

## Leading in an Ownership Setting

### 2017 Program Faculty



**Alan M. Barstow, Ph.D.**, is an author, consultant and educator specializing in organizational design, and the process of change. Dr. Barstow is the Director and Senior Scholar of the Organizational Dynamics Program at the University of Pennsylvania. 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). He may be reached at [abarstow@sas.upenn.edu](mailto:abarstow@sas.upenn.edu).



**Michael Bopp** is the founder of Advanced Innovations Organizational Development, a consultancy devoted to providing the best in Executive Coaching, Organizational Effectiveness consultation, and the promotion of Leadership Development. Michael comes to this work with an extensive background in Psychology, both Developmental and Clinical, and Education. His emphasis is in supporting the Development of his clients – helping them to reach their highest Performance and Leadership Levels. Among the sources of his expertise are trainings in Systems Theory, Appreciative Inquiry, Conflict Resolution and

Mediation, Spiral Dynamics, Integral Life Practice, Integral Leadership, Mindfulness Based Stress Reduction. His clientele includes executives from a wide range of industries including software development, accounting, architecture, law, pharmaceutical research, food services, finance, home remodeling, insurance and health care.

Michael currently works as Executive Coach in the Executive Coaching and Feedback Program as part of the M.B.A. Program of the Wharton School of the University of Pennsylvania. He also has served as Executive Coach and Process Consultant for Executive Education Programs at the Aresty Institute of Executive Education, also at the Wharton School. Michael is formerly a Principal in the Global Consulting Partnership.

Dr. Bopp holds M.A. and Ph.D. degrees in clinical psychology from Temple University. His undergraduate work was in experimental psychology at Harvard College. He also earned an Ed.M. degree from the Harvard Graduate School of Education. Throughout his training and career, Michael has focused on the nature of human change and development. Much of his work has been about the particulars of adult development in the context of the full life-span. He is co-editor of the 1989 book, *Transformation in Clinical and Developmental Psychology*. He has served on the advisory board of the Program in Conflict Resolution at Bryn Mawr's Graduate School of Social Work and Social Research and is on the editorial board of the *Journal of Adult Development*. In addition to his consultancy, Michael maintains a practice of Clinical Psychology. He may be reached at [mbphd1@aol.com](mailto:mbphd1@aol.com)



**Jeff Klein** is the Executive Director of the Anne and John McNulty Leadership Program at The Wharton School and a Lecturer at Wharton and the School of Social Policy and Practice at the University of Pennsylvania.

As Executive Director, Jeff leads the team that designs and delivers Wharton's portfolio of curricular and co-curricular leadership development initiatives for undergraduate, MBA, and executive audiences. He also directs the School's efforts to create the Penn Wharton Global Leadership Institute. He is the co-host of Leadership in Action on Sirius/XM Business Radio powered by The Wharton School (Channel 111), and chairs the Steering Committee for the Penn Wharton Lipman Family Prize, an annual award of \$250,000 celebrating and supporting leadership and impact in social sector organizations.

Jeff is also the Executive Director of the Advanced Management Program, Wharton's flagship 5-week program for senior executives. Jeff's work with managers and executives, in partnership with the Aresty Institute for Executive Education, also includes Creating and Leading High Performing Teams and The Leadership Edge: Strategies for the Emerging Leader. He has worked with a variety of corporate, nonprofit, and governmental clients, including Alcoa, AXA, Breakthrough, the City of Philadelphia, Deloitte, the Fire Department of New York (FDNY), FINRA, Google, iDE, Komaza, Merrill Lynch, the Mt. Rainier Institute, the National Outdoor Leadership School, Novartis, Novo Nordisk, the Opportunity Finance Network, the Philadelphia Eagles, Toyota, the United Nations, Vanguard, Vertical, and the World Economic Forum.

Jeff is an honors graduate from Penn State University (BA, BS) and the Wharton School (MBA), and is currently an advanced doctoral student at Penn's Graduate School of Education. Prior to his career as an educator, he spent 10 years in corporate finance with AT&T and its cable unit, AT&T Broadband, as the Executive Director of Financial Planning and Analysis and the CFO of the cable telephony product line. Jeff serves on the board of Summer Search Philadelphia and as a strategic advisor to the Global Partnerships Forum.

