

RESUME

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Killgallon Ohio Art Professor of Business Administration
Professor of Psychology
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EDUCATION

A.B Degree Middlebury College, Middlebury, Vermont
1958 Major: Political Science

M.B.A. Degree University of California, Los Angeles
1963 Major: Management Theory

D.B.A. Degree Harvard College - Harvard Business School
1968 Major: Organizational Behavior

PROFESSIONAL EXPERIENCE

1958-61 Officer, Regular Army, Armor, AGC
 (Aide de Corp 1960-1961)

1962-63 North American Aviation: Operations
 Research Analyst (half time/graduate student)

1963-64 North American Aviation: Program Control
 Coordinator: Responsible for management information systems

1964-65 North American Aviation: Program Control Administrator
 (part time)

1966-67 Special Consultant to DOD (Assistant Secretary of Defense - Controller)

1967-Present Professor of Business Administration and Psychology, University
 of Virginia

Senior Fellow, Olsson Center for Applied Ethics

Director/Consultant with Southeastern Consultants Group, Ltd.

CONSULTING ACTIVITIES

Management Development and Managerial Skills Training. Clients: IBM; Babcock and Wilcox Company; Irwin Union Bank and Trust; Johns Manville.

Executive Problem Solving and Counseling. Irwin Union Bank and Trust and Babcock and Wilcox Company.

Personnel Assessment and Feedback. IBM; Babcock and Wilcox Company; Irwin Union Bank and Trust and the Staff College of the British Coal Board.

PROFESSIONAL SOCIETIES

Academy of Management
American Psychological Association
International Transactional Analysis Association

ACADEMIC AWARDS

Beta Gamma Sigma
U.S. Steel Fellow
Ford Foundation Behavioral Science Research Fellowship.
The Batten Leadership Award - Darden Faculty Award for Stimulating Others to Learn, 1996
The Morton Leadership Award - Student recognition for faculty member demonstrating leadership, 1997
The Thomas Jefferson Award, University of Virginia, 2014.

ARTICLES, NOTES, AND OTHER WRITTEN MATERIAL

“Expanding Role of the Data Center Manager” *Data Management*, August 1972.
“Management Seminar in Wales” *Journal of Business Education*, Vol. XLVII No. 7, April 1972.
“Managerial Style and Interpersonal Effectiveness” *The 1973 National Operations and Automation Conference Proceedings*, June 1973.
“Operations of EDP Departments; Data Center Management: Role Transition” *Developments in Information Processing: A Look at the Future*, Life Office Management Association, August 1974.
“Special Challenges of EDP Personnel” *Proceedings of Personnel Forum*, Life Office Management Association, 1976.
“Can you Slay a Dragon?” *Industry Week*, 1976.
“Personal Growth and Development” *Proceedings of Personnel Forum*, Life Office

- Management Association, 1976.
- “Creating and Managing High Performance in the Intensive Care Environment,” (with Massaro) in *The Business of Critical Care: A Textbook for Clinicians Who Manage Special Care Units*, Sibbald and Massaro (eds.), Futura Publishing Co., Armonk, NY, 1996. Chapter in Massaro’s Intensive Care Book.
- “Change,” contribution to the *Encyclopedia of Business Ethics*, edited by R. Edward Freeman and Patricia Werhane, MacMillan Press, Ltd., forthcoming.
- “Leading: A Performing Learning Art,” in *Ideas on the Move*, 2004.
- “The Knowing—Doing Gap,” 2003.
- “Good to Great,” 2003.
- “Understanding and Appreciating Ethical Perspectives,” *Journal of Business Ethics Education*, Vol. 1, Issue 1, 2004, pp. 27-30.
- “Revolution to Evolution” 2014.
- “The Power of Being Engaged” 2014.

