

# PEPPERDINE UNIVERSITY

## Graziadio School of Business and Management

**Julie A. Chesley, Ph.D.**  
Curriculum Vitae

Assistant Professor of Organization Theory and Applied Behavioral Science  
Graziadio School of Business and Management  
Pepperdine University  
6100 Center Drive  
Los Angeles, CA 90045  
310-545-0486  
[Julie.Chesley@pepperdine.edu](mailto:Julie.Chesley@pepperdine.edu)

### Education

**Ph.D.**                                    **University of Colorado at Boulder**, 1993-1996  
Degree Award:                    May 1996  
Major:                                    Organization Theory and Strategy  
Minors:                                    Organization Behavior and Research Methods

**MBA**                                    **University of Colorado at Boulder**, 1987-1988  
Major:                                    Management  
Thesis/Field Study:                Organization Development

**B.S.**                                    **United States Air Force Academy**, 1980-1984  
Major:                                    Management

### Research Interests

Leadership Development, Appreciative Inquiry, Strategic Change, Project Management

**Dissertation** -- Supervised by Professor Anne Sigismund Huff

“The Structuring of Top Management Action: An interpretive inquiry into top management teams.”

### Published Articles and Books

Duhaime, I., Stimpert, L., & Chesley, J. 2012. Strategic Thinking: Today's Business Imperative.  
Routledge. New York, NY.

Stimpert, L. & Chesley, J. & Ostrowitz, A. 2010. The Insiders Advantage: CEO Succession and the  
Performance of Large Diversified Firms. Journal of Business & Leadership: Research, Practice  
and Teaching.

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Stimpert, L., Duhaime, I., Chesley, J. 2010. Learning to Manage a Large Diversified Firm. Journal of Leadership and Organizational Studies. (17) 411-425.

Chesley, J.A., Larson, W., and Menrad, B. eds. 2008 Applied Project Management for Space Systems. McGraw-Hill, New York, NY.

Chesley, J.A., Mangiofoco, G., Dybvad, L. 2008. Stakeholder Management. In Applied Project Management for Space Systems. McGraw-Hill, New York, NY.

Chesley, J.A., Larson, W., and Menrad, B. 2008. Introduction to Project Management in Applied Project Management for Space Systems. McGraw-Hill, New York, NY.

Chesley, J.A. 2006. Book review: Crisis Leadership: Using Military Lessons, Organizational Experiences, and the Power of Influence to Lesson the Impact of Chaos on the People You Lead by: Gene Klann. Human Resource Management Journal.

Chesley, J.A. 2005. Book Review: How the way we talk can change the way we work. By: Robert Kegan and Lisa Laskow Lahey. Graziadio Business Report.

Anna, A. L., Chesley J.A. and Davis, K.D. 2001. Executive Coaching by proxy in a large organization: a leadership development tool. Journal of Leadership Studies. Vol 8, No 1.

Chesley, J.A., Anna, A.L., & Davis, K.D. 2001. Shaping Organization Climate in Air Force Units: The impacts of leadership. Proceedings of the 2001 American Society of Business and Behavioral Sciences Conference, Las Vegas, NV.

Koberg, C.S., Chesley, J.A. & Heppard, K.A. 2000. Adaptive Latitude: Individual, organizational and environmental influences. Journal of Business Research, vol. 50, pp. 259-272.

Sellers, J.J. & Chesley, J.A. 2000. Space Operations: Mission Management and Operations. In Understanding Space: An Introduction to Astronautics. Wiley Larson (Ed.) McGraw-Hill, New York, NY.

Strbiak, C.A., Chesley, J.A., Anna, A.L., Blass, F.R. & Davis, K.D. 2000. CSAF Survey: Organization Climate Training. CD-ROM and web manual for all Air Force Manpower and Organization personnel and Squadron Commanders to assist in interpreting the 1999 CSAF Climate Survey.

Chesley, J.A. & Wenger, M.S. 1999. Transforming an Organization: Using models to foster strategic conversation. California Management Review. Spring.

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Chesley, J.A. & Gaines, D. 1999. Using the Balanced Scorecard in a Program Office. Proceedings of the 1999 Acquisition Research Symposium, Rockville, MD.

Chappell, D., Koberg, C.S. & Chesley, J.A. 1999. Mentoring: Do learning styles really matter? Proceedings of the 1999 American Society of Business and Behavioral Sciences Conference, Las Vegas, NV.

