

Michael Grojean – Curriculum Vitae

Director, Executive MBA in Strategic Leadership

mgrojean@utk.edu

EDUCATION

PhD Industrial and Organizational Psychology, University of Maryland, College Park

Dissertation: Characteristic Adaptation as a mediator between personality and citizenship performance: a partial test of the McCrae and Costa (1996) model.

MA Industrial and Organizational Psychology, University of Maryland, College Park

Thesis: Cutting the Gordian Knot: The Effects of Transformational Leadership Factors and Process on Follower Preference for Leadership.

BSc Management, Human Resources (Cum Laude), Park College, Parkville, Mo

PROFESSIONAL EXPERIENCE

Adjunct & Director of EMBA (SL), Haslam College of Business (2018 – present)

Principal, Grojean Kirst Associates, LLC (2012 – present)

Rice University (2009-2015)

Adjunct Professor (2013-2015)

Professor in the Practice of Management (2009-2012)

Executive Director, Rice University Executive Education (2009-2012)

Partner & Director, Ingenium Consulting Group, LLC (2009-2012)

Visiting Professor, Heilbronn Business School (2006-2010)

Adjunct Faculty, University of Maryland (1999-2004)

Aston Business School (2003-2009)

Associate Dean, Corporate Activities and Partnerships

Head, Executive Education

Associate Professor in Management

Director, Aston Centre for Leadership Excellence

Consultant, Global Leadership and Organizational Behavior Effectiveness (GLOBE) project (1997-1999).

Consultant, American Institute for Research. Job Analysis for Defense Intelligence Agency (1998).

Federal Service, US Government (1980 to 2003)

- Leadership Policy Officer, Headquarters, Department of the Army
- Leadership faculty, United States Military Academy
- Director of Human Resources, 1st Infantry Division
- Commander, Deputy Director of Training, Explosive Ordnance Disposal school (Military, State Police & FBI)
- Course director & master instructor

- Training Developer & senior trainer
- Various military intelligence roles

SELECTED CORPORATE INVITED PRESENTATIONS, WORKSHOPS & SEMINARS

Strategic Leadership: A Framework for Organizational Success. LyondellBasell

Leveraging vision / intent and strategic imperatives for long term impact. TD Williamson.

An integrated framework of leadership; aligning intent, imperatives, culture and structure, CB&I Global Services

Stories about Change; Winning Through the Downturn; Keynote for International Management Meeting, Scientific Drilling

PT Boats and Battleships; Organizational agility and strategic capabilities, Keynote for CB&I Board of Directors, Strategy Day

Pulled by Our Future: Vision, Mission, Culture and Change, Newfield Exploration Company.

Power and Motivation, A Leader's Primer, Rice University Alumni College workshop.

An Argument Against the Darwinian Approach to Leader Development, General Electric Oil & Gas

Organizational Engines for Leader Development; Maximizing our Talent Pipeline, Keynote, Annual Presidents' Meeting, Comfort Systems USA.

The HR Leader as Change Agent, Baker Hughes HR Leaders' workshop.

Noble Drilling Leadership Series

- What Can Leaders Learn from Smoke-Jumpers?
- Delivering the Mail; Strategic Thinking, Leadership, Influence and Teams
- Commander's intent and the OODA loop; Leveraging Initiative, Alignment and Team Dynamics

The Journey of a Thousand Miles.... Begins Beneath Your Feet, The Leader's View of Implementing Strategy, Lone Star Community College Management Team

An Acquisition Value Proposition – The Marathon After Closing – Keynote speech with Anne McEntee, CEO and President, GE Flow and Process Technologies (formerly Dresser)

Thinking Strategically; Enabling an Agile Organization in the VUCA Business World, CEO and Management Team, Swire Oilfield Services

The Personal Approach to Leadership and Developing Talent; Statoil.

Would You Trust This Person? Leadership and the Critical Role of Trust, Denbury Annual Leadership Conference.

