

# SCOTT N. TAYLOR

Department of Organizational Studies  
Anderson School of Management  
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## EDUCATION

- PhD, Organizational Behavior**, January 2007  
Case Western Reserve University, Cleveland, OH  
Dissertation: *A conceptual framework and empirical test of leader attunement: Toward a theory of leader self-awareness*, Richard E. Boyatzis (Chair)
- MBA**, May 1997  
Case Western Reserve University, Cleveland, OH  
Concentrations: Organizational Behavior, Labor and Human Resource Policy
- B.A., Spanish**, December 1994  
Brigham Young University, Provo, UT  
Minor: Family Science

## ACADEMIC POSITIONS

- Assistant Professor** (8/2008-present) of Organizational Behavior; Anderson School of Management, University of New Mexico  
*Awarded Anderson School of Management Foundation Board Endowed Fellowship, 2009-2011*
- Assistant Professor** (8/2006-8/2008) of Organizational Behavior; School of Management, Boston University.

## RESEARCH INTERESTS

The major theme of my research is leader assessment and development. I am fascinated with the various methods organizations use to assess and develop their current and future leaders, evaluating the effectiveness of these methods, and developing new methods and technologies to improve leader assessment and development. As a result, my research has focused on competency development (especially emotional and social competence), leader self-awareness, multi-source feedback assessment, executive coaching, management education, and sustainable individual change.

## PUBLICATIONS

### A. REFEREED JOURNAL ARTICLES

- Taylor, S.N. (2006). Why the real self is fundamental to intentional change. *Journal of Management Development*, 25, 643-656.

Boyatzis, R.E., Stubbs, E., & Taylor, S.N. (2002). Learning cognitive and emotional intelligence competencies. *Academy of Management Learning and Education*, 1(2), 150-162.

## **B. REFEREED CONFERENCE PROCEEDINGS**

Taylor, S.N. (2009, June). *The Queen of self-awareness: Teaching and developing two components of self-awareness in the classroom*. Proceedings of the 36<sup>th</sup> Annual Conference of the Organizational Behavior Teaching Society. Charleston, SC.

Taylor, S.N. (2008, June). *360-degree assessment in the classroom: Time for innovation*. Proceedings of the 35<sup>th</sup> Annual Conference of the Organizational Behavior Teaching Society. Wellesley, MA.

Taylor, S.N. (2003, October). *Exploring employee voice in organizations: What classical social theorists inform about potential inhibiting factors*. Proceedings of the 11<sup>th</sup> Annual Institute of Behavioral and Applied Management Conference, L. Ross (Ed.). Tampa, FL. **\*Awarded the best doctoral student paper.**

## **C. EDITED BOOK CHAPTERS**

Boyatzis, R.E., Howard, A., Rapisarda, B. and Taylor, S. (2007). Coaching for Sustainable Change. In A. B. Shani, Nicolas Adler, Susan A. Mohrman, William A. Pasmore, & Bengt Stymne (Eds.). *Handbook of Collaborative Management Research* (pp. 231-241). Thousand Oaks, CA: Sage Publications.

Powley, E.H., & Taylor, S.N. (2006). Values and leadership in organizational crisis. In E. Hess and K. Cameron (Eds.), *Leading with Values: Values, Positivity, Virtue, and High Performance* (pp. 194-212). New York, NY: Cambridge University Press.

Boyatzis, R.E. & Taylor, S.N. (2002). Developing emotional intelligence in executive and graduate management education. In Subir Chowdhury (Ed.), *Organizations in the 21<sup>st</sup> Century: Someday All Organizations Will Lead This Way* (pp. 225-240). London: Financial Times-Prentice Hall

## **D. OTHER PUBLICATIONS**

Boyatzis, R.E., Howard, A., Rapisarda, B., Taylor, S. (2004). Target practice. *People Management*, 10(5), 26-32.

