

Thomas H. Olson, M./D.B.A. / Ph.D.
Faculty Profile, University of Southern California

Educator, Medical / Clinical / Org Psychologist, Consultant, Public Accountant and Engineer
Professor Olson returned to USC as an Associate Professor following his service in several Executive Director positions with two Fortune 100 companies at the business and corporate level while serving at USC as an 'Executive in Residence' invited lecturer. His primary responsibilities in industry were to provide internal strategic, project/program and human performance consultation to business presidents and key personnel in their organizations.

Dr. Olson's prior work experience includes his positions as a Senior Executive / Director and Associate Medical Director with two Fortune 500 organizations, Booz, Allen and Hamilton (equity holder), a global consulting firm, and Ernst & Young, a second global professional services consulting firm. At the Fortune 500 firms, as well as at BA&H and E&Y, Dr. Olson provided a variety of assessment and applied medical and consulting professional services to the firms and private and public sector client organizations. His medical, industry and consulting experience is in health care / medicine, aerospace, electronics, telecommunications and professional service organizations.

Dr. Olson has held prior faculty appointments as an Associate Professor, Assistant Professor and as a Visiting Professor (University of California). He earned recognition for Teaching Excellence at three universities including 15 at USC including the first and recent fifth Evan Thompson Innovation in Teaching Award, The Golden Apple Award, The Department of Commerce Volunteer of the Year Award, and the first 2 and all but one of the latest 7/8 Excellence in Teaching Awards. Dr. Olson earned his Doctorate(s) with honors (Beta Gamma Sigma) at USC in intensive interdisciplinary programs with emphases in applied psych and strategy and performance subjects. He earned a Master's Degree from UCLA and a Bachelor of Science degree from the University of Utah in engineering (honors) where he studied with Nobel Laureate Henry Eyring. His graduating Thesis was the foundation for an awarded PhD Dissertation the next year. His biography is listed in Who's Who Executive Registry and Who's Who in America, the West and California.

Dr. Olson is a licensed medical, clinical and organizational psychologist, medical and management consultant, public accountant and (physical chemistry / solid state physics) engineer. He maintains a private practice providing individual and organizational psychological counseling and general consultant services. Dr. Olson's practice focuses on 1) organization and human capital strategic planning and implementation, 2) change management, 3) individual and organization renewal and effectiveness improvement and 4) psychiatric assessments and counseling consultation. He has served on the Board of Directors of several organizations and provided expert witness services on numerous occasions. His psychiatric services clients include the Department of Justice, intelligence and police agencies and numerous counseling centers across the world. Selected general consulting clients include the Aerospace Corporation as well as for-profit aerospace / aircraft / avionics organizations, several telephony and electronics organizations, Deloitte & Touche, Disney, Farmers Insurance Group, Honda Corp. of America, Photo Image Corp., Mid-America Enterprises, Inc., United Parcel Service (UPS), American Red Cross, American Heart Association and several hospitals / clinics and physician orgs.

He has numerous presentations and publications with the Academy of Management (where he was a consulting Group / Division co-founder), American Psychological Association, Institute of Behavioral And Applied Management, Organizational Development Network, Personnel Testing Council and the Society for Industrial / Organizational Psychology. Dr. Olson is most recently an active Presenter of Professional Development Workshops and Officer for the Consulting Division of the Academy of Management. Dr. Olson's most recent books include The Contemporary Consultant Casebook (2005), Manual for Practitioners (2005), Management Consulting Today and Tomorrow Casebook (2009/10) and Practitioners Notes (2009/10).

Dr. THOMAS H. OLSON

Private Practice:

Beverly Hills, CA
and
Manhattan Beach, CA

University Address and Telephone:

University of Southern California
Los Angeles, CA 90089-0808
(213) 740-0758 (voice mail)

EXPERTISE

*Professor, Licensed Medical / Clinical / Organization Psychologist,
Medical & Management Consultant, Public Accountant and Engineer.*

Dr. Olson's practice focuses on 1) human capital and organization strategic planning and implementation, 2) change management, 3) individual and organization renewal and effectiveness improvement and 4) psychiatric assessments and counseling consultation.

