University Budget Advisory Committee, term 2006-2010 (appointed member)
- Sexual Harassment Investigation Team, 2009, 2010, 2011 (investigator)
- Academic Appeals Committee, term 2008-2012 (appointed member)
- *Ad-Hoc* Mediator, Human Resources Department, 1994-present (I mediate 3-5 university employment or tenure denial disputes annually)
- Nutritional Sciences Program Review Committee for Self-Study (invited member - for the Coordinated Program in Dietetics and the Didactic Program in Dietetics)
- Development of Student Mediators (I worked with Jared Cobb, Student Affairs and Chuck Dunning to develop and help deliver a short version of mediation skills training or student leaders on campus)
- Delivery of *Crucial Conversations* and *Crucial Confrontations* training programs to faculty and staff (2006, 2007, 2008, 2009, 2010, 2011)
- Psychology Department Program Review Committee, for Self-Study (appointed member, 2010-2011)
- Faculty Senate, 2005-2008 (elected member)
- Faculty Senate - Tenure, Promotion, and Grievance Sub-Committee, 2005-2008
- University Mediators Committee, 1997-2007 (Chair, 2002-2007)
- Service-Learning Faculty Steering Committee, 2006-2007 (appointed member)
- Delivery of *Crucial Conversations* training program to faculty and staff, 2004-2006
- Task force to revise the faculty grievance policy of the University, 2004-2005 (member)
- SACS Committee A, Principles and Philosophy of Accreditation, 2001-2002 (member)

- University Leadership Legacy Award Selection Committee, 2002 (member)
- TCU Internal Mediation Training Program, 2001 (co-developer & trainer)
- Faculty Academic Advisor, Pre-Major Students, 1991-present
- TCU Frog Camp Faculty Advisor, 2000 (Colorado), 2001-03 (Fort Worth)
- Faculty Senate, 1998-2001 (elected member)
- Tenure, Promotion, and Grievance Sub-Committee of the Faculty Senate, 2000-2001 (appointed member)
- Student Relations Sub-Committee of the Faculty Senate, 1998-1999 (appointed member)
- Faculty Advisor, International Students Association, 1998-1999
- Traffic Regulations and Appeals Committee, 1996-1997
- Faculty Advisor, Corporate Exchange Club, 1996-1998
- Graduate Council, 1995-1998 (elected member)
- Mediation Program Development Task Force, 1996-1998 (invited member)
- Faculty Partner, TCU Parent/Student Orientation Program, 1994-1996
- University Evaluation Committee, 1993-1996 (member)
- Faculty Advisor/Instructor, LDS Student Institute, 1993-1995
- Global Theme Semester Planning Committee, 1991-1992

M.J. Neeley School of Business

- Director, Next Generation Leadership Program (2013-present)
- Faculty Search Committee – BNSF Leadership Professor and Director of the BNSF Next Generation Leadership Program (member, 2012-2013, 2013-2014)
- Search committee – Director of the Tandy Center for Executive Leadership (member, 2013)
- Neeley School Strategic Planning Task Force (2010)
- Neeley School Leadership & Ethics Task Force (Chair, 2009)
- Dean's Advisory Council, 2008-2011)
- EMBA leadership development program & in-residence workshop (design & delivery participant, 2006-present)
- EMBA conflict resolution facilitator (2008-present)
- Next Generation Leadership Program Faculty Steering Committee, 2005-present (member)
- Next Generation Leadership Program Assessment Center, 2006-present (faculty facilitator)
- Neeley Fellows Program Development Committee (member, 2005-present)
- Judge & luncheon attendee for the Greater Tarrant County Business Ethics Award (2005-present)
- Management Department Chair, 2000-2008
- Faculty Annual Evaluation Committee, 2003-2008 (DC member)
- Presentation on managing conflict in teams for Dr. Jane Mackay's class (April, 2006)
- Undergraduate Curriculum Committee, 2004-06 (member)
- Summer Business Institute - Communication & Conflict Resolution, day-long session (May, 2006)
- Faculty facilitator & participant for the Business Ethics Conference (2006)
- Acting Associate Dean for Undergraduate Studies (Fall, 2005)