Chesley, J.A. & Huff, A.S. 1998. Anticipating Strategic Turnaround: The systems and structures that enable/constrain change. In Advances in Applied Business Strategy. David Ketchen (Ed.) JAI Press, London, England, pp. 177-204.

Chesley, J.A. 1996. The Structuring of Top Management Action: An interpretive inquiry into top management teams. Unpublished Doctoral Dissertation, University of Colorado, Boulder.

### **Conference Presentations and Panels**

Chesley, J., Rhodes, K., and Reddy, D. 2011. The Perceived Role of Mentorship in Entrepreneurial Ventures. Institute of Behavioral and Applied Management Conference, Orlando, FL

Stimpert, L. Ostrowitz, A, Chesley, J. 2010 CEO Succession in Large, Diversified Companies and Its Implications for Firm Performance. Business and Leadership Symposium, Fort Hays State University. Received Distinguished Research award.

Chesley, J. and Capps, C. 2008. Tell Us How Much You Know: Oral Exams in an Organization Behavior Course. Organization Behavior Teaching Conference, Boston, MA.

Feyerherm, A. and Chesley, J. 2007. Creating Positive Change and Resilience in your Organization. Society for Human Resource Management Annual Conference, Las Vegas, NV.

Chesley, J.A., Barrett, F.J., Egan, T, Feyerherm, A., Fry, R., Ludema, J.D., and Mangiofoco, G. 2006. Applying Appreciative Inquiry to Management Development: New Ideas to Enhance Managerial Capacity. National Academy of Management Meeting, Atlanta, GA.

Chesley, J., A., Feyerherm, A. Egan, T., Mangiofoco, G., and Wallis, N. 2005. Using Appreciative Inquiry for Positive Scholarship in the Classroom Symposium Western Academy of Management, Las Vegas, NV.

Chesley, J. 2005. Using Positive Reflection Questions to Promote Thoughtful Inquiry: An Exploration in Appreciative Organization Theory, Western Academy of Management, Las Vegas, NV.

Hendrix, W.H., Chesley, J.A. & Hopkins, S. 2002. Assessing Difference in Behavioral and Value-Based Character-Related Dimensions. Association for Moral Education Conference, Chicago Ill.

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## Graziadio School of Business and Management

Chesley, J.A. & Anna, A.L. 2002. Citizenship Behaviors: The impact of job design, teamwork and leadership. American Society of Business and Behavioral Sciences Conference, Las Vegas, NV.

Chesley, J.A., Anna, A.L. and Davis, K.D. 2001. Shaping Organization Climate in Air Force Units: The impacts of leadership. American Society of Business and Behavioral Sciences Conference, Las Vegas, NV.

Chesley, J.A. & Huff, A.S. 2000. Making the Transition: Managing your professional/personal life. MED Doctoral Consortium. National Academy of Management Meeting, Toronto, Canada.

Anna, A.L., Chesley, J.A., Strbiak, C.A. & Blass, F.R. 2000. Organizational Climate Feedback: Developing consultant expertise. American Society for Business and Behavioral Sciences Annual Meeting, Las Vegas, NV.

Chesley, J.A., Wenger, M.S. & Hall, K.R. 1998. Balancing the "Balanced Scorecard": The recursive adaptation of a strategic management and performance measurement model. Strategic Management Society Annual Conference, Orlando, FL.

Chesley, J.A. 1998. Strategic Management *a la* GPRA: Are we achieving real organizational change? Behavioral Science Symposium, United States Air Force Academy, Colorado Springs, CO.

Chesley, J.A. & Huff, A.S. 1996. Structuration Theory's Contribution to Understanding Top Management Team Action. Strategic Management Society Annual International Conference, Phoenix, AZ.

Heppard, K.A., Chesley, J.A. & Koberg, C.S. 1996. Interorganizational Strategies & Adaptation: Do dynamic network characteristics increase adaptive latitude? Strategic Management Society Annual International Conference, Phoenix, AZ.

Chesley, J.A., Koberg, C.S. & Heppard, K.A. 1996. The Influence of Organizational Scanning on Radical and Incremental Adaptation. National Academy of Management Annual Meeting, Cincinnati, OH.

Koberg, C.S., Chesley, J.A., Heppard, K.S. & Westerman, J. 1995. Adaptive Latitude: Individual, organizational and environmental influences. National Academy of Management Annual Meeting, Vancouver, British Columbia, Canada.

