

Bio-sketch and CV Tojo Thatchenkery
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Tojo Thatchenkery (Ph.D. Weatherhead School of Management, Case Western Reserve University) is professor and director of the Organization Development and Knowledge Management program at the School of Public Policy, George Mason University, Arlington, Virginia. He is a member of the NTL Institute of Applied Behavioral Science and the Taos Institute. Thatchenkery's recent books include *Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace* (2011), *Positive Initiatives for Organizational Change and Transformation* (2011), *Building Competencies for Sustainability and Organizational Excellence* (2011), *Positive Design and Appreciative Construction: From Sustainable Development to Sustainable Value* (2010), *Leveraging Global Competiveness for Organizational Excellence* (2010), *Enhancing Organizational Performance through Strategic Initiatives* (2009), *Handbook on Management Cases* (2008), *Appreciative Inquiry and Knowledge Management* (2007), and *Appreciative Intelligence: Seeing the Mighty Oak in the Acorn* (2006). He has also researched contemporary themes such as technological culture and globalization which resulted in another book, *Information Communication Technology and Economic Development: Learning from the Indian Experience* (2006).

Thatchenkery has extensive consulting experience in change management, organization design and strategy, and knowledge management. Past and current clients include Food and Agriculture Organization (FAO) of the United Nations, IBM, Fannie Mae, Booz Allen, PNC Bank, Lucent Technologies, General Mills, British Petroleum, the International Monetary Fund, the World Bank, United States Department of Agriculture, Pension Benefit Guaranty Corporation, United States Environmental Protection Agency, Akbank (Turkey), and the Tata Consulting Services (India). His research and consulting also focuses on Asian Americans and organizational mobility. Starting with his special issue of the *Journal of Applied Behavioral Sciences* on this topic, he is one of the first researchers to analyze the human and social capital dynamics unique to Asian Americans in federal agencies and corporate America. Thatchenkery regularly consults and offers workshops to public and private sector organizations on this topic.

Thatchenkery has over twenty five years of experience in teaching at various Public Policy, MBA, Organization Development, and executive development programs in the United States, Canada, South America, Europe, Australia, and Asia. Thatchenkery's research has been funded by agencies such as the United States National Science Foundation, U.S. Postal Service, and National Security Agency. He is on the editorial board of the *Journal of Applied Behavioral Sciences* and the *Journal of Organizational Change Management*. Dr. Thatchenkery is also the book review editor of the *Journal of Organizational Change Management* and the past Program Chair of the Research Methods Division of the *Academy of Management*.

CURRICULUM VITAE: TOJO THATCHENKERY

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EDUCATION

Weatherhead School of Management, Case Western Reserve University
Cleveland, Ohio. 1994
Ph.D. in Organizational Behavior

Dissertation: "Hermeneutic processes in organizations: A study in relationships between observers and those observed."

University of Delhi, Delhi, India. 1982
M.A. in Industrial & Organizational Psychology with specialization in Group
Dynamics and Organizational Behavior

University of Delhi, Delhi, India. 1980
B.A. (Honors) in Industrial and Organizational Psychology

EMPLOYMENT HISTORY: CONSULTING, TEACHING, AND ACADEMIC- ADMINISTRATIVE EXPERIENCE

2007- Current:

Professor of Organizational Development & Knowledge Management, School of
Public Policy

1999- 2007:

Associate Professor of Organizational Learning, the Institute of Public Policy (TIPP) and the School of Public Policy, George Mason University. Taught graduate courses in Change Management, Organizational Learning, Group Dynamics & Team Learning, Learning Communities, and Culture, Organization, & Technology for MBA, Executive MBA, Masters in Public Policy, International Commerce and Policy, and Masters in New Professional Studies programs.

1997- 1999:

Associate Professor of Organizational Learning, College of Arts and Sciences, George Mason University. Received tenure in 1997. Taught graduate courses in Change Management, Organizational Learning, Group Dynamics & Team Learning, and Learning Communities for MBA, Executive MBA, and Masters in New Professional Studies.

1993 – 1997:

Assistant Professor of Organizational Learning, Program on Social and Organizational Learning (PSOL), College of Arts and Sciences, George Mason University. PSOL was a new academic department created in GMU as an important initiative in interdisciplinary teaching and scholarship. As one of the first hires by the founders of the program, I taught courses in organizational studies for various departments across the university and for the newly created Organizational Learning track of the Masters in New Professional Studies.

1987- 1993:

Doctoral student in Organizational Behavior and **Instructor** at the top-ranked Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio. Taught the following MBA & Executive MBA courses and consistently attained excellent teacher rating:

- Organizational Theory and Analysis
- Organizational Design and Strategy
- Managerial Assessment and Development
- Management of Self

1983- 1987:

Lecturer (Assistant Professor), Faculty of Management Studies, University of Delhi. India. Taught the following courses for the MBA students:

- Human Resource Planning & Management
- Organizational Theory and Analysis
- Organizational Behavior
- Personnel Management & Industrial Relations
- Organizational Development

- Industrial Psychology

1982-1983:

Research Associate, Faculty of Management Studies, University of Delhi (FMS is the one of the premier business schools in India). Initiated research on creativity and public sector management in India.

International Teaching Experience

Visiting Professor, EBAPE/ FGV, The Brazilian School of Public and Business Administration, Rio de Janeiro, Brazil

Visiting Professor, Poznan University College of Business and Foreign Languages, Poznan, Poland.

Visiting Professor, Universidad Adolfo Ibáñez, Chile.

Visiting Professor, Helsinki School of Economics and Business Administration, Helsinki, Finland.

Visiting Professor, Graduate School of Management, Adelaide University, Australia.

Visiting Professor, Seoul School of Integrated Science and Technologies, (<http://www.assist.ac.kr/english/>), Seoul, South Korea.

Academic-Administrative experience

2008- Current:

Director, M.S. in Organization Development & Knowledge Management, School of Public Policy, George Mason University

1995- 2001:

Director, Masters in New Professional Studies Program (university-wide), George Mason University.

1996- 1997:

Director, Organizational Learning Track, Masters in New Professional Studies Program, George Mason University.

1995- 2000:

Director, Organizational Learning Laboratory, George W. Johnson Learning Center, George Mason University.

RESEARCH INTERESTS

Enhancing innovation and entrepreneurship with Appreciative intelligence; Creating knowledge sharing organizational culture; Social capital and organizational mobility challenges of Asian Americans; Information communication technology (ICT) based entrepreneurship and economic development of India; Ethnic diversity, empowerment, and leadership; Social constructionist approaches to change management and organization development.

