

STEWART D. FRIEDMAN

July 2011

The Wharton School
University of Pennsylvania
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Born in Washington, D. C.
Married, three children

EDUCATION

1984	Ph.D in Organizational Psychology, University of Michigan.
1983	M.A. in Psychology, University of Michigan.
1974	B.A. in Psychology, State University of NY (SUNY), Binghamton.

EMPLOYMENT

1999-present	The Wharton School, U. Pennsylvania. Practice Professor, Department of Management.
1999-2001	Director, Leadership Development Center, Ford Motor Company. While on leave from Wharton, responsible for Ford's global leadership development strategy in support of the CEO's transformation agenda. Built and led 50-person organization serving over 2500 participants per year world-wide, with \$25 MM annual budget, which came to be recognized in an external review as having achieved "global benchmark" status in two years.
1999-2001	School of Business, U. Michigan, Clinical Professor of Leadership and Work/Life Integration.
1991-present	Director, Wharton Work/Life Integration Project. As founding director, lead ongoing research on the careers and lives of Wharton students and alumni as well as chair the Wharton Work/Life Roundtable, an academic-business partnership dedicated to creating change in the work/life field. Sloan Foundation Grant (#B1999-76) awarded in 1999 to study the role of business leaders in enhancing productivity by driving work/life change initiatives.
1991-1999	Director, Wharton Leadership Program. As founding director of Leadership Program, was responsible for launch, continual redesign, and delivery of innovative, required first-year MBA course for over 800 students; initiated Learning Teams and the Leadership Fellows program.
1991-1992	The Wharton School, Director of Academic Affairs, Undergraduate Division. Second to Vice Dean in administration of Division; launched Undergraduate Leadership Program.
1984-1991	The Wharton School, Assistant Professor. Taught in Undergrad, MBA, Executive, Doctoral.
1979-1980	Counseling Psychologist, State U. of New York. Psychotherapy and counseling of students.
1975-1978	Psychotherapist, Dartmouth Medical School at the Brattleboro Retreat, a private psychiatric hospital in Vermont. Clinical and administrative duties, including staff supervision.

BOOKS

Friedman, S. D., 2008. *Total leadership: Be a better leader, have a richer life*. Harvard Business Press.

Reached #3 on *USA Today* Business Bestseller list; winner of 800-CEO-READ Best Business Book Award, Personal Development category; translations – Russian, Portuguese, Chinese, Japanese, and Polish; in use as text for leadership courses in undergraduate and graduate programs worldwide.

Friedman, S. D. and Greenhaus, J. H., 2000. *Work and family -- allies or enemies? What happens when business professionals confront life choices*. Oxford: Oxford University Press.

Cited as one of the year's best in the field by the *Wall Street Journal*; favorably reviewed in wide variety of journals, including *ASQ*, and in business media. Excerpted online in both *Business Week* and *CIO*. Published in Spanish by OUP Mexico.

Friedman, S. D., Christensen, P. and DeGroot, J. (Eds.) 1998. *Integrating work and life: The Wharton resource guide*. San Francisco: Jossey-Bass/Pfeiffer.

First collection of learning activities on work/life integration skills.

Friedman, S. D., 1987 (Ed.). *Leadership succession*. New Brunswick, NJ: Transaction Books. Paperback edition, with new Preface, published in 2011.

"A useful and stimulating book that highlights current private sector succession problems...A valuable collection." From O. Grusky's review in *Contemporary Sociology*, 1989, 18 (1), 56-57.

Friedman, S. D., 1985. *Leadership succession systems and corporate performance*. New York: Center for Career Research and Human Resource Management, Columbia University Graduate School of Business.

TEACHING, TRAINING, CONSULTING, PUBLIC SPEAKING

Almost thirty years of experience as teacher, trainer, management consultant, and public speaker (in person and via webinars) on leadership development, work/life integration, succession planning, and strategic human resources management throughout the US and the world. Complete list available on request.

Wharton Courses Foundations of Leadership and Teamwork, Total Leadership, Group Dynamics, Organization Behavior, Managing People at Work, Process Consulting, and Strategic HRM.

Teaching Awards Outstanding Teaching Award, 1990 (Undergraduate) and 1993 (Undergraduate Evening); MBA Core Curriculum Teaching Award, 1996 for leadership course; William Whitney Teaching Award, 2007; Excellence in Teaching Award: MBA Core Curriculum, 2011.

NIH Grant Co-Investigator, NIH RO1 grant, *Achieving success for women in academic medicine: a randomized multi-level trial*. Multi-year study of the impact of Total Leadership program and two other interventions on the lives and careers of women in academic medicine. S. Abbuhl and J. A. Grisso (U. of Pennsylvania School of Medicine), Principal Investigators.

