

**Morgan W. McCall, Jr.**  
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**I. Employment History**

- 1996- Professor of Management and Organization, Marshall School of Business, University of Southern California
- Awarded sabbatical fall 2011 to begin research project on the role of the immediate manager in developing leaders through experience.
- Awarded sabbatical fall 2003 and spring 2004. Served as Director, HR Labs, Sun Microsystems
- 1993-1996 Associate Professor (with tenure), Management and Organization, School of Business Administration, University of Southern California.
- Awarded sabbatical, Fall 1995.
- 1988-1992 1990-93. Professor of Clinical Management and Organization in the School of Business Administration, University of Southern California.
- Taught two sections of the required course in Organizational Behavior for the MBA Core, a course in leadership for the International Business (IBEAR) program, and the three-week Executive Program.
- 1989-90. Visiting Professor, Department of Management and Organization, and Senior Research Scientist, Center for Effective Organizations.
- Allocation: 50% Department of Management and Organization, 25% Center for Effective Organizations, 25% Executive Education
- 1988-89. Visiting Professor, Department of Management and Organization, and Senior Research Scientist, Center for Effective Organizations.
- Allocation: 25% Department of Management and Organization, 25% Center for Effective Organizations, 25% Executive Education, 25% Office of the Dean.
- At USC, my duties have spanned four different parts of the School of Business Administration: The Center for Effective Organizations (Ed Lawler, Director), The Department of Management and Organization (Bob Coffey, Chair), The Office of Executive Education (Karen Arden, Executive Director), and the newly established Leadership Institute (Warren Bennis, Founding Chairman). As a Research Scientist in CEO, I was responsible for generating research on executive selection and development. As a Visiting Professor and Professor of Clinical Management and Organization, I have taught required courses in the two-year Core MBA Program, the Three-Semester MBA core program, the Part-Time Evening (MBA) Core, and

the International Business Education and Research MBA program. Teaching responsibilities included the design of a new MBA course in leadership (GSBA 543) and redesign of the required course in organizational behavior (GSBA 532). I also have taught short segments in the Executive MBA program. With Executive Education, I teach in various executive programs, design and conduct leadership and executive programs for corporate clients, and have served as Faculty Advisor to the executive program. I have been involved in the creation of the Leadership Institute, initiated by Warren Bennis and funded by a start-up grant from the Lord Foundation.

1974 - 1988

At the Center for Creative Leadership I held a variety of positions, including Research Psychologist, Behavioral Scientist/Project Manager, Director of Research, Director of Executive Leadership-Research Group, and Senior Behavioral Scientist.

At the Center for Creative Leadership, I began as a Research Psychologist (a title later changed to Behavioral Scientist) responsible for leadership research and development. I later held positions involving project, then program, and finally division management responsibility. As a project manager I ran a variety research projects ranging from leading the team that developed the Looking Glass management simulation to contract research projects with companies like IBM and Pillsbury. As a program manager, I conceived of and later managed the Research Sponsor Program, a collaborative research effort involving eight corporations and six CCL professional staff. My responsibilities included recruiting sponsors, supervising the research effort, arranging conferences, and serving as site manager for two of the corporations. This program generated \$200,000 annually in support of the research effort. As Director of Research, I was responsible for strategy, structure, and budgeting for the division and for supervising doctoral and masters level researchers (some of them managers) and support staff.

In spite of increasing managerial responsibilities, I remained an individual contributor, a fact reflected in the title Senior Behavioral Scientist.

1975 - 1978

Adjunct member of the Graduate faculty, University of North Carolina at Greensboro.

1977

Part-time lecturer, Graduate School of Business, Duke University.

## **II. Education**

1974

Ph.D., Cornell University, New York State School of Industrial and Labor Relations, Ithaca, New York  
Major: Organizational Behavior  
Minors: Personality & Social Psychology;  
Social Organization & Change

1970

B.S. (Cum Laude, with honors), Yale University, New Haven, Connecticut  
Major: Administrative Science

### III. Publications

#### A. **Academic Books**

McCauley, C. D., & McCall, M. W., Jr. (Eds.) (2014). Using experience to develop leadership talent: how organizations leverage on-the-job development. San Francisco: Jossey-Bass (Society for Industrial and Organizational Psychology Professional Practice Series).

McCall, M. W., Jr., & Hollenbeck, G. P. (2002). Developing global executives: the lessons of international experience. Boston: Harvard Business School Press. (Portuguese translation, Artmed Editora Ltda., Brasil, 2002/3)

Mobley, W. H., & McCall, M. W., Jr., (Eds.) (2001). Advances in Global Leadership, Volume II. Stamford, CT: JAI Press.

McCall, M. W., Jr. (1998). High flyers: Developing the next generation of leaders. Boston: Harvard Business School Press. Nominated for the 1997 Financial Times/ Booz-Allen & Hamilton Global Business Book Award. Winner of the 1998 Athena Award as the best book on leadership and Best of Show. Published in Dutch by Thema, Uitgeverij Schouten & Neliss (1998), in Thai by A.R Business Press, Bangkok (1999), and in Japanese by President, Inc., Tokyo (2001).

Galbraith, J.R., Lawler, E.E. III, Mohrman, S.A., Mohrman, A.M., McCall, M.W. Jr., Cohen, S.G., & Ledford, G.E. Jr. (1993). Organizing for the future: The new logic for managing complex organizations. San Francisco: Jossey-Bass.

McCall, M. W., Jr., & Kaplan, R. E. (1990). Whatever it takes: The realities of managerial decision making (Second edition). Englewood Cliffs, NJ: Prentice-Hall. (Originally published as Whatever it takes: Decision makers at work, Prentice-Hall, 1984.)

McCall, M. W., Jr., Lombardo, M. M., & Morrison, A. M. (1988). The lessons of experience: How successful executives develop on the job (Issues in Organization and Management Series). Lexington, MA: Lexington Books. (Winner of the 1988 "New Perspectives on Executive Leadership Award," nominated for the George R. Terry Book Award by the Academy of Management, chosen as an alternate selection of the MacMillan Executive Book Club, and selected for the audio cassette series, Fast Track, June 1989. It is in its 9th printing.)

Lindsey, E. H., Homes, V., & McCall, M. W., Jr. (1987). Key events in executives' lives. Greensboro, NC: Center for Creative Leadership.

McCall, M. W., Jr., & Lombardo, M. M. (Eds.) (1978). Leadership: Where else can we go? Durham, NC: Duke University Press.

#### B. **Textbooks**

Lombardo, M. M., McCall, M. W., Jr., & DeVries, D. L. (1989/1983). Looking Glass, Inc.: University edition. Greensboro, NC: Center for Creative Leadership. Originally published

by Scott, Foresman, Glenview, IL. Materials include administrator's and student guides and 20 behavioral in-baskets.

**B. Book Chapters**

McCall, M.W. Jr., & McCauley, C.D. (2014). Experience-driven leadership development: surveying the terrain. In C. McCauley & M. McCall (Eds.), Using Experience to Develop Leadership Talent. San Francisco: Jossey-Bass (Society for Industrial and Organizational Psychology Professional Practice Series), Chapter 1.

McCauley, C.D. & McCall, M.W. Jr. (2014). Putting experience at the heart of leader development: concluding thoughts. In C. McCauley & M. McCall (Eds.), Using Experience to Develop Leadership Talent. San Francisco: Jossey-Bass (Society for Industrial and Organizational Psychology Professional Practice Series), Chapter 18.

McCall, M.W., Jr., & McHenry, J.J. (2014). Catalytic converters: how exceptional bosses develop leaders. In C. McCauley & M. McCall (Eds.), Using Experience to Develop Leadership Talent. San Francisco: Jossey-Bass (Society for Industrial and Organizational Psychology Professional Practice Series), Chapter 17.

