

Leading in an Ownership Setting

Program Faculty

The program faculty varies from program to program depending on the availability of faculty and interests of participants



Michael J. Baime, M.D., Director of the Penn Program for Mindfulness and the Director of Mind-Body Programs for the Abramson Cancer Center at the University of Pennsylvania Health System.

Course: Stress Management for Executives

Dr. Baime founded the Penn Program for Mindfulness in 1992, and since then the program has trained more than 11,000 individuals in a structured eight-week Mindfulness-Based Stress Reduction course.

He began practicing meditation at the age of eight. Dr. Baime was authorized to teach Buddhism and meditation by the Tibetan Buddhist teacher Chögyam Trungpa in 1983. He is currently a Clinical Associate Professor of Medicine at the University of Pennsylvania School of Medicine. Dr. Baime has been the recipient of the Provost's Award for Distinguished Teaching at the University of Pennsylvania, and the Appel award for work in psychiatry in the School of Medicine.

He has developed and taught numerous courses at Penn, including a one-month medical school elective "Spirituality and Medicine," offered in collaboration with the Department of Pastoral Care; an annual Mindfulness-Based Stress Management course for medical and nursing students; a Department of Psychology course, "The Cognitive Neuroscience of Meditation" taught jointly with Amishi P. Jha, PhD.; and additional courses in the Graduate School of Education, the Graduate School of Social Work, and the Department of Psychiatry.

He has done research on mindfulness and meditation in a variety of areas, including the effect of meditation on working memory and attention; the application of mindfulness to behavioral and medical illnesses, including obesity and substance abuse; the effect of mindfulness training on mood and spirituality; the relationship between stress and health care costs; and the impact of mindfulness on empathy, burnout and mood for health care workers in a hospital setting.



Alan M. Barstow, Ph.D., Director and Senior Scholar of the Organizational Dynamics Program at the University of Pennsylvania.

Course: Organizations as Systems

Dr. Barstow is an author, consultant and educator specializing in organizational design, and the process of change. Dr. Barstow co-founded INTERACT: The Institute for Interactive Management in 1986 and served on its Board of Directors until 1993. Prior to autumn, 1986, Dr. Barstow held the position of Faculty Research Associate at the Wharton School, University of Pennsylvania.

Dr. Barstow's consulting activities focus on:

- creating and directing market research to discover consumer attitudes and behavior in the North America and Europe,
- building organizational structures and processes to enhance collaboration among customers, managers, and employees,
- involving key stakeholders in organizational redesign processes,
- evaluating acquisition, development and change strategies, and
- applying systems thinking and complexity theory to organizational behavior and sustainable development.

Dr. Barstow engages executives and professionals in rethinking strategic goals and action, and in learning effective ways to produce change.

Client organizations include Anheuser-Busch, Astra Zeneca, CertainTeed, Central Life Assurance, DuPont Textile Fibers, Fisher Controls, Ikea, Metropolitan Life, National Park Service, Pew Charitable Trusts, Philadelphia University, the St. Louis Cardinals National Baseball Club, Temple University, the Texas Rehabilitation Commission, the University of Pennsylvania, the Vanguard Group and more than 20 major hospitals and health care systems throughout the United States. Dr. Barstow has been active in several collaborative health care projects, including the Healthcare Forum's project entitled "Transforming Healthcare Delivery: Building the Learning Organization by Linking Systems Thinking & Total Quality," and a program developed by The Robert Wood Johnson Foundation and The Pew Charitable Trusts entitled "Strengthening Hospital Nursing: A Program to Improve Patient Care."

Dr. Barstow is a Fulbright Scholar and received his Ph. D. in Anthropology from Columbia University. His dissertation, "*The Politics of Employee Participation*," was based on action research conducted at Volvo Corporation (Sweden) in 1982-83. Writings include "*On Creating Opportunity Out of Conflict*" (Systems Practice, vol. 3, no. 4, 1990; and contributions to a series of books on redesign in health care organizations published by American Hospital Publishing, Inc., Chicago, IL, including: *Transformational Leadership* by Kohles, Baker, and Donaho (1995), *Work and Role Redesign* by Hanson and Sayers (1995), and *Facing Change in Health Care: Learning Faster in Tough Times*, by Schmeling (1996).



