

# VITA

## MARTIN N. DAVIDSON

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### OFFICE

Darden Graduate School of Business  
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### HOME

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### CURRENT POSITION

Johnson & Higgins Professor of Business Administration. Darden Graduate School of Business, University of Virginia, Charlottesville, Virginia

### EDUCATION

#### *Stanford University*

Ph.D. Psychology, 1988 (Emphasis: Personality and Social Psychology)  
Dissertation: "Distinguishing Repressive Coping from Impression Management"

#### *Harvard University*

A.B., Psychology & Social Relations, 1983

### PROFESSIONAL ACADEMIC EXPERIENCE

Senior Associate Dean & Global Chief Diversity Officer 2017-2025. Darden Graduate School of Business, University of Virginia, Charlottesville, Virginia

Interim Executive Director, 2023-2024. Contemplative Sciences Center, University of Virginia, Charlottesville, Virginia

Professor of Business Administration, 2013-2015. Leadership and Organizational Behavior. Darden Graduate School of Business, University of Virginia, Charlottesville, Virginia

Associate Dean and Chief Diversity Officer, 2008-2011. Darden Graduate School of Business, University of Virginia, Charlottesville, Virginia

Associate Professor of Business Administration, 1998-2013. Darden Graduate School of Business, University of Virginia, Charlottesville, Virginia

## PROFESSIONAL ACADEMIC EXPERIENCE (CONT.)

Assistant Professor of Business Administration, 1992-1998. Amos Tuck School of Business Administration, Dartmouth College, Hanover, New Hampshire.

Adjunct Assistant Professor of Psychology, 1993-1998. Dartmouth College, Hanover, New Hampshire.

Visiting Assistant Professor of Business Administration, 1991-1992. Amos Tuck School of Business Administration, Dartmouth College, Hanover, New Hampshire.

Chancellor's Postdoctoral Fellow, 1989-1991. The University of California, Berkeley, California.

NIMH Postdoctoral Fellow, 1988-1989. Department of Sociology and Stanford Graduate School of Business, Stanford University, Stanford, California.

## AWARDS

Frederick S. Morton Leadership Award, 2017. Darden Graduate School of Business University of Virginia John T. Casteen, III Diversity - Equity - Inclusion Leadership Award Wachovia Award for Significant Publication in a Book Form, for "The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed," Darden Graduate School of Business

Management Doctoral Student Association Career Trailblazer Award

Wachovia Award for Research Speaking to the Practicing Manager, for "Rethinking Political Correctness, *Harvard Business Review*," Darden Graduate School of Business

Frederick S. Morton Leadership Award, 2011. Darden Graduate School of Business Top 50 Diversity Professional under 50, *Diversity Inc, Magazine*

Allen and Joan Bildner Endowment Grant for Human and Intergroup Relation, Dartmouth College

Dorothy Danforth Compton Dissertation Fellow

National Science Foundation Fellow

## RESEARCH INTERESTS

Diversity and Strategically Leveraging Difference in Organizations

Social Identity and its Development

Power and Status

Core Competencies for Global Management

Employee Engagement and Commitment

Managing Interpersonal Conflict

## TEACHING INTERESTS

Leadership in Organizations

Leadership and Leveraging Difference

Leading Organizational Change

Interpersonal Behavior

Mastering Global Leadership

Personal Leadership

**BOOK**

Davidson, M. N. (2011) The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed, Berrett-Koehler Press, San Francisco, CA.

**EDITED BOOK**

Roberts, L.M., Wooten, L.P, Davidson, M.N., (Ed.) (2015). *Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity –Building*, Taylor Francis Press.

**PUBLICATIONS**

Davidson, M. N. (*in press*). Strategic Resilience in an Age of Resistance: Reimagining DEI for Organizational Relevance. In E. King, Q. Roberson, & M. Hebl (Eds.), *Research on Social Issues in Management: Call to Action for Policymakers: Defending and Advancing Diversity, Equity, and Inclusion (DEI) Initiatives*. Information Age Publishing, Charlotte, NC.

Davidson, M. N. (2023). Race as a Resource for Connection and Insight: Why Research on Race Makes Organizational Behavior Better. In E. B. King, Q. M. Roberson, & M. R. Hebl (Eds.), *Research on Social Issues in Management: Perspectives on Race in Organizations* (pp. 26–38). Information Age Publishing, Charlotte, NC.

Davidson, M.N. 2021. Embracing the Weird: Developing Inclusive Leadership Competency by Leveraging Uniqueness. In B. Ferdman, J. Prime, & R. Riggio (Eds.), *Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies* (pp. 125-134). Routledge, New York.

Davidson, M.N. 2020. Men, Gender, and Second-Order Bias: A Reflection. In E. King, Q. Roberson, & M. Hebl (Eds.), *Research on Social Issues in Management: Perspectives on Gender and Work* (pp. 31-38). Information Age Publishing, Charlotte, NC.

Purdie-Greenaway, V. & Davidson M.N. 2019. Is D&I About Us? How Inclusion Practices Undermine Black Advancement and How to Design for Real Inclusion. In L. M. Roberts & D.A. Thomas (Eds.), *Race, Work & Leadership in the 21st Century: Learning about and from Black experience* (pp. 311-322). Cambridge, MA: Harvard Business Publishing.

Trawalter, S., Driskell, S., & Davidson, M. N. 2016. What Is Good Isn't Always Fair: On the Unintended Effects of Framing Diversity as Good. *Analyses of Social Issues & Public Policy* 16(1): 69-99.

Davidson, M. N. 2012. How Hard Should You Push Diversity? *Harvard Business Review*, 90, 139-143.

Davidson, M. N. 2012. The end of diversity: How leaders make differences really matter. *Leader to Leader*, 2012 (64), 51-56.

**PUBLICATIONS (CONT.)**

- Davidson, M.N. 2008. Why Difference Matters in Organizations. In D. Barry and H. Hansen (Eds.), *The Sage Handbook of New Approaches to Organization Studies* (pp. 362-363). London: SAGE Publications Ltd.
- Davidson, M.N. & Proudford, K.L. 2007. Cycles of resistance: How dominants and subordinates collude to undermine diversity efforts in organizations. In K. Thomas, (Ed.), *Diversity Resistance in Organizations: Manifestations and Solutions* (pp. 249-272). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Davidson, M. N., & James, E. H. 2007. The engines of positive relationships across difference: Conflict and learning. In J. Dutton & B. R. Ragins (Eds.), *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation* (pp. 137-158). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Ely, R. J., Meyerson, D.A., & Davidson, M.N. 2006. Rethinking Political Correctness, *Harvard Business Review*, 84, no. 9 September, pp 78-87.
- Davidson, M. N. 2005. Ethics in Human Resource Management, in P.H. Werhane, R. E. Freeman (Eds.), *Blackwell Encyclopedic Dictionary of Business Ethics*, 2<sup>nd</sup> Edition (pp. 231-235). Malden, MA: Blackwell Publishing.
- Davidson, M.N. & Ferdman, B.M. 2004. Here and There: A Conversation about Identity. *The Industrial-Organizational Psychologist*, 41(3): 47-53.
- Davidson, M.N. 2004. Diversity that matters. *Batten Briefings*, 3(1): 1, 6-7.
- Davidson, M.N. & Ferdman, B.M. 2003. Making the Tough Calls: Negotiating Exclusion in Inclusive and Diverse Organizations. *The Industrial-Organizational Psychologist*, 41(1): 161-166.
- Davidson, M.N. 2003. Leveraging Difference for Organizational Excellence. *Batten Briefings*, 2(1): 3.
- Davidson, M.N. & Ferdman, B.M. 2002. Inclusion and Power: Reflections on Dominance and Subordination in Organizations. *The Industrial-Organizational Psychologist*, 40(1): 62-67.
- Ferdman, B.M. & Davidson, M.N. 2002. Inclusion: What can I and my organization do about it? *The Industrial-Organizational Psychologist*, 39(4): 80-85.
- Ferdman, B.M. & Davidson, M.N. 2002. Drawing the line: Are some differences too different? *The Industrial-Organizational Psychologist*, 39(3): 43-46.
- Davidson, M.N. & Ferdman, B.M. 2001. Diversity and inclusion: What difference does it make? *The Industrial-Organizational Psychologist*, 39(2): 36-38.
- Davidson, M. N. 2001. Know thine adversary: The impact of race on styles of dealing with conflict. *Sex Roles*, 45 (5/6): 259-276.
- Friedman, R. A. & Davidson, M. N. 2001. Managing diversity and second-order conflict. *International Journal of Conflict Management*, 12 (2): 132-153.
- Davidson, M. N. & Foster-Johnson, L. 2001. Mentoring in the preparation of ethnically diverse graduate students. *Review of Educational Research*, 71 (4): 549-574.