McCall, M.W., Jr. (2013). A Quarter-Century and Counting: Getting Serious about Using Experience to Develop Talent. In C. McCauley, D. DeRue, P. Yost, & S. Taylor (Eds.), Experience-Driven Leader Development: Models, Tools, Best Practices, and Advice. San Francisco: Wiley. xix-xxi.

McCall, M.W., Jr., & Hollenbeck, G.P. (2010). The not-so-secret sauce of the leadership development recipe. In K. Bunker, D. Hall, & K. Kram (Eds.), Extraordinary Leadership: Addressing the Gaps in Senior Executive Development (San Francisco: Jossey-Bass, Chapter 7, 155-173)

McCall, M.W., Jr., (2010). The experience conundrum. In N. Nohria & R. Khurana (eds), Handbook of Leadership Theory and Practice (Boston: Harvard Business Press, Chapter 23, 679-707).

McCall, M.W., Jr., (2009). Every strength a weakness and other caveats. In R. Kaiser (ed), The Perils of Accentuating the Positive (Tulsa, OK: Hogan Press, 41-56)

McCall, M.W., Jr., (2009). Crafting a path toward mastery: Turning a personal leadership development plan into something useful. In S. Allen (ed), The CALE Leadership Handbook (Pinegowrie, South Africa: Centre for Applied Leadership Excellence, 177-187).

McCall, M.W., Jr., (2009). Getting development out of the little box at the end of the form. In P. Yost & M. Plunkett (eds.), Real time leadership development (West Sussex, UK: Wiley-Blackwell, vii-x).

McCall, M.W., Jr., & Hollenbeck, G.P. (2007). Getting leader development right: competence not competencies. In J. Conger & R. Riggio (eds), The Practice of Leadership (San Francisco: Jossey-Bass, 87-106).

Hollenbeck, G. P. & McCall, M. W., Jr. (2003) Competence, not competencies: Making global

executive development work. In W. Mobley & P. Dorfman (eds), Advances in global leadership (Volume 3) (Oxford, England: JAI/Elsevier)

Hollenbeck, G. P., & McCall, M. W., Jr. (1999). Leadership development: Contemporary Practices. In A. Kraut & A. Korman (eds.), Evolving practices in human resource management: Responses to a changing world of work. San Francisco: Jossey-Bass.

McCall, M. W., Jr., Mahoney, J., & Spreitzer, G. (1995). Identifying leadership potential in future international executives. In D. Ready (ed.), In charge of change: Insights into next-generation organizations. Lexington, MA: International Consortium for Executive Development Research, 159-169.

McCall, M. W., Jr. (1994). Early identification of global executives: Where to place your bets. In The Human Resource Planning Society (ed.). HR's role in business effectiveness: Different roads to a common destination. New York: The Human Resource Planning Society, 206-216.

McCall, M. W., Jr. (1993). Developing leadership. In J. Galbraith, E. Lawler, III, S. Mohrman, A. Mohrman, M. McCall, Jr., S. Cohen, & G. Ledford, Jr. Organizing for the future: The new logic for managing complex organizations. San Francisco: Jossey-Bass. [This article is available from the Center for Effective Organizations, technical report G90-18.]

McCall, M. W., Jr. & Bobko, P. (1990). Research methods in service of discovery. In M. D. Dunnette & L. M. Hough (Eds.), Handbook of Industrial and Organizational Psychology (2nd Edition, Volume 1). Palo Alto: Consulting Psychologists Press, 381-418.

McCall, M. W., Jr. (1983). Leadership and the professional. In T. Connolly (Ed.), Scientists, Engineers and Organizations (pp. 328-345). Monterey, CA: Brooks/Cole. [Also published in Ralph Katz (ed.), Managing Professionals in Innovative Organizations: A Collection of Readings (Cambridge, MA: Ballinger, 1988, 148-161).]

Lombardo, M. M., & McCall, M. W., Jr. (1982). Leaders on line: Observations from a simulation of managerial work. In J. G. Hunt, U. Sekaran, & C. A. Schriesheim (Eds.), Leadership: Beyond Establishment Views (pp. 50-67). Carbondale, IL: University of Southern Illinois.

McCall, M. W., Jr. (1979). Power, authority, and influence. In S. Kerr (Ed.), Organizational Behavior (pp. 185-206). Columbus, OH: Grid.

Lombardo, M. M., & McCall, M. W., Jr. (1978). Leadership. In M. W. McCall, Jr. & M. M. Lombardo (eds.), Leadership: Where Else Can We Go? (pp. 1-12). Durham, NC: Duke University Press.

McCall, M. W., Jr., & Lombardo, M. M. (1978). Where else can we go? In M. W. McCall, J., & M. M. Lombardo (eds.), Leadership: Where Else Can We Go? (pp. 151-165). Durham, NC: Duke University Press.

McCall, M. W., Jr. (1977/1983). Leaders and leadership: Of substance and shadow. In J. R. Hackman, E. E. Lawler III, & L. Porter (Eds.), Perspectives on Behavior in Organizations (pp. 375-386). New York: McGraw-Hill.

McCall, M. W., Jr. (1977). Making sense with nonsense: Helping frames of reference clash. In P. C. Nystrom & W. H. Starbuck (Eds.), Prescriptive Models of Organizations: North

Holland TIMS Studies in the Management Sciences (Vol. 5, pp. 111-123). Amsterdam: North Holland Publishing.

**D. Published Articles**

- McHenry, J.J., & McCall, M.W., Jr. (2014). Surviving and growing from international experience: The role great bosses play. People & Strategy, 37(3), 52-57.
- McCall, M.W., Jr. (2010) Recasting leadership development. Industrial and Organizational Psychology Perspectives on Science and Practice, (3)1,3-19.
- McCall, M.W., Jr. (2010) Peeling the onion—getting inside experience-based development. Industrial and Organizational Psychology Perspectives on Science and Practice, (3)1, 61-68.
- McCall, M.W., Jr., & Hollenbeck, G.P. (2008). Developing the expert leader. People & Strategy (formerly Human Resource Planning), 31(1), 20-28. (Winner of the Human Resource Planning Society's 2008 Walker Award.)
- Ault, G., & McCall, M.W., Jr. (2008). The derailment conspiracy: when talented people derail. Focus on Surgical Education, 25(1), 23.
- McCall, M.W., Jr. (2008). Four common innovation mistakes. Harvard Management Update, 13(5), 9-10.
- McCall, M.W., Jr., & Hollenbeck, G.P. (2007). Can leadership be taught: observations from the field. The Human Factor, 1(4), 24-29
- McCall, M.W., Jr., & Hollenbeck, G.P. (2007). Getting leadership development right. Leadership Excellence, February, 8-9.
- Hollenbeck, G. P., & McCall, M. W., Jr. (2006). Eight myths about developing global executives. Pravartak, 1(2), 37-42. (Pune, India: National Insurance Academy).
- Hollenbeck, G.P., McCall, M.W., & Silzer, R. (2006). Leadership competency models. Leadership Quarterly, 17, 398-413.
- McCall, M. W., Jr. (2004) Leadership development through experience. Academy of Management Executive, 18(3), 127-130. Reprinted in M. F. R. Kets de Vries & K. Korotev, Leadership development (Cheltenham, UK: Edward Elgar, 2011).
- McCall, M. W., Jr. (March-April 2004) Taking the lead on innovation. Strategy & Innovation, 2(2), 12-13.
- McCall, M. W., Jr., & Hollenbeck, G. P. (May/June 2002). Global fatalities: When international executives derail. Ivey Business Journal, 74-78.
- Hollenbeck, G. P., & McCall, M. W., Jr. (Winter 2001). What makes a successful global executive. Business Strategy Review, 12(4), 49-56.
- McCall, M. W., Jr., & Christensen, C. M. (2000). Getting the right stuff in the right place at the right time. Teaching Note N9-601-054. Boston: Harvard Business School.

