

ANDREW WARD

Charlot and Dennis E. Singleton '66 Endowed Chair in Corporate Governance
Professor of Management and Chair of the Management Department
Lehigh University
College of Business
621 Taylor Street
Bethlehem, PA 18015

ACADEMIC POSITIONS

Charlot and Dennis E. Singleton '66 Endowed Chair in Corporate Governance,
2011-present

Chair, Department of Management, College of Business, Lehigh University,
2021- present

Associate Director, Martindale Center for Private Enterprise, College of
Business, Lehigh University, Bethlehem, PA 18015, 2018-present

Associate Dean, Graduate Programs, College of Business, Lehigh University,
Bethlehem, PA 18015, 2010-2018

James T. Kane Faculty Fellow, College of Business, Lehigh University,
Bethlehem, PA 18015, 2010-2011

Professor of Management, College of Business, Lehigh University, Bethlehem,
PA 18015, 2018-present

Associate Professor of Management, College of Business, Lehigh University,
Bethlehem, PA 18015, 2009-2018

Assistant Professor of Management, Terry College of Business, University of
Georgia, Athens, GA 30602, 2003-2009

Assistant Professor of Organization & Management, Goizueta Business School,
Emory University, Atlanta, GA 30322, 1996-2003

Visiting Assistant Professor of Organization & Management, Goizueta Business
School, Emory University, Atlanta, GA 30322, 1995-1996

EDUCATION

The Wharton School, University of Pennsylvania, Philadelphia, PA 19104

Ph.D. in Management (1996)

Major: Organizational Theory and Behavior

Thesis topic: "The Harder They Fall? What happens to CEOs who are fired."

Committee: John R. Kimberly (advisor), Elizabeth Bailey (chair), Joseph
Harder, Jeffrey A. Sonnenfeld, Michael Useem

Goizueta Business School, Emory University, Atlanta, GA 30322

MBA (1991)

Beta Gamma Sigma Honor Society

George E. Mew Organization and Management Award

Southlands College, University of Surrey, England

B.Sc. (Hons) (1986)

Major: Business Studies and Mathematics

Graduated with honors

The Chartered Institute of Marketing, England

Diploma in Marketing (1986)

PUBLICATIONS:

BOOKS

Ward, A., & Steckler, E. (2022). World Scientific Encyclopedia of Business Sustainability, Ethics and Entrepreneurship. Volume 2: Sustainable Development Goals (SDGs). Edited Volume. World Scientific

Amason, A., & Ward, A. (2021). Strategic Management: From Theory to Practice (2nd Edition). Routledge

Sonnenfeld J.A., & Ward A. (2007). Firing Back: How great leaders rebound after career disasters. Harvard Business School Press.

Ward, A., (2003). The Leadership Lifecycle: Matching leaders to evolving organizations. Palgrave Macmillan.

REFEREED JOURNALS

Mooney, A., Brown, J., & Ward, A., (2021). The Effects of Director Tenure on Monitoring and Advising: New insights from behavioral governance and learning theories. *Corporate Governance: An International Review*. 29(5) 479-495

Quigley, T., Hubbard, T., Ward, A., Graffin, S., (2020) Unintended Consequences: Information Releases and CEO Stock Option Grants. *Academy of Management Journal* 63(1) 155-180

Brown, J., Buchholtz, A., Butts, M., & Ward, A. (2019) Board Socio-cognitive Decision Making and Task Performance Under Heightened Expectations of Accountability. *Business & Society*, 58(3) 574-611

Byron, K., Neville, F., Post, C., Ward, A., (2019) Board Independence and Corporate Misconduct: A Cross-National Meta-Analysis. *Journal of Management*, 45(6) 2538-2569

Brown, J., Anderson, A., Salas, J., & Ward, A., (2017) The Value of Directors: Shareholder perceptions and director effectiveness over the course of director tenure. *Organization Science*, 28(3): 471-494

