

Ann E. Feyerherm, Ph.D.

18111 Von Karman

Irvine, CA 92612

(949) 223-2534

afeyerhe@pepperdine.edu

Professor of Organization Theory and Management
Graziadio School of Business and Management
Pepperdine University

DEGREES

Ph.D. 1993. University of Southern California, Business Administration, Management.

M.S. 1977. Iowa State University, Industrial Relations.

B.S. 1973. Iowa State University, Education.

TEACHING and ACADEMIC ADMINISTRATION EXPERIENCE

Pepperdine University (1993-present)

Associate Dean, Academic Affairs and Executive Programs, 2016-2018

Interim Associate Dean, Academic Affairs and Online Programs, 2015-2016

Chair of the Organization Theory & Management and Applied Behavioral Sciences Department, 2009-2015

Director of Master of Science in Organization Development Program. 2005- 2009

Discipline Lead, Organization Theory & Management, 2006-2009

Chair of the Organization Theory & Management Discipline and Chair, Strategy Discipline, 2005-2006

Chair of the Management Department, 2002-2005.

Assistant Professor, Associate Professor and Professor, Organization Theory and Management, 1993-present.

University of Southern California, Teaching Assistant. Fall 1991 & Spring 1992.

PUBLICATIONS

Feyerherm, A. (2019, forthcoming). *Diminishing Resources: Building Strategy for Change*, in Preparing for High Impact Organizational Change, (Schwarz, G., Buono, A., and Adams, S. M., Eds). Edward Elgar Publishing. Chapter 12.

Worley, C. & Feyerherm, A. (2018). *Updated Reflections on the OD Field: Are we good enough for a changing world?* In OD Newsletter, Fall edition.

Ainsworth, D. & Feyerherm, A. (2016). Higher Order Change: A Transorganizational System Diagnostic Model. *Journal of Change Management*, 29(5), 769-781.

Milam, R. & Feyerherm, A. (2015). Manager Influence on Multi-party Collaborative Change Initiatives. *OD Practitioner*, 47(4), 48-53.

Groves, K. & Feyerherm, A. (2015). Examining cultural intelligence and cross-cultural negotiation effectiveness. *Journal of Management Education*, 39 (2), 209-243

McBride-Walker, M. & Feyerherm, A (2013). Increase Productivity Through Performance Feedback, *Workspan*.58 (12), 32-37.

Steele, B. & Feyerherm, A. (2013). *Loblaw sustainable seafood: Transforming the seafood supply chain through network development and collaboration*, in C. Worley & P. Mirvis (Eds.) *Organizing for Sustainability, Vol 3*. Bingley, UK: Emerald Press.

Bartenhagen, J. & Feyerherm, A. (2013). Transitioning organizations for sustainability: Implications for Organization Development and Change Management. *International Journal of Sustainable Strategic Management*.

Mangiofico, G. & Feyerherm, A.E. (2012). Using Complexity Theory To Manage Changes Among Diverse Groups. In *Lessons in Leading Change*, Eds. D.D. Warrick & Jens Mueller, Oxford, UK: RossiSmith Academic Publications Ltd., 265-276.

Groves, K. S. & Feyerherm, A. E. (2011). Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance. *Group and Organization Management*, 36(5), 535-566.

Feyerherm, A.E. & Parker, S. B. (2011). Emergent Collaboration and Leadership for Sustainable Effectiveness: The Metropolitan Housing Authority. In *Organizing for Sustainability (volume 1)*, Eds. Susan Albers Mohrman & Abraham B. (Rami) Shani, Bingley, UK: Emerald Group Publishing, 127-153.

Wallis, N., Yammarino, F. J., & Feyerherm, A. (2011). Individualized Leadership: A qualitative study of senior executive leaders. *Leadership Quarterly*. 22(1), p182-206. DOI: 10.1016/j.leaqua.2010.12.015.

Worley, C., Feyerherm, A. & Knudsen, D. (2010). Building a collaboration capability for sustainability: How Gap Inc. is creating and leveraging a strategic asset. *Organization Dynamics*.

