

RUTH A. HUWE, Ph.D.

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EXPERIENCE

- 1/94 - present Lecturer, University of Washington, School of Business Administration
Seattle, WA
- 1/01 - 6/05 International Lecturer. Faculty member, Global Executive MBA
Asian focus (University of Washington, Seattle, Washington)
European focus (ASEBUS, Bucharest, Romania)
- 6/96 - 6/03 Program Manager (On-Site Consultant), "Partners in Leadership"
Boeing Co./SPEEA Union joint organization
- 10/94 - 1/95 Project Manager (On-Site Consultant), Puget Sound Power and Light Co.
Bellevue, WA
- 9/90 - 6/94 Instructor (GTA), Dept. of Speech Communication, Univ. of Washington,
Seattle, WA
- 6/83 - 8/90 Production Supervisor, Westinghouse
San Diego, CA
- 7/81 - 5/83 Disc Jockey and Traffic Reporter, KPNW Radio
Eugene, OR

EDUCATION

Ph.D., Concentrations: Statistical Research Methods and Managerial Communication
(Former) Dept. of Speech Communication, University of Washington, Seattle, WA, 6/95
Dissertation: Informative Supervisory Feedback and Supervisory Listening: An Examination of Effects on
Productivity and Satisfaction.

M.A., Concentrations: Organizational and Interpersonal Communication
Dept. of Speech Communication, San Diego State University, San Diego, CA, 8/90
Thesis: Ingratiation Success as a Function of Supervisor Communication Style and Communication
Competence.

B.A., Concentration: Rhetoric
Dept. of Speech Communication, San Diego State University, San Diego, CA, 12/86
Distinction in Speech, Magna Cum Laude

SUMMARY OF TEACHING EXPERIENCE

**1/94-
present** **Lecturer, University of Washington, School of Business
Seattle, WA**
Courses designed and taught: Negotiations, Organizational Behavior, Organization
Development, Leadership and Decision Making, Deal Making in the Global Arena,
Metrics for High Impact Performers, Business Communication for International
Managers (9-month course including Public Speech, Group Communication,
Interviewing, Interpersonal Communication, Intercultural Negotiations, Listening,
and Decision Making), and Honors Seminar. China study tour leader 2006.

SUMMARY OF TEACHING EXPERIENCE continued

Undergraduate Courses:

Leadership and Decision Making: Upper-division survey course emphasizing leadership and vision processes, teamwork, social skills, decision making and influence.

Negotiations: Upper-division negotiations course. Special emphasis on win/win negotiations, principled bargaining, critical thinking, and intercultural deal making.

Organizational Behavior: Upper-division survey course demonstrating how behavioral sciences can be applied

Organization Development: Upper-division course concentrating on a variety of skills and topics: developing executive summaries, system thinking, TQM principles, etc.

New MBA courses developed to support 2001 curriculum change:

Deal Making in the Global Arena: This course begins with a review of methods for analyzing intercultural communication (including negotiation). The focus then moves away from "softer" issues and focuses on the contents of international deals: bases for collaboration, threats from government structure, and general globalization issues. Simulations include globalization of intellectual capital, negotiating with a supplier in another country, negotiating a deal that requires government approval, and supervisor/employee intercultural conflict.

Metrics for High Impact Performers: This course covers the process of developing metrics at all levels: the overall corporate scorecard, process metrics for project management, and individual team metrics. Specific assignments include customer service measures, productivity metrics for actual corporate teams, and presentations that feature all possible metrics for scorecard consideration. Basic principles of statistics and research methods are also covered so students can learn to detect faulty measures.

New Global MBA course developed for Asian audiences:

Business Communication for International Managers: This course is limited to managers for whom English is a second language. Basic writing principles are strengthened through a Strunk and White assignment. Variations of the course focus on a wide range of communication issues: feedback and coaching, speeches, negotiations, conflict management and mediation, listening, interviewing, phone networking, group communication, and more.

1/05-3/05 **Guest Lecturer, Dept. of Communication, University of Washington Seattle, WA**

Taught Communication 202, a large-lecture survey course for incoming communication students. Variety of communication topics covered: Language, Rhetorical analysis, Research methods, Interpersonal communication, Group communication, Public Address, Organizational Communication and Culture.