- Undergraduate Foundations in Leadership Program Development Committee (2004-2005)
- Neeley Fellows MBTI Facilitator (2005-2006)
- Neeley School Dean Search Committee (2004, Chair)
- Undergraduate Curriculum Task Force, member (2002-2003)
- Center for Professional Communication Assistant Director Search Committee, 2002, member
- Human Resources Roundtable Advisory Committee, 1993-1999 (member)
- Undergraduate Curriculum Committee, 2000 (Chair)
- Graduate Programs Committee, 1997-1999 (member)
- Faculty Academic Adviser, Transfer Students, 1991-2000
- Undergraduate Curriculum Committee, 1992-1997 (member)
- Business Student Honors and Awards Committee, 1992-1994 (member)
- International Business Emphasis Development Task Force, 1993-1994
- TCU Today Program, Faculty Host, Omaha, Nebraska, 1992
- Graduate Independent Studies Guided: Charles Robinson, 1992; Moyra Sinclair, 1994; Thomas McCarty, 1995; Sharon Overton, 1997)

Department of Management

- Faculty Search Committee – BNSF Leadership Professor and Director of the BNSF Next Generation Leadership Program (member, 2012-2013)
- Green Honors Professor Committee (Chair/host, Dr. Jeffrey Pfeffer, Stanford University)
- Management Departmental Promotion and Tenure Advisory Committee (member)
- Honors Thesis Committee Memberships – Nitesh Kalwar (2011), Neeley Fellows (2009, 2010); Blake Billings (2009)
- Faculty Search Committee - Henderson Chair in Leadership (2008)
- Faculty Search Committee - Management/Leadership (2006)
- Faculty Search Committee - Entrepreneurship/Strategy (2004-05)
- Faculty Search Committee - Entrepreneurship/Strategy (2004-05)
- Faculty Search Committee - Henderson Chair in University Leadership (2004-05)
- Faculty Search Committee - Professor of Professional Practice in Leadership (2004-05)
- Faculty Search Committee, Chair (2002)
- Faculty Search Committee, Co-Chair (2001)
- Management Department Awards Committee, 1996-2000 (Chair)
- Faculty Search Committee, 1996 (Co-Chair)
- Undergraduate Management Curriculum Revisions Committee, 1995 (member)
- Management Department Awards Committee, 1995 (member)
- Faculty Search Committee, 1994, 1995 (member)
- Laptop Computer Use Procedures Task Force, 1993
- Faculty Academic Advisor, Management Majors 1991-present
- Honors Thesis Committee Membership: Christian N. Ellis, 1995; Diep Pham, 1996
- Undergraduate Independent Studies Guided: Julie Olsen, 1993; Patricia Martinelli, 1995; Jason Ilian, 1999

PROFESSIONAL SERVICE

Professional Association Leadership Roles:

- **Board of Directors (2002-2006)**, Tarrant County Association of Mediators
- **First Vice-President, Program Chair and Board of Directors member (2001-2002)**, Tarrant County Association of Mediators
- **Executive Committees (1996-1998, elected member)**, Gender and Diversity in Organizations Division (formerly Women-in-Management), Academy of Management
- **Executive Committee (1994-1997, elected member)**, Careers Division, Academy of Management
- **Newsletter Editor and Webmaster (1996-1997)**, Careers Division, Academy of Management (*The Career Forum*)
- **Best Dissertation Award Review Committee (1996-1997, member)**, Women-in-Management Division, Academy of Management
- **New Doctoral Student Consortium (1996)**, Careers Division representative at division fair, Academy of Management
- **Best Paper Award Review Committee (1995-1996, member)**, Careers Division, Academy of Management
- **Co-Chair/Coordinator (1995)**, Joint Careers and Women-in-Management Divisional Pre-Conference Workshop (Title: Career Management Skills and Strategies for a Changing Academic Environment), Academy of Management, Vancouver, Canada
- **Roundtable Facilitator - Careers in Academia (1995)**, Human Resource Management Division, Doctoral Student Consortium, Academy of Management, Vancouver, Canada
- **Associate Editor (1991-present)**, Careers Division Newsletter, Academy of Management
- **Membership Development Committee (1989-1990, member)**, Careers Division, Academy of Management
- **Mentoring/Recruiting Committee (1989-1990, member)**, Careers Division, Academy of Management

