

## CHARLES C. MANZ

May 31, 2023

Nirenberg Chaired Professor of Business Leadership  
Department of Management  
Isenberg School of Management  
University of Massachusetts, Amherst  
Amherst, MA 01003  
(1997 - Present)

### ACADEMIC BACKGROUND

- Ph.D. The Pennsylvania State University, March 1981  
Major: Organizational Behavior  
Minors: Psychology and Quantitative Methods
- M.B.A. Michigan State University, 1975
- B.A. Michigan State University, 1974  
(General Business)

### FOCUS AREAS

- **Leadership** (Self-Leadership, Empowering Leadership, Virtuous Leadership, Shared Leadership, International Leadership)
- **Organizational Values and Virtues** (Ethical and Virtuous Organizational Behavior, Workplace Spirituality, Positive Organizational Scholarship)
- **Work Teams** (Empowered Teams, Leading Teams, Virtual Teams, Groupthink & Teamthink, Team Member Self-Management)
- **Emotion at Work** (Emotional Self-Leadership, Emotion Regulation and Discipline, Succeeding Through Failure, Emotional Intelligence)
- **Health, Fitness and Wellness at Work** (Fitness & Leadership, Stress Management, Wellness Practices & Personal Effectiveness)
- **Organizational Knowledge and Learning** (Knowledge Management, Vicarious Learning & Modeling Based Training, Andragogy/Adult Learning, Management Education)

### RESEARCH IMPACT

Over 27,500 Google Scholar citations as of 2023  
h-index 64, i10-index 124.  
Since 2018: h-index 43 and i10-index 83.

High visibility and impact in the academic literature and outside academia (e.g., listed in a leading Organizational Behavior textbook as one of the most influential management scholars in the last 100 years and one of only 7 in three decades, and ranked 13<sup>th</sup> worldwide in an article in *Academy of Mgt Perspectives* for management scholar impact outside/beyond Academia).

## **ACADEMIC EXPERIENCE**

- 1997 - Present Nirenberg Chaired Professor of Business Leadership, Department of Management, Isenberg School of Management, University of Massachusetts, Amherst, Massachusetts
- 1995 - 1997 Professor, Department of Management, College of Business, Arizona State University, Tempe, Arizona
- 1988 - 1995 Associate Professor, Department of Management, College of Business, Arizona State University, Tempe, Arizona
- 1988 - 1989 Marvin Bower Fellow, Harvard University, Graduate School of Business Administration, Soldiers Field, Boston, Massachusetts
- 1982 - 1988 Assistant Professor, Department of Strategic Management and Organization, School of Management, The University of Minnesota, Minneapolis, Minnesota
- 1980 - 1982 Assistant Professor, Department of Management, School of Business, Auburn University, Alabama
- 1977 - 1980 Research Assistant, Center for Research of the College of Business Administration, The Pennsylvania State University
- Graduate Assistant, Department of Organizational Behavior, The Pennsylvania State University, Full teaching responsibility for courses in management and organizational behavior with junior-senior level students

## **ORGANIZATIONAL MANAGEMENT, CONSULTING, AND MANAGEMENT EDUCATION EXPERIENCE**

I have served as a consultant, researcher, or executive education leader with many organizations, including: General Motors Corporation, 3M Company, Ford Motor Company, American Express, Prudential, Digital Equipment, Honeywell, Proctor and Gamble, Dial Corporation, Allied Signal, Bank One, Mayo Clinic, M.D. Anderson Cancer Center, Samaritan Hospitals, Motorola, Josten's Learning, C&S Wholesale Grocers, Unisys, Control Data, Uniroyal, Teradyne. Inc., The U.S. and Canadian Governments, The State of Minnesota, the American Hospital Association, the National University Continuing Education Association, American College of Physician Executives, Young Presidents Organization, and many others. My previous business experience includes management positions with Lazarus Department Store Company (1976-1977); and Here and Now, Inc. (1974).

## **SELECTED MEDIA EXPOSURE & PROFESSIONAL VISIBILITY**

- Prominent appearances on radio and television including CNN, ABC, UPN, NPR, PBS, CBS Radio, Voice of America, and many others.

- Featured in many newspapers and Magazines including the *Wall Street Journal*, *Fortune*, *USA Today*, *U.S. News & World Report*, *Success*, *Psychology Today*, *Prevention*, *Fast Company*, *Details*, *the Boston Globe*, *Fitness*, and several syndicated columns across the country.
- On-line presence on many web sites such as *Management General*, *the Association for Spirit at Work*, *Successories*, *HRDQ*, *the Cooper Aerobics Center*, *the Academy of Management*, and many others.
- University mailings of hundred's of autographed copies of my books to CEO's of Fortune 500 companies and other high ranking executives and Alumni.
- Successful international book translations and strong media presence – e.g., Korean bestseller and high-profile publications in Japanese, Portuguese, Spanish and many other languages including Swedish, Indonesian, Chinese, German, Russian, etc.
- Book forwards and/or cover endorsements from high-profile people including Tom Peters, Jack Canfield, Ken Blanchard, Chuck Norris, Jack Linkletter (President of Linkletter Enterprises), Mrs. Norman Vincent Peale, Kenneth Cooper, M.D. (“Father of Aerobics” and Personal Physician of former President George W. Bush), Aaron Feuerstein (corporate folk hero CEO of Malden Mills), Mac Anderson (founder of Successories), Tedd Mitchell, M.D. (former USA Today columnist, former member of the President's Counsel on Fitness, and former President of the Cooper Clinic), and bestselling authors Jack Gabarro, Allan Cohen and Drea Zigarmi.

## **BOOKS**

Manz, C.C. *The Art of Self-Leadership: Strategies for Personal Effectiveness In Your Life and Work*. Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1983.

Manz, C.C. and Sims, H.P., Jr. *SuperLeadership: Leading Others To Lead Themselves*. Prentice Hall Press of Simon & Schuster, Inc., 1989 and Berkeley (paperback), 1990. This book won the “Stybel Peabody Prize” for the best publication of the year. It is a MacMillan Book Club and Book Summaries on Tape Selection. It has also been translated into several foreign languages. A summary review of this book is included in Pierce, J. and Newstrom, J. (Eds.) *The Manager's Book Shelf*, Harper and Row, 1988, 1989, 1993 -- A book reviewing contemporary management best sellers.

Manz, C.C. *Mastering Self-Leadership: Empowering Yourself For Personal Excellence*. Englewood Cliffs, NJ: Prentice-Hall, 1992.

Manz, C.C. and Sims, H.P., Jr. *Business Without Bosses: How Self-Managing Teams Are Building High-Performing Companies*, Wiley, Hardcover 1993, Paperback 1995. A featured selection of the Fortune Book Club and Audio-Tech book summaries on tape, it has also been translated into several foreign languages.

Manz, C.C. “Self-Leadership: A Skill Building Series” (a set of 3 workbooks for self-management skill development for empowered teams, etc.). Organization Design and Development. The workbooks include:

“Becoming a Self-Manager: Skills for Addressing Difficult, Unattractive, but Necessary Tasks,” 1993.

“Redesigning the Way you Do Your Job: Skills for Building Natural Motivation Into Your Work,” 1993.

The Art of Positive Psyching: Skills for Establishing Constructive Thinking Patterns,” 1993.

Sims, H.P., Jr. and Manz, C.C. Company of Heroes: Unleashing the Power of Self-Leadership, Wiley, 1996. Featured selection of the Executive Book Club.

Manz, C.C., Neck C., Mancuso, J., and Manz, K.P. For Team Members Only: Making Your Workplace Team Productive and Hassle-Free, Amacom, 1997.

Manz, C.C. The Leadership Wisdom of Jesus: Practical Lessons for Today, Berrett-Koehler, hardcover 1998, paperback 1999. (Translated into several foreign languages and recorded on audio tape for Hibridge Audio.)

Manz, C.C. and Neck, C.P. Mastering Self-Leadership: Empowering Yourself for Personal Excellence, (2<sup>nd</sup> Edition), Prentice-Hall, 1999.

Stewart, G., Manz, C.C., and Sims, H.P., Jr. Teamwork and Group Dynamics, Wiley, 1999. (Translated into Spanish)

Manz, C.C., Manz, K.P., Marx, R., and Neck, C.P., The Wisdom of Solomon at Work: Ancient Virtues For Living and Leading Today, Berrett-Koehler, 2001. (Translated into several foreign languages)

Manz, C.C. and Sims, H.P., Jr. The New SuperLeadership: Leading Others to Lead Themselves, Berrett-Koehler, 2001. (Translated into several foreign languages)

Manz, C.C. The Power of Failure: 27 Ways to Turn Life's Setbacks Into Success, Berrett-Koehler, 2002. (translated into 13 languages and special reprint edition DreamHouse/ Triumphant Publishers Intl., 2003).

Manz, C.C. Emotional Discipline: The Power to Choose How You Feel, Berrett-Koehler, 2003. (Being translated into several foreign languages). This book won the *Foreword Magazine* Gold Award for best book-of-the-year in the personal development (self-help) category. (translated into 7 languages)

Manz, C.C. and Neck, C.P. Mastering Self-Leadership: Empowering Yourself for Personal Excellence, (3rd Edition), Prentice-Hall, 2004.

Neck, C., Mitchell, T., Manz, C. C. and Thompson, T. Fit to Lead: The Proven 8-Week Solution For Shaping Up Your Body, Your Mind, and Your Life, St. Martin's Press, 2004. This book was also released on CD and CD-Rom by Audio Renaissance.

Manz, C. C., The Power to Choose How You Feel: Keys to Creating and Maintaining a Positive Attitude, (Short book Format, Successories, 2004).

Manz, C.C., Temporary Sanity: Instant Self-Leadership Strategies for Turbulent Times, Financial Times Prentice-Hall, 2005.

Manz, C. C. with illustrations by Jeevan Sivasubramaniam, The Greatest Leader Who Wasn't: A Leadership Fable, Walk The Talk Publishers, 2005.

Manz, C.C. The Leadership Wisdom of Jesus: Practical Lessons for Today (2<sup>nd</sup> Edition), Berrett-Koehler, 2005.

Neck, C.P. and Manz, C.C Mastering Self-Leadership: Empowering Yourself for Personal Excellence, (4th Edition), Prentice-Hall, 2007.

Edleman, R. Hiltabiddle, T. and Manz, C. C. Nice Guys Can Get the Corner Office: Eight Strategies for Winning in Business Without Being a Jerk. Portfolio Books of Penguin Publishers, 2008.

Manz, C. C., Cameron, K., Manz, K.P., and Marx, R. D. (Eds.) The Virtuous Organization: Insights From Some of the Worlds Leading Management Thinkers. World Scientific Publishers, 2008.

Neck, C.P. and Manz, C.C Mastering Self-Leadership: Empowering Yourself for Personal Excellence, (5th Edition), Prentice-Hall, 2010.