REFEREED PUBLICATIONS

1. Thatchenkery, Tojo., & Sugiyama, Keimei. (2011). *Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace*. New York: Palgrave Macmillan.
2. Sardana, G.D., Thatchenkery, Tojo. (Eds.). (2011). *Positive Initiatives for Organizational Change and Transformation*. New Delhi. Macmillan.
3. Sardana, G.D., Thatchenkery, Tojo. (Eds.). (2011). *Building Competencies for Sustainability and Organizational Excellence*. New Delhi. Macmillan.
4. Thatchenkery, Tojo., & Heineman-Pieper, Jessica. (2011). Diversity and endogeny in regional development: Applying Appreciative Intelligence. In R.J. Stimson, R.R. Stough and P.J. Nijkamp. (Eds.). *Endogenous Regional Development: Perspectives, Measurement and Empirical Investigation* (pp.83-110). Cheltenham, U.K. Edward Elgar.
5. Sardana, G.D. & Thatchenkery, Tojo. (2011). Globalization and strategies for success. *International Journal of Business and Globalization*. 7, 4, 387-390.
6. He, Zhangying., & Thatchenkery, Tojo. (2011). Understanding culture-specific leadership relationship in a multi-cultural virtual project team (MVPT): A case study. *International Journal of Business and Globalization*, 7, 4, 446-458.
7. Sardana, G.D. & Thatchenkery, Tojo. (Eds.). (2011). Success strategies for

- small businesses in the international context. *International Journal of Globalization and Small Business*, 4, 2, 111-220.
8. Jordan, Lizabeth., & Thatchenkery, Tojo. (2011). Leadership and decision-making strategies using appreciative inquiry: A case study. *International Journal of Globalization and Small Business*, 4, 2, 178-190.
 9. Sardana, G.D. & Thatchenkery, Tojo. (2011). Positive Design for creating organizational excellence: Bringing together multiple approaches. *Society and Business Review*, 6, 2, 114-192.
 10. Thatchenkery, Tojo., Cooperrider, David, & Avital, Michel. (Eds.). (2010). *Positive Design and Appreciative Construction: From Sustainable Development to Sustainable Value*. Bingley, U.K: Emerald.
 11. Gupta, H.P., & Thatchenkery, Tojo. (Eds.). (2010). *Leveraging Global Competiveness for Organizational Excellence*. New Delhi. Macmillan.
 12. Sardana, G.D., & Thatchenkery, Tojo. (2010). Business Cases for Enhancing Organizational Excellence. *Management Decision*, 48, 3, 348-352.
 13. Sardana, G.D., & Thatchenkery, Tojo. (2010). Leveraging Technological Innovation for Competitive Advantage. *International Journal of Technology Marketing*, 5, 1, 1-104
 14. Case, Susan., & Thatchenkery, Tojo. (2010). Leveraging Appreciative Intelligence for positive enactment in times of uncertainty: A case study of a small investment firm. *American Journal of Economics and Business Administration*, 2, 2, 147-152.
 15. Jordan, Lizabeth., & Thatchenkery, Tojo. (2010). Applying Quantum Learning to High School Education. In Gupta, H.P., & Thatchenkery, Tojo. (Eds.). *Leveraging Global Competiveness for Organizational Excellence* (pp. 210-222). New Delhi. Macmillan.
 16. He, Zhangying., & Thatchenkery, Tojo. (2010). Preference of Negotiation Styles of Employees Based on Cultural Differences: A Case Study. In Gupta, H.P., & Thatchenkery, Tojo. (Eds.). *Leveraging Global Competiveness for Organizational Excellence* (pp. 258-271). New Delhi. Macmillan.
 17. Sardana, G.D., & Thatchenkery, Tojo (2009). *Enhancing Organizational Performance through Strategic Initiatives: Handbook of Management Cases*. New Delhi: Macmillan.

18. Case, Susan., & Thatchenkery, Tojo. (2009). Leveraging Appreciative Intelligence for Positive Enactment: A Case Study of a Small Investment Firm. In G.D. Sardana & Tojo Thatchenkery (Eds). *Enhancing Organizational Performance through Strategic Initiatives: Handbook of Management Cases*. (pp. 192-199). New Delhi: Macmillan.
19. Thatchenkery, Tojo. (2009). Appreciative Intelligence for innovation in the Indian industry. *Paradigm*. 13, 1, 1-5.
20. Behara, Ravi., Thatchenkery, Tojo., & Kenney, Con. (2008). Empathic knowledge management: Reverse simulation experiments in a learning laboratory. *International Journal of Information Technology and Management*, 7, 3, 283-314.
21. Sahay, B.S., Thatchenkery, Tojo., & Sardana, G.D. (Eds). (2008). *Handbook on Management Cases*. New Delhi: Allied Publishers.
22. Thatchenkery, Tojo., & Firdida, Irma. (2008). The Role of Appreciative Intelligence in Creating High Performing Organizations: A Case Study of Rocky Flats Nuclear Waste Cleanup. In Sahay, B.S., Thatchenkery, Tojo., & Sardana, G.D. (Eds). (2008). *Handbook on Management Cases*. New Delhi: Allied Publishers (pp.264-276).
23. Thatchenkery, Tojo. (2007). Postmodernity. In *International Encyclopedia of Organizational Studies* (Eds. Stewart Clegg & James Bailey). Thousand Oaks: Sage (pp.1283-1285).
24. Thatchenkery, T., and Chaudhry, D. (2007). *Appreciative inquiry and knowledge management: A social constructionist perspective*. Cheltenham, U.K. Edward Elgar.
25. Thatchenkery, Tojo., & Metzker, Carol (2006). *Appreciative Intelligence: Seeing the Mighty Oak in the Acorn*. San Francisco: Berrett-Koehler. Korean, Chinese, Italian, Portuguese, and Rumanian translations
26. Thatchenkery, T. (2006). Organization development in Asia: Globalization, homogenization, and the end of culture-specific practices. In B. Jones & M. Brazzel (Eds.). *The NTL handbook of organization development and change: Principles, practices, and perspectives* (pp. 387-403). San Francisco: Pfeiffer/Wiley.
27. Gergen, K.J., & Thatchenkery, T. (2006). Organizational science and the promises of postmodernism. In D. M. Hosking & S. McNamee (Eds.). *Social*

- construction of organizations* (pp. 34-41). Malmo, Sweden: Liber & Copenhagen Business School Press.
28. Thatchenkery, Tojo., & Stough, Roger (2005). *Information Communication Technology and Economic Development: Learning from the Indian Experience*. Cheltenham, U.K. Edward Elgar.
 29. Thatchenkery, Tojo (2005). *Appreciative Sharing of Knowledge: Leveraging Knowledge Management for Strategic Change*. Chagrin Falls, Ohio: Taos Institute Publishing.
 30. Thatchenkery, T., Kash, D., & Stough, R., (Eds.). (2004). Information technology and development: The Indian experience. *Technological Forecasting and Social Change*, 71(8), 771-879.
 31. Thatchenkery, T., Kash, D., & Stough, R. (2004). Information technology services and economic development: The Indian experience. *Technological Forecasting and Social Change*, 71(8), 771-776.
 32. Gergen, K., & Thatchenkery, T. (2004). Organization science as social construction: Postmodern potentials. *Journal of Applied Behavioral Science*, 40, 2, 228-249.
 33. Thatchenkery, T. (2004). Paradox and organizational change: The transformative power of hermeneutic appreciation. *Advances in Appreciative Inquiry*. Volume 1, 77-102.
 34. Stough, R., Haynes, K., Sahay, N., Shakti, S., Thatchenkery, T., Salazar, M., O'Neil, P. & Desai, S. (2004). Issues in Public Governance in India. *Public governance dividends: The road ahead*. New Delhi. All India Management Association. 1- 44.
 35. Thatchenkery, Tojo. (2003). *La indagacion apreciativa como intervencion. El poder de la reformulacion para la refundacion organizacional en un estudio de caso*. Sistemas Familiares, ANO 19- N 1-2- 2003 pp 101-118.
 36. Foreman, Joel and Thatchenkery, Tojo (2003). Representation of organizational change in Ron Howard's Gung Ho: The role of speech acts and conversation. In Stephen Linstead. (Ed). *Text/Work: Representing Organization and Organizing Representation (Studies in Management, Organizations and Society)*. Routledge; New York.

