



**LESLIE E. SEKERKA**  
**Professor of Management**  
**Director, Ethics in Action Center**  
Management Department  
Menlo College ~ Atherton, CA

**Phone:** 831.648.1965 (home) ~ 650.543.3701 (work)

**Email:** [lesekerk@gmail.com](mailto:lesekerk@gmail.com) ~ [lsekerka@menlo.edu](mailto:lsekerka@menlo.edu)

**Faculty Information:** <http://www.menlo.edu/directory/leslie-sekerka>

**Ethics in Action Center:** <http://ethicsinactioncenter.com/>

**Children's Ethics:** <http://childrensethics.com/>

**Address:** 343 Ocean View Blvd., Apt. #2, Pacific Grove, CA 93950

<b>EDUCATION</b>	Doctor of Philosophy, Organizational Behavior Case Western Reserve University, Cleveland, OH Chair: David L. Cooperrider	May 2002
	Master of Arts, Communication Theory & Methodology Cleveland State University, Cleveland, OH	June 1997
	Bachelor of Arts, Business Administration Concentration: Theater Arts <i>Summa cum laude</i> Baldwin-Wallace College, Berea, OH	June 1981
<b>ACADEMIC POSITIONS</b>	<i>Professor of Management</i> Management Department <i>Director, Ethics in Action Center</i> Menlo College, Atherton, CA	2013-present
	<i>Associate Professor of Organizational Behavior</i> Management and Psychology Departments <i>Director, Ethics in Action Center</i> Menlo College, Atherton, CA	2007-2012
	<i>Faculty Scholar, Business and Organizational Ethics Partnership</i> Markkula Center for Applied Ethics Santa Clara University, Santa Clara, CA	2005-present

	<i>Assistant Professor of Organizational Behavior</i> Graduate School of Business and Public Policy Naval Postgraduate School, Monterey, CA	2002-2007
	<i>Organizational Development Research Assistant</i> Center for Advanced Appreciative Studies Weatherhead School of Management Case Western Reserve University, Cleveland, OH	2000-2002
	<i>Project Manager</i> Department of Information Technology Weatherhead School of Management E-Learning Programs Case Western Reserve University, Cleveland, OH	1999-2001
	<i>Graduate Research &amp; Teaching Associate</i> Department of Organizational Behavior Center for Regional Economic Issues Case Western Reserve University, Cleveland, OH	1998-2002
	<i>Graduate Research Assistant</i> Department of Communications Cleveland State University, Cleveland, OH	1996-1997
<b>BUSINESS POSITIONS</b>	<i>News Researcher/Investigator</i> CBS Channel 19/WOIO, Cleveland, OH	1997
	<i>Fundraising Liaison</i> Design Industry Foundation for AIDS, San Francisco, CA	1990-1991 <sup>1</sup>
	<i>Product Marketing Specialist</i> The Boeing Company, Seattle, WA	1987-1990
	<i>Marketing Analyst</i> Comshare Computer Services, Ann Arbor, MI	1986
	<i>Revenue Analyst</i> Automatic Data Processing, Ann Arbor, MI	1983-1985
	<i>Marketing Associate</i> NBC Radio/WFAN, Mystic, CT	1982
	<i>Director of Retail Services</i> Leiner Nutritional Products, Torrance, CA	1981

---

<sup>1</sup> Medical leave: 1992-96.

## TEACHING INTERESTS

Business Ethics  
Managerial Communication  
Organizational Behavior  
Positive Psychology

## RESEARCH INTERESTS

Moral Development  
Ethics and Sustainable Enterprise  
Individual and Organizational Change  
Moral Courage

## PROFESSIONAL MEMBERSHIPS

Academy of Management<sup>2</sup>  
American Psychological Association  
Organizational Behavior Teaching Society  
Association for Psychological Science

European Academy of Management  
European Group for Organizational  
Studies  
Society for Business Ethics  
Society for Industrial & Organizational  
Psychology

## RESEARCH

### A. Books (peer reviewed)

Sekerka, L. E. (2018). *Being a better bear: Flying higher with ethics*. Atherton, CA: Menlo Imprint.

Sekerka, L. E. (2016). *Ethics is a daily deal: Choosing to build moral strength as a practice*. Basel, Switzerland: Springer International Publishing AG.

Sekerka, L. E. (2015). *Being a better bear: What it means to be ethical*. Atherton, CA: Menlo Imprint.

Sekerka, L. E. (Editor). (2014). *Ethics training in action: An examination of issues, techniques, and development*. Ethics in Practice Series. Charlotte, NC: Information Age Publishing.

### B. Journal Publications (peer-reviewed)

Bagozzi, R. P., Sekerka, L. E., & Sguera, F. (in press). Understanding the consequences of pride and shame: How self-evaluations guide moral decision making in business. *Journal of Business Research*.

Sekerka, L. E. & Marar Yacobian, M. (2017). Understanding and addressing Islamophobia in organizational settings: Leading with moral courage. *International Journal of Public Leadership*.

---

<sup>2</sup> Divisions/Special Interest Groups: Social Issues in Management, Organizational Development & Change, Organizational Behavior, Organizations & the Natural Environment, Management Education & Development, Positive Organizational Scholarship.

Stimel, D. & Sekerka, L. E. (2017). Play fair! Use of inverted moral markets to impose self-regulatory constraint. *Business Horizons*.

Comer, D. & Sekerka, L. E. (2017). Factors that contribute to durable moral courage in organizations. *Human Resource Management Review*.

King, D. R., & Sekerka, L. E. (2017). Managing competing interests: A review of ethics in military procurement. *Public Integrity*.

Sekerka, L. E., & Marar Yacobian, M. 2016. Encouraging informed balance: An ethical path to understanding Middle Eastern culturalism in business, 14, 102-115. *International Journal of Management Education*.

Marar Yacobian, M., & Sekerka, L. E. 2014. Business ethics and intercultural management Education: a consideration of the Middle Eastern perspective. *Journal of Business Ethics Education*, 11.

Sekerka, L. E., Godwin, L.N., & Charnigo, R. 2014. Motivating managers to develop their moral curiosity. *Journal of Management Development*, 33(7), 709-722.

Sekerka, L. E., McCabe, D. B., & Bagozzi, R. 2014. Self-regulation: The moral muscle in online ethical consumerism. *Journal of Marketing Development & Competitiveness*, 8(1).

Sekerka, L. E., Marar Yacobian, M., & Stimel, D. 2014. Business ethics in a transnational economy: Embracing the tribal-collectivist perspective. *Global Business & Economics Anthology*, 1(March), 10-25.

Sekerka, L. E., Comer, D., & Godwin, L. 2014. Positive Organizational Ethics: Cultivating and Sustaining Moral Performance. *Journal of Business Ethics*, 119(4), 435-444.<sup>3</sup>

Sekerka, L. E. & Stimel, D. 2014. Embracing waste as a resource: Insights from the informal and formal economies. *Management Research Review*, 37(3), 241-260.

Comer, D. & Sekerka, L. E. 2014. Taking time for patience: Recognizing, respecting, and reclaiming an undervalued virtue. *Journal of Management Development*, 33(1), 6-23.

Bagozzi, R. P., Sekerka, L. E., Hill, V., & Sguera, F. 2013. The role of moral values in instigating morally responsible behavior. *Journal of Applied Behavior Sciences*, 49(1), 69-94.

Sekerka, L. E. 2012. Compliance as a subtle precursor to ethical corrosion: A strength-based approach as a way forward. *Wyoming Law Review*, 12(2), 277-302.

Sekerka, L. E. & Stimel, D. 2012. Environmental sustainability decision-making: Clearing the path to effect change. *Journal of Public Affairs*, 12(3), 95-205.

---

<sup>3</sup> Impact factor for the *Journal of Business Ethics* is 1.552 (July 1, 2014).