- Little, L., Kluemper, D., Nelson, D., & Ward, A., (2013) More Than Happy To Help? Customer-focused emotion management strategies. *Personnel Psychology*, 66: 261-286
- Little, L., Nelson, D., Quade, M., & Ward, A., (2011) Stressful Demands or Helpful Guidance? The role of display rules in Indian call centers. *Journal of Vocational Behavior*, 79:724-733
- Hayibor, S., Agle, B., Sears, G., Sonnenfeld, J., & Ward, A., (2011) Value Congruence and Charismatic Leadership in CEO-Top Manager Relationships: An empirical investigation. *Journal of Business Ethics*, 102 (2): 237-254
- Graffin, S., & Ward, A., (2010) Certifications and Reputation: Determining the standard of desirability amidst uncertainty. *Organization Science*, 21(2): 331-346
- Ward, A., Brown, J., & Rodriguez, D., (2009) Governance Bundles, Firm Performance and the Substitutability and Complementarity of Governance Mechanisms. *Corporate Governance: An International Review*, 17 (5): 646-660 **Winner of Best Paper of the Year Award from Corporate Governance, 2009**
- Ward A., Brown, J., & Graffin, S., (2009) Under the Spotlight: Institutional Investors and Firm Responses to the Council of Institutional Investors' Annual Focus List. *Strategic Organization*, 7: 107-135
- Campbell, S., Ward A., Sonnenfeld, J., & Agle, B. (2008). Relational Ties That Bind: Leader-follower relationship dimensions and charismatic attribution. *Leadership Quarterly*. 19: 556-568
- Ward, A., & Feldman, D.C. (2008) Survival of the Embedded: Expelling and embedding forces on members of the corporate elite. *Corporate Governance: An International Review*, 16: 239-251
- Sonnenfeld, J., & Ward, A. (2008). Firing Back: How great leaders rebound after career disasters. *Organizational Dynamics*, 37: 1-20
- Ward, A., Lankau, M., Amason, A., Sonnenfeld, J., & Agle, B. (2007). Improving the Performance of Top Management Teams. *Sloan Management Review*, 48 (3): 85-90
- Sonnenfeld, J., & Ward A., (2007). Firing Back: How great leaders rebound after career disasters. *Harvard Business Review*, 85: 76-84. Reprinted in *Harvard Business Review OnPoint*, Summer 2009, p.114-122
- Lankau, M., Ward, A., Amason, A., Ng, T., Sonnenfeld, J., Agle, B., (2007). Examining the Impact of Organizational Value Dissimilarity in Top Management Teams. *Journal of Managerial Issues*, 19: 11-34
- Ward, A., (2006). "Is the "Bottom Line" the bottom line? The determinants of CEO forced exit. *Corporate Ownership and Control*, 4: 91-105

Barsade, S., Ward, A., Turner, J., & Sonnenfeld, J.A. (2000). To Your Heart's Content: An Affective Diversity Model in top management teams. *Administrative Science Quarterly*. Vol. 45: 802-836

Rao, H., Davis, G., & Ward, A. (2000). Embeddedness, Social Identity, and Mobility: Why firms leave the NASDAQ and join the New York Stock Exchange. *Administrative Science Quarterly*. Vol. 45: 268-292

Ward, A., Bishop, K., & Sonnenfeld, J.A. (1999). Pyrrhic Victories: The cost to the board of ousting the CEO. *Journal of Organizational Behavior*. Vol. 20, pp 767-781

Ward, A., Sonnenfeld, J.A., & Kimberly, J.R., (1995). In Search of a Kingdom: Determinants of Career Outcomes for Chief Executives who are Fired. *Human Resource Management Journal*. Vol. 34, No. 1, pp 117-139

BOOK CHAPTERS

Ward, A., Brown, J. & Mooney, A. Forthcoming in 2023. The effectiveness of an individual director. In Leblanc, R. (Eds.) *Handbook of Corporate Governance*. Hoboken, NJ: Wiley

Brown, J., Ward, A., & Duane, J., (2023) Data Privacy, Ethics, and Strategic Leadership. In Simsek, Z., Heavey, C. & Fox, B. (Eds.) *Handbook of Digital Transformation and Strategic Leaders*. Madison, WI: Edward Elgar

Ward, A., Amason, A., Lee, P., & Graffin, S., (2011) The Scapegoating Premium: A rational view of new CEO compensation. In Carpenter, M. (ed) *The Handbook of Research on Top Management Teams*, Madison, WI: Edward Elgar

