

## Kevin S. Groves, Ph.D.

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### PROFESSIONAL BIOGRAPHY

Kevin S. Groves, Ph.D., is professor of Organization Theory and Management at Pepperdine Graziadio Business School, and president of Groves Consulting Group, LLC. Dr. Groves teaches master's and doctoral graduate courses on organization design and strategic alignment, executive leadership, and talent management across the Graziadio School's Executive DBA, MBA, MS in Human Resources programs. Prior to his academic career, Dr. Groves was a management consultant in the Strategy and Organization practice at Towers Perrin (now Willis Towers Watson). Supporting organizations across industries, Groves Consulting Group develops evidence-based succession planning, talent management, and leadership development solutions anchored by rigorous research.

An active leadership and succession management scholar, Dr. Groves' research focuses on executive succession, talent management, and leadership development practices. He conducts national benchmarking surveys, 360-degree leadership assessment studies, intensive case studies, and client-based research projects. His research has been published in leading journals such as the Journal of Management, Academy of Management Learning & Education, Academy of Management Annals, Group & Organization Management, Organizational Dynamics, and Journal of Business Ethics. Dr. Groves' recently published book ([\*Winning Strategies: Building a Sustainable Leadership Pipeline through Talent Management & Succession Planning\*](#)) offers executive teams, boards, consultants, and HR/OD professionals a practical framework and set of succession planning and talent management best practices.

### EDUCATION

**Ph.D.**, Claremont Graduate University, Claremont, CA, 2002

Major: Organizational Behavior

Doctoral Dissertation: *An Examination of Leader Social Intelligence and Follower Openness to Organizational Change as Key Components of Charismatic Leadership*

**M.A.**, Claremont Graduate University, Claremont, CA, 1999

Major: Organizational Behavior

Master's Thesis: *Multiple Intelligences and Leadership Performance*

**B.A.**, Eastern Washington University, Cheney, WA, 1997

Major: Psychology (Summa Cum Laude)

Minor: Business Administration

## ACADEMIC HONORS AND AWARDS

- 2024: *Teaching Excellence Award*, Pepperdine Graziadio Business School, Pepperdine University
- 2022: *Jackson-Hope Price for Excellence in Published Scholarly Work*, Virginia Military Institute, Lexington, Virginia
- 2021: *Fulbright U.S. Scholar Award*, Visiting Professor, Management Center Innsbruck (MCI), Innsbruck, Austria
- 2020: *George Award*, Pepperdine Graziadio Business School, Pepperdine University
- 2015: *Editor's Choice Collection*, Group & Organization Management's designation for the journal's most noteworthy manuscripts (*Leader Cultural Intelligence in Context: Testing the Moderating Effects of Team Cultural Diversity on Leader and Team Performance*)
- 2013: *Denney Chair Professorship*, Graziadio School of Business & Management, Pepperdine University
- 2011: *Best Paper Proceedings*, International Management (IM) Division, Academy of Management Meeting, San Antonio, TX
- 2011: *Top Rated Papers Award*, Society of Industrial/Organizational Psychology (SIOP) Meeting, Chicago, IL
- 2010: *Rothschild Applied Research Fellow Award*, Graziadio School of Business and Management, Pepperdine University
- 2010: *Best Paper Award Nominee*, Western Academy of Management Meeting, Kona, HI
- 2009: *Ascendant Scholar Award*, Western Academy of Management, Midway, UT
- 2008: *Julian Virtue Professorship*, Graziadio School of Business & Management, Pepperdine University
- 2008: *Outstanding Paper Award*, Training & Development Division, Emerald Literati Network
- 2007: *Best Paper Proceedings*, Managerial and Organizational Cognition (MOC) Division, Academy of Management Meeting, Philadelphia, PA
- 2006: *Best Paper Award*, Western Academy of Management Meeting, Long Beach, CA
- 2006: *Top Twenty Rated Papers Award*, Society of Industrial/Organizational Psychology (SIOP) Meeting, Dallas, TX
- 2006: *Outstanding Paper Award*, International Symposium on Entrepreneurship Research and Education, Nankai University, Tianjin City, China
- 2004: *Best Paper Award*, Managerial and Organizational Cognition (MOC) Division, Academy of Management Meeting, New Orleans, LA
- 2003: *Best Paper Award*, Western Academy of Management Meeting, Palm Springs, CA
- 2002: *Arthur H. Brayfield Dissertation Award*, Claremont Graduate University
- 2002: *Honorable Mention, Kenneth E. Clark Research Award*, Center for Creative Leadership

## TEACHING EXPERIENCE

**Pepperdine University, Pepperdine Graziadio Business School, Malibu, CA**

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**Professor of Organizational Theory & Management, 2020-present**  
**Associate Professor of Organizational Theory & Management, 2012-2020**  
**Assistant Professor of Organizational Theory & Management, 2008-2012**

Instructional Areas: Organization Design & Strategic Alignment; Talent Management; Organizational Leadership; Management & Leadership Development; Organization Development & Change.

Courses Taught: *Strategies for Designing and Leading Effective Organizations* (EDBA); *Talent Management* (MSHR & MSML); *Managing Organizations* (BSM); *Advanced Principles of Organization and Leadership* (FEMBA); *Theories & Models of Organization* (FTMBA & MSGB); *Leadership and Organizational Success* (FTMBA).

**California State University, College of Business & Economics, Los Angeles, CA**

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**Assistant Professor of Management, 2003-2008**

Courses Taught: Managerial Skills & Business Ethics (MBA), Managing Employee Motivation (MBA), Management (MBA), Organizational Behavior, and Organization Development & Change.

**University of California, The Paul Merage School of Business, Irvine, CA**

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**Instructor, 2007**

Courses Taught: Organizational Change (MBA).

**Claremont Graduate University, School of Behavioral & Organizational Sciences, Claremont, CA**

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**Adjunct Professor, 2005-2007**

Courses Taught: Organization Development & Change (PhD).

**Loyola Marymount University, Hilton College of Business Administration, Los Angeles, CA**

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**Adjunct Professor, 2001-2003**

Courses Taught: Leadership in Organizations, and Human Resource Management.

## **RESEARCH EXPERIENCE**

### **Authored Books**

Groves, K. (2017). *Winning Strategies: Building a Sustainable Leadership Pipeline through Talent Management and Succession Planning*. Bozeman, MT: Second River Healthcare Press.

### **Refereed Journal Publications & Book Chapters**

LaRocca, M., Marshall, D., & Groves, K. Exploring the motivation to lead in a demanding environment: The role of achievement values, grit, and psychological capital. Accepted for publication at Psychological Reports.

Gibson, C., Thomason, B., Margolis, J., Groves, K., Gibson, S., & Franczak, J. (2023). Dignity inherent and earned: The experience of dignity at work. Academy of Management Annals, 17 (1): 218-267.

Groves, K., Feyerherm, A., & Sumpter, D. (2023). Cultural intelligence as a global leadership competency in disruptive contexts. Handbook of Cultural Intelligence Research (Eds. David Thomas & Yuan Liao). Routledge Taylor & Francis Group.

LaRocca, M., & Groves, K. (2022). Transformational leadership in extreme contexts: Associations with posttraumatic growth and self-efficacy among combat veterans. Armed Forces & Society, 48 (4): 849-871. Paper awarded the *Jackson-Hope Prize for Excellence in Published Scholarly Work*, Virginia Military Institute.

Groves, K., & Feyerherm, A. (2022). Developing an executive potential model for the new era of work and organizations. Leadership & Organization Development Journal, 43 (6): 978-998.

Lee, J., Paik, Y., Vance, C., Li, D., & Groves, K. (2022). The evolution of business ethics in China and the United States: Convergence, Divergence, or Crossvergence? Management and Organization Review, First View, pp. 1-28. DOI: <https://doi.org/10.1017/mor.2021.68>

Nakashima, S., & Groves, K. (2022). Psychological safety training: winning the minds and hearts of employees. Employee Learning & Development Excellence, 9 (4): 64-66.

Lacey, M., & Groves, K. (2021). Approaches to developing high potential talent: Intended and unintended consequences (pp. 457-470). The Routledge Companion to Talent Management (Ed. Ibraiz Tarique). New York: Taylor & Francis Group.