1/00 - 3/04 **Guest lecturer, University of Washington Medical School Seattle, WA**

Annual three-four hour courses on teambuilding and negotiations for the medical management certificate program and general leadership development activities.

5/02, 5/03 **Asebus, Executive MBA Program Bucharest, Romania**

Negotiations: Adapted and taught the basic negotiation course to Romanian executives.

SUMMARY OF TEACHING EXPERIENCE continued

- 1/94-8/96 Adjunct Professor, University of Washington, Business Bothell, WA**
Courses Designed and Taught: Motivation and Group Interaction, Leadership.
Motivation and Group Interaction: Upper-division survey and skills course assessing motivational influences on group performance within organizational contexts. Hands-on group process training emphasized.
- 1/96-12/98 Adjunct Professor, Bellevue Community College, Business Division, Bellevue, WA**
Courses designed and taught: Business Statistics, Introduction to Business.
Business Statistics: Undergraduate survey of all major statistical methods: descriptive statistics, confidence intervals, *t*-tests, ANOVA, correlation, bivariate regression, and multiple regression. Training on the Minitab statistical package.
Introduction to Business: General 101 survey course.
- 9/90 - 6/94 GTA Instructor, University of Washington, Dept. of Speech, Seattle, WA**
Courses designed and taught: Empirical Approaches to Speech Communication, Interpersonal Communication, Argumentation, and Public Speech.
Empirical Approaches to Speech Communication: Undergraduate survey course focusing on qualitative and quantitative research methods with special emphasis on statistical analysis.
Interpersonal Communication: Undergraduate survey course covering skills and concepts associated with listening, conflict management, interpersonal perception, supervisor-to-subordinate feedback, and relationship maintenance.
Argumentation: Upper-division skills-based course developing critical thinking skills, the latest advances in applied logic, debate presentations, proposal writing, and analysis of writing.
Public Speech: Skills-based undergraduate course on the preparation of presentations with a special emphasis on persuasion and critical thinking skills.
- 4/94 - 12/94 Adjunct Professor, University of Washington Tacoma, WA**
Management: Upper-division survey course covering broad principles of management, teamwork, and leadership.
- 9/92 - 9/94 Adjunct Professor, Bellevue Community College, Dept. of Speech Bellevue, WA**
Group Discussion: Skills-based course covering interpersonal dimensions of group process, specific problem-solving and decision making techniques, approaches to leadership, and group socialization.
Oral Communication: Survey skills-based course synthesizing public speech, interpersonal communication, and group communication with an overall model of human communication; cross-cultural applications emphasized.
- 8/89 - 6/90 GTA Instructor, San Diego State University San Diego, CA**
Course taught: Oral communication.

ORGANIZATION DEVELOPMENT

9/04- Metrics Designer, Boeing Co/SPEEA union joint organization present Tukwila, WA

Developing metrics for engineering, mediating between union leaders and executives. Developed a metric system for both a training program and for a program that administers conference grants that considers all features of a balanced scorecard. Metrics were aligned to overall company metrics and developed into electronic evaluation systems.

7/05- Program Designer, Collaborative Technical Leadership present Ed Wells Initiative/SPEEA Boeing Partnership, Tukwila, WA

Developed major presentation and three key tools to be used in a program to help any kind of collaboration between technical partners who need to function as co-leaders. Participants can be across teams, companies, or countries.

Tools: Designed three key tools that define the program.

- Partner matching tool.
- 54-item scale for diagnosing partner strengths and weaknesses.
- Collaboration expectation worksheet.

6/96 - 6/03 Program Manager, Partners in Leadership SPEEA/Boeing joint organization ("Ed Wells Initiative") Tukwila, WA

Original developer of a major organization development program "Partners in Leadership." This program has paired sets of managers, senior technical employees, and leads to create co-leaders for over 180 work teams and organizations. The focus is on technical development, creating technical leaders, and engaging work teams to improve productivity and morale.