- Sekerka, L. E., Godwin, L., & Charnigo, R. 2012. Use of balanced experiential inquiry to build ethical strength in the workplace. Special Issue on *Experiential Learning* for the *Journal of Management Development*, 30(3), 275-286.
- Sekerka, L. E. & Stimel, D. 2011. How durable is sustainable enterprise? Ecological sustainability meets the reality of tough economic times. *Business Horizons*, 54(2), 115-124.
- Sekerka, L. E. 2011. Preserving integrity in the face of corruption: Exercising moral muscle in the path to right action. *Journal of Organizational Moral Psychology*, 1(3), 1-14.
- Sekerka, L. E. & Godwin, L. 2010. Strengthening professional moral courage: A balanced approach to ethics training. *Training & Management Development Methods*, 24(5), 63-74.
- Arnaud, A. & Sekerka, L.E. 2010. Positively ethical: The establishment of innovation in support of sustainability. *International Journal of Sustainable Strategic Management*, 2(2), 121-137.
- Bagozzi, R. P., Sekerka, L. E., & Hill, V. 2009. Hierarchical motive structures and their role in moral choices of managers. *Journal of Business Ethics*, 90(4), 461-486.
- Sekerka, L. E., Bagozzi, R. P., & Charnigo, R. 2009. Facing ethical challenges in the workplace: Conceptualizing and measuring professional moral courage. *Journal of Business Ethics*, 89(4), 565-579.
- Sekerka, L. E., Zolin, R., & Goosby Smith, J. 2009. Careful what you ask for: How inquiry strategy influences readiness mode. *Organization Management Journal*, 6, 106-122.
- Sekerka, L. E. 2009. Organizational ethics education and training: A review of best practices and their application. *International Journal of Training and Development*, 13(2), 77-95.
- Sekerka, L. E. & Zolin, R. 2007. Rule bending: Can prudential judgment affect rule compliance and values in the workplace? *Public Integrity*, 9(3), 225-244.
- Sekerka, L. E. & Bagozzi, R. P. 2007. Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-142.
- Sekerka, L. E., Brumbaugh, A., Rosa, J., & Cooperrider, D. 2006. Comparing appreciative inquiry to a diagnostic technique in organizational change: The moderating effects of gender. *International Journal of Organization Theory and Behavior*, 9(4), 449-489.
- Sekerka, L. E. & Zolin, R. 2005. Proactive versus reactive approaches to ethical dilemmas: Battling moral mediocrity with professional courage. *Business & Professional Ethics Journal*, 24(4), 27-50.
- Sekerka, L. E. 2005. Positive scholarship on organizational transformation: Understanding the dynamics of strength-based approaches. *Business Psychology*, 3(1), 56-75.

Sekerka, L. E. & Chao, J. 2003. Peer coaching as a technique to foster professional development in clinical ambulatory settings. *Journal of Continuing Education in the Health Professions*, 23(1), 30-37.

Jeffries, L. W., Cutietta, C., Sekerka, L. E., & Lee, J. 2000. Newspapers, pluralism, and diversity in an urban context. *Mass Communication and Society*, 3(2/3), 157-184.

Jeffries, L.W., Cutietta, C., & Lee, J., & Sekerka, L. E. 1999. Differences of community newspaper goals and functions in large urban areas. *Newspaper Research Journal*, 20(3), 86-99.

### C. Special Issues (peer reviewed)

Sekerka, L. E., Comer, D., & Godwin, L. 2014. Building ethical strength, in good times and in bad (co-editors). Special Issue (contributor/editor) on *Positive Organizational Ethics* for the *Journal of Business Ethics*, 119(4), 435-444.

### D. Book Chapters (peer reviewed)

Sekerka, L. E., Stimel, D., Heske, D., & Lyon, M. (in press). Positive organizational ethics in management education: Principles for responsible financial literacy. *Management Education for Corporate Social Performance*.

Sekerka, L. E., Comer, D., & Godwin, L. 2017. Professional moral courage: Fostering principled performance at work. *Handbook of Virtue Ethics in Business and Management*.

Sekerka, L. E., 2015. Positive Organizational Ethics: Adult Moral Development in the Workplace. In J. Stavros (Ed.) *Practicing Organization Development, Fourth Edition*.

Sekerka, L. E. 2013. Best practices in ethics training: A focus on content and context. In L.E. Sekerka (Ed.) *Ethics training in action: An examination of issues, techniques, and development*. Charlotte, NC: Information Age Publishing.

Charnigo, R. & Sekerka, L. E. 2013. Organizational ethics process and assessment: Intervening to improve interventions. In L.E. Sekerka (Ed.) *Ethics training in action: An examination of issues, techniques, and development*. Charlotte, NC: Information Age Publishing.

Sekerka, L. E. 2013. Professional moral courage: Establishing ethical strength in organizational settings. In R. Burke, C. Cooper, and S. Fox (Eds.) *Human frailties: Wrong turns on the road to success*. Hampshire, U.K.: Gower Publishing.

Sekerka, L. E., Vacharkulksemsuk, T., & Fredrickson, B. L. 2011. Positive emotions: Broadening-and-building upward spirals of sustainable development. In K. Cameron & G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship*, Second Edition, (pp. 168-177). New York: Oxford University Press.

Sekerka, L. E., McCarthy, J.D., & Bagozzi, R. P. 2011. Developing the capacity for professional moral courage: Facing daily ethical challenges in today's military workplace. In D. Comer and G. Vega (Eds.), *Moral courage in organizations: Doing the right thing at work* (pp. 130-141). Armonk, NY: M.E. Sharpe.

Vacharkulksemsuk, T., Sekerka, L. E., & Fredrickson, B. L. 2010. Establishing a positive emotional climate to create twenty-first century organizational change. In N.M. Ashkanasy, C.P.M. Wilderom, & M.F. Peterson (Eds.), *Handbook of organizational culture and climate*, 2nd Edition (pp. 101-118). Thousand Oaks, CA: Sage.

Sekerka, L. E. 2010. Professional moral courage: Building a proactive approach to organizational ethics. In T. Freire (Ed.), *Understanding positive life: Research and practice on positive psychology* (pp. 343-363). Lisboa: Escolar Editora.

Sekerka, L. E. & Fredrickson, B. L. 2010. Working positively toward transformative cooperation. In A. Linley, S. Harrington, and N. Garcea (Eds.), *Oxford handbook of positive psychology and work* (pp. 81-94). New York: Oxford University Press.

Sekerka, L. E. & Fredrickson, B. L. 2008. Establishing positive emotional climates to advance organizational transformation. In N.M. Ashkanasy & C.L. Cooper (Eds.), *Research companion to emotion in organizations* (pp. 531-545). Cheltenham, UK: Edward Elgar Publishing.

Sekerka, L. E. & Fredrickson, B. L. 2007. Creating transformative cooperation through positive emotions. In S.K. Piderit, R.E. Fry, and D.L. Cooperrider (Eds.), *A handbook of transformative cooperation: New designs and dynamics* (pp. 151-169). Stanford, CA: University Press.

Sekerka, L. E. & Bagozzi, R. P. 2006. Moral courage in the workplace: Self-regulation as the cornerstone to virtuous action. Publication appearing in A. Delle Fave (Ed.), *Dimensions of well-being: Research and intervention* (226-240). Milano, Italy: FrancoAngeli.

Cooperrider, D. & Sekerka, L. E. 2006. Toward a theory of positive organizational change. In J.V. Gallos (Ed.), *Organization development: A Jossey-Bass reader* (pp. 223-238). San Francisco, CA: John Wiley & Sons.

Sekerka, L. E. & McCraty, R. 2004. Understanding the psychophysiology of appreciation in the workplace. In D. Cooperrider and M. Avital (Eds.), *Constructive discourse and human organization: Advances in appreciative inquiry*. Oxford, UK: Elsevier Science.

Cooperrider, D. & Sekerka, L. E. 2003. Elevation of inquiry into the appreciable world: Toward a theory of positive organizational change. In K. Cameron, J. Dutton, and R. Quinn (Eds.), *Positive organizational scholarship* (pp. 225-240). San Francisco: Berrett-Kohler.

## **E. Scales and Measurements (peer-reviewed)**

Sekerka, L. E., Bagozzi, R. P., & Charnigo, R. 2011. Professional moral courage scale (revised form,

3/21/11). *PsycTESTS*. Washington, D.C.: American Psychological Association.

#### F. Book Review (invitational)

Sekerka, L. E. 2007. Leading with values: Positivity, virtue and high performance (Book Review). *Organization Management Journal*, 4(2), 175-180.

#### G. Encyclopedia Entries (peer reviewed)

Sekerka, L. E. 2011. Ethics. In M. Marvel & J.G. Golson (Eds.), *Encyclopedia of new venture management*. Thousand Oaks, CA: SAGE.

Stimel, D. & Sekerka, L. E. 2011. Capitalism. In P. Robbins, H.S. Schiffman & G.J. Golson (Eds.), *Green issues and debates: An A-to-Z guide*. Thousand Oaks, CA: SAGE.

Sekerka, L. E. 2010. Compliance in green business. In P. Robbins, N. Cohen, & G.J. Golson (Eds.), *Green business*. Thousand Oaks, CA: SAGE.

#### H. Technical Report

Sekerka, L. E., Zolin, R., & Simon, C. 2005. Rapid transformation in a dual identity defense university. *Technical Reports* #NPS-GSBPP-05-003, Monterey, CA: Naval Postgraduate School.