Groves, K. (2020). Testing a moderated mediation model of transformational leadership, values, and organization change. Journal of Leadership & Organizational Studies, 27 (1): 35-48.

Groves, K. (2020). Are you ready to lead Generation Z?: Core competencies for 21<sup>st</sup> century business leaders. Leadership Excellence (HR.com). 37 (3): 1-7.  
[https://www.hr.com/en/magazines/leadership\\_excellence\\_essentials/march\\_2020\\_leadership/are-you-ready-to-lead-gen-z\\_k7esvmpr.html?s=8PqnELoBZlkeT8dr](https://www.hr.com/en/magazines/leadership_excellence_essentials/march_2020_leadership/are-you-ready-to-lead-gen-z_k7esvmpr.html?s=8PqnELoBZlkeT8dr)

Groves, K. (2019). Confronting an inconvenient truth: Developing succession management capabilities for the inevitable loss of executive talent. Organizational Dynamics, 48 (4): 1-12.  
<https://doi.org/10.1016/j.orgdyn.2018.07.001>.

Groves, K. (2019). #MeToo movement exposes lack of succession planning. Chief Executive (January 9, 2019). <https://chiefexecutive.net/metoo-movement-exposes-succession-planning/>

Groves, K. (2019). Examining the impact of succession management practices on organizational performance: A national study of U.S. hospitals. Health Care Management Review, October-December: 356-365.  
[https://journals.lww.com/hcmrjournal/Abstract/publishahead/Examining\\_the\\_impact\\_of\\_succession\\_management.99734.aspx](https://journals.lww.com/hcmrjournal/Abstract/publishahead/Examining_the_impact_of_succession_management.99734.aspx).

Groves, K. (2018). Three ways Snap Inc. can weather its internal storm. Chief Executive (September 25, 2018). <https://chiefexecutive.net/three-ways-snap-inc-weather-storm/>

Groves, K. (2017). The business case for succession management capabilities: Evidence-based strategies for developing talent and sustaining leadership continuity. Graziadio Business Review, Volume 20, Issue 1. Available at <http://gbr.pepperdine.edu/2017/04/the-business-case-for-succession-management-capabilities/>.

Vance, C., White, J., Groves, K., Paik, Y., & Guo, L. (2016). Comparing thinking style and ethical decision-making between Chinese and U.S. students: Potential for future clash? Journal of Business Ethics Education, 13: 117-146.

Groves, K., & Vance, C. (2015). Linear and nonlinear thinking: A multidimensional model and measure. Journal of Creative Behavior, 49 (2): 111-136.

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

Groves, K. (2014). Identifying high-potential healthcare leaders: Key findings from a qualitative study of exemplary health systems. Healthcare Workforce Advisor (HealthStream, Inc.), Summer: 10-15.

Ettlie, J., Groves, K., Vance, C., & Hess, G. (2014). Cognitive style and innovation in organizations. European Journal of Innovation Management, 17 (3): 311-326.

Groves, K. (2014). Examining leader-follower congruence of social responsibility values in transformational leadership. Journal of Leadership and Organizational Studies, 21 (3): 227-243.

Lacey, M., & Groves, K. (2014). Talent management collides with corporate social responsibility: Creation of inadvertent hypocrisy. Journal of Management Development, 33 (4): 399-409.

Vance, C., Groves, K., Hess, G., & White, J. (2013). The rational side of EQ: Illuminating emotional intelligence through the lens of linear/non-linear thinking style. International Journal of Social Science Research, 2: 16-25.

- Groves, K. (2013). Talent management success factors: Evidence-based strategies for driving hospital performance outcomes. HR Pulse (American Society for Health Care Human Resources Administration), Summer: 34-36.
- Groves, K., & LaRocca, M. (2012). Does transformational leadership facilitate follower beliefs in corporate social responsibility? A field study of leader personal values and follower outcomes. Journal of Leadership and Organizational Studies, 19 (2): 215-229.
- Vance, C., Groves, K., Gale, J., & Hess, G. (2012). Would future entrepreneurs be better served by avoiding university business education? Examining the effect of higher education on business student thinking style. Journal of Entrepreneurship Education, 15: 127-141.
- Groves, K., & LaRocca, M. (2011). Responsible leadership outcomes via stakeholder CSR values: Testing a values-centered model of transformational leadership. Journal of Business Ethics, 98 (1): 37-55.
- Groves, K., & LaRocca, M. (2011). An empirical study of leader ethical values, transformational and transactional leadership, and follower attitudes toward corporate social responsibility. Journal of Business Ethics, 103 (4): 511-528.
- Monson, J., & Groves, K. (2011). Leveraging action learning as a talent management strategy during economic uncertainty. Graziadio Business Review, 14 (3): 1-6.
- Groves, K., & Feyerherm, A. (2011). Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance. Group & Organization Management, 36 (5): 535-566.
- Groves, K., Vance, C., & Choi, D. (2011). Entrepreneurial cognition: Examining the thinking style differences between entrepreneurs and business managers, accountants, and actors. Journal of Small Business Management, 49 (3): 438-466.
- Groves, K. (2011). Talent management best practices: How exemplary health care organizations create value in a down economy. Health Care Management Review, 36 (3): 227-240.
- Paik, Y., Groves, K., Vance, C., & Li, D. (2011). Linear/nonlinear thinking style and ethical decision-making: U.S. versus Chinese Managers. Academy of Management Best Paper Proceedings, IM: 1-6.
- Groves, K. (2010). Talent management best practices: How exemplary organizations confront the emerging leadership crisis. Graziadio Business Report, 13 (1): 1-6.
- McEnrue, M.P., Groves, K., & Shen, W. (2010). Emotional intelligence training: Evidence regarding its efficacy for developing leaders. Leadership Review, 10 (Winter): 3-26.

- Groves, K., & Vance, C. (2009). Examining thinking style, EQ, and organizational commitment. Journal of Managerial Issues, 21 (3): 344-366.
- McEnrue, M.P., Groves, K., & Shen, W. (2009). Emotional intelligence training: The role of openness to experience, self-efficacy, and receptivity to feedback in enhancing gains achieved. Journal of Management Development, 28 (2): 150-174.
- Vance, C., Zell, D., & Groves, K. (2008). Considering Individual Linear/Nonlinear Thinking Style and Innovative Corporate Culture. International Journal of Organizational Analysis. 16 (4): 232-248.
- Groves, K., & Paunescu, C. (2008). Examining the antecedents and outcomes of Romanian entrepreneurial orientation. Management & Marketing Journal, 3 (3): 3-18.
- Groves, K., Vance, C., & Choi, D. (2008). An examination of the nonlinear thinking style profile stereotype of successful entrepreneurs. Journal of Enterprising Culture, 16 (2): 133-159.
- Groves, K., McEnrue, M. P., & Shen, W. (2008). Measuring and developing the emotional intelligence of leaders. Journal of Management Development, 27 (2): 225-244.
- Groves, K., Vance, C., & Paik, Y. (2008). Linking linear/nonlinear thinking style balance and managerial ethical decision-making. Journal of Business Ethics, 80 (2): 305-325.
- Groves, K., & Vance, C. (2007). Examining the affective commitment outcomes of managerial balanced thinking and emotional intelligence in high emotional labor contexts. Academy of Management Best Paper Proceedings, MOC: 1-6.
- Vance, C., Groves, K., Paik, Y., & Kindler, H. (2007). Understanding and measuring linear/nonlinear thinking style for enhanced management education and professional practice. Academy of Management Learning & Education, 6 (2): 167-185.
- Groves, K. (2007). Integrating leadership development and succession planning best practices. Journal of Management Development, 26 (3): 239-252.
- Vance, C., Groves, K., & Guo, L. (2006). Mainland Chinese—US entrepreneur comparison of linear/nonlinear thinking style profiles: Implications for national entrepreneurial success. International Journal of Business Research, 6 (3): 26-34.
- Groves, K. (2006). Leader emotional expressivity, visionary leadership, and organizational change. Leadership and Organization Development Journal, 27 (7): 565-582.
- Groves, K. (2006). View from the top: CEO perspectives on executive development and succession planning practices in healthcare organizations. The Journal of Health Administration Education, 23 (1): 93-110.