Learning in Practice; Organizational Improvement and Before/ After Action Review; Denbury Reservoir Engineers Annual Conference

The Differentiated Workforce as the Critical Competitive Advantage in the Energy Industry, Keynote for annual senior management team retreat, FMC Technologies.

Leader Development as a Strategic Business Driver, Keynote for GE HR Global Leaders Network.

Leading Change, From Legacy to Transformation, National Oilwell Varco Biennial Sales Conference, Galveston, Tx

Our People are our Credentials; the Human Side of Strategic Human Resources, Keynote at ConocoPhillips Global HR Leaders Summit, Magnolia, Tx

Leadership Under Fire; A short talk about leadership during crisis, Keynote at Annual Manufacturing Conference, Petroleum Equipment Suppliers Association, Houston, Tx

Performance Management Driven by Strategy, Creating a Differentiated Workforce, Workshop for Global HR Leaders, CB&I, The Woodlands, Texas.

Leading in Current Times, Myths, Monsters and More, Keynote at Annual Manufacturing Conference, Petroleum Equipment Suppliers Association, Houston, Tx

Political Savvy and Leadership, CB&I, CBeyond project, The Woodlands, Tx

Debunking the Darwinian Approach to Leader Development, Cameron DNA series, Houston, Tx.

Trust and Leadership; Defence Leadership Network; UK Defence Academy, Shrivenham

Organisational Citizenship; Closing talk for the Beckett House Leadership Series, UK Defence Academy, Shrivenham.

Toxic leaders and healthy organizations; Keynote for 'Common Purpose' annual dinner, West Midlands Region

Stewardship as the antidote for toxic leadership; seminar for the Board of Directors, Superdrug (AS Watson).

Leader Derailment of Senior Military Officers; Invited talk conducted for the NATO Flag Grade Course, MOD Defence Academy.

Innovative Leadership; Creativity on R&D teams. Invited workshops conducted at Astra-Zeneca Pharmaceuticals; United Kingdom, United States and Sweden.

Why Darwin's approach doesn't work in Leader Development. Showcase talk for Chartered Institute for Professional Development annual conference.

The Use of Power and Transformational Leadership. Keynote for Tally-Ho development series, West Midlands Police Senior Leaders. Birmingham, West Midlands, UK.

Organisational Mentorship: Critical Paths for Leader Development. Invited skills workshop for the Chancellor, Dean of Faculty and members of the Institute of Health Care, University of Malta.

Leading Change: Implications for the Executive. Invited skills workshop for the Ministry of Health, Hospital CEOs and National Directors of Health, Malta.

The Transformational Executive: Inspiration through Competency. Invited skills workshop for the Ministry of Health, Hospital CEOs and National Directors of Health, Malta.

National Models of Military Leadership, Towards a Common Methodology. Delegate to NATO Advanced Research Workshop hosted by the NATO Security Through Science Committee, Vilnius, Lithuania.

Mentorship and Gender: the Current State of the Profession and Future Directions. Executive report presented to the Executive Committee, Defense Advisory Committee on Women in the Services. Pentagon, Washington DC.

The Fifth Estate, Praetorian Guard and Role of the Free Press in a Democracy, Keynote for the George C. Marshall Leadership Award Ceremony.

The role of the Army in society: A look at leader development. Invited presentation for "Williams College in Washington" winter speaking series.

Leader Development and Education: The Army way. Visiting Scholar to Williams College, Leadership Discussion series.

UNDERGRADUATE COURSES TAUGHT

Principles of Leadership, United States Military Academy

Small Unit tactics, United States Military Academy

Group Dynamics, United States Military Academy

Statistical Methods in Psychology, University of Maryland, College Park

Psychology of Leaders in Work Organizations, University of Maryland, College Park