Quinn Bauriedel, Founder and Co-Artistic Director of the OBIE Award-winning Pig Iron Theatre Company.

Course: Storytelling as a Communication Tool

Mr. Bauriedel teaches The Leader As Storyteller, Leadership Presence, and Leading High Performance to executives and MBA students through the Wharton School and to leading businesses and organizations.

Quinn is the recipient of a Pew Fellowship, a Luce Fellowship, a Fox Fellowship and was one of 50 American artists in 2010 to be named a USA Knight Fellow.

He regularly teaches at Princeton University and Swarthmore College and leads workshops throughout the U.S. and abroad.

About Pig Iron Theatre Company

Founded in 1995 as an interdisciplinary ensemble, **Pig Iron Theatre Company** is dedicated to the creation of new and exuberant performance works that defy easy categorization.

Over the course of its nearly two-decade lifespan, Pig Iron has created over two dozen original works and has toured to festivals and theatres in England, Scotland, Poland, Lithuania, Brazil, Ireland, Italy, Romania and Germany. The body of Pig Iron's work is eclectic and daring. Individual works have been inspired by history and biography (*Poet In New York*, 1997 and *Anodyne*, 2001), rock music (*Mission to Mercury*, 2000 and *James Joyce is Dead and so is Paris: The Lucia Joyce Cabaret*, 2003), American kitsch culture (*Cafeteria*, 1997 and *Welcome to Yuba City*, 2009), serendipity (*Dig or Fly*, 1996 and *The Snow Queen*, 1999), and scientific research (*Pay Up*, 2005/2013 and *Chekhov Lizardbrain*, 2007). In 2001, Pig Iron collaborated with legendary theatre director Joseph Chaikin (1935-2003) to create an exploration of sleep, dreams and consciousness (*Shut Eye*).

In 2005, Pig Iron won an OBIE Award for *Hell Meets Henry Halfway*, an adaptation of Polish writer Witold Gombrowicz's novel *Possessed*; in 2008, Pig Iron won a second OBIE for James Sugg's performance in *Chekhov Lizardbrain*. Pig Iron's staging of Shakespeare's *Twelfth Night* was nominated for ten Barrymore Awards for Excellence in Theatre, winning four.



Dr. Joseph Blasi, J. Robert Beyster Professor of Employee Ownership at Rutgers University's School of Management and Labor Relations in New Brunswick, New Jersey (*The Beyster endowed Chair is the only endowed professorship on employee ownership in the United States*)

Course: Employee Ownership Research and the Implications for Leaders

A sociologist, Blasi teaches the undergraduate and graduate courses on corporate governance. He is also a Research Associate at the National Bureau of Economic Research.

His new book, with co-authors Richard Freeman and Douglas Kruse, is *The Citizen's Share: Reducing Inequality in the Twenty First Century*, just published in paperback by Yale University Press.

Dr. Blasi's work includes the social and economic history of the corporation, economic sociology, and public policy, particularly broad-based employee stock ownership, profit sharing, gain sharing, and stock options in corporations, industries, and countries, especially in various periods of American history.

He has written 13 books including *Employee Ownership* (Harper and Row, 1988), *The New Owners* with D. Kruse (HarperCollins, 1991), *Kremlin Capitalism* with M. Kroumova and D. Kruse (Cornell University Press, 1996), and *In the Company of Owners* with D. Kruse and A. Bernstein (Basic Books, 2003). *Business Week* magazine named *In the Company of Owners* one of the 10 best business books of 2003. His most recent book is *Shared Capitalism at Work* with D. Kruse and R. Freeman (University of Chicago Press, 2010 and paperback in 2011).

Dr. Blasi has been a member of the Department of Human Resource Management and the Department of Labor Studies and Employment Relations at Rutgers since 1989. He was an active member of the University Senate for many years and served on the University's Senate Executive Committee. Selected twice for fellowships at the Institute for Advanced Study in Princeton, New Jersey, he was the William D. Loughlin Member at the Institute's School of Historical Studies in 2007-2008 and the Andrew W. Mellon Foundation Fellow at the Institute's School of Social Science in 1995-1996.