McEnrue, M.P., & Groves, K. (2006). Choosing among tests of emotional intelligence: What's the evidence? Human Resource Development Quarterly, 17 (1): 9-42.

Groves, K. (2005). Linking leader skills, follower attitudes, and contextual variables via an integrated model of charismatic leadership. Journal of Management, 31 (2): 255-277.

Groves, K. (2005). Gender differences in social and emotional skills and charismatic leadership. Journal of Leadership & Organizational Studies, 11 (3): 30-46.

Vance, C., Groves, K., & Paik, Y. (2004). Measuring and building linear/nonlinear thinking style balance for enhanced performance. Academy of Management Best Paper Proceedings, MOC: F1-F6.

Groves, K. (2003). The contribution of leader social and emotional skills to leadership effectiveness during strategic organizational change. Leadership Review, 3 (Winter): 75-90.

### **Refereed Conference Proceedings & Presentations**

LaRocca, M., Marshall, D., & Groves, K. (2024). Authentic Leadership, Team Cohesion, and Follower Extra Effort at a Senior Military College. Annual Meeting of the American Psychological Association (Division 19 – Military Psychology), New York, NY.

Groves, K., Harc, M., & Zehrer, A. (2024). Examining Leader Development Experiences Across the Lifespan: A Process Model of Next Generation Succession Intention for Family Business Leaders. International Family Enterprise Research Academy (IFERA), Lisbon, Portugal.

Groves, K. & Vance, C. (2024). Avoiding Critical Entrepreneurial Cognitive Errors Through Linear/Nonlinear Thinking Style Balance. Academy of Management Annual Meeting, Chicago, IL.

Martin-Garrido, F., Morales-Fernandez, E., Vance, C., van Bakel, M., & Groves, K. & Vance, C. (2024). Optimizing Expatriate Adjustment Through Linear/Nonlinear Thinking Style Balance and Versatility. Academy of Management Annual Meeting, Chicago, IL.

Groves, K., Zehrer, A., Nickel, V., & Harc, M. (2022). Career transitions for next generation family business leaders: Developmental experiences across the lifespan 9<sup>th</sup> Annual Responsible Management Education Research Conference, MCI Management Center Innsbruck, Innsbruck, Austria.

Harc, M., Zehrer, A., Nickel, V., & Groves, K. (2022). Succession intention in the context of family business. 9<sup>th</sup> Annual Responsible Management Education Research Conference, MCI Management Center Innsbruck, Innsbruck, Austria.

LaRocca, M., Marshall, D., & Groves, K. (2022). Do grit and psychological capital facilitate motivation to lead in a military environment?. Paper under review for presentation at the Annual Meeting of the American Psychological Association (Division 19 – Military Psychology).

Groves, K. (2021) Developing and validating a model of leadership potential for VUCA environments. Paper presented at the virtual 2021 Academy of Management Annual Meeting.

LaRocca, M., & Groves, K. (2021) Transformational Leadership in Extreme Contexts: Associations with Posttraumatic Growth and Self-Efficacy Among Combat Veterans. Paper presented at the Annual Meeting of the American Psychological Association (Division 19 – Military Psychology).

Groves, K. (2020). Developing and validating an executive potential assessment tool for succession planning. Paper presented at the virtual 2020 Academy of Management Annual Meeting, Vancouver, B.C.

Groves, K., & Feyerherm, A. (2020). Identifying healthcare's future leaders: Development of a leadership potential model for healthcare organizations. Paper presented at the virtual 2020 Academy of Management Annual Meeting, Vancouver, B.C.

Groves, K. (2018). Succession management capabilities: Requisite planning for the inevitable transition of executive talent. Paper presented at the Academy of Management Annual Conference, Chicago, IL.

Groves, K. (2017). Developing and validating a succession management assessment for healthcare organizations. Paper presented at the Academy of Management Annual Conference, Atlanta, GA.

Groves, K. (2017). Succession management at Sutter Health: A case study of leadership development and succession planning best practices. Paper presented at the Western Academy of Management, Palm Springs, CA.

Groves, K. (2017). Developing leaders through strategy execution: Kaiser Permanente's Strategic Leadership Program. Paper presented at the Western Academy of Management, Palm Springs, CA.

Groves, K. (2016). Assimilating new leaders during unprecedented change: Executive onboarding at Cleveland Clinic. Paper presented at the Academy of Management Annual Conference, Anaheim, CA.

Groves, K. (2015). Testing a moderated mediation model of transformational leadership, values, and organization change. Paper presented at the Academy of Management Annual Conference, Vancouver, BC.

Groves, K. (2015). Talent Management and Succession Planning Best Practices: Assessing Impact on Financial, Workforce, and Value-based Purchasing Metrics. American Hospital Association Health Forum, Washington, D.C.

- Vance, C., Groves, K., Gale, J., & Hess, G. (2014). The impact of university business education on the thinking styles of prospective entrepreneurs: A longitudinal study. Academy of Business Research Conference, New Orleans, LA.
- Vance, C., Groves, K., & Paik, Y., White, J. (2014). Future Clash? Comparing Chinese and US Student Thinking Style and Ethical Decision-Making. Western Academy of Management Annual Conference, Napa, CA.
- Groves, K. (2014). Emerging evidence of the strategic impact and ROI of talent management practices. Society for Human Resource Management (Virginia Chapter), Hot Springs, VA.
- Groves, K. (2013). Delivering value to patients and employees through exemplary talent management: Strategies that impact clinical, financial, and workforce metrics. American Hospital Association Health Forum, Washington, D.C.
- Vance, C., & Groves, K. (2013). The value of high optimism for innovation and entrepreneurial success: The important mediating role of linear/nonlinear thinking style balance. Academy of Management Conference, Orlando, FL.
- Smith, Z., & Groves, K. (2013). Developing high performing advancement leaders: Results from a nationwide survey. CASE Leadership Summit, San Francisco, CA.
- Groves, K. (2013). Talent management characteristics of high-performing organization. CASE Strategic Talent Management Conference, Baltimore, MD.
- Ettlie, J., Groves, K., & Vance, C. (2013). Cognitive style, occupations, and innovative behaviors. International Product Development Management Conference, Paris, France.
- Paik, Y., Groves, K., & Vance, C. (2012). A Comparison of Ethical Decision-Making Between Chinese and American Managers: An Analysis Through the Lens of Linear/Nonlinear Thinking Style. Paper presented at the Academy of International Business Annual Conference, Washington, DC.
- Groves, K. (2012). Examining Leader-Follower Congruence of Social Responsibility Values in Transformational Leadership. Paper presented at the Western Academy of Management Annual Conference, La Jolla, CA.
- Vance, C., Groves, K., & Arrington, A. (2012). Avoiding the Perilous Scylla and Charybdis of Entrepreneurial Cognitive Bias Through Linear/Nonlinear Thinking Style Balance. Paper presented at the Western Academy of Management Annual Conference, La Jolla, CA.
- Ettlie, J.E., Groves, K. S., & Vance, C. M. (2011). The role of Thinking Style and Innovative Intentions for Optimal Creativity and Innovation in Organizations. Proceedings of the 44th Annual Hawaii International Conference on System Sciences, Honolulu, HI.

