

## ABOUT THE CONTRIBUTORS

**W. Warner Burke** is the Edward Lee Thorndike Professor of Psychology and Education at Teachers College, Columbia University, where he has been since 1979. Dr. Burke has authored or edited 20 books and written well over 150 articles and book chapters. He has served as editor of *Organizational Dynamics*, associate and book editor of *Journal of Applied Behavioral Science*, and editor of *Academy of Management Executive*. Dr. Burke is a Fellow of the Academy of Management, American Psychological Society, the Society of Industrial and Organizational Development, and former member of the Board of Governors of both the Academy of Management and the American Society for Training and Development (now Association of Talent Management). He is a diplomate in industrial/organizational psychology, American Board of Professional Psychology. He has received several lifetime achievement awards, as well as NASA's Public Service Medal.

**Allan H. Church**, PhD is a Vice President at PepsiCo where he leads the Global Assessment and Development Center of Expertise and the People Planning process. He joined PepsiCo in 2000 and has held various roles in OD and talent management during his tenure. Previously he was an OD consultant with Warner Burke Associates, and worked in personnel research at IBM. On the side, he has served as an Adjunct Professor at Columbia University, a Visiting Scholar at Benedictine University, and past Chair of the Mayflower Group. Allan received his PhD in Organizational psychology from Columbia University. He is a Fellow of SIOP, APA, and APS.

**David Coghlan** is Fellow Emeritus of Trinity College, Dublin, Ireland. He specializes in organization development and action research and is active in both communities internationally. He has published over 100 articles and book chapters. Recent co-authored books include *Doing Action Research in Your Own Organization* (4th ed., Sage, 2014). He is co-editor of the 4 volume set, *Fundamentals of Organization Development* (Sage, 2010), the *Sage Encyclopedia of Action Research* (2014) and the forthcoming 4 volume set, *Action Research in Business & Management* (Sage, 2017). He is

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**Shannon E. Finn Connell** is a management consultant with over 20 years of international marketing experience at corporations such as Procter & Gamble, Shell, and SYSCO. She was an Adjunct Professor of Management at Rice University's Jones Graduate School of Business and currently teaches graduate management courses at universities in the Chicago area. She holds a BA in Psychology, an MBA in Management, and a PhD in Organization Development and Change.

**Matthew J. Del Giudice**, PsyD, MBA is a Senior Manager in Global Organization Development at PepsiCo. In this role he manages and delivers a multi-trait, multi-method assessment and development process to accelerate leadership capability for the senior-most executives in the organization. Prior to joining PepsiCo, Matthew was an organization development consultant with the Veterans Health Administration. He has published on a range of topics in the consulting psychology literature including personality assessment, executive coaching, and personnel selection.

**Nicole M. Ginther**, PhD is a member of the Global Assessment & Development Center of Expertise at PepsiCo. Her primary focus is the identification, assessment, and development of high-potential leadership across the enterprise. She is also responsible for leading the development of a new multi-tier external assessment program that will be used by talent acquisition during their selection processes. Prior to joining PepsiCo, Nicole completed her doctorate in Industrial-Organizational Psychology at The Pennsylvania State University. She is an active member of SIOP and continues to publish work relevant to I-O practitioners.

**Emmanuel M. Kalargiros** is an Assistant Professor of Organizational Behavior and Business Ethics at the Campbell School of Business, Berry College. His research interests lie in the way that interventions can harness affect, trust, and motivation to enhance creativity and organization change. Moreover, he is intrigued by the prospect of improving creative performance of organizations via process modification and new process innovation in divergent thinking. Last, he wishes to explore the role of emotion, affective forecasting, and organizational identity in socialization, conformity, and ethical behavior.

**Rebecca Levine**, PhD is a Senior Manager in Global Organization Development at PepsiCo. In this role, she is responsible for assessment

design and implementation, and manages both early career and mid-career high-potential leadership development programs. She also delivers one-on-one assessment feedback and development planning to the organization's most senior executives. Prior to joining PepsiCo, Rebecca was a consultant at Aon Hewitt, where she created and executed a variety of assessment tools for government and international commercial organizations. Rebecca has a PhD in Organizational Behavior from Columbia Business School and a BA in English from Stanford University.