EDUCATION

POSTDOCTORAL EDUCATION: University of Southern California.

Co-developed and implemented programs to offer psych assessment and development, counseling and planning to individual and organization clients. Supervised psych intern.

D.B.A. / Ph.D.: University of Southern California.

Developed and completed intensive interdisciplinary programs with emphases in organizational strategy and performance and applied psychiatry subjects. Honors society (Beta Gamma Sigma).
Dissertation: "A Proposed Model of Individual Renewal and Its Relationship to Need for Achievement, Self-Concept Discrepancy, Growth Need Strength and Career Development."

M.B.A.: Integrated Program, University of California, Los Angeles.

Selected to attend cross-functional management program limited to 40 students on admission.
Graduate Thesis: Assessment-based study with recommendations that were developed into an organization wide program. This work led to a specialized USC Doctoral and Post-Doctoral level studies curricula in applied medical and non-medical assessments.

B.S.: University of Utah.

Specialized program in applied chemical engineering. Completed 5-year program in 4 years. Honors at entrance and academic scholarship awarded to attend doctoral program at MIT in engineering. Studied with recognized Nobel Laureate Henry Eyring.

Undergraduate Thesis: "Ionic Thermo-Conductivity of CaF₂ doped with YF₃". Developed by Doctoral (Ph.D.) Candidate into Dissertation the next year
Pre-admitted with full scholarship to Engineering Ph.D. programs at Massachusetts Institute of Technology (MIT) and California Institute of Technology (Cal. Tech.)

FOREIGN EXCHANGE EDUCATION: University of Grenoble, France. (French is second language.)

LICENSURE, CERTIFICATION AND REGISTRIES

LICENSURE: *Licensed Medical, Clinical & Organization Psychologist*, State of California.

REGISTRIES: International Registry of Organization Development Professionals.

ACADEMIC AND PROFESSIONAL APPOINTMENTS

Presently:

University of Southern California (F/T since 1987 – '88-'95 as USC affiliate with other Universities): *Professor (Clinical)*, Organization and Psych consulting subjects and Executive Education, *Associate Professor*, Systems Management.

Additional Faculty Appointments:

CSPP: *Visiting Associate Professor*, Industrial / Organizational Program.

University of Denver: *Visiting Associate Professor*, College of Systems Science.

San Diego State University: *Assistant Professor*, Department of Management, School of Business.

University of California (Los Angeles, Davis and Riverside): *Visiting Professor*, Graduate School, Graduate School of Administration.

PROFESSIONAL AFFILIATIONS (with year of initial membership)

Academy of Management, active (Co-founder, Division)

American Psychological Association, active

American Society for Training and Development

Consulting Psychology Division, APA,

Division of Evaluation, Measurement and Statistics, APA, presently

Human Resources Planning Society (Charter Member)

International Personnel Management Association

Organizational Development Network

Personnel and Industrial Relations Association

Personnel Testing Council of Southern California, active

Society for Human Resource Management (formerly, American Society for Personnel Administration), 1978

Society for Industrial/Organization Psychology, active

INDUSTRIAL/ORGANIZATIONAL EXECUTIVE EXPERIENCE

Corporate Director, Organization and Human Capital Strategy, Development & Change
(Executive Corporate Office-West Coast),
Corporate Associate Medical Director (Executive Corporate Office-West Coast),
Corporate Director, Organization, Development & Change (Business Operations) and
Internal Consultant to CEO and COO.