Feyerherm, A. (2009). Review of book *Community: The structure of belonging* by P. Block. *Graziadio Business Report*, 11(1).

Cummings, T. & Feyerherm, A. (2009). Interventions in large systems. In W. Rothwell, J. M. Stavros, R. Sullivan & A. Sullivan (Eds.), *Practicing Organization Development: A Guide for*

Leading Change, (pp. 345-362). San Francisco: Pfeiffer.

Feyerherm, A. (2009). Reflections on experience: Reflections on academic governance. *Journal of Management Inquiry*, 18(2), 134-135. doi:10.1177/1056492609331789.

Feyerherm, A. & Worley, C. (2008). Forward to the past: Reclaiming OD's influence in the world. *OD Practitioner*, 40(4), 2-8.

Egan, T. & Feyerherm, A. (2007). Emotional dynamism: Playing the music of leadership. *Graziadio Business Report*, 10(2).

Feyerherm, A. (2007). Review of the book, *A Leader's Legacy* by J. Kouzes & B. Posner. *Graziadio Business Report*, 10(1).

Egan, T., & Feyerherm, A. (2005). A blueprint for change: Appreciative inquiry. *Graziadio Business Report*, 8(3).

Feyerherm, A. & Vick, Y (2005). Generation X women in high technology: Overcoming gender and generational challenges to succeed in the corporate environment. *Career Development International*, 19(3), 216-230.

Cummings, T. & Feyerherm, A. (2005). Large scale organization change. In W. Rothwell & R. Sullivan (Eds.), *Practicing Organization Development: A Guide for Consultants, 2nd edition*, (pp. 420-439). San Francisco: Pfeiffer.

Feyerherm, A. (2005). Review of the book *Resonant Leadership* by R. Boyatzis & A. McKee. *Graziadio Business Report*, 8(4).

Worley, C., & Feyerherm, A. (2003). Future of OD, *Journal of Applied Behavioral Science* 39(1), 97-115.

Aebig, R. & Feyerherm, A. (2003). Consolidate all IT? Deciding whether to bring "Shadow IT Groups" back under direct IT control. *Graziadio Business Report*, 6(3).

Feyerherm, A & Rice, C. (2002). Emotional intelligence, leadership, & teams: The good, the bad and the ugly. *International Journal of Organization Analysis*, 10(4), 343-363.

Feyerherm, A. (2001) Downsizing with dignity. *Graziadio Business Journal*, 4(2).

Milliman, J & Feyerherm, A. (1999). Responding to community expectations on corporate environmental performance: How to develop effective citizen advisory panels. . *Corporate Environmental Strategy*, 6, 164-174.

Milliman, J. & Feyerherm, A. (1999). Launching an effective citizen advisory panel. *Graziadio Business Journal*. Winter.

Aebig, R. & Feyerherm, A. (1998) When worlds collide, *Graziadio Business Journal*, Summer.

Egri, C., Feyerherm, A., & Rogers, K. (1997). Using active learning techniques to teach

multiparty negotiation. In S. Waddock (Ed.) *Research in Corporate Social Performance and Policy*, (pp. 117-148). Greenwich, CT: JAI Press,.

Cummings, T., & Feyerherm, A. (1995). Interventions in large systems. In W. J. Rothwell, R. Sullivan & G. McLean (Eds.) *Practicing the Art of Organization Development*, (pp. 203-234). San Francisco: Pfeiffer.

Feyerherm, A. (1995). Fluid frameworks: A longitudinal study of two collaborative rule-making groups. In D. Collins & M. Starik (Eds.), *Research in Corporate Social Performance and Policy*, (pp. 231-258) Greenwich, CT: JAI Press.

Feyerherm, A. (1994). Leadership in collaboration: A longitudinal study of two interorganizational rule making groups. *Leadership Quarterly*, 5(3-4), 253-270.

Feyerherm, A. (1994). *The Influence of dialogue on multiple stakeholders in interorganizational, collaborative networks*. Presented and in Proceedings of the International Association for Business and Society, Hilton Head, NC.