Throughout his life and career, Jeff has grown his appreciation for authentic and accountable leadership and a willingness to learn through action and reflection. Jeff's partner in life is Heidi, an accomplished educator and a wonderful wife; they have two kind and curious children, Samantha and Jakob. Jeff loves the outdoors, live music, his family and friends, and Philadelphia.



**Douglas Kruse** has a Ph.D. in Economics from Harvard University. He conducts econometric studies on employee ownership, profit sharing, disability, worker displacement, pensions, and wage differentials.

Professor Doug Kruse's book *Profit Sharing: Does It Make a Difference?* (1995) won Princeton's Richard A. Lester prize as the year's Outstanding Book in Labor Economics and Industrial Relations. His most recent co-authored books include *The Citizen's Share: Reducing Inequality in the 21st Century*, Yale University Press (2013), *People with Disabilities: Sidelined or Mainstreamed?* Cambridge University Press (2013), and *Shared Capitalism at Work*, University of Chicago Press (2010).

He has published widely in peer-reviewed journals such as *Industrial and Labor Relations Review*, *Economic Journal*, *Human Resource Management*, *Monthly Labor Review*, and *Industrial Relations*. He has testified four times before Congress on his economic research, and conducted several studies for the U.S. Department of Labor and for the U.S. Department of Education's National Institute on Disability and Rehabilitation Research.

Professor Kruse served as Senior Economist at the White House Council of Economic Advisers in 2013-2014. He is also a Research Associate with the National Bureau of Economic Research (Cambridge, MA), a Research Fellow at IZA - The Institute for the Study of Labor (Bonn, Germany), an editor of *British Journal of Industrial Relations*, and was appointed to New Jersey's State Rehabilitation Council and the President's Committee on Employment of People with Disabilities. He may be reached at [dkruse@smlr.rutgers.edu](mailto:dkruse@smlr.rutgers.edu).



**Andrew Lamas, J.D.** 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 nonprofit 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). He may be reached at [atlamas@sas.upenn.edu](mailto:atlamas@sas.upenn.edu).



**Molly Mead, Ed.D.** has joined Praxis as a Senior Consultant after working on a range of Praxis engagements over 15 years. She has a 30-year career in higher education, most recently at Amherst College where she was the founding director of the Center for Community Engagement and a member of the American Studies faculty. Molly joined Amherst after a distinguished career at Tufts University where she held the post of Lincoln Filene Professor and was founding Director of the Jonathan M. Tisch College of Civic Life. She also served as the academic director of the Clinton Democracy Fellows program, a program designed to develop the capacities of emerging leaders in South Africa and was the Faculty Director of Tufts Center for the Enhancement of Learning and Teaching.

She has worked and consulted extensively in the nonprofit sector with organizations such as the United Way of Massachusetts Bay, the National Breast Cancer Coalition, Women & Philanthropy and the Annie E. Casey Foundation. She is the author of numerous papers on social policy, citizenship, gender and, most recently, *Effective Philanthropy* (with Mary Ellen Capeck), in which she and Capeck made the case that organizations that are deeply diverse are more effective. Molly is passionate about helping people connect with their deepest beliefs and then convey those beliefs in powerful stories. Everyone can do this. The key is to connect with what you believe.

Molly holds an A.B from Cornell University, an M.B.A. from Simmons College and an Ed. D. from the University of Massachusetts, Amherst. She can be reached at [Molly@praxisCG.com](mailto:Molly@praxisCG.com).



**Meredith Myers** is an award-winning faculty member at the University of Pennsylvania, where, since 2009, she has taught classes ranging from management, leadership, communication and team performance throughout the Wharton School to fundamentals of positive organizational scholarship in the Master Program in Applied Positive Psychology and the Master Program in Nonprofit Leadership. She is also a Senior Fellow in the Wharton's McNulty Leadership Program.

Meredith began coaching executives in 2002 and has experience running various types of trainings across sectors and organization types, including: multinational corporations, large government agencies, nonprofit organizations, small to medium-sized businesses, military Special Forces, mission critical agencies, ESOPs and colleges.

Additionally, Meredith is the Executive Director of Job Crafting LLC, an organization that uses cutting edge academic research in combination with customizable exercises to help individuals make their jobs more engaging, meaningful and fulfilling while also improving individual and organizational performance outcomes.