CASES, NOTES, AND TEACHING NOTES FOR GRADUATE SCHOOL OF BUSINESS

- “A Closer Look at the Superior Subordinate Relationship” UVA-OB-0006, 1969.
- “A Great Leader: A Crew Member’s Perspective” UVA-OB-0425, 2000.
- “A Great Leader: A Crew Member’s Perspective” (Teaching Note) UVA-OB-0425TN, 2000.
- “A Question of Management Buy Out” UVA-0612, 1996.
- “A TV Station (A)” UVA-OB-0085, 1975.
- “A.H. Robins Company” UVA-E-0049, 1986.
- “A.H. Robins Company” (Teaching Note) UVA-E-0049TN, 1986.
- “Abraham Whitmore and Company” UVA-OB-0003.
- “Abraham Whitmore and Company (B)” UVA-OB-0004.
- “Abraham Whitmore and Company (C)” UVA-OB-0005.
- “Adam Root, MD (A)” UVA-OB-0992, 2009.
- “Adam Root, MD (B)” UVA-OB-0993, 2009.
- “Adam Root, MD (B)” UVA-OB-0994, 2009.
- “Allied Corporation (A): Specialty Chemicals Division: The Danville Dilemma (UVA-E-0037), 1982.
- “Allied Corporation (A): Specialty Chemicals Division: The Danville Dilemma (Teaching Note) UVA-E-0037TN, 1986.
- “Allied Corporation (B): Specialty Chemicals Division: The Danville Dilemma (UVA-E-0038), 1982.
- “Allied Corporation (B): Specialty Chemicals Division: The Danville Dilemma (Teaching Note) UVA-E-0038TN, 1986.
- “Allied Corporation (C): Specialty Chemicals Division: The Danville Dilemma (UVA-E-0039), 1982.
- “Allied Corporation (C): Specialty Chemicals Division: The Danville Dilemma (Teaching Note) UVA-E-0039TN, 1986.
- “An Inventory Note” UVA-OB-0034, 1973.
- “Assertive Self-Management” UVA-OB-0174, 1981.
- “Atlas Composite” UVA-H-0069, 1973.
- “Baily Drug Corporation (A)” UVA-OB-0116, 1976.
- “Baily Drug Corporation (B)” UVA-OB-0117, 1976.

“BCA Corporation (A)” UVA-E-0052, 1986.
 “BCA Corporation (B)” UVA-E-0053, 1986.
 “Berkeley Elementary School (A)” UVA-OB-0869, 2006.
 “Beta Company: The Z15 Engine Program (B)” UVA-OM-0575, 1985.
 “Big Sky, Inc.: The Magasco Paper Mill (A)” UVA-OB-0396, 1991.
 “Big Sky, Inc.: The Magasco Paper Mill (A)” (Teaching Note) UVA-OB-0396TN, 1994.
 “Big Sky, Inc.: The Magasco Paper Mill (B)” UVA-OB-0411, 1991.
 “Big Sky, Inc.: The Magasco (B)” (Teaching Note) UVA-OB-0411TN, 1994.
 “Big Deal? Or No Big Deal” UVA-OB-0611, 1996.
 “Bill and Jenny’s Engineers, Ltd., UVA-E-0123, 1997.
 “Bingley and Hartman” UVA-OB-0084, 1975.
 “Bob Johnson” UVA-OB-0087, 1975.
 “California ASAP (A)” UVA-OB-0256, 1983.
 “California ASAP (B)” UVA-OB-0257, 1983.
 “California ASAP (C)” UVA-OB-0258, 1983.
 “Carlo De Benedetti: Another Point of View” UVA-E-0091, 1994.
 “Carlo De Benedetti: Repairer in Trouble” UVA-OB-0424, 1992.
 “Carlos Gibson and Nissan Motor Co., Ltd. (A)” UVA-OB-0826, 2004.
 “Carlos Gibson and Nissan Motor Co., Ltd. (B)” UVA-OB-0827, 2004.
 “Changing Stories: The Enterprise in Transition” UVA-OB-0602, 1996.
 “Chemical Bank: Branch Closing” (Teaching Note) UVA-E-0031TN, 1986.
 “Chemical Bank: Corporate Contributions” (Teaching Note) UVA-E-0028TN, 1986.
 “Chemical Bank: Financing Arms Exports” (Teaching Note) UVA-E-0030TN, 1986.
 “Christina Bradley” UVA-OB-0683, 1999.
 “Christina Bradley” (Teaching Note) UVA-OB-0683, 1999.
 “Clarke and Mike” UVA-OB-0112, 1976.
 “Cleveland Clinic Heart Center: A Legacy of Excellence” UVA-OB-0807, 2004.
 “Dave Stewart (A) (Teaching Note) UVA-E-0024TN, 1986.
 “Dave Stewart (B) (Teaching Note) UVA-E-0025TN, 1986.
 “DaVita Revisited” UVA-OB-0959, 2009.
 “Difference Making: A Value Proposition” UVA-OB-0701, 2000.
 “Difference Making: A Value Proposition” (Teaching Note) UVA-OB-0701, 2000.
 “Dr. Thomas Prentice” UVA-E-0046, 1971.
 “Dunbar Engineering Company (A)” UVA-OB-0104, 1976.
 “Dunbar Engineering Company (B)” UVA-OB-0105, 1976.
 “Ethical Issues and Managerial Decision Making” UVA-E-0021, 1981.
 “Ethical Issues and Managerial Decision Making” (Teaching Note) UVA-E-021TN, 1986.
 “Ethical Issues in Business Decision Making” UVA-E-022, 1984.
 “Ethical Issues in Business Decision Making” (Teaching Note) UVA-E-0022TN, 1986.
 “Ethics of Negotiation” (Teaching Note) UVA-E-0032TN, 1986.
 “Evertson, Inc: Employer-Sponsored Child Care” (Teaching Note) UVA-E-0033TN, 1986.
 “Extending the Sports Metaphor” UVA-OB-0397, 1991.
 “Federal Express” UVA-OM-0721, 1992.