#### I. Case Studies

Sekerka, L. E., Comer, D., & Benishek, L. 2017. The inordinate power of big pharma. In Denis Collins (Ed.) *Business Ethics: How to Design and Manage Ethical Organizations*. Thousand Oaks, CA: Sage.

Sekerka, L. E. 2001. An organization in alignment: HeartMath, a coherent community by design. *New Designs in Transformative Cooperation: A Study of Leadership in a Relational Era. Social Innovations in Global Management* (SIGMA), Case Western Reserve University, Cleveland, OH.

#### J. Media

“What Skills are Needed for Facebook’s Security and Content Review Hiring?” by Ed Silverstein (11/8/17), in *LegalTechNews*.

“Interview with Leslie E. Sekerka” Social Issues in Management Division of the Academy of Management, Spotlight on Member Scholars (6/30/16), *The SIMian*.



“Do Corporations Have a Moral Obligation to Community Service?” by J. Kiernan (4/22/16), in *Ask the Experts: Corporate Responsibility, Financial Literacy & Branding*, **WalletHub**.

“Learning to Exercise Your Moral Muscles” Springer Publishing (2/15/16), **Reflections**.

Television Interview “Being a Better Bear”, KMAX TV (11/11/15), **Good Day Sacramento** (<http://gooddaysacramento.cbslocal.com/video/3318906-ethics-lessons-for-kids/>).

“A Guide to Doing Business in Iran,” by L. Sekerka & M. Marar Yacobian (7/17/15); **Fortune Magazine**.

“Uber Grapples with its Aggressive Image,” by M. Quinn (11/18/14); **Mercury News**.

“Moral courage: Building ethical strength in the workplace. Questions & Answers with Leslie E. Sekerka” (3/3/11). **Character First: The Magazine**.

### **K. Manuscripts (under review)**

Sekerka, L. E., & Marar Yacobian, M. December, 2017. Proactively fostering workplace respect and inclusivity in an era of Islamophobia. **Equality, Diversity, and Inclusion: An International Journal**.

### **L. Manuscripts (in preparation)**

*Choosing not to buy: Advancing ethical consumption by aiming for moral restraint.* An exploratory inquiry to better understand the role of temptation and moral restraint in ethical consumption. Publishing venue to be determined (Bagozzi, R., et al.).

*The role of moral values in instigating morally responsible behavior among the next generation of management.* Authors revisit their cognitive hierarchical laddering research with millennials, an empirical analysis of justifications to act/not act in an ethical challenge situation. Publishing venue to be determined (R. P. Bagozzi, et al.).

*Sustaining the ethical identity of a firm through a period of rapid growth: A longitudinal qualitative inquiry with Jazz Pharmaceuticals.* A five year study to better understand how an organization’s ethical strength can be preserved as it expands from 500 to 5000 employees. Publishing venue to be determined (Comer, D., et al.).

*Being a better bear: The ethics of Cheese Pleasees.* A third book in the ethics for children book series; this story focuses on the power of temptation (illustrations by W. and J. Jenkins).

*Capitalism*, encyclopedia entry (D. Stimel).

*Cost-benefit analysis*, encyclopedia entry (D. Stimel).

*An interview with Carson Block: Self-regulation imposed via inverted moral markets.* Proposal submitted to Harvard Business Review (C. Block and D. Stimel).

*Bolting in versus bolting on: Creating value for diversity in management education* (M. Marar Yacobian and D. Stimel).

*Downgrading morality: Why the check-in-the-box approach is failing us* (R. Underhill).

## **AWARDS, GRANTS, & FUNDING**

### ***Oxford University, Harris Manchester College – 2017/2018***

Summer Research Institute Appointment Award, Menlo College, Atherton, CA

### ***Research Scholar of the Year - 2016***

Honoring exemplary research and scholarship, Menlo College, Atherton, CA

### ***Outstanding Reviewer - 2015***

*Journal of Management Development* and the Emerald Literati Network Awards for Excellence, recognizing significant reviewer contributions

### ***Outstanding Teacher of the Year - Charles B. Emerick Award - 2013***

Teacher of the year honor presented by colleagues and students to the faculty member demonstrating outstanding efforts as an exemplary educator, Menlo College, Atherton, CA

### ***Emerald Literati Network Awards for Excellence - 2011***

Highly Commendable Paper of the Year – Emerald Publishing, *Training & Management Development Methods*, <http://www.emeraldinsight.com/authors/literati/awards.htm?year=2011&journal=tmdm>

### ***Santander Sustainability Challenge Scholarship Award - 2011***

Conference Paper Award - Ashridge Business School, *Sustainability Challenge: Organizational Change and Transformational Vision* (with D. Stimel)

### ***Research Scholar of the Year - 2009***

Honoring exemplary research and scholarship, Menlo College, Atherton, CA

## **Grant Awards & Financial Donations**

2017	Ethics in Action Center (Private Donations)	\$22,000
2016	James Hervey Johnson Charitable Educational Trust	\$10,000
2016	Ethics in Action Research and Education Center (Private Donations)	\$1,640
2015	James Hervey Johnson Charitable Educational Trust	\$12,800
2015	Ethics in Action Research and Education Center (Private Donations)	\$1,000
2014	James Hervey Johnson Charitable Educational Trust	\$5,000
2013	James Hervey Johnson Charitable Educational Trust	\$5,000

2012	Ethics in Action Research and Education Center (Private Donations)	\$1,500
2012	James Hervey Johnson Charitable Educational Trust	\$4,000
2012	University of Wyoming Seminar on Sustainable Management	\$3,400
2012	Ethics in Action Research and Education Center (Private Donations)	\$2,000
2011	James Hervey Johnson Charitable Educational Trust	\$3,000
2011	Ashridge School of Business, Berkhamsted, UK	\$950
2011	Ethics in Action Research and Education Center (Private Donations)	\$3,650
2010	Ethics in Action Research and Education Center (Private Donations)	\$5,635
2009	Ethics in Action Research and Education Center (Private Donations)	\$3,500
2008	Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA	\$4,000
2007	Naval Supply Systems Command, Mechanicsburg, PA	\$53,500
2007	Naval Medical Center/University of San Diego	\$1,000
2006	United States Navy, Supply Corps School, Athens, GA	\$11,900
2006	Naval Surface Warfare Center, Port Hueneme, CA	\$3,000
2005	United States Navy, Education and Training, Washington, DC	\$6,000
2004	Naval Supply Systems Command, Mechanicsburg, PA	\$90,000
2003	Naval Postgraduate School/Graduate School of Business and Public Policy	\$34,000
2002	Naval Postgraduate School/Graduate School of Business and Public Policy	\$20,000
2002	Center for Regional Economic Issues	\$3,000
2001	Roadway Incorporated Corporate Grant (with D. Cooperrider)	\$42,000
2001	Center for Regional Economic Issues	\$3,000
2000	Predoctoral Division of Medicine, Bureau of Health Professions	\$5,000
2000	Center for Regional Economic Issues	\$2,000
2000	Valenca & Associates Grant	\$3,000
1999	Case Western Reserve University Graduate Assistant Award	\$15,000
1998	Case Western Reserve University Graduate Assistant Award	\$15,000
1997	Cleveland State University Graduate Assistant Award	\$10,000

### **ACADEMIC CONFERENCE PRESENTATIONS** (peer-reviewed)<sup>45</sup>

*Management Education for Millenials: Targeting Responsible Investment and Moral Strength.* Paper submitted to the **International Association of Management & Business**, San Francisco, CA, 3/18.

*Advancing Consumers' Ability to Use Moral Restraint: Learning to Say "no" to Product Temptations.* Paper submitted to the **American Psychological Association Annual Meeting**, San Francisco, CA, 8/18.

*Self-Conscious Emotions and Moral Decision Making in Business.* Paper accepted and presented at the **Academy of Management Annual Meeting**, Atlanta, GA, 8/17.\*

*Management Education for Responsibility and Ethics: An International Perspective.* Professional Development

<sup>4</sup> Asterisk (\*) denotes paper included in the conference proceedings.

<sup>5</sup> Activity prior to 2004 available upon request.

Workshop accepted and presented at the **Academy of Management Annual Meeting**, Atlanta, GA, 8/17.

*Moral Courage and Prejudice in the Workplace*. Research accepted and presented at the **Academy of Management Humanistic Management Pre-Conference**, Atlanta, GA, 8/17.

*Workplace Inclusion in an Era of Islamophobia: Fostering Moral Competency in Organizational Settings*. Paper accepted and presented at the **Equality, Diversity, & Inclusion Conference**, London, England, 6/17.