Meredith holds a Ph.D. in Organizational Behavior from Case Western Reserve University. She completed her undergraduate studies at the University of Pennsylvania, in the dual-degree Huntsman Program, earning a B.S. in Economics from the Wharton School and a B.A. in International Studies from the College of Arts and Sciences. She may be reached at [mereditm@wharton.upenn.edu](mailto:mereditm@wharton.upenn.edu).



**Jennifer Schelter** is a writer, yoga teacher, artist, retreat facilitator, motivational leader, and speaker, who has inspired over 80,000 people to become their better selves. For 20 years, Jennifer has helped individuals and businesses succeed with mindful practices for leadership and work/life balance by inspiring mental, emotional and physical health and positive life change.

Jennifer's offerings include: life coaching, meditation, creative writing circles and yoga. She is the Founder of the Radiant Retreat to Tulum, Mexico, and Co-Founder of Reach & Raise for Living Beyond Breast Cancer (Philadelphia, Kansas City, Denver) and has helped raised over three million dollars for women diagnosed with breast cancer.

She is the life-coach and yoga teacher on "Natural Reboot" TV show and has been called "One of the most inspiring Philadelphian's" and "Best of Philly" multiple times by *Philadelphia Magazine*.

She is proud to lead programs at University of Pennsylvania Wharton Leadership and Advanced Management Programs, Pennsylvania Bar Association, Philadelphia Bar Association, Morris Arboretum, and Kripalu Center.

She is currently writing and illustrating a book about aging, beauty and self-acceptance. She may be reached at [jennifer@jenniferschelter.com](mailto:jennifer@jenniferschelter.com).



**Gregory P. Shea, Ph.D.**, consults, teaches, researches, and writes in the areas of organizational and individual change, leadership, group effectiveness, and conflict resolution. He is a Senior Fellow at the Wharton School's Center for Leadership and Change, 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, President of Shea & Associates, Inc, Senior Consultant at the Center for Applied Research, and a principal in the Coxe Group, an international consulting firm serving the design professions. 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 *We Can Fix Healthcare: The Future Is Now* (2016), *Leading Successful Change: 8 Keys to Making Change Work* (2013), *Your Job Survival Guide: A Manual for Thriving in Change* (2009), *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: *Business Management for the Curious: Why Study Business Management* (2015), *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*, *Healthcare Transformation*, *Nursing Administration Quarterly*, *Annals of Surgery*, and *School Administrator*. He serves as Associate Editor of *Healthcare Transformation* and 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*, *Management Decision*, *Personnel Psychology*, *Personality and Social Psychology Bulletin*, *Psychology Bulletin*, and the *American Journal of Medical Quality*.

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. His website is <http://gregoryshea.com>



**Flora Taylor, Ph.D.** is an organizational development consultant, executive coach and group dynamics specialist. She 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, 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. She is a Fellow of the A.K. Rice Institute for the Study of Social Systems. Flora earned her black belt in Tae Kwon Do, plays competitive tennis and has traveled extensively. She may be reached at [diagnosis@aol.com](mailto:diagnosis@aol.com).



**Ginny Vanderslice, Ph.D.** is a founding partner and Principal at Praxis Consulting Group, Inc. and she has been a faculty member of the graduate program in Organization Dynamics at the University of Pennsylvania since 1991. She 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 nonprofits 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. She may be reached at [Ginny@praxisCG.com](mailto:Ginny@praxisCG.com).



**Nancie Zane, PhD**, is a social psychologist and a principal with Praxis Consulting Group. 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 Nonprofit 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. She may be reached at [Nancie@praxisCG.com](mailto:Nancie@praxisCG.com).



**Sarah James** is the coordinator for this program and performs the role of Program and Marketing Manager at Praxis Consulting Group. She also manages the leadership development programs at Praxis and is involved in our local B Corps presence. Prior to joining the firm, Sarah was the Membership Benefits Coordinator at a public radio station. There 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. 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 fundraising events and membership communication. Sarah has her BA from Connecticut College and her MFA from the University of Washington and now creates tile and mosaic work. She may be reached at [Sarah@praxisCG.com](mailto:Sarah@praxisCG.com).