## **E. REFEREED CONFERENCE PRESENTATIONS**

Taylor, S.N. (2009, August). *It may not be what you think: Gender differences in predicting emotional and social competence*. National Academy of Management Conference. Chicago, IL.

Taylor, S.N. (2009, August). *A reciprocal model of trust in manager-subordinate relationships: An eighteen-country study*. (with Pablo Cardona, Sabastian Reich, Yih-teen Lee, Miguel Canela, Marisa Aguirre Nieta, Esther Akinnukawe et al.) National Academy of Management Conference. Chicago, IL.

Taylor, S.N. (2009, August). *Becoming a scholar-practitioner: Exploring career strategies for integrating research and practice*. Invited panel member for professional development workshop (PDW, organized

by Dawn Chandler, Yan Shen, and Amy Gannon), Careers Division. National Academy of Management Conference. Chicago, IL.

- Taylor, S.N. (2009, June). *The Queen of self-awareness: Teaching and developing two components of self-awareness in the classroom*. 36<sup>th</sup> Annual Conference of the Organizational Behavior Teaching Society. Charleston, SC.
- Taylor, S.N. (2008, August). *Prediction-other agreement as a predictor of manager effectiveness: Adding to 360-degree assessment*. National Academy of Management Conference. Anaheim, CA.
- Taylor, S.N. (2008, August). *Exploring a conceptual framework for leader comprehension of influence*. National Academy of Management Conference. Anaheim, CA.
- Taylor, S.N. (2008, August). *The emics of trust building in manager-subordinate relationships: An anglo-saxon perspective*. National Academy of Management Conference. Anaheim, CA. **\*Finalist for the Best International Symposium Award.**
- Taylor, S.N. (2008, June). *360-degree assessment in the classroom: Time for innovation*. 35<sup>th</sup> Annual Organizational Behavior Teaching Conference. Wellesley, MA.
- Taylor, S.N. (2008, April). *The measurement of self-awareness in organizations using multisource feedback assessment*. National conference of the Society for Industrial and Organizational Psychology. San Francisco, CA.
- Powley, E.H., Taylor, S.N., & Crosby, R. (2008, March). *Leadership competencies in extreme situations*. Western Academy of Management Conference. Oakland, CA.
- Taylor, S.N. (2007, August). *Leader Attunement: A critical component of leader self-awareness*. National Academy of Management Conference. Philadelphia, PA.
- Taylor, S.N. (2006, August). *A conceptual framework and empirical test of leader attunement: Toward a theory of leader self-awareness*. National Academy of Management Conference. Atlanta, GA.
- Taylor, S.N. (2005, August). *Time for accountability: Looking at the treatment of multisource feedback assessment*. National Academy of Management Conference. Honolulu, HI.
- Taylor, S.N. (2003, October). *Exploring employee voice in organizations: What classical social theorists inform about potential inhibiting factors*. Paper presented at the meeting of the 11<sup>th</sup> Annual Institute of Behavioral and Applied Management Conference. Tampa, FL.

## F. INVITED PRESENTATIONS

- Taylor, S.N. (2009, Sept.). *Developing and maintaining effective leadership*. Presentation given to the Native American Finance Officers Association's (NAFOA) 27<sup>th</sup> Annual Finance Conference. Santa Ana Pueblo, NM.
- Taylor, S.N. (2009, May). *How important is it to see yourself as others see you? Going beyond self-other rating agreement*. Department Symposium conducted by the Department of Organizational Behavior, Weatherhead school of Management, Case Western Reserve University, Cleveland, OH.