- Groves, K., & Vance, C. (2011). Linear and nonlinear thinking: A multidimensional model and measure. Academy of Management Annual Meeting, San Antonio, TX.
- Groves, K. (2011). Leader cultural intelligence and transformational leadership: Moderating effects of team diversity. Society of Industrial/Organizational Psychology Annual Conference, Chicago, IL.
- Groves, K., & LaRocca, L. (2011). Leader personal values, transformational leadership and follower outcomes. Society of Industrial/Organizational Psychology Annual Conference, Chicago, IL. *Top Rated Paper Award*.
- Groves, K., & LaRocca, M. (2010). Leader values and follower values congruence as key components of transformational leadership. Academy of Management Annual Meeting, Montreal, Canada.
- Groves, K., & Feyerherm, A. (2010). Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance. Western Academy of Management Annual Meeting, Kona, HI. *Best Paper Award Nominee*.
- Groves, K. (2010). Leader ethical values as key antecedents to transformational and transactional leadership. Western Academy of Management Annual Meeting, Kona, HI. *Best Paper Award Nominee*.
- Groves, K. (2010). The relationship between thinking style and entrepreneurial intent. Western Academy of Management Annual Meeting, Kona, HI.
- Groves, K. (2010). Leader CQ in context: Testing moderating effects of team diversity. Society of Industrial and Organizational Psychology Annual Conference, Atlanta, GA.
- Vance, C., & Groves, K. (2009) Toward a multidimensional framework of nonlinear thinking style. Academy of Management Annual Meeting, Chicago, Ill.
- Vance, C., & Groves, K. (2009). Linear and nonlinear thinking styles in business and management education. Academy of Management Annual Meeting, Chicago, Ill.
- Groves, K. (2009). The relationship between thinking style and entrepreneurial intent: A cross-cultural perspective. Academy of International Business Annual Meeting, San Diego, CA.
- Vance, C., & Groves, K. (2009). The rational side of EQ: Examining the roles of linear and nonlinear thinking style in emotional intelligence. Western Academy of Management Annual Meeting, Midway, Utah.
- Ettlie, J., Groves, K. & Vance, C. (2008). Thinking style and innovation intentions in organizations. Academy of Management Annual Meeting, Anaheim, CA.

- Groves, K. & Vance, C. (2007). Enhancing corporate entrepreneurship through thinking style balance. Academy of Management Meeting, Philadelphia, PA.
- Groves, K., McEnrue, M.P., & Shen, W. (2007). Managerial Emotional Intelligence, Affective Organizational Commitment, and Emotional Labor. Society of Industrial/Organizational Psychology (SIOP) Meeting, New York, NY.
- Groves, K. & Vance, C. (2007). Comparing corporate manager and entrepreneur thinking style profiles: Implications for enhancing corporate entrepreneurship and innovation effectiveness. Western Academy of Management Meeting, Missoula, MT.
- Vance, C., Zell, D., McGrath, C., & Groves, K. (2007). Building and sustaining an innovative corporate culture through individual linear/nonlinear thinking style balance. Western Academy of Management Meeting, Missoula, MT.
- Groves, K., McEnrue, M.P., & Shen, W. (2006). Measuring and developing the emotional intelligence of leaders. Academy of Management Meeting, Atlanta, GA.
- Vance, C., Groves, K., & Guo, L. (2006). Linear/nonlinear thinking style balance and national entrepreneurial success: An exploratory comparison between mainland Chinese and US entrepreneurs. International Symposium on Entrepreneurship Research and Education, Nankai University, Tianjin City, China. *Outstanding Paper Award*.
- McEnrue, M.P., & Groves, K. (2006). Measuring and training emotional intelligence: A prerequisite for innovation. Western Academy of Management Meeting, Long Beach, CA. *Best Paper Award*.
- Groves, K., McEnrue, M.P., & Shen, W. (2006). Preliminary validation of an emotional intelligence measure for employee development. 21<sup>st</sup> Annual Society of Industrial/Organizational Psychology Meeting, Dallas, TX. *Top twenty rated paper award*.
- Vance, C., Groves, K., & Choi, D. (2006). Analysis of successful entrepreneur thinking style profile: High nonlinear or balanced?. Western Academy of Management Meeting, Long Beach, CA.
- Williams, L., Groves, K., McGuire, S., & Ala, M. (2006). Antecedents of entrepreneurial behavior at the individual, firm, and societal levels. Western Academy of Management Meeting, Long Beach, CA.
- Groves, K., Vance, C., & Paik, Y. (2005). Linking linear/nonlinear thinking style balance and managerial ethical decision-making. Academy of Management Meeting, Honolulu, HI.
- Groves, K. (2005). Integrating leadership development and succession planning best practices. Academy of Management Meeting, Honolulu, HI.

Groves, K. (2005). Bearing the responsibility for leadership development and succession planning: The new challenge for managers. Western Academy of Management Meeting, Las Vegas, NV.

Groves, K. (2004). Linking leader skills, follower attitude, and context via an integrated charismatic leadership model. Academy of Management Meeting, New Orleans, LA.

Vance, C., Groves, K., & Kindler, H. (2004). Thinking outside the litter box: Measuring and building thinking style balance for enhanced performance. Western Academy of Management Meeting, Anchorage, AK. *Best Paper Award Finalist*.

Paik, Y., Vance, C., & Groves, K. (2004). New cross-cultural leadership for effective global management: Calling for increased linear/nonlinear thinking style balance. Cross Cultural Leadership and Management Meeting, Seoul, South Korea.

Jones, M., Groves, K., McEnrue, M.P., & Newth, F. (2004). Self discovering the values and competencies of leadership in educational settings. International Leadership Association Meeting, Washington, D.C.

Groves, K. (2003). Leader social and emotional skills and follower openness to change as key components of charismatic leadership. Western Academy of Management Meeting; Palm Springs, CA. *Best Paper Award*.

Groves, K. (2003). Gender differences in social and emotional skills and charismatic leadership. Academy of Management Meeting; Seattle, WA.

Vance, C., McGrath, C., Zell, D., Young, A., & Groves, K. (2003). Empowerment in paradox: Exploring disempowerment as a neglected construct pointing to untapped opportunities for enhanced organizational performance. Western Academy of Management Meeting; Palm Springs, CA.

## **Refereed Conference Symposia**

Maric, S., Milosevic, I., Bass, E., Uhl-bien, M., Groves, K., Feyerherm, A., Silvera, G., Clark, J., Vogus, T., Lord, J., Runk, R., Hollingsworth, J., Owen-Smith, J., Kim, K., & Twyman, M. (2020). Future of leadership in healthcare: Enabling complexity dynamics across levels. Symposium presentation at the virtual 2020 Academy of Management Annual Meeting, Vancouver, B.C.

Tompkins, T., Livingstone, L., Groves, K., Ledbetter, B., Kerns, C., Allen, M., Mallinger, M., Lacey, M., Feyerherm, A., & Mangioficio, G. (2013). A leadership salon: Reframing old concepts for a new age. Symposium presentation at the Western Academy of Management Annual Meeting, Santé Fe, NM.

Van Dyne, L., Ang, S., Groves, K., Ng, K., Gianasso, G., Fehr, R., Kuo, E., Moon, H., Choi, B., Jung, J., & Kim, Y. (2011). More complex models of cultural intelligence: Moderated and longitudinal relationships. Society of Industrial and Organizational Psychology Annual Conference, Chicago, IL.

Beenen, G., Muse, L., Pichler, S., Groves, K., Lopes, P., Mayes, B., Riggio, R., & Maellaro, R. (2010). Exploring managerial effectiveness through interpersonal skills. Academy of Management Annual Meeting, Montreal, Canada.

Drost, E., Williams, L., McGuire, S., Groves, K., & Prabhu, V. (2010). Types and antecedents of entrepreneurial intent: Evidence from the U.S. Western Academy of Management Annual Meeting, Kona, HI.

Ang, S., Van Dyne, L.V., Groves, K., Lee, Y., Masuda, A., Cardona, P., Kim, Y., Rockstuhl, T., Ng, K., & Lievens, F. (2010). Advancing cultural intelligence research: Moderating influences of person and context. Society of Industrial and Organizational Psychology Annual Conference, Atlanta, GA.

Cox, L., Groves, K., & Sommer, S. (2009). The psychological state of successful entrepreneurs. Western Academy of Management Annual Meeting, Midway, Utah.

Drost, E., Atkinson, D., Romero, P., Groves, K., McGuire, S., Kwong, K., & Prabhu, V. (2009). Variations of entrepreneurial intent across cultures: Emerging evidence from USA, China, Russia, Bulgaria, and Finland. Academy of International Business Annual Meeting, San Diego, CA.

Armstrong, S., Cols, E., Groves, K., Kozhevnikov, M., Sadler-Smith, E., & Vance, C. (2009). Thinking styles in managerial learning, cognition, and behavior: An integrative overview (Symposium). Academy of Management Annual Meeting, Chicago, Ill.