International Fountainebleau, France: INSEAD Advanced Management Program
Teaching and Tel Aviv, Israel: *The Marker* Young and Promising Business Leaders Conference
Consulting Puerto Rico: Universidad del Turabo
Chile: Caja Los Andes and Escuela de Administración Pontificia Universidad Católica de Chile
London: Enterprise for Health and GSK
El Salvador: Escuela Superior de Economía y Negocios
Finland: Helsinki School of Economics
Jerusalem, Israel: Israeli Family Business Seminar
Thailand: Siam Cement Management Seminar
Belgium: Monsanto, Inc.
London: Ford of Europe
Vienna: Human Resources Network of Central and Eastern Europe
Reykjavik, Iceland: City of Reykjavik
Berlin: Daimler Ford, Chrysler, and European Academy of Women in Business and Politics

ADVISORY AND PUBLIC SERVICE

Advisor to Government

- Keynote address, Department of Labor, National Dialogues on Workplace Flexibility, New York, 2011.
- Invited participant in Expert Group Meeting on Flexible Work, convened by the United Nations Office of the Special Adviser to the Secretary-General on Gender Issues and the Advancement of Women, 2010.
- Consultant to US Army (Natick, MA base) on leadership development, 2010.
- Invited participant in White House Forum on Workplace Flexibility, convened by the White House Council on Women and Girls, included President and First Lady Obama and their policy teams, 2010.
- Task Force Member, Work and Family Conference (consulted to VP Al Gore), 1996.

Advisory Boards

- Advisory Board, Bright Horizons Family Solutions, Inc., Boston, MA
- Advisory Board, Sloan Work and Family Research Network
- Advisory Board, US Olympic Committee's Olympic University
- National Advisory Board, United Way Center for Excellence in Early Education
- Board of Directors, Alliance for Work-Life Progress

REFEREED JOURNAL ARTICLES

- Friedman, S. D., 2006. Learning to lead in all domains of life. In D. F. Halpern and H. R. Riggio (Editors), *Changes at the intersection of work and family*, special issue of *American Behavioral Scientist*, 49: 1270-1297.
- Friedman, S. D. and Lobel, S., 2003. The *Happy Workaholic*: a role model for employees. *Academy of Management Executive*, 17 (3): 87-98.
- Friedman, S. D., 1996. Community involvement projects in Wharton's MBA curriculum. *Journal of Business Ethics*, 15: 95-101
- Friedman, S. D. and Olk, P., 1995. Four ways to choose a CEO: coup d'etat, crown heir, horse race, and comprehensive search. *Human Resource Management*, 34: 141-164.
- Friedman, S. D. and Saul, K., 1991. A leader's wake: organization member reactions to CEO succession. *Journal of Management*, 17 (3): 619-642.
- Friedman, S. D., 1991. Sibling rivalry and intergenerational succession in family firms. *Family Business Review*, 4 (1): 3-20.
- Friedman, S. D., 1990. Succession systems in the public sector: Lessons from the Oklahoma Department of Corrections. *Public Personnel Management*, 19(3): 291-303.
- Friedman, S. D., 1990. Education or service? Coping with conflicts in student consulting project goals. *Organization Behavior Teaching Review*, 14 (4): 63-77.
- Friedman, S. D. and Singh, H., 1989. CEO succession and stockholder reaction: the influence of organizational context and event content. *Academy of Management Journal*, 32 (4): 718-744.

BOOK CHAPTERS / OTHER ARTICLES

- Friedman, S. D., 2008. Dial down the stress level. *Harvard Business Review*, December. Reprinted in two HBR collections, *HBR Guide to Managing Stress* and *Unconventional Wisdom in a Downturn*.
- Friedman, S. D., 2008. Be a better leader, have a richer life. *Harvard Business Review*, April. Reprinted in two HBR collections, *Essentials of Leadership* (lead article) and *Must Reads on Managing Yourself*.
- Friedman, S. D., 2005. Four studies of executives helping employees align their actions and values. *International Journal of Leadership Education*, 1: 29-30.
- Friedman, S. D., Thompson, C., Carpenter, M. and Marcel, D., 2005. Proving Leo Durocher wrong: driving work/life change at Ernst & Young. *International Journal of Leadership Education*, 1: 65-92.
- Friedman, S. D. and Olk, P., 2004. Varieties of CEO succession. *Global CEO*, March, 41-51.
- Friedman, S. D., 2002. The whole story. *Financial Times, Series on Mastering Leadership (Part Four)*. November 22, 10-11.

Friedman, S. D. and Galinsky, E., 2001. Corporate help is at hand for working parents. *Financial Times, Series on Mastering People Management (Part Four)*. November 5, 10-11.