Key Responsibilities:

- **Project Management:** planning, mapping out roles and responsibilities, writing timelines and procedures, writing mass communications in e-mail, developing and tracking metrics to monitor program results.
- **Write all program materials:** Presentations, meeting preparation and statistical reports, web site presence, training modules, and recruiting communications.

Tools: Designed a variety of management tools used throughout the Boeing company:

- Series of tools translating team "Mission into Action."
- Series of tools translating corporate "Vision into Action."
- Metric scorecard for senior managers.
- Prioritization Tool for Team Metrics.
- Productivity Tool for Team Metrics.
- Interest Grid (employee intervention used in over 50 teams to align jobs and interests).
- Division of Labor Workbook: A specification of Roles and Responsibilities (based on qualitative analysis of minutes from 29 leader meetings, tool personally implemented on over 180 teams)
- Employee "Training and Mentoring Grid" (tool based on a previous "Skill Grid")
- Processes in Place/Processes Needed Instrument
- Employee Roles and Responsibilities Tool
- Staffing (Attrition) Tool
- Goal-setting tool for co-leaders (based on analysis of over 170 open-ended surveys)
- Utilization Measurement tool for managers (and an employee self-report version).

Metrics: Designed and Reported

- Vision execution
- Mission execution (Productivity measures for teams)
- Utilization measurement (match of skill to job)
- One-page Utilization and Efficiency scales (reports for 62 managers)
- Customized team efficiency workbooks (20 teams)
- Two customized measures of customer service assessment.
- Battery of tests for potential members of the Partners in Leadership program (psychometric and exit questionnaires)
- PIL program assessment (initial survey, success stories, goal-setting results)
- Development of a Co-Leadership Instrument (Open-ended responses from 180 participants were analyzed by three coders to identify dimensions of leadership partnering)
- Utilization Audit (Instrument based on 20 interviews. Study done with 200 phone interviews and 128 written surveys, comprehensive list of root causes for utilization problems were developed into an on-line instrument).

Continued...

6/96 - 6/03 Program Manager, Boeing Co.SPEEA union joint organization for Technical Excellence (The "Ed Wells Initiative") Tukwila, WA

Partners in Leadership: Summary of Major Achievements

- Presentations: Write and perform all major speeches and facilitate all meetings associated with the program.
- Statistics: Maintain a data file that tracks efficiency, utilization, and morale of 780 Boeing employees.
- Guided over 180 teams through the process of assigning roles and responsibilities in a leadership partnering structure.
- Facilitated the developing of a training and mentoring system for 60 teams; redesigned a tool used in over 110 teams throughout the company.
- Made over 80 presentations publicizing collaborative leadership concepts throughout the company.
- Provided analysis of hundreds to team structures to detect where co-leadership structures can be implemented.
- Held over 40 "Partners in Leadership" meetings, two-hour sessions where participants receive leadership training, research results, metric instruction, and problem-solving discussions.
- Provided a variety of customized team services, including facilitation of process improvement discussions, statistical assessment of employee learning styles, and execution of a major customer service research study.

PREVIOUS CORPORATE EXPERIENCE

10/94 - 1/95 Project Manager (Consultant), Puget Sound Power and Light Co. Bellevue, WA

Headed the management team that developed Puget Power's performance appraisal system: planned and facilitated decision-making meetings, wrote all training materials, developed measurement scales, produced a training video, and conducted four-hour training sessions for 350 officers, managers, and supervisors.

6/83 - 8/90 Production Supervisor, Westinghouse San Diego, CA

Managed the commercial production department at KJQY radio, a branch of the Westinghouse Broadcasting Company: coordinated production work, conducted marketing analyses for local businesses, maintained high ratings as a disc jockey, wrote commercial copy, assisted in promotional events, and coached clients from businesses, governmental bodies, and volunteer organizations. Promoted to positions of increasing responsibility, including six years as a supervisor and back-up supervisor. Designed the radio station operations management system, involving work flow analysis and development of a procedure manual.