37. Thatchenkery, Tojo (2002). Mining for meaning: Reading organizations using hermeneutic philosophy. In Westwood, R.I., & Linstead, S. A. (Editors) *The Language of Organization*. London: Sage, pp.112-131.
38. Thatchenkery, Tojo, Behara, Ravi., & Kenney, Con. (1999). Building capabilities for change through laboratory simulations. *Developments in Business Simulation and Experiential Learning*, 26, 144-146.
39. Gergen, Kenneth., & Thatchenkery, Tojo. (1998). Organization Science in a postmodern context. R. Chia (Ed.). *In the Realm of Organization: Essays for Robert Cooper*. London: Routledge, pp. 15-42.
40. Gergen, Kenneth & Thatchenkery, Tojo. (1997). Organization science as social construction. Reprinted in *Organizational Psychology, Volume III*, Edited by Philip Stone and Mark Cannon. Ashgate, U.K.
41. Cheng, Cliff., & Thatchenkery, Tojo (1997). Why is there a lack of workplace diversity research on Asian Americans? *Journal of Applied Behavioral Sciences*, 33, 3, 270- 276.
42. Thatchenkery, Tojo & Cheng, Cliff (1997), Seeing beneath the surface to appreciate what “is.” A call for a balanced inquiry and consciousness raising regarding Asian Americans in Organizations. *Journal of Applied Behavioral Sciences*, 33, 3, 397-406.
43. Gergen, Kenneth & Thatchenkery, Tojo. (1996). Developing dialogue for discerning differences. *Journal of Applied Behavioral Science*, 32, 4, 428-433.
44. Ellig, Jerry., & Thatchenkery, Tojo. (1996). *Subjectivism, discovery and boundaryless careers: An Austrian perspective*. In Michael Arthur & Denise Rousseau (Editors). *Boundaryless careers: A new employment principle for a new organizational era*. (pp.171-186) New York: Oxford University Press.
45. Thatchenkery, Tojo (1996). Affirmation as facilitation. A New Model for Change Management. *OD Practitioner*. 28, Nos 1-2, 12-22.
46. Foreman, Joel., & Thatchenkery, Tojo. (1996). Filmic representations for organizational analysis: the characterization of a transplant organization in the film *Rising Sun*. *Journal of Organizational Change Management*, 9, 3, 44-61.
47. Thatchenkery, Tojo (1996). Organizational Learning, language games, and knowledge creation. Guest Editorial, *Journal of Organizational Change Management*, 9, 1, 4-11.

48. Foreman, Joel., & Thatchenkery, Tojo. (1996). Cruising Hollywood in search of meaning: To what extents do feature films represent organizational dynamics? In A.F. Alkhafaji and J. Biberman (Eds.). *Business Research Yearbook: Global Business Perspectives*, Vol III. pp. 607-611.
49. Thatchenkery, T., & Upadhyaya, P. (1996). *Organizations as a play of multiple and dynamic discourses: An example from a global social change organization*. In Boje, D., Gephart, R., and Thatchenkery, T. (Eds.). *Postmodern Management and Organization Theory*. Newbury Park, CA: Sage.
50. Gephart, R. Jr., Thatchenkery, T., & Boje, D. (1996). *Reconstructing organizations for future survival*. In Boje, D., Gephart, R., and Thatchenkery, T. (Eds.). *Postmodern Management and Organization Theory*. Newbury Park, CA: Sage.
51. Gephart, R. Jr., Boje, D., & Thatchenkery, T. (1996) *Postmodern Management and The Coming Crises of Organizational Analysis*. In Boje, D., Gephart, R., and Thatchenkery, T. (Eds.). *Postmodern Management and Organization Theory*. Newbury Park, CA: Sage.
52. Thatchenkery, T. (1995). Images of love and work in postmodern organizations: A historical analysis. In A.F. Alkhafaji (Ed.). *Business Research Yearbook: Global Business Perspectives*, Vol II. pp. 705-709.
53. Thatchenkery, T. (1995). The changing nature of discourse in organizations: An example from an international private voluntary organization. In A.F. Alkhafaji (Ed.). *Business Research Yearbook: Global Business Perspectives*, Vol II. pp. 734-739.
54. Thatchenkery, T., & Pasmore, W. (1994) The challenge of local narratives for the totalizing processes of global integration. In A.F. Alkhafaji (Ed.). *Business Research Yearbook: Global Business Perspectives*, Vol 1. pp. 725-730.
55. Thatchenkery, T., Tenkasi, R. V., & Cooperrider, D. L. (1994). Local-universal knowledge nexus in global organizing: An example from the eradication of smallpox. In A.F. Alkhafaji (Ed.). *Business Research Yearbook: Global Business Perspectives*, Vol 1. pp. 710-715.
56. Thatchenkery, T. (1993). An exploration of the relationship between interpretive schemes and strategy in a global social change organization. *Organization Development Journal*, 11, 2, 93-96.

57. Thatchenkery, T. (1992). Organizations as "Texts": Hermeneutics as a model for understanding organizational change. *Research in Organization Development and Change*, 6, 197-233.
58. Cooperrider, D., & Thatchenkery, T. (1991). Building the global civic culture: Making our lives count. In P.F. Sorensen, et al (Eds.), *International Organization Development* (pp.250 - 274). Champaign, IL: Stipes.
59. Thatchenkery, T. (1984). Managing creativity in Indian organizations: Some issues for exploration. *Abigyan*, 4, 55-72.
60. Thatchenkery, T. (1981). Personality Patterns of Public and Private Sector Managers. *University Psychology Research Journal*, 2, (2), 89-93.

REFEREED CONFERENCE PROCEEDINGS AND PAPER PRESENTATIONS

1. Thatchenkery, Tojo. (2011). Appreciative Intelligence for Transformative Conversations. Paper presented at the *International Conference on Management Cases*, December 1-2. NOIDA, India.
2. Thatchenkery, Tojo., & Gopalakrishnan, Gopakumar. (2011). Reframing "evidence" to catalyze collaboration in organizations. Symposium presentation at the *Academy of Management Meeting*, August 12-16, San Antonia, Texas.
3. Thatchenkery, Tojo. (2011). Positive Design for Collaboration: A Case study of the Delhi and Bangalore Metro Mass Transit System. Symposium presentation at the *Academy of Management Meeting*, August 12-16, San Antonia, Texas.
4. Thatchenkery, Tojo. (2011). Neither West nor East: Pursuing a Post-developmental Management Education for Developing Countries. Professional Development Workshop at the *Academy of Management Meeting*, August 12-16, San Antonia, Texas.
5. Jordan, Lizabeth., & Thatchenkery, Tojo. (2010). Applying Quantum Learning to High School Education: Strategic Action Planning using Appreciative Inquiry. Paper presentation at the International Conference on Business Cases, ICBC 2010, December 2-3, Ghaziabad (India)
6. He, Zhangying., & Thatchenkery, Tojo. (2010). Preference of Negotiation Styles