**PUBLICATIONS (cont.)**

- Davidson, M. N. & Greenhalgh, L. 1999. The role of emotion in negotiation: The impact of anger. In R.J. Bies, R.J. Lewicki, B.H. Sheppard, (Eds.), *Research on Negotiation in Organizations* (pp, 3-26). Greenwich, CT: JAI Press Inc.
- Friedman, R. A. & Davidson, M. N. 1999. The black-white gap in perceptions of discrimination: Its causes and consequences. In R.J. Bies, R.J. Lewicki, B.H. Sheppard, (Eds.), *Research on Negotiation in Organizations* (pp, 203-228). Greenwich, CT: JAI Press Inc.
- Davidson, M. N. 1999. The value of being included: An examination of diversity change initiatives in organizations. *Performance Improvement Quarterly*, 12(1): 164-180.
- Davidson, M. and Friedman, R. "When Excuses Don't Work: The Persistent Injustice Effect among Black Managers." *Administrative Science Quarterly*, 1998, 43(1): 154-183. Covered as a "research translation" in the *Academy of Management Executive*, 12(4), 1998:131-133.
- Weinberger, D. A. & Davidson, M. N. 1994. Styles of inhibiting emotional expression: Distinguishing repressive coping from impression management. *Journal of Personality*. 62(4) 587-613.
- Rosenhan, D. A., Teitelbaum, T. W., Teitelbaum, K. W., & Davidson, M. N. 1993. Warning Third Parties: The Ripple Effect of Tarasoff. *Pacific Law Journal*. 24(30) 1165-1232.

**MANUSCRIPTS IN PREPARATION**

- Henderson, F.A. , Davidson, M.N. , & Kinias, Z. (in press). The Ebb and Flow of U.S. Diversity Management: Sixty Years of Promise. In an upcoming volume edited by George-Axelle Broussilon, the head of DEI at Sephora US, and Jean-Claude Le Grand, the CHRO of L'Oreal. The AFMD, the French diversity managers association, is a partner on the project.
- Jacob, J., Purdie-Greenaway, V. & Davidson, M.N., "Before the storm: did Black and Latino- Americans anticipate the worst in COVID-19 pandemic?" Revising for re-submission to the *International Journal of Psychology*

**WORKING PAPERS**

- Davidson, M.N. & Foster-Johnson, L. Keeping color in corporate America: Factors that enhance and diminish organizational commitment for managers.
- Wishik, H.R & Davidson, M.N. Three Core Approaches to Global Leadership and Its Complexities.

**RESEARCH IN PROGRESS**

- Davidson, M.N. and Wishik, H.R. "Grounded Identity Continuum: The Intersection of Identity and Power in Organizations"
- Davidson, M.N., "Becoming Exemplary White Male Leaders of Diversity Efforts in the U.S."

## BOOK PROJECTS

Davidson, M.N. Embrace the Weird, Berrett-Koehler Publishers.

## ACADEMIC CONFERENCE PRESENTATIONS

- “Diversity of Thought in DEI Classes” presented at Academic 2025 Teaching DEI Conference & Wood Centre Symposium, Ivey School, Toronto, Ontario, Canada June 3, 2025.
- “On ‘Doing’ Inclusion: An Inclusive Behavior Training” Professional Development Workshop at the Academy of Management, August 9, 2020.
- “Bridging Positive Organizational Scholarship and Diversity, Equity, and Inclusion” Professional Development Workshop at the Academy of Management, August 7, 2020.
- “Why Inclusion Seems not to Work,” paper presented at symposium—Relational Inclusion and the Disconnect between Inclusive Practices and Experiences at the Academy of Management in Boston, MA, August 12, 2019.
- “Embrace the Weird: A Resource for Fostering Inclusive Leadership” paper presented at the Academy of Management in Boston, MA, August 12, 2019.
- “The Effect of Organization-Wide Congregation on Inclusion & the Capacity to Leverage Difference,” Symposium--Town Hall Dialogues on Race: Directions and Applications for Business Organizations presented at the Academy of Management in Chicago, IL, August 14, 2018.
- “Weird Leaders: How Leaders Learn to be Inclusive,” Invited presentation at the 25th Kravis-de Roulet Conference, Claremont McKenna College, Claremont, CA, March 4, 2017.
- “When Canaries Fly: How Black Minority Empowerment Can Drive Change Toward Creating an Inclusive Climate” Symposium presented at the Academy of Management in Anaheim, CA, August 8, 2016.
- “Leveraging Difference” invited presentation the Centre for Leadership, Ethics, and Diversity, University of Sussex, Sussex, England, March 9, 2015.
- “Using Identity to Teach Well,” Invited presentation at 3<sup>rd</sup> Annual Gender and Work Conference, Harvard Business School, April 3, 2015.
- “The Problem of Redesigning and Redefining Work: And That’s Why Change is So Slow,” Invited presentation at Redesigning Redefining Work Conference, Michelle R. Clayman Institute for Gender Research, Stanford University, November 4, 2013.
- “Let’s Talk About Gender and Diversity, Let’s Talk About You and Me,” Professional Development Workshop at the Academy of Management in Philadelphia, PA, August 1, 2014.
- “Construals of ‘Diversity’: Examining Frameworks for Justifying, Defining, and Perceiving Diversity,” Paper Session Discussant at the Academy of Management in Philadelphia, PA, August 3, 2014.
- “Getting “Managing Diversity” on the Business School Curriculum,” presented at the Academy of Management in Lake Buena Vista, FL, August 9, 2013.
- “Social Identity Dominance: How We All Live Privileged Identities (and What to Do About It)” with Heather Wishik, Professional Development Workshop at the Academy of Management in Boston, MA, August 4, 2012.

- “Publishing Diversity Research Workshop” Professional Development Workshop at the Academy of Management in Boston, MA, August 3, 2012.
- “Multiple Social Identities and Power: How We All Live Privileged and Targeted Identities (and What to Do About It)” with Heather Wishik, at Equality, Diversity, and Inclusion Conference, Toulouse, France, July 21, 2012.

### **ACADEMIC CONFERENCE PRESENTATIONS (CONT.)**

- “Identity Multiplicity and Power” with Heather Wishik, Invited presentation at the Center for Gender in Organizations, Simmons College, in Boston, MA, May, 2012.
- “The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed,” Presentation at Society for Human Resource Management Annual Conference on Diversity and Inclusion, Washington, DC, October 25, 2011.
- “Publishing Diversity Research Workshop” Professional Development Workshop at the Academy of Management in San Antonio, TX, August, 2011.
- “Leadership and Diversity: A Conversation between Academics and Practitioners” Symposium presented at Society for Industrial and Organizational Psychology (SIOP), Chicago, IL, 2011.
- “Moving Toward Diversity 2.0: Exploring the ‘State of the Art’ of Our Diversity Pedagogies” Symposium presented at the Academy of Management in Montreal, Quebec, Canada, August, 2010.
- “Daring to Care about Diversity: Building Bridges to Positive Organizational Scholarship” Symposium presented at the Academy of Management in Montreal, Quebec, Canada, August, 2010.
- “Managing Identity Differently: How Organizations Make People who are Different Successful... and Vice Versa,” Invited presentation at John F. Kennedy School of Government, Harvard University, in Cambridge, MA, April 22, 2010.
- “Boundary Spanning Leadership: Challenges, Capabilities, and Strategies: Three Core Approaches to Global Leadership and its Complexities,” Symposium presented at Society of Industrial and Organizational Psychologists (SIOP), Atlanta, GA, April, 2010.
- “Managing Diversity vs. Leveraging Difference,” paper presented at “The Future of Diversity Research: The Tension between Pragmatic and Social Justice Arguments” Symposium at the Academy of Management in Chicago, IL, August, 2009.
- “Effects of Employee and Leader Diversity on Firm Performance in Four Countries: Diversity & Performance,” discussant presentation at the Academy of Management in Chicago, IL, August, 2009.
- “Awakening the Dreamer—Inspiring Action at the Intersection of Environment, Justice and Spirit,” Caucus presented at the Academy of Management in Chicago, IL, August, 2009.
- “Teaching Courses on ‘Diversity in Organizations,’” Presenter at the Academy of Management in Philadelphia, PA August, 2007
- “Practicing What We Preach: Collaborating Well in Research and Teaching,” Presenter at GDO Doctoral Consortium, Academy of Management in Honolulu, HI, August, 2005.

“Race and Culture in Consulting and Teaching: Consciously Bringing Culture as an Asset.” Professional Development Workshop presented at the Academy of Management in Seattle, WA, August, 2003.