7/81 - 5/38 Disc Jockey and Traffic Reporter, KPNW Radio Eugene, OR

Reported afternoon traffic, performed the evening program in a "personality" format, and produced commercials. KPNW is a clear channel (50,000 watt) station that reached the entire West coast of the United States and as far West as Australia.

9/78 - 6/81 Disc Jockey (beginning at age 14), KRSB Radio, W.R.R. Incorporated Roseburg, OR

Began radio career at age 14 by passing a federal exam. Worked as a disc jockey, news reporter, copy writer, and temporary account executive.

CORPORATE RESEARCH

Major Studies

Huwe, R. A. (Summer 2000). *Utilization Study 2000*. A major study to investigate root causes of utilization problems at the Boeing company. Results were based on 200 phone interviews from randomly selected employees and 128 written surveys. Results were translated into a major utilization audit instrument.

Huwe, R. A. (June 2000). *Assessment of Worker Issues: Report to the Leadership Council of the Boeing Company*. Qualitative and quantitative analysis on 50 worker issues, based on several sources of information: a) content analysis of research on companies that undergo comparable strikes, b) 696 press clippings on the strike published in the newspapers and gathered by the union's clipping service, c) quantitative data from the employee survey, d) the Picket Study 2000, and e) all available data from the Partners in Leadership program. Five final executive reports presented qualitative and quantitative portraits from five key perspectives: media, employee, union, management, and public.

Huwe, R. A. (Winter 2000). *Picket Study 2000*. Picket-Line interviews with 50 randomly selected employees juxtaposed against a content analysis of typical strike reactions.

Huwe, R. A. (Winter 1999). *Customer Service Assessment: Electrical Lighting Systems at the Boeing Company*. Qualitative and quantitative appraisal of internal customer service perceptions about a new method for reporting airplane design. Thirty randomly selected customers were interviewed by phone. Results presented to the work team.

Huwe, R. A. (In progress). *Co-Leadership Instrument*.

Open-ended responses from 182 participants were analyzed to identify dimensions of leadership partnering. Three coders identified dimensions. On-line questionnaire is under development.

Corporate Research Reports

Utilization and Efficiency Reports. (1997-2000). Reports to 62 managers/teams that were based on a one-page measure of efficiency, utilization, and morale.

Efficiency Checklist. (1999-2000). List of Obstacles to Efficiency based on over 350 participants.

PROFESSIONAL WRITING

Training Modules for Huwe Management Consulting

- **Intercultural Audience Analysis**
- **Conflict Management**
- **Negotiations**
- **Feedback**
- **Teaming and Group Communication**
- **Decision Making**
- **Listening**
- **Presentation Skills: Informative and Persuasive Speaking**
- **Metrics**
- **Understanding Statistics**
- **Writing and Presenting Technical Reports**
- **Tech-Ex Locator**

Tech-Ex Locator/Career Management System

Huwe, R. A. (June 2005) Three-hour course demonstrating how modular resumes can be created. Participants work from computers, generate their resumes, and review each others' work.

Writing and Presenting Technical Reports

Huwe, R. A. (Spring 2005). Two-hour course demonstrating how scientific method can be used to write both scientific technical reports and in-house executive summaries. Speech delivery methods are also reviewed.

Intercultural Communication: Focus on Japan, China, and Russia

Huwe, R. A. (Summer 2004). One-day course covers a general perspective model for intercultural communication, an understanding ethical and unethical tactics used in business by people from other cultures, and applied training in three skill areas: negotiation, collaboration, and listening.

Conflict Management and Negotiations

Huwe, R. A. (Fall 2002). Training covers win/lose and win/win models of negotiation. The win/win model is then applied to mediation and to team conflict management. The booklet accompanies an 8-hour training course given at the Boeing Company.

Presentation Skills: Informative and Persuasive Speaking

Huwe, R. A. (Summer 2002). Booklet designed to teach the writing and delivery of presentations. Special emphasis is given to outlines and the construction of argument. The booklet accompanies an 11-hour training course that is presented at the Boeing Company.

Statistics Made Easy: Modules I, II, III

Huwe, R. A. (April 1997). Three modules designed and written for eight hours of statistical training. Course proceeded through basic statistical vocabulary, graphical displays, sampling theory, and basic statistical methods: descriptive statistics, correlations, and confidence intervals. Materials allow for job-specific application. Clients: City of Renton, City of Tukwila.