He has also been a Visiting Scholar at the Center for the Study of Social Organization at Princeton University, a Visiting Professor at the Yale School of Management, and a Visiting Scholar at the Harvard Business School. Early in his career, he was awarded the Lady Davis Fellow at the Hebrew University of Jerusalem and the Fulbright Fellowship at the University of Haifa.

Dr. Blasi earned his doctorate from the Harvard University Graduate School of Education in 1977, his bachelor's degree from the University of Pittsburgh in 1972, and joined the Society of Jesus (Jesuits) in the late 1960s for studies in theology and classics.

For many years, he was a member of the Social Studies faculty at Harvard University. In the late seventies and early eighties during the formative period of ESOP legislation, he served as a legislative assistant in the U.S. House of Representatives. He has appeared on CNN, CNBC, MSNBC, and Fox Business among other national TV networks.



Karen A. DiNunzio, Ph.D., Organizational Psychologist

Executive Coach

Dr. DiNunzio is an independent consultant with over 20 years of experience in leadership and executive development, succession planning, development of high potential professionals, and career management. Her experience includes acting as a process consultant in creating plans for managerial, individual contributor and executive development; addressing team and organizational performance issues; facilitating small and large group interventions; and delivering a variety of management, business and interpersonal skill workshops.

She specializes in helping companies ensure their future success through the systematic development and career management of highly talented employees at all levels. She has designed long term leadership development programs, involving competency definition and measurement, feedback mechanisms, full scale developmental planning, and the creation of rotational programs and assignments.

In addition, she coaches managers, individual contributors, and executives in identifying and resolving issues that have the potential of causing career derailment as well as in enhancing skills fundamental to their success. She has worked with hundreds of employees one-on-one in developmental work of this type.

Most recently, she has been part of a collaboration with the Wharton Leadership Program, to design, pilot, staff, and launch an executive coaching program available to the entire full time MBA class. The program now provides individual coaching to over 500 students and engages over 50 professional coaches. Her work continues as Lead Executive Coach for the MBA program and Wharton Executive Education offerings.

Karen has also been active in the non-profit sector. She has been involved in a wide range of activities including board work, coaching, strategic planning, development, and organizational assessment. She has a particular interest in providing access to high quality education to all children regardless of means.

In organizations in transition, she works with teams in helping remove obstacles to shared leadership, accountability, and high performance. A partial client list includes Independence Blue Cross, Amerihealth, Presbyterian Hospital of the University of Pennsylvania, Wharton School of the University of Pennsylvania, LaFarge Industries, Cisco, American Express, Rohm and Hass, Federal Reserve Bank of Philadelphia, Fairmount Park Conservancy, and Women's World Bank.

She received a BA in Psychology from the University of Delaware and a Ph.D. from Temple University.



Edmund B. Freeman, Psy.D., Organizational Psychologist and the Culture Officer & Facilitating Leader at Eileen Fisher, Inc.

Course: Emotional Intelligence & Leadership Development

Prior to joining Eileen Fisher in 2014, Dr. Freeman was a senior consultant at Praxis Consulting Group where he led the firm's leadership development practice. Ted has taught courses in Wharton's leadership program as well as in Wharton's Executive Development programs.

Examples of Ted's recent work include:

Leadership development programs that – through classroom training, experiential learning, coaching and mentoring – provide employees from the executive suite to frontline management with the leadership skills they need for their firms to excel.

Leadership coaching with executives and senior leaders to help them understand their interpersonal styles and the impact of their behavior on others and on the performance of their organizations. Ted's coaching is grounded in the psychological principles of change in individuals, but is typically integrated with broader interventions targeting systemic change in the organization.

Ted served as assistant director of the Rutgers Organizational Psychology Consulting Group, a consulting concern he helped create and through which he consulted to corporations and non-profit organizations on Emotional Intelligence, management and leadership, and organizational functioning.