*Islamophobia as a Management Issue: Facing Discrimination toward Muslims with Moral Courage* Paper accepted and presented at the **European Academy of Management Annual Meeting**, Glasgow, Scotland, 6/17.

*Cultivating Moral Courage through Balanced Experiential Inquiry*. Master class accepted and presented at the **Sixth Teaching Ethics Research Conference**, Brigham Young University, Provo, Utah, 5/17.

*A Moral Competency Approach to Ethical Consumption*. Paper accepted and presented at the **Eastern Academy of Management Conference**, Baltimore, MD, 5/17.

*Play Fair! Use of Inverted Moral Markets to Impose Self-regulatory Constraint*. Paper accepted and presented at the 32nd **European Group for Organizational Studies Colloquium Organizing in the Shadow of Power (The Privatization of Regulation)**, Naples, Italy, 7/16.

*Durable Moral Courage in Organizations: Preventing Demoralization Before and After the Going Gets Tough*. Paper accepted and presented at the **Society of Business Ethics Annual Meeting**, Vancouver, BC, 8/15.

*Moral Courage in the Workplace*. Symposium Co-chair and paper accepted and presented at the **Academy of Management Annual Meeting**, Vancouver, BC, 8/15.

*Sustaining Moral Courage: Understanding and Preventing Demoralization in Workplace Settings*. Paper accepted and presented at the **European Academy of Management Annual Meeting**, Warsaw, Poland, 6/15.

*The influence of social self-conscious emotions in moral decision-making: Understanding the affective links to right action*. Poster accepted and presented at the **Association for Psychological Science Annual Meeting**, New York, NY, 5/15.

*Fostering Ethical Workplace Behavior: The Role of Organizational Science*. Symposium accepted and presented at the **Society for Industrial & Organizational Psychology**, Honolulu, HI, 5/14.

*Ethical Decision-making in a Transnational Economy: Embracing the Tribal-Collectivist Perspective*. Paper accepted and presented at the **International Business & Economics Conference**, Abu Dhabi, United Arab Emirates, 1/14.\*

*Ethical Decision-making Processes: Beginning to Understand the Islamic Perspective.* Paper accepted and presented at the **European Academy of Management Annual Meeting** (Transculturalism, Diversity and the Future of Management), Istanbul, Turkey, 6/13.\*

*Best Selves and Moral Development.* Poster accepted and presented at the **2013 Positive Organizational Scholarship Research Conference**, University of Michigan, Ann Arbor, MI, 6/13.

*Understanding Islamic Business Ethics: The Driving Forces of Religious Values and Cultural Tradition.* Paper accepted to the **Managing in a Global Economy XV: Collaboration, Learning, and Discovery Conference**, Seville, Spain, 6/13.

*Ethical Consumerism: Movement from the Desire to Decision to Buy Green.* Paper accepted and presented at the **Academy of Marketing Science Annual Conference**, Monterey, CA, 5/13.\*

*Viewing the Informal Economy through the Lens of Sustainability: Worker-Related Challenges and Opportunities.* All-Academy Symposium (Co-chair) and paper presented at the **Academy of Management Annual Meeting**, Boston, MA, 8/12.

*Understanding Islamic Business Ethics: Advancing Management Education by Examining Middle Eastern Cultural Norms.* Paper accepted and presented at the **Annual Comparative and International Education Society**, San Juan, Puerto Rico, 4/12.

*Establishing a Positive Emotional Climate to Create Twenty-First Century Organizational Change: A Symposium on Organizational Culture and Climate.* Paper accepted and presented at the **Society of Industrial and Organizational Psychology Annual Conference**, San Diego, CA, 4/12.

*Influencing the Desire to Buy Green: Exploring Ethical Consumer Decision-Making in a Social Media Context.* Paper accepted and presented at the **International Academy of Business and Management**, San Francisco, CA, 11/11.\*

*Taking Time for Patience.* Paper accepted and presented at the **International Vincentian Conference Promoting Business Ethics**, New York, NY, 10/11.

*Harnessing the Animal Spirits to Invoke Environmental Sustainability Decision-Making.* Paper accepted and presented at the **Ashridge International Research Conference, The Sustainability Challenge: Organizational Change and Transformational Vision**, Ashridge Business School, Berkhamsted, UK, 6/11.

*An Ethics Workout: Using Balanced Experiential Inquiry to Strengthen Moral Muscles.* Master workshop accepted and presented at the **Western Organization and Management Teaching Conference**, University of Redlands, Redlands, CA, 4/11.

*Positive Emotions: Broadening-and-Building Upward Spirals of Sustainable Development.* Invited book chapter, **Bi-Annual Positive Organizational Scholarship Conference**, University of Michigan, Ann Arbor, Michigan, 1/11.

*Building Managers' Desire to Act Ethically: A Field Study Using Experiential-Based Ethics Training.* Paper presented at the **Experiential Learning Congress**, Berlin, Germany, 11/10.

*Building Professional Moral Courage: Exercising Employees' Moral Muscles through Balanced Experiential Inquiry.* Paper presented at the Social Issues in Management Division, **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Professional Moral Courage and Ethical Decision-Making: A Competency-based Approach.* Paper presented at the Symposium on Moral Decision-Making in Organizations: Empirical Insights and Practical Guidance (All-Academy Session), **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Preserving Integrity in the Face of Corruption: Exercising Moral Muscle in the Path to Right Action.* Paper presented at the Symposium on *Displaced Passions: Views of Collusive Behavior in Organizational Settings*, to the Social Issues in Management and Organizational Behavior Divisions, **Academy of Management Annual Meeting**, Montreal, Canada, 8/10.

*Getting Curious about Ethics: Cultivating Intrinsic Motivation toward Moral Awareness in the Workplace.* Paper Presented (conference proceedings), at the Australian **Association for Professional and Applied Ethics 2010 National Conference**, University of Sydney, Sydney, Australia, 6/10.\*

*No Time to Waste? Organizational Change toward Ecological Sustainability in Recessary Times.* Paper presented at the **3<sup>rd</sup> Annual International Conference on Business and Sustainability**, Center for Global Leadership in Sustainability, Portland State University, Portland, OR, 11/09.

*Designing Organizations to Innovate for Sustainability.* Paper/poster presented at the **Academy of Management Annual Meeting**, Chicago, IL, 8/09.

*Organizational Ethics Education and Training: A Review of Best Practices and Their Application.* Paper presented at the **Society of Business Ethics**, Chicago, IL, 8/09.

*Using Network Analyses to Understand Personal Motive Structures that Drive Moral Choices.* Invited keynote speaker for opening session at the conference **Network Ethics: The New Challenge in Business, ICT and Education**, Universidade Católica Portuguesa, Center for Ethics Business and Economics, Lisbon, Portugal, 6/09.

*Positively Ethical: The Establishment of Innovation in Support of Long-term Sustainability.* Paper/poster session presented at the **Business as Agent of World Benefit Conference: Manage by Designing in an Era of Massive Innovation**, Cleveland, OH, 6/09.

*Professional Moral Courage: Concept and Measurement.* Paper/poster session presented at the **Association for Psychological Science**, San Francisco, CA, 5/09.

*Professional Moral Courage.* Invited guest speaker for opening session of the *Virtues and Business Group*

and Round Table discussant at the **Association for Practical and Professional Ethics**, 18<sup>th</sup> Annual Meeting, Cincinnati, OH, 3/09.

*Not Either/Or, but Both/And: A Balanced Experiential Inquiry Approach to Diversity Audits*. Session Co-chair, Professional Development Workshop (Gender and Diversity in Organizations Division), presented at the **Academy of Management Annual Meeting**, Anaheim, CA, 8/08.

*How the Questions We Ask Contribute to Virtuous Action in the Workplace: Elevating Ethics in Organizations*. Symposium Co-chair and paper presented at the **Academy of Management Annual Meeting**, Anaheim, CA, 8/08.

*Facing Ethical Challenges in the Workplace: Conceptualizing and Measuring Professional Moral Courage*. Paper presented at the **Society of Business Ethics Conference**, Anaheim, CA, 8/08.

*Hierarchical Representation of Motives in Ethical Behavior*. Paper presented at the **Fourth European Conference on Positive Psychology**, University of Rijeka, Opatija, Croatia, 7/08.\*

*Bending the Rules with Prudence: From Dangerous Norm to Necessary Adaptation*. Paper presented at the **Australian Association for Professional and Applied Ethics 2008 National Conference**, Brisbane, Australia, 6/08.\*

*Are Managers Curious about Ethics? A Process to Prepare Managers for Moral Agency*. Paper presented at the **Western Academy of Management Annual Meeting**, Oakland, CA, 3/08.