## **Manuscripts Under Review & Developing Papers**

Mandel, K., & Groves, K. Future Scoping Group Dynamics among Change Leaders: Widen the Lens on Climate and Safety Risks for Organizational Change. Revise and resubmit at Journal of Applied Behavioral Science.

Groves, K. & Vance, C. Avoiding Critical Entrepreneurial Cognitive Errors Through Linear/Nonlinear Thinking Style Balance. Review and resubmit at Journal of Small Business Management.

Martin-Garrido, F., Morales-Fernandez, E., Vance, C., van Bakel, M., & Groves, K. An examination of the relationship between linear/nonlinear thinking style and expatriate adjustment. Paper under review at the Journal of International Business.

Groves, K., Margolis, J., & Gibson, C. Cultivating the experience of dignity at work: Protective and proactive strategies for leaders and organizations. Paper under review at MIT Sloan Management Review.

Piecek, E., & Groves, K. Transparent leadership: Cultivating sustainable leader-follower relationships for the new era of work and organizations. Paper under preparation for submission to Organizational Dynamics.

Groves, K. Developing and validating a model of leadership potential for VUCA environments. Paper under preparation for submission to Journal of Management.

Lacey, M. & Groves, K. Inclusivity vs. elitism: The challenge of high potential programs for inclusive organizations. Paper under development for journal submission.

Groves, K. Examining the sustained impact of succession management practices on business performance metrics (2014-2018). Target journal: Human Resource Management Journal.

Groves, K. Leader cultural intelligence and transformational leadership: Moderating effects of team diversity. Target journal: The Leadership Quarterly.

Groves, K. Values-centered transformational leadership: Testing the impact of leader values and leadership style on follower outcomes. Target journal: Academy of Management Journal.

## PROFESSIONAL EXPERIENCE

### Groves Consulting Group, LLC, Los Angeles, CA

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#### President, 2004-present

- Management consultancy that develops leaders and organizations through succession planning, leadership assessment and development, talent management, strategic planning, and organization development services. The firm partners with clients in developing a range of evidence-based solutions, including executive succession planning, 360 leadership assessment tools, management team development, and a range of training and organization development practices.
- Current and recent clients include IngramMicro, Fox Entertainment Group, Keck Medicine of USC, The Boeing Company, Kaiser Permanente, Daimler Trucks North America, Genoa Healthcare, Allison+Partners, PepsiCo/Frito-Lay, SCAN Health, Lane Powell, Hospital Corporation of America (HCA), Sutter Health, Multiplex Australasia, Providence St. Joseph Health, Witt/Kieffer, HealthStream, Inc., Mayo Clinic Scottsdale, Alpha Insights, Nestle USA, Cleveland Clinic Health System, Los Angeles Area Chamber of Commerce, Southern California Leadership Network.

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**PepsiCo Leadership Center, California State University, Los Angeles, CA**

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**Director, 2003-2008**

- Managed \$1.45 million grant from the PepsiCo Foundation for an on-campus leadership development, leadership research, and community development center
- Developed and deliver leadership and community development programming for undergraduate and graduate students, community members, and business leaders
- Developed and manage leadership research program, including research fellowship program and multiple empirical projects addressing leadership topics
- Collaborated with University faculty and administration, PepsiCo/Frito-Lay executives, and community leaders on program design, delivery, and community-based programming

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**Kravis Leadership Institute, Claremont McKenna College, Claremont, CA**

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**Postdoctoral Research Fellow, 2002-2003**

- Collaborated with faculty and undergraduate students on basic and applied research projects
- Presented research papers and symposia at academic conferences
- Assisted with leadership training and development programs

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**Western University of Health Sciences, Pomona, CA**

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**Strategic Planning & Research Analyst, 1999-2002**

- Assessed and developed leadership competencies of senior management team
- Developed and administered employee surveys, organizational assessments, course evaluations, and performance appraisals

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**Michael G. Dolence & Associates, Claremont, CA**

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**Consultant, 2001**

- Presented best practice strategic planning and institutional effectiveness models to the client organization's executive team
- Developed and implemented strategic planning and institutional effectiveness processes

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**Towers Perrin, Los Angeles, CA**

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**Consultant, Strategy & Organization Group, 2000-2001**

- Conducted team training sessions for senior staff and top executives of a client organization
- Conducted best practice reviews of organizational structure and corporate center activities

- Assisted in facilitating a client organization's senior staff from organizational diagnosis to the preparation of recommendations and implementation plans

## **Kaiser Permanente, Oakland, CA**

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### **Organization Development Consultant, 1999**

- Assisted in the development and implementation of learning maps as an organizational change intervention for Kaiser Permanente physicians, administrators, and staff
- Conducted interviews, focus groups, and other data collection methods with physicians, administrators, and staff
- Developed and implemented communication strategies to gain senior management, physician, and union support of the project

## **Division of Organizational Strategy & Evaluation, Claremont, CA**

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### **Research Associated & Evaluation Team Member, 1997-1999**

- Assisted in the evaluation of the objectives, strategies, and outcomes of The California Wellness Foundation's Work & Health Initiative
- Assisted in the development of an evaluation plan and strategies for the Computers In Our Future program

## **JOURNAL, MEETING, & BOOK REVIEWS**

### **Adhoc Journal & Meeting Reviews**

- Academy of Management Annual Meetings
- Western Academy of Management Annual Meetings
- Society of Industrial/Organizational Psychology Annual Meetings
- Academy of Management Journal
- Journal of Business & Psychology
- Applied Psychology: An International Review
- Leadership Review
- International Journal of Human Resource Management

### **Book Review**

- Groves, K. (2003). Review of *Shared Leadership: Reframing the Hows and Whys of Leadership* (C. Pierce & J. A. Conger, Editors). Illumine, Fall, 5-6.

## INVITED KEYNOTES, LECTURES & COLLOQUIA

Keynote Address, September 29, 2021

*Executive Succession Capabilities: Assessing & Developing Talent for Critical Roles*  
National Veterinary Associates, Plano, TX

Webinar, September 21<sup>st</sup>, 2021

*Developing Emotional Intelligence Competencies for Leading a Diverse Workforce*  
California Association of Realtors, Los Angeles

Keynote Address, February 15, 2020

*Assessing & Developing Strategic Leadership Competencies*  
International Society for Performance Improvement (ISPI), Los Angeles, CA

Webinar, June 2<sup>nd</sup>, 2020

*Leading Strategic Planning During Unprecedented Uncertainty*  
Pepperdine Graziadio Business School, Los Angeles

Keynote Address, February 5, 2019

*Preparing Your Organization for the Inevitable Transition of Healthcare Executive Talent*  
Healthcare Executives of Southern California, Upland, CA

Invited Research Presentation, February 20, 2019

*Leadership Academy for Mid-Level Professionals*  
CASE Annual Conference, Anaheim, CA

Keynote Address, March 22, 2019

*Succession Planning Principles & Practices: A Guide for Developing Your Firm's Succession Management Capabilities (SMCs)*  
Western Legal Leadership Council Spring Roundtable 2019, Los Angeles, CA

Invited Research Presentation, June 29, 2019

*Developing & Validating an Executive Potential Assessment Tool for Succession Planning*  
Pepperdine Graziadio Business School DBA & CAR Conference, Malibu, CA

Keynote Address, October 27, 2018

*Succession Planning Capabilities & Practices*  
Paul Mitchell Schools Annual Summit, Newport Beach, CA

Invited Research Presentation, July 19<sup>th</sup>, 2018

*Succession Management Capabilities: Identifying and Developing Willamette Valley Medical Center's Future Leadership Talent*

Willamette Valley Medical Center, McMinnville, OR

Keynote Address, June 22<sup>nd</sup>, 2018

*Succession Planning Excellence: Preparing Your Organization for the Inevitable Loss of Executive Talent*

University of California, Irvine, CA

Panel Presentation on The State of Healthcare (*LA Business Journal*), May 15<sup>th</sup>, 2018