- Developed and managed comprehensive Individual & Organization Strategic Performance function integrating assessments, Human Capital and succession planning, testing and selection, organization consultation, training and development.
- Supported Operations-level VPs on major planning and organizational development and change strategies;
- Prepared organization design and development proposals;
- Conducted organization design and development initiatives.
- Led all executive, management and professional development including: change management, personnel assessment, personal and career development.
- Corporate responsibility for all Human Capital external consultant work.
- Corporate interface for all program design.
- Initiated and managed all internship programs with universities and other organizations.
- Prepared and implemented Management Succession & Development Plans for Operations level Presidents and
- Prepared and implemented the Human Resources five-year plans to modernize and objectively individualize personnel evaluations.
- Initiated use of computerized database for Human Resources planning and development requirements.
- Established guidelines for, and provided leadership to, personnel organizations to develop annual plans.
- Developed consistent performance appraisal documents, guidelines and training with all Aerospace businesses.
- Developed selection systems consistent with Uniform Guidelines on Employee Selection Procedures.
- Provided counsel to Corporate legal and EEO functions regarding validity and reliability to selection methods.

Impact on Organization:

- Coordinated Division organization development and management training activity to minimize cost.
- Increased (2x) the number and stability of qualified backups to Operations level President and VPs.
- Increased selection success (1.5x) and credibility for key positions.
- Lowered turnover (by 1/2) among executive population.
- Introduced management and professional selection processes consistent with the Uniform Guidelines on Employee Selection Procedures.
- Introduced internships into businesses resulting in savings in excess of \$1,000,000.

Corporate and Company Executive, Organizational Strategy, Development & Change (Corporate Western Region & California Co.), and Internal Consultant to CEO and COO.

- Initiated designed and implemented all Human Capital and Organization Development and Change initiatives.
- Provided facilitation and guidance consulting to senior executive and management staff and line groups.
- Developed Corporate Human Capital Management System integrating major planning and development functions.

Company Executive, Management Staffing and Development (California Co.)

- Managed all staffing and training/development functions for management population of over 5,000 persons.
- Designed and developed a CEO-approved program to identify, evaluate and develop high potential management and executive personnel.
- Designed and developed a Human Resource Planning System and coordinated same with existing forecasting, resource allocation and budgetary functions.

Company Executive, Corporate Planning (California Co.)

- Designed, developed, and implemented strategies appropriate for organization planning function.
- Provided planning expertise and executive staff counsel to CEO and executive planning committees.

Consultant, Program Manager and Manager of Administration (LATSC)

- Conducted the analysis and evaluation of major public sector projects with senior government officials.
- Identified measures of performance and effectiveness and prepared performance recommendations for new large municipal personnel system.
- Compiled data, directed research and wrote analysis for National Science Foundation funded project.
- Performed problem analysis, managed proposal inputs, and designed program plan elements for proposals.
- Managed all Human Resources and Administration activities for Los Angeles office.

CONSULTING AFFILIATIONS (current and past)

Hilton Parks Group (Principal), Consultant to USC (various School's Deans and Advisory Committees)

Change Associates International (Principal)

Decision Dynamics Corporation (Principal)

Personnel and Organization Development Consultants

Medical Psychology Associates (Principal)

Booz, Allen & Hamilton (Equity Holder)

AY & Co. (now CGE&Y)

PROFESSIONAL (* for review of extensive Academic Professional Service, please reference individual University APRs)

Senior Member, Government and Civic Engagement Faculty Advisory Committee, USC, 2011-Director, Consulting Concentration (Clinical), USC

Chair and Member, Curricula (Graduate and Undergraduate Faculty Committee), USC,

Chair and Member, Teaching and Learning Innovation Committee, USC, 2005-present.

Member / Contributor, PhD Committee, USC,

Reviewer Contributor, Western Academy of Management and iWAM (International Western Academy of Management), 2000-present.

Reviewer Contributor, Academy of Management, several Divisions, 1990-present.

Reviewer / Contributor, American Psychological Association, 1990-present

Textbook reviewer, Harper & Row.

PUBLIC SERVICE (* for review of extensive Public Service, please reference individual University APRs)

Consultant, Federal, State, County and City Agencies and Departments, Unified School Districts, Transportation Authorities, and Universities.

Consulting Psychologist, Airport Marina Counseling Service.

Member, Industrial Education Advisory Board, CSULB.

Member, California Institute of Technology, Industrial Relations Exec. Development Group.