Chesley, J.A. 1995. Top Management Cognition: An expanded upper echelon model. Southern Academy of Management Conference, New Orleans, LA.

Huff, A.S. & Chesley, J.A. 1994. A Broader, More Contextually Oriented Approach to Top Management Team Research. National Academy of Management Meeting, Dallas, TX.

Chesley, J.A. & Wenger, M.S. 1994. A Day at the Zoo: Student designed field trips as a capstone project. Organization Behavior Teaching Conference, Windsor, Ontario, Canada.

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Chesley, J.A. 1994. Cognitive Approaches to Top Management Research. Behavioral Science Symposium. United States Air Force Academy, Colorado Springs, CO.

Wenger, M.S., McKinney, E.J. & Chesley, J.A. 1992. The One Room Schoolhouse. Organization Behavior Teaching Conference, Calgary, Alberta, Canada.

### Professional Experience

#### 1. Teaching

<b>Pepperdine University, Graziadio School of Business, 2004-2007, 2010-present</b>			
MSOD 603	Research Methods	2 sections	2010-2012
MSOD 601a	Foundations of Organization Development	4 sections	2005-2011 <sup>1</sup>
MSOD 602b	International Organization Development	3 sections	2006-2009 <sup>2</sup>
MSOD 607	Integrative Action Strategies	1 section	2011 <sup>3</sup>
MBA 670	Cross Cultural Management	1 section	2012
MBA 640	Adv Principles Org Theory and Leadership	5 sections	2005-2007, 2010
BSM 480	Managing Organizations	4 Sections	2010-2012
BSM 481	Critical Thinking	2 Sections	2011
BSM 468	Organization Behavior	2 sections	2005
MBAM 608	Theories/Models of Organizations	2 sections	2004
<b>Colorado College, 2007-2010</b>			
EC 303	Research Methods II	5 sections	2007-2009
EC 405	Business Policy and Strategy	3 sections	2007-2009
EC 331	Business and Organization Management	2 sections	2008-2009
EC 390	Advanced Topics: Leadership	2 sections	2008, 2010
<b>United States Air Force Academy, 1988-1992; 1998-2000</b>			
MGT 210	Introduction to Management	20 sections	1998-2000 1988-1992
MGT 475Y	Strategic Management Capstone	1 section	1992
MGT 446	Organization Theory	5 sections	1990-1992
MGT 475	Principles of Marketing	3 sections	1990-1992
MGT 361	Human Resource Management	5 sections	1988-1989
<b>Chapman University, 1990-1992</b>			
MGT 675	Strategic Management (MBA)	2 sections	1991-1992
MGT 645	Human Resource Mgt (MBA)	1 section	1990

<sup>1</sup> I was a supporting faculty member

<sup>2</sup> I was a supporting faculty member

<sup>3</sup> I was a supporting faculty member

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### 2. Service

#### **Graziadio School of Business, Pepperdine University**

Master of Science, Organization Development Committee	2005-2007, 2010-present
Faculty Development, Graziadio School	2004-2005
Thesis Advisor	2010-present

#### **Editorial Board, Graziadio Business Report**

2007-present

#### **OD-Net Student Paper Committee**

2006-2008

#### **Colorado College**

Assessment Committee	2009-2010
Partnership for Civic Engagement	2009-2010
Faculty Leadership Seminar Co-lead	2009
Athletic Advisory Committee	2008-2009
Economics Department Assessment Lead	2007-2010
Thesis Advisor, Senior thesis	2007-2010

#### **USAF Academy Department of Management**

Senior Staff Member	1999-2000
Director of Assessment	1998-2000
Department Personnel Officer	1990-1992
Advisor, 26 Management Majors	1998-2000
Department Morale Officer	1988-1989

#### **Dean of the Faculty, US Air Force Academy**

Faculty Forum Board of Directors	1999-2000
Faculty Forum	1999-2000
Dean's MPA (student performance appraisal) representative	1998-2000
NCA Accreditation Assessment Committee	1998-1999

#### **U.S. Air Force Academy**

Cadet Leadership Enrichment Seminar (CLES) Facilitator	1999
Cadet Drama Club (Bluebards) Faculty Sponsor and Director	1989-1991
Cadet Survival Training (SERE) Faculty Representative (OIC)	1990-1991
Cadet Leadership Enrichment Seminar (CLES) FIRO-B Facilitator	1991
Associate Air Officer Commanding for Academics	1989-1990
Friends of the Library Accountant	1989-1990