*Talent Management and Succession Planning Practices in Healthcare*

City Club Los Angeles, Los Angeles, CA

Invited Research Presentation, May 10<sup>th</sup>, 2018

*Succession Management Capabilities: Identifying and Developing McLaren's Future Executive Talent*

McLaren Health Care, Grand Blanc, MI

Invited Research Presentation, December 12<sup>th</sup>, 2017

*Best Practice Strategies for Succession Management: Critical Capabilities for a VUCA Environment*

Zurick Davis, Woburn, MA

Invited Research Presentation, November 7<sup>th</sup>, 2017

*Succession Planning & Talent Management: Critical Capabilities for a VUCA Environment*

Claremont Graduate University, Claremont, CA

Invited Research Presentation, April 21<sup>st</sup>, 2017

*Talent Management & Succession Planning: Best Practices for our VUCA Environment*

Rotary Club of Santa Monica, Pacific Palisades, CA

Invited Research Presentation, February 17<sup>th</sup>, 2017

*Leading Change in a VUCA Environment: Talent Management Lessons from the Healthcare Industry*

Anthem/Blue Cross, Los Angeles, CA

Invited Research Presentation, April 25<sup>th</sup>, 2017

*Emotional Intelligence for Leaders: Assessing & Developing Your EQ Competencies*

Roteract Young Professionals, Long Beach, CA

Invited Research Presentation, October 14<sup>th</sup>, 2017

*Graziadio Day: Succession Planning & Talent Management Practices*

Graziadio School of Business and Management, Los Angeles, CA

Invited Research Presentation, May 25<sup>th</sup>, 2017

*Emotional Intelligence: How EQ Competencies Drive Personal & Organizational Success*

Laserfiche, Long Beach, CA

Invited Research Presentation, March 21<sup>st</sup>, 2017

*Leading Change in a VUCA Environment: Talent Management Lessons from the Healthcare Industry*  
Beachbody, Santa Monica, CA

Invited Research Presentation, February 5<sup>th</sup>, 2016

*Succession Planning & Talent Management: Strategies for Developing the Next Generation of Banking Executives*

Carpenter Advisory Services, Newport Beach, CA

Invited Research Presentation, August 18<sup>th</sup>, 2015

*Assessing the Health of Your Current Talent Management Ecosystem*

PeopleFluent Webinar, Waltham, MA

Invited Research Presentation, September 10<sup>th</sup>, 2015

*Why Talent Management Matters for Healthcare: Sharpening the Business Case and Engaging Executives*

PeopleFluent Webinar, Waltham, MA

Invited Research Presentation, September 24<sup>th</sup>, 2015

*Onboarding Healthcare Leaders that will Drive Diversity—and Success*

PeopleFluent Webinar, Waltham, MA

Invited Research Presentation, April 24<sup>th</sup>, 2015

*Establishing the ROI of Talent Management Practices in Healthcare Organizations*  
*Talent Management Symposium*

Pepperdine University, Los Angeles, CA

Invited Research Presentation, September 25<sup>th</sup>, 2014

*Emerging Evidence of the Strategic Impact and ROI of Talent Management Practices*

Cigna's Talent 2025, Bloomfield, CT

Invited Research Presentation, February 20<sup>th</sup>, 2014

*Six Talent Management Best Practices to Improve Patient Satisfaction and Workforce Outcomes*

Halogen's Healthcare Learning Series, Toronto, CA

Invited Research Presentation, February 9<sup>th</sup>, 2014

*Talent Development and Succession Management Practices in Healthcare Organizations*

Healthcare Human Resources Management Association of California, Palm Springs, CA

Invited Research Presentation, November 12<sup>th</sup>, 2013

*Impact of Talent Management Practices on Hospital Performance Metrics*

American Hospital Association's Health Forum, Chicago, IL

Invited Research Presentation, April 19<sup>th</sup>, 2013  
*Talent Management Characteristics of Healthcare Organizations*  
*Talent Management Symposium*  
Pepperdine University, Los Angeles, CA

Invited Research Presentation, May 19<sup>th</sup>, 2012  
*The Business Case for Talent Management: Examining Performance Outcomes of High Potential Leader Identification and Development Practices*  
*International Society for Performance Improvement*  
American Honda Motor Company, Inc., Torrance, CA

Invited Consulting Practice Symposium; Consulting Club (Full-time MBA Program), September 13<sup>th</sup>, 2011  
*Organization Development Consulting: Roles and Challenges*  
Pepperdine University, Malibu, CA

Invited Research Presentation; GSBM Academic Forum, February 8<sup>th</sup>, 2011  
*Responsible Leadership Outcomes via Stakeholder CSR Values: Testing a Values-Centered Model of Transformational Leadership*  
Pepperdine University, Los Angeles, CA

Invited Research Presentation, December 20<sup>th</sup>, 2010  
*Action Learning Project Best Practices*  
The Aerospace Corporation, El Segundo, CA

Human Resource/Organization Development Colloquium, December 3<sup>rd</sup>, 2010  
*Establishing the Business Case for Talent Management: Developing High Potential Leaders through Action Learning Projects*  
American Society for Training & Development (ASTD), Torrance, CA

Invited Symposium Presentation, August 31<sup>st</sup>, 2010  
*Talent Management Best Practices: Identifying and Developing High Potential Leaders*  
Pepperdine University, Malibu, CA

Invited Practitioner Conference Presentation, November 6<sup>th</sup>, 2009  
*Emotional Intelligence Testing: Employee Selection, Advancement, & Development Applications*  
Personnel Testing Council of Southern California, Anaheim, CA

Human Resource/Organization Development Colloquium, October 16<sup>th</sup>, 2009  
*Talent Management Best Practices: Identifying and Developing High Potential Leaders*  
American Society for Training & Development (ASTD), Torrance, CA

Invited Leadership Research & Practice Presentation, July 20<sup>th</sup>, 2009

*Transformational Leadership: Leading with Emotional Intelligence, Cultural Intelligence, & Innovative Thinking Style*

The Coca-Cola Company, Irvine, CA

Invited Research Presentation; GSBM Academic Forum, March 10<sup>th</sup>, 2009

*Values-centered Leaders: Examining Leader Ethics, Trust, and Values Congruence as Key Components of Transformational Leadership*

Pepperdine University, Los Angeles, CA

Invited Research Presentation, February, 2007

*Leveraging Emotional Intelligence for Enhanced Leadership Performance*

Loyola Marymount University, Los Angeles, CA

Invited Research Presentation, January, 2007

*Linear/Nonlinear Thinking Styles and Leadership Performance*

University of San Francisco, San Francisco, CA

Invited Research Presentation, October, 2006

*Managerial Thinking Styles and Entrepreneurial Behavior*

Economics & Business Society, California Polytechnic State University, San Luis Obispo, CA

Invited Research Presentation, December, 2005

*Examining the Effects of Leader Emotional Intelligence and Charisma on Organizational Change and Employee Creativity*

California Polytechnic State University, San Luis Obispo, CA

## **EXECUTIVE DEVELOPMENT PROGRAMS & WORKSHOPS**

Executive Development Workshop & Leadership Assessment/Feedback (June 10 & August 17, 2021)

*Leadership Southern California, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop (May 12, 2021)

*Leader Emotional Intelligence*

SCAN Health Plan, Long Beach, CA

Executive Development Workshop & Leadership Assessment/Feedback (March 11 & May 26, 2021)

*Leadership Los Angeles, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop (March 15-18, 2021)

*Leading in VUCA Contexts: Agility & Learning Organization Principles & Practices*

Ingram Micro, Irvine, CA

Executive Education Certificate Program (December 7 & 9, 2020)

*Leadership Essentials for Managers*

Pepperdine Graziadio Business School, Los Angeles, CA

Healthcare Management Certification Program (November 12, 2020)

*Healthcare Talent Management & Succession Planning: Best Practices for a VUCA Environment*

Pepperdine Graziadio Business School, Los Angeles, CA

Executive Development Workshop & Leadership Assessment/Feedback (June 12 & August 26, 2020)

*Leadership Southern California, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop & Leadership Assessment/Feedback (April 17 & June 24, 2020)