- of Employees Based on Cultural Differences: A Case Study. Paper presentation at the International Conference on Business Cases, ICBC 2010, December 2-3, Ghaziabad (India)
7. Thatchenkery, Tojo. (2010). Non-Economic Dimensions of Financial Meltdown: A Multidisciplinary Analysis of Subterranean Dynamics. *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 8. Thatchenkery, Tojo. (2010). Dare to Care: Information Technology in Developing Countries. Symposium presentation at the *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 9. Thatchenkery, Tojo. (2010). Restoring Health to U.S. Health Care through Passion & Inspiration: A Critical & Spiritual Synthesis. Symposium presentation at the *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 10. Thatchenkery, Tojo. (2010). Catalyzing a Breakthrough in Imagination: Applying Appreciative Intelligence to Health Care Reform. Symposium presentation at the *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 11. Thatchenkery, Tojo. (2010). Organization Development in the Global Context: Emerging Trends and Practices. Symposium presentation at the *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 12. Thatchenkery, Tojo (2010). Re-imagining Organizational Development in the Global Context. Symposium presentation at the *Academy of Management Meeting*, August 7-11, Montreal, Canada.
 13. Thatchenkery, Tojo. (2010). Organizational Network Analysis: Emerging Approaches for Knowledge Creation that Impact Practice. Symposium (discussant) at the Academy of Management Meeting, August 7-11, Montreal, Canada.
 14. Case, Susan., & Thatchenkery, Tojo. (2009). Leveraging Appreciative Intelligence for Positive Enactment: A Case Study of a Small Investment Firm. Paper presentation at the *International Conference on Management Cases*, November 26-27, Ghaziabad, India.
 15. Thatchenkery, Tojo. (2009). The Promise and Reality of Management Education. A World View. Symposium presented at the *Academy of Management Meeting*, August 7-11, Chicago, IL
 16. Thatchenkery, Tojo., & Firdida, Irma. (2008). The Role of Appreciative Intelligence in Creating High Performing Organizations: A Case Study of Rocky

- Flats Nuclear Waste Cleanup. Paper presentation for *International Conference on Management Cases*. December 1-2, Ghaziabad, India
17. Thatchenkery, Tojo., & Sugiyama, K. (2008). Missing in Mobility: An Analysis of Leadership Invisibility of Asian Americans in Organizations. Paper presentation at the 2008 *Academy of Management Annual Meetings*, August 8-13, Anaheim, CA.
 18. Thatchenkery, Tojo., & Heineman-Pieper, J. (2008). Game-Changing Questions: Seeking Futures outside a 'Development' Paradigm. Symposium presentation at the 2008 *Academy of Management Annual Meetings*, August 8-13, Anaheim, CA.
 19. Thatchenkery, Tojo., & McGee, Kevin (2008). Organizational Improvement through Appreciative Intelligence. Symposium presentation at the 2008 *Academy of Management Annual Meetings*, August 8-13, Anaheim, CA.
 20. Thatchenkery, Tojo (2008). Appreciative Intelligence, Opportunity Recognition, and Economic Development: Inventing – Innovating – Interpreting the BRIC nations. Proceedings of the *Management of Meaning in Organizations International Conference*, June 26-28, Poznan, Poland.
 21. Thatchenkery, Tojo., Firdida, Irma. (2008). Positive Design by Appreciative Intelligence: A Case Study of Rocky Flats Nuclear Weapons Facility Cleanup. Paper presentation at the *Technology, Design and Management: Creating New Models of Possibility for All* conference, April 3-5, 2008, Tecnologico de Monterrey, Monterrey, Mexico.
 22. Thatchenkery, Tojo., & Heineman-Pieper, Jessica. (2008). Endogeneity within the Endogenous: The Role of Appreciative Intelligence in regional economic development. *International Workshop on Regional Endogenous Development*, Brisbane, Australia, February 14-15.
 23. Thatchenkery, Tojo., & McNamee, Sheila. (2007). Appreciative Intelligence for business and social entrepreneurs. *2007 International Conference on Appreciative Inquiry: The Power of Positive Change*. Orlando, FL, September 16-19.
 24. Thatchenkery, Tojo. (2007). Using appreciative intelligence in critical research. *Critical Management Studies Interest Group & Organization Development & Change Division- sponsored PDW. Academy of Management Annual Meetings*, August 4-8, Philadelphia.
 25. Thatchenkery, Tojo. (2007). Appreciative inquiry to appreciative intelligence: Reframing to enhance positive intelligence. *Academy of Management Annual Meetings*, August 4-8, Philadelphia.

26. Thatchenkery, Sruthi., & Thatchenkery, Tojo. (2007). Trading hardhats for suits: Changing career preferences of Indian high school students and its impact on globally distributed work. *Second International Conference on Management of Globally Distributed Work*, July 25-27. Bangalore, India.
27. Thatchenkery, Tojo. and McGee, Kevin. (2007). Appreciative intelligence: A case study of transforming organizational performance in the Prince William County Department of Fire and Rescue. *Transforming Local Government (TLG) Conference*, June 6-8, Bellevue, Washington.
28. Thatchenkery, Tojo. (2006). Scientists and engineers in the emerging economies: Trends in India and implications for US policy. Paper presentation at the *Association for Public Policy Analysis and Management Twenty-Eight Annual Research Conference*, November 2-4, Madison, WI.
29. Thatchenkery, Tojo. (2005). Design with Appreciative intelligence. Key-note presentation at the international conference on *Designing Information and Organizations with a Positive Lens*, November 11-12, Cleveland, OH.
30. Thatchenkery, Tojo., Stough, Roger., & Haynes, Kingsley. (2005). Information Communication Technology and Economic Development: Policy Lessons from the Indian experience. Paper presentation at the *Association for Public Policy Analysis and Management Twenty-Seventh Annual Research Conference*, November 3-5, Washington, DC.
31. Thatchenkery, Tojo. (2005). Global Warming, Cloning, and Foreign Aid: Competition, Cooperation and Coordination in International Governance. Discussant for the above Panel session at the *Association for Public Policy Analysis and Management Twenty-Seventh Annual Research Conference*, November 3-5, Washington, DC.
32. Thatchenkery, Tojo. (2005). India Rising: Implications for U.S Science and Technology Policy. Session organizer for the above panel at the *Association for Public Policy Analysis and Management Twenty-Seventh Annual Research Conference*, November 3-5, Washington, DC.
33. Thatchenkery, Tojo., & Mohr, Bernard (2005). Appreciative Sharing of Knowledge and Appreciative Evaluation: Possibilities in Mutual Embeddedness. Presentation at the *Social Construction: A celebration of Collaborative Practices in Organizations, Communities, and Therapy International Conference*, October 6-9. Taos, NM.

