

## LYNN A. ISABELLA

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Charlottesville, VA 22911  
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## EDUCATION

- 1984 D.B.A., Organizational Behavior, Boston University, Graduate School of Management, Boston, MA.
- 1983 M.B.A., Boston University, Graduate School of Management, Boston, MA.
- 1977 Ed.M. Harvard University, Graduate School of Education, Cambridge, MA.,
- 1970 B.S., Tufts University, Medford, MA.

## ACADEMIC EXPERIENCE

- 1990-  
present Frank M. Sands, Sr. Professorship, Business Administration since 2020
- Associate Professor of Business Administration, Darden Graduate School of Business  
Administration, University of Virginia, Charlottesville, Virginia.
- Associate Professor of Medical Education, University of Virginia Medical School, University of  
Virginia, joint appointment since 2004
- 2018 –  
2020 Graduate Faculty Scholar, University of Central Florida, College of Graduate Studies (Security  
Studies Program)
- 1997-present Adjunct Faculty, IEDC-Bled School of Management, Bled Slovenia.
- 1984-  
1990 Assistant Professor of Organizational Behavior and Administration,  
Edwin L. Cox School of Business, Southern Methodist University, Dallas, Texas.
- 1983-  
1984 Instructor, Lesley College, Programs in Management for Business and  
Industry, Cambridge, MA.
- 1980-  
1983 Research Assistant, Organizational Behavior, Boston University,  
Graduate School of Management, Boston, MA.
- 1977-  
1979 Research/Teaching Assistant, Organizational Behavior, Harvard Business School,  
Boston, MA.

## PROFESSIONAL EXPERIENCE

1976-  
Present      Management/Organizational Consultant and Certified Executive Coach (as of 2013).  
Significant and frequent engagements with US and international companies in diverse industry sectors. Many projects involved highly customized, single company executive development processes including pre-assessments, program design, implementation and follow-up. These engagements have focused broadly on issues relevant to personal leadership development, change, teambuilding, effective alliances and partnerships.

### **RESEARCH INTERESTS**

- ◆ Leading Change from the Middle
- ◆ Partnering for organizational change and transformation.
- ◆ Managerial mindsets and change.
- ◆ Interpretation processes of managers.

### **DARDEN COURSES**

Leading Organizations (GEMBA, MBAE, ExecMBA) (2006 – present)  
Global Residencies (EMBA – Italy, Germany, Brazil), 2019 - present  
Global Leadership Experiences (GLE – US, Brazil and Europe) (2011 – present)  
Leadership Residencies 1,2, 3, 4 (MBAE) (2006 – present)  
FY Organizational Behavior, Course head (1991-1998)/Teaching Team member (1990-2005)  
Establishing Yourself at Work (2<sup>nd</sup> year elective), 2005-2007  
Managing Teams (2nd Year elective), 1995-2010  
Managing Teams (EMBA elective), 2019  
Global Business Experience, Slovenia and Croatia; 2000-2002; Romania in 2006, 2007; Prague 2008  
Conversations and Debates in Globalization (2<sup>nd</sup> year elective), 2003-2005  
Career Management (2nd Year elective), 1990, 1999  
International Field Projects and Directed Studies Advisor

### **EXECUTIVE EDUCATION (DARDEN)**

Faculty Leader  
Co-Faculty Leader, Customs and Border Protection Leadership Institute  
Allan Meyers Leadership  
Leading Virtual Teams through Disruption (online offering)  
Leading in Corporate Aviation  
Managing Change in the Corporate Aviation Function  
Aligning Teams for Growth and Change  
Leading Teams for Growth and Change  
Constellation Energy  
Creating High Performance Teams  
Implementing Change from the Middle  
Building Alliance Competence  
Leadership Development Program, Capital One Financial

Change from the Middle, Capital One Financial

Customized modules (Leadership, Change, Teambuilding)

Customs and Border Protection

Money Management Institute

US Marine Corp

Navy Admirals

Managing the Corporate Aviation Function

Markel

Allan Meyers

MAS (Sri Lanka)

Bahrain Institute of Banking and Finance

Human Capital Management (formerly Temasek Management Services)

United Technologies Corporation

Insurance Institute

Navy Federal Credit Union

Clarkston Consulting

FEMA

Cigna

Pitney Bowes

Harris Corporation

AES Leadership Development Program and AES Emerging Leaders Program

Norfolk Southern

State Farm Insurance

Broward County Schools and West Palm Beach County Schools

Management Development Program (Darden)