Manz, C.C. The Leadership Wisdom of Jesus: Practical Lessons for Today (3rd Edition), Berrett-Koehler, 2011. (translated into 9 languages)

Neck, C., Mitchell, T., Manz, C. C. Thompson, T. and Tornelli-Mitchell, J. Fit to Lead: The Proven Solution For Shaping Up Your Body, Mind, and Career, Carpenter's Son Publishing, 2012.

Neck, C.P. and Manz, C.C. Mastering Self-Leadership: Empowering Yourself for Personal Excellence, (6th Edition), Prentice-Hall, 2013. (several language translations)

Pearce, C. L., Manz, C. C. and Sims, H. P. Jr., (2014) Share, Don't Take the Lead, Information Age Publishing.

Shipper, F. (Editing co-author), Adams, S. B., Brown, M. O., Calo, T. J., Decker, W. H., Hoffman, R. C., Manz, C.C., Manz, K. P. Roche, O. P., Street, M. D., Street, V. L. & Weer, C. H. (2014) Shared Entrepreneurship: A Path to Engaged Employee Ownership, New York:

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Palgrave Macmillan. Winner of the William Foote Whyte & Kathleen King Whyte Book Prize, Institute for the Study of Employee Ownership and Profit Sharing, Rutgers University. (note: this book that addresses employee ownership including coops purposely has a co-author cooperative team ... I am also a full co-author on five primary chapters in the book).

Neck, C.P. Manz, C.C. and Houghton, J. (2017) Self-Leadership: The Definitive Guide to Personal Excellence, Sage.

Manz, C.C. and Pearce, C.L. (2018) Twisted Leadership: How to Engage the Full Talents of Everyone in Your Organization, Maven House Press.

Pearce, C. L. and Manz, C. C., (2019) Twisted Teams: How to Engage the Full Talents of Everyone, Creative Learning Partners.

Neck, C.P. Manz, C.C. and Houghton, J. (2020) Self-Leadership: The Definitive Guide to Personal Excellence, 2<sup>nd</sup> Ed., Sage. (3<sup>rd</sup> Edition in progress, expected 2024)

## **BOOKS IN PROGRESS**

Neck, C.P. Manz, C.C. and Houghton, J. (Expected 2024) Self-Leadership: The Definitive Guide to Personal Excellence, 3rd Ed., Sage, in progress.

Manz, C.C, Why am I?, In Progress.

Manz, C. C. The CEO and the Fisherman, Under Revision.

## **JOURNAL EDITOR and REVIEW BOARD POSITIONS**

Co-Editor (Invited Features), *Journal of Management, Spirituality and Religion* (the primary journal related to the MSR Interest Group of the Academy of Management) 2012-2021. Since 2021 continuing to serve the journal on the Editorial Board. In both Scopus (2021) and Clarivate JCI (2021), JMSR is ranked **second** in the religious studies category of 530 and 317 publications respectively.

Consulting Editor, *International Journal of Leadership Studies* 2007-2011

Former Consulting Editor and Commissioning Editor, *Journal of Management, Spirituality and Religion* 2006-2009

Guest Co-editor for special issues in *Organizational Dynamics* and the *Journal of Management, Spirituality and Religion* (see below)

Former Review Board Member (and recently rejoined the board), *Journal of Management, Spirituality and Religion*

Former Advisory Board, World Scientific Publishers

## **JOURNAL SPECIAL ISSUES**

Manz, C.C., Pearce, C.L., and Sims, H.P., Jr. (2009) Guest Co-Editors for special issue on “The Ins and Outs of Leading Teams,” Organizational Dynamics, Vol. 38. (Contributing authors include Richard Hackman, Edward Lawler III, Deborah Ancona, Jay Conger, Harold Levitt, and several other prominent scholars.)

Manz, C. C., Cameron, K., Manz, K.P., and Marx, R. D. (2006) Guest Co-Editors for double special issue on “Values and Virtues in Organizations.” Journal of Management, Spirituality and Religion. (Contributing authors include Peter Drucker, Geert Hofstede, Ian Mitroff, Andre Delbecq, Mihaly Csikszentmihalyi, Jane Dutton, David Cooperrider, and several other prominent scholars.) Note: JMSR is the primary journal related to the MSR Interest Group of the Academy of Management.

## **ARTICLES/CHAPTERS**

### **Articles**

Pearce, C.L., Houghton, J., Manz, C. C., Fugate, M. and Wassenaar, C. L. (Forthcoming) “Toward a Theory of Emotional Shared Leadership in a Family Business Context,” Journal of Family Business Strategy.

Knotts, K., Houghton, J.D., Pearce, C.L., Chen, H., Stewart, G.L., & Manz, C.C. (2022) Leading from the inside out: a meta-analysis of how, when, and why self-leadership affects individual outcomes, European Journal of Work and Organizational Psychology, 31:2, 273-291, DOI: [10.1080/1359432X.2021.1953988](https://doi.org/10.1080/1359432X.2021.1953988)

Jiang, X., Snyder, K., Li, J. and Manz, C.C. (2021) “How Followers Create Leaders: The Impact of Effective Followership on Leader Emergence in Self-Managing Teams,” Group Dynamics: Theory, Research and Practice, 25, 303-318. doi:10.1037/gdn0000159

Pearce, C.L. and Manz, C.C. (2020) “Twisted Teams: The Antidote for the Leadership Disease,” Organizational Dynamics, 49, 1-9.

Karen P. Manz & C. C. Manz (2020) Introducing an exemplary and soulful organization, Journal of Management, Spirituality & Religion, 17:3, 209-210.

Jiang, X.; Sen, X.; Houghton, J., and Manz, C.C. (2019) “Shades of Grey in Implicit Leadership Theories: An Alternative to the Positive versus Negative Leader Attributes Dichotomy,” Leadership, 15, 673-695.

Stewart G.L., Courtright, S.H. & Manz, C.C. (2019) “Self-Leadership: A Paradoxical Core of Organizational Behavior,” the Annual Review of Organizational Psychology and Organizational Behavior, 6, 47–67.

Skaggs, B.C. Manz, C.C. Lyle, M.C.B. and Pearce, C.L. (2018) "On the Folly of Punishing A While Hoping for A: Exploring Punishment in Organizations," Journal of Organizational Behavior, 39, 812–815.

Flores, H.R., Jiang, X., and Manz, C.C. (2018) "Intra-team Conflict: The Moderating Effect of Emotional Self-Leadership," International Journal of Conflict Management, 29, 424-444.

Manz, K.P. and Manz, C.C. (2018) "Looking for Virtue in Employee Owned Enterprise Values," Journal of Management Spirituality and Religion, 15, 283-284. (primary journal related to the MSR Interest Group of the Academy of Management)

Roche, O., Freundlich, F., Shipper, F., & Manz, C. C. (2018) "Mondragon's Amorphous Cloud Structure: Making the whole truly greater than the sum of its parts," Organizational Dynamics, 47, 155-164.

Manz, C.C. and Manz, K.P. (2017) Taking Time to Consider Time, Work Life and Spirituality: A Case in Point, Journal of Management Spirituality and Religion, 14, 279-280. (primary journal related to the MSR Interest Group of the Academy of Management)

Manz, C. C., Houghton, J., Neck, C.P., Fugate, M., and Pearce C.L. (2016) "Whistle While You Work: A Model of Emotional Self-Leadership and Workplace Effectiveness," Journal of Leadership and Organization Studies, 23, 374-386.

Jiang, X., Flores, H.R., Leelawong, R., and Manz, C.C. (2016) "The Effect of Team Empowerment on Team Performance: A Cross-Cultural Perspective on the Mediating Roles of Knowledge Sharing and Intra-Group Conflict," International Journal of Conflict Management, 27, 62-87.

Manz, C.C. and Manz, K.P. (2016) Back to the Future with Spirituality in the Workplace: An Introduction to an Update of the Krishnakumar and Neck 2002 Framework and "Spiritual Freedom" Model. Journal of Management Spirituality and Religion, 13, 175-176. (primary journal related to the MSR Interest Group of the Academy of Management)

Manz, C.C. (2015) "Taking the Self-Leadership High Road: Smooth Surface or Pot Holes Ahead?," Academy of Management Perspectives, 29, 132-151.

Manz, C.C., Skaggs, B., Pearce, C.L. and Wassenaar, C.L. (2015) "Serving One Another: Are Shared and Self-Leadership the Keys to Service Sustainability?," Journal of Organizational Behavior, 36, 607-612.

Manz, C.C., Fugate, M., Hom, P.W. and Millikin, J.P. (2015) "When Having to Leave is a 'Good Thing': An Argument for Positive Involuntary Turnover," Organizational Dynamics, 44, 57-64.

Houghton, J., Pearce, C.L., Manz, C.C., Stewart, G.L. and Courtright, S. (2015) "Sharing is Caring: Toward a Model of Proactive Caring through Shared Leadership," Human Resource Management Review, 25, 313-327.



Wassenaar, C. L., Dillion, P. J. and Manz, C. C. (2015) "Authentic Irresponsibility: Quo Vadis?," Organizational Dynamics, 44, 130-137.

Pearce, C.L., Wassenaar, C.L. and Manz, C.C. (2014) "Is Shared Leadership the key to Responsible Leadership?," Academy of Management Perspectives, 28, 275-288.

Manz, C.C., Skaggs, B., Pearce, C.L. and Wassenaar, C.L. (2014) "Caring More While Serving Less: A Self-Leadership Perspective of Compassionate Service Delivery," Journal of Leadership and Organization Studies, 21, 366-375. (official journal of the Midwest Academy of Management)

Manz, C.C. (2014) "Let's Get Serious! ... Really?," Journal of Management Inquiry, 23, 339-342.

Manz, C.C. and Manz, K.P. (2014) "Virtuous Leadership Made Manifest Through Education-Focused Philanthropy", Journal of Management Spirituality and Religion, 11, 194-195. (primary journal related to the MSR Interest Group of the Academy of Management)

Shipper, F.M., Manz, C.C., Nobles, W., & Manz, K.P. (2014) "Shared Entrepreneurship: Toward an Empowering, Ethical, Dynamic and Freedom-Based Process of Collaborative Innovation," Organization Management Journal, 11, 133-146. (official journal of the Eastern Academy of Management)

Manz, C.C. and Manz, K.P. (2014) "POS and MSR: In Pursuit of Synergistic Virtue, Meaning, Resilience and Humanization at Work in Management Scholarship", Journal of Management Spirituality and Religion, 11, 4-5. (primary journal related to the MSR Interest Group of the Academy of Management)

Pearce, C.L. and Manz, C.C. (2014) "The Leadership Disease ... and its Potential Cures," Business Horizons, 57, 215-224.

Lee, S., Lovelace, K.J. and Manz, C.C. (2014) "Serving With Spirit: An Integrative Model of Workplace Spirituality Within Service Organizations", Journal of Management Spirituality and Religion, 11, 45-64. (primary journal related to the MSR Interest Group of the Academy of Management)

Dillon, P.J., Back, R.M. and Manz, C.C. (2014) "Authentic Corporate Social Responsibility Based on Authentic Empowerment: An Exemplary Leadership Case," Journal of Values Based Leadership.