Feyerherm, A. (1993). *Regulation through collaboration: A longitudinal study of two interorganizational rule-making groups*. Presented and in Proceedings of the International Association for Business and Society Meeting, San Diego, CA.

Feyerherm, A., & Muchinsky, P. (1978). Structural and attitudinal factors related to collective negotiations in public school systems. *Journal of Collective Negotiations*, 7(1), 73-82.

PRESENTATIONS

Feyerherm, A.E. (2013). *Conversations with your Inner Committee*. Presentation at Western Academy of Management, Santa Fe, NM.

Ainsworth, D. & Feyerherm, A. E. (2013). *Engaging Multiple Stakeholders to Create Collaborative Solutions*, Presentation at Western Academy of Management, Santa Fe, NM.

Groves, K. & Feyerherm, A. (2010, March). *Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance*. Paper presented at Western Academy of Management, Hawaii. (co-author, did not present)

Feyerherm, A. (2010). The Psychological Impact of Downsizing. Web video presented through the *Graziadio Business Report*, Los Angeles, CA.

Feyerherm, A. (2009, August). Educating consultants. In R. Grossman (chair), *The Changing Paradigm of Consulting: Adjusting to the Fast-Paced World*. Symposium conducted at the Academy of Management Meeting, Chicago, IL.

Feyerherm, A. & Mohrman, S. (2009, August). Organizing for sustainability: Themes and framework. In C. Worley (chair), *Organization Design and Leadership for Sustainability*. Symposium conducted at Academy of Management meeting, Chicago, IL.

Feyerherm, A. (2009, October). *Master's Series: Self as Instrument*. Workshop presented at Organization Development Network, Seattle, WA.

Feyerherm, A. (2009, June). Co-creating trans-organizational networks through management education: A case of a Chinese NGO-University partnership. In *Action Learning in Rapidly Transforming Environments*. Symposium at the Global Forum 2009: Business as an Agent of World Benefit, Cleveland, OH.

Feyerherm, A. (2009, March). *Downsizing with Dignity*. Presentation at HR Star Conference, Los Angeles, CA.

Feyerherm, A. (2008, August). The Earthlings. In G. Schwartz (Chair), "*That Was Great*"! *More High Impact Exercises for Teaching or Consulting on Organizational Change*. Workshop conducted at Academy of Management meeting, Anaheim, CA.

Feyerherm, A. (2008, August). *The Questions that Shape the Future of the Field*. Organizer of Symposium at Academy of Management meeting, Anaheim, CA.

Feyerherm, A. (2008, March). *Appreciative Inquiry*. Presentation at HR Star Conference, Los Angeles, CA.

Feyerherm, A. & Chesley, J. (2007, June). *Creating Positive Change and Resilience in your Organization*. Presentation at Annual SHRM Conference, Las Vegas, NV.

Feyerherm, A. & Mitchell, M. (2006, October). The Four Houses of Leadership. Workshop presented at Organization Development Network annual meeting, San Francisco, CA.

Feyerherm, A. (2006, August). Research on the future of OD. In L. De Caluwe (Chair), *Future of OD: Research and New Developments*. Symposium conducted at the Academy of Management meeting, Atlanta, GA.

Feyerherm, A. & Egan, T. (2006, August). New Concepts for Management Classrooms: Appreciative Inquiry. In J. Chesley (Chair), *Applying Appreciative Inquiry to Management Development: New Ideas to Enhance Managerial Capacity*. Symposium conducted at the Academy of Management, Atlanta, GA.

Feyerherm, A., Egan, T. & Lahl, S. (2005, August). *Complexity, energy and consciousness: A new vision for leadership development*. Workshop presented at Academy of Management, Honolulu, HI.

Lahl, S., Egan, T. & Feyerherm, A. (2005, March). *Experiencing the full spectrum model: A personal insight workshop*. Workshop presented at Western Academy of Management, Las Vegas, NV.

Chesley, J., Feyerherm, A., Egan, T., Mangiofoco, G. and Wallis, N. (2005, March). *Using Appreciative Inquiry for positive scholarship in the classroom*. Symposium presented at Western Academy of Management, Las Vegas, NV.