Review Work for Professional Publications and Associations

Editorial Board Memberships

- *Academy of Management Perspectives*, 1997-2008
- *Journal of Management*, 2002-2008
- *Journal of Management Inquiry*, 1996-present
- *Journal of Leadership and Organizational Studies*, 2004-present

Ad-Hoc Review Work for Journals (last five years)

- *Journal of Management*
- *Human Resource Management*
- *Journal of Leadership and Organizational Studies*
- *International Journal of Conflict Management*
- *International Journal of Conflict Resolution*
- *Journal of Management Inquiry*

Review Work for Professional Meetings and Conferences

- International Association of Conflict Management, 2002-2009
- Academy of Management, Conflict Management Division, 2000-2012
- Academy of Management, Organizational Development and Change Division, 2000-2008, 2012-2014
- Academy of Management, Careers Division, 1987-2003
- Academy of Management, Gender and Diversity in Organizations, 1987-2000
- Academy of Management, International Management Division, 1992-2001
- Southern Management Association, 1990-1997
- Western Academy of Management, 1986-1990

Attendance at Professional Meetings and Conferences

- Academy of Management Conference, 1987-2007, 2010-2013
- Annual International Conference of the Greenleaf Center for Servant Leadership, 2011
- International Association of Conflict Management Conference, 2002
- IX Congreso Internacional de Negocios (Ninth International Congress on Business), 2002
- XIII Congreso Latinoamericano de Estrategía (Thirteenth Latin American Congress on Strategy), 2000
- International Association of Facilitators Conference, 1997, 1998
- Hawaii International Conference on System Sciences, 1998
- Telecommuting '96' National Conference, 1996
- Decision Sciences Institute Conference, 1991-1994
- International Decision Sciences Conference, 1994
- Strategic Management Society Conference, 1993
- Southern Management Association Conference, 1989-1997
- Household Conference: Consumption and Production Perspectives, 1991
- International Personnel Management Association Assessment Council Conference, 1990
- Managing the High Technology Firm Conference, 1988, 1990
- Western Academy of Management Conference, 1986-1990
- Human Resource Management and Organizational Behavior Association Conference, 1989

Conference participation -- session chair, symposium organizer, or discussant (last five years)

- Session chair, "Intractable conflicts and conflict management interventions," Academy of Management Conference, Conflict Management Division, August, 2001
- Session discussant, "Understanding the dynamics and complexities of work transitions: A journey into the pluralistic world of individual change and development," Academy of Management Conference, Organizational Behavior Division, August, 1999

Professional Associations Memberships

- Academy of Management, 1986-present - Division affiliations: Conflict Management and Organizational Development and Change

- Association for Conflict Resolution, 2001-present
- International Association of Conflict Management, 2002-2009
- Tarrant County Association of Mediators, 2000-present
- International Association of Facilitators, 1997-2000
- Southern Management Association, 1989-1996
- Western Academy of Management, 1986-1991

PROFESSIONAL EXPERIENCE

International Experience

- **Panama City, Panama** – To explore, develop, and implement opportunities for a TCU Global Academy experience for students (part of the TCU QEP)
- **United Kingdom (London and Scotland)** -- Leadership in the UK study abroad course, design and delivery, including leadership development work with students at Columba 1400 on the Isle of Skye in Scotland.
- **Chile** -- Study abroad course focusing on management and business issues, design and delivery, in Santiago.
- **Uruguay** -- Delivery of training program for Sabre Holdings group in Montevideo.
- **Spain** -- Business in Europe study abroad class, design and delivery, in Barcelona.
- **Mexico** -- Research investigations in Puebla, Mexico City, Chihuahua, and Juarez, 1993-present. Organizer and instructor of graduate study abroad course (Doing Business in Mexico) and undergraduate study abroad course (Cross-Cultural Management in Mexico, in Puebla, Mexico City, and Guanajuato). Board of Visitors, Universidad de las Americas (UDLA) School of Business (appointed member)
- **France** -- Instructor for the École Supérieure De Commerce De Dijon, the Neeley School's partner university in Dijon, France. Taught international management in the one week summer international program.
- **Germany** -- Instructor for the TCU, M.J. Neeley School of Business Summer-in-Germany Program, 1996. Lectured at the Fachhochschule Köln.
- **Chile** -- Volunteer service, 1976-1978. Team leader of several small and medium-sized volunteer work teams with responsibility for leading and motivating team members. Developed and conducted training and continuing education programs and translated English and Spanish language instructional materials. Fluent in Spanish.