Manz, C.C., Pearce, C.L., Mott, J.W. Henson, Z. & Sims, H.P., Jr. (2013) "Don't Take ... Share the Lead: Surprising Leadership Lessons from Big Time College Sports," Organizational Dynamics, 42, 54-60.

Manz, C.C., Manz, K.P., Marx, R.D. & Dillon, P.J. (2013) "Buy High Sell Low: Redefining Bean Counting in the Coffee Industry for a Sustainable Future," Journal of Values Based Leadership, 6, 10-23. (lead article of the issue)

Pearce, C.L., Manz, C.C. and Samuel Akanno (2013) "Searching for the Holy Grail of Management Development and Sustainability: Is Shared Leadership Development the Answer?," Journal of Management Development, 32, 247-257.

Shipper, F.M., Manz, C.C. Manz, K.P. and Harris, B.W. (2013) "Collaboration That Goes Beyond Co-op-eration: It's Not Just 'If' but 'How' Sharing Occurs that Makes the Difference," Organizational Dynamics, 42, 100-109.

Houghton, J., Wu, J., Godwin, J.L., Neck, C.P. & Manz, C.C. (2012) "You Can't Control the Wind but You Can Adjust the Sails: Self-Leadership as a Method To Cope with Stress," Journal of Management Education, 36: 220-238.

Pearce, C.L. and Manz, C.C. (2011) "Leadership Centrality and Corporate Social Ir-Responsibility (CSIR): The Potential Ameliorating Effects of Self and Shared Leadership on CSIR," Journal of Business Ethics, 102:563-579.

Stewart G.L., Courtright, S.H. & Manz, C.C. (2011) "Self-Leadership: A Multilevel Review," Journal of Management, Vol. 37, 185-222.

Manz, C.C. Manz, K.P. Adams, S.B. and Shipper, F. (2011) "A Model of Values-Based Shared Leadership and Sustainable Performance," Journal of Personnel Psychology, 21, 687-702.

Manz, C.C. Manz, K.P. Adams, S.B. and Shipper, F. (2011) "Sustainable Performance With Values-Based Shared Leadership: A Case Study of a Virtuous Organization," Canadian Journal of Administrative Sciences, 28, 284-296.

Milliken, J., Hom, P., and Manz, C.C. (2010) "Self-management competencies in self-managing teams: Their impact on multi-team system productivity," Leadership Quarterly, Vol. 21, 687-702.

Manz, C.C., Shipper, F. Stewart, G.L. (2009) "Everyone a Team Leader: Do the Shared Leadership Practices of WL Gore Provide an Answer to the Question 'Where Do We Go From Here?'," Organizational Dynamics Vol. 38, 239-244.

Manz, C.C., Pearce, C.L. and Sims, H.P., Jr. (2009) "The Ins and Outs of Leading Teams: An Overview," Organizational Dynamics, Vol. 38, 179-182.

Pearce, C.L., Manz, C.C. and Sims, H.P., Jr. (2009) "Where do We Go From Here?: Is Shared Leadership the Key to Team Success?," Organizational Dynamics Vol. 38, 234-238.

Paulson, R., Wajdi, H. and Manz, C.C. (2009) "Succeeding Through Collaborative Conflict: The Paradoxical Lessons of Shared Leadership" Journal of Values Based Leadership, Vol. 2 (1), 59-74.

Manz, C.C., Anand, V., Joshi, M., and Manz, K.P. (2008) "Emerging Paradoxes in Executive Leadership: A Theoretical Interpretation of the Tensions Between Corruption and Virtuous Values," Leadership Quarterly, Vol. 19, 385-392.

Pearce, C.L., Manz, C.C, and Sims, H.P., Jr. (2008) "The Roles of Vertical and Shared Leadership in the Enactment of Executive Corruption: Implications for Research and Practice," Leadership Quarterly, Vol. 19, 353-359.

Guo, G. C., Ruane, S. G., Galli-Debicella, A., Nguyen, P. A., and Manz, C. C. (2008), "Dynamic Leadership: Toolbox for the Values-Based Entrepreneur," Journal of Values Based Leadership, Vol. 1 (2), 26-40. Also, reprinted In C. A. Millick (Ed.) "The Challenges for Leadership, Values, and Happiness in the 21st Century: What are the Keys for Success?" The University Press of America

Lovelace, K., Manz, C.C. Alves, J. (2007) "Work Stress and Leadership Development: The Role of Self-Leadership, Shared Leadership, Physical Fitness and Flow in Managing Demands and Increasing Job Control," Human Resource Management Review, Vol. 17(4), pp 374-387.

Peters, L.M. and Manz, C.C. (2007) "Identifying Antecedents of Virtual Team Collaboration," Team Performance Management, Vol. 13, 117-129. This article was a Highly Commended Award Winner at the Literati Network Awards for Excellence 2008.

Mott, J. W., Porschitz, E. T., Sherman, K. E., and Manz, C. C. (2007) How Networks Impact the Purposeful Search for a Mentor: An Examination of NCAA Basketball Coaches and their Protégés, International Journal of Leadership Studies, Vol. 3, 3-20.

Manz, C.C. (2007) "An Intrepid Outlook at Organizational Change." Global Business Review, May/June, 11-13.

Asare, A. K. A. K, Cromer, C. T., and Manz, C. C. (2006) The impact of uncertainty and relationships on a leader's decision to resist the introduction of self-managing teams. International Journal of Leadership Studies, Vol. 2, 2-16.

Manz, K.P., Marx, R.D., Neal, J., & Manz, C. C. (2006) "The Language of Virtues: Toward an Inclusive Approach for Integrating Spirituality in Management Education," Journal of Management Spirituality and Religion, Vol. 3, 104-122. (the primary journal related to the MSR Interest Group of the Academy of Management)

Manz, C. C., Cameron, K. S., K.P., Marx, R.D., (2006) "Values and Virtues in Organizations: An Introduction," Journal of Management Spirituality and Religion, Vol. 3, 1-12. (the primary journal related to the MSR Interest Group of the Academy of Management)

Alves, J.C., Lovelace, K., Manz, C.C., Matsypura, D., Toyasaki, F., Ke, K (2006) "A Cross Cultural Perspective of Self-Leadership," Journal of Managerial Psychology, Vol. 21, 338-359.

Alves, J.C., Manz, C.C., Butterfield, D.A. " (2005) Developing Leadership Theory in Asia: The Role of Chinese Philosophy," International Journal of Leadership Studies, Vol. 1, 3-27.

Pearce, C. L. and Manz, C. C. (2005) "The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work," Organizational Dynamics, vol. 34, 130-140.

Manz, C. C., Manz, K. P., Marx, R. D., Neck, C. P. (2004) "Spiritual Beliefs and Scholarship: A Journey With the Wisdom of Solomon," Management Communications Quarterly, Vol. 17, 611-620.

Manz, C.C., Manz, K. P. and Marx, R. D. (2003) "The Search for Wisdom at Work," Ledmotiv (Journal published by the Stockholm School of Economics) 42-53.

Houghton, J. D., Neck C. P., and Manz C. C. (2003) "We think we can, we think we can, we think we can: The impact of thinking patterns and self-efficacy on work team sustainability," Team Performance Management, vol. 9, 31-41.

Anand, V., Glick, W.H., Manz, C.C. (2002). "Thriving on the knowledge of outsiders: Tapping organizational social capital." Academy of Management Executive, Vol. 16, p. 87-101.

Neck, C.P., Mitchell, T.L., Manz, C.C., Cooper, K.H. and Thompson, E.C. (2000) "Fit to Lead: Is Fitness the Key to Effective Executive Leadership?" Journal of Managerial Psychology, Vol.15, 833-840.

Anand, V., Manz, C.C., and Glick, W.H. (1998) "An Organizational Memory Approach to Information Management," Academy of Management Review, 23, 790-809.

Neck, C., Neck, H., Manz, C.C., Godwin, J. (1999) I Think I Can, I Think I Can: A Self-Leadership Perspective Toward Enhancing Entrepreneur Thought Patterns, Self-Efficacy, and Performance," Journal of Managerial Psychology, 14, 477-501.

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## **PROCEEDINGS**

Manz, C.C., Joshi, M., & Anand, V. "The Role of Values and Emotions in Newcomers' Socialization into Organizational Corruption," National Academy of Management

Conference Best Paper proceedings, 2005. Also, nominated for the best paper award in the Social Issues in Management (SIM) Division.

Marx, R.D., Manz, K.P., Manz, C.C., and C.P. Neck, "Teaching About Spirituality and Work: Experiential Exercises for Management Educators," Proceedings: Eastern Academy of Management, May 2002, New Haven, CT.

Houghton, J., Neck, C.P., and Manz, C.C. "We Think We Can, We Think We Can: The Impact of Thinking Patterns and Self-efficacy on Work Team Sustainability," Proceedings of the Annual Meeting of the Southern Management Association, October, 1999, Atlanta.

Prussia, G., Anderson, J. and Manz, C.C. "Self-Leadership and Performance Outcomes: The Mediating Influence of Self-Efficacy," Proceedings: Decision Sciences, Hawaii, 1994.

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Neibuhr, R.E., Manz, C.C., and Davis, K.R., Jr. "Utilizing Videotape Technology in Behavioral Research," Proceedings: Southern Management Association, Atlanta, 1981.

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## **SUBMISSIONS AND WORK IN PROGRESS**

Dillon, P., Blake-Davis, L. See, E., Xu, M. and Manz, C.C. (Revise and Resubmit/ Conditional Acceptance) "Leadership that is all in the Family Should Include All of the Family Business: The Role of Shared Leadership in Innovation," under review.

Fugate, M., Manz, C. C., and Houghton, J. "Emotional Self-Leadership: Strategies for Shaping Emotional Experiences and Emotional Authenticity in the Workplace," under review.

Jiang, X. and Manz, C.C. A Longitudinal Study of Self-Identity Development in Self-Managing Teams, under review.

Joshi, M., Dillon, P.J., Manz, C.C., Anand, V. and Pearce, C. Why Good People do bad Things (Sometimes): The Role of Values Congruence and Emotional Agency in Newcomers Socialization into Organizational Corruption, in progress.

Houghton, J., Pearce, C.L., Manz, C. C., Neck, C.P., and Fugate, M., "Emotional Shared Leadership at Work," in progress.

## **PRESENTATIONS**

Dillon, P.J., Blake-Davis, L., See, E., Xu, M., and Manz, C.C. (2023) "Leadership that is all in the Family Should Include all of the Family Business," paper presentation at the Academy of Management Annual Conference, Boston, MA, August, 2023.

Fugate, M., Grandey, A. Manz, C. C., and Houghton, J. "Emotional Self-Leadership: Strategies for Shaping Emotional Experiences and Emotional Authenticity in the Workplace," Southern Management Association Annual Conference, 2020, paper presentation.