*Can Rules be Bent with Prudential Judgment?* Paper/poster presented at the 4<sup>th</sup> **Annual Acquisition Research Symposium**, Monterey, CA, 5/07.

*Moral Action in Everyday Life: An Ethics Process to Foster Interest and Determination in the Workplace*. Paper presented at **Business Ethics in a Global World: China, India, and Beyond – A Conference for Executives and Scholars**, Santa Clara University, Santa Clara, CA, 3/07.

*Virtues and Practice: POS Research Streams for 2007*. Two research topics presented at the **Positive Organizational Scholarship Conference**, University of Michigan, Ann Arbor, MI, 12/06.

*Micro, Meta, Macro: 3 Levels of Education for 21st Century Leadership*. Session presented at the **Business as Agent of World Benefit Global Forum** (BAWB), Case Western Reserve University, Cleveland, OH, 10/06.

*Ethics in the Workplace: The Promotion of Moral Flourishing in Daily Organizational Life*. Session presented at the **Academy of Management Annual Meeting**, Positive Organizational Scholarship Professional Development Workshop, Atlanta, GA, 8/06.

*Ethics in the Workplace: Factors that Promote Moral Flourishing in Daily Organizational Life*. Paper presented at the **3<sup>d</sup> European Conference on Positive Psychology**, University of Minho, Braga, Portugal, 7/06.\*

*Applying Positive Change Management Processes to Classroom Education on Moral Decision-Making.* Session presented at the **Teaching Business Ethics 2006 Conference**, University of Colorado, Boulder, Leeds School of Business, 6/06.

*Prudential Judgment in the Department of Defense.* Paper presented at the conference **Public Policy, Prudential Judgment, and the Catholic Social Tradition**, Terrence J. Murphy Institute for Catholic Thought, Law, and Public Policy, St. Thomas University, Minneapolis-St. Paul, MN, 4/06.

*Military Education and Moral Development.* Session Chair at the 2006 **International Military Ethics Society Annual Program** (formerly JSCOPE), Washington, D.C., 1/06.

*Change Now Because I Say So! Specialized Management Identity and Coercive Rapid Transformation.* Paper presented at the **Academy of Management Annual Meeting**, Organizational Development and Change Division, Honolulu, Hawaii, 8/05.

*Ethics and Integrity of Governance.* Paper presented at **Ethics and Integrity of Governance: A Transatlantic Dialogue Workshop**, Leuven, Belgium, 6/05.

*Battling Moral Mediocrity in the Military: An Integrated Proactive Approach to Ethics.* Session presented at the **U.S. Navy Ethics Learning Continuum Conference**, Norfolk, VA, 4/05.

*Reactive Approaches to Ethical Accountability: Battling Moral Mediocrity with Professional Courage.* Paper presented at the **Third Biennial Global Conference on Business Ethics: The Accountable Corporation**. Guest speaker at the Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 2/05.

*Specialized Management Identity and Rapid Transformation at a Military University.* Paper presented at the **Research Seminar: Australian Defense Force Academy**, Canberra, Australia, 2/05.

## TEACHING

### A. Courses

- Business Ethics (undergraduate core)<sup>6</sup>  
*Teacher of the Year Award*, 2013<sup>7</sup>
- Organizational Theory and Development (undergraduate core)  
*Nominated for Teacher of the Year*, 2010, 2012, 2017
- Introduction to Psychology (undergraduate core)
- Organizational Design for Entrepreneurship and Innovation (MBA core)<sup>8</sup>
- Proactive Organizational Ethics (MBA seminar elective)
- Organizational Behavior: Managing for Organizational Effectiveness (MBA core)

---

<sup>6</sup> Designed new core course for undergraduate core curriculum.

<sup>7</sup> Course evaluations 4.9/5 (2017); ten year mean 4.8/5 (without grade inflation).

<sup>8</sup> Designed course for MBA core curriculum.



***Top Teaching Evaluations: Business School Distinctions, 2006/Summer***

- Communications for Managers (MBA core)

***Top Teaching Evaluations: Business School Distinctions, 2005/Winter***

- Managing Change in Organizational Systems (MBA core)
- Problem Analysis and Ethical Dilemmas (MBA core; short course/teaching team)

**B. Seminars and Workshops (prepared/taught)**

- Giving Voice to Values: Leading with Ethical Responsibility (Undergraduate)
- Positive Organizational Ethics: Building Strength for Principled Performance (Professional Development)
- Moral Courage: Building Ethical Strength in the Workplace (Professional Development)
- An Ethics Workout: Using Balanced Experiential Inquiry to Strengthen Moral Muscles (Professional Development)
- Understanding the Positive in Positive Organizational Scholarship (Professional Development)
- Positive Organizational Ethics: Best Practices in Education and Training (Professional Development)
- Facing your Ethical Challenges (Professional Development)
- Professional Moral Courage in the Workplace (Executive Education)
- Appreciative and Problem-Solving Approaches to Goal Setting (Undergraduate)
- Leading with Moral Strength: Advocated or Exercised? (Professional Development)
- An Ethics Check-Up for Healthcare Professionals (Executive Education)
- An Ethics Tune-Up: Exercising Your Moral Muscle (Executive Education)
- In the Line of Moral Fire (Professional Education)
- Creating a Command Climate of Moral Strength (Executive Education)
- Ethics for Naval Intelligence (Executive Education)
- Ethics for Naval Corporate Business (Executive Education)
- Ethics in Action: Are you prepared to ask why? (Professional Education)
- Beyond Compliance: Understanding Professional Moral Courage (Professional Education)

**C. Menlo College Student (various activities)**

**2017-2018**

- **Student Advising** – D. Betts, J. Chandler, A. Curtis, C. Fishmeister, J. Dunne, E. Efimoff, S. Herrera, D. Kraft, N. Krahnke, L. Lauti, B. Lupercio, R. Maisano, A. Ortiz, N. Quejado, N. Rodriguez, F. Rong, E. Sanchez, A. Thacker, C. Zhu
- **Advisor, Business Ethics in Action Club**
- **Coordinator, Ethics in Action Guest Speaker Series** – Eleven speaker events
- **Community Service Outings** – “Being a Better Bear Reading Program” community service events at Ronald McDonald House (9/12, 11/1, 2/19)

**2016-2017**

- **Student Advising** – D. Betts, J. Chandler, A. Curtis, C. Fishmeister, J. Dunne, E. Efimoff, S. Herrera, D. Kraft, N. Krahnke, L. Lauti, B. Lupercio, R. Maisano, A. Ortiz, N. Quejado, N. Rodriguez, F. Rong, E. Sanchez, A. Thacker, C. Zhu
- **Advisor, Business Ethics in Action Club**
- **Coordinator, Ethics in Action Guest Speaker Series** – Sixteen speaker events
- **Community Service Outings** – “Being a Better Bear Reading Program” community service events at Ronald McDonald House (10/17, 11/7, 2/20, 3/17)

**2015-2016**

- **Student Advising** – J. Bateman, C. Banke, K. Hager, N. Krahnke, S. Lazaridis, M. Mathews, T. Morrow, M. Raymond, C. Shelton, L. Sherwood, G. Spangler, D. Tipton
- **Advisor, Business Ethics in Action Club**
- **Coordinator, Ethics in Action Speaker Series** – Sixteen speaker events
- **Community Service Outings** – “Being a Better Bear Reading Program” event at Ronald McDonald House (9/15, 2/16, 4/16)
- **Independent Study (IDR)** – *Ethics in Family Business*, TJ Yildirim (8/16)

**2014-2015**

- **Student Advising** – J. Bateman, C. Banke, K. Hager, N. Krahnke, S. Lazaridis, M. Mathews, T. Morrow, M. Raymond, C. Shelton, L. Sherwood, G. Spangler, D. Tipton
- **Advisor, Business Ethics in Action Club**
- **Coordinator, Ethics in Action Speaker Series** – Twenty speaker events
- **Leadership Week** – Workshop event *Giving Voice to Values*
- **Community Service Outing** – “Cookies and Crafts” event at Ronald McDonald House

**2013-2014**

- **Student Advising** – E. Bedell, M. Brown, V. Cabrera, A. Collier, D. Tipton, M. Toccoli
- **Advisor, Ethics in Action Club – Campus Event:** *Ethics Round Table* (10/23), *Doing it Right Dessert Social* (10/23)
- **Coordinator, Ethics in Action Speaker Series** – Fifteen speaker events