Theory and Practice of Leadership, Aston Business School

Business Management Simulation, Aston Business School

Creativity in Organisations, Aston Business School

GRADUATE COURSES TAUGHT

Organizational Leadership and Decision Making, MBA, UMD Graduate School of Mgmt
Human Resource Management, MBA, UMD Graduate School of Mgmt
Managerial Statistics, MSc Public Administration (MPA), UMD Europe Graduate Programs
Managing Public & Private Organizations, MPA, UMD Europe Graduate Programs
Counselling and Personal Development, MSc Work Psychology, Aston Business School
Leading and Influencing, MSc Work Psychology & MSc HR, Aston Business School
Leadership Development, MBA Core, Aston Business School
Organisational Behaviour, MBA & Diploma, Aston Business School
Organisational Change, MBA & Diploma, Aston Business School
Research Methods (Doctoral Programme), Aston Business School
Organisational Behaviour, MBA, Heilbronn Business School
Team Dynamics, Executive MBA, Jones Graduate School of Business, Rice University
Organizational Behavior, Professional MBA, Jones Graduate School of Business, Rice University
Leader Development, Professional MBA, Jones Graduate School of Business, Rice University
Business Ethics, Professional MBA, Jones Graduate School of Business, Rice University
Strategic Leadership, EMBA (SL), Haslam College of Business, University of Tennessee

NON-DEGREE EXECUTIVE PROGRAMS FACILITATED

Topics & programs developed and delivered

Strategic Leadership Transition Program
Essentials of Leadership
Emerging Leaders Program
Leading Change
High Performance Teams
Implementing Strategy
Politics and Control in Organizations
Advanced Leadership Program (Executive Transitions)
Thinking Strategically
The Leader as Coach
Building Organizational Culture
Crafting Vision, Mission and Values
Influence and Motivation
Using Data to Make Effective Decisions
Leadership Levels and Leader Development
Business Ethics and conflict resolution
Strategic Decision Making
Cross Cultural Topics in Leadership (Management, Negotiations, M&A)
Leadership specialization programs
Manufacturing leadership
Project execution leadership
Finance leadership
R&D leadership

Select Organizations (both ExecEd and Consulting from 2010 to present)

General Electric (Energy)
Chevron
ConocoPhillips
British Petroleum
CB&I
Newfield Exploration
Eli Lilly
AstraZeneca
National Oilwell Varco
Baker Hughes
FMC Technologies
Cooper
Cameron
Texas Children's Hospital
National Football League
KBC Technologies
ONGC (India National Oil Company)
National Oilwell Varco
Saudi Aramco
Aramco Services Company (Saudi Aramco US)
Denbury Resources
Noble Drilling
Scientific Drilling
TD Williamson
City of Houston (Houston Forensic Science Center)
LyondellBasell

SELECTED PUBLICATIONS – ARTICLES

Van Dick, R., Hirst, G., Grojean, M.W., & Wieseke, J. (2007). Relationships between leader and follower organizational identification and implications for follower attitudes and behaviour. *Journal of Occupational and Organizational Psychology*, 80, 133-150 (cited by 31).

Van Dick, R., Grojean, M., Christ, O., & Wieseke, J. (2006). Identity and the extra-mile: Relationships between organisational identification and organisational citizenship behaviour. *British Journal of Management*, 17(4), pp 283-301 (cited by 64)

Grojean, M., Resick, C., Dickson, M.W., & Smith, D.B. (2004). Creating the Desired Climate Regarding Ethics: The Role of Values and Organizational Leadership, *Journal of Business Ethics*, 55(3), pp 223-241 (cited by 120)

Dickson, M., Smith, D.B., Grojean, M. & Ehrhart, M. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *Leadership Quarterly*, 12, 197-218 (cited by 132).

Hanges, P.J., Grojean, M., and Smith, D. B. (2000). Bounding the Concept of Test Banding: Reaffirming the Traditional Approach. *Human Performance*, 13, 2, p. 181-198 (cited by 7)

SELECTED PUBLICATIONS - CHAPTERS

Van Dick, R., Grojean, M.W., Christ, O. & Wieseke, J. (2008). Gute Soldaten und andere Bürger: Untersuchungen in verschiedenen Ländern, Kulturen und Organisationen zum Zusammenhang von Sozialer Identifikation und Extra-Rollenverhalten. [Good soldiers and other citizens: A multi country, cultures, and organizations research on social identification and organizational citizenship behavior] In E. Rohmann, M. Herner, & D. Fetchenhauer (Eds.), *Positive Sozialpsychologie* (pp. 185-204). Lengerich: Pabst.