- Spreitzer, G., McCall, M. W., Jr., & Mahoney, J. (February 1997). Early identification of international executive potential. Journal of Applied Psychology, 82(1), 6-29. (Portions of this work were excerpted in "Identifying future leaders: They are made, not born." Research Briefing in Harvard Business Review, November-December 1995)
- McCall, M. W., Jr. (Winter 1994). Identifying leadership potential in future international executives: Developing a concept. Consulting Psychology Journal, 46(1), 49-63.
- McCall, M. W., Jr. (January/February 1992). Executive development as a business strategy. The Journal of Business Strategy, 13(1), 25-31. [To be reprinted in P. Lorange (ed), The strategic planning process as part of the series The international library of management. Hampshire, England: Dartmouth.] [Also reprinted in T. Sattelberger (ed.). Human resource management im umbruch: Positionierung, potentiale, perspektiven. Wiesbaden: Gabler, 1996, 43-54.]
- McCall, M. W., Jr., & Clair, J. A. (March-April 1992). In transition from physician to manager-- Part 1. Physician Executive: Journal of Management, 18(2), 3-9. Part 2 appeared in Physician Executive: Journal of Management, 18(3), 15-19. [This article is also available from the Center for Effective Organizations, technical report T90-2(164).] Chosen for reprinting by Administrative Ophthalmology, 1992.
- McCall, M. W., Jr., & Clair, J. A. (May-June 1990). Why physician managers fail (Part 1). Physician Executive: Journal of Management, 16(3), 6-10. Part 2 appeared in Physician Executive: Journal of Management, 16(4), 8-12. [This article is also available from the Center for Effective Organizations, technical report # T 89-14 (157).]
- McCall, M. W., Jr. (1989). Leadership: The secrets of management success. Physician Executive: Journal of Management, 15(6), 10-12. [Also published in Clinical Laboratory Management Review, March/April, 1990.]
- McCall, M. W., Jr. (1989). Captains outrageous. Across the Board, 26(10), 11-13. (Chosen for the NEWSTRACK Executive Tape Service, 1990.) [Reprinted in M. Syrett & C. Hogg (Eds.). Frontiers of leadership: An essential reader. Oxford: Basil Blackwell, 1992, 123-127.]
- McCall, M. W., Jr., Lombardo, M. M., & Morrison, A. M. (1989). Great leaps in career development. Across the Board, XXVI (3), 54-63. [Adapted and reprinted as "Career leaps and bounds" in Executive Excellence, 9(1), 16-17, January 1992.]
- McCall, M. W., Jr. (1988). Developing executives through work experience [special issue]. Human Resource Planning, 11 (1), 1-12. Selected by the Human Resources Planning Society as a "best practices" article in R. Levit & C. Gikakis (eds.), Shared wisdom: Best practices in development and succession planning (New York: the Human Resource Planning Society, 1994, 125-142).
- Lombardo, M. M., & McCall, M. W., Jr. (January 1984). The intolerable boss. Psychology Today, pp. 45-48. [reprinted in the Dallas Morning Herald and the Reno Gazette-Journal.]
- McCall, M. W., Jr., & Lombardo, M. M. (February 1983). What makes a top executive? Psychology Today, pp. 26-31. [Also in (Fall 1983) The Best of Business, pp. 82-86, in Whetten, D. A., & Cameron, K. S., Developing Management Skills (Glenview, IL: Scott, Foresman, 1984, 14-20), and in (February 1986) Executive Success, pp. 9-12].

- Lombardo, M. M., & McCall, M. W., Jr. (1983). Great truths that may not be . . . Management homilies: Do they stand up under examination? Management Review, 72 (7), 52-55.
- McCall, M. W., Jr., & Lombardo, M. M. (1982). Using simulation for research: Through the Looking Glass. Management Science, 28, 533-549.
- McCall, M. W., Jr. (1980). Conjecturing about creative leaders. Journal of Creative Behavior, 14, 225-234. [Also in (1984/1990) W. E. Rosenback & R. L. Taylor (Eds.), Contemporary Issues in Leadership. Boulder, CO: Westview Press. (One of only five articles in the first edition of Contemporary Issues in Leadership to be chosen for the second edition.) Also in (1978) S. Grysiewicz (Ed.), Creativity Week I Proceedings. Greensboro, NC: Center for Creative Leadership.]
- McCall, M. W., Jr. (1976). Leadership research: Choosing gods and devils on the run. Journal of Occupational Psychology, 49, 139-153.
- McCall, M. W., Jr., & Lawler, E. E., III (1976). High school students' perceptions of work. Academy of Management Journal, 19, 17-24.
- McCall, M. W., Jr. (September 1975). Leadership is a ten letter word. Journal: The American Chamber of Commerce Executives, 17-19.

#### **E. Published Technical Reports<sup>1</sup>**

- Hollenbeck, G. P., & McCall, M. W., Jr. (August 1997). Leadership Development: Contemporary Practice (CEO publication G 97-9 (321)). Los Angeles: Center for Effective Organizations. (An abridged version of this report will be published in A. Kraut & A Korman (eds.), New directions for human resource management (San Francisco: Jossey-Bass).
- McCall, M. W., Jr., Spreitzer, G. M., & Mahoney, J. (1994). Identifying leadership potential in future international executives: A learning resource guide (A final report on phase 2 of this research project). Lexington, MA: International Consortium for Executive Development Research.
- McCall, M. W., Jr. (1992). Identifying leadership potential in future international executives: Developing a concept (A final report on phase 1). Lexington, MA: International Consortium for Executive Development Research.
- McCall, M. W., Jr. (1990). Developing leadership: A look ahead (Technical Report # G 90-18). Los Angeles: Center for Effective Organizations.
- McCall, M. W., Jr., & Clair, J. A. (1990). In transit: From physician to manager (Technical Report # T 90-2 (164)). Los Angeles: Center for Effective Organizations.
- McCall, M. W., Jr., & Clair, J. A. (1989). Why physician managers fail (Technical Report # T 89-14 (157)). Los Angeles: Center for Effective Organizations.

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<sup>1</sup>The Center for Creative Leadership Technical Report Series is refereed.

- McCall, M. W., Jr., Hutchison, E. T., & Homes, V. (1989). Using experience to develop managerial talent: A professional's guide to on-the-job development (Technical Report G 89-8 (151)). Los Angeles: Center for Effective Organizations.
- McCall, M. W., Jr. (1988). Developing executives through work experiences (Technical Report No. 33). Greensboro, NC: Center for Creative Leadership.
- Lombardo, M. M., & McCall, M. W., Jr. (1984). Coping with an intolerable boss (Special Report). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr., & Lombardo, M. M. (1983). Off the track: Why and how successful executives get derailed (Technical Report No. 21). Greensboro, NC: Center for Creative Leadership. (Also reprinted in Kurtz, H. J., & Stiefel, R. T. (Eds.) (1985). Laufbahn und laufbehngestaltung: Englischsprachige arbeitsmaterialien fur life styling-trainer. Munchen: Academic.)
- McCall, M. W., Jr., Kaplan, R. E., & Gerlach, M. L. (1982). Caught in the act: Decision makers at work (Technical Report No. 20). Greensboro, NC: Center for Creative Leadership.
- Lombardo, M. M., & McCall, M. W., Jr. (1981). Leaders on line: Observations from a simulation of managerial work (Technical Report No. 18). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr. (1981). Leadership and the professional (Technical Report No. 17). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr., & Segrist, C. A. (1980). In pursuit of the manager's job (Technical Report No. 14). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr. & Lombardo, M. M. (1979). Looking Glass, Inc.: The first three years (Technical Report No. 13). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr., & Lombardo, M. M. (1979). Looking Glass, Inc.: An organizational simulation (Technical Report No. 12). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr. (1978). Power, influence, and authority: The hazards of carrying a sword (Technical Report No. 10). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr., Morrison, A. M., & Hannan, R. L. (1978). Studies of managerial work: Results and methods (Technical Report No. 9). Greensboro, NC: Center for Creative Leadership.
- Morrison, A. M., McCall, M. W., Jr., & DeVries, D. L. (1978). Feedback to managers: A comprehensive review of twenty-four instruments (Technical Report No. 8). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W., Jr. (1978). Leadership as a design problem (Technical Report No. 5). Greensboro, NC: Center for Creative Leadership.
- McCall, M. W. Jr. & DeVries, D. L. (1978). Appraisal in context: Clashing with

organizational realities (Technical Report No. 3). Greensboro, NC: Center for Creative Leadership.