### **ACADEMIC CONFERENCE PRESENTATIONS (CONT.)**

- “The Color Of Privilege: Multiple Identities that Cross the Boundaries of Privilege and Oppression.” Paper presented at the Academy of Management in Seattle, WA, August, 2003.
- “On Our 20th Year: GDO and WIM—Past, Present, and Future” Presentation at the Academy of Management in Seattle, WA, August, 2003.
- “What We Know and Don’t Know about Workplace Diversity, and Where Do We Go from Here?” Presentation with Erika James, and Arthur Brief at XIth European Congress on Work and Organizational Psychology, Lisboa, Portugal, May, 2003.
- “Teaching about Diversity: What Works, What Doesn't, and Much In Between” Panel presentation at Society of Industrial and Organizational Psychologists (SIOP), Orlando, FL, April, 2003.
- “Inclusion in Organizations” Invited presentation at the American Psychological Association Annual Meeting in Chicago, IL, August, 2002.
- “Keeping Color in Corporate America: Factors that Enhance and Diminish Organizational Commitment for Managers. Paper presented at the Academy of Management Annual Meeting, Denver, CO, August, 2002.
- “Inclusive and Effective Networks: Linking Diversity Theory and Practice” All-Academy Symposium Presentation at the Academy of Management Annual Meeting, Denver, CO, August, 2002.
- “Building Community & Inclusion: Dialogues about Diversity & Networking in and Around Organizations.” Facilitated Professional Development Workshop for the Gender and Diversity in Organizations Division at the Academy of Management Annual Meeting, Denver, CO, August, 2002.
- “Dialogue on Diversity and Inclusion in Organizations: SIOP and Beyond.” Panel presentation at Society of Industrial and Organizational Psychologists (SIOP), Toronto, ON, CA, April, 2002.
- “Cultural Differences in Expressions of Anger: A Comparison of Employees in Singapore and the U.S.,” with Hamilton, M. A., Callister, R., Tan, J., Gray, B., Schweitzer, M., & Gibson, D. E. Paper presented at the Academy of Management Annual Meeting, Washington, D.C., August, 2001
- “Task, Relationship, and Role Conflict,” Paper session chaired at the Academy of Management Annual Meeting, Washington, D.C., August, 2001.
- “Approaches to resolving dilemmas and repairing chasms: Coalitions and Alliances.” Invited panel discussant at Center for Gender in Organizations Bi-Annual Conference: Working with Our Differences: Bridges, Chasms, Alliances? Simmons College, Boston, MA, June, 2001.
- “The Effect of Organizational Contexts of Anger on Anger Statements and the Outcomes of Anger Episodes,” with Callister, R., Schweitzer, M., Tan, J., Gibson, D. E. & Gray, B. Paper presented at International Association for Conflict Management 14th Annual Conference, Paris, France, June, 2001.

“Multiculturalism and Diversity: Implications for Research and Practice,” Featured presenter at Society of Industrial and Organizational Psychologists (SIOP), San Diego, CA, April, 2001.

### **ACADEMIC CONFERENCE PRESENTATIONS (CONT.)**

- “Understanding the Multicultural Environment: An Examination of Climate, Identity Development, and Stereotypes,” Symposium discussant at Society of Industrial and Organizational Psychologists (SIOP), New Orleans, LA, April, 2000.
- “Inhibitors and Facilitators of Career Success for African-American Managers.” With Ross L. Meacham. Paper presented at Academy of Management Annual Meetings, Chicago, IL. August, 1999.
- “Colored Lenses: Reciprocal Perceptions of African American and Latino/A Co-Workers.” Paper presented at Academy of Management Annual Meetings, Chicago, IL. August, 1999.
- “A Comparison of Developmental Job Experiences In the Lives of African-American and White Managers.” With Christi Douglas and Marian Ruderman. Paper presented at the Academy of Management Meetings Annual Meetings, Chicago, IL. August, 1999.
- “Women’s ways: The impact of organizational status in the organization on women’s conflict management styles.” With Foster-Johnson, L. Interactive paper presented at the Academy of Management Meetings Annual Meetings, Chicago, IL. August, 1999.
- “Managing Conflict in the Pluralistic Classroom.” With Debra Connelley. Chaired pre-conference session at the Academy of Management Annual Meetings, Chicago, IL, August, 1999.
- “Know Thine Enemy: An Exploration of The Impact of Racial Culture on Interpersonal Conflict.” Paper presented at Academy of Management Annual Meetings, San Diego, CA August, 1998.
- “A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback. With Marian Ruderman and Silvia Swigert. Interactive Paper presented at Academy of Management Annual Meetings, San Diego, CA. August, 1998.
- “The Role of Emotion in Negotiation: The Impact of Anger and Race” With Len Greenhalgh. Eighth Bi-Annual Conference on Negotiation in Organizations, Duke University. April, 1998.
- “The Black-White Gap in Perceptions of Discrimination: Its Causes and Consequences.” With Ray Friedman. Eighth Bi-Annual Conference on Negotiation in Organizations, Duke University. April, 1998.
- “When Excuses Don't Work: The Persistent Injustice Effect Among Black Managers.” with Ray Friedman. Paper Presented at Academy Of Management Annual Meetings, Boston, MA. August, 1997.
- “Different Strokes: The Impact of Race on Styles Of Dealing With Conflict.” Paper Presented At Academy Of Management Annual Meetings, Cincinnati, OH. August, 1996
- “Accounting for Justice: Comparing Black And White Managers' Responses to Social Accounts.” With Ray Friedman. Paper Presented at Academy Of Management Annual Meetings, Vancouver, British Columbia. August, 1995.

“The Effect of Racioethnicity on Managers' Beliefs about Coping with Interpersonal Conflict: Bridging Understanding in Interethnic and Intraethnic Conflict,” Paper presented at Academy of Management Annual Meetings, Dallas, TX. August, 1994.

### ACADEMIC CONFERENCE PRESENTATIONS (CONT.)

“The Effect of Racioethnicity on Beliefs about Coping with Interpersonal Conflict: A Comparison of African Americans and European Americans.” Paper Presented at Academy of Management Annual Meetings, Atlanta, GA August, 1993.

“Conflict and Emotions: Toward an understanding of hidden dynamics in multicultural organizations.” Symposium Presented at the Academy of Management Annual Meetings, Atlanta, Ga. August, 1993.

“We vs. Me: Factors determining group versus individual framing in organizational conflicts” with Ray Friedman. Paper presented at the International Association for Conflict Management, Eugene, OR, 1994.

“The expression of anger in organizations.” Poster presented at The Annual Meeting of the Academy of Management, Miami Beach, FL., 1991.

“Distinguishing repressive defensiveness from impression management” with Daniel Weinberger. Paper presented at the Western Psychological Association Annual Meeting, Reno, NV, 1989.

“The expression of anger in organizations: Directions for research.” Paper presented at the Western Psychological Association Annual Meeting, Burlingame, CA, 1988.

“The effect of repeated presentation of a problem on the transition from concrete to formal operations.” Paper presented at the Eastern Psychological Association Annual Meetings, Philadelphia, PA, 1983.

### MBA TEACHING

*People, Purpose, & the Power of Relationships*, 2025. Darden Graduate School of Business. second-year elective designed to enhance relationship-building competency as a means to professional and personal effectiveness. Multiple pedagogies utilized.

*Leadership, Diversity, and Leveraging Difference*, 2015-present. Darden Graduate School of Business. Explores how leaders drive enterprise-wide organizational change by leveraging difference of identity, background, and experience in the workforce.

*Leading Organizations* (Residential MBA Program) 2005-present (Course Head, 2005-2008, 2012-2017). Darden Graduate School of Business. Redesigned the required first year core course in organizational behavior to focus on creating high-performing global organizations. Topics include leading and managing oneself, one's relationships, and work groups and teams in which one operates. In addition, the course examines how to design and change organizational systems and cultures to create high performance.

*Interpersonal Behavior*, 2016-2019. Darden Graduate School of Business. second-year elective designed to enhance relationship-building competency as a means to professional and personal effectiveness. Multiple pedagogies utilized.

*Leading Organizations* (MBA for Executives Program) 2012-2016. Darden Graduate School of Business. Focus on designing and changing organizational systems and cultures to create high performance.

*Mastering Global Leadership*, 2010-2013. Darden Graduate School of Business. Designed to help students explore the battery of perspectives and skills on which great global leaders rely. Multiple pedagogies utilized.

## **MBA TEACHING (CONT.)**

*First Year Organizational Behavior*, 1998-2004. Darden Graduate School of Business. Co-designed and delivered survey of organizational behavior topics at the individual, interpersonal, team, and organizational level of analysis. Includes organizational design and organizational change.

*Conversations and Debates in Globalization*, 2004. Co-taught small seminar on controversial issues related to economic globalization and global leadership.

*Creating Value Through Relationships*, 2002-present. Darden Graduate School of Business. Re-envisioned second-year elective to enhance relationship-building capability as a means to professional and personal effectiveness. Multiple pedagogies utilized.

