

# JOHN ANGUS DANIEL HILDRETH

Assistant Professor of Management and Organizations  
Samuel Curtis Johnson Graduate School of Management | Cornell SC Johnson College of Business  
Cornell University  
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## ACADEMIC POSITIONS

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<b>CORNELL UNIVERSITY</b> <i>Samuel Curtis Johnson Graduate School of Management</i> Assistant Professor of Management and Organizations	<b>ITHACA, NY</b>  2016 - present
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## CORPORATE POSITIONS

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<b>PRICEWATERHOUSECOOPERS IL</b> <i>Office of the Global CEO</i> Senior Manager (US Director, Aide-de-Camp, Chief of Staff)	<b>NEW YORK, NY</b>  2005 - 2007
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<b>PRICEWATERHOUSECOOPERS LLP</b> <i>HR Transaction Services</i> Senior Manager, Manager & Actuary	<b>LONDON, UK</b>  2004 - 2005, 2008
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<i>Global Human Resource Services</i> Manager, Consultant & Actuary	2001 - 2003
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<b>AON CONSULTING LTD</b> <i>Actuarial Benefits Consulting</i> Consultant, Assistant Consultant, Actuarial Student	<b>LONDON, UK</b>  1997 - 2000
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## EDUCATION

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<b>UNIVERSITY OF CALIFORNIA, BERKELEY</b> <i>Walter A. Haas School of Business</i>	<b>BERKELEY, CA</b>
<b>PhD</b> Doctor of Philosophy (Organizational Behavior)	May 2016
<b>MS</b> Master of Science (Organizational Behavior)	December 2012
<b>MBA</b> Master of Business Administration	May 2010

<b>INSTITUTE &amp; FACULTY OF ACTUARIES</b>	<b>LONDON, UK</b>
<b>FIA</b> Fellow of the Institute and Faculty of Actuaries	July 2002
<b>Dipl</b> Diploma in Actuarial Techniques	December 1999

<b>UNIVERSITY OF CAMBRIDGE</b> <i>Jesus College</i>	<b>CAMBRIDGE, UK</b>
<b>MA</b> (Cantab) Master of Arts (Mathematics)	March 2000
<b>BA</b> Bachelor of Arts (Mathematics)	June 1996

## RESEARCH INTERESTS

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- Top team functioning and performance
- Loyalty and ethical decision making
- The fundamental nature of status
- Creativity and Innovation

## PUBLISHED MANUSCRIPTS

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- Li, H., Chen, Y. R., & **Hildreth, J. A. D.** (2022). Powerlessness Also Corrupts: Lower Power Increases Self-Promotional Lying. *Organization Science*.
- Anderson, C., **Hildreth, J. A. D.**, & Sharps, D. L. (2020). The Possession of High Status Strengthens the Status Motive. *Personality and Social Psychology Bulletin*, 46(12), 1712-1723.
- Hildreth, J.A.D.** & Anderson, C. (2018) Does loyalty trump honesty? Moral judgments of loyalty driven deceit. *Journal of Experimental Social Psychology*, 79, 87-92.
- Hildreth, J.A.D.**, & Anderson, C. (2016). Failure at the top: How power undermines collaborative performance. *Journal of Personality and Social Psychology*, 110(2), 261.
- Hildreth, J.A.D.**, Francesca Gino, and Max Bazerman. (2016) Blind loyalty? When group loyalty makes us see evil or engage in it. *Organizational Behavior and Human Decision Processes*, 132: 16-36.
- Self, W.T., Mitchell, G., Mellers, B.A., Tetlock, P.E., & **Hildreth, J.A.D.** (2015). Balancing Fairness and Efficiency: The Impact of Identity-Blind and Identity-Conscious Accountability on Applicant Screening. *PloS one*, 10(12), e0145208.
- Anderson, C., **Hildreth, J.A.D.**, & Howland, L. (2015). Do people possess a fundamental desire for status? A review of the empirical literature. *Psychological Bulletin*, 141, 574-601.
- Hildreth, J.A.D.**, Moore, D.A., & Blader, S.L. (2014). Revisiting the Instrumentality of Voice: Having Voice in the Process Makes People Think They Will Get What They Want. *Social Justice Research*, 27(2), 209-230.