34. Thatchenkery, Tojo., & Gopakumar, G. (2005). Globalization, homogeneity, and the crisis of change management. Paper presented at the *Academy of Management Annual Meetings*, August 6-10, Hawaii.
35. Thatchenkery, Tojo., & Gopakumar, G. (2005). Organization development in the global context: A critique. Paper presented for the *Academy of Management Annual Meetings*, August 6-10, Hawaii.
36. Thatchenkery, Tojo (2005). Positively M.A.D.: The Role of Appreciative Intelligence and High Quality Connections. Symposium presented at the *Academy of Management Annual Meetings*, August 6-10, Hawaii.
37. Thatchenkery, Tojo. (2003). When Indus Valley Meets Silicon Valley: The Hindu Social Capital and the Emergent Strategies of Indian Firms. Presentation at the *Managing Emerging Technologies in Asia (METiA) Conference*, November 2-3, 2003, Singapore.
38. Thatchenkery, Tojo., Stough, Roger., Ranganathan, Rupa (2003). ICT and Economic Development: A Review of the Indian Experience. Paper presented at the *Managing Emerging Technologies in Asia (METiA) Conference*, November 2-3, 2003, Singapore.
39. Thatchenkery, Tojo., Stough, Roger., Akhilesh., A. B., and Shockely, Gordon (Editors). (2003). *Learning from the Indian Development Experience*. Proceedings of the International Workshop supported by the National Science Foundation. March 2-5, 2003, Bangalore, India. School of Public Policy, George Mason University, Fairfax, Virginia, U.S.A.
40. Thatchenkery, Tojo., Ranganathan, Rupa., and Stough, Roger. (2003). *ICT as a catalyst for economic development: An examination of evidences from the Indian development experience*. Proceedings of the International Conference on Information Communication Technology and Economic Development, Bangalore, India, March 2003.
41. Thatchenkery, Tojo (2003). When Indus Valley Meets Silicon Valley: The Hindu Social Capital and Competitiveness of Indian Firms. *Proceedings of the International Conference on Information Communication Technology and Economic Development*, Bangalore, India, March 2003.
42. Thatchenkery, Tojo (2001). Strategies for addressing Asian Pacific American glass ceiling: An analysis of the voices of the "invisible" minority in corporate America and federal agencies. Paper presented at the *23rd Annual Research Conference of the Association for Public Policy Analysis and Management*. November 1-3. Washington, D.C.

43. Thatchenkery, T. (2000). Asian Americans under the model minority gaze: Implications for diversity research and practice. Paper presentation at the *International Academy of Business Disciplines Annual Conference*, March 28-April 3. Las Vegas.
44. Thatchenkery, T (1999). Appreciative inquiry as shifting conversations: A case study on the power of reframing. Paper presentation at the *Social Construction and the Relational Practices International Conference*, September 16-19, Durham, New Hampshire.
45. Foreman, J., & Thatchenkery, T. (1999). Representation of Organizational Change in Ron Howard's "Gung Ho": The Role of Speech Acts and Conversation. Paper presentation at the *Social Construction and the Relational Practices International Conference*, September 16-19, Durham, New Hampshire.
46. Thatchenkery, T., Behara, R., & Kenney, C. (1999). Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment. Presentation at the Professional workshop, Working Collaboratively Across Intranets and Internet: Comparing Technologies for Sense making and Interpretation of Knowledge. National Academy of Management Meetings, August 8-11, Chicago.
47. Thatchenkery, T. (1999). International Perspectives on the Knowledge-Action Nexus: Exploring Some Cultural Models of Doing Research that Bridges Theory and Practice. Discussant. National Academy of Management Meetings, August 8-11, Chicago.
48. Thatchenkery, T (1999). Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism. Presentation at the National Academy of Management Meetings, August 8-11, Chicago.
49. Thatchenkery, T., Behara, R., & Kenney, C. (1999). Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment. Presentation at the Showcase Symposium on Information Technology and Organizational Change in Turbulent Environments: Exploring Emergent Technology Designs for Sense making, National Academy of Management Meetings, August 8-11, Chicago.
50. Thatchenkery, T. (1999). Discussant. Do male and female managers think alike? An Indian experience. Paper presentation at the Thirteenth Biennial Conference of the Association of Indian Economic Studies, Washington, D.C. June 5-6.

51. Thatchenkery, T. (1999). Affirmation as intervention: The hermeneutics of reframing in organizational change and transformation. Paper presentation at the 1999 International Conference of Language in Organizational Change and Transformation. May 14-16. Max M. Fisher College of Business, Ohio State University, Columbus, Ohio.
52. Thatchenkery, Tojo., Behara, Ravi., & Kenney, Con. (1999). Building capabilities for change through laboratory simulations. Paper presentation at the *Annual Conference of the Association for Business Simulation and Experiential Learning*, March 17-19, 1999, Philadelphia, PA.
53. Thatchenkery, Tojo (1999). Knowledge creation through simulated environments: Sharing from the Organizational Learning Laboratory at George Mason University. Paper presentation at the 3rd World Congress on the Management of Intellectual Capital and Innovation, January 20-22. Ontario, Canada.
54. Thatchenkery, Tojo, Behara, Ravi, & Kenney Con. (1998). Linking theory, practice, and imagination in knowledge management: Sharing from the Organizational Learning Laboratory at George Mason University. Paper presentation at the Strategic Leadership Forum, The International Society for Strategic Management. November 14, Fairfax, VA.
55. Thatchenkery, Tojo (1997). The call to bridge knowledge and action: New institutions, paradigms, and methods- The Organizational Learning Laboratory and the Masters program at George Mason University. Showcase symposium, *Management Education & Development, Organization Development & Change, and Research Methods divisions of the National Academy of Management*, August 11-15, Boston.
56. Thatchenkery, Tojo (1997). Organizational diversity, Asian Americans, and the “model minority” myth. Testing some assumptions. *National Academy of Management Annual Meetings*, August 11-14, Boston.
57. Thatchenkery, Tojo (1997). Collaborative technology adoption: Charting a new frontier for socio-technical work teams. *National Academy of Management Annual Meeting*, August 11-14, Boston.
58. Thatchenkery, Tojo. (1997). Appreciative inquiry: An innovative approach to creating the high performance organization. Paper proposal accepted for presentation at the *18th McMaster Business Conference: Creating the High Performance Organization through Innovation, People & Technology*. January 22-24, 1997.

59. Thatchenkery, Tojo., Tenkasi, Ram., & Cooperrider, David. (1996). Learning from unusual events: The eradication of smallpox. Paper presented at the *Organization Development and Change* division of the *National Academy of Management*. Cincinnati, Ohio. August 9-14.
60. Case, Susan., & Thatchenkery, Tojo (1996). Market, enactment, and learning from ambiguous events: A case study of a small investment firm. Paper presented at the *Entrepreneurship* division of the *National Academy of Management*. Cincinnati, Ohio. August 9-14.
61. Foreman, Joel., & Thatchenkery, Tojo. (1996). Cruising Hollywood in search of meaning: To what extents do feature films represent organizational dynamics? Paper presentation at the 8th Annual Meeting of the *International Academy of Business Disciplines*. Rockville, MD. April 6-9.
62. Thatchenkery, Tojo. (1996). Internal markets as dispersed knowledge: A Hayekian interpretation. Paper outline accepted for the *Stanford Center for Organizations (SCOR)* conference, April 21-23. Asilomar, Ca.
63. Thatchenkery, Tojo (1996). Creating and maintaining strategic partnership for total performance support. An exploration of the working of a training technology consortium. Presented at *LETT'96, Fourth Annual Leading Edge Training Technologies Conference*. Victoria, British Columbia, Canada. March 19 - 20.
64. Thatchenkery, Tojo (1996). Examining Organizational Governance Processes in Global Social Change Organizations: An Ethnographic analysis. Paper outline accepted for presentation at the *International Association for Business and Society (IABS)*, 7th Annual Conference. Santa Fe, New Mexico. March 21-24.
65. Thatchenkery, Tojo. (1996). The Local-Global Paradox in a Global Social Change Organization: Toward the development of a Model of Organizations as Hermeneutic Processes. Paper presented at the *Society for Applied Anthropology* 1996 Annual Meetings, Baltimore, MD. March 27-31.
66. Thatchenkery, Tojo. (1995). Inside the hermeneutic organization: The transforming nature of paradoxes in a global social change organization. Paper presented at the Joint Divisional Conference on *The Organization Dimensions of Global Change: No limits to Cooperation*. Co-sponsored by Case Western Reserve University and Academy of Management. May 3-6: Cleveland, Ohio.
67. Thatchenkery, Tojo. (1995). Images of love and work in postmodern organizations: A historical analysis. Paper presentation at the *International Academy of Business Disciplines Conference*, Redondo Beach, California, April 6-9.