- Taylor, S.N. (2009, April). *The hard truths that come with high rewards*. Invited *Last Lecture Series* presentation given to the University of New Mexico Chapter of *Delta Sigma Pi*, Anderson School alumni, and invited Albuquerque community invited guests. Albuquerque, NM.
- Taylor, S.N. (2009, April). *Exploring effective leadership*. Presentation given to the University of New Mexico Chapter of *Delta Sigma Pi*. Albuquerque, NM.
- Taylor, S.N. (2008, Sept.). *Reconsidering our understanding of effective leadership*. Presentation given to the New Mexico Chapter of the Brigham Young University Alumni Association. Albuquerque, NM.
- Taylor, S.N. (2008, May). *Considering leader self-awareness: A critical component of emotional and social competence. A conceptual framework and empirical test of leader comprehension of influence (LCI): Extending our understanding of leader self-awareness*. University of the Pacific, Stockton, CA.
- Taylor, S.N. (2008, February). *A conceptual framework and empirical test of leader comprehension of influence (LCI): Extending our understanding of leader self-awareness*. University of New Mexico, Anderson School of Management, Albuquerque, NM.
- Taylor, S.N. (2008, January). *Considering leader self-awareness as a critical competency for cross-cultural leadership*. International Conference on Cross Cultural Leadership, University of Navarra, IESE Business School, Barcelona, Spain. (Invited keynote address)
- Taylor, S.N. (2007, May). *Toward a Theory of Leader Self-awareness: Exploring a Conceptual Framework*. Department Symposium conducted at the annual research meeting of the Department of Organizational Behavior, Weatherhead school of Management, Case Western Reserve University, Cleveland, OH.
- Taylor, S.N. (2006, November). *Toward a theory of leader self-awareness: An empirical test of leader attunement*. Presentation given to the Humans and Automation Lab; Massachusetts Institute of Technology, Boston, MA.
- Taylor, S.N. (2005, May). *Leadership without emotional intelligence is like passing a baton with your elbow: An introduction to emotional intelligence and intentional change theory*. Presentation given to Travelocity.com managers, Southlake, TX.
- Taylor, S.N. (2005, May). *Leadership without emotional intelligence is like passing a baton with your elbow: An introduction to emotional intelligence and intentional change theory*. Presentation given to the Weatherhead School of Management Executive MBA, MBA, Executive Doctorate in Management and Master of Science in Organizational Development Alumni, Cleveland, OH.
- Taylor, S.N. (2004, July). *Reassessing what we mean by leadership: An introduction to emotional intelligence*. Presentation given to the senior leadership of the Executive Leadership Institute, Cleveland, OH.
- Taylor, S.N. (2004, May). *Leadership assessment and development new facilitator training (LEAD): Coaching MBA students*. Presentation given at the annual LEAD new facilitators training in the Department of Organizational Behavior, Weatherhead school of Management, Case Western Reserve University, Cleveland, OH.
- Taylor, S.N. (2003, May). *Beyond tacit acceptance: Using theory to assess the current treatment of multisource feedback*. Department Symposium conducted at the annual research meeting of the

Department of Organizational Behavior, Weatherhead school of Management, Case Western Reserve University, Cleveland, OH.

Taylor, S.N. (2003, May). *Leadership assessment and development new facilitator training (LEAD): Emotional intelligence competency development for MBA students*. Presentation given at the annual LEAD new facilitators training in the Department of Organizational Behavior, Weatherhead school of Management, Case Western Reserve University, Cleveland, OH.

## G. UNDER REVIEW

Taylor, S.N. Redefining leader self-awareness by integrating the second component of self-awareness. (Under review with the *Journal of Leadership Studies*)

## H. SELECTED WORKING PAPERS

Taylor, S.N & Bright, D.. Expanding Managerial Culture Change Using Multisource Feedback. (Targeted for *Journal of Applied Behavioral Science*.)

Taylor, S.N, & Wang, M. Self-other and prediction-other agreement: Predicting leader effectiveness. (Final draft revisions; targeted for *Personnel Psychology*)

Taylor, S.N. It may not be what you think: Gender differences in predicting emotional and social competence. (Data analyzed; targeted for *Human Relations*)

Taylor, S.N. Teaching and developing the forgotten second component of self-awareness in management education. (Targeted for the *Academy of Management Learning & Education*)

Taylor, S.N. Holistic self management education: Time to look beyond self-assessment. (Targeted for *Journal of Management Education*)