## MANUSCRIPTS UNDER REVIEW

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- Hildreth, J.A.D.** Loyal to Authority: (Status: revising manuscript after RR3 at *Organizational Behavior and Human Decision Processes*.)
- Hildreth, J.A.D.** Is the desire for status ever satisfied? (Status: Under Review at *Journal of Experimental Social Psychology*)
- Zhu, G., **Hildreth, J.A.D.** & Chen, Y.R. A Strategic Approach to Uniqueness Seeking in Collectivistic Cultures. (Status: collecting new data in response to Reject and Resubmit at *Journal of Personality and Social Psychology*.)
- Zhu, G., & **Hildreth, J.A.D.** Similarity Attraction or Similarity Aversion? Cultural Variation in Perceptions of Similar Others at Work. (Status: Under Review at *Organizational Behavior and Human Decision Processes*.)

Berry, Z. & **Hildreth, J.A.D.** Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations (Status: Revising manuscript after RR1 at *Organization Science*.)

Anderson C., & **Hildreth, J.A.D.**, Status competitiveness in teams: Individuals' preferences oppose what is best for the team. (Status: Under Review at *Frontiers in Psychology*.)

Kniffin, K. & **Hildreth, J.A.D.** Influence of Salary Disparities on Teaming. (Status: Under Review at *American Psychologist*.)

Tomova, T. & **Hildreth, J.A.D.** Through Thick and Thin: The Effects of Interpersonal Loyalty on Nepotistic Behavior At Work. (Status: under review at *Personnel Psychology*.)

## MANUSCRIPTS IN PREPARATION

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**Hildreth, J.A.D.** Succeeding at the top: A microfoundational IPO approach to high-power group functioning. (Status: Revising Manuscript for submission at *Management Science*.)

**Hildreth, J. A. D.** The Power Behind the Throne: Examining the Relative Influence of Secondary and Primary Leaders' Requests on Followers' Ethical Behavior. Revising Manuscript for submission at new journal (TBD).

Anderson, C. & **Hildreth, J.A.D.** Status and Inequality. (Status: Manuscript being drafted. Target journal *PNAS*)

Choi, J., & Hildreth, J.A.D. Workplace status and behaviors. (Status: Editing manuscript after Friendly Reviews. Target Journal: *Organization Science*)

## OTHER PROJECTS IN PROGRESS

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**Hildreth, J.A.D.** Loyalty and Ethics C2. (Status: Data collection ongoing. 2 studies run.)

**Hildreth, J.A.D.** Loyalty and Ethics I. (Status: Data collection ongoing. 6 studies run.)

**Hildreth, J.A.D.** Status and groups L. (Status: Data collection complete. 1 multi-year study 100% complete.)

Choi, J. & **Hildreth, J.A.D.** Status Variance and Position (Status: 40 pilots establishing effects. Designing first field study).

Zhu, G. & **Hildreth, J A.D.** A two-dimensional model of leadership strategies. (Status Data collection ongoing. 5 studies run.)

Zhu, G., **Hildreth, J.A.D.**, & Tang, S. Status and Loyalty (Status: Data collection for Study 1).

