

About the Contributors

Peter Bacevice, PhD, is Director of Research for HLW, a New York–based architecture and design firm. He is also a Research Associate in the Department of Management and Organizations at the University of Michigan’s Stephen M. Ross School of Business. Pete’s academic work focuses on sociomateriality and the ways in which organizations and institutions use the built environment as a strategic, symbolic, and communicative mechanism. In his professional practice, he advises corporate and academic clients on strategies to align the built environment with organizational goals and objectives, and he advises on firm-wide research methodologies and initiatives.

Michael Beer is Cahners-Rabb Professor of Business Administration, Emeritus at the Harvard Business School, cofounder and Chairman of the Center for Higher Ambition Leadership, a not-for-profit organization dedicated to helping leaders build businesses that do well by doing good, and a cofounder and Director of TruePoint, a management consulting firm. He has authored many articles and authored or coauthored 12 books, among them *Higher Ambition: How Great Leaders Create Economic and Social Values* (2011), *High Performance, High Commitment: How to Build a Resilient Organization for Sustained Advantage* (2009), and his recently published book *Fit to Compete: Why Honest Conversations About Your Company’s Capabilities are the Key to a Winning Strategy* (2020). He is also author of the award-winning book *The Critical Path to Corporate Renewal* (1990). Professor Beer is a Fellow of the Academy of Management, National Academy of Human Resources, the Society of Industrial and Organizational Psychology and winner of the prestigious Michael Losey Research Award from the Society of Human Resource Management.

Rita Berggren is a PhD candidate at the division of Entrepreneurship and Strategy at Chalmers University of Technology, Sweden. The focus for her research is organizational change and especially, capabilities supporting changing organizations. A majority of her research takes place collaboratively with the partners and colleagues in the Center for Higher Ambition Leadership Europe. Before starting an academic career, Rita worked in the automotive industry, mainly with purchasing, purchasing analysis, and process development. Rita is also heavily engaged in the Entrepreneurial Leadership Lab, a collaboration platform where students drive yearlong

corporate entrepreneurship initiatives across established organizational structures.

William (Bart) Brock, PhD, CPA is Associate Professor of Accounting & Finance at Colorado Christian University where he teaches advanced accounting topics and quantitative research methods. Prior to serving in academia, Bart spent over 20 years in executive management with more than a decade in CFO and COO positions for well-known consumer brands including the First Alert® and Coleman® companies. He has extensive experience managing complex organizations throughout the Americas, Europe, and Asia with an emphasis on mergers, acquisitions, and organizational change. His research is centered on transformative finance and accounting as integrating mechanisms and collaborative forces for organizational change.

Jeffrey Ford, PhD in Organizational Behavior, is Emeritus Professor of Management in the Fisher College of Business, The Ohio State University. Prior to joining Ohio State, he served on the faculties at Rutgers and at Indiana University. His research focuses on the management of change, resistance to change, and the role of productive conversations in the implementation and accomplishment of change. Jeff's co-authored research with Laurie has been published in the *Academy of Management Journal*, the *Harvard Business Review*, and *Organizational Dynamics*. He is the coauthor, with Laurie, of *The Four Conversations: Daily Communication that Gets Results* (2009).

Laurie Ford, PhD in Operation Research engineering, has completed her 35-year career as a management and organization change consultant with business, government, and association clients throughout the United States – including NASA, Intel, the Department of Energy, Oak Ridge National Lab, and China Lake Naval Air Center. She is a Senior Fellow with the US Nuclear Industry Council, facilitating Decommissioning and Transportation Task Forces. She is a writer and coauthor of articles published by the *Academy of Management* and *Harvard Business Review*, as well as an award-winning book on management communication, *The Four Conversations of Change: Daily Communication that Gets Results* (2009).

Tobias Fredberg is professor in management at Chalmers University of Technology in Gothenburg, Sweden. He is Executive Director of the Center for Higher Ambition Leadership Europe, a research and cooperation platform between industry and academia which he cofounded. He is also a cofounder and academically responsible for the Entrepreneurial Leadership Lab, a collaboration platform where students drive yearlong corporate entrepreneurship initiatives across established organizational structures. His research focus is on organizational renewal and corporate entrepreneurship.

He is coauthor of *Higher Ambition: How Great Leaders Create Economic and Social Value* (HBS Press, 2011). This is his fourth chapter in ROCD.

Björn Frössevi is Executive Director at TruePoint Europe with extensive experience of supporting and developing organizations and their leaders. Previously he has worked as Senior Manager in IT, logistics, and real estate firms. As a consultant, Björn has worked with a variety of projects ranging from those focused at the executive board level all the way to product development initiatives. Björn is also heavily engaged in the Center for Higher Ambition Leadership Europe, a research and cooperation platform between industry and academia. Furthermore, he is part of the core faculty in the Entrepreneurial Leadership Lab at Chalmers School of Entrepreneurship.

Lyndon Garrett is an Assistant Professor of Management and Organizations in the Carroll School of Management at Boston College. He earned his PhD at the University of Michigan. He studies relational dynamics in groups and teams, with a focus on interpersonal processes such as interaction rituals, competition, play, and role performance. He draws primarily on qualitative methods to explore unique contexts, such as sports, theater, and police departments. He seeks to gain insights from these contexts on how to cultivate meaningful and authentic human connection in organizations.

Hilary Hendricks is a PhD candidate in Management and Organizations at the University of Michigan Ross School of Business. She studies relationships in the new world of work, particularly for people who might consider themselves on the margins of organizational life – such as remote workers, temporary workers, and the family members of employees. In preparation for her doctoral studies, Hilary earned an MBA from Brigham Young University and worked as an organizational researcher and survey design consultant.