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### Professional

*Invited Speaker, 2011, Colorado College Leadership Academy Graduation.*

*Reviewer, 2011, Institute of Behavioral and Applied Management Conference, Orlando, FL*

*Invited Speaker, 2010, Western Association of College and University Business Officers, Annual Conference, Orange, CA,*

*Invited Speaker, 2010, ASPIRE Leadership Program, Appreciative Inquiry Presentation.*

*Invited Speaker, 2009, Colorado College Fall Conference. Celebrating What's Right with the World: Using Appreciative Inquiry to Ignite Positive Change*

*Reviewer, 2009, Organization Behavior Teaching Conference, South Carolina*

*Reviewer, 2007, Organization Behavior Teaching Conference, Boston, MA*

*Reviewer, 2007, Communications Quarterly*

*Reviewer, 2007-present, Graziadio Business Report*

*Reviewer, 2007, Organization Behavior Teaching Conference, Boston, MA*

*Reviewer, 2005, Annual Meeting of the Academy of Management, Management Consulting Division.*

*Reviewer, 2004, Western Academy of Management, Organization Behavior Division, Organization Theory Division.*

*Reviewer, 2004. Annual Meeting of the Academy of Management, Management Consulting Division*

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*Invited Speaker, 2001. Balanced Scorecard Executive Meeting. Boston, MA and San Diego, CA. Fostering Strategic Conversations through the Balanced Scorecard Model.*

*Invited Speaker, 2000. Balanced Scorecard North American Summit. New Orleans, LA. Fostering Strategic Conversations through the Balanced Scorecard Model.*

*Track chair, 2000. American Society of Business and Behavioral Sciences, Las Vegas, NV. Organization Behavior Track.*

*Invited Speaker, 1999. U.S. Space Foundation Symposium Educator's Seminar, Colorado Springs, CO. USAFA Space Education: Space System Management/Spacecraft Design.*

*Invited Speaker, 1999. Institute of Management Accountants. Using the Balanced Scorecard as an Assessment Tool. Colorado Springs, CO.*

*Session Chair, 1999. American Society of Business and Behavioral Sciences, Las Vegas, NV. Organization Behavior Session.*

*Invited Speaker, 1999. International Quality and Productivity Center: Using the Balanced Scorecard as a Strategic Management System Conference. San Francisco, CA., Implementing Performance Based Strategic Planning.*

*Invited Speaker, 1998. International Quality and Productivity Center: Using the Balanced Scorecard as a Strategic Management System Conference. Washington, DC, Performance-Based Strategic Planning: Implementing the BSC at the NRO.*

*Reviewer, 1990. Annual Meeting of the Academy of Management, Organization Theory Division.*

*Invited Speaker, 1990. USAF Academy Hospital Quarterly Training, Getting people into your organization and motivating them to stay.*

*Invited Speaker, 1989. Colorado Springs Personnel Women, Colorado Springs, CO, The Socialization Process.*

*Invited Speaker, 1989. Federal Women's Council, Colorado Springs, CO, Women working with women.*

*Invited Speaker, 1989. Federal Civilian Personnel Council, Estes Park, CO, The importance of the socialization process.*

### **3. Consulting Activities**

Designed and lead a strategic benchmarking process for the Air Force Space and Missile Systems Center and key industry partners (Boeing, Lockheed Martin, Northrop Grumman) based on interviews with government leaders, industry executives and key staff. Process was adopted and implemented in



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2009. This process involves bi-annual off-sites to improve communication and performance across the space industrial base.

Designed and facilitated a strategic intervention for all of the 9<sup>th</sup> grade students at the Fountain Valley School to develop ideas for improving the Freshmen Experience using Appreciative Inquiry.

Designed and facilitated a strategic intervention for senior executives at the Defense Advanced Projects Research Agency (2004) to develop a shared identity and action plans for DARPA service organizations using Appreciative Inquiry.

Designed and facilitated quarterly strategic planning off-sites and monthly meetings for senior executives at the National Reconnaissance Office (1996-1998). Primary focus was the integration of three cultures and strategic consensus on future strategies. Led executives in development of strategic performance metrics.