Consulting, Management Training and Development, and Community Service

- **Crucial Conversations/Confrontations**, 2004-present. Delivered the *Crucial Conversations* and *Crucial Confrontations* mastery programs to clients including the Federal Aviation Administration, Texas Christian University, Energy Education, Inc., Sabre Holdings, United Way, XTO Energy, the Moncrief Cancer Center, The Fort Worth Transportation Authority (The T), Gladney Adoption Center, and Farm Bureau of Texas.
- **Mediation/Negotiation**, 1993-present. Mediation of disputes for clients including Texas State Technical College, the Equal Employment Opportunity Commission, Texas Christian University, Johnson & Johnson, and the Acton (Texas) School District. *Advanced Mediator* for Dispute Resolution Services of Tarrant County (*pro bono*)

service). Qualified under the laws of the State of Texas to serve as a court-appointed mediator for community and business disputes, suits affecting the parent-child relationship, and victim-offender mediation. Basic and advanced training received at DRS. Have also delivered mediation and negotiation training in public programs and to clients including Texas State Technical College, Texas Christian University, Williamson-Dickie, Pegasus Solutions, the Land Practices Certification Program at TCU, the Fort Worth Hispanic Chamber of Commerce, and Ben E. Keith Foods.

- **Settlement Solutions, Inc.**, 2000-present. Partner and member of the Board of Directors. Provide training program delivery, group process facilitation, and mediation to clients of SSI. Participation in organizational strategic planning and implementation, organize, design, and implement basic and advanced mediation training programs, and mediate disputes for corporate and individual clients.
- **Future Search Facilitation**, April, 1999. Co-facilitated cross-cultural visioning and planning meeting for Jacobs Farm/Del Cabo in Baja California, Mexico (with Linda Powell & Adina Newburg).
- **Strategic Visioning Facilitation**, February, 1999. Youth Orchestra of Greater Fort Worth.
- **Management and Executive Education at TCU**, 1991-present. Tandy Center for Executive Leadership (formerly the Charles Tandy American Enterprise Center), Texas Christian University. Program developer and facilitator for management training and executive leadership programs developed for such organizations as Ben E. Keith Foods, the Professional Land Practices Certification program, Farm Bureau (Texas), Pegasus Solutions, Cook Children's Medical Center, Bell Helicopter/Textron, the City of Fort Worth Police Department, Pier One, Harris Methodist Hospital, and American Airlines.
- **Consultations**, 1995-present. Consulted on such projects as: (1) design and implementation of telecommuting program (Radio Shack, Union Pacific Railroad, Xerox); (2) development of in-house mediation program and mediator training (Texas Christian University); (3) development of a culture change training program (Burlington Northern & Santa Fe Railroad).
- **United Way Program Review Committee**, 1999. Served on the management task force of United Way's partnership review of the Arlington (TX) Big Brothers/Big Sisters program. In 1998, served on the management task force of United Way's partnership review of the Longhorn Council (TX) Boy Scouts of America program.
- **Expert Witness**, 1996-1997. For Alcon Laboratories (represented by Haynes & Boone, LLP) on the value of advanced education and college degrees for managers; in a promotion dispute in Texas State Court.
- **Assessment Center Administrator (Certified)**, 1985-1988. Merrill Lynch and Company, Southern California Region. Conducted assessment centers, trained assessors, evaluated financial consultant candidates.