Dillon, P.J., Walsh, I. and Manz, C.C. "Mean Girls: How Social Creativity in CSR Enhances Organizational Identification," Paper presented as part of the symposium "Corporate Social Responsibility (CSR) and Employees," Academy of Management National Conference, Boston, 2019.

Manz, C.C. and Pearce, C.L. "Twisted Leadership," Keynote presentation, Antwerp Management School Leadership Gathering, October, 2018.

Pearce, C.L. and Manz, C.C. "Twisted Teams," Master Class for C-Level Executives, Antwerp Management School Leadership Gathering, October, 2018.

Manz, and Pearce, C.L. "Self-Leadership" and "Shared Leadership" Workshops, Antwerp Management School Leadership Gathering, October, 2018.

Manz, C.C. "Twisted Leadership: How to Engage the Full Talents of Everyone," presentation, CAIA Association annual meeting, October, 2018.

Joshi, M., Dillon, P.J., Manz, C.C., Anand, V. and Pearce, C., and Why Good People do bad Things (Sometimes): The Role of Values Congruence and Emotional Agency in Newcomers' Socialization into Organizational Corruption, paper presented at the Academy of Management National Conference, Chicago, 2018.

Manz, C.C. "Teams and Groups" presentation as a designated visiting "Global Scholar" to the doctoral program at the University of South Alabama, 2018.

Manz, C.C. and Pearce, C.L. "Twisted Leadership," presentation as part of the PDW Navigating Interstitial Spaces as a Precondition for Leadership in Transformation Change, Academy of Management Conference, Atlanta, 2017.

Roche, O., Freundlich, F., Shipper, F., Manz, C., Calo, T. "Mondragon's Amorphous Cloud Structure: Making the Whole Truly Greater than the Sum of its Parts," International Eastern Academy of Management, Gold Coast, Australia, 2017.

Jiang, X., & Manz, C.C. "A Longitudinal Study on Leadership Identification in Self-Managing Teams," Academy of Management Conference, Anaheim, August, 2016.

Manz, C.C., participant as part of Symposium "Open Governance: In Large and Small Enterprises, and Across Industries" chaired by Frank Shipper, National Academy of Management Conference, Vancouver, August, 2015.

Dillon, P.J. & Manz, C.C. "Transformational Leadership and Emotion: A Multilevel Model of Managing Emotions in Organizational Identity Change," National Academy of Management Conference, Vancouver, August, 2015.

Manz, C.C., participant as part of "Academy of Management Perspectives: Showcase Session on Responsible Leadership" organized by Donald Siegel, National Academy of Management Conference, Vancouver, August, 2015.

Dillon, P.J. & Manz, C.C. "Relational identities and responsible leaders: The role of storytelling," EGOS Colloquium, Athens, Greece, 2015.

Roche, O., Freundlich, F., Shipper, F., & Manz, C. C. "Mondragon: A case Study," Eastern International Academy of Management Conference, Lima, Peru June, 2015.

Roche, O., Freundlich, F., Shipper, F., & Manz, C. C. "Mondragon – 'Cooperative Culture and the Globalization Process: When does the need for compromise become compromising?'" Presented at the Mid-Year Fellows Workshop in Honor of Louis O. Kelso. Rutgers University, NJ, January 11-13, 2015.

Fugate, M., Manz, C. C., Houghton, J., and Neck, C.P. Emotional Self-Leadership: A Process for Enhancing Emotional Authenticity and Personal Effectiveness, Southern Management Association, Savannah, November, 2014.

Manz, C.C. "Turning Failure Into a Gateway to Success," Keynote presentation at the PR News Crisis Boot Camp, Yale Club, NYC, September, 2014.

Fugate, M., Manz, C., Hom, P., & Milliken, J. (2014). "Positive Involuntary Turnover-It's the PITs." Part of the "Until withdrawal do us part?: Exploring employee withdrawal in organizations" session at the annual conference of the Society of Industrial and Organizational Psychology, Waikiki, HI.

Marx, R.D., Manz, K.P., and Manz, C.C. "The Dean's Beans Coffee Connection: A Case for Learning About Collaborative Social Entrepreneurship Without Borders," session at the International Eastern Academy of Management Conference, Seville, Spain, June, 2013.

Manz, C.C. presenter as part of the session, Shipper et al. "Shared Entrepreneurship: An Alternative Capitalistic Model," National Academy of Management Conference, Orlando, August, 2013.

Manz, C.C. "Leadership and Succeeding Through Failure", Keynote presentation, Moscow School of Management (SKOLKOVO), Moscow, November, 2013.

Marx, R.D., Manz, K.P., Manz, C.C. & Dillon. P.J. "Buy High Sell Low: Deansbeans.com Reinvents What We Learn and How We Learn It", session at National Academy of Management Conference, Boston, August, 2012.

Jiang, X., Leelawong, R., Flores, H. R., & Manz, C.C. "A Cross-Cultural Perspective on Team Empowerment and Team Performance," paper presented at the National Academy of Management Conference, Boston, August, 2012.

Manz, C.C. "Succeeding Through the Power of Failure", Keynote presentation, Booth School of Business, University of Chicago, March, 2012.

Manz, C.C. "Developing Wisdom Through Emotional Discipline and Self-Leadership," Featured Presentation for Harvard Learning Innovations Laboratory conference "Developing Wisdom in Organizations," Harvard University, February, 2012.

Manz, C.C. "The Power of Failure", Keynote presentation as part of the session "Failure as a Critical Factor for Entrepreneurial Success", The Fifth Anniversary Conference Celebration of the Moscow School of Management (SKOLKOVO), Moscow, September, 2011.

Manz, C.C., symposium presentation/panel member (with Charles Snow, Ed Locke, Craig Pearce, etc.), "A Theoretical and Practical Exploration of Shared Leadership," National Academy of Management Conference, San Antonio, August, 2011.

Manz, C.C., Houghton, J. Neck, C.P. and Alves, J. "Emotional Self-Leadership: Strategies for Shaping Emotional Experiences and Emotional Authenticity in the Workplace," Southern Management Association (regional association of the Academy of Management), November, 2011.

Marx, R.D., Manz, C.C., and Manz, K.P. "Conversations with interesting people – Dean Cycon," Organizational Teaching Conference (OBTC), June, 2011.

Marx, R.D., Manz, K.P., and Manz, C.C. "Dean's Beans brews a world of learning possibilities: A case study exploration of social entrepreneurship and its uses in the management classroom," Organizational Teaching Conference (OBTC), June, 2011.

Manz, K.P., Manz, C.C., Marx, R.D., Neal, J., "Collaborative Spirits: A Collegial Team's Journey in Exploring Workplace Spirituality," presentation as part of the MSR (Management, Spirituality & Religion) Interest Group Doctoral Student and Junior Faculty Consortium at the National Academy of Management Conference, Montreal, August, 2010.

Manz, C. C. "The Emerging HRM Leadership Revolution: Making Everyone a Leader," Asia Pacific HRM Congress, Mumbai, 2008.

Manz, C. C. "Developing a World of Leaders: From Leadership to SuperLeadership," Keynote address, Korea Management Association National conference, Seoul, 2008.

Manz, C. C. "Leadership and the Power of Failure: Turning Setbacks Into Success," Featured workshop, Korea Management Association National conference, Seoul, 2008.

Alves, J. C., Manz, C. C., Butterfield, A. "A Leadership Development Framework Applicable for Chinese Managers Trained Abroad," Festschrift Leadership Conference, Texas Tech University, October, 2007

Manz, C. C. "Leading Yourself and Others to Excellence in Challenging Times," Keynote Presenter for the Commonwealth of Massachusetts Department of Education Annual School Nutrition Conference, Worcester, June, 2007.

Alves, J. C., Manz, C. C., Butterfield, A. Leadership development of Chinese managers trained abroad: Implications for theory and practice. Paper presented at the United Nations Global Compact Forum with the Academy of Management, Case Weatherhead School of Management, October, 2006.

Alves, J.C., Lovelace, K., Manz, C.C., Matsypura, D., Toyasaki, F., Ke, K. "A Cross Cultural Perspective of Self-Leadership," as part of the symposium "Two Decades of Self-Leadership Theory and Research: Developments, Trends, and Possibilities," paper presented at the National Academy of Management Conference, Atlanta, August, 2006.

Manz, C. C. Presenter/Panel member on the topic of self-leadership for the workshop “ Learning to Use Self-Leadership During the Doctoral Dissertation Process,” National Academy of Management Conference, Atlanta, August, 2006.

Manz, C. C. Co-Organizer and Co-Chair (with Kim Cameron, Karen Manz, Robert Marx) for the All-Academy symposium “ Serving the Public Concern Through Virtuous management in Crises, ‘Ordinary’, and Exemplary Times,” National Academy of Management Conference, Atlanta, August, 2006.

Manz, C.C., Joshi, M., & Anand, V. "The Role of Values and Emotions in Newcomers' Socialization into Organizational Corruption," paper presented at the National Academy of Management Conference, Honolulu, August, 2005 (also published in the Best Paper proceedings and nominated for the best paper award in the Social Issues in Management (SIM) Division).

Manz, K.P., Marx, R.D., Neal, J., Manz, C.C. "Language is the First Issue: Discussing Spirituality in the Management Classroom," paper presented at the National Academy of Management Conference, Honolulu, August, 2005.

Manz, K., Marx, R., Manz, C. C., and Neal, J. “Academic Match Making for Creative Collegial Collaboration,” National Academy of Management Meeting, Honolulu, August 2005.

Alves, J.C., Butterfield, D.A., & Manz, C.C. “ A Research Project: Framing Leadership in Asia’s Fast Developing Regions,” paper accepted for presentation at the National Academy of Management Conference as part of Asia AOM PDW Session, Honolulu, August, 2005

Manz, C. C. Panel member and presenter for session “The Role of Values and Spirituality In High Performance Cultures” at the Goizueta Business School “Values Based Leadership” conference, Emory University, February, 2005.

Manz, C. C., Manz, K. P., and Marx, R. D. “The Wisdom of Solomon at Work,” Teleconference, Association for Spirit at Work, July 2005.

Manz, C. C. “Fit to Lead”, presentation as part of the session “Cutting Edge Issue in Leadership Theory and Practice”, Decision Sciences Institute National Meeting, November 2004.

Manz, C. C., Manz, K. P., Marx, R. D. “The Virtues of Living Authentically,” Positively M.A.D.: The Berrett-Koehler Conference on Making a Difference, November, 2004.

Manz, K., Marx, R., Manz, C. C., and Neal, J. "Parables, Fables, and Cases: Exploring the Use of Moral Story in Actionable Learning," National Academy of Management Meeting, New Orleans, August 2004.

Pearce, C. L. Manz, C. C. “Self and Shared Leadership,” multiple presentations as part of an executive MBA Course at the Peter Drucker School of Management at Claremont Graduate University, January and February 2004.