**2012-2013**

- **Student Advising** – S. Amidhozour, E. Bedell, M. Brown, A. Collier, D. Crist, J. Garcia, A. Jamies, M. MacLellan, S. Monderine, D. Tipton, M. Toccoli, S. Sabado, K. Smith, Y. Son, Y. Yu, V. Cabrera
- **Advisor, Ethics in Action Club – Campus Event:** *Ethics Mystery Maze* (10/12)
- **Co-Advisor, Rotaract Club**
- **Coordinator, Ethics in Action Speaker Series** – Twenty-four speaker events
- **Independent Study (IDR)** – *Understanding the Ethical Health of Organizations*, M. MacLellan (8/12)

**2011-2012**

- **Student Advising** – M. Brown, B. Coyne, M. Dotson, J. Garcia, S. Hung, A. Jaimes, H. Malak, S. Monderine, S. Sabado, S. Selvin, K. Smith, Y. Son, Y. Yu
- **Advisor, Ethics in Action Club** – Campus Event: *Spread the Love-Pay it Forward Contest*, (2/12)
- **Co-Advisor, Rotaract Club**
- **Coordinator, Ethics in Action Speaker Series** – Fifteen speaker events
- **Research Associate** – M. MacLellan, *Hierarchical values statistics* (3/12)
- **Recruitment** – Assist with new student prospects upon request from the Admissions Department (10/11, 4/12)

**2010-2011**

- **Student Advising** – B. Balmuth, M. Brown, B. Caoile, B. Coyne, J. Davis, K. Darneille, M. Dotson, K. Hannon, H. Malak, L. Musante, M. Ortiz, S. Selvin, J. Smith, H. Whelan, and Y. Ming Yu
- **Advisor, Ethics in Action Club** – Campus Event: *The Great Ethics Case Race*, (3/11)
- **Co-Advisor, Rotaract Club**
- **Coordinator, Ethics in Action Speaker Series** – Eight speaker events
- **Recruitment** – Assist with new student prospects upon request from the Admissions Department (1/11, 3/11)
- **Research Associate** – B. Tegegn, *Cross-cultural ethics programming* (1/11)

**2009-2010**

- **Student Advising** – B. Balmuth, D., Black, B. Caoile, J. Davis, K. Darneille, K. Hannon, K. Guild, H. Malak, L. Musante, S. Ortiz, S. Selvin, H. Whelan, and K. Wood
- **Advisor, Ethics in Action Club**
- **Coordinator, Ethics in Action Speaker Series** – Nine speaker events
- **Independent Study (IDR)** – *Understanding how animal-assisted therapy is effective towards psychological disorders*, A. Adelman (1/10); *Teaching and Pedagogical Development*, J. Szalata (8/09); *Research and Cross-Cultural Applications*, B. Tegegn (8/09)
- **Conference Sponsorship** – A. Adelman, *Equine Focused Animal-Assisted Therapy* and J. Szalata, *Fluid and Crystallized Intelligence*, 2010 California Cognitive Science Conference *Cognitive Crossroads: Directions of the Mind*, University of California, Berkeley Campus (5/10)

**2008-2009**

- **Student Advising** – B. Balmuth, M. Brown, B. Caoile, B. Coyne, K. Darneille, J. Davis, B. Ingram, H. Malak, L. Michel, S. Selvin, H. Whelan, and K. Wood
- **Advisor, Student Allocations Board** (H. Malak, SAB President) (\$40,000 budget)
- **Co-Advisor** – Psychology Club
- **Coordinator, Ethics in Action Speaker Series** – Eight speaker events
- **Independent Study (IDR)** – *Ethics in Action: Advancing Research and Education for Social Responsibility*, S. Laurusaitis (1/09); *Organizational Behavior and Intelligence*, J. Szalata (1/09); *Teaching Psychology: Foundations of Learning and Pedagogical Development*, H. Sluis, (8/08)

**2007-2008**

- **Student Advising** – B. Caoile, C. Cowgill, K. Darneille, C. Duarte, J. Herrera, B. Ingram, C. Lopez, L. Michel, S. Selvin, K. Wood
- **Co-Advisor**, Psychology Club
- **Ethics in Action Student Book Club**
- **Coordinator, Ethics in Action Speaker Series** – Three speaker events
- **After School Specials** (student workshops) - *Ethics in Action Best Practices: Workplace E&T* (6/08); *Change in the New Year: Appreciative and Problem Solving Approaches to Goal Setting* (1/08); *Leading with Moral Strength: Advocated or Exercised?* (9/07); *Psychology: Research, Teaching, and Practice* (9/07)

**D. Naval Postgraduate School** (thesis advisor)

- *Analysis of the Contracting Processes and Ethical Culture at Ogden Air Logistics Center* – D. VanAssche, S. Moats, and B. Sheehan (12/07)
- *Analysis of NAVFAC Contracting Processes Using Contract Management Maturity Model* – W. Ludwig and Moore (12/06)
- *Religious Tolerance in the Military Service: A Viable Statement?* – A. Goldberg (10/06)
- *A Study of Industry Best Practices in Ethics Programming: Learning from Exemplary Ethical Organizations to Inspire Moral Courage in the Military* – T. Garcia and R. Spriestersbach (12/05)
- *Merit-Based Pay for the U.S. Marine Corps* – O. Nucci and H. Brown (12/05)
- *Physical Fitness in the United States Marine Corps: Our History, Current Practices, and Implications for Today's Human Performance and Mission Accomplishment* – A. Thompson (12/05)
- *LEAD Program-USNA: Selecting for Moral Character: Is the Process Sound?* – C. Clemans (6/05)
- *Ethics in Action: Preparing Navy Supply Corps Officers for Exercising Moral Courage: An Assessment and Best Practices Study* – J. Ingram, P. Haren, and L. Weber (12/04)
- *Facing Ethical Dilemmas: Factors that Contribute to Officers' Exercising Moral Courage* – R. Blevins (12/04)
- *An Analysis of Cultural Components and Their Influence on Performance of Military Business Activities* – S. Uztariz (6/04)
- *The Glass Ceiling Effect and its Impact on Mid-level Female Officer Career Progression in the United States Marine*
- *Corps and Air Force* – A. Evertson and A. Nesbitt (3/04)
- *Realignment and the Process of Change at the Naval Postgraduate School* – T. Jett, S. Thompson, and A. Wing (12/03)

**SERVICE****A. To the Field****Academy of Management**

- *Ethics Education Committee (EEC)*, 2017-present

### **Editorial Board/Advisory Consultant:**

- *Journal of Management Development*, Editorial Board, 2014-present
- *Business & Ethics Partnership, Markkula Center for Applied Ethics*, Academic Partner, Santa Clara University, 2005-present
- *The Science and Habits of Courageous Leadership*, Series for Girls in Oakland and the East Bay, Expert Advisor, 2014-2016
- *Journal of Organizational Moral Psychology*, Editorial Board, 2009-2016
- *Academy of Management*, Associate Editor, Social Issues in Management Division, 2010-2015
- *Bay Area Ethics & Compliance Association (BECA)*, Expert Advisor, San Francisco, CA, 2014
- *Ethisphere Institute, Inc.*, Expert Advisor, New York, 2012-2014

### **Workshops and Training Sessions:**

- *Freedom of Speech in Today's America – Addressing Marginalization in the Workplace: Spotlight on Islamophobia*. Workshop to be presented at Santa Clara University, Markkula Center for Applied Ethics, Santa Clara, CA, 11/17.
- *Professional Moral Courage*. Course lecture presented at Duke University, School of Public Policy, NC, 4/17.
- *Giving Voice to Values: Leading with Ethical Responsibility*. Session presented at Menlo College (Leadership Week), Atherton, CA, 3/15.
- *Driving business with ethical strength*. Session presented at John Carroll University, Boler School of Business, University Heights, OH, 2/14.
- *Positive Organizational Ethics: Building Strength for Principled Performance*. Professional development session presented at the Advanced Technology Investment Company (ATIC), Abu Dhabi, UAE, 1/14.
- *Moral Courage: Building Ethical Strength in the Workplace*. Professional development session presented at the Sustainable Management Seminar: Strategies and Tools for the Energy and Extraction Industries, University of Wyoming, Laramie, WY, 3/12.
- *Understanding the Positive in Positive Organizational Scholarship*. Professional development session presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Positive Organizational Ethics: Best Practices in Education and Training*. Professional development seminar presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Virtue as a Framework for Management: Getting Curious about Ethics*. A research overview presented at the School of Management, University of South Australia, Adelaide, Australia, 6/10.
- *Facing your Ethical Challenges*. A community service workshop presented at the 27th Annual QUAD EEO Training Conference, Concord, CA, 9/09.
- *Managing Ethical Challenges in the Workplace: Conceptualizing and Measuring Professional Moral Courage*. Research findings presented at the Universidade Católica Portuguesa, Center for Ethics Business and Economics, Management Department, Lisbon, Portugal, 6/09.