*Interpersonal Behavior*, 1999-2002. Darden Graduate School of Business. Developed second-year elective designed to enhance relationship-building capability as a means to professional and personal effectiveness. Multiple pedagogies utilized.

*Core Organizational Behavior*, 1994-1998. Amos Tuck School of Business, Dartmouth College. Designed and developed experience-based survey course for MBAs covering macro and micro topics.

*Interpersonal Behavior*, 1991-1998. Amos Tuck School of Business, Dartmouth College. Developed second-year elective designed to enhance interpersonal skills using techniques such as experiential exercises, role playing, extensive personal journal writing, and intensive group experiences.

*Managing in Pluralistic Organizations*, 1995-1998. Amos Tuck School of Business, Dartmouth College. Designed and developed theoretical and experience-based course on approaches to managing difference in organizations. Issues included developing change strategies for creating inclusive organizational cultures.

## **UNDERGRADUATE TEACHING**

*The Psychology of Business: Psychological Perspectives on Organizational Behavior*, 1993. Dartmouth College. Taught survey course on micro-organizational behavior. Topics included learning, motivation, diversity, staffing, leadership, teamwork, conflict management, and decision-making.

*Organizational Behavior*, 1994. Thayer School of Engineering, Dartmouth College, 1994. Topics included learning, motivation, diversity, staffing, leadership, teamwork, conflict management, and decision-making.

## **EXECUTIVE EDUCATION**

*The Executive Program (TEP)*, Darden Executive Education and Lifelong Learning, University of Virginia (2021-present). Taught sessions on the leadership track for senior executives.

*Capital One Emerging Leader Development Program*, Darden Executive Education, University of Virginia (2020-present). Three-day program on development for emerging leaders.

*State Farm Leading in a Digital Era*, Darden Executive Education, University of Virginia (2020-present). Three-day program focusing on leadership development as a company evolves toward more digital operations and marketing.

## EXECUTIVE EDUCATION (CONT.)

*EY Executive Programme*, Darden Executive Education, University of Virginia and Ernst & Young New Zealand (2018-2020). Deliver 2-week program with high potential managers on global leadership and leading change in a high-performance organization, Auckland, New Zealand.

*U.S. Navy Senior Leadership Development Program*, Darden Executive Education, University of Virginia (2018-present). Teach senior naval officers on topics of organizational change and leveraging difference.

*New Frontiers in Diversity*, Darden Executive Education, University of Virginia (2018). One-day immersion program on Leveraging Difference designed for an open enrollment audience.

*U.S. Navy Insights in Industry Management*, Darden Executive Education, University of Virginia (2017-present). Teach mid-level naval officers and civilians on topics of organizational change and leveraging difference.

*Managing Individual and Organizational Change*, Darden Executive Education, University of Virginia (2010-present). Teach and facilitate 5-day program on leading change.

*National Association for Multi-Ethnicity in Communication (NAMIC)*, Darden Executive Education, University of Virginia (2012-present). Faculty leader and member delivering curriculum on leadership, identity, and change.

*Women Emerging in Leadership*, Darden Executive Education, University of Virginia (2010-present). Teach and facilitate 5-day program on leadership development for women.

*Partnership for Leadership in Education*, Darden Graduate Business School and Curry School of Education, University of Virginia (2009-present). Design and deliver integrated curriculum on leadership and change in public school systems in the U.S.

*The Darden/SNL Executive Program in Bank Financial Leadership*, Darden Executive Education, University of Virginia (2011-present). Teach and facilitate 5-day program for Chief Financial Officers of financial services firms on leadership.

*Anheuser Busch In-Bev University Global Strategic Procurement Program*, Darden Executive Education, University of Virginia (2014-2019). Teach curriculum on change management and global leadership.

*Rolls Royce, plc*, Darden Executive Education, University of Virginia (2007-2016). Deliver 5-day program with high potential managers on global leadership and leading change in a high-performance organization. Sites have included Beijing, Tokyo, Hanoi, Rio de Janeiro, Bangalore Istanbul, and Jakarta.

*DEOMI Executive Seminar on Diversity for Senior Leaders*, Darden Executive Education, University of Virginia (2012). Taught Leveraging Difference concepts and moderated panel discussion with senior military leaders.

*National Institutes of Health Executive Leadership Program*, Brookings Executive Education, Washington, D.C. (2012). Taught Leveraging Difference concepts to senior NIH leaders.

*AES Sourcing Program*, Darden Executive Education, University of Virginia (2012). Taught curriculum on change management and global leadership.

*Alpha Natural Resources Executive Readiness Program*, Darden Executive Education, University of Virginia (2011). Taught curriculum on change management and diversity.

## EXECUTIVE EDUCATION (CONT.)

*Pitney Bowes: Strategic Lead*, Darden Executive Education, University of Virginia (2011-present). Teach and facilitate 5-day program with high potential managers on global leadership.

*CIGNA Insurance*, Darden Executive Education, University of Virginia (2010). Teach and facilitate 5-day program with high potential managers on global leadership.

*AES Emerging Leaders Program*, Darden Executive Education, University of Virginia (2010-2012). Teach and facilitate 5-day program with high potential managers on global leadership.

*Unilever RUB Academy*, Darden Executive Education, University of Virginia (2010). Taught and facilitated 3-day program with high potential managers on global leadership and high engagement cultures in Moscow and using telepresence to Beijing.

*SAIC Chairman's Program*, Darden Executive Education, University of Virginia (2009-2010). Taught Leveraging Difference concepts to high potential managers.

*Leadership Development Program*, Darden Executive Education, University of Virginia (2010-2015). Taught 3-week program with corporate executives and managers from Saudi Arabia and the Gulf region on leadership.

*Harris Corporation Developing the Foundations for Growth*, Darden Executive Education, University of Virginia (2008-2011). Taught curriculum on change leadership, teamwork, and performance management.

*The Executive Program (TEP)*, Darden Executive Education, University of Virginia (2008). Taught sessions on diversity to senior executives.

*Bahrain Institute of Banking and Finance*, in Al-Manama, Bahrain. (2006-2009). Taught and facilitated 2-day program with corporate executives and managers on leading change in a high-performance organization.

*Eastman Chemical High Performance Leadership Program*, Darden Executive Education, University of Virginia (2005-2014). Taught and facilitated 2-day program with corporate executives and managers on leading change in a high-performance organization.

*National Institute for the Blind Business Management Program*. Darden Executive Education, University of Virginia (2005-2008). Taught human resource management topics to audience of executives and managers, all of whom were legally blind.

*The Equity Capital Access Program Boot Camp*. Darden Executive Education, University of Virginia (2005). Taught entrepreneurial leadership to audience of African American and Hispanic business owners.

*United Technologies Corporation—Executive Program*, Darden Executive Education, University of Virginia (2002-2012). Curriculum focuses on gaining competitive advantage through building inclusive workplace environments.

*United Technologies Corporation—Executive Leadership Program*, Da Darden Executive Education, University of Virginia (2002-2010). Curriculum focuses on gaining competitive advantage through building inclusive workplace environments.

*United Technologies Corporation—Senior Executive Program*, Darden Executive Education, University of Virginia (2002-2003). Curriculum focused on gaining competitive advantage through building inclusive workplace environments.

## **EXECUTIVE EDUCATION (CONT.)**

*Wolseley Executive Development Program*. Darden Executive Education, University of Virginia (2000-2007). Curriculum focuses on strategic human resource management.

*Minority Business Program—Advanced Program*. Darden Executive Education, University of Virginia (2000-2002). Curriculum focuses on leadership and strategic human resource management.

*Competing in a New Business Environment: A Program for Defense Acquisition Executives*. Darden Executive Education, University of Virginia (1999-2005). Curriculum focuses on strategic human resource management, leadership and organizational change.

*Gulf Executive Development Program*. Darden Executive Education, University of Virginia (1999-2006). Curriculum focuses on strategic human resource management, leadership, interpersonal dynamics, and organizational change.

*Developing Managerial Excellence*. Darden Executive Education, University of Virginia (1998-2001). Curriculum focuses on strategic human resource management, leadership and organizational change.

*Managing Success Executive Program*, 1994. Amos Tuck School of Business Administration, Dartmouth College. Washington, D.C. and Cleveland, OH. Taught sessions on managing growth, strategic decision-making, and team building for small business leaders.

*Minority Business Executive Program (MBEP)*, 1991-1994. Amos Tuck School of Business Administration, Dartmouth College. Co-developed and taught daylong teamwork exercises using outdoor physical activities and lectures to demonstrate the importance of effective team-building skills for executives and leaders of small business.