McCall, M. W., Jr. (1977). Leaders and leadership: Of substance and shadow (Technical Report No. 2). Greensboro, NC: Center for Creative Leadership.

#### **F. Published Book Reviews**

McCall, M. W., Jr. (1995). [Review of Leading change: Overcoming the ideology of comfort and the tyranny of custom by James O'Toole]. Personnel Psychology, 48(4), 929-932.

McCall, M. W., Jr. (1990). [Review of The Executive Effect: Concepts and Methods for Studying Top Managers by D. C. Hambrick (ed.)]. Industrial and Labor Relations Review, 44(1), 175-176.

McCall, M. W., Jr. (1988). [Review of Real Managers by F. Luthans, R. M. Hodgetts, & S. A. Rosenkrantz]. Administrative Science Quarterly, 33 (3), 498-501.

McCall, M. W., Jr. (1987). [Review of Bosses by J. Wall]. Academy of Management Review, 12(3), 561-563.

McCall, M. W., Jr. (1986). [Review of Leadership and Performance Beyond Expectations by B. M. Bass]. Human Resource Management, 25 (3), 481-484.

McCall, M. W., Jr. (1982). [Review of Stogdill's Handbook of Leadership by B. M. Bass]. Academy of Management Review, 7(4), 639-640.

McCall, M. W., Jr. (1980). The troubled waters of leadership research [Review of Crosscurrents in Leadership by J. Hunt & L. Larson]. Contemporary Psychology, 25, 721-722.

McCall, M. W., Jr. (1978). A sort of programmed learning "how to do it" for managers [Review of How to Develop Dynamic Leadership by M. V. Fiore & P. S. Strauss]. Contemporary Psychology, 23, 359-360.

McCall, M. W., Jr. (1976). Beware! Schemers disguised as leaders are after your castle! [Review of Leadership Development: Theory and Practice edited by R. N. Cassell & R. L. Heichberger]. Contemporary Psychology, 21, 122-123.

McCall, M. W., Jr. (1976). Learning now what we thought we knew then [Review of The Social Psychology of Work by M. Argyle]. Contemporary Psychology, 21, 428-429.

#### **G. Miscellaneous Publications and Videotapes**

McCall, M. W. Jr. & Hutchison, E. T. (2008). "Hedge your Bets" (a card deck for high potential development). Manhattan Beach, CA: Myths at Work.

McCall, M. W., Jr., Spreitzer, G., & Mahoney, J. (1996). Prospector. Greensboro, NC: Center for Creative Leadership. (A validated tool for measuring international executive potential.)

McCall, M. W., Jr. (May 1996). The care and feeding of high-potential managers. In Viewpoint (Series #8). Boston: International Consortium for Executive Development Research.

Reprinted in Spanish as Identificación y desarrollo de gerentes de alto potencial by *Asuntos CIED*, November 1997.

McCall, M. W., Jr. One of several "management experts" in the 26-part series Taking the lead: The management revolution! which appeared on PBS beginning in the Fall of 1993. (Episodes 101, 105, 109, 112, 115, 116, 124, and 125.)

Ruderman, M., McCauley, C., Ohlot, P., & McCall, M. (1993). Developmental Challenge Profile: Learning from job experiences. Greensboro, NC: Center for Creative Leadership. (A measure of the degree of developmental challenge present in job.)

McCall, M. W., Jr. (1993). When bad bosses happen to good people. USC Business, Fall/Winter 1993, 34-35.

Hutchison, E. T., & McCall, M. W., Jr. Executive edge: A leadership development inventory. Manhattan Beach, CA: Executive Education and Development, Inc.

McCall, M. W., Jr. (1990). Why managers derail and some ideas for staying on track (videotape). Carson, CA: Senior Management Forum, Nissan Motor Corporation in U.S.A.

McCall, M. W., Jr. (1989). What makes a physician executive successful: Lessons from experience (videotape). Tampa: American College of Physician Executives Videotapes.

Morrison, A. M., & McCall, M. W., Jr. (April 1, 1984). Picking up cues from the boss. The New York Times, p. c15.

McCall, M. W., Jr. (August 1981). The (partially) mythical gap between research and practice. Issues & Observations, 1(3), pp. 4-5.

McCall, M. W., Jr., Lombardo, M. M., & Rice, S. S. (1979). Looking Glass, Inc.: Norm tables. Greensboro, NC: Center for Creative Leadership.

Devries, D. L., McCall, M. W., Jr., & Shullman, S. L. (1978). Performance appraisal workshop: briefing book. Greensboro, NC: Center for Creative Leadership.

Lombardo, M. M., McCall, M. W., Jr., & DeVries, D. L. (1978). Looking Glass, Inc.: Outside information notebook. Greensboro, NC: Center for Creative Leadership.

McCall, M. W., Jr. (1978). Looking Glass, Inc.: Commercial Glass Division. Greensboro, NC: Center for Creative Leadership.

DeVries, D. L., Odom, J. V., & McCall, M. W., Jr. Selected references on performance appraisal: A topical bibliography. Greensboro, NC: Center for Creative Leadership, 1977.

McCall, M. W., Jr. (April 1976). Of leadership and mythology. CCL, 3:2, p. 4

McCall, M. W., Jr. (1974). The perceived informational environment of formal leaders. Unpublished doctoral dissertation, Cornell University, New York.

#### **IV. Selected Professional and Academic Presentations**

McCall, M. W., Jr. (October 2014). Ready now, ready later, never ready: Why succession planning

falls short on development (and what might be done about it). Invited keynote address, 10<sup>th</sup> Annual SIOP Leading Edge Consortium (“Succession strategies: Building your leadership bench”), Society for Industrial and Organizational Psychology, Chicago.

McCall, M.W., Jr. (May 2014). Co-Chair & Panelist. Beyond 70-20-10 leadership development. Panel Discussion at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu.

McHenry, J.J., & McCall, M.W., Jr. (May 2014). Experience-driven leadership development. Invited workshop at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu.

McCall, M.W., Jr. (May 2014). Presenter/ author, Learn about the SIOP professional practice series. Panel Discussion at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu.

McCall, M.W., Jr. (March 2014). The five demands of leadership: Lessons from research on corporate executives. Keynote address, The National Superintendents’ Symposium, National Association of School Superintendents and USCROSSIER School of Education, Newport Beach, CA..

McCall, M.W., Jr. (February 2014). Catalytic converters: How great bosses develop talent. Joint meeting of the Talent Management Council, The Conference Board, Coronado, CA.

McCall, M. W., Jr. & McHenry, J. (September 2013). How exceptional bosses develop talent. Thought Leader Series, Executive Networks, webinar.

McCall, M. W., Jr. (February 2013). Developing leaders through experience: The state of the art. In Leadership for the Future: Thriving in a VUCA World, Boston University School of Management Executive Development Roundtable, San Diego.

McCall, M.W., Jr. (April 2012). Co-Chair & Panelist. Leaders building leaders: How senior leaders develop their protégés. Panel Discussion at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego.

McCall, M.W., Jr. (April 2012). Discussant. Building global leaders: What does it take? Symposium/Forum at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego.

McCall, M.W., Jr. (April 2011). Chair. Experience-based leadership development: Resolving some thorny issues. Symposium at the 26rd Annual Conference of the Society for Industrial and Organizational Psychology, Chicago.

McCall, M.W., Jr. (August 2011). Discussant. C. Myers & D. S. DeRue (Chairs). New directions in global leadership development. Symposium at the Academy of Management 2011 Annual Meeting, San Antonio, TX.