Timken

Leadership in Academic Medicine (UVA)

USAA

Bacardi

Power and Leadership

The Executive Program

**EXECUTIVE EDUCATION (INTERNATIONAL)**

Vienna Insurance Group, Austria

Abbott Pharmaceutical, Moscow, Russia

Generali, Italy

Mercator, Ljubljana, Slovenia

Austrian Post, Ljubljana, Slovenia

SID Bank, Ljubljana, Slovenia

EFES, Almaty, Kazakhstan

AstraZeneca Russia

Temasek, Singapore

Erste Bank, Croatia

Krka Pharmaceuticals

AES Ethics Champions rollout  
 General Management Program (GMP), IEDC Bled School of Management  
 High Performing Teams, IEDC Bled School of Management  
 Continental AG  
 Croatian Telecom  
 Nek  
 Kaptol Group  
 Slovenian Police Ministry  
 Petroles de Venezuela, South America (PDVSA) (strategic alliances and partnerships)  
 Bacardi  
 Lufthansa

### **WORK IN PROGRESS**

Isabella, L.A. "Leading from the Middle: Untapped Opportunities," Proposal (revising with new focus on fire grounds and fire house), draft

Managerial Mindsets 2.0 (tentative title), preparing for Academy of Management Discoveries

### **BOOKS & MONGRAPHS**

Eades, K., Isabella, L., Laseter, T., Rodriguez, P., Simko, P. and Skurnik, I. **The Portable MBA, 5<sup>th</sup> edition. NY: Wiley, 2010**

Purg, D., Casse, P., Isabella, L., Caudel, P. and A. Walraven. 2003. **Leaders and Teams: The Winning Partnership.** Ljubljana, Slovenia: Gospodarski vestnik publishing, 2003.

Spekman, R. and Isabella, L. (with Tom MacAvoy). **Alliance Competence: Maximizing the Value of Your Partnerships.** NY: Wiley, 2000.

Spekman, R., Isabella, L., & MacAvoy, T. Forbes. 1997. **Alliance and Partnership Strategies: Managing in the 21st Century - A monograph,** , Lexington, MA: International Consortium of Executive Development Research, 1997.

### **PUBLICATIONS**

Gerstrøm, A., Isabella, L. A. (2015). Understanding Bankruptcy: How Organizational Members Narrate Their Bank Going Bankrupt. *Illness, Crisis, and Loss*, 23(2), 129-174.

Isabella, L. A., "For Middle Managers, the Power is in the Translation," Washington Post, January 12, 2014

Isabella, L.A. "Leading from the Middle: Untapped Opportunities," Executive Education Thought On, September 2011

Isabella, L.A., "Shenzhen Filtroil: Case in Point", Washington Post, June 2011

Isabella, L.A. "Managing People." In Eades, Isabella, Laseter, Rodriguez, Simko and Skurnik, Portable MBA, 5<sup>th</sup> Edition. NY: Wiley, 2010.

Isabella, L.A. "Managing Teams." In Eades, Isabella, Laseter, Rodriguez, Simko and Skurnik, Portable MBA, 5<sup>th</sup> Edition. NY: Wiley, 2010.

Isabella, L.A. "Leading Change from the Middle." In Eades, Isabella, Laseter, Rodriguez, Simko and Skurnik, Portable MBA, 5<sup>th</sup> Edition. NY: Wiley, 2010.

Mills, AE, Chen, DT, Rorty, MV and Isabella, LA. "Viewing Trading Zones Developed to Advance Health as Complex Adaptive Systems." **In Trading Zones and Interactional Expertise**, Michael E. Gorman (editor), 2010

Naficy, K. and Isabella, L.A. "How Executive Coaching Can Fuel Professional—and Personal—Growth," OD Practitioner, December 2007

Isabella, L.A., "Action Learning." In James G. Clawson and Mark E. Haskins. Teaching Management: A Field Guide for Professors, Corporate Trainers, and Consultants, Cambridge University Press, 2006

Isabella, L.A. "Using existing teams to teach about teams: How an MBA course in Managing Teams helps students and the program". Journal of Management Education, 2005

Isabella, L. "Managing an Alliance is Nothing Like Business as Usual," Organizational Dynamics, 2002

Isabella, L. and Spekman, R.. "Alliance Leadership: Template for the Future." In Advances in Global Leadership, Volume II, JAI/Elsevier Press, 2001.