*Leadership Los Angeles, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop (June 16 & August 7, 2020)

*Leader Emotional Intelligence*

SCAN Health Plan, Long Beach, CA

Executive Education Certificate Program (October 25 & November 15, 2019)

*Leadership Essentials for Managers*

Pepperdine Graziadio Business School, Los Angeles, CA

Executive Development Workshop (October 8 & 17, 2019)

*360 Assessment Feedback & Coaching*

Allison+Partners, Los Angeles, CA

Executive Development Program (September 17-19, 2019)

*LEADIngramMicro Leadership Development Program: Strategic Leadership*

IngramMicro, Inc., Munich, Germany

Executive Development Workshop & 360 Leadership Assessment/Feedback (June 28 & Sept. 11, 2019)

*Leadership Southern California, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop & 360 Leadership Assessment/Feedback (March 15 & May 15, 2019)

*Leadership Los Angeles, Southern California Leadership Network*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Program (July 10, 2019)

*LEADIngramMicro Leadership Development Program: Strategic Leadership*  
IngramMicro, Inc., Irvine, CA

Executive Development Workshop (August 1, 2019)  
*Leader Emotional Intelligence*  
SCAN Health Plan, Long Beach, CA

Professional Development Workshop for Executive & High-Potentials (June 19 & July 29, 2019)  
*Mentee & Mentor Competencies in Action*  
Laserfiche, Inc., Long Beach, CA

Custom Executive Development Program (March 13 – June 11, 2019)  
*Leadership Mastery Program*  
The Boeing Company, Long Beach & Seal Beach, CA

Healthcare Management Certification Program (October 11, 2018)  
*Healthcare Talent Management & Succession Planning: Best Practices for a VUCA Environment*  
Pepperdine Graziadio Business School, Los Angeles, CA

Leadership Development & Succession Planning Workshop (July 19<sup>th</sup>, 2018)  
*Succession Planning Excellence: Identifying and Developing WVMC's Leadership Talent*  
Willamette Valley Medical Center, McMinnville, OR

Custom Executive Development Program (April 23<sup>rd</sup> – June 11<sup>th</sup>, 2018)  
*Leadership Mastery Program*  
The Boeing Company, Long Beach & Seal Beach, CA

Executive Development Workshop & 360 Leadership Assessment (June 14<sup>th</sup> & August 22<sup>nd</sup>, 2018)  
*Leadership Southern California, Southern California Leadership Network*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Customer Executive Development Program (August 16<sup>th</sup> – December 1<sup>st</sup>, 2018)  
*University of the Pacific Executive Leadership Team*  
University of the Pacific, Stockton, CA

Customer Executive Development Program (May 3<sup>rd</sup> & 4<sup>th</sup>, 2018)  
*Allison+Partners Leadership Academy*  
Allison+Partners, San Francisco, CA

Executive Development Workshop & 360 Leadership Assessment/Feedback (March 8<sup>th</sup> & May 17<sup>th</sup>)  
*Leadership Los Angeles, Southern California Leadership Network*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Custom Executive Development Program (December 5<sup>th</sup> – 7<sup>th</sup>, 2017)

*Genoa Healthcare Executive Development Program*

Pepperdine Graziadio Business School, Malibu, CA

Healthcare Management Certification Program (September 29, 2017)

*Healthcare Talent Management & Succession Planning: Best Practices for a VUCA Environment*

Pepperdine Graziadio Business School, Los Angeles, CA

Customer Executive Development Program (October 27<sup>th</sup> & 28<sup>th</sup>, 2017)

*Allison+Partners Leadership Academy*

Allison+Partners, San Francisco, CA

Custom Executive Development Program (August 22<sup>nd</sup> – 24<sup>th</sup>, 2017)

*Jollibee Foods Corporation Leadership Summit*

University of California, Riverside, CA

Customer Executive Development Program (October 27<sup>th</sup> & 28<sup>th</sup>, 2017)

*Allison+Partners Leadership Academy*

Allison+Partners, San Francisco, CA

Executive Development Workshops, April 22<sup>nd</sup> – 23<sup>rd</sup>, September 19<sup>th</sup> – 21<sup>st</sup>, 2016; Jan. 31<sup>st</sup> – Feb. 1<sup>st</sup>, 2017

*Developing Change Management Skills; Assessing and Developing High-Potential Employees*

Advancement Leadership Academy, Phoenix, AZ; Arrowhead, CA; Temecula, CA

Customer Executive Development Program (May 19<sup>th</sup> – 20<sup>th</sup>, 2017)

*Allison+Partners Leadership Academy*

Allison+Partners, San Francisco, CA

Executive Development Workshop, February 23<sup>rd</sup>, April 13<sup>th</sup>, & October 5<sup>th</sup>, 2016

*Leading Organizational Change*

St. Jude Medical Center, Orange, CA

Executive Development Workshops, August 25<sup>th</sup> & October 21<sup>st</sup>, 2016

*Developing Competencies for Leading Collaboration (Leadership Southern California)*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, March 3<sup>rd</sup> & May 6<sup>th</sup>, 2016

*Developing Your Personal Leadership Profile & Transformational Competencies (Leadership LA)*

Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, March 25<sup>th</sup> & September 16<sup>th</sup>, 2015; February 2<sup>nd</sup>, 2016

*Developing Change Management Skills; Assessing and Developing High-Potential Employees*

Advancement Leadership Academy, Phoenix, AZ; Arrowhead, CA; Temecula, CA

Executive Development Workshops, March 18<sup>th</sup> & September 8<sup>th</sup>, 2014; January 28<sup>th</sup>, 2015  
*Developing Change Management Skills; Assessing and Developing High-Potential Employees*  
Advancement Leadership Academy, Phoenix, AZ; Arrowhead, CA; Temecula, CA

Executive Development Workshops, March 6<sup>th</sup> & June 5<sup>th</sup>, 2015  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, August 27<sup>th</sup> & October 23<sup>rd</sup>, 2015  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, August 14<sup>th</sup> & October 17<sup>th</sup>, 2014  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, May 9<sup>th</sup> & June 20<sup>th</sup>, 2014  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, July 19<sup>th</sup> & September 13<sup>th</sup>, 2013  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshops, March 8<sup>th</sup> & June 7<sup>th</sup>, 2013  
*Developing Your Personal Leadership Profile & Transformational Competencies*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop, March 13<sup>th</sup>, April 9<sup>th</sup>, & May 3<sup>rd</sup>, 2013  
*Leading Organizational Change*  
St. Jude Medical Center, Orange, CA

Executive Development Workshop, March 12<sup>th</sup>, 2013  
*Transformational Leadership: Competencies for Leading Change in Law Enforcement Organizations*  
California Peace Officers' Association, Sacramento, CA

Executive Development Workshop, January 31<sup>st</sup> & April 11<sup>th</sup>, 2013  
*The Leadership Journey: Defining Yourself as a Leader*  
St. Jude Medical Center, Orange, CA

Executive Development Workshop, December 21<sup>st</sup>, 2012

*Cultural Intelligence Workshop: Distributor Services Department*  
Herbalife Headquarters, Torrance, CA

Leadership Development Workshop, October 19<sup>th</sup>, 2012  
*Leadership Assessment & Development: Leadership Southern California*  
United Way of Greater Los Angeles, Los Angeles, CA

Leadership Development Workshop, October 15<sup>th</sup>, 2012  
*Transformational Leadership: Competencies for Leading Change in Law Enforcement Organizations*  
California Peace Officers' Association, Ontario, CA

Executive Development Workshop, October 11<sup>th</sup>, 2012  
*The Leadership Journey: Defining Yourself as a Leader*  
St. Jude Medical Center, Orange, CA

Leadership Development Workshop, August 31<sup>st</sup>, 2012  
*Leadership Assessment & Development: Leadership Southern California*  
Metropolitan Water District of Southern California, Los Angeles, CA

Executive Development Workshop, August 30<sup>th</sup>, 2012  
*The Leadership Journey: Defining Yourself as a Leader*  
St. Jude Medical Center, Orange, CA

Leadership Development Workshop, May 18<sup>th</sup>, 2012  
*Leadership Assessment & Development: Leadership Los Angeles*  
Los Angeles Area Chamber of Commerce, Los Angeles, CA