McCall, M.W., Jr. (April 2010). Discussant. E. Gerber (Chair). The missing link in strategic talent management: Managing executive transitions. Symposium at the 25rd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta.

- McCall, M.W., Jr. (February 2010). The path to leadership mastery. Kravis Leadership Institute Speakers Program, Claremont McKenna College, Claremont, CA.
- McCall, M.W., Jr. (April 2009). Lessons of my experience: three decades of exploring leadership development. Invited address (Distinguished Professional Contributions Award) at 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans.
- McCall, M.W., Jr. (March 2009). Speeding readiness: the intentionality of learning. Invited presentation at the Council of Talent Management Executives II, The Conference Board, Dallas, TX.
- McCall, M.W., Jr. (December 2008). Developing the next generation of leaders. Invited address at “The Best of Talent Management Summit” developed by Linkage, Lake Buena Vista, FL.
- McCall, M.W., Jr. (November 2008). Developing leadership talent. Invited presentation to the Management Department of the Neeley School of Business, Texas Christian University, Fort Worth, TX.
- McCall, M.W., Jr. (October 2008). When talented people derail. Invited address, San Diego Society for Industrial and Organizational Psychology, Carlsbad, CA.
- McCall, M.W., Jr. (July 2008). Leadership development through experience. Invited address at “Mission Possible,” YPO-WPO Management Retreat, San Diego.
- McCall, M.W., Jr. (June 2008). Panelist. In S. Snook & H. Ibarra (Chairs), J. Conger (Moderator), Developing leaders. Moderated panel discussion as part of “Leadership: Advancing an intellectual discipline,” a Harvard Business School Centennial event, Boston.
- McCall, M.W., Jr. (April 2008). Panelist. S. Cruse (Chair). Developing global leaders: Nagging questions and considered answers. Panel discussion at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.
- McCall, M.W., Jr. (April 2008). Discussant. J. Veneziano (Chair). Cultivating global leaders: Selection, development, and preventing derailment. Symposium/Forum at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.
- Yost, P. & McCall, M. W., Jr. , (April 2007). Talent management: the promise and the paradox of potential. Invited workshop at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- McCall, M.W., Jr. (March 2007). Developing leadership talent. Invited talk for the San Diego Society for Industrial and Organizational Psychology, San Diego.
- McCall, M.W., Jr. (March 2007). When international executives derail. Invited seminar, Asia/Pacific Business Outlook, Marshall School of Business, University of Southern California, Los Angeles.
- McCall, M.W., Jr. (April 5, 2005, May 3, 2006, March 28, 2007). Identifying and developing leadership talent globally. International Consortium for Executive Development Research, HRD Leadership Program—USA, New York, NY.
- Hollenbeck, G.P., & McCall, M.W. Jr. (October 28-29, 2005). Extreme makeover: becoming a global executive. Society for Industrial and Organizational Psychology Fall Consortium—Leadership at the Top: The Selection, Globalization, and Ethics of Executive talent, St. Louis, MO.

- McCall, M.W., Jr. (February 18, 2005). High flyers: developing the next generation of leaders. Keynote address, National Association for Printing Leadership Top Management Conference, Phoenix, AZ.
- McCall, M. W., Jr. (June 2004). Developing the Next Generation of Leaders: Experience-Based Executive Development. Keynote Address, Corporate Partners' Meeting of Harvard Business School Publishing, Boston, MA.
- McCall, M. W., Jr. (August 2004). Extracting learning from experience. In Personal transformation: Leveraging self-knowledge into effective action. Symposium presented at the annual meeting of the Academy of Management, New Orleans, LA.
- McCall, M. W., Jr. & Hollenbeck, G. P. (August 2003). Using experience to drive the development of global executives. In W. Mobley (Chair), Global leadership: Multi-company and multi-cultural perspectives. Symposium presented at the National Academy of Management, Seattle.
- Hollenbeck, G. & McCall, M. W., Jr. , (April 2003). Executive development with a global twist. Invited workshop at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- Hollenbeck, G. & McCall, M.W., Jr. (April 2003). "Not in my wildest imagination"... The global effect. In P. Heslin & M. Evans (chairs), Conceptions of Career Success. Symposium presented at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- McCall, M. W., Jr. (April 2003). Debater in C. McCauley (moderator) Competency models: A boom or bane to leadership development? A debate conducted at the 18<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Orlando.
- McCall, M. W., Jr. & Hollenbeck, G. P. (April 2002). Developing executives: The global caveat. In E. Elder (Chair), Enhancing leadership effectiveness within organizations: Strategies for growing high-potential talent. Practitioner Forum at the 17<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Toronto.
- McCall, M. W., Jr. (March 2002). Lessons of experience: Development and derailment of international leaders. PDI Global Research Consortia, Pudong, Shanghai.
- McCall, M. W., Jr. (May 2002). Developing global executives. Keynote Address, 30<sup>th</sup> Anniversary Celebration of the Niagara Institute, Niagara-on-the-Lake, Ontario, Canada.
- McCall, M. W., Jr. (October 2002). Good news and bad news about developing global executives. Invited presentation to the 30<sup>th</sup> International Congress on Assessment Center Methods, Pittsburgh, PA.
- Hollenbeck, G. P. & McCall, M.W., Jr., (April 2001). Rich experiences and perished certainties: A study of global leaders. In M. Dalton (Chair), Developing global managers and leaders: An integration of perspectives. Symposium presented at the 16<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- McCall, M. W., Jr. [panelist] (April 2001). W. Bennis (moderator), A conversation on the future of leadership. Symposium presented at the 42<sup>nd</sup> Annual Western Academy of Management Conference, Sun Valley, ID.
- McCall, M.W., Jr., (April 2000). Heroes and goats: The convoluted world of international executive

- derailment. In G. Hollenbeck (Chair), Yesterday's heroes—the derailment of international executives. Symposium presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- McCall, M.W., Jr. [Discussant] (April 2000). D. Day (Chair), Systemic leadership development: Conceptual models and best practices. Symposium presented at the 15<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans.
- McCall, M. W., Jr. (May 1999). Making experience count. In Next generation strategies, organizations, and leadership, International Consortium for Executive Development Research Forum, jointly hosted by Toyota Motor Sales, USA, Inc., and the University of Southern California Marshall School of Business, Pasadena.
- McCall, M. W., Jr. (August 1999). Speed and executive development: Collision course? In speed to market: Attracting and retaining customers, American Productivity and Quality Council Annual Conference, San Francisco.
- McCall, M. W., Jr. (September 1999). Finding and developing talent. In A mandate for leadership, Federal Reserve System Leadership Conference, Chicago.
- McCall, M.W., Jr. (November 1999). Developing leaders to lead change. In Competing on the edge, Conference Board of Canada 1999 Change Management Conference, Toronto.
- McCall, M. W., Jr. (April 1998). Ability to learn from experience: A selection or development issue? In C. McCauley (Chair), Enhancing the ability to learn. Symposium presented at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- McCall, M. W., Jr. [Chair] (April 1998). What executive coaches have learned about executives. Panel discussion 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- McCall, M. W., Jr., and Hollenbeck, G. (April 1998). Leadership development: Contemporary Practice. Pre-conference continuing education workshop presented at the 13<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- McCall, M. W., Jr. [Discussant] (August 1998). J. Conger (Chair), Charismatic and transformational leadership: Advances in empirical research. Symposium presented at the Annual Meeting of the Academy of Management, San Diego, CA.
- McCall, M. W., Jr. (December 1997). The derailment conspiracy (12/15), Developing the next generation of leaders (12/16), and (with George Hollenbeck) Leadership development: Contemporary practice (12/17). In Strategic succession planning: Development of high potentials, Boston University School of Management, Executive Development Roundtable, Boston, MA.
- McCall, M. W., Jr. (April 1997). Stepping on the gas: How can executive development be accelerated? In G. Hollenbeck (Chair), Accelerating executive development—Can we, should we, how? Symposium presented at the 12<sup>th</sup> Annual Conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- McCall, M. W., Jr. (December 1995). The learning skills of successful expatriates. Invited address to The Human Resource Planning Society learning session, Change-- Individual and organizational learning: The future imperative, Dallas, TX.