Commissioner, Board of Zoning Adjustment, City of Manhattan Beach, CA.

BIOGRAPHICAL LISTINGS

Cambridge University, Who's Who Among Executives and Professionals. The Round Table Group, Inc.

Who's Who Executive Registry, Who's Who in America, Who's Who in the West and Who's Who in California.

AWARDS AND HONORS: 100+ invited lectures before professional organizations.

Outstanding Teaching Excellence Award, Department, USC, 2010- 2011.

Outstanding Teaching Excellence Award, Department, USC, 2008- 2009.

Golden Apple, School, May 2008.

Outstanding Teaching Excellence Award, Department, USC, 2007- 2008.

Annual **Evan C. Thompson Faculty Teaching and Learning Innovation Award**, USC, May 2008. (2nd award since inception in 2005.)

Outstanding Teaching Excellence Award, Department, USC, 2006- 2007.

Outstanding Teaching Excellence Award, Department, USC, 2005- 2006.

First Annual **Evan C. Thompson Faculty Teaching and Learning Innovation Award**, USC, May 2005.

Outstanding Teaching Excellence Award, Department, USC, 2004-May 2005.

Outstanding Teachers of the Year Award, Student Association, February 2005.

Nominee, University Wide **Teaching Innovation and Excellence Award**, USC, 2004.

Awarded **Teaching Innovation and Excellence Award**, Marshall School, USC, 2003-2004.

Nominee, **Teaching Innovation and Excellence Award**, Marshall School, USC, 2002-2003.

Outstanding Teaching Excellence Award, Department, USC, 1999-2000.

Nominated to **Full Vested Membership** in the Los Angeles World Affairs Council, 1999.

Invited Certified Membership in the American Association for the Advancement of Science, 1999.

Outstanding Teaching Excellence Award, Department, USC, 1998-99.

Recognized Teaching Excellence Award, CSPP, 1991-92.

Excellence in Teaching Recognition, USC / University of Denver, 1990.

Honorary **Chair**, The President's Advisory Board, California State University, Long Beach.

Co-investigator, National Science Foundation Grant.

Outstanding Paper, National Academy of Management.

Invited participant, Int'l Symposium on Career Planning, Sloan School of Management, MIT.

Graduate Teaching Award, USC; Beta Gamma Sigma (Honorary Society, USC, numerous).

Honors at entrance (UU). International Study Exchange, University of Grenoble, France.

PROFESSIONAL RESEARCH (Published and unpublished books, book chapters, articles and papers)

“Design and Teaching of a Management Consulting Course—Discipline Courses Are Not Sufficient,” National Academy of Management, San Antonio, August 2011.

“Advancing Contemporary Concepts to Enhance Performance: Integrating Coaching with Organizational-level Diagnoses and Interventions - Revised,” National American Psychological Association, Washington DC, August 2011.

“Advancing Contemporary Concepts to Enhance Performance: Integrating Coaching with Organizational-level Diagnoses and Interventions,” for Division 14, Industrial & Organizational Psychology - Skill Building Session sym11409, National American Psychological Association, Washington DC, August 2011, submitted paper late 2010.

“Organizational and Employee-level Diagnosis: New Paradigms Based in the DSM and Positive Psychology,” for Division 14, Industrial & Organizational Psychology - Conversation Hour Session sym11492, National American Psychological Association, Washington DC, August 2011, submitted paper late 2010.

“Continuous Improvement of Consulting Psychology: Using DSM to Address Changing Needs and to Enhance Organizational Diagnoses,” for Division 13, Consulting - Paper Session ind112139, National American Psychological Association, Washington DC, August 2011, submitted paper late 2010.

“Organizational Diagnosis Models and Tools: What can be Used and Developed from Taxonomies in Medicine and Psychology?,” for Division 14, Industrial & Organizational Psychology - Paper Session ind112166, National American Psychological Association, Washington DC, August 2011, submitted paper late 2010.