Developed survey instrument, analyzed survey data, developed recommendations, and worked with executive leadership to develop action plans at the following Department of Defense sites:

North Carolina National Guard	2005, 06
HQ United States Air Force, Washington, DC	2000, 02, 05
HQ Air Force Material Command	2004
HQ USAF Directorate of Acquisition, Washington, DC	1996
HQ Air Force Space Command, Peterson AFB, CO	1990-1991
Eastern Space and Missile Center, Patrick AFB, FL	1989-1990
Eastern Test Range, Patrick AFB, FL	1989-1990
Space and Missile Warning Systems, ESC, Hanscom AFB, MA	1989
MITRE Corporation, Bedford, MA	1989

At the HQ Air Force level, this analysis included leading a team of consultants to analyze the Air Force survey data (over 185,000 records). This analysis led to a model highlighting the critical relationships among climate factors and organizational outputs. Results were presented to the Secretary of the Air Force, the Chief of Staff of the Air Force and Major Air Force Command leadership.

### **Non-Academic Work Experience**

Booz Allen Hamilton, McLean, VA

**Senior Associate** (Oct 2005-Mar 2006)

Leader in Booz Allen's Strategic Planning and Performance Measurement practice for the Intelligence

Community. Develop and implement strategies for transformational change, process improvement and performance management.

Space and Missile Systems Center, Los Angeles AFB CA

**Deputy Director, Program Support & Planning** (July 2002—June 2004)

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Managed the acquisition, development and research budget for AF Space programs—totaling over \$6 billion annually. Directed future-year budget development, program execution and review, and budget and cost analysis across the AF space portfolio. Personally briefed Congressional members and staff; supervised staff of 40.

Space and Missile Systems Center, Los Angeles AFB CA

### **Deputy Director of Staff** (July 2001—July 2002)

Led team that tasked, tracked and coordinated actions on behalf of executive leadership and 4,500 person Space Acquisition Center. Directed activities to develop congressional testimony, Distinguished Visitor meetings, and correspondence.

HQ USAF/ National Reconnaissance Office (NRO), Pentagon, DC

### **Military Assistant to Asst Secretary of the AF (Space)** (May 2000—July 2001)

Represented the Assistant Secretary of the AF (Space) and Director, NRO in coordinating policy, strategy, and legislative issues across Air Staff, CIA and OSD. Wrote correspondence and developed briefings for distinguished visitors including the Chief of Staff of the AF, Army, Navy, the DCI, and the Vice President.

National Reconnaissance Office, Chantilly, VA

### **Director, Strategic Planning** (July 1996—July 1998)

Designed, developed and directed strategic planning and performance measurement program. Led quarterly executive team off-sites. Developed and implemented first systematic organizational analysis. Briefed Congressional committee staffs on Government Performance and Results Act (GPRA) compliance.

### **Early Professional Experience**

Financial analyst and auditor for space and ballistic missile systems. Developed budgets and analyzed programs. Developed performance measurement system for HQ AF Space Command.

### **Honors and Awards**

Nominated for CC Outstanding faculty (5 faculty nominated out of 162)

2010

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Sydney G. Winter Faculty Award in Business and Economics	2009
Nominated for CC Outstanding faculty (5 faculty nominated out of 162)	2008
Air Force Association Chairman's Award, Outstanding Field Grade Officer	2002
NRO Director's Circle Award	2001
NRO Medal for Superior Service	2001
Associate Professor, US Air Force Academy	2000
USAF Academy Helmer Award-Outstanding classroom instruction-Management	1999
National Intelligence Certificate of Distinction	1998
NRO Medal for Distinguished Service	1998
Dean's List, Graduate School of Management, University of Colorado	1993-1996
USAF Academy Outstanding Academic Educator Award in Management	1992
USAF Academy Helmer Award-Outstanding classroom instruction-Management	1992
Company Grade Officer of the Year, USAFA Department of Management	1991
Assistant Professor	1990
Distinguished Graduate, Squadron Officers School	1989
Top Management Graduate, United States Air Force Academy	1984

### **Military Awards and Decorations**

Defense Superior Service Medal  
 Defense Meritorious Service Medal  
 Air Force Meritorious Service Medal (2 oak leaf clusters)  
 Air Force Commendation Medal (1 oak leaf cluster)  
 Joint Service Achievement Medal

### **Professional Military Education**

Air War College Seminar	2000
Air Command and Staff College Seminar	1998
Squadron Officers School	1988

### **Professional Affiliations**

Trustee, Fountain Valley School  
 Board Member, Colorado Springs Altitude Volleyball Club  
 Academy of Management  
 Institute of Noetic Sciences  
 U.S. Air Force Academy Association of Graduates, Lifetime Member