*Advanced Minority Business Executive Program (AMBEP)*, 1992-1994. Amos Tuck School of Business Administration, Dartmouth College. Taught case-focused session on issues women and people of color encounter in managing a growing business. Participants were successful entrepreneurs and company presidents who have graduated from previous MBEP programs.

*MBA Update 2000 Executive Education Program*, 1991-1992. Amos Tuck School of Business Administration, Dartmouth College. Developed cases and lectures for half-day sessions on creating and managing organizations that value diversity for senior level managers from Fortune 500 companies.

## **CASES AND TECHNICAL NOTES**

130 Days and More at DOGE(UVA-OB-1500)

Maya Iyer at Elcor Global (UVA-OB-1497)

Chidi Okonjo at Global Solutions Ltd. (A) (UVA-OB-1475)  
Chidi Okonjo at Global Solutions Ltd. (B) (UVA-OB-1476)  
Reflect Apparel: The DEI Decision (UVA-OB-1474)  
Arjun Sachdev and the Collingwood's Deal (UVA-OB-1428)  
GMAC: The Pipeline (UVA- PHA-0060)  
Abroad in the World (UVA- OB-1009)  
Kulicke & Soffa Industries, Inc.: Designing a Supply Chain Network (UVA- OM-1406)

## CASES AND TECHNICAL NOTES (CONT.)

Kulicke & Soffa Industries, Inc.: Designing a Supply Chain Network (UVA- OM-1406TN)  
Kulicke & Soffa Industries Inc. in China: Transferring Knowledge (A) (UVA- OM-1410)  
Kulicke & Soffa Industries, Inc.: Designing a Supply Chain Network (UVA- OM-1410TN)  
Kulicke & Soffa Industries Inc. In China: Transferring Knowledge (B) (UVA- OM-1411)  
Todd Williams: Finance in the Middle (A) (UVA-OB-0980)  
Todd Williams: Finance in the Middle (B) (UVA- OB-0981)  
Diversity at JPMorgan Chase: Right is Good Enough for Me (A) (UVA- OB-0975)  
Diversity at JPMorgan Chase: Right is Good Enough for Me (B) (UVA- OB-0976)  
Diversity at JPMorgan Chase: Right is Good Enough For Me (A) and (B) (OB-0975TN)  
Charles Pratt and the First Nations University (A) (UVA-OB-909)  
Charles Pratt and the First Nations University (B) (UVA- OB-0950)  
And Now the Hard Part: Role Plays (UVA-OB-965)  
A New Team Face (UVA-OB-0920)  
Starpower™: Managing with Power (TN) (UVA-OB-0903TN)  
Succession Planning: RWE Ready (UVA-OB-0881)  
Lotz of Food: The Perishable Team (A) (UVA-OB-0873)  
Lotz of Food: The Perishable Team (B) (UVA-OB-0874)  
Alvarez at Canalven: A Visual Case (A) UVA-OB-0864  
Alvarez at Canalven: A Visual Case (B) UVA-OB-0865  
Alvarez at Canalven: A Visual Case (C) UVA-OB-0866  
Integrex: Making the Impossible Possible (A) OB-0851  
Integrex: Making the Impossible Possible (B) OB-0856  
Dollar Tree Leadership Transition: Passing the Buck (UVA-ENT-0082)  
Missfit: Tearsa Coates and Teruko Productions (UVA-ENT-0068)  
Leveraging Differences in the Workplace (BAT-1029 audio CD)  
Julian Bond: Common Cause (UVA-OB-0822)  
Julian Bond: Common Cause (TN) (OB-0822TN)  
BET: The Edge on Talent (Multimedia Case) (UVA-OB-0814M)  
BET: The Edge on Talent (UVA-OB-0814)  
Finder, Minder, and Grinder: The Charges and Rebuttal (UVA-OB-0841)  
Finder, Minder, and Grinder: The Charges and Rebuttal (TN) (UVA-OB-0841TN)  
Jeri Caldwell at MOEX, Inc.: CEO Dilemma (UVA-OB-0836)  
Jeri Caldwell at MOEX, Inc.: CEO Dilemma (Condensed) (UVA-OB-0834)  
The Path to Leveraging Difference: Seeing, Understanding, and Valuing Difference (UVA  
OB-0789)  
Leveraging Difference for Organizational Excellence (UVA-OB-0767)  
Primer on Social Identity (UVA-OB-0757)  
Cambridge Technologies Partners (A) (UVA-OB-0758)

Cambridge Technologies Partners (B) (UVA-OB-0759)  
Cambridge Technologies Partners (C) (UVA-OB-0760)  
Cambridge Technologies Partners (D) (UVA-OB-0761)  
Cambridge Technologies Partners (TN) (UVA-OB-0758TN)  
Saying What Needs to be Said (TN) (UVA-OB-0756TN)  
Saying What Needs to be Said (UVA-OB-0756)  
Wipro Technologies (A) (UVA-OB-0755)  
Wipro Technologies (B) (UVA-OB-0763)

### **CASES AND TECHNICAL NOTES (CONT.)**

Wipro Technologies (TN) (UVA-OB-0755TN)  
Expressing Emotion in Interpersonal Relationships (UVA-OB-0754)  
Urban Bankers: A Place to Be Somebody (TN) (UVA-OB-0753TN)  
Urban Bankers: A Place to Be Somebody (UVA-OB-0753)  
Feedback (UVA-OB-0746)  
Managing Conflict in Organizations (UVA-OB-0743)  
Listening (UVA-OB-0736)  
Helen Gates (TN) (UVA-OB-0723TN)  
Helen Gates (UVA-OB-0723)  
Mobil Africa (A) (UVA-OB-0708)  
Mobil Africa (B) (UVA-OB-0709)  
Mobil Africa (TN) (UVA-OB-0708TN)  
Diversity in the Workplace: A Legal and Statistical Analysis (UVA-OB-0699)  
Jeri Caldwell at MOEX, Inc. (A) (UVA-OB-0691)  
Jeri Caldwell at MOEX, Inc. (B) (UVA-OB-0693)  
Jeri Caldwell at MOEX, Inc. (TN) (UVA-OB-0691TN)  
Leaders Who Make a Difference: Critical Skills for Leading a Diverse Workforce (UVA-OB-0676)  
Diversity Vignettes (UVA-E-0227)

### **CONSULTING EXPERIENCE**

University of Virginia Health Systems, Charlottesville, VA. Facilitated leadership retreat (October, 2025).

Corning, Inc. Corning, NY. Design and deliver senior leadership development programs. (2022-present).

Walt Disney Live Entertainment. Orlando, FL. Consulting on a Global Diversity Equity and Inclusion strategy for the organization (2021-2023).

World Health Organization. Geneva, Switzerland. Designing and implementing a global Diversity Equity and Inclusion strategy for the organization. (2021–2022).

Disney Human Resources Strategies and Services, LLC, Burbank. CA. Design and deliver leadership development training to high-potential Black leaders. (2020-2021).

Evercore Group LLC, New York, NY. Consultation with executive leadership team on growth strategy and diversity change efforts. (2020).

The Presidio Trust, San Francisco, CA. Lead and design company-wide change initiative toward a more inclusive company, working with CEO and executive team. (2020-2021).

- Enviva Corporation, Bethesda, MD. Lead and design company-wide change initiative toward a more inclusive company, working with CEO and executive team. (2020-2021).
- Spencer Stuart, Chicago, IL. Consultation with executive leadership team on growth strategy and diversity change efforts. (2020-2021).
- Bose Corporation. Framingham, MA. Lead and design company-wide change initiative toward a more inclusive company, working with CEO and executive team. (2018-2020).

## **CONSULTING EXPERIENCE (CONT.)**

- Baxter Corporation. Deerfield, IL. Consultation and assessment of human capital with emphasis on Black and African American employees. (2017-2018).
- South Jersey Industries (SJI). Folsom, NJ. Consultation with executive leadership team on growth strategy and diversity change efforts. (2017-2019).
- Davita, Denver, CO. Consultation with human capital team on growth strategy and diversity change efforts. (2017).
- Ally Financial, Inc., Detroit, MI. Consultation with executive leadership team on growth strategy and diversity change efforts. (2015-2017).
- Bank of America/Merrill Lynch Private Wealth Management, New York, NY. Monitor and Advisor to Merrill Lynch PBIG Leadership, and Bank of American Office of Diversity and Inclusion (2014-2017).
- Booz Allen Hamilton, MacLean, VA. Leadership Development consultation and teaching (2016).
- Axel Johnson, Inc., New York, NY. Designed and led 2-day retreat for top 50 leaders of the firm (2016).
- Massachusetts General Hospital, Boston, MA. Consultation with hospital leadership on diversity change efforts. (2015-2016).
- Tiffany & Company, New York, NY. Consultation with executive leadership team on global growth strategy and diversity change efforts. (2014-2015).
- Huntington Ingalls Industries, Newport News, VA. Consultation with corporate leadership on diversity change efforts. (2013-2015).
- University of California at San Francisco Medical Center, San Francisco, CA. Consultation with hospital leadership on diversity change efforts. (2015).
- St Anne Bellfield, Charlottesville, VA. Consultation with School Board of Directors on institutional diversity and inclusion initiatives (2014)
- BNY Mellon, New York, NY. Consulted with Chairman and Chief Executive Officer and Executive Leadership Team (2012).
- Booz Allen Hamilton, MacLean, VA. Engaged with CEO and leadership team to integrate diversity and strategic planning process “Vision 2020” (2012-2014).
- The Ohio State University Board of Trustees, Columbus, OH. Leading an institution-wide effort to reinvigorate diversity vision and strategy throughout the university (2011-2013).
- Johnson and Johnson, Inc., Newark, NJ. Presented at “Crossing the Finish Line” Program for mid-level managers (2012).
- Pitney Bowes, Inc., Stamford CT. Presented at Chairman’s Council Forums for corporation’s top 40 executives in the U.S. and Europe. Developing capability for using diversity to support company growth initiatives (2011-2012).