Spekman, R., Forbes, T., Isabella, L., & MacAvoy, T. "Alliance Management: A View from the Past and A Look to the Future," Journal of Management Studies., 1998.

Spekman, R., Isabella, L., & MacAvoy, T. Forbes. "Creating Strategic Alliances that Endure," Long Range Planning, 1996

Spekman, R. and Isabella, L. "Building Alliance Competence," International Consortium of Executive Development Research, 1999

Forbes, T., & Isabella, L. "One More Time: The Art of Revising Case Studies." Management Communications Quarterly, January 1998.

Spekman, R., Isabella, L., & MacAvoy, T. Forbes. Alliance and Partnership Strategies: Managing in the 21st Century - A Strategic Alliance Handbook, International Consortium of Executive Development Research, Lexington, MA., 1995.

Spekman, R., Isabella, L., & MacAvoy. "Strategic Alliances." In Ready, D. (Ed.), In Charge of Change: Insights

into Next-Generation Organizations, International Consortium of Executive Development Research, Lexington, MA., 1995.

Spekman, R., Forbes, T., Isabella, L., & MacAvoy, T. "Alliance Management: A View from the Past and A Look to the Future," Marketing Science Institute, 1995.

Spekman, R., Isabella, L., Forbes, T. & MacAvoy, T. "Strategic Alliances: A Normative Model of Fit," Research Report, International Consortium of Executive Development Research, Lexington, MA., 1994.

Isabella, L.A. & Waddock, S.A., "Top Management Certainty: Environmental Assessments, Teamwork, and Performance Implications," Journal of Management, 1994

Ornstein, S., & Isabella, L.A., "Making Sense of Careers: A Review 1989-1993," Journal of Management, 1993.

Isabella, L.A., "Managing the Challenges of Trigger Events: The Mindsets Governing Adaptation to Change," Business Horizons, September, 1992

Isabella, L.A., "Evolving Interpretations as a change Unfolds: A Study of How Managers Construe Key Organizational Events," Academy of Management Journal, 1990.

Ornstein, S. and L. Isabella, "Age vs. Stage Models of Career Attitudes in Women: A Partial Replication and Extension," Journal of Vocational Behavior, 1990.

Waddock, S. A. and L. A. Isabella, "Strategy, Beliefs About the Environment and Performance in a Banking Simulation," Journal of Management, 1989.

Isabella, L. A. "Survivors Downsizing Assessments, Business Horizons, 1989.

Isabella, L. A., "The Effect of Career Stage on the Interpretation of Key Organizational Events," Journal of Organizational Behavior, 1988.

Isabella, L. A., and S. Ornstein, "Hidden Messages of Corporate Relocation, Personnel, 1988.

Isabella, L. A., "Culture, Key Events and Corporate Social Responsibility." In Post, J. E. (ed.) Research in Corporate Social Responsibility and Performance, Greenwich, CT: JAI Press, 1986.

Hall, D. T. and L. A. Isabella, "Downward Movement & Career Growth," Organizational Dynamics, 1985.

Kram, K. E. and L. A. Isabella, "Mentoring Alternatives: The Role of Peer Relationships in Career Development," Academy of Management Journal, 1985.

Isabella, L. A. and D. T. Hall, "Demotion and Career Growth, " Training and Development Journal, 1984.

## **BOOK REVIEWS**

The Hero's Farewell: What Happens When CEOs Retire, Administrative Science Quarterly, 1990.

### **VIDEO/ONLINE**

"How to Manage Change in Today's Evolving Workplace," Gensler Podcast, guest speaker, <https://genslerpodcast.medium.com/how-to-manage-change-in-todays-evolving-workplace-a9845b621066>

"Three Things: Work Smarter," Darden Ideas to Action, August 2016

"Activity as a Surrogate for Results," Webinar, Human Capital Management, January 2018

### **MANAGEMENT BRIEFINGS/Media Mentions**

"Turnaround Titans," Darden Report, Winter 2020

"The Art of Translation: Why Middle Managers are Key to Building a Strong Culture," with Susan Kearney, Carrier Management, December 18, 2017

Media mentions, <http://www.bbc.com/capital/story/20170227-this-is-why-the-boss-will-crush-all-your-good-ideas>

"In a changing world, it is due or die," Washington Post Case in Point,

"All the World's a Stage," CLO Magazine, July 2013  
<http://clomedia.com/articles/view/all-the-world-s-a-stage-for-learning/5>

"What's it like being a middle manager today, Wall Street Journal, August 5, 2013  
<http://online.wsj.com/news/articles/SB10001424127887323420604578650074170664066>

"Measuring the Middle," Talent Magazine, November 26, 2013  
<http://talentmgt.com/articles/view/measuring-the-middle>

"Making Strategic Alliances Succeed" Harvard Business Review, July-August, 1996.