- Spreitzer, G., McCall, M. W., Jr., & Mahoney, J. (August 1995). The early identification of international leadership potential: Dimensions, measurement and validation. Paper presented to the Careers Division, 55th Annual Meeting of the Academy of Management, Vancouver, BC.
- McCall, M. W., Jr. (August 1995). Discussant . J. Conger (Chair), New developments in leadership training, 55th Annual Meeting of the Academy of Management, Vancouver, BC.
- McCall, M. W., Jr. (June 1995). Strategic development of executive talent. "Masters Series" lecture to the 47th Annual Conference of the Society for Human Resource Management, Orlando, FL.
- McCall, M. W., Jr. (February 1995). Creating a leadership development plan for self and others. Presentation to The Federal Reserve Leadership Institute, Chantilly, VA.
- McCall, M. W., Jr. (January 1995). Developing leaders and LGI. Invited address to the Looking Glass User's Conference sponsored by the Center for Creative Leadership in Scottsdale, AZ.
- McCall, M. W., Jr., Spreitzer, G., & Mahoney, J. (April 1994). Reprise: Identifying future international executives. In M. McCall (Chair), Early identification and development of global executives, Ninth Annual Conference of the Society of Industrial and Organizational Psychology, Nashville, TN.
- McCall, M. W., Jr. (May 1993). Identifying leadership potential in future international executives. In M. McCall (Chair), Early identification of global executives: Issues, challenges, and solutions, Eighth Annual Conference of the Society of Industrial and Organizational Psychology, San Francisco.
- McCall, M. W., Jr. (October 1993). Early identification of global executives: Where to place your bets. Presentation to the Corporate Sponsor Forum of the Human Resource Planning Society, Scottsdale, Arizona.
- McCall, M. W., Jr. (May 1992). Strategic executive development. Presentation to the 1992 Fifth Annual West Coast Human Resources Conference, The Conference Board, Los Angeles, CA.
- McCall, M. W., Jr. (April 1992). Moving targets: Executive development in times of rapid change. Presentation to HRD Challenge '92, Boston University Corporate Education Center, San Francisco.
- McCall, M. W., Jr. (March 1992). Leadership development: An international perspective. Presentation to the Fifth Annual Asia/Pacific Business Outlook, University of Southern California, IBEAR, Los Angeles.
- McCall, M. W., Jr. (June 1991). The toll of change: Why managers don't adapt. Address to the Metropolitan New York Association for Applied Psychology, New York City.
- McCall, M. W., Jr. (May 1991). Current trends in executive development. Presentation to the Human Resources Planning Society, Southern California Affiliate, Long Beach, CA.
- McCall, M. W., Jr. (February 1991). Why managers derail. Presentation to 6 X 6 Executive Forum, University of Southern California, Los Angeles, CA.
- McCall, M. W., Jr. (October 1990). Why managers fail. The 1990-1991 Executive Series, Town Hall of California, Los Angeles.

- McCall, M. W., Jr. (October 1990). The derailed executive. Address to the National Association of Corporate and Professional Recruiters, Los Angeles.
- McCall, M. W., Jr. [discussant] (August 1990). A. Osborne, Jr. (Moderator), Renewing human resources in large scale bureaucracies. The fourth international conference on Creative and innovative management, UCLA, Los Angeles.
- McCall, M. W., Jr. & Clair, J.A. (August 1990). In transit: From physician to manager. In C. F. Poulson (Chair), Relocation, job change, and career change. Paper session at the National Meeting of the Academy of Management, San Francisco.
- McCall, M. W., Jr. (July 1990). Significant organizational change: The pivotal role of managerial adaptability. Learning from experience conference, Center for Creative Leadership, Greensboro, NC.
- McCall, M. W., Jr. [Panelist] (April 1990). In J. Hogan (Chair), Lessons in leadership. Annual Meeting of the AACSB, San Francisco.
- McCall, M. W., Jr. [discussant] (August 1989). In R. Vecchio (Chair), Leadership: Who's Following the Leader? Symposium at the National Meeting of the Academy of Management, Washington, DC.
- McCall, M. W., Jr. [discussant] (August 1989). In J. A. Chilingierian (Chair), New Directions in Research on Managerial Jobs and Behavior. Symposium at the National Meeting of the Academy of Management, Washington, DC.
- McCall, M. W., Jr. (May 1989). What makes a physician executive successful: Lessons of experience. Keynote address, the American College of Physician Executives, Washington, DC.
- McCall, M. W., Jr. (May 1989). Why some physician executives fail. Presentation to the American College of Physician Executives, Washington, DC.
- McCall, M. W., Jr. (December 1988). Executive succession and development. Keynote address, Human Resource Systems Professionals, L.A. Chapter, Long Beach, CA.
- McCall, M. W., Jr. (October 1988). Lessons of Experience: How successful executives develop on the job. Hightower Lecture Series, Emory Business School, Atlanta.
- McCall, M. W., Jr., & McCauley, C. D. (August 1986). Analyzing the developmental potential of jobs. In J. L. Moses (Chair), Expanded Potential for Job Analysis. Symposium conducted at the meeting of the American Psychological Association, Washington, DC.
- McCall, M. W., Jr., & Lombardo, M. M. (August 1986). Nobody's perfect: An examination of executives' strengths and weaknesses. In Gene Dalton (Chair), Why Managers Fail. Symposium conducted at the meeting of the Academy of Management, Chicago, IL.
- McCall, M. W., Jr., DeVries, D. L., & Lindsey, E. T. (January 1986). Executive Leadership: The Survival Difference. Presentation at the Business-Higher Education Forum, Phoenix.
- McCall, M. W., Jr. (March 1985). Leadership. Presentation to the Executive Development Network, San Antonio.

- McCall, M. W., Jr. [Chair] (August 1984). Executive growth and change: What's reasonable to expect? Panel discussion conducted at the meeting of the American Psychological Association, Toronto.
- McCall, M. W., Jr. (August 1984). Making sense of descriptive data from managers. In J. Komaki (Chair), Back to the Basics: Describing Leaders. Symposium conducted at the meeting of the American Psychological Association, Toronto.
- Lombardo, M. M., & McCall, M. W., Jr. (August 1984). Implications for management education and development. In M. M. Lombardo (Chair), Hard Times: Executive Reactions to Hardships and Failure. Symposium conducted at the 44th Annual Meeting of the Academy of Management, Boston.
- McCall, M. W., Jr. (April 1984). Learning from experience: Key events in executive careers. Presentation to the Greater Chicago Association of I/O Psychologists, Chicago.
- McCall, M. W., Jr. (November 1983). Key events in executive careers. Research report presented to the Conference Board Council on Development, Education, and Training, Princeton University, Princeton.
- McCall, M. W., Jr. (August 1983). Implications for management education and development. In M. M. Lombardo (Chair), Key Events and Learnings in the Lives of Executives. Symposium conducted at the 43rd Annual Meeting of the Academy of Management, Dallas.
- McCall, M. W., Jr. (August 1982). Success, failure and tragic flaws among high-level executives: Recent findings. Invited address, American Psychological Association, Washington, DC.
- McCall, M. W., Jr. (June 1982). Simulation of the total work environment in an assessment center. Paper presented at the Tenth International Congress on the Assessment Center Method, Pittsburgh.
- McCall, M. W., Jr. (August 1981). Leadership: Some alternative views and their implications. Invited address at the 89th Annual Convention of the American Psychological Association, Los Angeles.
- McCall, M. W., Jr., & Segrist, C. A. (August 1981). The managerial work survey: Building from Mintzberg. In A. Kraut (Chair), Perspectives on the Managerial Job. Symposium conducted at the meeting of the American Psychological Association, Los Angeles.
- Lombardo, M. M., & McCall, M. W., Jr. (October 1980). Leaders on line: Observations from a simulation of managerial work. Invited paper, Southern Illinois University Leadership Symposium, Carbondale.
- Lombardo, M. M., & McCall, M. W., Jr. (1980). Looking Glass: An organizational simulation. Paper presented at the Organizational Behavior Teaching Conference, Los Angeles.
- McCall, M. W., Jr. (September 1979). The manager's job: Implications of diary and observational studies. In P. Pinto (Chair), Analyzing Managerial Work Requirements. Symposium conducted at the meeting of the American Psychological Association, New York.
- McCall, M. W., Jr. (September 1979). Volcanoes, streams and warts: In search of creative leadership. Paper presented at the workshop Creativity Week II, Center for Creative Leadership, Greensboro, NC.
- McCall, M. W., Jr. [Chair] (May 1979). Leadership in context: Issues of organization design and environment. Symposium conducted at the meeting of TIMS/ORSA, New Orleans.