Pearce, C. L. Manz, C. C. "The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work," Gallup Leadership Summit, Omaha, June, 2004.

Joshi, M. Anand, V. and Manz, C. C. "Top Management Team Member Empowerment in High-tech Firms," Southern Management Association, San Antonio, 2004.

Manz, K., Marx, R., Manz, C. C., and Cameron, K. "Virtuous Choices in a Knowledge Economy: From Individual Freedom to Meeting Global Challenges," National Academy of Management Meeting, Seattle, August 2003.

Manz, C. C. "Get a Life: Authenticity in an Academic Career," presented as part of the Doctoral Consortium, Eastern Academy of Management Meeting, Baltimore, May 1, 2003.

Marx, R., Cameron, K., Manz, C. C., Manz, K. and Epitropaki, O. "Teaching About Spirituality and Work: A Powerful Video Segment for the Management Classroom," OBTC, Western New England College, June 11-14 2003

Marx, R., Manz, C. C., Manz, K. and Epitropaki, O., "Spirit at Work from Portland to Portugal: An Experiential Exercise Across Cultures," International Eastern Academy of Management Meeting, Porto, Portugal, June, 2003).

Manz, C. C., Two presentations ..." SuperLeadership: Leading Others to Lead Themselves" and "The Power of Failure," NACUFS Regional Conference (For University Food Service professionals), UMass, March 21, 2003.

Marx, R. D., Manz, C. C., and Manz, K. P. "The Wisdom of Solomon at Work," SITEC (Information Technology forum) Meeting, UMass, April 9, 2003.

Manz, C. C. "Leading Others to Lead Themselves" 9th Annual Chef Culinary Conference, UMass, June 16, 2003.

Manz, C. C. "Power of Failure", keynote presentation made at the annual Nambukai: Southern U.S. and Japan Conference, Houston, October 2002 (conference attendees included CEO and President of Continental Airlines, CEO of Toyota North America, the Chairman of Merrill Lynch Japan, the Japanese Ambassador, the Mayor of Houston, Consul Generals, etc.).

Manz, C. C. "Self-Leadership, Emotional Discipline and Beyond," presentation as part of the University of Michigan Business School Organization Faculty and Ph.D. student luncheon series, Ann Arbor, October 2002.

Manz, C. C. "The Power of Failure," presentation as part of the Fall Forum: "Reawaken Your Passion for Work!," Crossroads Center, Chicago, November, 2002.

Anand, V., Manz, C.C. and Horn, P. "CEO Information Seeking Behavior and Firm Performance," paper presented at the National Academy of Management Conference, Denver, August, 2002.

Marx, R.D., Manz, C.C., Manz, K.P. and C.P. Neck, "Making Connections: Integrating Theory and Practice in Management Education and Development," Paper presented at the National Academy of Management, Denver, CO, August, 2002.

Manz, K.P., Marx, R.D., and Manz, C.C., "Spiritual Talk: The Inner and Outer Dialogue About Spirituality in the Workplace," A caucus presented at the National Academy of Management, Denver, CO, August, 2002.

Manz, C.C., "The Greatest Leader Who Wasn't: A Leadership Parable," Art and Poetry Exhibition (a session and exhibit) at the National Academy of management National Conference, Denver, August, 2002.

Houghton, J., Neck, C., Manz, C. "Self-Leadership: The Heart of Shared Leadership," Paper presentation as part of symposium "Shared Leadership Reframing the How's and Why's of Leadership," National Academy of Management, Denver, August, 2002.

Marx, R.D., Manz, K.P., Manz, C.C., and C.P. Neck, "Teaching About Spirituality and Work: Experiential Exercises for Management Educators," paper presented at the Eastern Academy of Management, May 2002, New Haven, CT, (also in the Proceedings).

C. Manz, R. Marx, K. Manz, "The Wisdom of Solomon at Work." A workshop for employees of the University of Massachusetts Amherst, November 2, 2001.

Manz, C.C., Manz, K.P., Marx, R.D., Neck, C.P., "The Politics of Going Public with Spirituality in Work Life". Caucus panel session at the National Academy of Management Meeting, Washington, D.C., 2001.

Marx, R.D., Manz, C.C., Manz, K., and Neck, C.P., "The Challenge of Going Public with Spirituality in the Management Classroom," professional development workshop presented at the National Academy of Management Meeting, Washington, D.C., 2001.

Lovelace, K., Manz, C.C., and Neck, C.P. "Virtual Team Fitness: Enhancing Team Performance Through Team Member Health," paper presented at the Eighth annual University of North Texas Symposium on Individual, Team and Organizational Effectiveness; Denton, Texas May 24-26, 2000.

Anand, V., Manz, C., Hom, P. "Crossing the Boundary: The Role of External Knowledge in Determining Firm Performance," paper presented at the National Academy of Management Conference, Chicago, 1999.

Hom, P., Manz, C. and Milliken, J. "When Self-Managing Work Teams Work: How Self-Management and Demographic Diversity Influence Team Effectiveness," paper presented at the National Academy of Management Meeting, Chicago, 1999.

Stewart, G., Manz, C.C., and Sims, H.P., Jr., "Team work and Group Dynamics," workshop presented at the 1999 International Conference on Work Teams, Dallas, TX, Spring 1999.

Manz, C.C. and Neck, C.P. "Mastering Self-Leadership," Workshop presented at the International Conference on Work Teams, Dallas, TX, Fall, 1999.

Sims, H.P., Jr., Pearce, C. and Manz, C.C. "Using Video to Teach Organizational Behavior: A Demonstration of Leadership Archetypes," "Academy of Business and Administrative Sciences International Conference, Barcelona, 1999.

Anand, V., Fugate, M., and Manz, C.C. "Empowering Work Teams with Knowledge," Presented at the Advanced Concepts Conference on Work Teams, Dallas, TX, 1998.

Manz, C.C. Keynote address "Windows to Empowerment: From Self-Leadership to SuperLeadership", 7<sup>th</sup> Annual Symposium on Individual, Team, and Organizational Effectiveness, University of North Texas, Denton, 1999.

Manz, C.C. Keynote address "Unleashing the Power of Self-Leadership," Annual Leadership Conference, Regent University, Virginia Beach, VA, 1999.

Manz, C.C. "Conceptual Research Models," presented at Annual Leadership Conference, Regent University, Virginia Beach, VA, 1999.

Marx, R., Manz, C.C., Manz, K., Neck, C. "Teaching with the Wisdom of Solomon: Helping Students Reconcile Business Values with Spiritual Virtues in the Management Classroom," presented at the Organizational Behavior Teaching Conferences, Las Cruces, NM, 1999.

Manz, C.C., Manz, K., Marx, R., Neck, C. "The Leadership Wisdom of Solomon," presented at the 2<sup>nd</sup> International Symposium on Spirituality and Business, Boston, 1999.

Houghton, J., Neck, C. and Manz, C.C. "We Think We Can, We Think We Can: The Impact of Thinking Patterns and Self-Efficacy on Work Teams Sustainability," Southern Management Association, 1999.

Manz, C. C. and Neck, C. P., "Teamplay for Team Members Only: Exercising your Right To Fun While Strengthening Team Relationships," workshop presented at the 1997 International Conference on Work Teams, Dallas, TX, 1997.

Manz, C. C. and Sims, H. P. Jr., "Using Short-Cycle Video Clips to Teach Organizational Behavior: A Demonstration of Leadership Archetypes," presented at the OBTC International Conference, Cape Town, S. Africa, 1997.

Anand, V., Fugate, M., and Manz, C. C. "Empowering Work Teams with Knowledge," Presented at the Advanced Concepts Conference on Work Teams, Dallas, TX, 1998.

Milliman, J.F., Neck, C.P., Clair, J. and Manz, C.C. "Directing Employees to Proactive Environmental Management: A Self-Leadership Perspective," presented at International Association for Business & Society, Santa Fe, 1996.

International Tour Visiting and Presenting on topics of leadership and teams to several Universities in Hong Kong, China, and Taiwan (Hong Kong Baptist University, Hong Kong University, Chinese University, Hong Kong University of Science and Technology, Taiwan National Normal University, etc.).

Neck, C., Stewart, G. and Manz, C.C. "Cognitive Control as a Means of Improving Performance Appraisal Outcomes: An Application of Thought Self-Leadership," presented at the National Academy of Management Meeting, Vancouver, 1995.

Neck, C. and Manz, C.C. "Beyond Traditional Skill Development: Training Teams to Lead Themselves," presented at the National Academy of Management Meeting, Vancouver, 1995.

Stewart, G.L. and Manz, C.C. "Attitude and Cognitive Intention as Explanations for Supervisor Resistance to Employee Empowerment," presented at Society for Industrial and Organizational Psychology (SIOP) National Meeting, Orlando, 1995.

Prussia, G., Anderson, J. and Manz, C. "Self-Leadership and Performance Outcomes: The Mediating Influence of Self-Efficacy," presented at the Decision Sciences Annual Meeting, Hawaii, 1994.

Stewart, G.L. and Manz, C.C. "Leadership for Self-Managed Work Teams: A Theoretical Integration," Society for Industrial and Organizational Psychology (SIOP), Nashville, 1994.

Manz C.C. and Sims, H.P., Jr., "SuperLeadership: Leading Others to Lead Themselves," Special pre-conference presentation for sponsors of the International Conference on Self-Managed Work Teams, Dallas, Texas, 1993.

Manz, C.C. "Self-Managing Teams and Empowerment," presented at the National Academy of Management Meeting, Atlanta, 1993.

Manz, C.C. "Using Self-Management Programs to Increase Executive Effectiveness" presentation at the National Academy of Management Meeting, Atlanta, 1993.

Sims, H.P., Jr. and Manz, C.C. "Business Without Bosses: Real Life Stories About Self-Managing Teams," co-chair of session and presenter at the National Academy of Management Meeting, Atlanta, 1993.

Neck, C. and Manz, C.C. "Teamthink: Toward the Creation of Constructive Thought Patterns in Self-Managing Teams," paper presented at National Academy of Management Meeting, Las Vegas, 1992.

Manz, C.C. and Sims, H.P., Jr. "Mastering Self-Leadership: Empowering Yourself to Function in

a Self-Managing Team,” International Conference on Self-Managed Work Teams, Dallas, Texas, 1992.

Sims, H.P., Jr. and Manz, C.C. “Focus on the Follower: Leading others to lead themselves,” as part of symposium “Confronting New Challenges For Leadership and Followership,” APA Division 14 Meeting, Washington D.C., 1992.

Manz, C.C. and Sims, H.P., Jr. “Quality of Worklife: An Overview,” presented at the Quality of Working Life and Enterprise Development International Conference, Taipei, Taiwan, 1992.

Manz, C.C. and Sims, H.P., Jr. “Super Leadership: Leading Others to Lead Themselves,” International Conference on Self-Managed Work Teams, Dallas, Texas, 1991.

Neck, C. and Manz, C.C. “Thought Self-Leadership: The Influence of Self-Talk and Mental Imagery on Performance,” paper presented at the National Academy of Management Meeting, Miami, 1991.