Friedman, S. D., 2001. Leadership DNA: The Ford Motor story. *Training and Development*, March, 3-7.

Friedman, S. D., 1999. Children: the unseen stakeholders at work. *Business and Society Review*, 104:1, 53-56.

Friedman, S. D., Christensen, P. and DeGroot, J., 1998. Work and life: the end of the zero-sum game. *Harvard Business Review*, Nov-Dec, 119-129. Reprinted as lead article in *Harvard Business Review on Work and Life Balance*. Boston: Harvard Business School Press, 2000. Also reprinted in *Leading through Adversity* (HBR OnPoint Collection), 2002.

Friedman, S. D., 1998. Clarifying priorities and building a network of support. In Friedman, S. D., et al. (eds.), 1998. *Integrating work and life: The Wharton resource guide*. San Francisco: Jossey-Bass/Pfeiffer.

Friedman, S. D., 1990. The children's theater company. In J. R. Hackman (Ed.), *Groups that work (and those that don't)*. San Francisco: Jossey-Bass, 225-249.

Butterworth, V., Friedman, S. D., Kahn, W. and Wood, J., 1990. Performing groups. In J. R. Hackman (Ed.), *Groups that work (and those that don't)*. San Francisco: Jossey-Bass, 280-287.

Friedman, S. D. and Singh, H., 1989. Wall Street's reaction to CEO succession. *Chief Executive*, July/August, 76-81.

Friedman, S. D., 1986. Succession systems in large corporations: characteristics and correlates of performance. *Human Resource Management*, 25: 191-213.

Friedman, S. D., 1986. Prologue. *Human Resource Management*, 25: 187-190. [Guest Editor's introduction to special issue.]

Friedman, S. D., Tichy, N. M., and Ulrich, D., 1984. Strategic human resource management at Honeywell Inc., Aerospace and Defense Business. In C. J. Fombrun, N. M. Tichy, and M. A. Devanna (Eds.), *Strategic human resource management*. New York: Wiley, 249-273.

Friedman, S. D. with LeVino, T. P., 1984. Appraisal and development in General Electric Company. In C. J. Fombrun, N. M. Tichy, and M. A. Devanna (Eds.), *Strategic human resource management*. New York: Wiley, 183-201.

Tichy, N. M. and Friedman, S. D., 1983. Institutional dynamics of action research. In R. Kilmann (Ed.), *Producing useful knowledge for organizations*. NY: Praeger, 395-415.

ARTICLES PUBLISHED ON HBR.ORG BLOG (2008-PRESENT)

Since 2008, numerous articles posted in my blog at hbr.org, which have been re-published on many other sites, including [Bloomberg](http://Bloomberg.com).

- [How Are You Developing Future Leaders?](#)
- [The First Couple and a New Era of Workplace Flexibility](#)
- [Tweet or Meet? How to Choose Your Medium Wisely](#)
- [Honing Your Skills as a Peer Coach](#)
- [How to Cultivate a Peer Coaching Network](#)
- [The Hidden Business Cost of Mental Illness](#)
- [Three Reasons Why Bruce is the Best Boss](#)
- [Why *The Hurt Locker* Hurts](#)
- [How a 2-Minute Story Helps You Lead](#)
- [Become a More Creative Leader — Think Small](#)
- [The Power of Preventive Assessment](#)
- [The Most Compelling Leadership Vision](#)
- [The Soloist: Creating a Sound Distinctly Yours](#)
- [Will the Next MBA Grads Take More Risks?](#)
- [Grownups Need Recess, Too](#)
- [You Are a Leader \(Really!\)](#)
- [3 Steps Toward Being a Better Leader in 2009](#)
- [What Teach For America Can Teach You](#)
- [Leadership Lessons From an Astronaut](#)
- [Do Not Waste This Crisis](#)
- [Leading Change? These 5 Obama-Approved Tactics Get Buy-In](#)
- [Obama's Authentic Leadership -- And Yours](#)
- [Mental or Physical Illness--Which is the Bigger Workforce Problem?](#)
- [Resilience: What Neil Young Can Teach Microsoft, And Us](#)
- [Public Service, Anyone? After a Crisis, Rediscover Do-Gooding](#)
- [Why It's Not Selfish To Take Care of Yourself](#)
- [Focus on What Matters the Most to You](#)
- [Tough Economy? Smart Managers Dial the Stress Level Down, Not Up](#)
- [Remembering a Master of Leadership](#)
- [Define Your Personal Leadership Vision](#)
- [How Do Your Work and Community Affect Each Other?](#)
- [Do You Hide Your Inner Bruce Wayne?](#)
- [Master the Art of Interruptibility](#)
- [What Google Taught Me About Personal Communication](#)
- [Sports: The Language of Connection](#)
- [Overcome Your Fear of Trying Something New](#)
- [Leadership on *The Wire*](#)
- [A More Holistic Approach to Problem Solving](#)
- [The First Step to a Richer Life](#)
- [Don't Leave Your Personal Life at Home](#)