68. Thatchenkery, Tojo. (1995). The changing nature of discourse in organizations: An example from an international private voluntary organization. Paper presentation at the *International Academy of Business Disciplines Conference*, Redondo Beach, California, April 6-9.
69. Gergen, K., & Thatchenkery, Tojo., (1994). Epistemological demands of social constructionist approach in industry and markets. Paper presentation at the *Social Construction of Industries and Markets: An International Conference*, Chicago, April 15-17.
70. Thatchenkery, Tojo., & Pasmore, W. (1994) The challenge of local narratives for the totalizing processes of global integration. Paper presentation at the *International Academy of Business Disciplines Conference*, Pittsburgh, April 7-10.
71. Thatchenkery, Tojo., Tenkasi, R. V., & Cooperrider, D. L. (1994). Local-universal knowledge nexus in global organizing: An example from the eradication of smallpox. Paper presentation at the *International Academy of Business Disciplines Conference*, Pittsburgh, April 7-10.
72. Thatchenkery, Tojo. (1994). Discussant for the symposium at the *National Academy of Management Annual Meeting*, Dallas, Texas. Tenkasi, R. Locating meaning making in organizational learning: The narrative basis of cognition. In R. W. Woodman & W.A. Pasmore. (Eds.), *Research in Organization Development and Change* , 7, 197-233. Greenwich, CT: JAI Press.
73. Thatchenkery, T., & Neilsen, E. (1992). Postmodernist Readings of Managerial Abilities, Learning Organizations and Information Systems. Co-chair, symposium presentation at the Managerial and Organizational Cognition interest group of the *National Academy of Management Annual Meeting*, Las Vegas, Nevada.
74. Thatchenkery, T., & Pasmore, W. (1992). Postmodernism and the learning organization: Implications for the academy. Symposium presentation at the *National Academy of Management Annual Meeting*, Las Vegas, Nevada.
75. Thatchenkery, T. (1992). Organizations as "texts": Hermeneutics as a model for understanding organizational change. Symposium presentation at the Organization Development Division of the *National Academy of Management Annual Meeting*, Las Vegas, Nevada.
76. Tenkasi, R. V., Thatchenkery, T., Cooperrider, D., Barrett, F., & Manning, M. (1991). The impact of schemas and inquiry frames on consultants' constructions of expectations about the client system. Paper presented at the *Organization*

Development Division of the National Academy of Management Annual Meeting, Miami, Florida.

77. Thatchenkery, T. (1989). Affirmation as inquiry: A case study of a select sample of transnational nonprofit organizations. *Annual Proceedings of the Mandel Center for Nonprofit Organizations*, Cleveland, Ohio.
78. Srivastva, S., Cooperrider, D., Thatchenkery, T., & Tian, X. (1989). Wonder and affirmation in discovery and transformation: A case study of the Institute of Cultural Affairs. Paper presented at the *International Conference on Social Innovations in Global Management*. Cleveland, Ohio.

NON-REFEREED JOURNAL ARTICLES, PRESENTATIONS, AND KEYNOTES

Sample non-refereed Journal Articles

1. Thatchenkery, T., & Metzker, C (2008). Leveraging appreciative inquiry. *AMA Seminars New Letter*, Jan – Oct, p 91
2. Thatchenkery, T., & Metzker, C. (2008). Seeking the mighty oak in the acorn. Executive matters, February 2008, *American Management Association Member Newsletter*, P 2
3. Thatchenkery, T., and Metzker, C. (2006). Appreciative intelligence at work. *Organisations & People*, 13, 4, 33-40.
4. Thatchenkery, T., and Metzker, C. (2006). Developing your appreciative intelligence. *Transformations: Journal of the World Business Academy*, 20, 14, 5-15.
5. Thatchenkery, T., and Metzker, C. (2006). The secret to highly successful people. *Ode*, 4, 5, 64-67.
6. Thatchenkery, T. (2004). How good executive education can make a difference to your career. *Management Next*, Issue 2, p.4-5
7. Thatchenkery, T. (2003). Indian Managers are short on social capital. *Management Next*, Issue 1, p. 9

Sample Keynote and Plenary Presentations

1. Thatchenkery, Tojo. (2011). *Invisible Leadership: Reframing Mental Models for Valuing Different Ways of Leading and Creating Transformation. Leading to Well-Being Conference*. Fairfax, VA. April 8.
2. December 2, 2010. "Invisible Leadership: Expanding Our Horizon of Valuing Different Ways of Leading and Creating Innovation." International Conference on Business, ICBC 2010. Ghaziabad (India).
3. November 19, 2010. "Leading Change through the Power of Appreciative Intelligence." University of Tampere, Finland.
4. Sept 16, 2010: "Invisible Leadership – Changing Times." Management and Organizational Effectiveness Forum of the Food and Agriculture Organization (FAO) of the United Nations, Rome, Italy.
5. July 9, 2010. "Reframing for Sustainability: Approaches to Discovering and Practicing Sustainable Value." Institute of Advanced Studies, Colorado Springs, Colorado. U.S.A.
6. May 25, 2010. "Invisible Leadership: Expanding Our Horizon of Valuing Different Ways of Leading and Creating Innovation." Asian Network Group (PANG) Fifth Annual Meeting sponsored by Sodexo International.
7. May 22, 2010: "Leadership and Appreciative Intelligence: Seeing the Mighty Oak in the Acorn." Management of Innovation International Conference, Poznan, Poland.
8. May 18, 2010: "Appreciative Intelligence for Innovation & Leadership." Center for Leadership Excellence, Lockheed Martin, Bethesda, MD.
9. March, 19, 2010: "Leading Change and Innovation through the Power of Appreciative Intelligence." Leadership and Positive Psychology Conference, The Center for Consciousness and Transformation, Fairfax, Va.
10. March 15, 2010: "Leading Change through the Power of Appreciative Intelligence." The Indian Institute of Science, Bangalore, India.
11. January 19, 2010: "Leading Change through the Power of Appreciative Intelligence." Senior Leadership Forum on "Leading Organizational Change to Maximize Results." Food and Agriculture Organization (FAO) of the United Nations, Rome, Italy.