Grojean, M & Thomas, J.T. (2005). From values to performance: It's the journey that changes the traveler, in Britt, T., Adler, A. & Castro, C., eds, *Minds in the Military: Psychology and Life in the Armed Services*, Vol 4, Praeger Security International, Westport, CT (cited by 8).

Grojean, M and Smith, D.B. (2001). Locus of control, in Jonathan Michie (ed.) *The Readers' Guide to the Social Sciences*, London: Fitzroy-Dearborn.

Grojean, M. (2000) Personality and individual differences: Leadership as a reflective process. Chapter in PL300 Military Leadership Course Readings: United States Military Academy, McGraw-Hill.

Grojean, M. (1999) Mentorship & Coaching Chapter in Field Manual 22-100 Army Leadership (cited by 13).

SELECTED PUBLICATIONS - TECHNICAL REPORTS

Grojean, M. (2015) Organizational culture, change and strategy execution, Houston Forensic Science Center, Confidential.

Grojean, M. (2010) The corporate university as a key business driver, National Oilwell Varco, Confidential.

Grojean, M. & Hasel, M. (2007) The Role of Trust in Effective Leadership, commissioned by the Ministry of Defence, Defence Leadership and Management Centre, United Kingdom. Confidential

Grojean, M., Tissington, P. and Shaw, D. (2007) Strategy for Technology Development, AstraZeneca Pharmaceuticals. Confidential

Grojean, M., Collier, P., Griffiths, G. & Bass, C. (2005) Report to Aston Business School Management Committee, Executive and Organisational Development; 5 year plan for the re-engineering of the Management Development Programme. Confidential.

Grojean, M. & Yeow, J. (2005). Report to the Defence Leadership Centre, Ministry of Defence, United Kingdom. Transfer of training and its impact on leader development. Confidential.

Hanges, P. & Grojean, M. (2002). Report to the U.S Equal Employment Opportunity Commission. Developed and conducted qualitative and quantitative assessment of culture. Confidential.

Hanges, P. & Grojean, M. (2002). Report to Sandia National Laboratories. Developed and analyzed measures identifying cultural aspects of support for research. Confidential

Dickson, M. W., Bajdo, L., & Grojean, M. (2002). Report to the American Council of Certified Podiatrists and Podiatric Surgeons on the Validity of the ACCPPS Certification Exam. Confidential.

Grojean, M. & Reisweber, D.A. (2001). Leadership Development as a Strategic Human Resources System: Implications and Recommendations. Report to the Chief of Staff, United States Army. Confidential.

Hanges, P.J., Grojean, M., & Dickson, M.W. (2001). Assessment of the Accreditation Standards for Schools and Colleges of Acupuncture and Oriental Medicine. Developed, conducted, and analyzed on-line survey of nine constituent groups for the Accreditation Commission for Acupuncture and Oriental Medicine. Confidential.

Grojean, M. (2001). Army Mentorship Initiative: Developing the Doctrine. Report to the Deputy Chief of Staff for Personnel, Assistant Secretary of the Army (Manpower & Reserve Affairs) and Office of the Secretary of Defense. Confidential.

Grojean, M. (2001). Leader Development as a Function of Human Resources. Report to the Deputy Chief of Staff for Personnel, United States Army. Confidential.

Grojean, M. (2001). 360 Degree Feedback: Utility and Implementation Within the Army Training System. Report to the Deputy Chief of Staff for Personnel, United States Army. Confidential.

SELECTED PUBLICATIONS - OTHER

Grojean, M., Guillaume, Y.R.F. (2008). Using Blackboard™ to Augment Student Learning In Large Classes: Experiences and Lessons Learnt From a Leadership Class, Jorum: Learning to Share, <http://resources.jorum.ac.uk:80/xmlui/handle/123456789/15415>.

Grojean, M (2005). Breaking the Darwinian approach to Leader Development: Six propositions toward a conceptual model. Proceedings, International Military Testing Association, Singapore.