## I. WORKS IN PROGRESS

*Longitudinal Impact of Emotional, Social and Cognitive Intelligence Competencies on Career Progress and Life Satisfaction*

Using graduating MBA emotional, social and cognitive competency data collected from 1992-1996 for full-time MBAs and 1994-1996 for part-time MBAs, we will assess the impact of these competencies on predicting MBA graduate career progress and life satisfaction 12-16 years later. (with Richard E. Boyatzis, Argun Saatcioglu, and Melvin Smith)

*Leadership Development through Work-Family Positive Spillover*

This study will explore the intersections of work and family and how managers draw upon the context of their family life and work life as a means to develop themselves and others in both contexts.

*The increasing demand for executive coaching: When self-concept's need for confirmation / disconfirmation goes unfulfilled.*

This paper will make the conceptual argument that one of the main reasons for the increasing demand for and reliance upon executive coaching is related to the lack of authentic and specific confirming and disconfirming feedback managers receive; feedback that is essential to self-concept definition and intentional, sustained change (to be submitted to refereed research journal).

*Cognitive competence versus emotional and social competence as predictors of effectiveness: Is social class a moderator?*  
(Data collected; targeted for *Journal of Applied Psychology*)

## J. RESEARCH ASSISTANTSHIPS

- 2003-2006      **Researcher, Coaching Research Group**  
Department of Organizational Behavior, Case Western Reserve University,  
Cleveland, OH
- 2000-2002      **Research Assistant. Richard E. Boyatzis**, Principal Investigator  
Department of Organizational Behavior, Case Western Reserve University,  
Cleveland, OH
- 2001            **Research Assistant. Diana Bilimoria**, Principal Investigator  
Department of Organizational Behavior, Case Western Reserve University,  
Cleveland, OH

## EXPERIENCE

### A. TEACHING

**University of New Mexico: Anderson School of Management, Albuquerque, NM**

#### **Instructor**

***Creative Leadership and Innovating Organizations*** (Full-time MBA Core, MGMT568):

- Spring 2009 (instructor rating: **4.93/5.00**; course rating: **4.93/5.00**; 30 students, response rate = 90%)

***Leadership Development*** (Elective, upper division undergraduate, MGMT 362):

- Spring 2009 (instructor rating: **4.96/5.00**; course rating: **4.92/5.00**; 29 students, response rate = 90%)
- Fall 2008 (instructor rating: **4.82/5.00**; course rating: **4.79/5.00**; 39 students, response rate = 83%)

***Organizational Behavior and Diversity*** (Full-time MBA Core, MGMT 506):

- Fall 2008 (instructor rating: **5.00/5.00**; course rating: **4.91/5.00**; 26 students, response rate = 85%)

**Boston University: School of Management, Boston MA**

#### **Instructor**

***The Manager and Change – Intentional Change*** (EMBA course):

- Summer 2008 (Overall effectiveness of instructor: **4.48/5.00**, 25 students; Instructor's ability to facilitate discussion **4.54/5.00**, 25 students; Overall value of this instructor's material for you as a professional: **4.60/5.00**, 25 students.

***Leadership*** (Full-time MBA elective, OB848):

- Spring 2008 (instructor rating: **4.83/5.00**; course rating: **4.75/5.00**; 25 students, response rate = 96%)

- Fall 2007 (instructor rating: **4.92/5.00**; course rating: **4.88/5.00**; 26 students, response rate = 96%)
- Spring 2007 (instructor rating: **5.00/5.00**; course rating: **4.88/5.00**; 17 students, response rate = 100%)

***Leadership Challenge*** (Elective, upper division undergraduate, ORBH 460):

- Fall 2007 (instructor rating: **4.96/5.00**; course rating: **4.81/5.00**; 26 students, response rate = 100%; for all undergraduate courses in the School of Management, the ‘course overall’ average score was 4.10, and the ‘instructor overall’ average score was 4.37)
- Fall 2006 (instructor rating: **5.00/5.00**; course rating: **5.00/5.00**; 15 students, response rate = 87%; for all undergraduate courses in the School of Management, the ‘course overall’ average score was 4.01, and the ‘instructor overall’ average score was 4.30)