12. November 26, 2009: "The Role of Appreciative Intelligence in Creating High Performing Organizations." *International Conference on Business Cases*, ICBC 2009. Institute of Management Education, Ghaziabad, India.
13. May 21, 2009. Organizational Culture and Appreciative Intelligence. Keynote at Seoul School of Integrated Science and Technologies, Global MBA gathering, Seoul, South Korea.
14. May 1, 2009. Reframing Work: The Power of Appreciative Intelligence. Keynote for the *Partners in Growth Series*, the Federal Reserve Bank, Richmond, VA.
15. October 31, 2008. Developing your Appreciative Intelligence for Innovation and Transformational Change. Keynote at the 30th International Organization Development Conference at Universidad de Monterrey, Monterrey, Mexico.
16. September 15, 2008. Organizational Learning and Knowledge Management. Seminar for Sabanci University Executive Education Unit, Istanbul, Turkey.
17. November 28, 2007. Appreciative Intelligence: An approach for leadership and organizational transformation. 2007-2008 Millennium Forum Series, Fairfax County Government Center, Fairfax, Virginia.
18. June 6, 2007. Transforming through appreciative intelligence. Key-note speech scheduled for *Transforming Local Government (TLG) Conference*, Bellevue, Washington.
19. December 8, 2006. Entrepreneurial cognition, opportunity recognition, and appreciative intelligence. Presentation at the 3rd *Entrepreneurship Research Conference at Mason*, Fairfax, VA.
20. October 26, 2006. Entrepreneurial cognition and appreciative intelligence: Understanding entrepreneurial actions in the Indian context. *Global Conference on Job and Wealth Creation through Entrepreneurship*. Gurgaon, India.
21. October 26, 2006. Appreciative intelligence and innovation. *Management Sciences Association meeting*, New Delhi, India.
22. May 9, 2006. Leveraging social capital for professional growth. Key-note, Asian Pacific American Heritage Month, Environmental Protection Agency, Research Triangle Park, NC.

23. December 16, 2004. University-local government partnership: Lessons learned from George Mason University's growth in National Capital Region. Seminar talk, *Sona Institute of Advanced Studies*. Bangalore. India.
24. December 10, 2004. Civil society in the global economy. Presentation at the *All India Management Association National Convention*, New Delhi, India.
25. November 12, 2004. Social capital & entrepreneurship: An analysis of the competitiveness of the Indian software services companies in the U.S. Presentation at the *GMU Conference on Entrepreneurship research*, Fairfax, Virginia.
26. August 16, 2004. The Indian social capital and the competitiveness of Indian software services companies in the global market place. Key-note, *Bangalore Management Association*. Bangalore, India.
27. August 2, 2004. Appreciative inquiry for change management. Presentation given at the *Management Development Institute*. Gurgaon, India.
28. May 20, 2004. Affirmative inquiry and solution focused brief-therapy. Talk given at *Center for Integrated Family Services*, Quito, Ecuador.
29. May 21, 2004. Competing in the global market place and winning: A strategy for Ecuador. Keynote presentation given to 500 invited business executives at the *Quito Chamber of Commerce National Seminar*. Quito, Ecuador.
30. May 27, 2004. Developing social capital for professional and personal growth of Asian Americans. Talk given at the U.S. Department of Agriculture. Washington, D.C.
31. June 4, 2003. When Indus Valley meets Silicon Valley: The Hindu social capital and the competitiveness of Indian firms. Presentation at the India Club, the World Bank. Washington, DC.

GRANTS /RESEARCH FUNDING

November 2007-October 2008:

HRP-2 PB Organizational Development & Theory for Transportation Sector

Research project. PI: Jonathan Gifford. Tojo Thatchenkery: Faculty Researcher:
Project amount: \$48,896.00

February – September 2006:

Pareto Trend Analysis of various types of fraud in the U.S. Postal Services.
PI: Tojo Thatchenkery. Office of the Inspector General, USPS. \$113,788.00

August 2002 - July 2004:

Learning from the Indian Development Experience. Thatchenkery (PI) and
Stough (Co- P.I.). United States National Science Foundation. \$34,000.00

December 2000- December 2001:

Cyber Environment for Organizational Adaptability. Local University
Contract for Information Technology Exchange (LUCITE) (2000-01). As
faculty investigator examined ways to facilitate collaboration in an online
environment and wrote the script for a new “facilitatory collaborative tool.”
\$146,066.00

AWARDS AND HONORS

February 2006:

Harvard Business Review's 2006 Reading List for the book *Appreciative
intelligence: Seeing the mighty oak in the acorn.*

June 2001:

McGregor Award winner, jointly announced by the *Journal of Applied
Behavioral Science* and Sage Publications for the best articles published in
JABS each year from 1990-1999.

January 1997:

Literati Club's Outstanding Paper Award for the most outstanding paper
published in the 1996 volume of *Journal of Organizational Change
Management.*

December 1997:

Entire editorial of *Project Management Journal*, the flagship journal of the
Project Management Institute, devoted to the activities and impact of the
Organizational Learning Laboratory at the Johnson Center.

November 1997:

Article co-authored with Ken Gergen (Organization Science as Social
Construction) chosen for publication in the International Library of

Management. The Library brings together the most significant published journal essays in contemporary management studies.

September 1997:

The special journal issue on Asian Americans and organizational diversity (co-editor, JABS, September, 1997) chosen by Sage Publication as "articles with impact."

July 1996:

Citation of Excellence for the article *Filmic representations for organizational analysis* (co-author). Awarded by the Editorial Advisory Board of ANBAR Electronic Intelligence, an on-line service that reviews the top journals in the world each month, ascribing quality ratings to their content.

July 1995:

Inducted as member, the NTL Institute of Applied Behavioral Science

1994-95:

The College of Arts and Sciences' *Program for the Curriculum Award*. George Mason University, Fairfax, Virginia, U.S.A.

1993-94:

Minority Faculty Retention Program Award, George Mason University, Fairfax, Virginia, U.S.A.

1990-91:

Governance in Nonprofit Organizations Doctoral Dissertation Fellowship. Awarded by Indiana University Center on Philanthropy, Indiana, U.S.A.

1989-90:

Mandel Research Fellowship for the Study of Nonprofit Organizations. Case Western Reserve University, Ohio, U.S.A.

December 1982:

Awarded *University Gold Medal* and *All India Post-Graduate Scholarship* for obtaining the top position in University of Delhi, India for M.A. in Industrial & Organizational Psychology.

December 1977:

Awarded *President of India Gold Medal*, *Vice-Chancellor's Scholarship*, *College Crest*, *College Color* and *Certificate of Merit* for obtaining the top position in University of Delhi, India, for B.A. (Honors) in Psychology.

PROFESSIONAL AFFILIATIONS

Academy of Management

The NTL Institute of Applied Behavioral Science

Taos Institute

EDITORIAL BOARD POSITIONS IN PEER-REVIEWED JOURNALS

1994-Current:

Book Review Editor, *Journal of Organizational Change Management*

1994- Current:

Member, Editorial Board, *Journal of Organizational Change Management*

1995- Current:

Member, Editorial Board, *Journal of Applied Behavioral Science*

2008- Current

Member, Editorial Board, *Innovative Management*

2008-Current

Member, Editorial Board, *International Journal of Management Sciences*

1996- 2000:

Member, Editorial Board, *Journal of Applied Management Studies*

2000 – 2001:

Professional Development Workshop Chair, Research Methods Division, Academy of Management

2001-2002:

Program Chair, Research Methods Division, Academy of Management

1993- Current: Reviewer for

- *Academy of Management Review*
- *Academy of Management Journal*
- *Human Relations*
- *Accounting, Management, and Information Technologies*
- *Information Systems Research*
- *Nonprofit Management & Leadership*
- *Journal of Management Inquiry*
- *Journal of Applied Behavioral Sciences*
- *Journal of Organizational Change Management*

SERVICE

1997- Current:

Talks, keynote, and seminars at agencies and organizations in the U.S and overseas (Europe & Asia) such as TCS, Infosys, the Federal Reserve Bank, local governments, EPA, USDA, World Bank, General Mills, Lucent, and Booz Allen Hamilton on various topics such as appreciative intelligence and innovation, and Asian American organizational mobility.