**Michael R. Manning** is Research Director and Professor of Leadership, Strategy & Change at the Center for Values-Driven Leadership, Benedictine University, and consulting faculty with Fielding Graduate University. His research focuses on several topics: large group interventions, affect and emotion in change, change moments; and understanding the relationship between culture and profit. He has held faculty appointments at New Mexico State University, Case Western Reserve University, and SUNY-Binghamton, and has served as a visiting faculty at numerous international universities. He is currently associate editor of *The Journal of Applied Behavioral Science* and is active in the Academy of Management, where he is a former Chair of the Organization Development and Change Division.

**Alyson Margulies**, PhD is a Senior Director Talent Assessment and Development at PepsiCo. She has over 15 years of experience in the field including 7 years at PepsiCo and 9 years at McDonald's Corporation in talent management roles. Alyson holds a PhD in Industrial-Organizational Psychology from Purdue University and a BA in Psychology from the University of Pennsylvania. In her current role at PepsiCo, Alyson is responsible for the global succession planning process. She is Master certified in the Hogan Assessments and is a frequent conference speaker at SIOP and HR Forums on executive coaching, assessment and development. Alyson lives in Chicago with her husband and three children.

**Jennifer Novakoske**, PsyD, MA is a consultant with Strategic Talent Solutions. Her background is in Clinical Psychology and Systems Thinking from the University of St. Thomas. Jennifer has 15 years of experience as a talent management consultant and clinician, including work in PepsiCo's Talent Assessment and Development Center of Expertise and PDI Ninth House, a Korn Ferry Company. Her primary areas of focus are on the global use of executive assessment for selection and development with additional work in leadership and executive and coaching. She has been

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**Susanne Ollila**, PhD ([susanne.ollila@chalmers.se](mailto:susanne.ollila@chalmers.se)) is Associate Professor at the Department of Technology Management and Economics at Chalmers University of Technology, Sweden. She is the founder and director of the Managing In-between research group, focusing on understanding innovation created in the spaces in-between established organizations. Her research is focused mainly on organizational behavior, management of innovation and knowledge sharing. Her recent research has been published in journals such as *European Journal of Innovation Management*, *Leadership and Organization Development Journal*, *Creativity and Innovation Management*, and *Journal of Knowledge Management*.

**Christopher T. Rotolo**, PhD is a Senior Director in PepsiCo's Center of Expertise for Assessment and Development, which includes PepsiCo's high potential identification processes, executive leadership assessment, and team composition and development. Prior to joining PepsiCo, Christopher led the Leadership Strategy and Research team at IBM, where he was responsible for developing their leadership development strategy, competency models, assessment tools and processes, and social network analysis research. His other experiences include federal and local government, as well as external consulting. Christopher earned his PhD in Industrial-Organizational Psychology at Old Dominion University in Norfolk, Virginia. He is also an adjunct professor at NYU, where he teaches HR Selection and Organizational Climate and Culture.

**Abraham B. (Rami) Shani** is a Professor of Management and Associate Dean of Faculty and Research at the Orfalea College of Business, California Polytechnic State University. He also served as a Research Professor at the School of Management, Politecnico di Milano, Milan Italy and a Research Professor at the Stockholm School of Economics, Stockholm Sweden. Rami is the author, co-author or co-editor of 27 books and over 100 articles and book chapters. He is the co-editor of the annual research series "*Research in Organization Change and Development*", Volumes 16–22 (Emerald Publications, 2008–present); co-editor of the annual research series "*Organizing for Sustainable Effectiveness*" (Emerald Publications, 2011–present); co-editor of a 4 volume set "*Fundamentals of Organization Development*" (Sage, 2010); co-editor of "*Creating Sustainable Work Systems*" (Routledge, 2002 and 2009); co-author of "*Behavior in Organizations*" (in its 9th edition, McGraw Hills-Irwin, 2009); co-editor of

“*The Handbook of Collaborative Management Research*” (Sage, 2008); co-author of “*Learning By Design: Building Sustainable Organizations*” (Blackwell, 2003); and “*Collaborative Research in Organizations: Foundations for Learning, Change and Theoretical Development*” (Sage, 2004), and; co-editor of the forthcoming 4 volume set, “*Action Research in Business & Management*” (Sage, 2017). He is currently on the editorial boards of: *Journal of Applied Behavioral Science* and *Journal of Organizational Change Management* among others.