“Applying Transformed Assessments to Diagnose and Improve Performance,” National American Psychological Association, San Diego, August 2010.

“Consulting - Teaching Professional Practice Is Not Enough,” National Academy of Management, Montreal, August 2010.

“Daring to Care: Using Traditional Concepts to Diagnose and Improve Performance,” National Academy of Management, Montreal, August 2010.

Management Consulting Today and Tomorrow Casebook, (with Larry Greiner and Flemming Poulfelt), 2009/10.

Management Consulting Today and Tomorrow Casebook Practitioners Notes, (with Larry Greiner and Flemming Poulfelt), 2009/10.

"Education for Management Consulting," National Academy of Management, Chicago, August 2009.

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"Emerging Consulting and Action Research Models: Paradigms, Skills and Applications," National Academy of Management, Anaheim, August 2008.

"The Design and Teaching of a Management Consulting Course – Discipline Courses Are Not Sufficient," National Academy of Management, Anaheim, August 2008.

"Organizational Diagnosis with Psychology's Diagnostic and Statistical manual of Mental Disorders: an updated old tool for a new field", Human Resource Management, May, 2008.

"Who We Are and Why It Matters: Effective Consulting Roles Do Vary," California Psychological Association, Anaheim, April, 2008.

"Using DSM for Organizational Diagnosis: Renewed Application Rationale," National Academy of Management, Philadelphia, August 2007.

"Consulting to Improve Organizational and Leadership Health," National Academy of Management, Atlanta, August 2006.

"Improving Leader and Organization Health: Older Established Diagnostics / Better Results," prepared for submission to HBR, late 2005 and early 2006.

"Diagnosing the Organization with Psychology's DSM (Diagnostic and Statistical Manual of Mental Disorders): An Old Tool for a New Field," submitted to American Psychologist, September 2005 with subsequent edits through 2006.

"Moving Management Consulting International," Selected Presenter and Discussant, Professional Development Workshops, National Academy of Management, August 2005.

"Global Management Consulting – New Lessons Learned", International Conference on Business, June, 2005.

Selected Presenter and Discussant, International Western Academy of Management, Shanghai, China, May 2005.

The Contemporary Consultant Casebook (with Larry Greiner and Flemming Poulfelt), Southwestern Thomson, 2005.

The Contemporary Consultant: a Teaching Manual (with Larry Greiner and Flemming Poulfelt), Southwestern Thomson, 2005.

The Contemporary Consultant – Insights from Experts, contributor to the textbook edited by Larry Greiner and Flemming Poulfelt, Southwestern Thomson, 2005.

"International Dimensions of Consultancy," AFCEA, November, 2004.

"Strategically Managing Human Resources via Effective Decision-Making Style Compatibility," 112th Annual Convention, American Psychology Association, July/August, 2004.

“Teaching International Management Consulting”, International Conference on Business, June, 2004.

Presenter and Discussant, International Academy of Management, Shanghai, China, May 2004.

“Developing the Case Analysis – Insights for the Practitioner,” The New England Journal of Marketing.

“Behaving Best Professional Practices: Key Ideas and More” The Institute of Behavioral and Applied Management, Tampa, October 2003.

“Consulting Issues and Ethics – Dealing with Practice Dilemmas,” LAC Psychological Association, Los Angeles, October, 2003.

“Global Growth in Consulting Services – New Demands,” International Academy of Business and Economics (and the Journal of Academy of Business and Economics), Las Vegas, October, 2003.

“Developing Case Analyses – Enhancing a Provider’s Capabilities” American Psychological Association, Toronto, August 2003.

“Providing Professional Services – What We Need to Learn,” National Academy of Management, Seattle, August 2003.

“Developing Client Capabilities – Training for Consultants,” Western Academy of Management, Palm Springs, April 2003.

“Education and Training for Consultants – New Insights,” International Conference on Industry, Engineering and Management Systems (IEMS 2003), March 2003.

“Behaving Best Professional Practices: Key Ideas” The Institute of Behavioral and Applied Management, October 2002.