Sonnenfeld, J., & Ward, A. (2009) Conventional Wisdom, Conventional Mythology, and the True Character of Board Governance. In Conger, J (ed) *Boardroom Realities*, Jossey Bass

Brown, J., & Ward, A. (2007) Corporate Governance in the USA. In Kostyuk, A.N., Braendle, U.C., & Apreada, R., (Eds.) *Corporate Governance*, Virtus Press

Ward, A. (1998) Influence. in Dorf, R., (Ed.) *Handbook of Technology Management*, CRC Press

Sonnenfeld J.A., & Ward, A., (1997) Making a Difference or Making a Buck? Balancing citizenship and shareholders. in Dunn, B.J., (Ed.) *Significant Issues Facing Directors*, Directorship.

Ward, A., & Sonnenfeld, J.A. (1995) Compensating an Ousted CEO: Implications for Boards in Dunn, B.J., (Ed.) *Significant Issues Facing Directors*, Directorship.

Ward, A., & Sonnenfeld, J.A. (1994) The Consequences of CEO Succession. in von Alfred Kieser, H., Reber, G., Wunderer, R., (Eds.) *Handwörterbuch der Führung*, Austria.

NON-REFEREED JOURNALS

Sonnenfeld, J., & Ward, A., (2007). When Bad Things Happen to Good Leaders: Firing Back from Career Disasters. *Leader to Leader*, 45: 33-39

Ward, A., Culture of Excess. *Financial Times*, Mastering Leadership Series, November 29, 2002

Ward, A., Bishop, K & Sonnenfeld, J., The Cost to the Board of Ousting the CEO. *Directors & Boards*, Vol. 20, No 4, pp 24-27. Summer 1996.

Sonnenfeld, J., & Ward, A. Being Skillful at Succession. *Directors & Boards*, Vol.19, No. 4, pp 17-21. Summer, 1995.

Sonnenfeld, J., & Ward, A., Overcoming the Legacy of the Departed King. *Leaders*, April, May, June, 1994

Sonnenfeld J., & Ward, A., CEO Dismissal: Factors that influence the board's decision. *Directorship*, April 1994

REFEREED PROCEEDINGS

Kiss, A., Yu, Q., and Ward, A. (2022). CEO Liberalism, Firm Governance, and Innovative Behavior. *Academy of Management Proceedings*

Brown, J., Mooney Murphy, A., Ward, A. (2018). Director Tenure and Effectiveness: A Contingency Model. *Academy of Management Proceedings*

Quigley, T., Hubbard, T., Ward, A., (2017) Still in Control: Information Releases and CEO Stock Option Grants. *Academy of Management Proceedings*

Brown, J.A., Anderson, A., Ward, A., Salas, J., (2013). Market Reactions to Director Exits: Human Capital vs. Entrenchment. *Academy of Management Proceedings*

O'Neill, O.A., Stanley, L.J., & Ward, A., (2008) Emotion Expression and Decision Makers' Response to Threat. *Academy of Management Proceedings*

Brown, J., Buchholtz, A., & Ward, A. (2008) Scapegoating Under Scrutiny. *Proceedings of the International Association for Business and Society (IABS)*, 19 (383-394)

REFEREED CONFERENCE PRESENTATIONS

Ward, A., Brown, J., Arora, P., & Clark, C. (2023) Director Exits After Power Struggles with the CEO. International Corporate Governance Society Annual Meeting, Madrid, Spain, October 2023

Brown, J., & Ward, A., (2023). Data Privacy, Ethics, and Strategic Leadership. Leading and Managing in the Digital Era, Athens & Syros, Greece, June 2023

Ward, A., Brown, J., Arora, P., & Clark, C. (2023) Director Exits After Power Struggles with the CEO. International Association for Business & Society (IABS) Annual Meeting, Bath, England, June 2023

Brown, J., & Ward, A., (2023). Data Privacy, Ethics, and Strategic Leadership. Sustainability Ethics, & Entrepreneurship (SEE) Annual Conference, Puerto Rico, March 2023