- *Managing Ethical Challenges in the Workplace: Learning How to Engage with Professional Moral Courage*. A community service workshop presented at the Federally Employed Women (FEW) Regional Training Program, Naval Postgraduate School, Monterey, CA, 4/09.
- *Best Practices in Organizational Ethics Education and Training in Silicon Valley*. Research findings presented at the Business and Organizational Ethics Partnership, Markkula Center at Santa Clara University, Santa Clara, CA, 4/09.
- *Beyond Compliance: Understanding Professional Moral Courage*. Five workshops and an all-school lecture to advance moral awareness. USN Supply Corps School, Athens, GA, 4/07.
- *Creating Climates of Moral Strength*, workshop presented at the USN Public Health program, Naval Medical Center San Diego and San Diego State University, San Diego, CA, 3/07.
- *Breaking or Bending? Ethics Partnership*, Paper presented at the *Ethics Partnership Meeting*, Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 1/07.
- *Balanced Experiential Inquiry: Training the Trainers*. Workshop conducted to educate U.S. Naval Supply Corps instructors in ethics education process. USN Supply Corps School, Athens, GA, 6/07.
- *An Ethics Tune-Up: Exercising Your Moral Muscle*. A seminar presented to USN Third Fleet Executive Meeting. Center for Executive Education, NPS, Monterey, CA, 12/06.
- *In the Line of Moral Fire: Are You Prepared to Engage in Ethical Action?* Five workshops and an all-school lecture to elevate ethical awareness. USN Supply Corps School, Athens, GA, 11/06.
- *Creating Command Climates of Moral Strength*, presented at the Naval Leadership Forum, Naval Surface Warfare Center, Port Hueneme, CA, 11/06.
- *Ethics in Action: Are You Prepared to Ask Why?* Five workshops and an all-school lecture conducted to elevate ethical awareness. USN Supply Corps School, Athens, GA, 5/06.
- *The Ethical Health of the Military: Fostering Moral Action from Battlespace to Workplace Operations*. U.S. Navy Corporate Business Course, Naval Postgraduate School Center for Executive Education, Monterey, CA, 2/06 and 6/06.
- *The Ethical Health of the Naval Intelligence Community*. U.S. Navy Intelligence Business Executive Course, Naval Postgraduate School Center for Executive Education, Monterey, CA, 1/06 and 7/06.
- *Fostering Moral Action in the Workplace*. Business and Organizational Ethics Partnership. Markkula Center for Applied Ethics, Santa Clara University, Santa Clara, CA, 1/06.
- *Ethics in Action: Creating a Command Climate of Moral Excellence*. Workshop to stimulate ethical awareness and how to create workplace environments where moral excellence thrives. USN Supply Corps Headquarters, Mechanicsburg, PA, 10/05.
- *Ethics in Action: Dialogue Workshop*. Six workshops and an all-school lecture conducted to increase ethical awareness. USN Supply Corps School, Athens, GA, 10/05.
- *Ethics in Action*. Workshop to create awareness of ethical challenges and how to be an effective leader with responsible influence. USN Supply Corps Headquarters, Mechanicsburg, PA, 10/04.

**Reviewer:**

*Advances in Appreciative Intelligence*, Emerald Group Publishing Limited, 2009  
*Academy of Management Review*, 2004-present

*Academy of Management Journal*, 2003-present  
*Academy of Management Annual Meeting*, Organizational Change and Development, Organizational Behavior, and Social Issues in Management Divisions, 2000-present  
*Academy of Management Annual Meeting*, Associate Editor, Social Issues in Management Division, 2010-present  
*American Psychological Association*, Positive Psychology Division, 2011-present  
*Business Ethics: A European Review*, 2009-present  
*Emotion Review*, 2010-present  
*Energy Policy*, 2016-2017  
*Compliance*, 2016-2017  
*European Academy of Management*, 2013, 2015  
*Handbook of Positive Organizational Scholarship* (book proposal), Oxford University Press, 2009  
*International Journal of Organizational Theory and Behavior*, 2009-present  
*International Journal of Training & Development*, 2010-present  
*Journal of Applied Behavioral Sciences*, 2012-present  
*Journal of Applied Psychology*, 2013-present  
*Journal of Business Communications*, 2003-2004  
*Journal of Business Ethics*, 2009-present  
*Journal of Business Ethics* (special issues), 2010-present  
*Journal of Corporate Citizenship*, 2010-present  
*Journal of Management Development*, 2014-present  
*Journal of Management Education*, 2000-present  
*Journal of Positive Psychology*, 2012  
*Journal of Public Administration Research and Theory*, 2015  
*Organizational Management Journal*, 2007-present  
*Science and Engineering Ethics*, 2014  
*Small Group Research*, 2008  
*Society for Business Ethics Annual Meeting*, 2007-present  
*Western Academy of Management Annual Meeting*, 2008-present

#### Other:

- Content Coordinator, Website Bibliography Project, *Positive Psychology Movement*, 2000-2001
- Liaison, Doctoral Students and Professional Workshop Planning Team, 2000-2001
- Member, Academy of Management Mentoring Committee, 1998-2003
- Member, Social Innovations for Global Management (SIGMA), 1999-2003

#### B. Menlo College

*President Search Committee*, Board appointment, 2017-18

*WASC Meaning of a Degree Assessment Project*, Provost appointment, 2017-18

*Strategic Planning Committee*, Faculty Senate elected appointment, 2016-18

AACSB Management Program Review, Volunteer appointment, 2016-18

Faculty Qualifications Task Force, *Management Degree Programs*, Volunteer appointment, 2016-18

*WASC Meaning of a Degree* (Committee Chair), Administration appointment, 2016

Task Force, *WASC/AACSB measurement, tracking, and reporting* (Diversity/Inclusion/Ethics), Administration appointment, 2015-16

Oaktoberfest, *Author Roundtable*, 2015

Rape Crisis Training, *Student Orientation Week*, Volunteer appointment, 2015

Organizational Development Leader, *I Am Menlo Values Initiative*, Administration appointment, 2014-15

*Academic Success Committee*, Volunteer appointment, 2015

Advisory Advocate, *Judicial Hearing Board*, Administration appointment, 2014

Faculty Representative, *Menlo College Board Retreat: Menlo in 2027*, Administration appointment, 2014

Task Force, *WASC Report "Meaning of a Degree" Development*, Administration appointment, 2014-15

*Executive Steering Committee*, Faculty Senate elected appointment, 2014 (fall term)

Task Force, *Presidential Inauguration Committee*, Administration appointment, 2014

Chair, *Personnel Committee*, Faculty Senate elected appointment, 2014 (fall term)

*Faculty Search Committee*, Dean appointment, 2013

*Honors Convocation Committee*, Dean appointment, 2013

Task Force, *Society of Business Administration (SBA) Day*, Dean appointment, 2013

Task Force, *AACSB Strategic Planning*, Dean appointment, 2013

*Personnel Committee*, Faculty Senate elected appointment, 2012-2014

*Strategic Planning Committee*, Dean appointment, 2012-2014

Planning coordinator, *Society of Business Administration (SBA) Day*, Dean appointment, 2012

*Strategic Planning Committee*, Dean appointment, 2011-2012



Committee/Session leader, *Society of Business Administration (SBA) Day*, Dean appointment, 2011

*Assurance of Learning*, AACSB accreditation, pilot core course for oral/verbal communication skills tracking, 2011-2012

*Freshmen Welcome Day*, assist with student/parent sessions to welcome the incoming class, August, 2011

*Assurance of Learning Management Faculty Retreat*, July, 2011

*Ad Hoc Search Committee - Management Department Faculty*, Dean appointment, 2011

Secretary, *Internal Review Board*, Provost appointment, 2007-2011

*Executive Steering Committee*, Faculty Senate elected appointment, 2010-2011

*Ad Hoc Scheduling Feasibility Committee - Ad Hoc Investigation*, volunteer appointment, 2010

Chair, *Personnel Committee*, Faculty Senate elected appointment, 2010-2011

*Preview Day*, assist with student/parent session to support recruitment processes, March, 2009

Chair, *Dossier Review Sub-committee*, Faculty Senate elected appointment, 2009-2010

Chair, *Personnel Committee*, Faculty Senate elected appointment, 2009-2010

Executive Steering Committee, Faculty Senate elected appointment, 2009-2010

Faculty Liaison, *MBA Program Development and AACSB Planning*, Dean appointment, 2009-2010

Selection Committee, *Emmerick Teaching Award*, Faculty Senate elected appointment, 2009