"Learning Mindset: Who has it? Who Doesn't?" Harvard Business Review, March/April, 1994.

### **ARTICLE/CASE REPRINTS**

Making the Tough Team Call. Reprinted in J. Clawson. Practical Problems in Organizations: Cases in Leadership, Organizational Behavior and Human Resources. Prentice Hall, 2002.

Battalion Chief James Scott and the Lynchburg Fire Department. Reprinted in J. Clawson. Practical Problems in Organizations: Cases in Leadership, Organizational Behavior and Human Resources. Prentice

Hall, 2002.

US West: The Case of the Dinka Letters. Reprinted in J. Clawson. *Practical Problems in Organizations: Cases in Leadership, Organizational Behavior and Human Resources*. Prentice Hall, 2002.

GE Fanuc North America. Reprinted in J. Clawson. *Practical Problems in Organizations: Cases in Leadership, Organizational Behavior and Human Resources*. Prentice Hall, 2002.

Astral Records, LTD, North America. Reprinted in J. Clawson. *Practical Problems in Organizations: Cases in Leadership, Organizational Behavior and Human Resources*. Prentice Hall, 2002.

Astral Records, North America. Reprinted in strategic textbook (Bourgeois, Ed.), 1995

Isabella, L. A., "Survivors Downsizing Assessments" Reprinted in 1990/91 Annual Editions (Dushkin Publishing)

Isabella, L.A., "Managing the Challenges of Trigger Events: The Mindsets Governing Adaptation to Change," Reprinted in Jick, T. (1993 and later editions), Managing Change: Cases and Concept. Homewood, IL: Irwin.

## **CASES AND NOTES**

1. Real Equity Partners: An Aircraft Acquisition with TN
2. Embraer E-Jets 2: Flying High with TN
3. Managed Print Services at Xerox: Handle with Care
4. Donatella Cinelli Columbini: A Volcano of Ideas with TN
5. A Phantom Man(n) at Witchsy: Casting a Spell via Email? With TN and video
6. Uber: #WhatDoYouDo? With TN
7. Rock Star or Shooting Star (A and B) with TN
8. Jim Flannigan with TN
9. Argamassa TN
10. Mahila Griha Udyog Lijjat Papad: It's a Women-Only Business
11. We Create Chemistry: How Collaboration and Teams Changed BASF North America
12. That Little Voice Inside (A,B and C) with TN
13. The Cassandra Dilemma
14. Wonderful World of Disney Human Resources
15. Wonderful World of Disney Human Resources TN
16. So Long to SingleStop (A) and (B)
17. So Long to SingleStop TN
18. Global Protection Corporation: Message from the Middle
19. Global Protection Corporation: Message from the Middle TN (draft)
20. Filtroil Shenzhen: Finding Balance (A) with video
21. Filtroil Shenzhen: Finding Balance TN
22. Cisco Switches in China: The Year of the Manager
23. Cisco Switches in China: The Year of the Manager TN
24. Cisco Switches in China: The Year of Assurance