**Case Western Reserve University: Weatherhead School of Management / The George S. Dively Center for Executive Education, Cleveland, OH**

**Instructor**

***Coaching a Culture of Leadership***: Executive Education Workshop, Open Enrollment;

- March 25-26, 2009 (Speaker rating: **5.00/5.00**; program rating: **5.00/5.00**; 12 participants) and May 13-14, 2009 (Speaker rating: **5.00/5.00**; program rating: **5.00/5.00**; 39 participants)
- March 30-31 and May 3-4, 2006 (Speaker rating: **4.88/5.00**; program rating: **4.86/5.0**; 39 participants).

***Leadership Assessment and Development*** (Required MBA, MGMT 403/410):

- Summer 2005 (instructor rating: **5.00/5.00**; course rating: **4.96/5.00**; 33 full-time MBA students, response rate = 91%)
- Summer 2004 (instructor rating: **4.73/5.00**; course rating: **4.47/5.00**, 16 full-time MBA students, response rate = 94%)
- Summer 2003 (instructor rating: **4.88/5.00**; course rating: **4.69/5.00**; 17 part-time MBA students, response rate = 94%)

***Leading with Emotional Intelligence***: Executive Education Workshop for Sabre Inc.; Conducted December 15, 2005 (program rating: **4.65/5.0**; 25 participants consisting of the chief financial officer and his executive team).

***Leading with Emotional Intelligence***: Executive Education Workshop for Jewish Community Federation; Conducted December 13, 2005 (program rating: **4.2/5.0**; 22 participants consisting of the chief executive officer, his direct reports and their directors).

***Using Emotional Intelligence for Effectiveness Leadership***. 2005 Northeastern Ohio Universities College of Medicine Physician and Attorney Leadership Conference. Akron, OH. Conducted October 5, 2005 (Deliver rating: **4.7/5.0**; Content rating: **4.5/5.0**; 75 participants consisting of doctors and lawyers)

***Leading with Emotional Intelligence***: Executive Education Workshop for Kirtland Capital Partners; Conducted September 20, 2005 (program rating: **4.7/5.0**; 30 participants consisting of chief executive and financial officers).

***Coaching a Culture of Leadership***: Executive Education Workshop, Open Enrollment; Presented May 7, 2003 (Authored and Presented: “Coaching Helps: How to Be a More Effective Executive Coach”)

#### **Facilitator**

***Leadership Assessment and Development*** (Required MBA, MGMT 403): Co-facilitated the teaching of managerial competencies to MBA students. Primary instructor for two sub-groups of between 6 and 9 students. Provided grading, coaching, career counseling, and competency development instruction.

- Spring 2003 (course rating: 4.49/5.0, 36 part-time MBA students)
- Fall 2002 (course rating: 4.2/5.0, 47 part-time MBA students)
- Summer 2002 (course rating: 4.71/5.0, 34 full-time MBA students)
- Fall 2001 (course rating: 3.42/5.0, 50 full-time MBA students)

***Coaching a Culture of Leadership - Executive Education Workshop***: Co-facilitated the teaching of coaching competencies to business executives. Primary facilitator for two or three sub-groups of 3-4 professionals. Provided coaching and competency development instruction.

- February 24-25 and April 7-8, 2005 (program rating: 4.7/5.0; 23 participants)
- February 26- 27 and April 8-9, 2004 (program rating: 4.75/5.0; 37 participants)
- April 2- 3 and May 7, 2003 (no ratings taken)

***Interpersonal Skills for Managers*** (Elective MBA and Undergraduate, ORBH 303/304/403) – Spring 2002 (course rating: 4.56/5.0 MBA, 18 students and 4.75/5.0 Undergraduate, 15 students): T-group format. Co-facilitated for undergraduate and graduate students. Provided grading; planned and guided content and process of the group experience.