Career Planning: Analyzing Yourself

Huwe, R. A. (August 1995). Module 2 of training book that accompanied redeployment training and Seattle City Light.

Effective Group Membership

Huwe, R. A. (August 1995). Training materials that accompanied a team-building workshop conducted for Kitsap County. Presented to the Professional Technical Association of Kitsap County Employees.

Goal Setting and Achievement Recognition

Huwe, R. A. (November 1994). Training book that accompanied the performance management system developed for Puget Sound Power and Light Company.

PROFESSIONAL WRITING

Supervisory Communication: Feedback Module and Listening Module.

Huwe, R. A. (August 1994). Materials for 2 six-hour supervisory training courses. Delivered as part of dissertation work at Puget Sound Power and Light Company.

Productivity Communication

Huwe, R. A. (January 1994). Proposal submitted to over a dozen companies who were prospective dissertation sites.

Radio commercials

Twelve years of experience culminating in highly successful freelance copywriting. (San Diego market).

CONFERENCE PAPERS

Competitively Selected International Papers

Huwe, R. A., & Parks, M. (June 1993). When Talking Hurts: An Investigation of Divorce Communication Networks. Presented to the Interpersonal Division of the International Communication Association, Washington, D. C.

Huwe, R. A., Hellweg, S. A., & Spitzberg, B. H. (May 1991). The Measurement of Upward Ingratiation within the Organizational Context: Scale Construction and Pilot Analysis. Presented to the Organizational Division of the International Communication Association, Chicago, Illinois.

National Papers

Spitzberg, B. H., & Huwe, R. A. (November 1991). Oral Communication Competency: Application and Assessment in Various Contexts and at Various Levels. Paper presented to the Speech Communication Association, Atlanta, Georgia.

Regional Papers

Huwe, R. A. (February 1991). The Situation in the Mind of the Rhetorical Critic and the Cognitive Theorist: Model Presentation. Paper presented to the Communication Theory and Research Division of the Western Speech Communication Association, Phoenix, Arizona.

Huwe, R. A. (February 1990). The Status of Situation Theory: A conceptual Odyssey. Paper presented to the Communication Theory and Research Division of the Western Speech Communication Association, Sacramento, California.

Huwe, R. A. (May 1987). The Rhetoric of James Watt: A Defensive Communication Perspective. Undergraduate paper presented to the Hayward Conference in Rhetorical Criticism, Hayward, California.

WEB MODULE AUTHORSHIP AND DESIGN

Boeing Company/SPEEA Union (Joint Organization)

Utilization CD-Rom. (Fall 2003)

Developed and designed seven major tools for utilization and productivity improvement that were translated into a flash training module and burned into a CD-Rom. The CD-Rom was distributed to hundreds of managers throughout the Boeing company.

Manufacturing Engineering Tool Implementation. (April 2001)

Wrote a web module to accompany a major implementation of utilization tools for the manufacturing engineering organization at the Boeing Company. Contents included all facets of knowledge transfer: Implementation procedures, description, metrics, and feedback loops.

Mentoring and Career Services Tools (June 2001)

Converted 50 hours of career services training into 12 instructional web modules. Topics included cognitive skills, teaching styles, and the contribution continuum.

Utilization Tools (December 2001)

Wrote six web modules for leaders wishing to implement utilization tools; utilization tools were all designed by me. Contents included all facets of knowledge transfer. Tools: Division of Labor into Roles and Responsibilities, Training and Mentoring System, Interest Grid, Processes Identification, Employee Roles and Responsibilities, and the Staffing Tool.

CAREER SERVICES AND MENTORING

Ongoing Teaching Methods

Feedback and Coaching Training (1995 - Present)

As part of a university leadership course, videotaped students (MBA and undergraduate) in group problem-solving sessions and taught them to analyze behaviors and to deliver informal coaching feedback. Intensive training sessions involved having the students present feedback to receivers and my coaching them on their coaching.