Kiss, A., Yu, Q., and Ward, A. (2022). CEO Liberalism, Firm Governance, and Innovative Behavior. Strategic Management Society Annual Conference, London, September 2022

Kiss, A., Yu, Q., and Ward, A. (2022). CEO Liberalism, Firm Governance, and Innovative Behavior. Academy of Management Annual Meetings, Seattle, August 2022

Brown, J., Ward, A., Arora, P., Clark, C., (2022) The Aftermath of Failed Coups in Corporate Governance: Circulation of Power After Director Resignations, EGOS, Vienna, July 2022

Ward, A., Mooney Murphy, A., Brown, J., Clark, C., (2020) Board Refreshment, Strategic Management Society Annual Conference, London (virtual), October 2020

Ward, A., Brown, J., Arora, P., Clark, C., (2019) The Aftermath of Failed Coups in Corporate Governance: Circulation of Power After Director Resignations, Academy of Management Specialized Conference on Responsible Leadership in Rising Economies, Bled, Slovenia, October, 2019

Ward, A., Mooney Murphy, A., Brown, J., (2019) Hitting the Reset Button: Board Refreshment Through CEO Turnover, Strategic Management Society Special Conference, Las Vegas, March 2019.

Steckler, E., Wasieleski, D., Ward, A., Leigh, J., (2019) The Business School for a Sustainable World: A Hackathon for New Perspectives on Business Education, 8th SEE Research Conference, Miami, February 2019

Ward, A., Post, C. (2018) The New Inner Circle: Diffusion of CSR Practices Through Female Director Interlocks. Strategic Management Society Conference, Paris, September 2018.

- Ward, A., Brown, J., Arora, P, Clark, C. (2018) The Aftermath of Failed Coups: Circulation of Power After Director Resignations. Strategic Management Society Conference, Paris, September 2018.
- Brown, J., Mooney Murphy, A., Ward, A. (2018). Director Tenure and Effectiveness: A Contingency Model. Academy of Management Annual Meetings, Chicago, IL, August 2018
- Quigley, T., Hubbard, T., Ward, A., (2017) Still in Control: Information Releases and CEO Stock Option Grants. Academy of Management Annual Meetings, Atlanta, GA, August 2017
- Ward, A. (2016) Social Movements and Stakeholder Activism as Corporate Governance Mechanisms. SEE Research Conference, Puerto Rico, November 2016
- Brown, J., Ward, A., & Murphy, A. A (2016) Model of the Phases of Director Effectiveness Over Time. Strategic Management Society Conference, Berlin, Germany, September 2016
- Schnatterly, K., Berns, J., da Motta Veiga, S., & Ward, A. (2015) Negative Board Certifications and their Impact on Individual Directors. Strategic Management Society Conference, Denver, CO, October 2015
- Brown, J., Ward, A., & Clark, C., (2015) The Aftermath of Failed Coups: Continued circulation of power after director resignations. International Association for Business and Society (IABS) Conference, Costa Rica
- O'Neill, O.A., Ward, A., Graffin, S., & Stanley, L.J., (2014) Making sense of it all: Affective and cognitive sensemaking and decision-maker's responses to threats. Strategic Management Society Conference, Madrid, Spain, September 2014. *Runner-up for Best Conference Paper Prize.*
- Anderson, A., Brown, J., Salas, J., & Ward, A., (2014) The Value of Directors: Shareholder perceptions and director effectiveness over the course of director tenure. EFMA, Germany
- Quigley, T., & Ward, A., (2013). Skinning the Cat with a New Knife: How CEOs continue to manipulate option strike price following the backdating scandal. Strategic Management Society Conference, Atlanta, GA, October 2013.
- Brown, J.A., Anderson, A., Ward, A., Salas, J., (2013). Market Reactions to Director Exits: Human Capital vs. Entrenchment. Academy of Management annual meetings, Orlando, August 2013.
- Brown, J. A., Ward, A. J., Anderson, A., Salas, J., (2012). The Sweet Spot of Director Tenure and Executive Compensation, Strategic Management Society Conference, Prague, Czech Republic, October 2012.