25. Cisco Switches in China: The Year of Assurance TN
26. Fiduciary Consulting: Bickering in Bean Town
27. Fiduciary Consulting: Bickering in Bean Town TN
28. Coastal Power Corpus Christi: Ramping Down (A), (B), and (C)
29. Joe Willis: Taking the Heat in Thailand (A) (B) (C)
30. Joe Willis: Taking the Heat in Thailand (A) (B) (C) TN
31. Melissa Daylon
32. Melissa Daylon TN
33. Team Turmoil
34. Team Turmoil TN
35. A Learning Team Drama in One Act
36. Gorenje: Evolution or Revolution
37. Team Dynamics at Initech
38. Executive Coaching: Building the Path for Personal Growth
39. Kalasknikov: What's in a Name (A) and (B) with TN and video
40. Maintaining Identity after Acquisition: What's next for Lek
41. Juggling @ Ljubljanske Mlekane
42. Growth for Lasko (A)
43. Growth for Lasko (B)
44. Slovenian National Orchestra TN
45. The Xtrican Co-Promotion Team: Everyday Decision making in a Strategic Alliance
46. The Xtrican Co-Promotion Team: Everyday Decision making in a Strategic Alliance TN
47. What to look for in Groups: Tools of Process Observation
48. Learning Team check-in: overview and instructions
49. Learning Team Check-in: Worksheets
50. Learning Team Check-in: Worksheet Solutions
51. Learning Team Tip Sheet
52. Walmart through an Associates Eyes: Ria Kumar's MBA Summer Internship
53. Walmart through an Associates Eyes: Ria Kumar's In-store Experience
54. Walmart through an Associates Eyes TN
55. Harry and LT #28
56. Harry and LT #28 TN
57. The Vidsoft Triangle (A) and (B)
58. The Vidsoft Triangle (B)
59. The Vidsoft Triangle (A) and (B) TN
60. Thinking outside the Cube: The Furniture Initiative Team at Capital One (A)
61. Thinking outside the Cube: The Furniture Initiative Team at Capital One (B)
62. Thinking outside the Cube: The Furniture Initiative Team at Capital One (C)
63. Thinking outside the Cube: The Furniture Initiative Team at Capital One (A), (B), (C) TN
64. Teamwork: Key to Partnership Success
65. State Farm Michigan Region (video case)
66. State Farm Michigan Region TN
67. Learning Teams at Darden
68. Knowlton Roberts (A)
69. Knowlton Roberts (B)
70. Making the Tough Team Call (A)

71. Making the Tough Team Call (B)
72. Making the Tough Team Call (A) and (B) TN
73. Honeywell-Intevop: Getting it Right the First Time
74. Honeywell-Intevop: Getting it Right the First Time TN
75. Christie-Reid and the Pharma Brasil Alliance
76. The Alliance Doctor
77. Management Team Roles: A Self-Perception Instrument
78. Management Team Roles: An Interpretation
79. James Scott and the Lynchburg Fire Department
80. James Scott and the Lynchburg Fire Department TN
81. Shell Italia (A)
82. Shell Italia (B)
83. Shell Italia (A) and (B) TN
84. British Airways-USAir (A)
85. British Airways-USAir (B)
86. British Airways-USAir (A) and (B) TN
87. GE Fanuc, North America (A)
88. GE Fanuc, North America (B)
89. GE Fanuc, North America (C)
90. GE Fanuc, North America TN
91. The Thirteen Meeting of the Project Planning Group
92. Note on the Use of Dialogue
93. Grupo Mexico de Bacardi
94. Grupo Mexico de Bacardi TN
95. Power and Politics in Organizations
96. Riding the Waves of Change: The Evolution of Management Thought
97. Two Companies, Four Days, and Eight People
98. Wilderness Medical Associates
99. Wilderness Medical Associates TN
100. Astral Records Ltd., North America
101. Astral Records Ltd., North America TN
102. U.S. West: The Case of the Dinka Letters (A)
103. U.S. West: The Case of the Dinka Letters (B)
104. U.S. West: The Case of the Dinka Letters TN

### **ACADEMIC PRESENTATIONS/CONFERENCE PARTICIPATION**

Invited Scholar, "Cognition in the Rough XV," Academy of Management Annual Meetings, Vancouver, British Columbia, 2015

Invited Scholar, "Cognition in the Rough XIV, Academy of Management Annual Meetings, Philadelphia, PA, August 2014 - unable to attend at last minute

Invited Participant, International Research and Teaching Collaborations, Academy of Management Annual Meetings, Philadelphia, PA, August 2014 - unable to attend at last minute

Invited Scholar, "Cognition in the Rough XIV, Academy of Management Annual Meetings, Orlando, FL August 2013

Invited Scholar, "Cognition in the Rough XIV, Academy of Management Annual Meetings, Boston, MA, August 2012

Invited Scholar, "Cognition in the Rough XIII, Academy of Management Annual Meetings, San Antonio, TX, 2011

Invited Scholar, "Cognition in the Rough XIII, Academy of Management Annual Meetings, Montreal, Canada, 2010

Invited Scholar, "Cognition in the Rough XII," Academy of Management Annual Meetings, Chicago, IL, 2009.