***Professional Fellows Program - Executive Education***: Fall 2001; Spring 2002: Primary instructor for sub-group of eight professional. Provided coaching, career counseling, and competency development instruction.

***Personal Development for Engineers*** (Undergraduate Certificate Course, IIME 400) – Summer 2001: Co-facilitated the teaching of managerial competencies to students. Primary instructor for sub-group of 6 senior engineering students. Provided grading, coaching, career counseling, and competency development instruction.

**DeVry University: Keller Graduate School of Management**, Cleveland, OH (Downtown Center)

#### **Instructor**

***Employee Training and Development*** (Elective MBA, HR 592): Spring 2004 (instructor rating: **3.89/4.00**; course rating: **3.78/4.00**; 11 MBA and HRM graduate students, response rate = 82%)

## **B. MANAGEMENT / CONSULTING**

### **Executive Coaching**

- Served as executive coach to several companies by providing 360-degree assessment feedback, helping executives create development plans, increase leadership capability, and focus on plan execution.
- Executive Education/ECI 360-Degree Assessment Coach (Weatherhead School of Management, Dively Center for Executive Education, Case Western Reserve University).

### **Key Talent Retention**

- Designed and implemented end-to-end process and related tools for managers to increase their ability to identify, lead, manage, and retain key talent. Led to savings of at least \$5 million in retention spending (first year in use) and helped to decrease turnover among top 200 leaders from 25% in 2000 to 10% in 2001.

### **Change Management**

- Managed executive sponsorship for an SAP engagement with \$3 billion Gas division of large foreign oil and Gas Company. Identified and linked leader actions to key project risks and benefits, provided means to coach leaders on positive action steps, successfully increased leader capability to effectively drive the SAP transformation in their respective business areas.
- Solely assigned to provide quality assurance for six key change management activities of an SAP implementation through project end: Managed net revenue of over \$1.4 million.
- Created a communications plan and a change management workplan for the leading beverage bottler in Latin America to facilitate key communication and change management activities.
- Directed Change Management activities for IS-OIL SAP module and Roll-Out of SAP R/3 to 32 client sites.
- Co-authored a customized leader training on Organizational Change Management tied specifically to SAP implementation; delivered training to managers, client change management staff, Chiefs of Staff to vice-presidents, and staff from production work sites.
- Co-authored an Organizational Transition Plan which served to create an approach to develop key sponsors for the transition, to provide a transition structure and tools to support and reinforce new SAP technology, to establish transition task force to plan and execute roll-out actions, and to install measurement processes to provide managers and task force members feedback about progress towards implementation targets.
- Prepared business justification, designed, and then consulted on the implementation of a new organization structure and processes for U.S. Human Resources Service Delivery Organization.
- Co-authored a Competitive Assessment Report of all leading firms doing change management and HR consulting.

### **Knowledge and Performance Management**

- Designed and implemented internal Human Resources Intranet site to link HR practitioners to internal and external knowledge resources.
- Conducted HR software evaluation project for large U.S. Oil, Gas and Utilities holding company. Authored the Request for Proposal (RFP) and managed vendor relationships (site visits, conference calls, and vendor demonstrations). Worked with the holding company's seven vice-presidents of HR to reach consensus regarding the company's HRIS strategy and chose the most appropriate vendor to meet their complex business requirements. Chosen to direct all change management activities for SAP HR, implementation valued at \$15 million.

- Managed large management consulting firm’s knowledge repository; identified deficiencies and collected leading practices, deliverables, processes and tools to upgrade the database and leverage intellectual capital.
- Analyzed the performance management system for a large health maintenance organization and presented strategies around which to restructure the system.