Brown, J.A., Anderson, A., Ward, A., Salas, J., (2012). Human Capital vs. Entrenchment in Director Tenure. 5th Annual Wharton People and Organizations Conference, Philadelphia, PA, September 2012.

Brown, J.A., Buchholtz, A.K., Butts, M.M., & Ward, A. (2011). Board Responses to Increased Monitoring Roles Following Regulatory Change. Academy of Management annual meetings, San Antonio, August 2011.

Priya, K., & Ward, A., (2011). Model of Identity Transition: CEO's identity after an exit. Eastern Academy of Management. Bangalore, India, June 2011.

Schnatterly, K., Ward, A., & da Motta Veiga, S.P., (2011). Bad Board Certifications: Where do current directors go from there? Corporate Governance Conference, University of Missouri, MO, May, 2011

Brown, J., Ward, A., Anderson, A., & Salas, J., (2010). Human Capital vs. Entrenchment: Market reactions to director resignations and deaths. Strategic Management Society annual meetings, Rome, September, 2010

Little, L., Kluemper, D., Ward, A., & Nelson, D., (2010). Managing Customer Emotions. Academy of Management annual meetings, Montreal, August 2010.

Priya, K., Tapis, G., Ward, A., & Hoffman, D., (2010). Family Members' Identity and Engagement with a Family Business: A cross-cultural comparison. Academy of Management annual meetings, Montreal, August 2010.

Ward, A., Shropshire, C., & Graffin, S., (2009). Distracted Directors: Agency costs of home firm distractions. Strategic Management Society annual meetings, Washington, D.C., October 2009

Priya, K., & Ward, A., (2009) Who Am I Now? CEO's identity transition after an exit. Academy of Management annual meetings, Chicago, August 2009.

Lee, P., Graffin, S., & Ward, A., (2008) The Reputation Halo and Compensation: Evidence from Major League Baseball. Strategic Management Society annual meetings, Cologne, October 2008

O'Neill, O.A., Stanley, L.J., & Ward, A., Emotion Expression and Decision Makers' Response to Threat. Academy of Management annual meetings, Anaheim, August, 2008

Brown, J., Ward, A., & Butts, M., (2008) Institutionalization in Context: Corporate governance changes and board responses. Academy of Management annual meetings, Anaheim, August, 2008

Graffin, S., Lee, P., & Ward, A., (2008) The Reputation Halo and Expert vs. Non-expert Observers: Evidence from MLB All-Stars. Academy of Management annual meetings, Anaheim, August, 2008

Campbell, S., & Ward, A., (2008) I Want to But I Can't: The moderating effect of ability to leave on employee turnover. Academy of Management annual meetings, Anaheim, August, 2008

Brown, J., Buchholtz, A., & Ward, A. (2008) Scapegoating Under Scrutiny. International Association for Business and Society (IABS) Conference, Tampere, Finland.

Campbell, S., & Ward, A., (2007) It's Not Just a Job Anymore: A typology of career change. Southern Management Association annual meetings, Nashville, T.N., November 2007.

Agle, B.R., Hayibor, S., Sonnenfeld, J.A., & Ward, A., (2007) CEO Values, CEO-TMT Value Congruence and CEO Charisma. Academy of Management annual meetings, Philadelphia, August, 2007

O'Neill, O.A., Stanley, L.J., & Ward, A., (2007) Top Management Emotions: Feeling out a firm's investment in R&D. Academy of Management annual meetings, Philadelphia, August, 2007

Sonnenfeld, J.A., Ward, A., Delbecq, A.L., Cameron, K., Slocum, Jr., J.W., & Hall, D.T., (2007) Firing Back: How great leaders rebound after career disaster. Academy of Management annual meetings, Philadelphia, August, 2007 (*Showcase Symposium*)

Brown, J., Buchholtz, A., & Ward, A. (2007) The price of accountability in corporate governance. International Association for Business and Society (IABS) Conference, Florence, Italy.

Graffin, S., & Ward, A., (2006) The Value of Socially Constructed Performance Information: Certification and sensemaking in baseball. Strategic Management Society annual meetings, Vienna, October 2006. *Runner up for Best Conference Paper Prize*

Schnatterly, K., & Ward, A., (2006) Certifiably Bad: The responses of boards and individual directors to being labeled a bad board. Strategic Management Society annual meetings, Vienna, October 2006.