## CONFERENCE PRESENTATIONS & INVITED TALKS

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- Zhu, G. & **Hildreth, J.A.D.** (2023). Similarity attraction or similarity aversion? Cultural variation in perceptions of similar others. Paper presented at the International Association for Conflict Management Conference, Thessaloniki, Greece.
- Zhu, G., **Hildreth, J.A.D.** & Chen, Y.R. (2023). A Strategic Approach to Uniqueness Seeking in Collectivistic Cultures. Paper presented at the 2023 Academy of Management Conference, Boston, US.
- Zhu, G., **Hildreth, J.A.D.** & Chen, Y.R. (2023). A Strategic Approach to Uniqueness Seeking in Collectivistic Cultures. Paper presented at the 2023 International Association for Chinese Management Research Conference, Hong Kong, China.
- Kniffin, K. & **Hildreth, J.A.D.** (2022). Magnets of Collaboration: When Salary Disparity is a Draw Rather Than a Drag For Teaming. Paper presented at the 2022 Academy of Management Conference.
- Berry, Z. & **Hildreth, J.A.D.** (2022). Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. Paper presented at the 2022 Society for Personality and Social Psychology Conference, San Francisco, CA.
- Tomova Shakur, T. & **Hildreth, J.A.D.** (2021). Through Thick And Thin: The Effects of Interpersonal Loyalty on Nepotistic Behavior at Work. Paper presented at the 2021 INGroup virtual Conference.
- Tomova Shakur, T. & **Hildreth, J.A.D.** (2021). Through Thick And Thin: The Effects of Interpersonal Loyalty on Nepotistic Behavior at Work. Paper presented at the 2021 International Association for Conflict Management virtual Conference.
- Kniffin, K. & **Hildreth, J.A.D.** (2020). Out of Office, Out of Mind? Remote Workers Care Less About Co-Workers' Wages. Paper included in highlight reel of research in the Academy of Management OB Division's COVID-19 rapid research plenary at the 2020 Academy of Management Meetings, Vancouver, Canada.
- Hildreth, J.A.D.** (2020). Loyalty to Authority: Examining the Effectiveness and Consequences of Leaders' Loyalty Calls. In Recasting Loyalty Dilemmas: Theoretical and Empirical Insights From Social Contexts symposium. Paper presented at the 2020 Academy of Management Meetings, Vancouver, Canada.
- Berry, Z. & **Hildreth, J.A.D.** (2020) Loyalty for Whom: Evaluating Transitive Effects of Loyal Obligations in Morally Sticky Situations. In Recasting Loyalty Dilemmas: Theoretical and Empirical Insights From Social Contexts symposium. Paper presented at the 2020 Academy of Management Meetings, Vancouver, Canada.
- Tomova Shakur, T. & **Hildreth, J.A.D.** (2020). Aren't You Loyal? How Ethics And Obligation Determine Loyalty-Driven Nepotistic Behavior. In Social Networks And Inequality: Where Do We Go From Here? Symposium. Paper presented at the 2020 Academy of Management Meetings, Vancouver, Canada.
- Hildreth, J.A.D.** (2020). Succeeding at the Top: A Micro-foundational IPO Approach to High-Power Group Functioning. In "Frontiers of Social Hierarchy Research: Dynamics in Teams and Organizations" symposium. Paper presented at the 2020 Academy of Management Meetings, Vancouver, Canada.

Kniffin, K. & **Hildreth, J.A.D.** (2020). Influence of Salary Disparities on Teaming. Paper presented at the 2020 International Association for Conflict Management virtual Conference.

Li, H., Chen, Y. & **Hildreth, J.A.D.** (2019). Powerlessness also Corrupts: Lacking Power Increases Self-Promotional Lying In “Seeing social hierarchy in a new light: The bright side of power and the dark side of status” symposium. Paper presented at the 2019 Academy of Management Meetings, Boston, MA.

Anderson, C. **Hildreth, J.A.D.** & Sharps, D. (2019). Status and Social Class Increases Status Motive. In “Seeing social hierarchy in a new light: The bright side of power and the dark side of status” symposium. Paper to be presented at the 2019 Academy of Management Meetings, Boston, MA.

**Hildreth, J.A.D.** (2019). Succeeding at the Top: How accommodating power unleashes Top Management Team performance. Paper presented at the 2<sup>nd</sup> annual Management and Organizations Research Event at Cornell University, Ithaca, NY.

**Hildreth, J.A.D.** & Anderson, C. (2018). In the pursuit of happiness: How status affects well-being in multiple groups. Paper presented at the 1<sup>st</sup> annual Management and Organizations Research Event at Cornell University, Ithaca, NY.

**Hildreth, J.A.D.** & Anderson, C. (2017). Does Loyalty Trump Honesty? Paper presented at the Behavioral Economics and Decision Research Seminar at Cornell University, Ithaca, NY.