Ted has taught graduate-level courses in organization development and consulting at Rutgers University and undergraduate courses at George Mason University's School of Management. He also has held a staff position at the Wharton School's Executive Development Program at the University of Pennsylvania.

He received his doctorate in Organizational Psychology from Rutgers University and Bachelor of Arts degree from Haverford College.



Dr. Thomas Gilovich, Professor of Psychology at Cornell University and co-director of the Cornell Center for Behavioral Economics and Decision Research

Course: Decision Making and Happiness

He received his B.A. in Psychology in 1976 from the University of California and his PhD in Psychology in 1981 from Stanford University.

Dr. Gilovich specializes in the study of everyday judgment and reasoning. This research interest has led him to study how gamblers selectively remember their past performance, how decision makers are influenced by irrelevant analogies, how people come to have the types of regrets that they do, why people are reluctant to “tempt fate,” and how people’s egocentrism makes it hard for them to accurately assess how they are seen by others.

In addition to his articles in scientific journals, Dr. Gilovich has written *How We Know What Isn’t So* (Free Press), *Why Smart People Make Big Money Mistakes* (Simon and Schuster, with Gary Belsky), and *Social Psychology* (W.W. Norton, with Dacher Keltner and Richard Nisbett), and he co-edited (with Dale Griffin and Nobel Laureate Daniel Kahneman) *Heuristics and Biases: The Psychology of Intuitive Judgment* (Cambridge University Press). Among other things, his work has led to a starring role in a series of television commercials in Japan.

Dr. Gilovich is a member of the American Academy of Arts and Sciences and a Fellow of the American Psychological Association, the Association for Psychological Science, the Society of Experimental Social Psychology, and the Society for Personality and Social Psychology.



Jane Golden, Executive Director of the Philadelphia Mural Arts Program

Course: Ownership in a Community Setting

Ms. Golden has led the Mural Arts Program in its growth from a small city agency into the nation's largest mural program and a model for community development across the country and around the globe. Under Golden's direction, the Mural Arts Program has created over 3,600 landmark works of public art through innovative collaborations with community based organizations, city agencies, non-profits, schools, the private sector and philanthropies.

Golden, a young artist initially hired by former Mayor Wilson Goode to help combat the graffiti crisis plaguing the city, reached out to graffiti writers to help turn their destructive energies into creative ones. In the process, she recognized the raw artistic talent among the graffiti writers as she began to provide opportunities for them to channel their creative forces into mural-making. The murals themselves transformed city neighborhoods suffering from years of neglect and hardship. In 1996, the Mural Arts Program was reorganized under the City of Philadelphia Department of Recreation and Golden was put in place as its director, at which time she established the Philadelphia Mural Arts Advocates, a nonprofit organized to raise funds and provide support to the program.

In the 15 years since, Golden has connected the process of muralism to a multitude of community and public outcomes. In partnership with a range of city agencies, she has developed innovative and rigorous art education, restorative justice, and behavioral health programs serving young people, youth and adult offenders at area prisons and detention centers, and individuals suffering from trauma, mental illness and addiction. These programs have made it possible for thousands to experience and witness the power of art to connect young people to their communities and to opportunities for their futures, to break the cycle of crime and violence, and to bring about healing in individuals and communities affected by behavioral health disorders.

In addition to developing innovative programs, Golden has overseen a series of increasingly complex, ambitious, and award-winning public art projects, including *How Philly Moves*, an 85,000 square foot mural at the Philadelphia International Airport; *Lightdrift*, an interactive light project in and along the Schuylkill River created by a team from MIT; *Love Letter*, a narrative series of 50 text-based images visible from the Market-Frankford El developed by Stephen Powers; and *Philly Painting*, a collaboration with Dutch artists Dre Urhahn and Jeroen Koolhaus to catalyze economic development by engaging community members and businesses in the transformation of 60 buildings along a struggling commercial corridor.