Amason, A., Ward, A., & Park, K., (2006) The Transaction Based View of Competitive Advantage. Academy of Management annual meetings, Atlanta, August, 2006

Campbell, S., Ward, A., Sonnenfeld, J., & Agle, B., (2006) The Relational Ties that Bind: Dimensions of the leader-follower relationship and their impact on charismatic attribution. Academy of Management annual meetings, Atlanta, August, 2006

Schnatterly, K., Ward, A., & Lee, P., (2006) Certification, Reputation and Legitimacy: Concentric Concepts. Academy of Management annual meetings, Atlanta, August 2006

Ward A., & Feldman D. (2005) When “What you do” drives “Who you are”: The fragility of embeddedness in elites for departing CEOs. Strategic Management Society annual meetings, Orlando, FL., October, 2005

Amason, A., Ward, A., & Park, K., (2005) The Transaction Based View of Competitive Advantage. Strategic Management Society annual meetings, Orlando, FL., October 2005.

Barsade, S., Brown, J., & Ward, A., (2005) Organizational Embarrassment and the Reparation of Relationships Through Rebuilding Image and Identity. Southern Management Association annual meetings, Charleston, S.C., November 2005.

Ward, A., Amason, A., & Lee, P., (2005) Insuring Opportunity Value: The Compensation of First Time Chief Executives. Academy of Management annual meetings, Hawaii, August 2005.

Lankau, M., Ward, A., Amason, A., Ng, T., Sonnenfeld, J., & Agle, B., (2005) Examining the Impact of Organizational Value Dissimilarity in Top Management Teams. Academy of Management annual meetings, Hawaii, August 2005.

Brown, J., & Ward, A. (2004) Implications of Organizational Embarrassment: How firms respond to Targeting by a Shareholder Group. Strategic Management Society annual meetings, San Juan, PR, November 2004.

Rodriguez, D., & Ward A., (2003) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. Academy of Management annual meetings, Seattle, August 2003

Rodriguez, D., & Ward A., (2002) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. Southern Economic Association annual meetings, New Orleans, November 2002.

Rodriguez, D., & Ward A., (2002) Shareholder activism and the substitutability and complementarity of governance mechanisms under conditions of poor corporate performance. French Finance Association annual meetings, Strasbourg, June 2002.

Ward, A., & Bishop, K., (2001) Director turnover and strategic involvement following CEO dismissal. Academy of Management annual meetings, Washington, D.C., August 2001

Ward, A., & Bishop, K. (1998) Discipline and Rewards in the Boardroom: Performance/Outcome Links for Directors. Academy of Management annual meetings, San Diego, August, 1998

Rao, H, Davis, G.F., & Ward, A., (1997) Embeddedness and Defection: Why firms leave NASDAQ and join NYSE. Academy of Management annual meetings, Boston, 1997

Ward, A., & Bishop, K., (1996) Pyrrhic Victories: The cost to the board of ousting the CEO. Academy of Management annual meetings, Cincinnati, 1996

Barsade, S.G., Ward, A., Sonnenfeld, J.A., & Turner, J., (1996) Affective Team Composition in Top Management Teams. Academy of Management annual meetings, Cincinnati, 1996

Ward, A., Myatt, J., & Sonnenfeld, J.A. (1996) Is the "Bottom Line" the Bottom Line?: Power as the determinant of CEO forced exit. Society for Industrial and Organizational Psychology annual meetings, San Diego, April, 1996

Ward, A., Myatt, J., & Sonnenfeld, J.A. (1994) Coup d'etat: Determinants of forced CEO exit. Academy of Management annual meetings, Dallas, August, 1994

INVITED PRESENTATIONS

Ward, A. Ockham's Razor and the Accountable Organization. 12th Annual Global Business Ethics Symposium, Bentley University, May 2016

Brown, J. A., Anderson, A, Ward, A. J., Salas, J., (2012) Human Capital vs. Entrenchment in Director Tenure. 5th Annual Wharton People and Organizations Conference, Wharton, Philadelphia, September, 2012.