REFEREED CONFERENCE PAPERS

Abbuhl, S., Pati, S., Scott, P., Tuton, L., Friedman, S., Westring, A., Speck, B., Sammel, M., Troxel, A., McGowan, K., Sonnad, S., Conant, E., Barg, F., Grisso, J. A., 2010. *Moving beyond defining the problem: A unique NIH funded multi-level intervention to enhance institutional culture and women's success in academic medicine*. Awarded best session at the Annual Meeting of the American Association of Medical Colleges.

Friedman, S. D., 2010. Using coaching networks to improve performance in all domains of life. In S. de Janasz and D. Denison (Chairs), *Developing future leaders: Exploring the use of coaching and mentoring for leadership development*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 2007. Learning leadership in an online community. In A. M. Ryan and M. Huth (Chairs), *"Doing good": How work-life research can create positive change*. All-Academy symposium presented, National Academy of Management Meetings.

Friedman, S. D. and Friede, A., 2006. Experiments designed to increase business results by enriching lives. In S. D. Friedman and A. Friede (Chairs), *Advances in leadership development: developing the leader as a whole person*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 2006. Why not try it this way? Overcoming inhibition and choosing to lead in all domains of life. In S. A. Y. Poelmans (Chair), *A decision-making perspective on the work-family interface*. Symposium presented, National Academy of Management Meetings.

Grant, T., Friedman, S. D., and DeLuca, J., 2001. *Creating a revolution in leadership development for front-line supervisors*. Paper presented, Organization Development Network Conference, Vancouver, BC.

Friedman, S. D., 1998. Implications of alternative work arrangements for management research and education. In M. Buck and M. L. Williams (Chairs), *What matters most: alternative work Arrangements and changing definitions of professional and managerial work*. All-Academy symposium presented, National Academy of Management Meetings.

Christensen, P. and Friedman, S. D., 1997. *A new era of change management: Turning the work/life dilemma into an effective change management strategy*. National Meeting of the Human Resource Planning Society.

Friedman, S. D., 1996. Jolted by Gabriel: How becoming a father changed my career. In E. E. Kossek and K. K. Yakura (Chairs), *Punctuated equilibria and work/life jolts in scholarly worlds*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D., Greenhaus, J. H., and Parasuraman, S., 1994. *The impact of family structure on career development opportunities*. Paper presented, National Academy of Management Meetings.

Friedman, S. D., 1994. Community involvement projects in Wharton's new MBA curriculum. In D. Collins (Chair), *Community involvement projects as a method for reducing barriers to understanding*. All-Academy symposium presented at National Academy of Management Meetings.

Friedman, S. D., 1993. *Effects of becoming a parent on career*. Professional Development Workshop presented, Careers Division, National Academy of Management Meetings.

Friedman, S. D., 1993. *Sorting out the pieces: the organizational impact of non-routine executive departure*. Discussant in symposium presented, National Academy of Management Meetings.

Friedman, S. D., 1993. *Teaching a required course in leadership skills: How to alienate frightened students*. Paper presented, Organization Behavior Teaching Conference.

Cosmas, K. and Friedman, S. D., 1992. *Organizational sanctions and work-family conflict*. Poster presentation, Second American Psychological Association and National Institute for Occupational Safety and Health Conference on Occupational Stress.

Friedman, S. D. (Chair and Discussant), 1992. *Human resource management: emerging issues*. Symposium presented, Eastern Academy of Management Meetings.

Friedman, S. D. and Olk, P., 1991. Organizational performance and CEO successor type. *Proceedings of the Annual Meeting of the Eastern Academy of Management*, Hartford, CT., 260-263.

Friedman, S. D., 1991. Why hire from within? Causes and consequences of internal promotion systems. *Academy of Management Best Papers Proceedings*, 272-276.

Friedman, S. D. (Chair), 1990. *Building strategic vision amidst uncertainty*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 1989. Conflict inherited: sibling rivalry in family firms. In R. J. Bies and S. B. Sitkin (Co-chairs), *Conflict by design: on the constructive creation and use of organizational conflict*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D. and Friedman, H. B., 1989. *Consequences of career transitions for executives and their spouses*. Paper presented, National Academy of Management.

Friedman, S. D. and Saul, K., 1988. *Internal consequences of CEO succession events in large corporations*. Paper presented, National Academy of Management Meetings.