Invited Scholar, "Cognition in the Rough XI," Academy of Management Annual Meetings, Anaheim, CA, 2008.

Invited Scholar, "Cognition in the Rough X," Academy of Management Annual Meetings, Philadelphia, PA, 2007.

Invited Scholar, "Cognition in the Rough IX," Academy of Management Annual Meetings, Atlanta, GA, 2006.

Invited Scholar, "Cognition in the Rough VIII," Academy of Management Annual Meetings, Honolulu, HI, 2005.

Invited Scholar, "Cognition in the Rough VII," Academy of Management Annual Meetings, New Orleans, LA, 2004.

Invited Scholar, "Cognition in the Rough Vi," Academy of Management Annual Meetings, Seattle, WA, 2003.

Invited Scholar, "Cognition in the Rough V," Academy of Management Annual Meetings, Denver, CO, 2002.

Invited Scholar, "Cognition in the Rough IV," Academy of Management Annual Meetings, Washington, DC, 2001.

"Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning," panelist. Showcase Symposium, Academy of Management National Meetings, Toronto, 2000.

Invited Scholar, "Cognition in the Rough III," Academy of Management Annual Meetings, Toronto, 2000

Invited Scholar, "Cognition in the Rough II," Academy of Management Annual Meetings, Chicago, 1999

Chair, "New Trends in Cognition," Academy of Management Annual Meetings, San Diego, 1998

Invited Scholar, "Cognition in the Rough," Academy of Management Annual Meetings, San Diego, 1998

Chairperson, "New Perspectives in Management Cognition," Academy of Management Annual Meetings, Boston, 1997

Chairperson, "Moving up and out: New Perspectives on Career Mobility." Academy of Management Annual Meetings, Cincinnati, 1996

Isabella, L., & Forbes, T. "Toward the Evolution of Strategic Alliances: Successfully Intertwining Business and Personal Relationships." Paper presented in the Organization and Management Theory Division, Academy of Management Annual Meetings, Vancouver, British Columbia, 1995.

"A Town Meeting: Can People adapt to Work and Organizations in the 21st Century," panelist, Careers Division, Academy of Management Annual Meetings, Vancouver, British Columbia, 1995.

Division Chair, Careers Division, Academy of Management, 1994-1995.

"The Interpretation of Careers: How Key Events Shape Executive Careers." Paper presented in the Careers Division, Academy of Management Annual Meetings, Dallas, Texas, 1994.

Discussant, "Issues in Cognition," Academy of Management Annual Meetings, Dallas, Texas, 1994.

Program Chair, Careers Division, Academy of Management Annual Meetings, Atlanta, Georgia, August 1993

Chairperson, "New Trends in Career Development," Academy of Management Annual Meetings, Las Vegas, 1992

"Top Management Team Certainty: Environmental Assessments, Teamwork, and Performance Implications," presented, Cognition Interest Group, Academy of Management Annual Meetings, 1991, with S. Waddock.

Co-coordinator, Careers Division Pre-Conference Workshop, Academic of Management Annual Meetings, Miami, 1991 (with S. Ornstein).

"De-Mystifying the Research Process: Personal Reflections," presentation given at the Careers Division, New Faculty/Doctoral Student Consortium, Academy of Management Meetings, Miami, Florida, August 1991.

"Career Transitions, Job Change and Career Change," Academy of Management Annual Meeting, San

Francisco, CA, Careers Division, 1990.

"Age vs. Stage Models of Career Attitudes in Women: A Partial Replication and Extension," presented, Careers Division 48th Annual Academy of Management Meetings, 1989, with S. Ornstein.

"A Preliminary Test of the Draft and Weick Topology of Organizations as Interpretive Systems," presented, OMT Division, 47th Annual Academy of Management Meetings, 1988, with S. A. Waddock.

"Career Pathologies; An Exploratory Investigation of the Structural Dysfunction of Occupations," symposium and paper presented, Career Division, 47th Annual Academy of Management Meetings, 1988, with S. Ornstein.

"Diversity in Research Methods," Academy of Management Annual Meetings, Anaheim, CA, Research Methods Division, 1988.

"Stages in the Evolution of Managerial Interpretation: A Study of the Interpretation of Key Organizational Events," presented at the 46th Academy of Management Meetings, OMT Division, 1987.