“How Do Personal Styles Affect Consulting Outcomes?” American Psychological Association, Toronto, August 2002.

“Keys to Professional Services Marketing,” National Academy of Management, Toronto, August 2002.

“Management Consulting Course Design,” National Academy of Management, Toronto, August 2002.

“Teaching Innovations in Management Consulting,” Professional Development Workshop, National Academy of Management, Toronto, August 2002.

“Selling and Marketing Professional Services,” Professional Development Workshop, National Academy of Management, August 2002.

“Designing Management Consulting Courses”, International Conference on Business, June 2002.

“Developing Effective Change Management Behaviors: Issues and Realities” California Psychology Association Meeting, March 2002.

“Educating People About Behavior: Key Topics” The Institute of Behavioral and Applied Management, October 2001.

“Consulting with People: More About Styles” American Psychological Association, August 2001.

“The Key to Consulting Success: Managing Styles” National Academy of Management, August 2001.

“Identifying Effective Management Change Behaviors: Issues and Realities” California Psychology Association Meeting, March 2001.

“Educating People About Behavior: Revisiting Applied Pedagogy” The Institute of Behavioral and Applied Management, October 2000.

“Consulting with People: Issues and Comments” American Psychological Association, August 2000.

“Management Consulting Styles: They Do Predict Successful Performance” National Academy of Management, August 2000.

“Predicting Effective Management Change Behavior” California Psychology Association Meeting, March 2000.

“Simulating Behavior in Organizations: Do Case Studies Work?” Association for Business Simulation and Experiential Learning Conference 2000.

Publications 1990s:

“Teaching About Behavior: Do Applied Pedagogy Work?” The Institute of Behavioral and Applied Management, October 1999.

“People Consulting: What’s It All About?” American Psychological Association, August 1999.

“Styles of Effectiveness in Change Management?” California Psychology Association, March 1999.

“Simulating Business Success: Let’s Just Do It!” Association for Business Simulation and Experiential Learning Conference, February 1999.

“Recognizing Behavior in Developing Business Strategies,” The Institute of Behavioral and Applied Management, October 1998.

“People in the Strategy Equation,” American Psychological Association, August 1998.

“How Can Business Employees Contribute to Developing Business Strategy?” California Psychology Association, March 1998.

“Simulating Business Strategies: How Effective Are We?” Association for Business Simulation and Experiential Learning Conference, Honolulu, Hawaii, January 1998.

“Business Simulations in the Class Room: Do They Reinforce Learning?” The Institute of Behavioral and Applied Management, San Antonio, TX, October 1997.

“Do Business Simulations Really Work?” Association for Business Simulation and Experiential Learning Conference, New Orleans, LA, March 1997.

“Cooperation Competition Tradeoffs: Are They Necessary?” Strategic Management Society, Annual International Conference, Phoenix, AZ, November 1996.

“Gender in Management: a Global Perspective,” Institute of Behavioral and Applied Management, National Annual Conference, Portland, ME, October 1996.

“Considerations and Aspects of Globalization,” Advances in Management, Third Biennial International Conference, Newton, MA, June 1996.

“Managing Change in Organizations: Taking the Individual into Account,” Society for Industrial and Organizational Psychology, 11th Annual Conference, San Diego, CA, April 1996.

“Motivation and Cross-Cultural Differences,” California Psychological Association, San Diego, March 1996.

“Shift Work: A Global Trend and Its Effects on Health, Family and Social Well-Being,” Association for Applied Psychophysiology and Biofeedback, 27th Annual Meeting, Albuquerque, NM, March 1996.

"The Compromise in Strategic Planning," Strategic Management Society, 15th Annual International Conference, Mexico City, Mexico, October 1995.

"The Individual-Collectivism Dichotomy," The American Management Foundation and the Association on Employment Practices and Principles, Annual National Conference, New Orleans, Louisiana, October 1995.

"Japanese and American Business: An Integration of Two Cultures," Institute of Behavioral and Applied Management, National Annual Conference, Seattle, WA, October 1995.