- McCall, M. W., Jr. (August 1978). Conjecturing About creative leaders. Paper presented at the Workshop Creativity Week I, Center for Creative Leadership, Greensboro, NC.
- McCall, M. W., Jr. [Discussant] (August 1978). In D. L. DeVries (Chair), Subordinate-To-Boss Feedback: A Look at Strategies and Instruments. Symposium conducted at the meeting of the Academy of Management, San Francisco.
- Pennybacker, M. R., McCall, M. W., Jr., & DeVries, D. L. (1978). Managerial feedback: Defining the concept. Paper presented at the meeting of the Southern Sociological Society, New Orleans.
- Pennybacker, M. R., McCall, M. W., Jr., & DeVries, D. L. (1978). Managerial feedback: Does it matter? In G. Yukl (Chair), Conceptions and Implications of Feedback. Symposium conducted at the meeting of the Eastern Academy of Management, New York.
- McCall, M. W., Jr. (July 1977). Leadership as a design problem. Invited paper presented to the international meeting of the Institute of Management Science, Athens, Greece.
- McCall, M. W., Jr. (June 1977). Creative leadership: The intersection of two mists. Keynote address to the American Home Economics Association, Boston.
- DeVries, D. L., & McCall, M. W., Jr. (January 1976). Performance appraisal: Is it tax time again? In D. L. DeVries & M. W. McCall, Jr. (Chairs), Managerial Performance Feedback: Appraisals and Alternatives. Symposium conducted at the Center for Creative Leadership, Greensboro, NC.
- McCall, M. W., Jr. (October 1976). Leadership research: Shadowy substance and substantive shadows. Presented at the meeting of the Association of Administrators of Home Economics, Greensboro, NC.
- McCall, M. W., Jr. (January 1976). Leadership research: Choosing gods and devils on the run. Paper presented to the Division of Occupational Psychology, British Psychological Society, Keele, Staffordshire, England.
- McCall, M. W., Jr., & DeVries, D. L. (September 1976). Appraisal in context: Clashing with organizational realities. In D. L. DeVries (Chair), Performance Appraisal and Feedback: Flies in the Ointment. Symposium conducted at the meeting of the American Psychological Association, Washington, DC.
- McCall, M. W., Jr. (October 1975). A systematic look at nonsense: The congruous side of incongruity. In L. Pondy (Chair), Radical Approaches to Organizational Design. Symposium conducted at the University of Illinois, Urbana.
- McCall, M. W., Jr. (August 1975). Hand Charley a sandwich: Grappling with feedback. In D. Herold (Chair), Management Implications of Feedback Research. Symposium conducted at the Meeting of the Academy of Management, New Orleans.
- McCall, M. W., Jr. (April 1975). Clues to the state of the art. Paper presented at the Management Conference, Center for Creative Leadership, Greensboro, NC.
- McCall, M. W., Jr. (1975). Leadership: Into the Briar Patch (slide show presentation on past and current trends in leadership research). Presented at the Department of Psychology Colloquium Series, Wake Forest University, The Duke University Business School Colloquium series, and to various business classes from the University of North Carolina (Greensboro and Charlotte).

McCall, M. W., Jr. (August 1974). The perceived cognitive role requirements of formal leaders. In N. Rosen (Chair), Some Neglected Aspects of Research on Leadership in Formal Organizations. Symposium conducted at the meeting of the American Psychological Association, New Orleans.

V. **Research Grants, Contracts, and Proposals**

McCall, M. W., Jr. [Principal Investigator] and Jeff McHenry. (August 2011-August 2012) The Role of the Boss in Experience-Based Leadership Development. Travel expenses and professional support provided by Procter & Gamble, 3M, Disney/ABC Television Group, Microsoft, and Infosys.

McCall, M. W., Jr. [Principal Investigator]. (August 1998-August 2000) Developing international executives. Sponsored by ABB Asea Brown Boveri Ltd. (Zurich), LM Ericsson (Stockholm), the Global Research Consortium, the Human Resources Futures Association, Johnson & Johnson, Inc., Shell International (London), and Unilever (London). Additional support provided by the Center for Effective Organizations and the IBEAR program at USC. Total funding approximately \$170,000/year for two years.

McCall, M. W., Jr. [Principal Investigator], Spreitzer, G., & Mahoney, J. (May 1993 to 1999). Identifying leadership potential in future international executives: Development of a measurement tool. International Consortium for Executive Development Research. \$88,400.

McCall, M. W., Jr. [Principal Investigator] (1991-92). "Identifying leadership potential in future international executives." International Consortium for Executive Development Research, completed November 1992. \$42,000.

McCall, M. W., Jr. [Principal Investigator] (1990). "Effective human resources policies and practices." A brief review of research and practice prepared for ISVOR Fiat, \$6,120.

McCall, M. W., Jr. [Principal Investigator] (1989). Success and Failure Among Physician Executives. A pilot research project sponsored by a \$10,000 grant from the American College of Physician Executives in conjunction with the Center for Effective Organizations.

McCall, M. W., Jr. [Program Manager] (1982-1988). The Research Sponsor Program. I conceived, started, and managed this program of corporate sponsorship, involving a \$25,000 annual contribution to the Research Division from each corporation in exchange for participation in collaboratively generated research projects (often funded separately). When I left the program in 1988, there were eight corporate sponsors.

McCall, M. W., Jr. [Principal or Co-Investigator] (1978-1988). While at the Center for Creative Leadership, I played a central role in several contract research and development projects with major corporations. These included development of Looking Glass II (a special addition to the simulation) for AT&T, two separate studies of managerial behavior for IBM, a predictive study of managerial effectiveness at Union Carbide, and a study of executive development practices at Pillsbury.

McCall, M. W., Jr., & DeVries, D. L. (1976). When Nuts and Bolts Are Not Enough: An Examination of the Contextual Factors Surrounding Performance Appraisal. A research proposal submitted to the Division of Industrial and Organizational Psychology, American Psychological Association. (Won honorable mention in the James McKeen Cattell Award Competition.)

McCall, M. W., Jr. [Principal Investigator], DeVries, D. L., & Lombardo, M. M. (1976, renewed 1977 and 1978). Leadership in Context: An Organizational Simulation. Office of Naval Research, Contract Number N00014-76-C-0870, Arlington, VA. This project created and normed the Looking Glass Simulation.

**VI. Editorial and Review**

Editorial Review Board, Industrial and Organizational Psychology: Perspectives on Science and Practice, 2007- present.

Editorial Review Board, Leadership Quarterly, 2004- present

Editorial Review Board, Academy of Management Review, 1981 - 1987, 1991 - 1993.

Editorial Review Board, Human Resource Development Quarterly, 1989 - 1998

Editorial Review Board, Journal of Management Inquiry, 1991-1993

Editorial Review Board, Executive Development, 1991-1998.