"The Symbolic Nature of Change: A Study of Corporate Relocation," presented at the 46th Academy of Management Meetings, OD Division, 1987, with Suzun Ornstein.

"Career Mobility Within the Organizational Context," Academy of Management Annual Meeting, New Orleans, LA., 1987.

"Contemporary Topics in Careers," Academy of Management Annual Meetings, Chicago, Il., 1986.

"Cross-Cultural Perspectives in Career Transitions," Paper presented at the Decision Science Institute, 1986.

"The Key Event Method: Using an Interpretive Paradigm to Study Organizational Key Events." Paper presented at the 45th Annual Academy of Management Meetings, Chicago, 1986, Research Methods Interest Group.

"The Effect of Career Stage and Shared Values on the Interpretation of Organizational. Events." Paper presented at the Southwestern Academy Meetings 1986.

"Freda Kirchway: A Case Study of Meaning and the Chief Executive Officer." Presented at the 44th Annual Academy of Management Meetings, Boston, MA., 1984, Management History Division, with Sara Alpern, Texas A&M.

"Alternatives to Mentoring: The Role of Peer Relationships in Career Development." Paper presented at the 43rd Annual Academy of Management Meetings, Dallas, 1983, Career Interest group, with Kathy E. Kram, Boston University.

"Evaluating Qualitative Methodology: Five Criteria." Paper presented at the 43rd Annual Academy of Management Meetings, Dallas, 1983, Organization and Management Theory Division.

"Core Constellations in Career Development." Paper presented at the 42nd Annual Academy of Management Meetings, New York City, 1982, Career Interest Group.

**PROFESSIONAL PRESENTATIONS (Selected):**

"Are you just busy or achieving results," Invited presentation, Organizational Excellence, University of Virginia, 2020

"Activity as a Surrogate for Results, for Human Capital Management," Darden Executive Education. Webinar. 2018

Tribute to Love," IEDC, Slovenia. Panel Moderator, Invited. 2018

"Change and Transformation in the Digital Age," Vienna Insurance Group, Bled, Slovenia. 1.5 Workshop Presenter, Invited. 2018

"Leadership Accountability," Abbott, Moscow, Russia. 2 Day Seminar Presenter, Invited. 2018

"Getting to High Performance," Defense Intelligence Agency, Charlottesville, VA, 2017

"High Performing Teams," National Ground Intelligence, Charlottesville, VA, 2016

"Leading People," closing module in program for CEO's of state owned enterprises, Kiev, Ukraine, 2016

"Bringing out the best in self and others," keynote presenter, EFES Kazakhstan, Emerging Leadership Seminar, Almaty, KZ, 2015

"Getting to High Performance," keynote speaker, Krka Pharmaceuticals, Annual International Marketing Meeting, Portoroz, Slovenia, 2015.

"The Director's Cut," Executive MBA Council, UCLA, 2014

"Leading High Performance Teams," 2 day workshop presentation, AstraZeneca Russia, 2013

"Working Collaborative in Teams," presentation to UVa Medical School class of 2017

"High Performing Teams" guest speaker, Adecco, Ljubljana, Slovenia, 2012

"Leading in Difficult Situations," case presentation, IEDC Bled School of Management, 2009

"Women and Leadership in Emerging Countries," facilitator and session chair, ISBEE, Cape Town, 2008

"Implementing Change from the Middle," workshop presentation, Ethics Conference, Johannesburg, South Africa, 2007

"Building effective boards," workshop presentation, The Wayne Theater, Waynesboro, VA 2006

"Change from the Middle," invited presentation, sponsored by the Human Resource Society of Atlanta, 2003.

"Creating Successful Alliances," invited seminar, Petroles de Venezuela, Caracas, 2002

"Leading from the Middle," Lead Article, International Executive Development Center Alumni Magazine, 2002.

"Building Alliance Competence," Featured speaker, Zachry Construction, 2001.

"Strategic Alliances and Partnerships," guest lecturer, Lufthansa School of Business, (1998-2000).