2000 – Current:

Talks on the topic of knowledge management within the U.S and overseas (India, New Zealand, Australia, and Finland). Example: Invited talk at the *Federal CIO Council*, an influential group of Chief Technology Officers of Federal agencies on the topic of *Appreciative Sharing for Knowledge (ASK): Reframing knowledge management for the new millennium*.

2001- 2002:

Program Chair, Research Methods Division, *Academy of Management*.

2001.

Testified (by invitation) for the White House Initiative on Asian Americans and Pacific Islanders.

2000- 2001:

Chair, Professional Development Workshops, Research Methods Division,
Academy of Management.

1993- Current:

As member of the editorial boards, review articles for *Journal of Organizational Change Management* and *Journal of Applied Behavioral Sciences* on a regular basis.

Service, University Level

Samples only

2005- current:

Helping organize programs for various delegations and study groups visiting the U.S/Washington area as part of the exchange programs between SPP and overseas institutions.

2008-09:

Worked with the Dean of SPP to create the first dual degree program of George Mason University with the Seoul School of Integrated Science and Technologies, South Korea. Visited Seoul, South Korea last May to help in their recruitment of students for George Mason.

2005:

Worked with GMU Vice President Roger Stough to create a *Center for Public Governance* in New Delhi as a collaborative center between SPP-GMU and All India Management Association.

2004- 2006; 2008- 2010 (till fall)

Member, Faculty Senate, representing the School of Public Policy. Also, member of the *Task Force to Redefine the University Resolution to Protect Civil Liberties* which revised the resolution and had it adopted by the full Senate at its April 2005 meeting.

2004- 2006: 2008- 2010 (till fall)

Member, Budget and Resources Committee of the Faculty Senate. The committee worked on several reports dealing with salary and equity issues for faculty and reported to the full Faculty Senate.

2004- 2006:

Member, Fenwick Fellow Program selection committee, George Mason University. Went through the applications and participated in the committee

deliberation to select two winners each year.

2003:

Search committee member for hiring the Director/*Assistant to the President for Diversity and Equity*.

2002-2003:

Organized an international conference sponsored by the National Science Foundation on the topic of information communication technology and development during March 2003 in Bangalore, India.

2000-2002:

Member and Chair, *Minority and Diversity Issues Committee*. Analyzed the hiring of minority faculty at George Mason and presented a report to the Faculty Senate.

1994-2001:

Chair, Masters in New Professional Studies (MNPS) Advisory Committee. The committee was empowered by the State Council of Higher Education for Virginia (SCHEV) to maintain oversight of all the tracks within the degree program. Met regularly with program directors of various tracks for addressing program management issues

1994-2000:

Designed and developed the *Organizational Learning Laboratory*, originally located in a 3,000 square feet area in George W. Johnson Learning Center. A first of its kind, the laboratory set new standards for researching organizational learning combining simulation and modeling tools. A number of organizations such as the American Management Systems, EDS, Fannie Mae, AT&T Solutions, Xerox, and Steel Case participated in the activities of the laboratory. The Lab was featured along with the *MIT Center for Organizational Learning* as an innovative research facility for organizational learning at the *Academy of Management Conference* in August, 1997. The lab was also featured as an innovative learning center in a *Project Management Journal* editorial.

1995-2001:

University-wide Director, Masters in New Professional Studies Program. In addition to the oversight of the program, helped the following sponsoring units develop their proposals and facilitated their approved by the Graduate Council:

School of Education, MNPS: Teaching, approved in spring, 1996

College of Arts and Sciences: Organizational Learning, approved in spring 1996

School of Management, MNPS: Technology Management, approved in spring 1997

School of Nursing, MNPS: Health Systems Administration, approved in spring 1997

School of Computational Science, MNPS: Bioinformatics, approved in fall 1998

School of Computational Science, MNPS: Biotechnology, approved in fall 1998

School of Computational Science, MNPS: Forensic Biosciences, approved in fall 1998

School of Public Policy, MNPS: Transportation Policy, Operations, and Logistics, approved in spring 1999

School of Public Policy, MNPS: Peace Operations, approved in summer 2001

The MNPS program has been the incubator for several successful independent professional studies graduate programs at Mason. Many of them became independent masters program after a few years of development under the MNPS umbrella.

1993-1996:

Designed, developed, and won State of Virginia (SCHEV) approval for the Masters in New Professional Studies program for the entire university and the Organizational Learning Track for the Program on Social and Organizational Learning.

CONSULTING EXPERIENCE

Expertise in organization design and strategy, entrepreneurship, global talent management, organization development, change management, organizational analysis, diversity training, social capital development, and knowledge management.

SAMPLE CONSULTING OR TRAINING ENGAGEMENTS

Tata Management Training Center, Pune, India:

Designed and delivered programs on appreciative inquiry and change management for senior Tata Sons executives.

Lucent Technologies:

Human resource planning using social capital enhancement for senior Asian American managers.

Booz Allen & Hamilton:

Diversity consultation with the Board and Partners; Professional development workshops using social capital enhancement model for Asian American consultants.

IBM:

Organizational mobility and diversity workshop for senior Asian American managers worldwide.

USDA:

Organizational mobility workshops for Asian American employees.

General Mills:

Diversity consultation and workshops for Asian American employees.

PNC Bank:

In lead and sole consultant role helped create a knowledge management system for the human resources department of the Bank.

International Monetary Fund:

Organization design consultation; Conflict management consultation and interventions; Creation and delivery of an Individual and Interpersonal Effectiveness training program.

FannieMae:

Consultation and facilitation of process redesign of loan processing

Trinidad Petrotrin Company

Consultation and delivery of a change management training program.

United States Agency for International Development:

Consultation during the creation of the CEO/PVO Organizational Excellence Institute.

Department of Family Medicine, School of Medicine, **Case Western Reserve University and University Hospitals of Cleveland:**

Facilitating a collaborative relationship of research, teaching, and clinical practice.

American Red Cross, Greater Cleveland Chapter:

Consultation for an organization-wide redesign using *appreciative inquiry*.

Cuyahoga County Board of Mental Retardation and Developmental Disabilities:

Consultation and intervention for socio-technical systems redesign.

Ameritrust Bank, Cleveland, Ohio:

Consultant for organization-wide strategic human resource planning.

British Petroleum:

Customer service improvement program.

Weatherhead School of Management:

Facilitation for the formulation and implementing a new management education strategy of the business school.

Veterans Affairs Medical Centers, Northeast Ohio:

Designing an organizational assessment tool and conducting an evaluation study of their organization redesign.