*Freshmen Welcome Day*, assist with student/parent sessions to welcome the incoming class, August, 2009

Research Colloquium, *Facing Ethical Challenges in the Workplace: Conceptualizing, Measuring, & Developing Professional Moral Courage*, February, 2009

Chair, *Dossier Review Sub-committee*, Faculty Senate elected appointment, 2008-2009

*Personnel Committee*, Faculty Senate elected appointment, 2008-2009

*WASC Review and Strategic Planning Committee*, Provost appointment, 2008-2009

*Freshmen Welcome Day*, assist with student/parent sessions for incoming class, August, 2008

*Grievance Committee*, Faculty Senate volunteer appointment, 2007-2008

*Early Entrance Committee*, Faculty Senate volunteer appointment, 2007-2008

Founder/Director, *Ethics in Action Research & Education Center*, 2007-present

### **C. Community<sup>9</sup>**

Volunteer activities:

- In-reach Services/Hospitals and Institutions, Community Hospital of Monterey Peninsula (Monterey, CA), 2010-present
- Monterey Museum of Art, 2013-present
- Recovery Programs (Palo Alto, CA), 2007-present
- Recovery Programs (Monterey, CA), 2003-present
- Consumer Advisory Panel, Driscoll's Berries, 2015
- Rotary Club (Menlo Park, CA), 2011
- Recovery Programs, *Beacon House*, (Pacific Grove, CA), 2005-2008
- Rotary Club, (Athens, GA), 2006
- Red Cross Disaster Services (Monterey, CA), 2005
- Women's Recovery Programs (Lakewood, OH), 2001-2002
- Recovery Facilitator, State of Ohio Women's Prerelease Facility (Cleveland, OH), 1998-2002
- Recovery Facilitator, Women's Freedom House (Lakewood, OH), 1996-1998
- Volunteer, FACT: *Facing the AIDS Challenge Together* (Cleveland, OH), 1996-1998
- Volunteer, Project Open Hands (San Francisco, CA), 1990-1992

### **D. Naval Postgraduate School**

Director, *Ethics in Action Research & Education Program*, U.S. Naval Supply Corps, 2004-2006

Graduate School of Business and Public Policy (GSBPP) Management Group Research Colloquium:  
*Proactive versus Reactive Approaches to Ethical Challenges*, 2005

Guest Speaker Coordinator – Dr. Tom Grasse, James Stockdale Professor of Leadership and Ethics, U.S. Naval War College, *Hot Topics in Military Ethics*, 2005

Teaching Effectiveness Observational Exchange and Coaching Initiative, 2003-2004

Guest Speaker Coordinator – Dr. Al Pierce, Director of the Center for the Study of Professional Military Ethics at the U.S. Naval Academy, *Ethics and Problem Analysis and Ethical Dilemmas*, 2003

---

<sup>9</sup> See also *Workshops and Training Sessions* under Service.

Guest Speaker Coordinator – Dr. Rick Bagozzi, J. Hugh Liedtke Professor of Psychology and Marketing, Rice University, *Psychological Influences in Marketing the Military*, 2003

### **E. Case Western Reserve University**

Research and Implementation Director, Department of Information Technology *MindDraw Project* – Expanding the use of a concept-mapping software in Cleveland, OH, elementary schools, 2002

Research Associate, *National Project with the Kauffman Center: Entrepreneurial Leadership and Regional Economic Issues* (Arkansas region), 2002

Development & Planning Team, Department of Organizational Behavior – Alumni, fundraising, and guest speaker programming, 2002

Dean Search Committee, School of Graduate Studies, 2001

Retreat Designer & Facilitator, Appreciative Inquiry Organization Development Program, Mandel School of Applied Social Sciences, 2001

Graduate Student Senate, Senator Appointment, 2000-2002

Facilitator, *Appreciative Dialogue Program: Leadership for Diversity and Inclusion*, 2000

### **PROFESSIONAL DEVELOPMENT**

*NVIVO qualitative software training – Fundamentals* (online course and webinar) (11/17)

*Case Writing Workshop*, Eastern Academy of Management, Baltimore, MD (5/17)

*Entrepreneurship Education for impact in a Complex World*, presented by Dr. Shima Barakat, Wilson Sonsini Goodrich & Rosati, Palo Alto, CA (8/16)

*Giving Voice to Values Nomadic Learning Course* (9/15)

*Citizens and Leaders: The Public Role of the Humanities*, presented by Dr. Martha Nussbaum, The Leadership and the Intellectual Life Series, Santa Clara University, Santa Clara, CA (4/15)

*Title IX Training*, Menlo College, Atherton, CA (3/15, 8/16)

*Top Tips and Trends for Employers to Follow in 2015*, Morrison & Foerster LLP Seminar, Palo Alto, CA (2/15)

*Business and Compassion: A Workshop with His Holiness the 14<sup>th</sup> Dalai Lama*, Santa Clara University, Santa Clara, CA (2/14)

*Business Ethics for the Real World*, Canvas Network Course (4.0/4.0), Santa Clara University, Santa Clara, CA (3/13)

*Employment Traps for the Unwary: Social Media, Trade Secrets Issues, and Legal Ethics*, Morrison & Foerster LLP Seminar, Palo Alto, CA (11/12)

*Foreign Corrupt Practices Act: Cutting-Edge Issues in Global Anti-Corruption and Compliance*, Morrison & Foerster LLP/ Markkula Center for Applied Ethics Seminar, Palo Alto, CA (10/12)

*Designing and Conducting Large International Research Projects*, Professional Development Workshop, Academy of Management, Boston, MA (8/12)

*Sex Abuse in the Catholic Church: A Decade of Crisis* (conference, dialogue, and reflection gathering), Santa Clara University, Santa Clara, CA (5/12)

*Transformational Vision – Priority & Practice: Artful Knowing Mind and Body Workshop*, Ashridge Business School, Berkhamsted, UK (6/11)

*Assurance of Learning and Use of Technology to Enhance Learning*, University of Redlands, Redlands, CA (4/11)

*Foreign Corrupt Practices Act (FCPA) Enforcement in 2011: China in the Spotlight*, Morrison & Foerster LLP and the Markkula Center for Applied Ethics Seminar, Palo Alto, CA (3/11)

*Graduate Program Assessment Workshop*, Menlo College, Atherton, CA (3/11)

*Reflected Best Self Exercise Workshop*, Bi-annual Positive Organizational Scholarship Conference, University of Michigan, Ann Arbor, MI (1/11)

*Teaching Leadership and Ethics in a New High-Stakes Resource Allocation Game*, Professional Development Workshop, Academy of Management, Montreal, CN (8/10)

*Teaching Design Thinking for Innovation*, Professional Development Workshop, Academy of Management, Montreal, CN (8/10)

*Teaching Ethics in Business School: A Master Class*, Brigham Young University, Division of Continuing Education, Provo, UT (5/10)

*Giving Voice to Values*, 31<sup>st</sup> Annual Management Communication Association Meeting, Stanford University Graduate School of Business, Palo Alto, CA (5/09)

*Facing Conflict of Interest in Troubled Times*, Morrison & Foerster LLP and the Markkula Center for Applied Ethics, Palo Alto, CA (4/09)

*The Experience, Management, and Implications of Emotions at Work*, Professional Development Workshop, Academy of Management, Anaheim, CA (8/08)

*Carmel Authors and Ideas Festival*, Carmel, CA (9/07)

*Drawing on the Right Side of the Brain*, Esalen Institute, Big Sur, CA (7/07)

*Educating for Optimism to Enhance Cultural Change*, University of Minho, Braga, Portugal (7/06)

*Senior Service Conference Leadership Workshop*, Naval War College, Newport, RI (9/04)

*Positive Organizational Scholarship Workshop*, Professional Development Workshop, Academy of Management, New Orleans, LA (8/04)

*Well-Being Research Workshop*, Verbania Pallanza, Italy (7/04)

*Tough Choices: Ethics in the Middle Course*, Naval Postgraduate School, Monterey, CA (4/04-6/04)

*Theory and Skills of Teaching Ethics*, University of Montana, Missoula, MT (6/04)

*Interactive Distributed Learning Course – Managing Change Module Development*; Naval Postgraduate School, Monterey, CA (1/04-3/04)

*Teaching Effectiveness: Quality and Expertise*, Naval Postgraduate School, Monterey, CA (1/04-3/04)

*Institute for Defense Analyses: Introducing Innovation and Risk: Implications of Transforming the Culture of Department of Defense*, Office of Force Transformation, Washington, D.C. (10/03)

*Junior Faculty Development Workshop*: Academy of Management Annual Meeting, Seattle, WA (8/03)