The Nature Conservancy, Arlington, VA. Develop a global diversity strategy for the entire organization using Leveraging Difference principles (2011-2012).

CIGNA Insurance, Philadelphia, PA. Ongoing consultation and coaching with diversity leadership (2010).

Credit Suisse Group AG. Ongoing consultation and coaching with managing directors on Leveraging Difference in the financial services industry (2009-2010).

Merrill Lynch Global Private Client, New York, NY. External Advisor to the Office of Diversity (2006-2008).

## **CONSULTING EXPERIENCE (CONT.)**

Ernst & Young, San Francisco, CA. Presented at 2005 Inclusiveness Forum, leading 150 managers and executives in learning about cultural diversity (2006-2007).

Merrill Lynch Global Private Client, New York, NY. Lead sessions on inclusive leadership and diversity throughout the business. Develop cutting-edge designs for learning to manage performance across difference (2004-2008).

National Association of Black Accountants. Taught in the Executive Leader Development Institute leadership training track (2004).

Executive Leadership Forum, Washington DC. Moderated the 4<sup>th</sup> Annual CEO Summit in which Senior African American executives from Fortune 500 firms partner with their CEOs in a day-long session of learning about best practices in leading diversity. I presented my research of retention for people of color as well as my teaching case, "Jeri Caldwell at MOEX" (2004).

Landmark Communications, Norfolk, VA. Presented Leveraging Differences model in the Senior Leadership Training Course. Work with Chairman Frank Batten, Jr., President Dekker Anstrom, and Executive Leadership Team (2002-2006).

TJX Corporation, Framingham, MA. Designing and Advising on Diversity Initiative with Planning and Allocation Division. Met with CEO Ted English and several direct Reports (2004-2008).

Wolseley Canada, Calgary, Alberta, Canada. Leadership training and coaching (2004)

Deutsche Bank, New York, NY. Advised senior management on techniques for introducing valuing diversity into corporate culture (2001).

FleetBoston Financial Group, Boston, MA. Facilitate 5-day training leadership training with managers and employees with emphasis on understanding race, culture, gender, and sexual orientation (2000).

DuPont Corporation, TYVEK Division, Richmond, VA. Designed and implemented long-term team-building program with multiracial division leadership team (1998-2000).

Harvard University, Cambridge, MA. Consulted with office of Vice-President of Administration to design and implement a diversity change initiative across nine organizations within the university (1999).

Johns Hopkins Medical School, Baltimore, MD. Designed and delivered diversity training program for administrative heads of the Medical School (1999).

BCG Munich, London, UK. Presented insights to potential recruits on research and implementation on issues of diversity in Europe and the U.S. (1998).

Michigan National Bank. Advised senior management on techniques for introducing valuing diversity into corporate culture (1998).

- US West Media Group, Englewood, CO. Conducted Diversity and Inclusion assessment (1997).
- ATT, Pittsburgh, PA. Advised senior management on techniques for introducing valuing diversity into corporate culture (1995).
- Bank of Boston, Boston, MA. Facilitated 5-day and 3-day multicultural awareness workshops (MCAW) with managers and employees with emphasis on understanding race, culture, and gender (1995).
- Hewlett Packard, Boise, ID. Facilitated 3-day multicultural awareness workshops (MCAW) with managers and employees with emphasis on understanding race, culture, and gender (1995).

### **CONSULTING EXPERIENCE (CONT.)**

- Hewlett Packard, Estes Park, CO. Facilitated 5-day and 3-day multicultural awareness workshops (MCAW) with managers and employees with emphasis on understanding race, culture, and gender (1995).
- DuPont Corporation World Headquarters, Wilmington, DE. Designed and developed strategies and training for managing a diverse workforce (1995).
- UNUM Insurance, Portland, ME. Facilitated 5-day and 3-day multicultural awareness workshops (MCAW) with managers and employees with emphasis on understanding race, culture, and gender (1994).
- Intel Corporation, Santa Clara, CA. Analyzed and interpreted survey data on corporate culture. Wrote report for distribution among managers (1989-1990).
- Stanford University, Stanford, CA. Developed workshops on group facilitation and conflict management for 200 staff members. Trained 24 facilitators for the two workshops. Lectured on concepts to introduce each workshop (1989).
- Hewlett Packard, Sunnyvale, CA. Designed and implemented research on a telemarketing operation. Interviewed participants, developed assessment instruments, analyzed data, and presented results. Consulted with managers on sociotechnical systems and group process (1986).

### **TEDX TALKS**

- “Embrace the Weird,” TEDxPhoenixville, October 5, 2013.  
<https://www.youtube.com/watch?v=Hi7ouwiVigY>.
- “Late Blooming and Weirdness: Diversity within a Homogeneous Community,” TEDxCharlottesville, November 15, 2013.  
<https://www.youtube.com/watch?v=h9LKKZoxodc>.

### **INVITED PRESENTATIONS**

- “The New Growth Leader,” invited presentation to top 200 corporate leaders, Milliken and Company, Greenville, SC. January 16, 2020.
- “Black/African American Leadership in the Financial Services Industry,” Presented at the Bank of America/Merrill Lynch Black and African American Advisors Symposium, Orlando, FL, November 10, 2016
- “Leveraging Difference at Cargill,” Presented to the top 300 leaders at Cargill Inc., Minneapolis, MN, October 24, 2016.

- “Women’s Leadership in the Biotech Industry,” Women Leading Bio:XX Factor Conference, Fairfax, VA, September 29, 2016.
- “Leveraging Difference in the Pharmaceutical Industry,” Presented to the Pfizer Global Diversity & Inclusion Council, New York, NY, September 12, 2016.
- “Leveraging Difference: Teaching and Living it in Higher Education,” Presented at the Amos Tuck School of Business, Dartmouth College, August 30, 2016.
- “Leveraging Difference: Teaching and Living it in Higher Education,” Presented at the Terry College of Business, University of Georgia, Athens, GA, August 19, 2016.
- “Leveraging Difference: Teaching and Living it in Higher Education,” Presented at the McCombs School of Business, University of Texas, Austin, TX, May 23, 2016.

### **INVITED PRESENTATIONS (CONT.)**

- “Leveraging Difference at the Chronical of Higher Education” Presented to leadership team at the Chronical of Higher Education, Washington, DC, November 9, 2015.
- “Leveraging Difference in Investment Banking.” Webinar with CEO Jeffrey Brown at Ally Financial, Detroit MI, October 5, 2015.
- “Leveraging Difference in Accounting,” CPAmerica Annual Meeting, Chicago, IL September 29, 2015.
- “Leveraging Difference in Health Care,” University of California Medical Center, August 14, 2015.
- “Creating a Diverse and Inclusive Workplace,” Huntington Ingalls Industries, Norfolk, VA, July 29, 2015.
- “Leveraging Difference in Health Care,” Massachusetts General Hospital, June 22, 2015.
- “Leveraging Difference in Academia,” University of Nebraska, Omaha, NE, March 18, 2015.
- “Building a Diverse Business,” Huntington Ingalls Industries, Atlanta, GA, January 23, 2015.
- “Leveraging Difference as a Tool for Transformative Inclusion,” Chicago United Transformative Inclusion Member Forum, Chicago IL, September 25, 2014.
- “Leveraging Difference to Drive Performance: Managing Performance Across Difference” Freddie Mac DIRECT Program, McLean, VA, June 26, 2014.
- “Becoming a Global Enterprise Leader,” Careerbuilder, Inc. Atlanta, GA, February 4, 2014.
- “The End of Diversity as We Know It: How Leveraging Difference Helps HR Professionals Make Diversity Work,” National Institutes of Health Brown Bag Presentation, Bethesda, MD, January 29, 2013.
- “Doing Diversity Differently: Leveraging Difference to Grow the Value of Huntington Ingalls Industries,” Huntington Ingalls Industries, Atlanta, GA, January 22, 2014.
- “A New Possibility for Diversity: Leveraging Difference,” Humber College, Toronto, Ontario, Canada, November 19, 2013.
- “The Virtue of Being Offensive: How Straight People Can Support LGBT Colleagues,” The Prudential Insurance Company of America, Newark, NJ, July 18, 2013.
- “The Power of Your Identity,” Capital One, Richmond, VA, February 8, 2013.
- “Climbing Wall Street: What Emerging Leaders Need to Know to be Successful” Presentation at BNY Mellon Signature Leadership Forum Invitation, New York, NY, December 6, 2012.