**Sample List of Clients:**

- Alcoa
- American Healthways
- Bendix
- Boston Globe
- BWXT
- Cleveland Clinic Foundation
- Coca-Cola FEMSA, SA.
- Eaton
- Edgepark Medical
- Elkay
- Enron
- Ernst & Young, LLP
- Essef
- Jewish Community Federation of Cleveland
- Kaiser Permanente, Ohio Region
- KeyCorp
- Kirtland Capital Partners
- MD Anderson Cancer Center
- National City Bank
- Pemex (Pemex Gas y Petroquímica)
- Roadway Express
- Sabre, Inc.
- Swagelok
- Sherwin Williams
- Veterans Administration Hospital – Ohio
- University of the Pacific
- Williams

**C. PROFESSIONAL EMPLOYMENT SUMMARY**

- April 2002—Aug 2006 **Lecturer and Executive Coach, Weatherhead Executive Education**  
Weatherhead School of Management – Dively Center for Executive Education  
Cleveland, OH
- Nov 1998—Aug 2000 **Manger, Organization Effectiveness** (Human Resources)  
Sabre Inc. /AMR  
Ft. Worth, TX
- May 1996—Nov 1998 **Manager, Business Transformation Management** (Management Consulting)  
Ernst & Young, LLP.  
Cleveland, OH; Irving, TX
- April 1991—July 1995 **Supervisor, Spanish Language Training Area**  
Brigham Young University  
Provo, UT

## D. AWARDS AND RECOGNITIONS

**Anderson School of Management Foundation Fellowship, \$2900** (3 years, 2009-2012)

**Finalist, Best International Symposium Award** for *The Emics of Trust Building in Manager-Subordinate Relationships: An Anglo-Saxon Perspective*. National Academy of Management Conference, 2008. Anaheim, CA.

**Boston University Class Gift.** Honored by graduating students as part of the Class Gift Program. Students who donate to the class gift have the opportunity to present their donation in honor of a faculty or staff member who has positively influenced their business education experience.

- **2008:** Six -time honoree (3 MBA, 3 Undergraduate)
- **2007:** Three-time honoree (2 MBA, 1 Undergraduate)

**Case Western Reserve University Endowed Mentorship Program Award.** 2005 Financial Award (\$500) for presentation at the National Academy of Management Conference; Honolulu, Hawaii.

**Organizational Behavior Division PhD Consortium. Academy of Management Conference,** 2004. New Orleans. Distinctive faculty nomination awarded each year to one PhD candidate in the Department of Organizational Behavior at Case Western Reserve University.

**Best Doctoral Student Paper Award,** 2003 (for “Exploring employee voice in organizations: What classical social theorists inform about potential inhibiting factors”), The Institute for Behavioral and Applied Management Conference, 11<sup>th</sup> Annual Conference. Tampa, Florida.

**Case Analysis “Best in Class” Award,** 1997. For management policy 419, (Dr. Richard L. Osborne, Executive Dean) – Weatherhead School of Management, Case Western Reserve University

**Advanced High-Spanish Language Proficiency Examination Score,** 1994 – Brigham Young University:

**Alvina S. Barrett Academic Scholarship,** 1990 - Brigham Young University (half tuition)

## E. PROFESSIONAL SERVICE

Ongoing

- **Board Member** (3 year appointment, 2009-2012): Advisory Board Member for the Center for Social and Emotional Competence, University of the Pacific
- **Ad Hoc Peer Reviewer** (2007-present):
  - *Human Resource Management Review*
  - *Human Relations*
  - *Journal of Business and Psychology*

2009

- **Invited Reviewer,** Special issue in *Cross Cultural Management: An International Journal on Emotional Intelligence*
- **Ad Hoc Reviewer,** Organizational Behavior Teaching Conference (OBTC)
- Anderson School of Management Budget Review Subcommittee

2008

- **Invited Reviewer**, Special issue of *Journal of Management Development* on Managerial Competency Development in Europe
- **Ad Hoc Reviewer**, Academy of Management National Conference, OB, MED Divisions
- **Ad Hoc Reviewer**, Organizational Behavior Teaching Conference (OBTC) **Boston University Link Day**
- **Department of Organizational Behavior DBA Admissions Committee**
- **Dissertation Committee Member**, Lynne Richer (doctoral student at Boston University's School of Education in the Human Resource Education program)