- “Ferndot Electronics” UVA-OB-0027, 1971.
- “Gould, Inc. (A)” UVA-OM-0289, 1981.
- “Gould, Inc. (B) Abridged” UVA-OM-0542, 1985.
- “Gould, Inc. (C)” UVA-OM-0291, 1981.
- “Graham Electronics (A)” UVA-OB-0018, 1970.
- “Graham Electronics (B)” UVA-OB-0019, 1970.
- “Graham Electronics (D)” UVA-OB-0021, 1970.
- “Graham Electronics (E)” UVA-OB-0025, 1970.
- “Greg Edmonds (A)” UVA-OB-0623, 1997.
- “Greg Edmonds (B)” UVA-OB-0624, 1997.
- “Greg Edmonds (A)” (Teaching Note) UVA-OB-0623TN, 1997.
- “Halford Electronics” UVA-E-0045, 1970.
- “Hallmarks of the Effective Leader—Intelligence, Instinct, and Integrity: A Summary of the Thoughts of Howard Gardener” UVA-OB-0960, 2008.
- “Henry Parsons” UVA-OB-0008.
- “Huanghe Institute of Science and Technology: Hu Dabai’s Dream” UVA-OB-0832, 2004.
- “Huanghe Institute of Science and Technology (B): The Dream Continues” UVA-OB-1003, 2011.
- “Home-Run Sporting Goods” UVA-OB-0111, 1976.
- “Island Learning Systems” UVA-OB-0707, 2000.
- “Island Learning Systems” (Teaching Note) UVA-OB-0707, 2000.
- “Individual Group Process” UVA-OB-0355, 1987.
- “Ishmael and Garfield: Old Story, New Story, and the Leavers and Takers” UVA-BP-0365, 1995.
- “James Kelly” UVA-E-0043, 1970.
- “Jane Brower and Sally Smith (A)” UVA-OB-0299.
- “Jane Brower and Sally Smith (B)” UVA-OB-0300.
- “Ken Gallier & Westinghouse (A)” UVA-OB-0608, 1996.
- “Ken Gallier & Westinghouse (B)” UVA-OB-0609, 1996.
- “Ken Gallier & Westinghouse (C)” UVA-OB-0610, 1996.
- “Ken Gallier & Westinghouse(A)” (Teaching Note) UVA-OB-0608TN, 1996.
- “Leadership and Choice Theory” UVA-OB-1052, 2013.
- “Leadership and Language” UVA-OB-1053R, 2013
- “Leading, Learning, and Change” UVA-OB-0953, 2008.
- “Lincoln Industries” UVA-OB-0914, 2007.
- “Linguistic Viruses Worksheet” UVA-OB-0974, 2009.
- “M. J. Tasman (A)” UVA-OB-0971, 2009.
- “M. J. Tasman (B)” UVA-OB-0972, 2009.
- “M. J. Tasman (C)” UVA-OB-0973, 2009.
- “Managerial Style” UVA-OB-0002, 1968.
- “Manor” UVA-OM-0751, 1993.
- “Manor” (Teaching Note) UVA-OM-0751TN, 1993.
- “Marilyn Carlson Nelson and Transition at Carlson Companies” UVA-OB-0964, 2008.
- “Michael Rubens Bloomberg” UVA-OB-0946, 2009.
- “Note on Service Excellence” UVA-OM-0895, 1999.