Friedman, S. D. 1988. *Learning by doing: consulting projects in a human resource management MBA class*. Paper presented, Regional Organization Behavior Teaching Conference, Philadelphia.

Friedman, S. D. and Olk, P., 1987. The succession process: theoretical considerations. In S. D. Friedman (Chair), *Succession theory and management realities*. Symposium presented, National Academy of Management Meetings.

Friedman, S. D. and Singh, H., 1986. *Why he left: an explanation for the succession effect*. Paper presented, National Academy of Management Meetings.

Friedman, S. D., 1986. Performing teams. In J. R. Hackman (Chair), *Groups that work*. Symposium presented, American Psychological Association.

Friedman, S. D., 1985. Reinforcing strategic performance: controls and the selection and development of key decision-makers. In J. Pennings (Chair), *A Wharton symposium on strategic control: information, control,*

reward and development systems. Symposium presented, National Academy of Management Meetings.

Cowherd, D. and Friedman, S. D., 1984. A structuration perspective on organizations. In S. B. Sitkin and G. Kunda (Co-Chairs), *Structural relations in organizations: the interaction between belief, behavior and structure.* Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 1983. Convergent themes in strategic planning, human resource management, and organization development. In S. D. Friedman (Chair), *Integrating human resource management and business strategy: theoretical and applied perspectives.* Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 1983. Cultures within cultures? An empirical assessment of an organization's subcultures using projective measures. In S. D. Barley and M. R. Louis (Co-Chairs), *Many in one: organizations as multicultural entities.* Symposium presented, National Academy of Management Meetings.

Friedman, S. D., 1983. On work teams in organizations: the case of performing artists. In D. Farrell, J. R. Rizzo, and M. A. Albrecht (Eds.), *Proceedings of the Annual Conference of the Midwest Academy of Management.* Kalamazoo, MI: Western Michigan University, 157-179.

Friedman, S. D., 1983. Executive development as a strategic activity in the General Electric Company. In D. Farrell, J. R. Rizzo, and M. A. Albrecht (Eds.), *Proceedings of the Annual Conference of the Midwest Academy of Management.* Kalamazoo, MI: Western Michigan University, 366-89.

Tichy, N. M. and Friedman, S. D., 1982. *Institutional dynamics of action research.* Paper presented, Conference on Producing Useful Knowledge for Organizations, University of Pittsburgh.

INVITED PAPERS AND ADDRESSES

Friedman, S. D., 2001-present. *Total leadership: be a better leader, have a richer life.* Invited lecture presented in a wide variety of organizations, including [Google](#) (click for video), The Mayo Clinic, The World Bank, and numerous other settings worldwide. Complete list available.

Friedman, S. D., 2006. *Teaching about managing work-life integration as a leadership competency.* Invited speaker, Professional Development Workshop, National Academy of Management Meetings.

Friedman, S. D., 2006. *Political savvy in organizations.* Invited speaker, Professional Development Workshop, National Academy of Management Meetings.

Friedman, S. D., 2006. *Current issues in work/life integration.* Invited panelist, Work and Family Conference, sponsored by The Conference Board and Families and Work Institute.

Friedman, S. D., 2006. *Leadership futures.* Invited lecture, The New School, New York.

Friedman, S. D., 2005. *Opting different: reframing the work/life debate.* Invited panelist, National Council for Research on Women Conference. *Power Matters: Reshaping Agendas Through Women's Leadership.* City University of New York, NY.