Egan, T., & Feyerherm, A (2004, September). *Educating for Extraordinary Organizations -*

Appreciative Inquiry in the Classroom, Paper presented at Appreciative Inquiry 2nd Annual Conference, Miami, FL.

Lacey, M., Worley, C., Feyerherm, A & Egan, T. (2004, June). *Building Global Change Practitioners*, Paper presented at International Business and Management Conference, Honolulu HI.

Worley, C., Feyerherm, A., Egan, T., & Lacey, M. (2003, April). *Educational Effectiveness: Moving from Dialogue to Action*. Paper presented at Western Association of Schools and Colleges 79th Annual Meeting, Irvine, CA.

Cordano, M., Feyerherm, A. & Winn, M. (2002, August). *Negotiating stakeholder networks by necessity: The Rocky Flats experience*. Participant in symposium at Academy of Management, Denver, CO.

Feyerherm, A (2001, August). *Applying Environmental and Change Models to a case of Sustainability in a Resort Community*. Paper presented at Academy of Management Professional Development Workshop, Washington DC.

Worley, C. & Feyerherm, A. (2001, March). *Founders of the field reflect on the future of OD*, Paper presented at Western Academy of Management meetings, Squaw Valley, ID.

Feyerherm, A. & Egan, T. (2001, March). *Appreciative Inquiry*. Paper presented at Western Academy of Management, Squaw Valley, ID.

Feyerherm, A. (1994). *Multiple Paths for Inter-Organizational Journeys*. Presented at a workshop on Multi-Organizational Partnerships: Working together across Organizational Boundaries, Brussels, Belgium at the European Institute for Advanced Studies in Management.

Feyerherm, A. (1994, March). *Two Cases of Interorganizational Policy Formation*. Presented at Case Writers Workshop, Western Academy of Management Conference, Santa Fe NM.

Feyerherm, A. & Mohrman, S. (1992, August). *Creating Meaning in Diversity: Leadership in New Product Development Teams*. Paper presented at the Academy of Management Meetings, Las Vegas, NV.

Cohen, S., Mohrman, S., Mohrman, A., & Feyerherm, A. (1992, June). *Integration in New Product Development: Managing the Convergence/ Divergence Cycle*. Paper presented at Western Academy of Management International Conference, Leuven, Belgium.

Mohrman, A., Mohrman, S., Cohen, S., & Feyerherm, A. (1991, January). *Creating the Context for Concurrent Engineering* Paper presented at Managing Concurrent Engineering, COMER Seminar, University of Southern California, Los Angeles.

Mohrman, A., Cohen, S., & Feyerherm, A. (1991, August) The design and development of organizations for successful new product development: Learning from an empirical study. In A. Mohrman (Chair), *Technology, Organizational Design, and Change: Three Applied Models*. Symposium conducted at the Academy of Management, Miami.

TEACHING

Courses:

EDBA 711	Kickoff Workshop – DBA program
EMBA 651	Understanding Human Behavior, Leading People and Change in Organizations
EMBA 641	Applied Strategic Research Project - Organizational Behavior
MSOD 602a/613/614	Small Group Dynamics
MSOD 603	Action Research
MSOD 607	Transorganization systems (lead or assist in 30 students to China)
MSOD 608/621	Future Forms of Organizing
MSML/OTMT 650a	Leadership and Self
MBA/OTMT 670	Advanced Principles of Leadership and Organizations
MBA/OTMT 672	Leadership and Organization Change
MBA/BSCI 650 & 651	Human Behavior in Organizations
MBAM/OTMT 608	Organization Theory
BSM/GSBM 481	Critical Thinking

Guest lecturer in doctoral programs at Pepperdine University, Graduate School of Education and Psychology and Benedictine University

Supervision:

Supervise from 4-6 Masters in Organization Development Students per year for the past 19 years
Supervised 2 Doctoral Dissertations in the last 8 years
Served on 2 Doctoral Dissertation Committees in last 12 years

Executive Education:

Training Vision: Lead Faculty for comprehensive management training program for Singaporean managers. Taught one class in leadership. (2011-2012)
Valley Vision: Co-Designed educational program for collaboration (2011-2012)
Orange County Sanitation District: Designed and delivered Leadership Development Academy to 100 managers and supervisors (through Graziadio Executive Education, 2008-present)
Boeing: Taught Champions of Change to over 100 managers (through Graziadio Executive Education, 2007-2010)
Entegra: Provided training session on Appreciative Inquiry as change methodology (through Graziadio Executive Education, 2005)
Verizon: Provided training sessions to Western Regional Management Team on change management (through Graziadio Executive Education, 2004)
LAPD: Provided day-long training sessions on Appreciative Inquiry to top 100 officers (through The Graziadio School corporate education program, 2002).
Westcom: Taught series of classes on team building and leadership (through The Graziadio School corporate education program, 2001)
3M Occupational Health, Environment & Safety Division Sales: Designed and facilitated 4 day corporate university partnership focused on the "learning organization" (2001)
Infonet: Designed and delivered management development series for mid-managers (through The Graziadio School corporate education program, 1999)

SERVICE

School and University Service:

Leadership Team (2016-2018)
Chairs Committee, (2002 – 2005, 2009-2015)
MSOD program redesign, committee member (1996 – current, Chair 2006-2008)
MSML program committee (from inception in 2008 to 2012)
Howard A. White Teaching Excellence Award Selection Committee (2010)
Blended Learning Faculty Fellows (2009-2010)
Faculty Organization President (1996-1997)
Member Faculty Council (2000-2002)
Deans Search Committee (2001-2002)
Chair or Co-Chair of MBA Program Committee for 5 years (1997-2002)
 MBA Committee Subcommittee Chair on Petitions (1996-1997)
Redesign Task Force for FEMBA (1999-2001)
MBAJ program design and committee chair (1999-2001)
BSM Program committee member (1994-1996)
MBA Preparation Committee (1994-1995)
Keynote speaker for Culver City and Orange County Community College functions hosted by
 Program Development Office (1996 & 1997)
Participated in numerous MBA orientation sessions (1995-present)
Omega Chi Faculty Advisor (1997-1998)
Chaired Panel at Entrepreneurship meetings (1995, 1996)
Presented or facilitation at three University Faculty conferences
Presented or facilitated at two Graziadio School faculty conferences
Given Invocation or Benediction at three graduations (1997, 1999, 2002)
Raised scholarship money for MSOD Founders' scholarship
Accompanied Dean for fund raising

Professional Service:

Organization Development and Change Division Executive Board (2006-2011), eventually
 Chair of the Executive Board (2,800 members)
Journal of Applied Behavioral Science Editorial Board (2008-present)
Journal of Change Management Editorial Board (2009-present)
Organizing Committee, International Conference on Management Learning (2009-2011)
International Scientific Committee for Organization Development and Change Management
 conference with ISEOR and Academy of Management (2009-2011)
Publications Team – Organizations and the Natural Environment (2002-2004)
Program Chair and President, Western Casewriters Association, (1997-1999)
Created Southern California Women's Research Colloquium -1994
Discussant or chair at Academy of Management meetings, various (2002-2007)
Faculty for Doctoral Consortium, Academy of Management, (2004, 2008-2010)

Community service:

Personnel Committee, United Church of Christ, Laguna Beach, CA (2010-2015)
Chair of Outreach Ministry, United Church of Christ, Laguna Beach CA. (2004-2006), raised
money for charities.

Board of Trustees, United Church of Christ-Long Beach CA (1995)
Presented day-long seminar on leadership to City of Los Angeles top leadership group as part of
“Leadership Institute 2000”
Keynote speaker for adjunct faculty at University of Redlands – 1999

CAREER HISTORY

1993-present Professor of Organization Theory and Management
Pepperdine University, Graziadio School of Business and Management