Sought after nationally and internationally as an expert on urban transformation through art, Golden has received numerous awards for her work, including the Philadelphia Award, the Hepburn Medal from the Katharine Houghton Hepburn Center at Bryn Mawr College, The Visionary Woman Award from Moore College of Art, The 2012 Governor's Award for Innovation in the Arts, a Distinguished Daughter of Pennsylvania Award from former Governor Edward G Rendell. Golden has also co-authored two books about the murals in Philadelphia, is referenced publications around the world, and is an adjunct professor at the University of Pennsylvania. Golden holds a Master of Fine Arts from the Mason Gross School of the Arts at Rutgers University, and degrees in Fine Arts and Political Science from Stanford University. In addition, Golden has received honorary PhDs from Swarthmore College, Philadelphia's University of the Arts, Widener University, Haverford College and Villanova University.



Adam Grant, Ph.D., Professor of Management, Wharton MBA Program, University of Pennsylvania

Course: Current Theories of Motivation

Grant is the author of *Give and Take*, a *New York Times* and *Wall Street Journal* bestselling book that is being translated into more than two dozen languages and has been named one of the best books of 2013 by Amazon, Apple, the *Financial Times*, and the *Wall Street Journal*-- as well as one *Oprah's* riveting reads, *Fortune's* five must-read business books, *Harvard Business Review's* ideas that shaped management in 2013, *Forbes'* most dynamic social innovation initiatives of 2013, and the *Washington Post's* books every leader should read. Malcolm Gladwell recently identified Adam as one of his favorite social science writers, calling his work "brilliant."

Adam has been recognized as the single highest-rated professor in the Wharton MBA program three times, and as one of *BusinessWeek's* favorite professors and the world's top 40 business professors under 40. His speaking and consulting clients include Google, the NFL, Merck, Pixar, Goldman Sachs, the World Economic Forum, the United Nations, the U.S. Department of State, Facebook, Estée Lauder, Apple, MTV, Johnson & Johnson, Microsoft, JP Morgan, the Royal Bank of Scotland, Nickelodeon, and the U.S. Air Force, Army, and Navy. He has designed several experiential learning activities based on *The Apprentice* in which students have raised over \$325,000 for the Make-A-Wish Foundation while developing leadership, influence, networking and collaboration skills.

Adam has appeared on the Today Show, and has twice been featured in the most emailed *New York Times* article of the week-- once as the author and once as the subject of the cover story, "Is giving the secret to getting ahead?" His studies have been highlighted in books such as *David and Goliath* by Malcolm Gladwell, *Quiet* by Susan Cain, *Thrive* by Arianna Huffington, and *Drive* and *To Sell Is Human* by Daniel Pink.

Adam received his Ph.D. and M.S. from the University of Michigan in organizational psychology, finishing it in less than three years, and his B.A. from Harvard University, magna cum laude with highest honors, Phi Beta Kappa honors, and the John Harvard Scholarship for highest academic achievement.

Adam's research focuses on work motivation, prosocial giving and helping behaviors, job design and meaningful work, initiative and proactivity, leadership, and burnout. He has earned numerous prestigious awards for distinguished scholarly achievement, including the Cummings Scholarly Achievement Award for early-to-mid-career contributions from the Academy of Management, the Distinguished Scientific Award for Early Career Contribution from the American Psychological Association, the Distinguished Early Career Contributions Award and the Owens Scholarly Achievement Award for the best publication in the field from the Society for Industrial and Organizational Psychology, and a fellowship from the National Science Foundation. He has published more than 60 articles in a wide range of leading management and psychology journals, and his pioneering research has introduced evidence-based techniques that increase performance and reduce burnout among engineers and sales professionals, enhance call center productivity, and motivate helping and safety behaviors among doctors, nurses, and lifeguards.



Andrew Lamas, J.D., Faculty Member, Urban Studies Program, University of Pennsylvania

Course: Philosophical & Historical Foundations of Employee Ownership

Mr. Lamas began teaching at the University of Pennsylvania in 1990. His primary appointment is in the School of Arts & Sciences' Urban Studies Program, where he focuses on the theoretical and practical dimensions, as well as the philosophical and religious bases, of political economy – with a special focus on ownership issues. He has also lectured in other schools and programs at Penn, including the Law School, the Wharton School, and the School of Social Policy & Practice.