Tissington, P & Grojean, M (2004). Decision making – fighting fires, dodging bullets and the manager, in Book of Proceedings and Compendium of Abstracts Occupational Psychology Conference Stratford, January British Psychological Society pp 218-219

Grojean, M. & Hanges, P. (2004). Adverse Impact in Cognitive Ability Tests: The Role of Values and Test Taking Attitudes. Aston University Research Institute Working Papers.

Grojean, M. (2002) Characteristic adaptation as a mediator between personality and contextual performance: A partial test of the McCrae and Costa (1996) model. University of Maryland working papers (cited by 3).

Resick, C., Grojean, M., Bemis, S., Dardis, G., Dickson, M., and Smith, B.. (2002). "From Values to Performance: Theory, Practice and Implications", Proceedings, Third Annual Conference, International Leadership Association, Miami, FL.

Heilman, W., Grojean, M. & Reisweber, D. (2002). "The Evolution of Army Human Resource Management: Implications for Leader Development", Proceedings, 2001 Biennial Global Leadership Conference, USMA, West Point NY.

Miller, G., Reisweber, D. & Grojean, M. (2002). "Leader Development and Army Transformation", Proceedings, 2001 Biennial Global Leadership Conference, USMA, West Point NY.

MANUSCRIPTS UNDER REVIEW (Revise and Resubmit)

Grojean, M., Hanges, P. J. & Buttigieg, A. Transformational leadership: it's all about style

Grojean, M., Hanges, P. & Ramesh, A. Adverse Impact in Cognitive Ability Tests: The Role of Values and Test Taking Attitudes.

MANUSCRIPTS UNDER PREPARATION

Grojean, M. The Science and Art of Leading, commissioned by Wiley-Blackwell, ISBN-10: 1405133120; ISBN-13: 978-1405133128.

SELECTED ACADEMIC PRESENTATIONS, PAPERS AND POSTERS

Grojean, M., Garner, D. & Popejoy, A. Three Roads Converge, The Forming of the Houston Forensic Science Center. Symposium conducted at the 68th annual scientific conference of the American Academy of Forensic Sciences. Las Vegas Nevada.

Grojean, M. Challenge, Opportunity and Necessity; Culture Change as the Houston Forensic Science Center Transitions to a Local Government Corporation. Workshop conducted at the American Society for Crime Lab Director's annual conference. Bellevue, Washington

Grojean, M., Buttigieg, A. & West, M. Moderating stressor-to-strain relationships across team structure: A multigroup structural equation modelling and moderated regression analysis, XIIIth European Congress of Work and Organisational Psychology

Grojean, M. Complexity and the 6 levels of organisational leader development; Not just the same soup in a different bowl. Symposium presented at the International Military Testing Association annual conference, Singapore.

Grojean, M. Will I follow you? Follower Values and Leadership. In Van Dick, R. New developments in leadership - Aston perspectives. Symposium presented at the British Academy of Management annual conference, Oxford, UK.

Dawson, J., Grojean, M., Smith, D. & Raver, J. Organization-Level Linkages among Work Overload, Aggression, and Performance in Pugh, D. & Dietz, J. Advances in Aggregate-Level Research: Toward Establishing Causal Priority. Symposium conducted at the Academy of Management annual conference, Honolulu, HI.

Van Dick, R., Hirst, G., Grojean, M. & Richter, A. Relationships between leader and follower identification and followers' attitudes. Paper presented at the twentieth annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Grojean, M. Unlocking the Good Soldier Syndrome: Citizenship Role Identity as an Organizing Cognitive Structure, in G. Hirst, Identity in the Workplace: Converging Views From Differing Perspectives. Symposium conducted at the Academy of Management annual conference, New Orleans, LA.

Tissington, P and Grojean, M. Fighting fires and dodging bullets, decision making under pressure. Workshop conducted at the British Psychological Society Occupational Psychology conference, Stratford upon Avon, United Kingdom.