Leadership Skill Inventory (1995 - Present)

Assigned undergraduate and MBA students and intensive assignment to analyze leadership skills and to develop a career plan.

Boeing Company/SPEEA Union (Joint Organization):

Goal Setting Sessions (1998 - Present)

Conducted 43 sessions with managers and leads of technical work teams to set leadership goals.

Facilitation (November 2001 - April 2002). Facilitate monthly meetings of "Career Navigators." The career navigation program gives three days of concentrated training in career navigation and mentoring. Monthly meets are used to monitor the transfer of knowledge and provide additional training.

Mentoring and Career Services Tools.

Converted 50 hours of career services training into 12 instructional web modules. Topics included cognitive skills, teaching styles, and the contribution continuum.

Tracon Group (August 1995)

Designed and conducted two hour training workshops on job redeployment for employees at Seattle City Light.

UNION CONSULTING: NEGOTIATION STRATEGY

SPEEA Union. (July, September 2005)

Conducted sessions to train principles of negotiation and develop strategic positions and debate points for upcoming talks with the Boeing company.

WHITE COLLAR LABOR ANALYST

Boeing Company/SPEEA Union

Manufacturing Engineering Implementation (May 2001)

Dissemination of utilization tools to 50 manufacturing engineering teams at the Boeing company.

Working Together Partnership Synthesis of Strike Research (June 2000)

Conducted a content analysis of 696 strike-related articles and synthesized all available Boeing research (employee survey data, employee utilization studies, roundtable reports, exit interviews, picket study listed below) to provide a qualitative and quantitative portrait of 50 major working conduction themes. Five executive summaries were produced and presented to the Working Together Partnership: Presidents of two Boeing Divisions, three Vice Presidents, the President of SPEEA, and the Executive Director of SPEEA.

Picket Study (February 2000)

Conducted 50 interviews on the picket line of the SPEEA 2000 strike. The report included major causes of the strike and was disseminated to management throughout the company.

Utilization Study (August-September 2000)

Conducted phone interviews with 200 randomly selected Boeing employees (tech aids and engineers) to do a root cause analysis of issues related to worker utilization. Synthesized phone interviews with 128 written surveys. Finding presented to the CEO by leaders in the Working Together Partnership.

Employee Survey Analysis for the Boeing Commercial Airplane Group (September 2000)

Presented senior leaders of BCAG with analysis of worker problem themes. Recommendation led to the development of a people strategy for the organization.

Bavendam Research, Mercer Island, WA (August 1995)

Coded open-ended survey items for AT&T Wireless' employee survey.

SPEAKING ENGAGEMENTS

- Partners in Leadership Program. As program manager, made over 80 presentations to publicize collaborative leadership strategies, guided over 180 teams through assigning roles and responsibilities, conducted over 60 team meetings to identify engineering technical skills, and held over 40 process check meetings for partners in leadership. (1996-present)
- International Lecturer: Taught nine days of courses on Negotiations for Romanian Executives. (May 2002, May 2003)
- Senior Leadership Team, Boeing Commercial Airplane Group. Analysis of the employee survey as it related to Organizational Commitment and Attrition. Engagement included a two-hour follow-up meeting to guide development of a people plan. (September 2000)
- Presentations to the Working Together Partnership: Top Union Officials and Senior Executives of the Boeing Company brought together immediately following the 2000 SPEEA strike. The presentation involved over two hours of data results. (June 16, 2000) Three return visits for data updates followed.
- Presentations to the Annual Leadership Conference for the SPEEA Union (June 1999, 2000, and 2002).
- Presentations on Teambuilding: Certification Program in Medical Management, University of Washington Medical School (1999, 2000, 2001, 2002, 2003)
- Presentation on Negotiations: Certification Program in Medical Management, University of Washington School of Medicine (2001, 2002, 2003)
- Gallery Presentation of Utilization Tools, Support Team Meeting of the Boeing Company's Engineering Division (July 10, 2001)
- Motivational Speaker: Customer Engineering Offsite Meeting at the Boeing Company (Summer 2001)
- Presentations of study results to audiences of all corporate levels (Customer Service Study Results, Picket Study 2000 Results, and Utilization Study 2000 Results (1998 - 2002)