- “The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed,” Presentation at Freddie Mac Leadership Development Program, McLean, VA, November 15, 2011 and January 11, 2012.
- “Taking Care of Everyone: Keys to Providing the Best Health Care in a Changing Landscape,” Keynote Address at Virginia Association of Free Clinics Annual Conference, Staunton, VA, November 13, 2011.
- “Leveraging Difference in Lean Times: Making Diversity a Strategic Opportunity During Downturns” Keynote speech at Deloitte Executive Panel, *Diversity Priorities During Economic Instability*, New York, NY, January, 2010.
- “Leveraging Difference in the Financial Services Industry,” Keynote speech at Credit Suisse Group AG, Nassau, The Bahamas, November, 2009.

### INVITED PRESENTATIONS (CONT.)

- “Opportunities for Change in Civil Service,” panel presentation to the Miller Center of Public Affairs Governing Council at the meeting on National Commissions, October, 2009.
- “Leveraging Difference in Off-Price Retailing,” Keynote presentation at TJX Corporation, Framingham, MA, September, 2009.
- “Leveraging Difference to Create Rewarding Relationship,” Executive Leadership in a Changing Environment, Brookings Institute, Charlottesville, VA, September, 2009.
- “Leveraging Difference for Excellence,” Webinar for Chief Learning Officers, Training Summit
- “Developing an Organizational Culture that Nurtures Leaders,” Child Welfare League of American National Conference, Washington, D.C., February, 2009.
- “Leveraging Difference in Academia: The Real Reason Diversity Matters,” Presentation for Department Chairs, University of Virginia, March, 2008.
- “Building the Inclusive Workplace” Annual Inclusiveness Forum, Ernst & Young Pacific Northwest Division, San Francisco, CA, October, 2005.
- “Creating Inclusive Leadership” Annual Hispanic American Financial Advisor Symposium, Merrill Lynch Global Private Client, Princeton, NJ, September, 2005.
- “Creating Inclusive Leadership” Annual African American Financial Advisor Symposium, Merrill Lynch Global Private Client, Princeton, NJ, July, 2005.
- “Global Leadership,” Johannesburg, South Africa, March, 2005.
- “Global Leadership,” Cape Town, South Africa, March, 2005.
- “New Thoughts in Building Inclusive Leadership” Merrill Lynch Global Client Services Human Resource Professionals, Princeton, NJ, December, 2004.
- “Leveraging Difference in Off-Price Retail” TJX Corporation, Planning Manager’s Conference, Framingham, MA, November, 2004.
- “Leveraging Difference” Executive Leadership Council and Foundation CEO Summit, Washington, D.C., October, 2004.
- “Leveraging Difference for Organizational Excellence” Executive Leadership in a Changing Environment, Brookings Institute, Charlottesville, VA, August, 2004.
- “Creating Inclusive Leadership” Annual African American Financial Assistant Symposium, Princeton, NJ, June, 2004.
- “Leadership, Power, and Conflict” Wolseley Canada, Calgary, Alberta, Canada, May, 2004
- “Leveraging Difference as Leaders” Landmark Communications, Norfolk, VA, January, 2004

- “Keeping Color in Corporate America: Factors that Enhance & Diminish Organizational Commitment for Managers of Color,” Darden School Corporate Advisory Board, Darden School, November, 2001.
- “Exemplary Global Managers (I),” Batten Institute Fellowship Workshop with Batten Fellow Heather Wishik. Presented initial findings of research on core competencies for managing across national boundaries to broader Darden community, Darden School, September, 2001.
- “Exemplary Global Managers (II),” Batten Institute Fellowship Workshop with Batten Fellow Heather Wishik and Bill Page. Presented further findings of research on core competencies for managing across national boundaries to broader Darden community, Darden School, September, 2001.

### **INVITED PRESENTATIONS (CONT.)**

- “The Psychology of Success,” Urban Financial Services Coalition: Conducted professional development session on for national minority financial services professionals. Included teaching Jeri Caldwell at MOEX (UVA-OB 0691) New York, May, 2001.
- “Trends and New Directions in Diversity,” Panel presentation at Darden Annual Recruiters Conference: Charlottesville, VA, May, 2001.
- “The Meaning of Diversity in Diverse Places,” BCG Munich: Keynote address to potential recruits, London, March, 2001.
- “Keeping Color in Corporate America: Factors that Enhance and Diminish Organizational Commitment for Managers.” Invited talk at Harvard Business School, Boston, MA. December, 2000.
- “A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback.” With Marian Ruderman and Silvia Swigert. Invited talk at Vanderbilt University, Nashville, TN. October, 2000.
- “Career Opportunities in Business.” Presented talk to African American undergraduates on business school opportunities. Office of African American Affairs, UVA, October, 2000.
- “Diversity and Executive Education opportunities at Darden.” Presentation for Executive Education Forum. Darden School Executive Education, October, 2000.
- “CM Doctoral Consortium,” Panelist for the Conflict Management Division Doctoral Consortium at the Academy of Management Annual Meeting, Toronto, Ontario, Canada. August, 2000.
- “Teaching in the case method: The case of ‘Jeri Caldwell at MOEX.’” The PhD Project Developmental Workshop, Academy of Management, Toronto, August, 2000.
- “Why We Stay: Critical Factors In The Recruitment, Selection, And Retention of MBAs of Color.” With Paul Velasco. Annual Orientation Conference of the Consortium for Graduate Study, Chicago, IL. June, 2000.
- “What’s New at Darden: A Faculty member’s Perspective.” Panel presentation at the Black Business Student’s Forum (BBSF) Annual Conference, Darden, March, 2000.
- “Has the Glass Ceiling Really Been Shattered?” Roundtable discussion which appeared in *Black Enterprise Magazine*, New York, October, 1999.
- “The Career Paths of African American Executives,” Invited presentation at the National Black MBA Association, Anaheim, CA, September, 1999.

- “New Directions for Research in Gender and Diversity,” Panelist for the 1999 Gender and Diversity in Organizations Division Doctoral Consortium at the Academy of Management Annual Meeting, Chicago, IL. August, 1999.
- “Research Incubator on Conflict and Diversity,” Facilitator for the Conflict Management Division Junior Faculty Consortium at the Academy of Management Annual Meeting, Chicago, IL. August, 1999.
- “Why Diversity Matters.” Presenter at the Darden School Annual Recruiters Conference, Wintergreen, VA, May, 1999
- “Strategic Directions for LEAD.” Keynote presentation at LEAD Director’s Meeting, Charlottesville, VA, May, 1999.
- “Stand Up, Be Counted, and Make A Difference” Keynote speaker at Orange County Regional NAACP Banquet, Charlottesville, VA, March, 1999.
- “African Americans in Business in Virginia,” Keynote speaker at the Virginia NAACP Annual Meeting, Nov, 1998.

### INVITED PRESENTATIONS (CONT.)

- “When Excuses Don’t Work: The Persistent Injustice Effect Among Black Managers.” with Ray Friedman. Invited Presentation at Rutgers University. February, 1996.
- “When Excuses Don’t Work: The Persistent Injustice Effect Among Black Managers.” with Ray Friedman. Invited Presentation at The Kellogg School of Management, Northwestern University. October, 1995.
- “When Excuses Don’t Work: The Persistent Injustice Effect among Black Managers.” with Ray Friedman. Invited presentation at the Sloan School of Management, Massachusetts Institute of Technology, 1995.
- “When Excuses Don’t Work: The Persistent Injustice Effect among Black Managers. with Ray Friedman. Invited presentation at the School for Industrial and Labor Relations, Cornell University, 1995.
- “The Experience and Expression of Anger in Organizations: A Study of Conflict in High Technology Firms.” Talk presented at The Tuck School of Business, Dartmouth College, Hanover, NH, 1990.
- “The Psychology of Conflict.” Lecture given at Mills College, Oakland, CA, 1990.