Andy was a founding board member of the Center for Community Self-Help (which, since 1980, under the leadership of Martin Eakes, has provided more than \$6 billion in financing to more than 62,000 small businesses, nonprofits, and homebuyers in North Carolina and California, with a particular focus on low-wealth minorities and women), and he was a co-founder of The Reinvestment Fund – TRF – (which provides financing – with more than \$550 million of capital under management – for affordable housing and community development in the Greater Philadelphia region and beyond; to date, TRF has financed more than 2,650 projects, delivering more than \$1.1 billion in development capital).

In the 1980s, he served as the Managing Director of PACE, a non-profit organization based in Philadelphia, PA, which was one of the nation's leading providers of technical assistance for cooperatives and was the developer (in collaboration with the United Food & Commercial Workers union) of the O&O Supermarkets, the nation's first network of employee owned and operated supermarkets. He has more than thirty years of experience leading educational and consulting projects in ESOPs and other shared-ownership enterprises, and he has conducted workshops for the NCEO, the ESOP Association, and their affiliates. In 2007 and 2008, he was on the National Urban Policy Committee of the Presidential Campaign of Barack Obama.

By appointment of Penn's Office of the Vice Provost for Education, Andy serves on the Penn Fulbright Committee and regularly assists the Center for Undergraduate Research and Fellowships (CURF) in selecting and supporting students who are candidates for scholarships and fellowships, such as Fulbright, Rhodes, Marshall, Thouron, Gates Cambridge, Truman, Presidential Management Fellows, and others. He also serves on the Weigel Information Commons Faculty Advisory Group for Penn's Van Pelt Library. At the Wharton School, Andy serves on the Faculty Advisory Board of Penn Social Entrepreneurship Mentoring Program (PennSEM) and on the Faculty Advisory Board of Penn International Business Volunteers (PIVB).



Meredith Myers, Faculty member at Wharton School of Business and the Master Program in Applied Positive Psychology, University of Pennsylvania

Course: Emotional Intelligence and Communication Skills

She is a long-time Quaker and completed her undergraduate studies at the University of Pennsylvania, in the dual-degree program in International Studies and Business. In 2009 Meredith returned to Penn as Wharton faculty primarily instructing the Management 100 course, Leadership and Communication in Groups. Meredith also teaches in Penn's Master Program in Applied Positive Psychology, where she teaches adult students how to integrate concepts of positive organizational scholarship into their daily work within groups, companies, and institutions. Outside of Penn, Meredith has collaborated with the CFO of Bryn Mawr College since 2010 to build and run their innovative intensive courses in both Finance and Management.

Meredith's teaching and facilitating style is built upon a coaching model. She incorporates experiential learning into sessions so that students can connect concepts with practice and can customize material to become as personally relevant as possible. At the heart of this approach, Meredith aims to help students pursue their passions for exploring big ideas while also applying them to the real world to be useful both strategically and on an everyday basis. Meredith's training in negotiation, conflict resolution and mediation (with special emphasis on multiple stakeholder challenges) further facilitates helping people to navigate complex and often contentious situations.

Meredith began coaching executives in 2002 through her work in Wharton's Executive MBA program. In her research and consulting around cross-sector partnerships, Meredith has coached international leaders, executives and board members in non-profits, foundations, and industry on how to forge healthier relationships for more sustainable business results. In recent years, she also has helped develop and execute training programs to build problem-solving and collaboration capacity within mission critical teams at both New York Fire Department and Navy Special Warfare.

Meredith's second research stream explores how new faculty members construct relationships of support during their career transitions. This research has contributed to more general coaching on career transitions and how to cultivate relationships and networks of support to help people better attain their professional and life goals. It also has led Meredith to co-create a private blogsite for smaller groups of academic professionals to support each other during their career transitions.