TRAINING WORKSHOPS (CORPORATE AND GOVERNMENT)

The Boeing Company

- **Tech-Ex Locator.** Three-hour course demonstrating how modular resumes can be created. Participants work from computers, generate their resumes, and review each others' work. (June 2005)
- **SPEEA Negotiation Training.** Full-day work session that including negotiation training and development of strategy for upcoming negotiations. Training covered both win/lose and win/win strategy, teambuilding exercises, mental model exercises, and a review of both rhetorical fallacies and psychological pitfalls. (June 9, 2005)
- **Writing and Presenting Technical Reports.** Two-hour course demonstrating how scientific method can be used to write both scientific technical reports and in-house executive summaries. Speech delivery methods are also reviewed. (January 2005 - present)
- **Vision to Action, Mission to Action.** Work session that guides teams through the process of translating corporate vision statements and team missions into action items. (Winter 2003 - present)
- **Conflict Management and Negotiations.** Eight-hour workshop presented to Boeing employees. (Winter 2003 - present)
- **Presentation Skills: Informative and Persuasive Speech.** Eleven-hour workshop presented to Boeing Employees (Fall 2002 - present)
- **George's Three Questions: Next Steps.** Facilitated the bulk of a four-hour work session. Created a process to translate root causes of work problems into action items, beginning with data from George Yamamura's "Three Question" technique. Led sessions with 45 work teams and the process was adopted by senior teams of Boeing. (Spring - Summer, 2002)
- **Improving Productivity through Feedback.** A 90-minute workshop focusing on individual feedback (coaching skills) as well as team feedback (metrics). (Spring 1999-Summer 2000)
- **Team Productivity in Times of Workplace Disruption.** A 90-minute conflict management session that focused on key disruptions: strikes and layoffs. (Spring 2000 - Fall 2001)
- **Delegation.** Simulation presented to raise consciousness about problems stemming from incorrect worker rations (white- to blue-collar employees).
- **Utilization Tool Implementation: Train the Trainer.** Workshop designed to train OD personnel and support teams to implement utilization tools. (Spring 2001 - Winter 2002)

Puget Sound Power and Light Company, Bellevue, WA

- **Performance Management.** Guide 350 managers of all levels through a three-hour session on performance management. Emphasis on productivity measurement (November-December, 1994)

Kitsap County Employees, Port Orchard, WA

- **Effective Group Membership.** Designed and conducted one-hour workshops on team building and leadership. Presentations to the Professional and Technical Employees Association and to the Administrative Employees Association of Kitsap County, Washington. (June 1995-May 1996)

VOLUNTEER WORK

American Red Cross. (Spring 2004-Spring 2005). Work half-day per week as a tracer in international services. This requires using a variety of detective strategies for identifying refugees and victims of disaster.

King County Dispute Resolution Center (May 1997-2001 - two-year interruption)
Telephone conciliation. Three to 10 hours per week as a commitment. Special service: conducted all statistical analysis and data input for a major study of conflict styles of junior high students (1999).

Safety First (April 1997). Volunteer on a campaign to require trigger-locking devices on handguns.

Don Stuart for Congress (April - September 1996). Primary responsibility: fundraising. Was the first volunteer to join the candidate's bid for Washington State's First Congressional District. Observed the evolution of the campaign process. Coordinated volunteers, performed a variety of clerical tasks, and participated in special events. Weekly commitment.

Teen Shelter at University Lutheran Church (January 1996-June 1997). Monthly commitment and generally the lead volunteer. Fed, interacted, and spent the night with homeless youth. Provided counseling when necessary.

American Heart Association, District Coordinator for Annual Fundraising Drive (1996).

Habitat for Humanity, Seattle, Washington (February 1996).

Seattle Marathon Committee, Seattle, Washington (November 1995).

Children's Hospital, Seattle, Washington (1995-1996).