"American Women as International Managers: A Probable Success Story," American Society for Competitiveness, Dallas, TX, October 1995.

"American Cross-Cultural Management Research: Why It Is Where It Is and Where It Needs to Go," Society for Industrial and Organizational Psychology, Inc., 10th Annual Conference, Orlando, FL, May 1995.

"The Effect of Culture Specific Communication Differences on Process and Outcomes of Cross-cultural Business Negotiations," Academy of Management Conference, Cleveland, OH, May

1995.

"Do We Really Work Better in Teams?" 23rd International Congress on the Assessment Center Method, Kansas City, MO, May 1995.

"Attracting and Selecting Qualified Applicants from Today's Diverse Applicant Pool," The Human Resource Planning Society, Annual Conference, Orlando, FL, April 1995.

"Survey and Feedback: A Review," Association for Applied Psychophysiology and Biofeedback, 26th Annual Meeting, Cincinnati, OH, March 1995.

"Issues for Testing Hispanics," Conference on Personnel Assessment, Charleston, June 1994.

"Information Processing and Performance Assessment," National Annual Conference, Institute of Behavioral and Applied Management, Arlington, VA, June 1994.

"Assessments Across Multinational Boundaries," International Academy of Business Disciplines, Pittsburgh, April 1994.

"The Role of Cognitive Structures in Career Assessment," Association for Applied Psychophysiology and Biofeedback, Atlanta, March 1994.

"The Relationship Between Employee Perceptions of Management Supportive Behavior and Their Expectations for Positive Transfer Outcomes," Academy of Management, 1993.

"The Evolution of Values in Organization Development," National Organization Development Network, Toronto, October 1992.

"Information Processing Models of the Organization," National American Psychology Association, Washington, D.C., August 1992.

"Cultural and Socio-Economic Factors Which Affect Organizational Behavior: Considerations for the Multinational Manager," paper submitted, National Academy of Management, Las Vegas, August 1992.

"Older Worker Career Development as a Change Process," National American Psychological Association, San Francisco, August 1991.

"Career Anchors and Performance," National Academy of Management, August 1990.

Publications prior to 1990:

"Decision Styles: New Measures of Non-Aptitude Aspects of Cognition," Personnel Testing Council of Southern California.

"Performance Appraisal and Career & Management Development," Organization Development Network, Los Angeles Group.

"Behavioral Aspects of Corporate Planning," Strategic Management Journal (revision).

"Career Concepts and Decision Styles," National Academy of Management Proceedings.
Detroit, MI.

"The Impact of Careers on Organizational Processes," National Academy of Management.
Detroit, MI.

"Self Renewal and Career Development" in New Directions in Resource Management. Jay Paap
and Edgar H. Schein (Ed). Prentice Hall.

"Career Concepts and Decision Styles: An Empirical Test of Association," National Academy of
Management. Atlanta, Georgia.

"The Decision Making Crisis in Career Choice," Center for Human and Organizational Career
Studies, Graduate School of Business Administration, University of Southern California.

"Career Choice: A Decision-Making Dilemma," Western American Psychological Association.
San Francisco, CA.

"The Teaching of Long-Range Planning in the Business Policy Course: A Pedagogical Insight,"
Western Academy of Management. Sacramento, CA.

"Normative Implementation Strategies: A Synthesis...", Center for Human and Organizational
Career Studies, Graduate School of Business Administration, University of Southern California.

"Notes on the Study of Education and Work," unpublished manuscript, Department of
Management, University of Southern California.

"Individual Renewal and Career Development," Western Academy of Management. Sun Valley,
ID.

"Strategy Formulation: A Discussion of Theory and Its Application," Research Bureau, School of
Business Administration, San Diego State University.

"A Proposed Model of Individual Renewal and Its Relationship to Need for Achievement, Self
Concept Discrepancy, Growth Need Strength and Career Development." Graduate School of
Business Administration, University of Southern California.

"Career Movement, Avocational Activity and Self-Renewal." Center for Human and
Organizational Career Studies, Graduate School of Administration, University of Southern
California.