Johan Klaassen is doctoral candidate in Management, Stockholm Business School, Stockholm University. He is also affiliated with the National Research School in Management and IT, and involved in the National School Board's commissioned education for school principals. His research interest is the use of technology in professional work. His forthcoming thesis is about digitalization in school organizations, focusing on teachers' work and how it changes with the introduction of different types of digital technologies.

Jan Löwstedt is Professor in Management, organization, and strategy, Stockholm Business School at Stockholm University. He earned his PhD from Stockholm School of Economics in 1989 and was later appointed Director of Center for People and Organization (PMO). He is a member of the Royal Academy of Engineering Sciences and Cofounder of the National

Research School Management and IT and a former member of the board the Governmental Agency for School Development (MSU). His research focus on organizational change processes and recent research projects are focusing digitalization in professional organizations, knowledge in action in and between organizations as well as management and organization of Schools.

Ashlie Mouw has a BA in Business Administration and Marketing and an MA in Organizational Change Leadership from Western Michigan University. Working in manufacturing since completing her bachelor's degree, Ashlie's career spans working in production on the shop floor making Ford Explorer doors to functioning as a supply chain professional. Ashlie is a certified Lean Practitioner, currently working at the Flowserve Corporation, where she focuses on improving inventory systems and vending solutions. Her organizational change leadership interests center on exploring ways to improve the design and implementation of Six Sigma and Lean practices in the manufacturing industry.

Donna L. Ogle is an Assistant Professor of Computer Science at Rockford University in Rockford Illinois. She received her PhD in Organization Development from Benedictine University and earned an MBA in Management Information Systems from the University of Iowa. She has taught Computer Science and Business classes for over 25 years. Prior to her academic career she worked in large systems development, design, and analysis. Her topics of interest include social media, big data, and technology in the workplace.

Johanna E. Pregmark (PhD) is a Researcher at Chalmers University of Technology. In parallel, she is a consultant at TruePoint. Her focus is organizational change, especially where innovative work is part of the change effort. She is part of the core team of Center for Higher Ambition Leadership Europe and the Entrepreneurial Leadership Lab at Chalmers School of Entrepreneurship. This is her third chapter in ROCD. Prior to her academic career, she was a Management Consultant and partner at a major Swedish consultancy firm. She was also part of forming an international alliance of consultancy firms, with transformation as focus.

Elizabeth Shaffer holds an administrative role at Western Michigan University (WMU), working for the High Impact Leadership (HIL) Project, a \$12.5 million educator development grant funded by the United States Department of Education. In her role, Elizabeth manages the budget and contributes to grant writing, research, reporting, and program development. Recently, Elizabeth achieved her MA in Organizational Change Leadership from WMU. With her capstone project, titled, *Leading Change for Sustainability: The Role of HIL Project Leadership in Sustaining Positive Change*, she developed an interest in organizational change sustainability and

developed a strategic model for sustaining the outcomes of the HIL project initiative.

Orit Shani is an organizational resilience and management consultant. She served at the Psychological Counseling Services, Ministry of Education, Israel – as the head leader of the school counseling unit, Haifa District. She earned her PhD at the University of Haifa, Department of Educational Leadership & Policy. Her 37 years of practice and recent research focused on organizational resilience and organizational functioning in crisis from the psychological perspective. In 2006, she represented the Israeli Ministry of Education at the *18th Annual Prevention and Education Conference, Ohio, USA*.

Gretchen Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration at the Ross School of Business at the University of Michigan. She joined the Michigan faculty in 2001 after spending nine years on the faculty at the University of Southern California Marshall School of Business. Her research focuses on employee empowerment and leadership development, particularly within a context of organizational change and decline. Her most recent research is examining how organizations can enable thriving, especially in contexts dealing with the new world of work such as coworking spaces. This is part of a new movement in the field of organizational behavior, known as Positive Organizational Scholarship.

David B. Szabla is an Associate Professor in the College of Education and Human Development at Western Michigan University where he runs both MA and PhD Programs in Organizational Change Leadership. Currently, David has several research projects underway. He is editing the second edition of the *Palgrave Handbook of Organizational Change Thinkers*; creating an instrument that measures complexity leadership, and developing a Palgrave book series that explores organizations in the digital era. Dr. Szabla has been published in *Human Resource Development Quarterly* and *Research in Organizational Change and Development* and holds a doctorate in Human Resource Development from the George Washington University.

Ramkrishnan (Ram) V. Tenkasi is Senior Professor of Organization Change with the PhD program in Organization Development and Change at Benedictine University in Chicago. He is a Fulbright Senior Research Scholar and has authored more than 120 articles and chapters across many leading journals. Ram serves as a Funding Panel Review member of the US National Science Foundation, the Department of Defense, the National Institutes of Health, the American Association for Advancement of Science, and the Netherlands Organisation for Scientific Research. He has also consulted on issues of learning, knowledge, innovation, and large-scale change with many global, large-cap organizations.

Addelyne Turks earned an MA in Organizational Change Leadership from Western Michigan University (WMU). Currently working as a Compensation Analyst at Western Michigan University, Addelyne's organizational change interest centers on integrating change leadership expertise into the function of Human Resource Departments. With her capstone project, titled *Change Leadership Expertise: Developing Proficiency within WMU Human Resources to Champion Change*, she developed a strategy to build change leadership capability within her department to support the many organizational changes underway at WMU. She has been SHRM-CP certified since 2018 and has over five years of progressive experience working in Human Resources.