Gregory P. Shea, Ph.D., Adjunct Professor of Management at the Wharton School of the University of Pennsylvania and of its Aresty Institute of Executive Education, Adjunct Senior Fellow at the Leonard Davis Institute of Health Economics at the Wharton School, a Faculty Associate of the Wharton School's Center for Leadership and Change, President of Shea & Associates, Inc, Senior Consultant at the Center for Applied Research, and a principal in the Coxe Group

Course: Leadership and Change

Dr. Shea consults, teaches, researches, and writes in the areas of organizational and individual change, leadership, group effectiveness, and conflict resolution. He served as Academic Director for the Johnson and Johnson/Wharton Program for Health System CEO's and for fourteen years as Academic Director for the Johnson and Johnson/Wharton Fellows Program for Nurse Executives. His awards include an Excellence in Teaching Award from Wharton. He is a member of the Academy of Management and the American Psychological Association.

He has co-authored *Leading Successful Change: 8 Keys to Making Change Work* (2013), *Your Job Survival Guide: A Manual for Thriving in Change* (2008), *American Healthcare & the Consumer Experience* (2005), and *The Phantom Stethoscope: A Field Manual for Finding an Optimistic Future in Medicine* (1999) and has contributed chapters to the following books: *Strategic Thinking and Entrepreneurial Action in Health Care* (2007), *Medicine and Business* (2000), *Handbook of Industrial and Organizational Psychology* (2nd edition; 1992), *Managing Hospitals* (1991), and *Research in Personnel and Human Resource Management* (Volume 5; 1987). Dr. Shea's writing has appeared in the *Sloan Management Review*, *Journal of Applied Management*, *Journal of Applied Behavior Science*, *Journal of Conflict Resolution*, *British Journal of Social Psychology*, *Journal of Management Development*, *Nursing Administration Quarterly*, and *Annals of Surgery*. He has also served as contributing editor to the *Journal of Applied Behavioral Science* and as a reviewer for *Group and Organization Management*, *Journal of Applied Psychology*, *Personnel Psychology*, *Personality and Social Psychology Bulletin*, and *Psychology Bulletin*.

Dr. Shea is a Phi Beta Kappa graduate of Harvard College and holds an M.Sc. in Management Studies from the London School of Economics and an M.A., M. Phil., and Ph.D. in Administrative Science from Yale University.



Flora Taylor, Ph.D., Organizational Development Consultant

Executive Coach

Dr. Taylor has worked with clients to achieve quantifiable results in their organizations for over 20 years. Flora brings varied types of experience to her consulting work. She leverages her Psychology background along with her group expertise to determine the intervention that best meets the client's individual and organizational needs. Her approach involves utilizing her considerable diagnostic skills to develop an accurate working hypothesis of her clients' organizational issues and then designing a customized intervention to meet the identified need. Her practice areas include organizational diagnosis, team development, executive coaching, meeting effectiveness, applied and focus group research, diversity, large group facilitation, and facilitator training. Flora passionately advocates for the benefits of experiential learning. She has designed, directed, and staffed many experiential conferences, simulations, and retreats for executives on the dynamics of organizational life using Social Systems (Power Lab), and Group Relations methodologies. Flora's work history includes the Wharton Center for Applied Research (now CFAR), and she currently works independently and in association with Praxis, a boutique consulting firm specializing in psychodynamic approaches to organizational development.

Flora brings significant teaching experience to bear in the areas of leadership, power authority, and group development, including engagements at The Wharton School, the Graduate School of Education and the School of Social Policy and Practice at the University of Pennsylvania, Teachers College of Columbia University, William Alanson White Institute, Rutgers University, the School of Social Policy at the University of Pennsylvania, and Seton Hall University. Her publications, "Anatomy of a Casualty," and "Building a Multiculturally Competent Practice" may be obtained upon request.

Flora earned her A.B. *Cum Laude* from Harvard University, and her Ph.D. from the University of Pennsylvania. She is a Licensed Psychologist with a specialty adult practice in issues related to work and interpersonal relationships. Flora earned her black belt in Tae Kwon Do, plays competitive tennis and has traveled extensively.