**Luca Solari** is Professor of Organization theory & Human Resource Management at the University of Milan. He serves as Human resources Professor at the School of Management, Politecnico di Milano, Milan Italy, and at USI in Lugano, Switzerland. In the academic year 2012–2013 he was visiting professor at the Orfalea College of Business, California Polytechnic State University, California. After 10 years in the field of organizational evolution and institutional theory, Luca presently specializes in the interplay between individuals and organizations. In 2014 he was the recipient of the Best Convention Paper for the HR Division at the Academy of Management Conference held in Philadelphia.

**Michael W. Stebbins**, PhD, Organizational Behavior, University of California, Berkeley, is emeritus professor of organization design at the Orfalea College of Business, California Polytechnic State University, San Luis Obispo. He is a former chair of the Management Area in the college and has published extensively on topics related to organization design and organizational development. His current interests include sustainable work systems, learning mechanisms, participatory action research, and collaborative management research. Early in his career he was an internal OD consultant and manager of action research programs for Kaiser Permanente, Southern California Region, and has long-term external consulting relationships with many other firms in the health care and defense industries. In retirement, he enjoys travel with Margaret and exploring the coast and hiking trails near Cambria, Big Sur, and Carmel.

**Ramkrishnan (Ram) V. Tenkasi** is a Senior Professor of Organizational Change with the PhD Program in Organization Development and Change with Benedictine University. He is a Fulbright Senior Research Scholar and past chair of the Organization Development and Change Division of the Academy of Management. For a listing of his publications please refer to [http://scholar.google.com/scholar?hl=en&q=tenkasi%2C+R.&btnG=&as\\_sdt=1%2C21&as\\_sdtp=](http://scholar.google.com/scholar?hl=en&q=tenkasi%2C+R.&btnG=&as_sdt=1%2C21&as_sdtp=)

**Michael D. Tuller**, PhD is a Senior HR manager, Global Nutrition, Strategy, Insights and eCommerce at PepsiCo. In this role he is focused on providing support across the entire employee lifecycle and strategic leadership ensuring the capabilities and structures support the groups' priorities. Previously, he assisted in the design and led the delivery of a high-touch and high-impact custom designed assessment and development process. He also managed the global execution of several leadership development feedback tools including PepsiCo's 360 feedback, Manager Quality Performance Index, and Hogan Personality Assessments. Michael holds a PhD in Industrial-Organizational Psychology from the University of Connecticut and a BS in Psychology from Lafayette College.

**Judy L. Valenzuela**, R.Ph., is the Pharmacy Director for Kaiser Permanente in the Southern California Region, Orange County Medical Center geographic area. She is a registered pharmacist and has served in various leadership and management positions within Kaiser Permanente for the past 40 years. Her managerial experience includes the full scope of pharmacy services including outpatient, inpatient, ambulatory care and drug utilization and cost management. She serves on numerous advisory and policy-making committees within the SCAL Region related to drug utilization and other pharmacy services. She has been the regional liaison to the Pharmacy Communication Forum for the past 22 years, facilitating communication of key strategies, changes, quality, and service enhancements directly with employee representatives in the medical center areas of KP. During the past four years she has been the operations leader in Orange County during pilot and implementation phases of the pharmacy organization's enterprise pharmacy information management system.

**Ilene C. Wasserman**, PhD, President of ICW Consulting Group, works with leaders and teams to enhance communication, collaboration, and strategy implementation by fully engaging diversity. She is on the faculty of Temple University, is an Executive in Residence for the Center for Creative Leadership (CCL), and is on the Board of the CMM Institute and The Lewin Center. Dr. Wasserman is a Fellow of the Taos Institute and is active in her community as Chair of her township's Human Relations Committee and serving on other community boards.

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