"Partnering for Excellence," invited presentation, Executive Council Girl Scouts of America, 2000

"Managing Strategic Alliances," invited presentation, ContiTech Forum, Hannover, Germany, 1999

Preliminary presentations of alliance results at International Consortium for Executive Development Research forums. Boston (1994), Stuttgart, Germany (1994), Lausanne, Switzerland (1995), Hong Kong (1995), Charlottesville (1996), Pasadena (1999)

"Leadership in Action," invited seminar, Institute for Executive Development, Slovenia, 1997

"Creating Learning Organizations," distinguished lecturer, Jansseen Cilag, Sao Paulo, Brasil, 1996

"Fostering Internal Alliances and Change," invited address, Banamex, Mexico City, 1994.

Keynote Speaker, Conference on Women in the Professions, UVA, 1993

Invited Address, Australian Women in Management, Sydney, Australia, 1992

Keynote Speaker, FOCUS Women's Week, 1991

"The Impossible Dream: Managing Your Career as well as your life" Women's Professional Association, UVA, 1991.

"Career Development & Personal Leadership," Lynchburg Professional Women's Group, 1990.

"Making it to the Top: Encouragers and Detractors for Women," SMU Women's Symposium, 1989.

"Changing Demographics: Implications for Small Businesses," Community Association Institute, 1989.

"Career Self Management,' Southwestern Bell, 1988.

"Career Management in a Downsized Company," Southwestern Bell, 1987.

"Are Organizations Personalities in Disguise?" Dallas County Mental Health Association, 1987.

"Managing Your Career," Dallas Association of Women CPAs, 1986.

"Mentoring," Women's Center of Dallas, 1986.

"Corporate Culture," Women Center of Dallas, 1986.

"Motivating Professionals Under Stress," Peat Marwick, 1986.

"Fundamentals of Leadership," Leadership Dallas, 1985.

"Leadership," Women's Center of Dallas, 1985.

### **AWARD AND RECOGNITIONS**

2020 Awarded Frank M. Sands, Sr., Professorship in Business Administration, Darden, UVA  
 2015, Recognized for 15 years service to Cognition in the Rough, Management and Organization  
 Cognition Division

2013 Nominated, Outstanding Faculty Award, MBA for Executives

2009 Recognition for superior contribution, case competition, NACRA

2008 Wachovia Award for Teaching Excellence

2006 Special commendation for leadership in Academic Medicine

2003 Recognized for participation in TEP (The Executive Program)

2000 Wachovia Award for Research Excellence

1992 First Wachovia Award for Excellence in Research.

1991 Best Paper Award, Academy of Management Journal.

1985 Excellence in Teaching Award, Southern Methodist University

### **PROFESSIONAL AFFILIATIONS AND ACTIVITIES**

Founding and Continuing Editorial Board Member, Academy of Management Discoveries (2013-present)

Editorial Review Board Member, NACRA Case Research Journal (2014 – present)

Associate Editor, Journal of Business Education (2003 – present)

2000 Member, Division Review Committee, Academy of Management

1999 Member, Neuman Awards Committee, Academy of Management

1999 Coordinator, MOCIG, 5 year review and petition to Division status, Academy of Management

1999 Chair, Management and Organization Cognition Interest Group

1998 Incoming Division Chair, Management and Organization Cognition Interest Group

1998 Pre-Conference Chair, Management and Organization Cognition Interest Group, Academy of Mgmt

1997 Program Chair, Management and Organization Cognition Interest Group, Academy of Management

1995 Division Chair, Careers Division, Academy of Management

1993 Program Chair, Careers Division, Academy of Management

1992 Preconference Chair, Careers Division, Academy of Management

Adhoc Reviewer, Academy of Management Journal, Administrative Science Quarterly, Organizational Science, Academy of Management Review, Management Communications Quarterly.

Associate Editor, Management Communications Quarterly, 1994-2014

Associate Editor, Case Research Journal, 1992-1996

Adhoc Reviewer, Academy of Management Annual Meetings, Careers Division, Research Methods, and Organization Cognition Interest Group (1984 - 2006).

Member, Academy of Management (1980 - present).

Elected Member, Steering Committee, Careers Division (1990 -1996).

Associate Editor, Careers Division Newsletter (1989 - 1993).

## **COMMUNITY INVOLVEMENT**

Member, Board of Directors, Paramount Theater (1999-2003)

Elected Board Member and Secretary, Rivanna Rowing Club (1997 – 1999)

Chairperson, Governance and Nominating Committee, Paramount Theater Restoration, 2001-2003

Member, Governance Task Force, Paramount Theater (1998-2001)