Manz, C.C. “From Leadership & Power to Self-Leadership & Empowerment,” presentation at the National Academy of Management Meeting, Miami, 1991.

Manz, C.C. and Sims, H.P., Jr. “Self-Management & HRM: The Team Approach to Work,” presentation at the National Academy of Management Meeting, Miami, 1991.

Manz, C.C. “Beyond Self Managing Work Teams: Toward Self-Leading Teams in the Workplace,” paper presented at the National Academy of Management Meeting, San Francisco, 1990.

Manz, C.C. and Sims, H.P., Jr. “SuperLeadership: Leading Others to Lead Themselves,” International Conference on Self-Managed Work Teams, Denton, Texas, 1990.

Manz, C.C. “Moving Beyond Self-Managing to Self-Leading Work Teams: An International Challenge,” International Western Academy of Management Meeting, Shizuoka, Japan, 1990.

Manz, K.P. and Manz, C.C. “Integrating Self-Directed Learning and Self-Leadership Theory: Questions and Issues for Research and Practice,” presented at Visions 89: An International Conference on Adult Education, Calgary, Canada, 1989.

Manz, C.C. “Toward the Understanding of Self-Leadership in the Workplace: A Research Program,” presentation made to faculty and Doctoral Student Research Seminar, Boston University, Graduate School of Management, Boston, MA 1989.

Vanguard Session on the book SuperLeadership: Leading Others to Lead Themselves, by C.C. Manz and H.P. Sims, Jr., Organizational Behavior Teaching Conference, Columbia, Missouri, 1989.

Manz, C.C. and Grothe, R “Is The Workforce Vanguard to the 21st Century a QWL Deficient-

Prone Generation?" paper presented at the Quality of Life Studies in Marketing and Management Conference at VPI, Blacksburg, VA, 1989.

Sims, H.P., Jr. and Manz, C.C. "Social Learning View" in the Symposium "The Supervisor's Role in Self-Managed Work Teams: Four Alternative Perspectives Applied to a Case," National Academy of Management Meeting, Washington, DC, 1989.

Punch, J., Bateman, B. and Manz, C.C. "The Use of Work System Analysis in the Design and Implementation of Self-Managing Work Teams," Ecology of Work Conference: Improving Productivity and the Quality of Work Life, Louisville, KY, 1988.

Sims, H.P., Jr. and Manz, C.C. "Developing Innovation and Creativity Through Self-Leadership" as part of a symposium on Leadership in R and D Settings, National Academy of Management Meeting, Anaheim, CA, 1988.

Manz, C.C. "Self-Leadership in Organizations: In Search of Research Strategies," presentation made to the Organizational Behavior Faculty and Doctoral Student Research Seminar, Harvard University, Graduate School of Business Administration, Boston, MA, 1988.

Angle, H.L. and Manz, C.C. "Member Mobility When Organizations Relocate," paper presented at the National Academy of Management Meeting, Anaheim, CA, 1988.

Manz, C.C. and Sims, H.P., Jr. "A Study of SuperLeadership: Leading Others to Lead Themselves," as part of the Symposium "Developing Self-Management Competencies: Three Exploratory Empirical Efforts," National Academy of Management Meeting, Anaheim, CA, 1988.

Manz, C.C. "Self-Leadership" Invited presentation made at the University Continuing Education Association National Conference, Fort Lauderdale, Florida, 1987.

Sims, H.P., Jr. and Manz, C.C. "Beyond the Myth of Heroic Leadership: Leading Others to Lead Themselves," presentation made as part of the symposium "Innovations in Leadership" at the National Academy of Management meeting, New Orleans, 1987.

Sims, H.P., Jr., Gioia, D., Donnelon, A. and Manz, C.C. "Observations of Leader Verbal Behavior: Evolution of Methods," presentation as part of the symposium "Observational Methods: Illustrations in Leadership and Collective Bargaining Situations" at the Society for Industrial and Organizational Psychology National Meeting, Chicago, 1986.

Sims, H.P., Jr., Everett J. and Manz, C.C. "Dwight D. Eisenhower: A Case Study of a SuperLeader," paper presented at the National Academy of Management Meeting, Chicago, 1986.

Manz, C.C. "The Art of Leadership" presentation made at The State of Minnesota Annual Conference for Managers and Career Executive Service, St. Paul, 1986.

Manz, C.C. "SuperLeadership Including Self-Leadership," presentation made at the Hospital Management Systems Society of the American Hospital Association Conference, Minneapolis, 1985.

Manz, C.C. and Angle H.L. "Does Group Self-Management Mean a Loss of Personal Control?: Triangulating on a Paradox," paper presented at the National Academy of Management meeting, San Diego, 1985.

Angle, H.L., Manz, C.C., Guarino, J. and Edwards, B. "Toward Human Systems Management: A Strategic Perspective," part of the symposium "Current and Future Issues in Human Resource Management," Midwest Academy of Management Meeting, April, 1985.

Manz, C.C. "Organizational Control Based on Self-Leadership: An Approach to Acquiring Skillful Employee Participation," presentation as part of the symposium "Self-control Strategies for Enhanced Acquisition, Transfer, and Retention: A Neglected Area of Personnel Training," National Academy of Management Meeting, San Diego, 1985.

Manz, C.C. "The Art of Self-Leadership," presentation made as part of the University of Minnesota sampler lecture series, February, 1985.

Manz, C.C. "Self-Leadership for Small Business Managers," presentation made to the National Association of Cleaning Technicians, January 1985.

Manz, C.C. and Sims, H.P., Jr. "Self-Leadership: Developing Skills for Improving and Maintaining Individual Performance," presentation made as part of the Symposium, "Self-control Strategies in Management Training: Skill Maintenance Despite Organizational Realities," at the National American Psychological Association Meeting, Toronto, 1984.

Manz, C.C. Panel member/presenter in the Semi-plenary Session Symposium, "Social Learning Theory: A Framework for Linking Behavioral, Cognitive and Cultural Constructs for More Effective Management in Pan-Pacific Countries," Pan Pacific Conference: A Business, Economic and Technological Exchange, Honolulu, March 1984.

Snyder, C. and Manz, C.C. "Social Learning Theory: A Framework of Behavioral Technologies to Support Economic Growth and Development," paper presented at the Pan-Pacific Conference: A Business, Economic and Technological Exchange, Honolulu, March 1984.

Manz, C.C. Panel member/presenter of topic, "New Work Team Design Approaches -- Semi-Autonomous and Autonomous Work Groups," for invited symposium "Emerging Issues in Organizational Change and Work Innovation," Southwest Academy of Management Meeting, Houston, 1983.

Manz, C.C. "The Art of Self-Leadership," Presentation made to the St. Paul Chamber of Commerce and the Small Business Council, St. Paul, November 1983.

Manz, C.C. and Snyder, C.A. "Entrepreneurial Self-Management? Or To Survive or Not to

Survive, That Is the Question,” paper presented at the National Academy of Management Meeting, Dallas, 1983.

Manz, C.C., Luthans, F. and Mossholder, K. “A Contemporary Perspective of Control in Organizations: A Social Learning View,” paper presented at the National Academy of Management Meeting, Dallas, 1983.

Manz, C.C. and Sims, H.P., Jr. “Searching for the 'Unleader': Organizational Member Views on Leading Self-Managed Groups,” paper presented at the National Academy of Management Meeting, Dallas, 1983.

Manz, C.C. “Self-Management: Increasing Personal and Employee Effectiveness,” presentation to the Society for the Advancement of Management, Twin City chapter, February, 1983.

Manz, C.C., Synder, C.A. and LaForge, R.W. “Self-Management: An Approach to Improve Small Business Management,” presentation at the International Council for Small Business Annual Conference, Knoxville, Tennessee, 1982.

Manz, C.C. and Sims, H.P., Jr. “The Leadership of Self-managed Work Groups: A Social Learning Theory Perspective,” paper presented at the National Academy of Management Meeting, New York, New York, 1982.

Chairperson of the Session, “Personal Characteristics of Entrepreneurs,” of the Entrepreneurship Interest Group at the National Academy of Management meeting, New York, New York, 1982.

Manz, C.C. and Gioia, D.A “The Interrelationship of Power and Control,” paper presented the National Academy of Management meeting, New York, New York, 1982.

Participant in the Symposium, “Leadership Research: Stopgap or Stop,” Eastern Academy of Management Meeting, Baltimore, Maryland, May, 1982.

Participant in the Symposium, “Social Learning: A New Approach to the Theory, Research and Application of Organizational Behavior,” at the national meeting of the American Institute For Decision Sciences, Boston, 1981.

Sims, H.P., Jr. and Manz, C.C. “Uncovering the Unleader: Exploring the Leadership of Self-Managed Work Groups,” presentation made at “QWL and the 80s,” an international conference on the quality of working life, August/ Sept., 1981.

Participant in the Workshop, “Modeling Effective Leader Verbal Behaviors: An Approach to Individualized Management Development,” at the national meeting of the American Institute For Decision Sciences, Boston, 1981.

Sims, H.P., Jr. and Manz, C.C. “Reverse Causality in Leadership: An Experiment With Observed Leader Verbal Behavior,” paper presented at the national meeting of the American Institute For Decision Sciences, Boston, 1981.



“The Dynamics of Motivation,” Invited presentation at the opening general session of the annual meeting of the Alabama Association of Rehabilitation Facilities, June, 1981.

Manz, C.C. “The Socialization Process: What Are Doctoral Programs Really About?” presentation as part of the symposium, “A Doctoral Student Perspective on Doctoral Training and the Field of Management,” Eastern Academy of Management Meeting, Buffalo, New York, 1980.

Manz, C.C. “The Potential for Group Think in Autonomous Work Groups,” presentation as part of the symposium, “Conversations with Autonomous Work Groups,” National Academy of Management Meeting, Detroit, Michigan, 1980.

Manz, C.C. and Sims, H.P., Jr. “Videotape Systems: Applications in the Organizational Behavior Laboratory,” presented as part of the workshop, “New Technology in the Organizational Behavior Laboratory, Eastern Academy of Management Meeting, Buffalo, New York, 1980.

Manz, C.C. and Sims, H.P., Jr. “Behavioral Change from Training with Behavioral Models: An Experiment,” paper presented at the National Academy of Management Meeting, Detroit, Michigan, 1980.

## **RESEARCH FUNDING**

I have received research funding grants for various projects from the following sources:

Center for Teaching, University of Massachusetts, 2006 – 2007.

Isenberg School of Management, University of Massachusetts, 1997 – Present, hold the Nirenberg Leadership Chair which includes summer research funding.

College of Business, Arizona State University, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996.

Graduate School of Business, Harvard University, 1988, 1989.

Operations Management Center, University of Minnesota, 1984, 1985 and 1986.

McKnight Foundation Research Grant Program, University of Minnesota, 1986.

University of Minnesota Graduate School Research Grant Program, 1985.