1989-present Organization Development Consultant

Disney: Training on Appreciative Inquiry (2009). Delivered training to HR group
American Healthways: Executive coach for Executive Director of Seattle Center and VP
Operations for Status One, ongoing leadership team building, leadership development
and facilitate 1:1 meetings with various staff members to increase smooth working
relationships. (2002 to 2009)
Sempra Energy: Work with HR team in their development as a team and trained them on
Appreciative Inquiry as a change methodology (2003, 2005).
Experian: Co-facilitated a 2.5 day workshop with top Human Resource Leadership Team (30
people) to increase trust, form vision and develop working teams to achieve vision.
Contracted with VP of Human Resources (2002).
R Ranch: Part of a 3-person team to facilitate a 2-day strategic planning session for all
stakeholders in this cooperative ownership ranch in the Sequoias (2002).
Earth Island Institute: Part of a 2 person team that facilitated 2-day strategic planning session for
Board (2001).
Two Chefs on a Roll: Designed and facilitated a three day strategic planning process with top
management team (2000).
City of Los Angeles, Bureau of Engineering: Designed and implemented an overall training
system for 1000 person Bureau. Consulted with senior management on variety of change
management issues and team development for over two years (1998-2000).
Air Products, Inc.: Co-facilitated series of workshops on appreciating and managing diversity.
Consulted with top management team in Western US region on diversity issues (1996-
1997).
Confab, Inc.: Consulted on strategy and human resources with the President, VP of Human
Resources and Plant Manager for a year during a consolidation and plant shut down.
Served in a coaching capacity for plant manager (1995-1996).
Honeywell Automation College: Diagnosed the organization, reorganized systems, provided
various management concepts training courses, coached top managers, and provided
assessment of systems over a two-year period (1992-1993).
Ocean Spray Cranberries: Developed, trained, and facilitated top managers in an intensive one-
week workshop on open systems management principles (1992).
Chevron: Worked intensively over six month period with one cross-functional exploration team
to assess and provide recommendations for working together more productively.
Provided coaching to the team leader on team effectiveness strategies (1990-1991).
Frito-Lay: Provided a series of two-day diversity workshops for Western division management
teams and provided follow-up coaching to managers and key employees (1989-1990).
Procter & Gamble: Provided assessment research and follow up recommendations for
Successful plant shutdowns occurring throughout company (1989).

Kaiser Permanente: Provided two-day workshop to top management on successful downsizing (1989)

1977-1988 Procter & Gamble Manager

Served in a variety of positions in manufacturing locations in the United States. The last position held with the organization was as a third-level manager, as Manager of Organizational Development, in a manufacturing plant location. Throughout career, had line and staff responsibilities, primarily in packing operations and personnel. Directly responsible for a four million dollar budget and approximately one hundred people. Among major accomplishments were changing a unionized work system from traditional job based to skill based and, at another location, successful transfer and retraining of 450 personnel during a plant shutdown. Served as employee relations manager, with responsibilities for dealing with union relations and contractual and employment issues. Also was a training manager in two locations, including being on-loan to corporate for system-wide training in management skills.

1973-1976 Coordinator of Special Programs, Iowa State University

Responsible for the creation of specialized university-wide seminars offered for student credit. Many topics changed every semester to represent the current cutting edge thinking by professors. Also developed and updated on-going university-wide advisor newsletter for all 800 academic advisors. Coordinated the University Honors program and instituted Freshman Honors program. Developed women's programming and instituted the Women's Studies Program at ISU.

SELECTED HONORS

Recipient, John Nicks Memorial Service Award, 2010, 2014
Recipient, Howard A. White teaching award, 2009
Blended Learning Faculty Fellow (2009-2010)
Recipient, Leadership Institute Research Award, 1992
Recipient, Pepperdine University Research Grant, 1994
Recognition for Past Program Chair and President, Western Casewriters Association, 1997-1999

ADDITIONAL TRAINING THROUGH CERTIFICATE PROGRAMS

Certificate in Dispute Resolution, Straus Institute 2014
Enlightened Leadership, 2010
AACSB Assessment Seminar, 2007
Coaching for Performance & Growth by OMI, 2001
Dispute Resolution by Resolve (a division of World Wildlife Fund), 1992
The Choice Course by OMI, 1990
Women Moving Forward by OMI, 1987
Total Quality Management by Procter & Gamble, 1983
Deming Management Seminar, 1982