**Hildreth, J.A.D.** (2017) & Anderson, C. (2017). Failure at the top: How power undermines collaborative performance. Research paper presented at the Management and Organizations Research Seminar series at Cornell University, Ithaca, NY.

**Hildreth, J.A.D.** & Anderson, C. (2017). Is loyalty uniquely a force for good and bad? In “Is loyalty always good? The dark side of loyalty” symposium. Paper presented at the 2017 Academy of Management Meetings, Atlanta, GA.

Anderson, C. & **Hildreth, J.A.D.** (2016). Do people desire to have high status or higher status than others? Paper presented at the 2016 Academy of Management Meetings, Anaheim, CA.

**Hildreth, J.A.D.**, Anderson, C. (2016) Failure at the top: How power undermines the creativity of groups. Poster presented at the 2016 Society for Personality and Social Psychology Conference, San Diego, CA.

**Hildreth, J.A.D.**, (2015) Group Loyalty and Unethical Behavior: How Loyalty binds and blinds us. Talk given at the Cornell University Samuel Curtis Johnson Graduate School of Management Ithaca, NY.

**Hildreth, J.A.D.**, (2015) Group Loyalty and Unethical Behavior: How Loyalty binds and blinds us. Talk given at the University of California, Los Angeles, Anderson School of Management, Los Angeles, CA.

**Hildreth, J.A.D.**, (2015) Group Loyalty and Unethical Behavior: How Loyalty binds and blinds us. Talk given at Columbia Business School, New York, NY.

**Hildreth, J.A.D.**, (2015) Group Loyalty and Unethical Behavior: How Loyalty binds and blinds us. Talk given at Columbia Business School, New York, NY.

- Hildreth, J.A.D.**, (2015) Group Loyalty and Unethical Behavior: How Loyalty binds and blinds us. Talk given at the University of North Carolina, Chapel Hill, Kenan-Flagler Business School, Chapel Hill, NC.
- Hildreth, J.A.D.**, Anderson, C. (2015) Failure at the top: How power undermines collaborative performance. Poster presented at the 2015 Society for Personality and Social Psychology Conference, Long Beach, CA
- Hildreth, J.A.D.**, Gino, F. & Bazerman, M. (2015) Blind loyalty? How group loyalty makes us see evil. Presented at the 2015 Berkeley-Stanford Organizational Behavior PhD Conference, Berkeley, CA
- Hildreth, J.A.D.**, Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Poster presented at the 2014 INFORMS Annual Meeting, San Francisco, CA
- Hildreth, J.A.D.**, Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. In “Know Your Enemy: Status Comparisons and Rivalry in Competitive Environments” Symposium. Presented at the 2014 Academy of Management Meetings, Philadelphia, PA
- Chatman, J.A., **Hildreth J.A.D.** & Anderson, C. (2014) Do as I say not as I do: How leaders’ interpersonal style and power influence organizational culture. In “Leadership and Organizational Culture: Exploring a Multi-Faceted Relationship” Symposium. Presented at the 2014 Academy of Management Meetings, Philadelphia, PA
- Hildreth, J.A.D.**, Gino, F. & Bazerman, M. (2014) Blind loyalty? How group loyalty makes us see evil. In “Topics in Empirical Business Ethics” Symposium. Presented at the 2014 Annual Meeting of the Society for Business Ethics, Philadelphia, PA
- Hildreth, J.A.D.**, Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Presented at the 2014 London Business School Trans-Atlantic Doctoral Conference, London, UK
- Hildreth, J.A.D.**, Moore, D.A., & Blader, S.L. (2014) Revisiting the instrumentality of voice: Having a voice in the process makes people think they will get what they want. Poster presented at the 2014 Society for Personality and Social Psychology Conference, Austin, TX
- Hildreth, J.A.D.**, Anderson, C. (2014) Failure at the top: How power undermines collaborative performance. Presented at the 2014 Berkeley-Stanford Organizational Behavior PhD Conference, Stanford, CA

## **MEDIA COVERAGE**

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Beyond Philosophy, Bloomberg, Boston Globe, Braindecoder, Cornell Chronicle, Daily Mail, Entrepreneur, Fast Company, Financial Times, Forbes, Harvard Business Review, HBS Working Knowledge, Inc Magazine, The Independent, NPR, People Management, Psychology Today, Quartz, Reddit, Science Daily, Stanford Social Innovation Review, World Economic Forum.