Editorial Review Board, Academy of Management Executive, 1987 – 1989.

Editorial Review Board, Center for Creative Leadership Technical Report Series, 1976-1988. (also Associate Editor, 1978-1980)

Ad hoc reviewer for American Psychologist, Academy of Management Review, Administrative Science Quarterly, the Center for Creative Leadership technical report series, Harvard Business School Press, Human Resource Development Quarterly, Human Resource Management Journal, Journal of Applied Psychology, MIT Sloan Management Review, Organizational Behavior and Human Performance (now called Organizational Behavior and Human Decision Processes), Management Science, MIT Sloan Management Review, Nonprofit Management & Leadership, Personnel Psychology, and the Social and Development Psychology Program, Division of behavioral and Neural Sciences, National Science Foundation.

Reviewer for the Academy of Management National Meetings (variously OB, HR, and Management Education Divisions), 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 2005, 2006, 2007, 2008, 2009, 2010

Reviewer for the Society for Industrial and Organizational Psychology annual meeting (Program Committee), 1998, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014.

Reviewer for Southern Illinois University Leadership Conference, 1980.

**VII. Professional Memberships, Committees, and Service**

Member, Academy of Management, 1974-present.

Program committee, HR division, 2005-2009.

Program committee, MED division, 2005-2009

Fellow, American Psychological Association (member since 1975, elected Fellow in 1985).

Fellow, Society for Industrial/Organizational Psychology (member since 1976, elected Fellow in 1985).

Distinguished Professional Service Award committee (2011, 2012, 2013, 2014)

Program Committee (1982 - 1985, 1997-present)  
Distinguished Professional Contributions committee (2009, 2010)  
Continuing Education and Workshop Committee (1985 - 1986; 1987 - 1988)  
Workshop Committee (1980 - 1982)  
Public Relations Committee (1977 - 1979)

Fellow, American Psychological Society (elected 1990).

Member, The Summit Group, 1989-present.

Tenure review letter, Paul R. Yost, Associate Professor of Industrial/Organizational Psychology, Seattle Pacific University, August 2012.

External Member, Dissertation Qualifying Committee and dissertation committee, Alison Noyes, Annenberg School of Communications (2011- 2012)

Dissertation External Examiner: Soosan Latham, University of Toronto (PhD 2009)

Management & Organization Department, USC's Marshall School of Business

Deans' IBEAR Study Group, 2008/9

Annual Performance Review Committee, 2007

4<sup>th</sup> Year review and Re-Review Committee for Alexandra Michel, 2007/8

MOR MBA Curriculum Committee, 2005/6, 2008/9, 2010/11

Dean's Faculty Advisory Committee, 2004/5, 2005/6, 2013/14, 2014/15.

MBA Electives Committee, 2004/5

Dissertation Committees (member)

Laura Erskine, M&O (through proposal stage)

Glenn Ault, MD, School of Education (stopped with masters)

Murat Alpaslan, M&O (PhD 2002)

Linda Searle, School of Nursing (PhD 2000)

Mark Allen, School of Education (PhD 1999)

4<sup>th</sup> Year review Committee (chair) for Chris Porath

P.E.G. for Peter Kim, 2004

P.E.G. for John Boudreau, 2003

Annual Performance Review Committee, 2002

P.E.G. for Sigal Barsade, 2002

Dean's Faculty Advisory Committee, 2001/2

OB MBA Core Course Task Force, 2001

SHRM Concentration Task Force, 2001

Strategic Initiatives Task Force, Executive Education, 2000

MBA Management and Organization Electives Task Force, 1999, 2000

P.E.G. for Nancy Kurland, 1999

P.E.G. for Jay Conger, 1998

Peer Review Committee (Chair), Xin Three Year Review, 1998

MBA Curriculum Committee (Co-Chair), 1997/8.

Ad Hoc Committee on the future of Business, Government, and Society (Chair), 1997

MBA Admissions Committee, 1996

MBA Curriculum Committee, 1995/6

Peer Review Committee, Spreitzer Three Year Review, 1995

Peer Review Committee, Mahoney Three Year Review, 1995

Curriculum Committee (Chair), 1994/5

Department Advisory Committee, 1994/5

Ad Hoc committee for development of a Strategic Human Resources concentration, 1994  
Business School Strategic Innovations Committee (Market Research Committee), 1994  
MBA Curriculum Committee (Chair), 1993/4  
MBA Admissions Committee, 1993  
Core Faculty, Executive Education, 1992-present  
Dean's Leadership Committee, 1992  
Curriculum Committee (Graduate), 1991/2  
Management & Organization Strategy Task Force, 1990  
Curriculum Committee, 1990-1991

Dean's Faculty Advisory Committee, 2001-2002

Faculty observer on the USC Development Committee of the Board of Trustees, 1999-2000

Representative of the School of Business to the International Consortium for Executive Development Research, 1991-1998.

Roundtable discussion on leadership, USC General Alumni Association, January 1993.

Faculty, Steven B. Sample Fellows Program, The Leadership Institute, School of Business Administration, USC, 1993/4.

#### **VIII. Academic Honors and Awards**

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|--------------|---|
| 2014         | #11 in "The 30 Most Influential Industrial and Organizational Psychologists Alive Today. Human Resources MBA.   |
| 2009         | Morgan W. McCall, Jr., and George P. Hollenbeck received the 2008 Walker Award during the April 2009 Human Resource Planning Society's Global Conference for their contribution to the <u>People &amp; Strategy Journal</u> : "Developing the Expert Leader." |
| 2008         | Distinguished Professional Contributions Award, Society for Industrial and Organizational Psychology.   |
| 2007-present | "Top 100 Thought Leaders on Leadership" <u>Leadership Excellence</u>  |
| 1998         | <u>High Flyers</u> nominated for the 1997 Financial Times/Booz-Allen & Hamilton Global Business Book Award. Winner of the 1998 "Athena Award" as the best book on leadership and "Best of Show."  |
| 1997         | Recipient of the Marion Gislason Award for Leadership in Executive Development, awarded by the Executive Development Roundtable of the Boston University School of Management, in Boston, December 16, 1997.  |
| 1996         | Promoted to Full Professor  |
| 1995         | Awarded Sabbatical  |
| 1995         | Masters Series lecture, the Society for Human Resource Management, Orlando, FL.   |
| 1994         | <u>The Lessons of Experience</u> was the single most cited source in a survey of members of the Society for Industrial and Organizational Psychology that identified research that has  |

influenced practice (Sackett, P. R., The content and process of the research enterprise within industrial and organizational psychology, Presidential Address, Society for Industrial and Organizational Psychology, Nashville, TN, April 9, 1994).

- 1988 Winner for The Lessons of Experience (along with M. Lombardo and A. Morrison) of the Johnson Smith & Knisely "New Perspectives on Executive Leadership Award," which is "...designed to foster, recognize and disseminate the best new thinking on principles of executive leadership that have practical application to the management of public or private sector organizations. An awards committee composed of senior business executives and consultants to major corporations selects the winner." Previous winners include John Kotter, Jack Gabarro, Noel Tichy, and Mary Anne Devanna.
- 1988 The Lessons of Experience (McCall, Lombardo, & Morrison) was nominated by the Academy of Management for the George R. Terry Book Award.
- 1988 Hightower Lecture Series, Emory University.
- 1986 Distinguished Lecture Series, Pennsylvania State University.
- 1985 Elected Fellow of the American Psychological Association
- 1976 Honorable Mention, James McKeen Cattell Award for Research Design, American Psychological Association, Division of Industrial and Organizational Psychology
- 1971 - 1974 Cornell teaching and research assistantships
- 1972 - 1973 Owen D. Young Fellowship for Research in the Behavioral Sciences, Cornell University
- 1970 - 1971 Cornell Graduate Fellowship
- 1970 Sylvan Geismar Honor Award in Administrative Science, Yale University
- Cum Laude with Honors in Administrative Science, Yale University