- Friedman, S. D., 2005. *How business schools increase leadership capacity*. Invited lecture, Drexel University.
- Friedman, S. D., 2005. *Learning to lead in all domains of life*. Invited speaker, Work and Family Conference, sponsored by The Conference Board and Families and Work Institute.
- Friedman, S. D., 2005. *Developing leadership capacity*. Invited lecture, European Academy of Women in Business and Politics. Berlin, Germany.
- Friedman, S. D., 2005. *Understanding the changing workplace*. Invited panelist, Alliance of Work-Life Progress Annual Conference, Orlando.
- Friedman, S. D., 2004. *The child care scare*. Invited panelist, Presidential session at American Psychological Association Annual Meeting, Hawaii.
- Friedman, S. D., 2004. *Headlines and hallmarks from the research world*. Invited moderator, Alliance for Work-Life Progress Annual Conference, Phoenix, AZ.
- Friedman, S. D., 2003. *Total Leadership in academia*. Keynote speaker, Annual Meeting of the College and University Work Family Association, Philadelphia.
- Friedman, S. D., 2003. *Leadership skills for work/life professionals*. Invited speaker, Work and Family Conference, sponsored by The Conference Board and Families and Work Institute.
- Friedman, S. D., 2001. *Total leadership: research and practice*. Invited lecture, Harvard Business School.
- Friedman, S. D. and Venen-Bock, S., 2001. *New approaches to work redesign*. Work and Family Conference, sponsored by The Conference Board and Families and Work Institute.
- Friedman, S. D. and Livorine, E., 2001. *Affecting social change through public/private alliances*. Invited address, WorkLife Congress.
- Friedman, S. D., 2001. *Creating a new model for leadership development*. Invited paper, Annual Meetings of the Association of Work/Life Professionals.
- Friedman, S. D., 2000. *Transforming behemoths*. Invited address, International Consortium of Executive Development and Research, October; Center for Effective Organizations Annual Meeting.
- Friedman, S. D. and Galinsky, E., 2000. *Private sector initiatives in caring for the young children of working parents*. Invited paper, Wharton Impact Conference, *Caring for the Young Children of Working Parents*.
- Friedman, S. D. and Bay, J., 2000. *Work/life and brand strategy*. Invited address, Work/Family Congress.
- Friedman, S. D., 1999. *Work and family – allies or enemies?* Invited address, Work/Family Congress.
- Friedman, S. D., 1999. *Organization support for work/life integration*. Invited address, Duke University.
- Friedman, S. D., 1999. *Research on the impact of family-friendly work environments*. Invited paper, Annual

Meetings of the Association of Work/Life Professionals.

Friedman, S. D., 1999. *Profiling the leaders of tomorrow*. Invited panelist, Annual Conference of the International Association of Corporate and Professional Recruitment.

Friedman, S. D., 1998. *Achieving the potential: the future of work/life initiatives*. Invited panelist, Work and Family Conference, sponsored by The Conference Board and Families and Work Institute.

Friedman, S. D., 1998. *Work/life integration*. Invited address, University of North Carolina.

Friedman, S. D., 1997. *Reflections on building a leadership program*. Invited seminar, Indiana University School of Business and The Center for Creative Leadership.

Friedman, S. D., 1996. What do we really know about this issue? Presentation and dialogue moderated by Vice President Al Gore in the *Expert's Forum of Family Reunion V: Family and Work*. Tennessee State University, Nashville, TN, June 23. [Member of an 8-person task force selected to work directly with Vice President Gore on the design of this national conference on work and family.]

Friedman, S. D., 1996. *Integrating work and personal life*. Invited lecture, Cornell University.

Friedman, S. D., 1996. *Research on work/life integration*. Invited address, annual meeting, Bright Horizons.

Friedman, S. D., 1996. *Work and family conflict: Is time the problem?* Invited address, Work-Family Council, the Conference Board. Also delivered to Penn Trustee's Council of Penn Women and U. Cincinnati conference, *Agenda for the 21st Century Labor Force: Implications of Changing Family Structure, Diversity and Jobs*.

Friedman, S. D., 1996. *Developing a work/life strategy*. Invited seminar for practitioners at University of Cincinnati conference, *Agenda for the 21st Century Labor Force: Implications of Changing Family Structure, Diversity and Jobs*. Also presented at annual meeting of the Securities Industry Association, and other groups.

Friedman, S. D., 1991. *Why hire from within? Causes and consequences of internal promotion systems*. Seminar at ESSEC (Paris), Villanova U., City U. of New York, New Jersey Institute of Technology, U. of Utah.

Friedman, S. D., 1990. *A longitudinal study of succession systems and organizational effectiveness*. Seminar at Pennsylvania State University.

Friedman, S. D., 1988. *CEO succession in large corporations*. Seminar at University of Chicago.

Friedman, S. D., 1987. *Succession planning, financial performance, and reputation*. HR Planning Society.

Friedman, S. D., 1985-86. *Managing succession systems*. A series of 15 addresses sponsored by *Business Week* presented in major cities throughout the U.S..

Friedman, S. D., 1985. *Managing succession systems*. Corporate Education Resources Conference, Boston.

Friedman, S. D., 1985. *The leadership succession study*. Corporate Leadership Conference, Arden House, NY.

WHARTON WORK/LIFE INTEGRATION PROJECT CONFERENCES, PUBLICATIONS, AND TEACHING RESOURCES

Wharton Work/Life Roundtable Conference Series

As founding director of the Wharton Work/Life Integration Project, I convened and organized a series of conferences devoted to developing useful knowledge about teaching work/life integration and creating cultural change in organizations. These conferences, listed below, were attended by a variety of scholars and practitioners and received significant media attention (see Media section, below).