## **GRANTS, FELLOWSHIPS, AWARDS**

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### **GRANTS**

Institute for the Social Sciences’ Working Group program (\$3,000)

2019

Haas School of Business Behavioral Lab Mini Grant (\$2,000)	2016
UC Berkeley Graduate Assembly Travel Award (\$300)	2016
UC Berkeley Graduate Division Conference Travel Grant (\$600)	2016
Haas School of Business Behavioral Lab Mini Grants (\$3,000)	2015
Society of Personality and Social Psychology Conference Travel Award (\$500) (160/627 granted)	2015
UC Berkeley Graduate Division Conference Travel Grant (\$1,000)	2013-14
UC Berkeley Graduate Assembly Travel Award (\$300)	2014
Haas School of Business Behavioral Lab Mini Grants (\$1,500)	2014
Institute for Research on Labor & Employment Graduate Student Research Grant (\$15,000)	2013
UC Berkeley COR Research Enabling Grant (\$1,000)	2012-13
Haas School of Business Behavioral Lab Mini Grants (\$3,000)	2013
UC Berkeley Experimental Social Psychology Laboratory Grant (\$1,000)	2012
Haas School of Business Behavioral Lab Mini Grants (\$9,000)	2012
UC Berkeley Experimental Social Psychology Laboratory Grant (\$1,000)	2011
Haas School of Business Behavioral Lab Mini Grants (\$4,000)	2011
UC Berkeley Haas School of Business Dean's Travel Grants (\$650 /year)	2011-2016
UC Berkeley Experimental Social Psychology Laboratory Grant (\$2,000)	2010

## FELLOWSHIPS

Institute and Faculty of Actuaries	2002
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## AWARDS

Core Faculty Award for the MBA class of 2022 (voted by MBA class as the faculty member who best exemplified teaching excellence during the Core)	2022
Johnson Last Lectures for the MBA class of 2021 (voted by MBA class of 2021 to be one of three faculty to have had the most profound impact on students' education at Johnson)	2021
Berkeley Haas Dissertation Fellowship Award (\$15,000 + one semester fees and tuition)	2015
UC Berkeley, MBA Honors list (top 10%)	2010
UC Berkeley, Gloria W. Appel Award for Outstanding Leadership in Entrepreneurship	2010
UC Berkeley, Certificate in Entrepreneurship	2010
UC Berkeley, Haas School of Business, Merit Scholarship (50%)	2008-2010
Chicago Graduate School of Business, Merit Scholarship, (Not taken)	2008
London Business School, Annual fund Scholarship, (Not taken)	2008
Certificate in Finance and Investment, Institute and Faculty of Actuaries	2000

## UNIVERSITY SERVICE

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Management & Organizations PhD Curriculum Committee	2019 – present
SC Johnson College of Business Behavioral Simulation Lab Committee	2019 – 2022
Dissertation Committees	
- Lauren DeVincent (Industrial Labor & Relations School, Cornell)	2020
- Jessica Li (Johnson Graduate School of Management, Cornell)	2018 - 2020
Masters Thesis Committees	
- Gaoyuan Zhu (Johnson Graduate School of Management, Cornell)	2020-2022
- Lauren DeVincent (Industrial Labor & Relations School, Cornell)	2017-2019
Graduate Assembly (UC Berkeley Graduate Student Government) – Delegate	2010-2016
- Faculty Awards Committee	2014-2016
- Academic Integrity Task Force /University Honor Code Committee	2013-2014
- Communications Committee	2011-2012
- International Students Committee	2010-2011
Haas MORS PhD Student Group Coordinator	2011-2014
Organizations Research Group Founder /Member	2014-2016

