

Michael R. McGrath, Ph.D.

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Adjunct Professor, Marshall School of Business, University of Southern California (2017)

- Competitive Strategy
- Design of Effective Organizations

Faculty Member, Institute for Change (2006 –Present)

Adjunct Professor of Executive Development, Ross Graduate School of Business, University of Michigan (2005-2017)

Responsibilities include lead faculty and program director for these public programs:

- Driving Organizational Culture for Change and Talent Integration Program (3 day session in Hong Kong)
- Leadership in Action Program (5 day session in Hong Kong)
- Senior Executive Program, Asia (9 day session in Hong Kong)

Faculty responsibilities also include delivery in Manager of Managers and Business Acumen public programs. Custom program work includes the design, development and delivery globally of programs for senior executives focusing on individual leadership effectiveness, senior leadership team effectiveness, cultural alignment with vision and strategy and strategic talent management. Some of the major custom programs I have developed, sold, designed and delivered include multi-phase action learning programs focused on leadership and cultural change in the following organizations:

- *Reliance Corporation, Mumbai, India*
- *Shui On Land, Shanghai, China*
- *Islamic Development Bank, Jeddah & Riyadh, KSA*
- *Mashreq Bank, Dubai, UAE*
- *Banque Saudi Fransi, Riyadh, KSA*
- *Bayer Material Sciences*
- *Scheffler, A.G., Germany*
- *Ford Motor Company (programs in addition to the LEAD program)*
- *Altera Corporation, Penang, Malaysia*
- *Bank Mandiri, Jakarta, Indonesia*
- *Sabancı School of Business, Istanbul*
- *Rockwell International (delivered in Australia, Singapore, France and Spain)*

Vice-President, Consulting Services, Executive Development Associates (2003-2005)

Design, development and delivery of custom executive programs for senior organizational executives. Additionally, conducted annual trends in executive development survey for member companies and served as consulting lead in “The Leadership Benchmark Challenge: Building Integrated Talent Management Systems” study.

Vice-President, Executive Planning and Development, Charles Schwab & Co., Inc. (1998-2002)

Responsible for the design, implementation and enhancement of the total talent portfolio planning and development process for the firm's Senior Management Team (top 200 executives) including:

- Creating and implementing the succession planning process for the SMT (all officers by implication; N=600)
 - Personally leading and facilitating the process for the Executive Committee of the firm
- Critical integration with other HR systems and processes (e.g. core competency initiatives and relevant applications)
- Requisite systems and technology to support succession planning process (evolution from single desk top system supporting 80 executives to web-based system supporting several thousand)
- Coaching members of the Executive Committee and members of their senior team re: executive and leadership development
- Design, delivery and launch of the core executive leadership development program for the SMT
 - Passion Driven Leadership Executive Program: Based on Clicks and Mortar: Passion Driven Growth in an Internet Driven World co-authored by Co-CEO of Schwab, David Pottruck
 - Program focused on increasing individual and executive team leadership effectiveness aligned with leveraging the firm's culture as a strategic advantage
- Orchestration of executive coaching engagements for senior executives.

Senior Vice- President/Executive Consultant, Personnel Decisions International (PDI) (1994-1998)

Founded San Francisco office with the charter to grow into full-service operating office providing assessment, executive coaching, 360 feedback and development planning, organizational effectiveness and executive education and development services. (PDI acquired by Korn Ferry several years ago)

Adjunct Professor of Executive Development at University of Southern California Graduate School of Business (1988-1989)

Developed, designed and delivered custom executive education programs and taught MBA required courses (e.g. Organizational Behavior) and elective courses (e.g. Management Consulting Skills) as needed.

Manager of Organization Development for Rockwell Semiconductor Products Businesses (1986-1988)

Served as lead organization development professional for one of Rockwell's 52 business units. My solid line boss was the VP-GM of the unit, Gil Amelio who had joined one year prior as head of the "turnaround". When I joined our division was 52nd in profitability and Amelio had 2 more years to make the business successful. I served as the "choreographer" of a process envisioned by Amelio which he referred to as "organizational excellence". By the end of 1988 our division was the most profitable in the entire corporation (conglomerate) and we were exporting fax modems directly into Japan with NO secondary quality inspections there.

Assistant Professor of Management and Organization (tenure-track), Graduate School of Business, University of Southern California (1983-1986)

Taught required courses in Organizational Behavior for the undergraduate business major and the MBA required course. Taught electives in organizational design and management consulting. Served as part of faculty advisory teams for three doctoral candidates.

Selected Publications and Conference Presentations

Becoming a Master Manager: A Competing Values Approach (with Robert E. Quinn, Sue Faerman, Michael Thompson and David Bright), John Wiley & Sons, Sixth Edition, 2015. (Available in 12 languages in addition to English)

Strategic Executive Development: The Five Essential Investments (with Jim Bolt and Mike Dulworth), Pfeiffer, 2005.

- “Overcoming Frustration in Managing Gen Y”, Talent Management Magazine, April, 2010 issue
- “Leadership Development without Borders” (with Neil Sendelbach) in Advances in Global Leadership, Volume 4, Mobley and Weldon, Eds., Elsevier, 2006
- “Leader as Teacher” with Jo-Anne Martin In Jim Bolt, (Ed.) **The Future of Executive Development**, 2005
- “How to Jump-Start New Development Strategies at the Front Line” with Jim Bolt In Jim Bolt, (Ed.) **The Future of Executive Development**, 2005
- "Growing to Lead and Leading for Growth at Warp Speed", Building Leaders 2.0: New Initiatives, New Directions in Leadership Development, Center for Effective Organizations, USC, and Jan 31, 2001.
- Invited Panel on Executive Coaching hosted by Morgan McCall, SIOP, and spring 1998.
- “The Transformation of Organizational Cultures: A Competing Values Perspective” with R.E. Quinn in P.J. Frost and L.F. Moore (Eds.), **Organizational Culture**. Beverly Hills: Sage Publications, 1985.
- “Automated Decision Conferencing: How It Works” (with R.E. Quinn and J.R. Rohrbaugh). Personnel, 1985, Vol. 62, No.11, 49-55.

EDUCATION

Ph.D. in Organizational Behavior Rockefeller College of Public Affairs and Policy, State University of New York at Albany, 1983

Masters in Public Administration (Human Resources and Organization Development) Rockefeller College of Public Affairs and Policy, State University of New York at Albany, 1981

Bachelor of Arts (American Studies) Siena College, Loudonville, New York, 1977 (Summa cum Laude, Alpha Kappa Alpha)