- “NYT Pub Com (A)” UVA-OB-0591, 1995.
- “NYT Pub Com (B)” UVA-OB-0592, 1995.
- “NYT Pub Com (C)” UVA-OB-0593, 1995.
- “Personal Performance Planning: Integrating the Individual with Organization” UVA-OB-0026, 1971.
- “Peter Hopkins” UVA-OB-0029, 1973.
- “Peter Woodson (A)” UVA-OB-0390, 1991.
- “Peter Woodson (B)” UVA-OB-0391, 1991.
- “Peter Woodson (C)” UVA-OB-0392, 1991.
- “Peter Woodson (A) (B) and (C)” (Teaching Note) UVA-OB-0390TN, 1991.
- “PGR Textiles (A)” UVA-BP-0362, 1995.
- “PGR Textiles (B)” UVA-BP-0364, 1995.
- “Phil Charles (A)” UVA-OB-0729, 2000.
- “Phil Charles (A)” (Teaching Note) UVA-OB-0729, 2000.
- “Phil Charles (B)” UVA-OB-0730, 2000.
- “Phil Charles (C)” UVA-OB-0731, 2000.
- “Port of Tauranga (A): Changing the Rules of Engagement” UVA-OB-0884, 2009.
- “Port of Tauranga (B): Jon Mayson—Shaping Our Life Destiny” UVA-OB-0885, 2009.
- “Public Communications Department at New York Telephone” UVA-BP-0340, 1992.
- “Public Communications Department at New York Telephone” (Teaching Note) UVA-BP-0340TN, 1993.
- “Reflecting on Multiple Intelligences: Choice or Change?” UVA-OB-0995, 2009.
- “Selina Procter” (Teaching Note) UVA-E-0041TN, 1986.
- “Sharon Elliott (A)” UVA-OB-0279, 1983.
- “Sharon Elliott (B)” UVA-OB-0280, 1983.
- “Simpson’s Opportunity” UVA-OB-0012.
- “Singapore Health Care in the 21st Century (A): The Working Group of Medical Excellence” UVA-OB-0927, 2009.
- “Some Observations of Interdepartmental Style” UVA-OB-0001, 1970.
- “Southworth Diesel Corporation” UVA-OB-0103, 1976.
- “Strategic Intelligence: A Summary of Michael MacCoby’s Perspective” UVA-OB-0954, 2009.
- “Susan Cornwall” UVA-OB-0017.
- “Target Media (A)” UVA-OB-0910, 2008.
- “Target Media (B)” UVA-OB-0911, 2008.
- “Target Media (C)” UVA-OB-0912, 2008.
- “Ted Perry” UVA-OB-0171, 1981.
- “The Basham Company” UVA-OB-0145, 1979.
- “The C.H.T. Utility Company” UVA-OB-0014.
- “The Challenge of Development: A Lifetime Issue” UVA-OB-0964, 2009.
- “The Dance” UVA-OB-0192, 1982.
- “The Effectively Functioning” UVA-OB-0037, 1973.
- “The Evolution of Contemporary Education in China” UVA-OB-1002, 2011.
- “The Hartwick Company (A)” UVA-OB-0054, 1974.
- “The Hartwick Company (B)” UVA-OB-0055, 1974.
- “The Knowing-Doing Gap: Executive Reflection” UVA-OB-0951, 2008.

- “The Leavers and The Takers: Does It Matter and Who Cares” UVA-OB-0607, 1996.
- “The Managerial Role Requirements” UVA-OB-0007, 1969.
- “The Manor Etc.” UVA-OM-0896, 1999.
- “The Person in Perspective” UVA-OB-0191, 1982.
- “The Power of Language: A Summary Note Based on Matthew Budd’s You Are What You Say” UVA-OB-0952, 2008.
- “The Public Communication Department at New York Telephone (B)” UVA-BP-0363, 1995.
- “The Public Communication Department at New York Telephone (A)” UVA-BP-0361, 1995.
- “The Sunshine Man (A)” UVA-OB-0664, 1999.
- “The Sunshine Man (A)” (Teaching Note) UVA-OB-0664TN, 1999.
- “The Sunshine Man (B)” UVA-OB-0665, 1999.
- “Three Self-Portraits” UVA-OB-0015.
- “U.S. Trust: Investing in Waste Management, Inc.” (Teaching Note) UVA-E-0036TN, 1986.
- “U.S. Trust: Evaluating Labor Practices” (Teaching Note) UVA-E-0034TN, 1986.
- “Ulmo “Sonny” Randle (B)” UVA-OB-0325, 1986.
- “Ulmo “Sonny” Randle (C)” UVA-OB-0326, 1986.
- “Ulmo “Sonny” Randle (D)” UVA-OB-0327, 1986.
- “Understanding Interpersonal” UVA-OB-0036, 1973.
- “Union State Bank’ UVA-E-0047, 1971.
- “Urbanunion Bank and Trust” UVA-OB-0153, 1979.
- “UVA Proxy Advisory Committee” (Teaching Note) UVA-E-0042TN, 1986.
- “Valley Stream Electric” UVA-E-0044, 1970.
- “Value Analysis Profile” UVA-PACS-0013.
- “Zartan The Enemy (A)” UVA-E-0050, 1986.
- “Zartan The Enemy (A)” (Teaching Note) UVA-E-0050TN, 1986.
- “Zartan The Enemy (B)” UVA-E-0051, 1986.
- “Zartan The Enemy (B)” (Teaching Note) UVA-E-0051TN, 1986.