1994	Dilemmas in Teaching About Work/Life Integration
1995	What Individuals Need to Know to Integrate Work and Life
1996	What Managers Need to Know to Integrate Work and Life
1999	The Role of Senior Executives in Driving Work/Life Change
2000	Caring for the Young Children of Working Parents: A Call for Private and Public Sector Leadership (A Wharton School Impact Conference)

Publications

The conferences have been focal points for generating research that has resulted in published books and articles, listed previously, as well as teaching resources, listed below. In addition to these conferences, the Work/Life Integration Project has studied the evolving lives and careers of Wharton students and alumni, through written surveys supplemented by interviews. Publications from this research, too, are listed above.

Teaching Resources

Case studies on the role of senior executives in driving work/life cultural change.

The following four case studies were products of the 1999 Wharton Work/Life Roundtable and were subsequently published in the inaugural issue of the *International Journal of Leadership Education*. These four cases are listed on the Aspen Institute's case materials website and copies have been sent to hundreds of educators, students, and researchers from around the world in response to their inquiries.

1. Lobel, S., 2005. Allied Signal. *International Journal of Leadership Education*, 1: 31-64.
2. Friedman, S. D., Thompson, C., Carpenter, M. and Marcel, D., 2005. Proving Leo Durocher Wrong: Driving Work/Life Change at Ernst & Young. *op. cit.*, 65-92.
3. Bankert, E., Lee, M. D., and Lange, C., 2005. SAS Institute. *op. cit.*, 93-114.
4. Siegel, P., 2005. Seagate Technology, *op. cit.*, 115-158.

Guides and notes for teaching about leadership from the point of view of the whole person.

The leadership story of your life
Changes in leadership performance and identity
Total Leadership coach's guide
Total Leadership stakeholder dialogues guide
Total Leadership experiments guide
Nine types of experiments in the design of work and life

SUNDRY PUBLICATIONS

Featured/quoted in *Knowledge@Wharton* articles:

- 2011. From freelancers to telecommuters: Succeeding in the new world of solitary work.
- 2011. Gross domestic happiness: What is the relationship between money and well-being?
- 2010. Adjusting to the “new normal”: The consequences of long-term high unemployment.
- 2010. When do exaggerations and misstatements cross the line?
- 2010. Doing good, with *The Power of Half* (includes [video interview](#)).
- 2010. One ambivalent economy + many cautious employers = one difficult job market.
- 2009. Caught in the middle: rising unemployment takes its toll on older managers.
- 2009. Six months into the job: How successful is the president’s leadership style?
- 2009. Integrate your personal and professional life in three steps.
- 2008. Four-way win: how to integrate work, home, community and self (includes [video interview](#)).
- 2007. Toppling a taboo: Businesses go “faith-friendly”.
- 2006. Plateauing: redefining success at work.
- 2002. Cultivating total leadership with authenticity, integrity, and creativity.
- 2002. Vacationing in a wireless world: relaxation vs. 4000 emails.
- 2002. What happens to the inner circle of the ousted CEO?
- 2000. Who’s watching the kids? The state of child care in America.
- 1999. Life-friendly managers with a win-win philosophy.

Friedman, S. D., 2004. “Happy Workaholics” can model authentic behavior. *Work/Life Today*, October.

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MEDIA RECOGNITION AND REVIEWS

On Total Leadership – book, Wharton course, interventions (selected list)

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2010. [ABC News](#) interview with ABC's Tory Johnson about the White House Forum on workplace flexibility.

Ollier-Malaterre, A., 2009. Book review in *Human Resource Management*, July. ["...a must-read for scholars interested in leadership, change, and work-life..."]

2009. Boost resilience, decrease stress, and improve your performance. [Harvard Business Ideacast](#), Sep. 14.

Alboher, M., 2008. Hot ticket in B-school: bringing life values to corporate ethics. [New York Times](#), May 28. [Students talk about Friedman "with a mixture of earnest admiration, gratitude and rock star adoration."]

Michaelman, P., 2008. [Be a Better Leader, Have a Richer Life: Interview with Stew Friedman](#). *Harvard Business Review* YouTube channel.

Robertson, T., 2005. Between work and life there's balance. *Boston Globe*, June 19.

On Leadership Development at Ford Motor Company and Wharton (selected list)

Galvin, T., 2001. Training Top 50: birds of a feather. *Training*; March. [Article on best corporate programs.]

The International Consortium for Executive Development Research (ICEDR), 2001. *An analysis of Ford Motor Company's LDC*. [Summary of independent assessment of LDC's impact, seen as "global benchmark."]

Schafer, A., 2001. Driving the revolution. *The Focus*, May. [Report on LDC from Egon Zehnder publication.]

Hammonds, K. H., 2001. Ford's drive for balance. *Fast Company*, May.

Gordon, D. T., 2001. Can Ford clone leadership DNA? *CIO Magazine*, April 15.