Managing Identity Conflicts. Discussant. Academy of Management annual meetings, Chicago, August 2009

Working on the Dark Side. Discussant, Professional Development Workshop, Academy of Management annual meetings, Chicago, August 2009

Conventional Wisdom or Conventional Folly? The Character of Board Governance. 18th Annual Kravis-de Roulet Leadership Conference, New York, January 2008.

The Scapegoating Premium: A rational view of new CEO compensation. Arizona State University, November 2005.

Insuring Opportunity Value: The Compensation of First-time Top Bananas. The Wharton Organizational Behavior Conference, The Wharton School, Philadelphia, PA, November 2004.

Consequences of CEO Characteristics. Discussant. Academy of Management annual meetings, New Orleans, August, 2004

Leadership Perspectives. Discussant. Academy of Management annual meetings, New Orleans, August, 2004

Blushes of Organizational Embarrassment: The signaling value of how organizations respond to blacklisting. The Davis Conference on Qualitative Research, March, 2001.

CEO Succession: Causes and Consequences. Discussant. Academy of Management annual meetings, Toronto, August, 2000.

The Impact of Monetary Union on the Convergence of Governance Systems in Europe. Conference on European Integration, Wilton Park, England, May, 1999

The Impact of Monetary Union on the Convergence of Governance Systems in Europe. Halle Seminar, Vlerick Business School, Belgium, May, 1999

Pyrrhic Victories: The cost to the board of ousting the CEO. London Business School, March, 1998

Stopping the Thief: The board's responsibility to monitor. Leadership Scholars Summit, CEO Leadership Workshop, December, 1996

Unusual Events in Governance. Chairperson. Academy of Management annual meetings, Cincinnati, August, 1996

Heroes and Villains: The nature of leadership in organizations. Atlanta Research Roundtable, February, 1996

The Group Nature of Boards and their Impact on CEO Forced Exit. Leadership Scholars Summit, CEO Leadership Workshop, December, 1995

The Evaluation of Leadership. Leadership Scholars Summit, CEO Leadership Workshop, December, 1994

The Harder They Fall? What happens to CEO's who are fired. Leadership Scholars Summit, CEO Leadership Workshop, April, 1994

CASE STUDIES

Steve Jobs: The personality and style of an entrepreneur.
Goizueta Business School Case Series, 1990

ESPN (A) and (B)
Goizueta Business School Case Series, 1991

Spy Magazine (A) and (B)
Goizueta Business School Case Series, 1991

AWARDS

Carl R. & Ingeborg Beidleman Research Award, Lehigh University, 2013

James T. Kane Professorship, College of Business & Economics, Lehigh University, 2010-2011

Chubb Foundation Research Fellowship

George E. Mew Organization and Management Award

Listing in Who's Who Among America's Teachers

Academy of Management Business Policy & Strategy division Outstanding Reviewer Award

Academy of Management Organization & Management Theory division Above and Beyond the Call of Duty Award

Halle Institute, Research Fellowship and Seminar Participant

University of Georgia Outstanding Teaching Award

RESEARCH EXPERIENCE

Director of Research, Center for Leadership & Career Studies, Goizueta Business School, September 1993-August 1995

Research Assistant to Professor Joseph Harder, The Wharton School, University of Pennsylvania, September 1991-June 1993.

Research funding from The Reginald Jones Center, The Wharton School, University of Pennsylvania, June-August, 1992

Research Assistant, Center for Leadership & Career Studies, Goizueta Business School, May 1990-August 1991

TEACHING EXPERIENCE

Ph.D. Level

Terry College of Business, Advanced Topics in Organizational Behavior Seminar, spring 2008

MBA Level

Lehigh University, Societal Shifts I, 1-MBA Core. Summer 2018, 2019, 2020, 2021

Lehigh University, Societal Shifts II, 1-MBA Core. Winter 2019, 2020, 2021, 2022

Lehigh University, Integrated Experience, MBA Core, Spring 2019, 2020, 2021, Fall 2019, 2020, 2021

Lehigh University, Integrating Societal Shifts: Changing Demographics, 1-MBA Core. Spring 2017