### SELECTED NEWS MEDIA

- “Making sustainable change toward greater racial equity and inclusion in organizations” [CNN](#), June 5, 2020,
- “Starbucks has a bold plan to address racial bias. Will it work?,” CNN Money, <http://money.cnn.com/2018/04/18/news/companies/starbucks-ceo-howard-schultz-kevin-johnson/index.html>, April 18, 2018.
- “Where MBAs Write ‘Love Letters’ To Their Profs,” Poets and Quants, <https://poetsandquants.com/2017/11/09/where-mbas-write-love-letters-to-their-profs/>, Nov 9, 2017.
- “Darden: After Hate Came To Charlottesville,” Poets and Quants, <https://poetsandquants.com/2017/08/17/darden-after-rage-hate-came-to-charlottesville/>, August 17, 2017.
- “Black Executives Are Losing Ground at Some Big Banks,” Bloomberg Business,

<https://www.bloomberg.com/graphics/2017-black-executives-are-disappearing-from-biggest-wall-street-banks/> , July 27, 2017.

“Corporations Aren't Recruiting Enough Weirdos,” Bloomberg Business, <http://www.bloomberg.com/bw/authors/55062-martin-davidson> September 9, 2014.

“Why diversity efforts fail and how to make them succeed,” Case in Point series, WashingtonPost.com, [http://www.washingtonpost.com/business/why-diversity-efforts-fail-and-how-to-make-them-succeed/2011/10/24/gIQAJeULTM\\_story.html](http://www.washingtonpost.com/business/why-diversity-efforts-fail-and-how-to-make-them-succeed/2011/10/24/gIQAJeULTM_story.html) , October 29, 2011.

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### SELECTED NEWS MEDIA (CONT.)

“Are women really better off?” posting in On Leadership series, [http://www.washingtonpost.com/archive/638929/12/08/ADmeNoB\\_page.html?type=panelist&blogId=on-leadership&panelistId=martin\\_davidson](http://www.washingtonpost.com/archive/638929/12/08/ADmeNoB_page.html?type=panelist&blogId=on-leadership&panelistId=martin_davidson) , March 29, 2011.

“Make your uniqueness visible” posting in On Leadership series, [http://www.washingtonpost.com/archive/638929/12/08/ADmeNoB\\_page.html?type=panelist&blogId=on-leadership&panelistId=martin\\_davidson](http://www.washingtonpost.com/archive/638929/12/08/ADmeNoB_page.html?type=panelist&blogId=on-leadership&panelistId=martin_davidson) , May 12, 2011.

“Fearful leaders” posting in On Leadership series, WashingtonPost.com, September 29, 2010.

“Ostrich Leadership at the World Trade Center” posting in On Leadership series, WashingtonPost.com, August 26, 2010.

“Falling prey to the ‘zero tolerance’ card” posting in On Leadership series, WashingtonPost.com, July 23, 2010.

“Ivy is good, but we need more” posting in On Leadership series, WashingtonPost.com, May 18, 2010.

“She leads, we follow” posting in On Leadership series, WashingtonPost.com, May 14, 2010.

“In praise of damaged leaders” posting in On Leadership series, WashingtonPost.com, March 2, 2010.

“Worth talking about” posting in On Leadership series, WashingtonPost.com, January, 12, 2010.

“Embracing the Weird,” by Martin N. Davidson, *The Wall Street Journal*, November 15, 2008.

“A New Way of Approaching Diversity,” video interview of Martin N. Davidson, *BusinessWeek.com*, September, 2008.

“Leveraging Difference Makes a Difference,” by Martin N. Davidson, *The Wall Street Journal*, December 19, 2007.

“Room at the Top?” by Ron Stodghill, *The New York Times*, <http://www.nytimes.com>, November 1, 2007.

“Getting Commitment from Black Managers,” by Lee Anna Jackson, *Black Enterprise*, <http://www.blackenterprise.com>, August, 2005, p. 62.

- “Leveraging Difference in the Workplace,” *With Good Reason Radio*, NPR Radio, Charlottesville, VA, June, 2005.
- “How to Market Yourself As a Diversity-Conscious Professional” by Yoji Cole <http://www.DiversityInc.com>, February 19, 2002.
- “Race Matters — in the Workplace UVA study taps into emerging research field” by Kendra Hamilton, *Black Issues in Higher Education*, <http://www.blackissues.com/022802/>, January 17, 2002.
- “On-the-Job Conflicts: How Blacks and Whites React Differently,” by Jordan T. Pine, <http://www.DiversityInc.com>, December 14, 2001.
- “Tips to Prevent and Resolve Cross-Cultural Conflicts at Work,” by Jordan T. Pine, <http://www.DiversityInc.com>, December 17, 2001.
- “Diversity Makes the Grade,” by Edith Updike, *Diversity Monitor*, <http://www.diversityonline.com/newsarchives/dmarchives/2001/march.htm>, March, 2001.
- “Social Responsibility & Diversity Start Here,” by Karla Nagy *Human Capital Strategies & News* <http://www.hughescommunications.com/>, 2000.

### SELECTED NEWS MEDIA (CONT.)

- “Has the Glass Ceiling Really Been Shattered?” *Careers Roundtable*, *Black Enterprise*, <http://www.blackenterprise.com>, February, 2000, pp. 146-151.
- “Fairness and the O.J. Simpson Decision,” *Perspectives Radio*, NPR Radio, Concord, NH, October, 1995.

### ADMINISTRATIVE POSITIONS

#### ***Darden School of Business Administration, University of Virginia***

Darden Enterprise Team (2017-present)  
 Appointments Committee, 2017- present)  
 Leadership and Organizational Behavior Area Head (2016-present)  
 MBA Program Committee, 2013-present  
 Executive MBA (EMBA) Program Committee, 2011-present  
 Course Head, Leading Organizations Core Course, 2012-present  
 Appointments Committee, 2008-2011  
 Associate Deans Group, 2008-2011  
 Leadership Team, 2008-2011  
 MBA Policy Committee, 2007-2009  
 Course Head, Leading Organizations, 2005-2008  
 Executive Education Committee, 2006-2008  
 First Year Program Committee, 2003-2008  
 Diversity Coordinating Committee, 2005-2008  
 2008 Race and Society Symposium Planning Committee, 2007-2008  
 Associate Dean of Administration Search Committee, 2007  
 Student Affairs Director Search Committee, 2005  
 Course Head, First Year Organizational Behavior, 2002-2004  
 Career Development Center Director Search Committee, 2003  
 Dean Search Committee May, 2001-October, 2001

Academic Standards Committee, 1998-2001

### **University of Virginia**

University of Virginia Vice President for Research Search Committee, 2023-2024  
University of Virginia Vice President for Diversity, Equity, and Inclusion Search, Chair,  
2018-2019  
University of Virginia Executive Vice President and Provost Search, 2018  
Faculty Senate Executive Committee, 2016-present  
Faculty Senate, 2012-present  
University of Virginia Board of Visitors, Consulting Faculty, 2012-2014  
Batten School of Leadership Faculty Search Committee, 2011-2012  
Martin Luther King Commemorative Celebration Committee, 2010  
Diversity Council, 2008-2009

### **ADMINISTRATIVE POSITIONS (CONT.)**

Women's Leadership Council, 2002-2004  
Assistant Dean of Students' Search Committee, 2001

### **PROFESSIONAL ACTIVITIES**

#### **Offices Held**

Academy of Management, Gender and Diversity in Organizations Division, Division Past  
Chair (2006-2007)  
Academy of Management, Gender and Diversity in Organizations Division, Division Chair  
(2005-2006)  
Academy of Management, Gender and Diversity in Organizations Division, Program Chair  
(2003-2004)  
Academy of Management, Gender and Diversity in Organizations Division, Professional  
Development Workshop Chair (2002-2003)  
Academy of Management, Conflict Management Division, Representative-at-Large (1998-  
1999)

#### **Boards of Directors**

Enviva Biomass, Inc (2022-2024)  
Mind and Life Institute, Charlottesville, VA (2017-2025)  
Contemplative Sciences Center Directorate, Charlottesville, VA (2014-present)  
Organizational Behavior Teaching Society, (1997-1999)

#### **Editorial Boards**

The Industrial Psychologist  
Social Science Research Network (SSRN)—Culture, Conflict, and Negotiation Journal

**Association Memberships**

Academy of Management  
International Association for Conflict Management  
American Psychological Association  
Society for Industrial and Organizational Psychology  
American Association for the Advancement of Science

**Reviewer**

Administrative Science Quarterly  
Academy of Management Review  
Academy of Management Journal  
Academy of Management Executive  
Journal of Management Education  
Human Relations  
The Industrial Psychologist

**PROFESSIONAL ACTIVITIES (CONT.)**

Academy of Management Conflict Management Division  
Academy of Management Gender and Diversity on Organizations Division  
International Association for Conflict Management