Ginny Vanderslice, Ph.D., Founding Partner and President of Praxis Consulting Group, Inc., Associate Faculty Member, Organization Dynamics Program at the University of Pennsylvania

Academic Director

Course: Leadership Values & Developing a High Performance Ownership Culture

Dr. Vanderslice has taught graduate courses including: Theories of Empowerment, Organizational Culture Change, and Gender Issues in Organizational Leadership. Prior to teaching at Penn, Ginny has taught courses on group and organizational dynamics at Cornell University and she taught Advanced Psychology of Women at Swarthmore College. She has taught in various executive development programs including the Leonard Davis Institute for Health Care Professionals and Wharton's Aresty Institute, both at the University of Pennsylvania. She has also served as faculty for an Executive Development Program run by the London Business School.

In addition to her teaching, Ginny consults with individual executives and executive teams on change management, leadership development, strategic planning, and organizational structure. She has more than twenty-five years of experience assisting companies interested in making employee ownership a significant factor in driving company performance. Ginny initiated the creation of the Penn CEO Leadership program as a result of her interest in leadership development and her experience working with ESOP companies.

Ginny's clients have included clients ranging in size from large corporations such as United Airlines to small privately held companies including manufacturing companies, architecture and design firms, law firms, professional services firms and educational institutions. She also consults to local and national non-profits and has designed and facilitated multi-stakeholder planning and problem-solving meetings with public sector organizations.

Ginny has experience designing and facilitating systems change strategies that include organizational diagnoses, planning, team building, and leadership development and employee communication programs. She is skilled at using a variety of methodologies including large scale change methods, team building, appreciative inquiry and group process consultation.

Dr. Vanderslice holds B.S. and M.S. degrees from Cornell University and a Ph.D. in the social psychology of groups and organizations from the State University of New York at Buffalo. She has published articles related to leadership and organizational change in both trade and academic journals.



Nancie Zane, PhD, Social Psychologist and Principal with Praxis Consulting Group, Inc., Associate Faculty Member, Organization Dynamics Program, and the Non-Profit Leadership Program, at the University of Pennsylvania

Executive Assessment leader and Executive Coach

Course: Coaching Skills for Leaders & Developing Succession Planning Systems

Nancie has been a member of the faculty of the Organization Dynamics Program for eleven years where she has taught courses in Organizational Diagnosis and Group and Team Dynamics. She also teaches courses in the Non-profit Leadership Program at the University of Pennsylvania in Strategic Thinking, Planning, and Communication. In addition, Nancie has designed and delivered courses on women and leadership and organizational diversity and was a visiting lecturer at the University of Haifa and the Golda Meir Center in Haifa, Israel.

At Praxis, Nancie works with ESOP companies, not-for-profits and public sector organizations to build diverse leadership teams, strengthen staff relationships, and develop effective communication strategies—all in the service of helping organizations achieve their goals. She also works to help organizations re-align their organizational purpose, culture, and structure through innovative visioning and strategic planning processes. In addition, Nancie heads the Executive Assessment, Coaching & Succession practice within Praxis that serves mid-level managers through senior leaders. She is credentialed in the use of several Executive Assessment tools that she employs to assist organizations in identifying and developing current and future executive leadership. She also assists organizations in developing robust succession systems.

She has coached and taught in the Wharton Advanced Management and the Executive Development Program and is certified in Clark Wilson, the ECI and Hogan coaching tools.

Nancie received a B.S. from Cornell University in criminal justice and community psychology and a Ph.D. from the University of Pennsylvania with a concentration in social psychology.



Sarah James, Director of Business Services at Praxis Consulting Group, Inc.

Program Coordinator

She also manages the Leadership Development programs there. Prior to joining Praxis, Sarah was the Membership Benefits Coordinator at a public radio station. In that role, she helped to create a community within the membership by coordinating membership events, producing fund drives and delivering customer service to 24,000 members.

For several years, Sarah worked in board coordination, workshop planning, and marketing at Weavers Way Co-op, an active member-owned food cooperative in Philadelphia. She participated in strategic planning with Praxis while on the staff of the co-op.

She also served as Membership Coordinator at the Schuylkill Center for Environmental Education where she coordinated fundraiser events and membership communication. Sarah has her BA from Connecticut College and her MFA in printmaking from the University of Washington in Seattle and creates tile and mosaic work.