Dean's Innovation Fund, School of Management, University of Minnesota, 1985.

Strategic Management Research Center, University of Minnesota, 1985.

The McKnight Foundation Junior Faculty Summer Grant Program, University of Minnesota, 1982, 1983, 1984.

Auburn University Research Grant Program, 1981.

I have also received research support for a variety of projects from several corporations, including:

Ford Motor Company

General Motors Corporation

3M

Honeywell  
Unisys  
Digital Equipment

## TEACHING EXPERIENCE

My career teaching (including courses at ASU, Penn State, University of Minnesota, Auburn University and University of Massachusetts) experience includes courses in:

- Leadership & Empowerment - at the Undergraduate, MBA and Ph.D. level.
- Organizational Behavior (and Theory) - at the undergraduate, masters, and Ph.D. level.
- Principles of Management for undergraduates including sections of up to 260 students and serving as course coordinator for several sections taught by different instructors.
- Psychology in Management at the undergraduate and masters level as well as sections in a “managers (executive) MBA program” for experienced managers.
- Career Management at the masters level
- An MBA Projects Course in which teams of MBA students go into organizations to solve “real world” problems
- Ph.D. Seminars on topics including “Organizational Behavior”, “Influence and Control Issues in organizations”, “Leadership”, “Leadership & Empowerment”, “Teams and Groups”, and “Becoming an independent scholar: Transitioning from a Ph.D. program into a career in academia.”
- The Wisdom of Solomon at Work (a 1-credit elective course on Virtues in Organizations and Spirituality in the Workplace) for regular and Professional MBA students.
- Many professional executive development workshops on various topics such as Leadership, self-leadership, team building, organizational change, and learning theory.

**Teaching Methods:** In general I prefer a “balanced” mixture of learning methods including lecture, discussions, cases, experiential exercises, role playing and videos. I am committed to an active learning approach that includes up-to-date, research based, useful knowledge, geared to student needs and interests.

## Teaching Evaluations

Mean for item 8 (evaluation of instructor) and the overall course evaluation mean for all items is listed for each course. Also, the number responding for each course, and standard deviations are reported. (Note: the highest possible evaluation is 1.0 on a 5 point scale).

Arizona State University	<u>Item 8</u>		<u>Overall</u>		
	x	N	std.	x	N

### Fall 1988/Spring 1989

Research Fellow at Harvard Business School with no teaching responsibilities.

### Fall, 1989

Arizona State University	x	<u>Item 8</u> N	std.	<u>Overall</u> x	N
MGT 502 (night)	1.32	37	.47	1.38	37
MGT 502 (day)	1.38	32	.49	1.42	33
<b>Spring, 1990</b>					
MGT 791	1.00	4	.00	1.09	4
MGT 502	1.15	40	.36	1.26	40
<b>Fall, 1990*</b>					
MGT 502	1.26	38	.45	1.27	39
MGT 502	1.50	20	.51	1.41	20
<b>Spring, 1991</b>					
MGT 791	1.29	7	.49	1.22	7
MGT 502	1.42	40	.75	1.48	40
<b>Fall, 1991</b>					
MGT 502	1.30	40	.52	1.36	40
EMBA 502	1.70	24	.74	1.57	24
<b>Spring, 1992</b>					
MGT 791	1.00	4	.00	1.03	4
MGT 502	1.03	33	.17	1.10	33
<b>Fall, 1992*</b>					
EMBA502**	1.29	21	.72	1.32	21
MGT 352	1.09	33	.29	1.13	35
<b>Spring, 1993</b>					
MGT 791	1.00	5	.00	1.00	5
MGT 502	1.14	29	.36	1.25	29
<b>Fall, 1993</b>					
MGT 502	1.19	42	.40	1.22	43
MGT 502	1.23	39	.43	1.29	39
EMBA 502	2.08	24	1.06	1.80	24
<b>Spring, 1994</b>					
MGT 791	1.13	9	.35	1.30	9
<b>Fall, 1994 -- On Sabbatical</b>					
<b>Spring 1995</b>					
MGT 502	1.07	32	.27	1.13	32

Arizona State University		<u>Item 8</u>			<u>Overall</u>	
	x	N	std.		x	N
MGT 791	1.00	7	.00		1.18	7
<b>Fall 1995</b>						
MGT 502	1.44	26	.71		1.42	26
EMBA 502	1.68	20	.58		1.64	20

(EMBA = Executive MBA Program)

\* Readings and Conference - I had two Ph.D. students do an independent study course with me Fall 1990 and I had one Ph.D. student do an independent study course with me Fall 1992 (in addition to my assigned teaching load).

\*\* One student evaluation was very divergent from the rest of the class. Without this evaluation my mean rating on item #8 was 1.09.

University of Massachusetts -- 5.0 is the highest possible rating (except Drucker School at Claremont Grad. U. courses during Winter 06, 07 & 08) where highest possible rating is 7.0)

	<u>Item 11 (overall rating of Instructor)</u>		
	X	N	Std.
<b>Fall, 1997</b>			
SOM 680H	4.5	32	.72
<b>Spring, 1998</b>			
SOM 893L	4.6	5	.55
<b>Fall, 1998</b>			
SOM 680P	4.3	22	.79
<b>Spring, 1999</b>			
SOM 680H	4.8	31	.43
<b>Fall, 1999</b>			
SOM 797L	5.0	10	.00
<b>Spring, 2000</b>			
SOM 893L	4.6	6	.52
<b>Fall, 2000</b>			
MGT 495L	4.96	24	.20
<b>Spring, 2001</b>			
SOM 795 L	4.8	15	.41

**Fall, 2001**

MGT 495L 4.96 28 .19

**Spring, 2001**

On Sabbatical

**Fall, 2002**

MGT 495L 4.9 15 .35

**Winter, 2003**

SOM 791M (Team Taught) 4.9 11 .30

**Spring, 2003**

SOM 795L 4.8 19 .44

**Fall, 2004**

SOM 680 4.1 29 .83

**Spring, 2004**

SOM 897L

**Fall, 2005**

SOM 680 3.7 38 .94

SOM 795L 4.8 11 .40

**Winter, 2006**

\* MGT 635 6.8 13

(Co-taught course on *Self & Shared Leadership* at Drucker School of Management at Claremont Grad. U. Note: highest possible rating 7.0)

**Spring, 2006**

SOM 897A 4.8 9 .52

**Fall, 2006**

Mgmt 495L 4.7 26 .47

**Winter, 2007**

\* MGT 635 7.0 28

(Co-taught course on *Self & Shared Leadership* at Drucker School of Management at Claremont Grad. U. Note: highest possible rating 7.0)

**Spring, 2007**

SOM 795L 4.9 14 .36

<b>Fall, 2007</b> Mgmt 495L	4.3	12	.50
<b>Spring, 2008</b> SOM 897A	5.0	2	
<b>Fall, 2008</b> SOM 795L	4.8	8	.50
<b>Spring, 2009</b> On Sabbatical			
<b>Fall, 2009</b> SOM 795L	4.9	13	.28
<b>Spring, 2010</b> SOM 893L	4.8	5	.45
<b>Fall, 2010</b> SOM 795L	4.9	11	.30
<b>Spring, 2011</b> SOM 803	4.9	7	.38
<b>Fall, 2011</b> SOM 795L	4.8	6	.41
<b>Spring, 2012</b> SOM 893L	4.8	6	.41
<b>Fall, 2012</b> SOM 697BB	3.8	36	1.07
<b>Spring, 2013</b> SOM 803	5.0	8	.00
<b>Fall, 2013</b> SOM 680	4.3	35	.58
<b>Spring, 2014</b> SOM 893L	5.0	6	.00
<b>Fall, 2014</b> SOM 795L	4.5	6	.40

**Fall, 2015**

SOM 795L	4.4	6	.75
MGMT 497E	4.8	12	.43

**Fall, 2016**

SOM 795L			
MGMT 497E	4.7	16	.47

**Fall, 2017**

SOM 795L	4.2	6	.9
SOM 893L			

**Fall, 2018**

SOM 795L	5.0	3 (of 7)	.82
SOM 893L			

**Fall, 2019**

SOM 795L			
MGMT 497E			

**Summary of select special contributions to teaching or other evidence of teaching quality:**

In the last few years I made a special commitment to contribute to the learning of ISOM PhD students about the publication process. Since then I have facilitated students collaborating with each other and have co-authored several manuscripts with them (over two dozen current or recent students have been involved thus far). These new efforts have resulted in many refereed journal article acceptances, chapters, and several conference presentations. I also recently have been teaching a completely newly designed version of SCH-MGMT 795L “Leadership & Beyond” in a Blended format (“Live”/In-class and on-line students in the same class). Blended classes are a significant new initiative in the MBA program and I was asked to be one of the first to teach a blended class). It has involved a complete new (continuously evolving) prep and significant technology application to adjust teaching methodology to fit with various required on-line and blended technology software programs (e.g., Blackboard Learn, Fuze, Echo, etc.).

I have consistently maintained high teaching evaluations (see above). I received case method training at Harvard including participating in the primary case teaching course that all HBS faculty took (taught by C. R. Christensen). I also sat in on several HBS professors' classes and provided some feedback and teaching suggestions when asked. Also my book (SuperLeadership) was the focus of a vanguard session at a National Organizational Behavior Teaching Conference.

At UMass I created well received new Undergraduate and MBA electives both titled “Leadership

& Beyond,” a new Ph.D. Seminar “Leadership & Empowerment,” and co-created a special one-credit MBA course on virtues in the workplace titled “The Wisdom of Solomon at Work.” I was nominated for a UMass Outstanding Teaching Award in 2006. At ASU I taught large sections (as many as 50 students per MBA section) of MGT 502 and maintained strong teaching evaluations, and I believe a high quality educational experience for the students despite the constraints of large classes. I was active in the beginning stages of the core MBA faculty group, attending several lunch meetings and making several suggestions for improving the program. I taught many sessions through the Management Institute of the ASU Center for Executive Education and ASU Staff Training & Development that received very positive ratings. I also offered a case teaching workshop for Ph.D. students and facilitated a training session for the Ph.D. students teaching the breakout sessions for the strategy course. I was a co-recipient, and a recipient of classroom enrichment grants which led to significant course improvement development efforts (e.g., case, video, active learning exercises, and lecture material development, etc.) I was nominated and a finalist for the C.O.B. Outstanding Graduate Professor Teaching Award in 1992.

### **Doctoral Student Committees**

#### Dissertation Committee Chair

Chris Neck (Graduated 1992) -- Dr. Neck is now University Master Teacher at Arizona State University.

Greg Stewart (Graduated 1993) -- Dr. Stewart is Professor, Mary H. Bell Chair in Leadership, and Director of the PhD Program in Management and Organizations, University of Iowa.

Vikas Anand (Graduated 1999) -- Dr. Anand is Professor and MBA Program Director at the Walton College of Business, University of Arkansas.