Executive Development Workshop, April 19-25, 2012  
*Performance Management Strategies, Managing Conflict, & Negotiation Skills*  
Training Vision Ltd., Singapore

Leadership Development Workshop, March 16<sup>th</sup>, 2012  
*Leadership Assessment & Development: Leadership Los Angeles*  
United Way of Greater Los Angeles, Los Angeles, CA

Leadership Development Workshop, January 13<sup>th</sup>, 2012  
*Leadership Assessment & Development: Leadership Southern California*  
Dorothy Chandler Pavilion, Music Center, Los Angeles, CA

Leadership Development Workshop, October 28<sup>th</sup>, 2011  
*Leadership Assessment & Development: Peace Officers Standards & Training (POST) Supervisory*  
*Leadership Institute (SLI)*  
Hyatt Regency, Newport Beach, CA

Leadership Development Workshop, October 21<sup>st</sup>, 2011  
*Leadership Assessment & Development: Leadership Southern California*  
United Way of Los Angeles, Los Angeles, CA

Leadership Development Workshop, August 24<sup>th</sup>, 2011  
*Personal Leadership Assessment: MSML Class of 2011*  
Pepperdine University, Los Angeles, CA

Leadership Development Workshop, June 6<sup>th</sup>, 2011  
*Leadership Assessment & Development: Leadership Los Angeles*  
United Way of Los Angeles, Los Angeles, CA

Leadership Development Workshop, April 8<sup>th</sup>, 2011  
*Leadership Assessment & Development: Leadership Los Angeles*  
United Way of Los Angeles, Los Angeles, CA

Leadership Development Workshop, March 8<sup>th</sup>, 2011  
*Leadership Assessment & Development: EMBARK San Diego*  
National University Technology & Health Sciences Center, San Diego, CA

Leadership Development Workshop, December 10<sup>th</sup>, 2010  
*Leadership Assessment & Development: Leadership Southern California*  
United Way of Los Angeles, Los Angeles, CA

Leadership Development Workshop, October 22<sup>nd</sup>, 2010  
*Leadership Assessment & Development: Leadership Southern California*  
United Way of Los Angeles, Los Angeles, CA

Leadership Development Workshop, November 6<sup>th</sup>, 2010  
*Personal Leadership Assessment: MSML Class of 2010*  
Pepperdine University, Los Angeles, CA

Leadership Development Workshop, May 14<sup>th</sup>, 2010  
*Leadership Assessment & Development: Leadership Los Angeles*  
Los Angeles Chamber of Commerce, Los Angeles, CA

Leadership Development Workshop, March 9<sup>th</sup>, 2010  
*Leadership Assessment & Development: Leadership San Diego*  
UCSD Mission Valley Center, San Diego, CA

Leadership Development Workshop, January 22<sup>nd</sup>, 2010  
*Leadership Assessment & Development: Leadership Southern California*

Westminister Rose Center, Westminister, CA

Leadership Development Workshop, December 9<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Fresno*  
Fresno Chamber of Commerce, Fresno, CA

Leadership Development Workshop, November 20<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Southern California*  
Dorothy Chandler Pavilion, Los Angeles, CA

Leadership Development Workshop, July 10<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Los Angeles*  
Paramount Studios, Los Angeles, CA

Leadership Development Workshop, June 13<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Manhattan Beach*  
Pepperdine University, Los Angeles, CA

Leadership Development Workshop, June 12<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Los Angeles*  
Los Angeles Chamber of Commerce, Los Angeles, CA

Leadership Development Workshop, June 1<sup>st</sup>, 2009  
*Leadership Assessment & Development: Leadership Pasadena*  
Pepperdine University, Pasadena, CA

Leadership Development Workshop, April 4<sup>th</sup>, 2009  
*Leadership Assessment & Development: Leadership Manhattan Beach*  
Pepperdine University, Los Angeles, CA

Leadership Development Workshop, September, 2007  
*Mentoring Skills*  
PepsiCo Leadership Center, California State University, Los Angeles, CA

Leadership Development Workshop, January, 2007  
*Mentoring Skills*  
PepsiCo Leadership Center, California State University, Los Angeles, CA

Professional Development Workshop, May, 2006  
*Connecting Thinking Styles to Leadership & Business Performance*  
AGI Inc., Annual Conference, Hyatt Westlake Plaza Hotel, Westlake Village, CA

Leadership Development Workshop, August, 2005

*Visionary Leadership Skills*

PepsiCo Leadership Center, California State University, Los Angeles, CA

Leadership Development Workshop, April, 2005

*Leader Teambuilding, Mentoring Skills*

PepsiCo Leadership Center, California State University, Los Angeles, CA

Leadership Development Workshop, August, 2004

*Leader Team-Building Skills, Mentoring Skills*

PepsiCo Leadership Center, California State University, Los Angeles, CA

Frito-Lay Retailer Development Program, June, 2004

*Management Skills Workshop*

Rehabilitation Services Administration, Washington, DC

## PROFESSIONAL ASSOCIATIONS

American Society for Healthcare Human Resources Administration

Academy of Management

Western Academy of Management

Society of Industrial/Organizational Psychology

American Society of Training and Development

## UNIVERSITY, SCHOOL, & DEPARTMENT SERVICE

*Associate Dean Selection Committee*, Pepperdine Graziadio Business School (2023): Member

*Faculty Performance Evaluation Task Force*, Pepperdine Graziadio Business School (2023): Member

*University Planning Committee (UPC)*, Pepperdine University (2023-24): Member

*Faculty Council*, Pepperdine Graziadio Business School (2018-2024): Member

*University Strategic Planning Task Force*, Pepperdine University (2020): Member.

*Grievance & Mediation Committee*, Pepperdine Graziadio Business School (2020): Member.

*Faculty Council*, Pepperdine Graziadio Business School (2020-21): Vice-Chair.

*Personnel Committee*, Pepperdine Graziadio Business School (2013-2019): Member.

*Organization Theory & Management Retreat*, ABS/OTMT Department (2020): Chair.

*Tenure Practices/Policies Task Force*, Pepperdine Graziadio Business School (2020-21): Member.

## RESEARCH GRANTS, SCHOLARSHIPS, AND OTHER HONORS

- 2022: *Fulbright U.S. Scholar* (2022), Management Center Innsbruck (MCI), Innsbruck, Austria
- 2021: *Visiting Professor Appointment* (2021), EM Strasbourg Business School, Strasbourg, France
- 2020: *Fulbright U.S. Scholar Program*, Grant Application for 2021/22
- 2018: *Funds for Excellence*, Graziadio Business School, Pepperdine University
- 2017: *Funds for Excellence*, Graziadio Business School, Pepperdine University
- 2014: *Denney Chair Professorship (2014-2015)*, Graziadio School of Business & Management, Pepperdine University, Los Angeles
- 2013: *Funds for Excellence*, Graziadio School of Business & Management, Pepperdine University
- 2012: *Funds for Excellence*, Graziadio School of Business & Management, Pepperdine University
- 2012: *Provost's Grant*, Pepperdine University, Los Angeles
- 2010: *Funds for Excellence*, Graziadio School of Business & Management, Pepperdine University, Los Angeles
- 2008: *Julian Virtue Professorship (2008-2010)*, Graziadio School of Business & Management, Pepperdine University, Los Angeles
- 2006: *PepsiCo Foundation Grant*, PepsiCo Leadership Center, California State University, Los Angeles
- 2006: *CSULA Assessment Project Grant*, Assessment Project Grants Program, California State University, Los Angeles, CA
- 2002: *Student Commencement Speaker*, Claremont Graduate University, Claremont, CA
- 2001: *John Randolph Haynes Dissertation Grant*, Claremont Graduate University, Claremont, CA
- 1999: *Sigma Xi Honor Society*, Claremont Graduate University, Claremont, CA
- 1997: *Phi Kappa Phi Honor Society*, Eastern Washington University, Cheney, WA
- 1997: *Mary Shields Wilson Award Recipient*, Eastern Washington University, Cheney, WA

## REFERENCES

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