## **TEACHING INTERESTS**

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Power and Politics, Leadership, Business Ethics, Negotiations, Managerial Decision-Making, Organizational Behavior, Research Methods

## **TEACHING EXPERIENCE**

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### **JOHNSON GRADUATE SCHOOL OF MANAGEMENT, CORNELL UNIVERSITY**

**NBA 6540 - *Power and Politics in Organizations*** **Spring 2018 & 2019, Fall 2019 - present**  
 Instructor for Elective Full-Time MBA and Graduate Student class  
 (3 sections until Fall 2020, then 6 sections from Fall 2021)

**NRE 5170 - *PhD Seminar in Micro Organizational Behavior*** **Spring 2017, 2021**  
 Instructor for Core PhD class (full course in 2017, two classes in 2021)

**NRE 5400 – *Doctoral Seminar in Management*** **Spring 2018**  
 Instructor for PhD class

**NCC 5050 - *Critical and Strategic Thinking*** **Fall 2016 - 2020**  
 Instructor for Core Full-Time MBA class (3 sections)

### **HAAS SCHOOL OF BUSINESS, UNIVERSITY OF CALIFORNIA, BERKELEY**

**BUSADM 1190 - *Berkeley Influence Accelerator*** **Spring 2016**  
 Facilitator for Prof. Cameron Anderson's online elective course for experienced professionals

**EW MBA 254-3A - *Power and Politics in Organizations*** **Fall 2013 & 2015**  
 GSI for Prof. Cameron Anderson's online elective Evening & Weekend MBA class

**MBA 254-1A & 1B - *Power and Politics in Organizations*** **Fall 2011 & 2012**  
 GSI for Prof. Cameron Anderson's elective Full-Time MBA class (2 sections)

**MBA 295D.1 - *New Venture Finance*** **Fall 2009**  
 GSI for Adjunct Prof. Mario M. Rosati's elective Full-Time MBA class

## **PROFESSIONAL SERVICE**

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Academy of Management Annual Meeting Reviewer (OB, MOC divisions) 2011 - present

Ad hoc Journal Reviewer 2014 - present

- Management: *Academy of Management Journal, Academy of Management Review, Management Science, Organization Science, Organizational Behavior and Business Processes, Organizational Psychology Review, Social Justice Research*



- Social and Personal Psychology: *European Journal of Social Psychology, Journal of Experimental Social Psychology, Journal of Personality, Journal of Personality and Social Psychology, Journal of Social Psychology; Personality and Social Psychology Bulletin*
- General Psychology: *Frontiers In Psychology, Journal of Experimental Psychology: General; Psychological Bulletin*
- Other: *Journal of Medical Ethics*

## PROFESSIONAL AFFILIATIONS

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Fellow, Institute and Faculty of Actuaries	2002 - present
Member, INFORMS	2014
Member, Society for Business Ethics	2014 - 2015
Member, Society for Judgment and Decision Making	2011
Member, Society for Personality and Social Psychology	2010
Member, Academy of Management	2009 - present
Member, Institute and Faculty of Actuaries	1997 - present

## PROFESSIONAL EXPERIENCE

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### PRICEWATERHOUSECOOPERS IL Senior Manager Office of the Global CEO

NEW YORK, US  
2005-2007

- Managed the Office of the Global CEO of a \$25Billion Revenue organization of 150,000 people.
- Oversaw the day-to-day affairs of PwC's Global CEO and PwC's top three global executive teams including the PwC Leadership Team (top 8 global executives), PwC's Global Management Team (top 10 global functional leaders) and PwC's Extended Leadership Team (the eighteen most powerful regional and territory CEOs and global functional leaders).
- Crafted the strategic agendas and oversaw all internal communication and information flow of these top teams.
- Drove the 'Agenda for the Future,' a once in a decade strategic review of PwC's short-, medium-, and long-term goals affecting multi-billion dollar spend on communication /work platforms, the global network structure and organizational culture.
- Partnered extensively with PwC's global leaders to create and communicate strategy, manage network crises and operations, and reposition the brand and culture for an organization of 150,000 people.
- Oversaw the business content of PwC's Annual Global Leadership Summit of 150 country and regional CEOs, 50 global industry and functional leaders, and members of PwC's Global Board and global leadership teams.
- Created and directed an innovative business program for PwC's premier annual global leadership conference which received universal acclaim from PwC's 200+ most senior executives.
- Led a team of 50 and managed key stakeholders globally to successfully deliver a four-day international conference which received 20% higher positive feedback than any previous year.
- Developed and delivered presentations on diverse subject matter for the CEO and Global Board.
- Established global town hall meetings in London and New York for 500 partners and staff.
- Designed and implemented IT platforms to facilitate improved knowledge management and communication among global leaders. Streamlined finances to reduce costs by more than \$1m.