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Hammonds, K. H., 2000. Grassroots leadership: Ford Motor Company. *Fast Company*, April. [Cover story.]

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On Work and Family – Allies or Enemies? (selected list)

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Sullivan, S. E. 2001. Review, *Academy of Management Executive*, May, 15:2, 139-141.

Shellenbarger, S. 2000. Trials and tribulations of a net executive and other book gems. *Wall Street Journal*; December 20. [*Allies or Enemies?* selected as one of the best books of the year.]

Miller, R. K. 2000. Body and soul. *Human Resource Executive*, November. [Interview with authors.]
Friedman, S. D. and Greenhaus, J. H., 2000. Life's work. *CIO Magazine*, August. [Excerpts from book.]

Shellenbarger, S. 1996. It's the type of job you have that affects the kids, studies say. *Wall Street Journal*, July 31.

On Work/Life Research and Practice (selected list)

Hammonds, K. 2004. Balance is bunk. *Fast Company*, October. [Focuses on my *Happy Workaholic* article.]

Shellenbarger, S. 1999. Are saner workloads the unexpected key to more productivity? *Wall Street Journal*, March 10.

Shellenbarger, S. 1996. Enter the 'new hero': a boss who knows you have a life. *Wall Street Journal*, May 8.

Shellenbarger, S. 1995. Keeping your career a manageable part of your life. *Wall Street Journal*, April 12.

Shellenbarger, S. 1995. In real life, hard choices upset any balancing act. *Wall Street Journal*, April 19.

Noble, B. P. 1994. Coming soon: get a life 101. *New York Times*, Sunday, February 27.

Media Awards

2011. [Top 100 Websites for Women](#), *Forbes*. www.totalleadership.org selected for list.

2009. [The Thinkers 50](#). Selected as #4 on the "guru radar" list.

1997. Friends of the family: 25 men who have made it easier for working parents to raise and nurture children. *Working Mother*, June. Recognized as one of the 25.

Other Media Coverage

Cited in other stories about work/life issues, leadership succession and development, strategic human resources management, and organizational change in numerous publications and on TV and radio, including: *Fast Company*, *Wall Street Journal*, *CIO*, *New York Times*, *Financial Times*, *Business Week*, *Human Resources Executive*, *Money*, *Institutional Investor*, *Washington Post*, *Boston Herald*, *Boston Globe*, *International Herald Tribune*, *Miami Herald*, *Detroit Free Press*, *San Francisco Examiner*, *Los Angeles Times*, *APA Monitor*, *Good Morning America*, *Money Matters Today*, *Ma'ariv* (Tel Aviv daily), and many others.

ASSOCIATIONS AND EDITORIAL

Membership in Professional Associations

Member, American Psychological Assn.: Task Force Member, APA Presidential Initiative on Work and Families
Member, Academy of Management: Ad Hoc reviewer for AoM publications and programs; Steering Committee, Careers Division; Chair, HR Track, Eastern Academy of Management Meeting
Member, Work/Life Leadership Council, Conference Board: Annual Program Committee
Member, Council of Research Advisors, Work-Family Connection
Member, American Society for Training and Development
Member, International Society for the Psychoanalytic Study of Organizations

Editorial Boards

International Journal of Leadership Education, Journal of Organization Behavior Education, Human Resource Management, Family Business Review

CONTRIBUTIONS TO PENN COMMUNITY (SELECTED LIST)

- 2011. Co-founder, Leadership in Film series, open to all members of the Wharton community.
- 2010- Workshops for Robert Wood Johnson Clinical Scholars Program, Penn Medicine, 2010 and 2011.
- 1998- Wharton Alumni Club presentations: San Francisco, New York, Philadelphia, San Diego, Los Angeles, London, Toronto, Atlanta, Long Island
- 2005 U. of Pennsylvania Faculty Senate Homecoming Symposium on Youth and Aging. Invited panelist.
- 2001- Regular contributor as host for annual Wharton Leadership Conference; speaker in 2009.
- 2000 Wharton Impact Conference on Caring for the Young Children of Work Parents. Co-organizer, speaker.
- 1998 Wharton Impact Conference on Ethical Issues in Financial Services. Invited panelist.
- 1998 Advisory board member of Penn President Judith Rodin's Flexible Work Options Task Force.
- 1998 Wharton Women in Business Conference. Invited panelist.
- 1997 Wharton Women in Business Conference. Invited panelist.
- 1995 Presentation on *Managing Life Choices* to Trustees' Council of Penn Women.
- 1991 Founding Director, Wharton Leadership Programs in both MBA and Undergraduate Divisions
- 1991 Founding Director, Wharton Work/Life Integration Project
- 1991 Director of Academic Affairs, Undergraduate Division