Kathi Lovelace (Graduated 2002) – Dr. Lovelace is an Associate Professor at Menlo College.

Jose Alves (Graduated 2008) Dr. Alves is Vice-rector for Academic Affairs Macau Inter-University Institute (IIUM).

Xueting Jiang (Graduated 2016) – Dr. Jiang is an Assistant Professor at New York Institute of Technology.

Pamala Dillon (Graduated 2016) – Dr. Dillon is an Assistant Professor at Duquesne University.

#### Interim Dissertation Committee Chair and later committee member

John Milliken (Graduated 1994) -- Dr. Milliken is a recently retired Clinical Professor at Arizona State University and a retired V.P. from Motorola

Jude Rathburn (Graduated 1995) -- Dr. Rathburn is a Senior Lecturer at the University of Wisconsin - Milwaukee.

#### Served as Dissertation Committee Member

Jeff Mott  
Linda Peters  
Greg Prussia



Kim Wade  
Sam DeMarie  
Jim Grinnell  
Tom Thompson  
Flavia Eldemire

### Program Committee Member

I have served as a program and/or comprehensive exam committee member for many PhD students.

Note: I have collaborated on dozens of papers with current and former doctoral students (many of which have been accepted or published) and on many books.

### **SERVICE (Partial Listing)**

#### **Selected Departmental Service**

- Coordinator, Organization Studies PhD Program 2017 – present.
- Chair/Member, Berthiaume Endowed Chair Search Committee, 2014-2015, 2018-2020.
- Chair/Member, Personnel Committee, 2014-2019.
- Member, Organization Studies new faculty Search Committee, 2019-2020.
- Member, Strategic Management new faculty Search Committee, 2014-2015, 2017-2018.
- Coordinator, Organization Studies PhD Program 2010 – 2012.
- Chair, Personnel Committee, 2007 – 2008
- Co-Chair and member, Personnel Committee, 2000- 2002, 2003 – 2007
- Member, Management Dept. Summer Research Grant Committee, 2003
- Chair, Management Dept. Chair Evaluation Committee, 2001, member 2003- 2004.
- Member, Ph.D. Student First Year Paper Review Committee 1999-2001, 2002, 2004.
- Chair, Management Department Graduate Committee 1992-93
- Chair, Ph.D. Comprehensive Examination Committee, Fall and Spring 1990-1991, 1991-1992, 1993-1994.
- Personnel Committee, Fall 1990, 1991-1992, 1992-1993
- Recruiting Committee 1990-1991, 1991-1992
- Management Department Summer Grant Evaluation Committee, 1991, 1992.
- Chair, Management Department Undergraduate Committee 1989-1990, 1991-1992. This Committee was responsible for addressing several significant issues related to efforts of the College to evaluate and revise the undergraduate curriculum. This Committee was also assigned responsibility for managing the Department honors program.
- Other Miscellaneous Service - e.g., Presentation & consultation to Management Department office staff on Teams & Teamwork; case teaching method workshop for Ph.D. students; and member “Seidman Committee” for exploration of potential research funding from FDIC, etc.

#### **Selected School/College, University, Professional, and Public Service**

Isenberg School of Management Personnel Committee, 2019-2020

Isenberg School of Management Masters Curriculum Committee, 2012 – 2014

Isenberg School of Management MBA Core Faculty, 2012 - 2014

Isenberg School of Management AoL (Assessment of Learning) Task Force, 2012 - 2014

Isenberg School of Management PhD Curriculum Committee 2010 - 2012

Isenberg School of Management Scholarship & Research Committee 2006 – 2011

MBA Curriculum Committee 2004 – 2005

Member, Associate Dean Evaluation Committee, Isenberg School of Management 2001-2002.

Multiple Presentations to support University Programs (e.g., Chancellor Inauguration Program, Freshman Seminar, SITEC Information technology Center, UMass Foundation Conference for key University Donors/Stakeholders, Nirenberg Lecture, several Cornerstone Executive Development Programs, SOM Faculty Research Mini Conference, UMass Family Business Center, workshop for UMass Administrators, etc.).

Lecturer/Facilitator/Advisor for many Universities, conferences, and organizations/associations on Leadership, empowerment and Teamwork for faculty, administrators, staff, and practitioners.

I have frequently served as an information source and liaison for the University and profession to the National and Local media.

Core Planning Committee for UMass International Conference “Going Public with Spirituality in Work and Higher Education,” 1999-2001

University Graduate Council 1998- 1999

University Travel Grant Committee 1998- 1999

UMass Interdepartmental Leadership Education Task Force, 1997-1998

Smith Professorship Selection Committee 1997

Member of College Undergraduate Curriculum Committee, 1989-1990, 1990-91. This Committee conducted extensive research, analysis, and reevaluation of the entire undergraduate curriculum of the College.

Member of the College Personnel Committee, 1993-94. This committee meets extensively and is charged with evaluating sabbatical proposals, conditional contracts, faculty progress reviews, promotion and tenure decisions, etc.

Faculty presenter College of Business School of Health Administration Accreditation Review, 1991.

I was an active participant in the beginning stages of core MBA faculty coordination group including several lunch meetings, 1990-1992.

Presentations to several professional groups based on requests through the Dean's office (e.g. on Leadership to the Dean's Board of Excellence -- Business Executives Supporting the College of Business, January 1992).

Faculty Presenter (Leadership Workshop) College of Business, MBA Orientation Week, Fall 1991, Fall 1993.

Presenter at the AACSB Associate Deans Conference at the American Graduate School of International Management, 1992.

Visiting Professor at Växjö University (in Sweden) as part of developing exchange program with ASU.

Faculty participant in the Executive MBA study tour in England, May, 1993.

I serve as a frequent information source for the press (often at request of college or University) - e.g., I have been featured on CNN multiple times as well as UPN, ABC, and other stations on several national and regional TV shows and evening news programs; National publications including the **Wall Street Journal**, **U.S. News & World Report**, **Fortune**, **Fast Company**, **Psychology Today**, **Prevention**; and numerous radio stations, Voice of America, newspapers and internet websites.

Member, Board of Advisors, The Works national magazine, published by the Crossroads Center, Chicago, Ill.

Member, advisory board for a book series on Collaborative Work Systems published by Jossey-Bass Publishers (2003- present)

### **Manuscript Reviewing & Editorships**

Selected Editor/Board Roles: Co-Editor (Invited Features), *Journal of Management, Spirituality and Religion*; Consulting Editor, *International Journal of Leadership Studies*; Former Consulting Editor and Commissioning Editor, *Journal of Management, Spirituality and Religion*; Guest Co-editor for special issues in *Organizational Dynamics* and the *Journal of Management, Spirituality and Religion*; Former Review Board Member, *Journal of Management, Spirituality and Religion*; Advisory Board, World Scientific Publishers.

I have served as a reviewer for many journals, conferences, and the National Science Foundation, including:

The Academy of Management Journal  
The Academy of Management Review  
The Academy of Management Perspectives  
Administrative Science Quarterly  
Journal of High Technology Management  
The Journal of Management  
Journal of Personnel Psychology  
Human Relations  
The Journal of Operations Management  
Personality and Social Psychology Bulletin  
Journal of Management Spirituality & Religion  
Organizational Dynamics  
The Academy of Management National Meetings  
The Decision Sciences Institute National meetings  
Several regional professional conferences  
The National Science Foundation Decision, Risk & Management Science Program

### **Practitioner Service and Other Service**

I have been actively involved in the area of public service, especially public presentations, seminars, and workshops. I have conducted seminars or made presentations for many universities and other organizations including, the University of Massachusetts Cornerstone Executive Development Program, the Peter Drucker School of Management of Claremont Graduate University, University of Michigan, Harvard Business School, University of Chicago, Moscow School of Management, Nottingham Business School Ningbo China, University of Illinois, University of Minnesota, Georgetown University, Emory, the Arizona State University Center for Executive Development and Staff Training & Development, SMU, Motorola, Proctor and Gamble, Ford, GM, 3M, American Express, Bank One, Dial, Samaritan Hospitals, AACSB, SRP, Allied Signal, Jostens Learning, The Federal Judicial Center, College of American Pathologists, Phoenix 2000, the Pacific Coast Gas Association, Digital Equipment, the Canadian and U.S. Governments, local churches, etc. --including many donated presentations without compensation. I have also made several closed-circuit television broadcast presentations received by many organizations. I have assisted numerous organizations that have called me requesting materials and advice (especially regarding implementing self-managing teams) -- Some organizations include Motorola, Mayo Clinic, AT&T, Xerox, the Department of the Treasury, Prudential, and many others.

### **SELECTED SAMPLE OF PROFESSIONAL HONORS**

2008 HR Leadership Award to be awarded at the Asia Pacific HRM Congress in Mumbai, India (the award is described as being for “leadership and contribution to the

field of HR,” for serving as “a role model and a believer in change, “ and for occupying a position that “in the fraternity is strategic and iconic.”)

2005 Best Paper Award Nomination, Social Issues in Management (SIM) Division for the National Academy of Management Conference, for the paper: Manz, C.C., Joshi, M., & Anand, V. "The Role of Values and Emotions in Newcomers' Socialization into Organizational Corruption,"

*Foreword Magazine* Gold Award for best book of the year in the Personal Development/Self-Help category (for the book *Emotional Discipline: The Power to Choose How You Feel*); received Award in 2004.

Stybel Peabody Prize (for the book SuperLeadership: Leading Others to Lead Themselves), for “the best” publication of the year, 1990.

Marvin Bower Fellowship, (for “Outstanding Achievement in Business Scholarship”) Harvard University 1988-89.

Faculty Development Research Award (“in recognition of outstanding research”), College of Business, Arizona State University, 1992-1993.

Awards for published articles including the 2008 Highly Commended Award of the Literati Network Awards for Excellence, the 1996 outstanding article of the year of the Literati Club Awards for Excellence, the 1999 citation for Excellence highest quality rating from Anbar Electronic Intelligence, 1987 finalist for the best article of the year in the Academy of Management Review, etc.

Several of my articles have been recognized as top 10 or top 25 most requested/downloaded articles in journals including *Organizational Dynamics* and *Journal of Management*

Appointed to advisory board for a book series on collaborative work systems published by Jossey-Bass Publishers (2003 - present) and consulting editor for the *International Journal of Leadership Studies* (2005- present) and the *Journal of Management, Spirituality and Religion* (2005 – 2009), and incoming co-editor of *Journal of Management, Spirituality and Religion*.

Nominated and finalist for the ASU C.O.B. Outstanding Graduate Professor Teaching Award in 1992 and nominated for a UMass Distinguished Teaching Award in 2006.

#### **PROFESSIONAL AFFILIATIONS** (Partial List, Past and Present)

Academy of Management  
Decision Sciences Institute  
Beta Gamma Sigma  
The Strategic Management Research Center, University of Minnesota

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Charles C. Manz  
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The Operations Management Center, University of Minnesota  
Affiliated Associate of the Texas Center for Productivity and Quality of Work Life.