"An Analysis of Recruiting and Assimilation at TRW Systems Group" (with Phillip Plank and
Roger Saunders). Graduate School of Management, University of California, Los Angeles.

Select industrial based research conducted and written prior to 1990 is proprietary and / or classified and cannot be listed / cited here. Additional industrial based research from pre 1990 is not listed / cited here but can be reviewed.

WORKSHOP PRESENTATIONS and DISCUSSANT SESSIONS AND PAPERS

“Design and Teaching of a Management Consulting Course—Discipline Courses Are Not Sufficient,” National Academy of Management, San Antonio, August 2011.

“Advancing Contemporary Concepts to Enhance Performance: Integrating Coaching with Organizational-level Diagnoses and Interventions - Revised,” National American Psychological Association, Washington DC, August 2011.

“Daring to Care: Using Traditional Concepts to Diagnose and Improve Performance,” Academy of Management, Montreal, August 2010.

“Design and Teaching of a Consulting Course - Discipline Courses Are Not Sufficient,” National Academy of Management, Montreal, August 2010.

“Applying Transformed Assessments to Diagnose and Improve Performance,” National American Psychological Association, San Diego, August, 2010.

"Education for Management Consulting," National Academy of Management, Chicago, August 2009

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"Emerging Consulting and Action Research Models: Paradigms, Skills and Applications," National Academy of Management, Anaheim, August 2008.

"The Design and Teaching of a Management Consulting Course – Discipline Courses Are Not Sufficient," National Academy of Management, Anaheim, August 2008.

“Who We Are and Why It Matters: Effective Consulting Roles Do Vary,” California Psychological Association, Anaheim, April, 2008.

“Using DSM for Organizational Diagnosis: Renewed Application Rationale,” National Academy of Management, Philadelphia, August 2007.

"Consulting to Improve Organizational and Leadership Health," National Academy of Management, Atlanta, August 2006.

“Moving Management Consulting International,” Selected Presenter and Discussant, Professional Development Workshops, National Academy of Management, August 2005.

“Global Management Consulting – New Lessons Learned”, International Conference on Business, June, 2005.

Selected Presenter and Discussant, International Western Academy of Management, Shanghai, China, May 2005.

“International Dimensions of Consultancy”, AFCEA, November, 2004.

“Teaching International Management Consulting”, International Conference on Business, June, 2004.

Presenter and Discussant, International Academy of Management, Shanghai, China, May 2004.

“Client Issues and Ethics – Dealing with Practice Dilemmas,” LAC Psychological Association, Los Angeles, October, 2003.

“Teaching Innovations in Management Consulting,” Professional Development Workshop, National Academy of Management, August 2002.

“Selling and Marketing Professional Services,” Professional Development Workshop, National Academy of Management, August 2002.

“Designing Management Consulting Courses”, International Conference on Business, June 2002.

Presenter and Program Panelist, Issues in Management Consulting Workshop, National Academy of Management, August 2000.

Workshop Presentations and Discussant Sessions and Papers 1990s and prior:

Presenter and Discussant, Association for Business Simulation and Experiential Learning, New Orleans, LA, March.

Discussant, International Academy of Business Disciplines, Pittsburgh, PA.

Presenter and Discussant, Association for Applied Psychophysiology and Biofeedback, Atlanta.

Presenter and Discussant, National Organization Development Network, Toronto.

Presenter and Discussant, poster presentations, National American Psychological Association, Washington, D.C.

Presenter and Discussant, Personnel Testing Council of Southern California.

Presenter and Discussant, "Counseling and Career Management," Western Academy of Management, San Diego.

Discussant, "Perception and Diagnosis of Organizational Development Concerns," National Academy of Management. New York.

Discussant, "Psychodynamics of Career Counseling," American Psychological Association.

Washington, D.C.

Presenter and Discussant, Careers Interest Group, National Academy of Management. San Francisco, CA.

Discussant, American Institute for Decision Science. San Diego, CA.