2007

- **Invited Reviewer**, Sage *Handbook of Managerial Learning, Education, and Development* edited by Steve Armstrong and Cynthia Fukami.
- **Invited Reviewer**, *Mastering Self-Leadership: Empowering yourself for personal excellence* by Christopher P. Neck & Charles C. Manz (Pearson Prentice Hall)
- **Invited Reviewer**, Special issue of *Journal of Management Development* on Managerial Competency Development
- **Dissertation Committee Member**, Lynne Richer (doctoral student at Boston University's School of Education in the Human Resource Education program)
- **Department of Organizational Behavior DBA Admissions Committee**
- **Ad Hoc Reviewer**, Academy of Management National Conference, OB Division
- **Ad Hoc Reviewer**, Society of Industrial and Organizational Psychology National Conference

2004            **Ad Hoc Reviewer**, Academy of Management National Conference, OMT Division

2003            **Ad Hoc Reviewer, symposium discussant, and symposium chair**: Institute of Behavioral and Applied Management Annual Meeting

2001, 2003     **Ph.D. Admissions Committee Member**, Department of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University

2001- 2003     **Ph.D. Admissions Committee Interviewer**, Department of Organizational Behavior, Weatherhead School of Management, Case Western Reserve University

## F. PROFESSIONAL AFFILIATIONS / CERTIFICATIONS

**Member, Academy of Management**, 2002-Present

*Divisions*: Organizational Behavior, Human Resources, Management Education & Development

**Member, American Psychological Association**, 2004-Present

**Member, Society for Industrial and Organizational Psychology**, 2004-present

**Member, Consortium for Research on Emotional Intelligence in Organizations**, 2006-present

**Member, Cross Cultural Management Network**, 2007-Present

**Certified Executive Coach, HayGroup**: *Emotional and Social Competence Inventory (ESCI)*, 2002-Present

## G. MEDIA INTERVIEWS

*The Wall Street Journal* blog *The Juggle* (8 Aug. 2009), *Business Week Online* (10 Aug. 2009), *Academy of Management* (July 2009), *Associated Press* (10 Aug. 2009), *MSNB C* (10 Aug. 2009), *Business Week Magazine* (24 August 2009), *Society for Human Resource Managers* (14 Aug. 2009), *The Globe and Mail* (12 Aug. 2009), *Finance Daily* (15 Aug. 2009), *KUNM Radio* (21 Aug. 2009), *Voice of America* (19 Aug. 2009), *KKOB News Radio* (11 Aug. 2009), *New York Daily News* (11 Aug. 2009), *Costco Connection Magazine* (Oct. 2009) for Academy of Management Conference Presentation of ). *It may not be what you think: Gender differences in predicting emotional and social competence.*

*Cinco Dias* (Spanish Business Newspaper, January 19, 2008) El perfil que permite a los lideres traspasar fronteras by Rosario Correro. Interview regarding leader self-awareness research.

IESE (January 19, 2008). Interview regarding intentional change research.

## OTHER INFORMATION

### A. COMPUTER PROGRAMS AND SKILLS

**Desktop publishing:** MS-Windows and Office, Lotus Notes

**Statistical Packages:** SPSS, AMOS

**Teaching:** WebCT, Blackboard, E-learning

### B. PERSONAL

Absolutely enjoy my family, church and community service, cycling, jogging, and basketball.

## REFERENCES

### **Richard E. Boyatzis**

Professor  
Department of Organizational Behavior  
Weatherhead School of Management  
Case Western Reserve University  
10900 Euclid Avenue  
Cleveland, OH 44106-7235  
Ph: 216-368-2055  
Fax: 216-368-4785  
reb2@cwru.edu

### **Poppy L. McLeod**

Associate Professor  
Department of Communication  
Cornell University  
329 Kennedy Hall  
Ithaca, New York 14853  
Ph: 607-254-8896  
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