Volunteers Northwest, Seattle, Washington (1992-1993)

Northwest Burn Foundation, Seattle, Washington (1992-1994)

Exploring Family School, San Diego, California (1986)

AWARDS AND HONORS

Teaching Award. UW alumni select professors who made a significant impact on their lives. 2005

David C. Fowler Travel Fellowship, funds granted to present a paper to the International Communication Association in Washington, DC, 1993.

Department of Speech Communication Research Awards for scholarly activity, University of Washington, 1991, 1992, 1993.

Research Assistantship, Department of Speech Communication, University of Washington, Summer 1991.

PHI KAPPA PHI, Membership in 1990

MEMBERSHIP OF PROFESSIONAL SOCIETIES

American Society for Training and Development

INTERNATIONAL EXPERIENCE

- Taught nine-day sessions on Negotiations for Executives in Romania (May 2002, May 2003).
- Taught International Business Communications for Korean Executives in the Global Executive MBA program at the University of Washington. (Fall 2002 - Summer 2004).
- Taught a year-long version of International Business Communications to Taiwan MBA students (2003-2004, 2004-2005).
- Lengthy travel on all seven continents.

PERSONAL INFORMATION

Trekking by foot and car on all seven continents.

Sports activities include running (races), all-weather hiking, volleyball, mountain climbing, swimming, biking, tennis, scuba diving, fly-fishing, boat restoration, and reading. Very bad golfer.

Musical instruments: piano.

Telephony familiarity from passing a federal exam for a Third Class Radio Telephone Operator's License.

Production experience from two movies (starring in one, producing another) and several years as a radio production director.

GRADUATE COURSES

Organizational Communication and Management

Speech Communication 570: Seminar in Organizational Communication. Dr. F. Jablin.

Speech Communication 475: Organizational Communication. Dr. T. Albrecht.

Speech Communication 705: Seminar in Organizational Communication Dr. S. Hellweg

Speech Communication 600: Communication Processes during Mergers and Acquisitions. Dr. T. Albrecht.

Speech Communication 600: Feedback Research in Goal-Setting Paradigms. Dr. T. Scheidel.

Psychology 509: Leadership. Dr. F. Fiedler.

HRMOB 500: The Management of Organizational Behavior, Dr. C. Bell

HRMOB 501: Human Resources Management, Dr. M. Gist

HRMOB 599: Motivation. Dr. T. Mitchell

Marketing 600: Marketing Management. Dr. Saghafi.

Interpersonal Communication and Theory

Speech Communication 600: Communication Networks and Divorce Recovery, Dr. M. Parks

Speech Communication 597: Special Topic on Communication Networks and Personal Relationships, Dr. M. Parks

Speech Communication 560: Social Scientific Perspectives on Interpersonal Communication, Dr. M. Parks

Speech Communication 699: Seminar in Nonverbal Communication, Dr. P. Andersen

Speech Communication 572: Theories of Communication. Dr. I Bauman

Sociology 514: contemporary Theories in Social Psychology. Dr. K. Cook

Speech Communication 699: Current Issues in Communication Research (Intermediated Communication) Dr. R. Avery

Speech Communication 735: Seminar in Communication Theory. Dr. J. Andersen

GRADUATE COURSES continued

Quantitative Research Methods

Marketing 565: Analysis of Multivariate Marketing Data. Dr. G. Erickson

Educational Psychology 593: Experimental Design and Analysis. Dr. A. Klockars

Educational Psychology 594: Advanced Correlational Techniques. Dr. A. Klockars

Speech Communication 576: Research Methods in Speech Communication. Dr. M. Parks

Speech Communication 581: Advanced Research Methods in Speech Communication. Dr. M. Parks

Sociology 600: Advanced Research Methods Core Course. Dr. R. Buck

Speech Communication 790: Statistical Methods in Speech Communication. Dr. R. Lustig

Qualitative Analysis

Speech Communication 577: Research Problems in Speech Communication. Dr. G. Philipsen

Speech Communication 700: Seminar in Research and Bibliography. Dr. R. Lustig

Speech Communication 750: Seminar in Rhetorical Theory. Dr. G. Dionisopoulos

Speech Communication 751: Seminar in Rhetorical Criticism. Dr. A. Weitzel