Grojean, M., Resick, C., Dickson, M. and Smith D.B. Linking leaders, values and organizational climates regarding ethics. In C. Resick, Leadership and organizational ethics: Perspectives from multiple levels. Showcase symposium conducted at Academy of Management annual conference, Seattle, Washington.

Dickson, M. and Grojean, M. Co-chairs. From organizational values and ethics to organizational performance: A call for an integrative model. Caucus conducted at the Academy of Management annual conference, Washington, D.C.

Grojean, M., Smith, D.B., and Dickson, M. An organizational climate regarding ethics. Roundtable discussion conducted at the Seventh Annual International Conference Promoting Business Ethics, New York, NY.

Grojean, M. and Dardis, G. Ethical climate, leadership and unit outcomes: An Army model of a values to performance cycle. Roundtable discussion conducted at the Seventh Annual International Conference Promoting Business Ethics, New York, NY.

Grojean, M. Reactions to Transformational Leadership and Leader's Style: A Follower's Story, Robert J. Wherry Award for Best Paper at the IO-OB Conference. Poster presented at the fifteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., New Orleans, LA.

Grojean, M. Chair and Panelist, Building the Better Soldier: An Intersection of Three Literatures conducted at the fifteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., New Orleans, LA.

Grojean, M. and Smith, D.B. Co-Chairs, Subgroup Differences in Employment Testing. Symposium conducted at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, GA.

Grojean, M. & Hanges, P.J. Adverse Impact in Cognitive Ability Tests: The Role of Values and Test Taking Attitudes. In M. Grojean and D.B. Smith (Co-Chairs), Subgroup Differences in Employment Testing. Symposium conducted at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, GA.

Grojean, M. & Hanges, P.J. Preference for Leader Goal and Leadership Process: The Role of Follower Values. In M. Dickson (Chair), Walking the talk: Leaders, Followers and the Values Between Them. Symposium conducted at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, GA.

Grojean, M., Smith, D.B., Dickson, M.W. & Ehrhart, M. Values, Personality, Ethical Climate and Leadership: How do They Fit into the Army of the 21st Century? In M. Dickson (Chair), Walking the Talk: Leaders, Followers and the Values Between Them. Symposium conducted at the fourteenth annual conference of the Society for Industrial and Organizational Psychology, Inc., Atlanta, GA.

SELECTED HONORS AND AWARDS

Honorable Military Order of Saint Barbara
Roy C. Benavides Leadership Award
George C. Marshall Foundation Leadership Award
Distinguished Military Graduate, University of Texas
Ordnance Missile and Munitions School Instructor of the month, quarter and year
Training and Doctrine Command Senior and Master Instructor
1999 Robert J. Wherry Award, Society of Industrial/ Organizational Psychology

PROFESSIONAL SERVICE

External Examiner, Cranfield School of Management, MSc HRM
Editorial Board, British Journal of Management
Editorial Board, International Leadership Journal
Reviewer, Management Development Forum
Reviewer, Academy of Management
Reviewer, Baltic Journal of Management
Member, Society for Industrial and Organizational Society Award Committee
Ad hoc reviewer, Leadership Quarterly
Ad hoc reviewer, U.S. Army War College
Ad hoc reviewer, European Journal Work and Organizational Psychology
Ad hoc reviewer, Leadership Journal

MEDIA

Birmingham Post, 2003, post 9-11

The Guardian, 2004, Research under fire

Birmingham Post, 2005 Business Schools not ivory towers The

Pat Kenny Show, 2006, Military Leadership

The 'Right Hook' drive time show, 2006, leading in challenging times

The Journal, 2006, profile

Tamworth Herald, 2006, From Pentagon to Tamworth

eGov Monitor, 2007, commentary on Social education initiatives

The Scotsman, 2007, commentary on Tony Blair's appointment as envoy

Birmingham Post, 2007, city portals

BBC Radio, 2007, commentary on Sir Menzies Campbell departure from LibDems

BBC Radio, 2007, commentary on swearing in the workplace

Houston Chronicle, 2015, Oilfield could miss reservoir of new talent