Lehigh University, Leadership, MBA Elective, fall 2009, spring 2010, 2019, fall 2011, 2012, 2013

Lehigh University, International Immersion Program: UK, MBA Elective, 2009, 2011, 2012, 2013, 2014, 2015, 2017, 2018

Lehigh University, International Immersion Program: Peru, MBA Elective, 2016

Lehigh University, International Immersion Program: China, MBA Elective, 2012, 2013

Lehigh University, International Immersion Program: Greece, MBA Elective, 2013

Lehigh University, International Immersion Program: Chile & Argentina, MBA Elective, 2013

Lehigh University, International Immersion Program: Peru, MBA Elective, 2016

Lehigh University, Strategic Management (Introduction to the Organization & Its Environment), MBA Core, spring, 2010, fall 2010, spring 2011, fall 2013, spring 2014, fall 2014, spring 2015, fall 2015, spring 2016, fall 2016, spring 2017, fall 2017, spring 2018

Terry College of Business, Strategic Management, MBA core, spring 2004, 2005, 2006, 2007, 2008, 2009

Terry College of Business, Developing Leadership Skills, MBA core, fall 2003

Terry College of Business, Leading Evolving Organizations, MBA core, fall 2004, 2005, 2006, 2007, 2008 summer 2005

Terry College of Business, Organizational Diagnosis and Intervention, MBA elective, fall 2003, 2004, 2005

Goizueta Business School, Organization & Management, MBA core, 1997-9

Goizueta Business School, Creating Leaders, MBA elective, fall, 1998-9

Goizueta Business School, Project UK (Consulting fieldwork project with CEWTEC in NW England), MBA elective, spring, 2000, 2002, 2003

Goizueta Business School, Fieldwork Consulting – Digital HRM (consulting course based at EarthLink), MBA elective, fall 2000

Goizueta Business School, MBA Lead Week Intensive Module, Early Career Issues, spring, 1998

Goizueta Business School, MBA Lead Week Intensive Module, Latin America – Business in Venezuela, spring 1999 (Faculty participant)

Goizueta Business School, MBA Lead Week Intensive Module, Entrepreneurship, spring, 2003

Undergraduate Level

Lehigh University, Martindale Honors Program, 2019-20, 2020-21, 2021-22

Lehigh University, Global Lab: Singapore, undergraduate elective, 2010, 2011, 2012

Lehigh University, Business Management Policies, undergraduate core, spring, 2010

Terry College of Business, Strategic Management, undergraduate core, spring 2005

Goizueta Business School, advanced undergraduate elective, Power and Politics in Organizations, spring 1997

Goizueta Business School, advanced undergraduate elective, Leadership, fall 1999

Goizueta Business School, advanced undergraduate elective, Leading Evolving Organizations, spring, 2003

Goizueta Business School, core undergraduate management course, fall 1995, spring 1996, fall 1996, spring 1997, fall 2000, fall 2001, fall 2002

The Wharton School, undergraduate management courses, fall 1992, spring 1993.

Executive Education

Lehigh University, Strategic Management

Terry College of Business, Director's College

Terry College of Business, Power & Influence module

Goizueta Business School, Investor Relations Program

Goizueta Business School, Leadership Program

Chief Executive Leadership Institute, CEO Workshops

The Wharton School / Spencer Stuart Director's Institute

Yale CEO Leadership Institute, CEO Summit

Lehigh University, Leadership Breakfast Series

Lehigh University, Thinking Strategically

PROFESSIONAL SERVICE ACTIVITIES

Editorial Board Member: *Corporate Governance: An International Review* (2020-)
Journal of Management Studies (2009-2014)

Strategic Management Journal (2009-2014)
Journal of Management (2005-2008)

Ad Hoc Reviewer:

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Organization Science
Strategic Management Journal
Human Resource Management
Corporate Governance
Journal of Management Studies
Journal of Management Inquiry
Group & Organization Management

Academy of Management:
Business Policy and Strategy Division (Outstanding Reviewer Award,
2000)
Organizational Behavior Division
Organization and Management Theory Division

Chairman of Emory University Beta Gamma Sigma chapter, 1997-2003