### PRICEWATERHOUSECOOPERS LLP

LONDON, UK

<b>Senior Manager</b>	HR Transaction Services	<b>2005 &amp; 2008</b>
<b>Manager</b>	HR Transaction Services	<b>2004 - 2005</b>
<b>Manager</b>	Mergers & Acquisitions, Human Resource Services	<b>2003 - 2004</b>
<b>Manager</b>	Financial Reporting, Global Human Resource Services	<b>2002 - 2003</b>
<b>Consultant</b>	Financial Reporting, Global Human Resource Services	<b>2001 - 2002</b>

- Directed an international team from 15 countries to deliver the largest HR vendor due diligence project for a Fortune 500 company, which generated more than US \$1 million in fee income.
- Identified and converted business opportunities which expanded the scope of client engagements, generated additional fee income of US \$1 million, and enhanced client relationships.
- Mentored and coached management, mid-level, and entry-level employees in daily job responsibilities, and introduced a radically different approach to managing staff career development which was widely adopted.
- Cultivated positive and enduring relationships with a high profile network of international contacts within PwC and throughout the business community in the UK and overseas.
- Led international multi-disciplinary teams of 30+ members on wide ranging global projects.
- Created and implemented an innovative financial system which improved key performance indicators significantly, and reduced cash collection times by 40%.
- Graduated from PwC's 2004 Young Leadership Program, which was a 1-year course sponsored by the UK Firm for high-potential managers that accelerated the development of leadership skills.
- Acknowledged for vision, drive and innovation with a Business Team Recognition Award

<b>AON CONSULTING</b>		<b>LONDON, UK</b>
<b>Consultant</b>	Actuarial Benefits Consulting	<b>2000</b>
<b>Assist. Consultant</b>	Actuarial Benefits Consulting	<b>1999 - 2000</b>
<b>Actuarial Student</b>	Actuarial Benefits Consulting	<b>1997 - 1999</b>

- Investigated the mortality experience for one of the Company's largest client pension plans, which led to the trustees securing additional funding from the plan sponsor to enhance the security of plan members' benefits.
- Wrote a valuation program for one of the team's most complex benefit plans, which included learning the programming language, understanding the plan benefits and researching regulatory and trust rules.
- Chairman of the Office Social Committee. Planned events for an office of more than 200 people

## REFERENCES

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**Dr. Cameron P. Anderson**  
 [Dissertation Chair]  
 Lorraine Tyson Mitchell Chair in Leadership & Communication II  
 Walter A. Haas School of Business  
 545 Student Services #1900  
 University of California, Berkeley  
 Berkeley, CA 94720, USA  
 Phone: +1 (510) 643-0325  
[anderson@haas.berkeley.edu](mailto:anderson@haas.berkeley.edu)

**Dr. Jennifer A. Chatman**  
 [Orals Committee Chair]  
 Paul J. Cortese Distinguished Professor of Management  
 Walter A. Haas School of Business  
 545 Student Services #1900  
 University of California, Berkeley  
 Berkeley, CA 94720, USA  
 Phone: +1 (510) 642-4723  
[chatman@haas.berkeley.edu](mailto:chatman@haas.berkeley.edu)

**Dr. Leif D. Nelson**  
 Ewald T. Grether Professor in Business Administration & Marketing

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[leif\\_nelson@haas.berkeley.edu](mailto:leif_nelson@haas.berkeley.edu)