Curriculum Vitae

Leanna L. Holmer Ph.D.

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Current Position

Associate Professor, Institute of Public Service, Seattle University. Teach public and non-profit management topics including organization theory, management skills, and social justice and social policy.

Research Interests

Relationships among emotional development, interpersonal competence, management skills, and individual, team and organizational learning. Related implications of recent developments in the neurosciences.

Education

Ph.D. in Public Policy and Management, The Ohio State University, December, 1993. Specialization in organization theory and organization development. Dissertation: *Relationships among Organizational Health, Emotional Capacity, Interpersonal Behavior, and Process Effectiveness*. A field study of working groups, using quantitative and qualitative methods.

Master of Public Administration (M.P.A., 1978) The Ohio State University. Specialization in human resource management and organization development. Thesis: Citizen Participation in Human Services Systems.

Bachelor of Arts (BA, 1974) Ohio State University. Major in economics.

Academic Experience

Acting Director, Institute of Public Service, Seattle University, effective September 1, 2000 to June 30, 2001.

Provided administrative oversight for the Master of Public Administration Degree program and general operations.

Assistant Professor, Institute of Public Service, Master of Public Administration program 1995-2001. Taught applied theory courses in human resource management and organization analysis; experiential skill development courses in management and leadership, and social welfare policy analysis. Served as faculty advisor to approximately 40 graduate students.

Adjunct Faculty, Master of Arts in Management Program, the McGregor School of Antioch University, 1994-1995, part-time. Taught leadership, decision-making, diversity and organization behavior to mid-career students.

Instructor, School of Public Policy and Management, Ohio State University, 1993 & 1994. Taught a core M.P.A. course in management skills.

Graduate Teaching Associate, School of Public Policy and Management, Ohio State University, Winter and Spring, 1991. Taught business-government relations to senior business students.

Publications--Refereed

Will We Teach Leadership or Skilled Incompetence? The Challenge of Student Project Teams. *Journal of Management Education*, Vol. 25 No. 5., October, 2001.

The Practice Gap: Strategy and Theory for Emotional and Interpersonal Development in Public Administration Education, 1995. *Journal of Public Administration Education*, Vol. 1 #1, May, 1995. With Guy B. Adams.

Developing Emotional Capacity and Organizational Health, 1994. In R. Kilmann, (Ed.), *Managing Ego Energy*, San Francisco: Jossey-Bass.

Publications--Other

Policy Networks and the Implicate Order. *Public Productivity and Management Review*, March, 1999. Book review.

Leadership and Change Management. In Schwartz, (Ed.) *Leadership Education: A Source Book of Courses and Programs.* Center for Creative Leadership, Greensboro, N.C., 1998. Course description.

Getting the most out of Student Project Teams: A student-centered approach. *Journal of Public Administration Education*, Vol. 3 #2, May 1997. Invited article.

Budgeting in Columbus, in C.W. Lewis and A. G. Walker III, (eds.) *Casebook in Public Budgeting and Financial Management*. Englewood Cliffs, New Jersey: Prentice Hall, 1984. With M. Weinberg.

Academic Presentations

A systems thinking approach to understanding social equity problems, 15 pages. Phoenix, Az.: 7th Annual Social Equity Leadership Conference, February 7-9, 2008.

Taming the Lizard: A Framework for managing defensiveness that blocks learning, 6 pages. Wellesley, MA: 35th Annual Organization Behavior Teaching Conference, June 11-14, 2008.

Views from the Field: Attributes of Successful Employees, Managers, And Leaders in Public and Nonprofit Agencies, 10 pages, at the National association of Schools of Public Affairs and Public Administration annual conference. October, 2007, Seattle.

Helping Good-Hearted People Be Firm On Performance, 10 pages. Organizational Behavior Teaching Conference, June, 2007.

Keeping Student Teams Out Of Abilene: A Sustained Approach To Unlocking The Potential For Genuine Collaboration. 8 pages, at the Organizational Behavior Teaching Conference, Nazareth College.

The Action Learning Report: A High-Impact, Gradable, Almost Bull-Proof Assignment For Developing Self-Awareness, Learning, And Management Skills. 11 pages, at the Organizational Behavior Teaching Conference, University of Scranton.

Crossing the boundary between knowing about and practicing organizational learning. Presentation to the National Conference of the American Society of Public Administration, March 2004, Portland State University.

Crossing the boundaries between psychological camps: The emotional capacity model of organizational health. Presentation to the 16th Annual Public Administration Theory Network Conference. June, 2003, University of Alaska at Anchorage.

Management Skills, Emotional Challenge, and Beginner's Mind: Connecting the Dots for Powerful Learning. Presentation to the 2002 national Organization Behavior Teaching Conference. June, 2002, Chapman University.

The Thrill of Organization Theory: A Course that Works, and how it Got There. Presentation to the 2000 national Organization Behavior Teaching Conference, June, 2000, State University of West Georgia.

Beginner's Mind, Spirituality, and Generative Learning. Presentation to the 1999 national Organization Behavior Teaching Conference, June, 1999, New Mexico State University.

Using Systems Thinking and Dialogue Techniques to Teach Social Justice/Social Policy. Presentation to the 1999 national Public Administration Teaching Conference, March 1999, Portland State University.

Neurotic Organization Theater: Presentation to the 1998 national Organization Behavior Teaching Conference, June, 1998, University of Laverne.

Metaphor as Medium: Exploring Student Concerns and Jungian Type. Presentation to the 1997 national Organization Behavior Teaching Conference, June 1997, Case Western Reserve University.

Maximizing the Learning Value of Student Project Teams. Presentation to the 1997 national Public Administration Teaching Conference, March, Virginia Commonwealth University.

Defensive Routines in Student Project Teams. Presentation to the 1996 national Organization Behavior Teaching Conference, June, Keene State University.

Preliminary Findings on a Holonomic Theory of Emotional Capacity and Organizational Health. Paper presented to the national Academy of Management Meetings, August, 1995, Dallas, Texas. With Robert W. Backoff.

Practicing Dialogue Skills in High-Voltage Situations. Presented to the national Organization Behavior Teaching Conference, June, 1995.

Teaching for Effective Application of Management Skills. Paper presented to the national Public Administration Teaching Conference, March, 1994.

Teaching Response to Emotional Challenge in the OD Classroom and Workshop. Presentation to the national Organizational Behavior Teaching Conference, June, 1993.

Management Experience

Principal, Healthy Organizations, 1988-1995. Provided consulting and training in strategic management and organization development for government, education, human service, and business organizations.

Director of Budget and Finance, Ohio Bureau of Employment Services, 1986-1988. Chief Financial Officer or 3000-employee government agency. Stabilized budget crisis and professionalized financial operations. Oversaw large-scale design and conversion of financial/management information systems. Worked with legislature, oversight agencies, and internal program interests to achieve resolution of complex administrative and financial issues.

Budget Director, Ohio Department of Development, 1983-1986. Directed resource allocation and policy evaluation for a $300 million agency providing diverse economic development programs.

Planning Manager, City of Columbus Office of Management and Budget, 1982-1983. Designed a nationally-recognized budget and program evaluation system for the City of Columbus Ohio.

Project Manager, Metropolitan Human Services Commission, 1977-78. Managed a county-wide goal-setting process involving human services funders, providers and consumers.

Assistant Manager of Claims Adjustment, Ohio Department of Human Services, 1974-1976. Reviewed and adjusted payments to medical providers for the Medicaid program.

Selected Consulting and Training Experience

Descriptive Communications. Workshop presented for Waste Management Corporation's Women's Professional Network 2007.

Leading Learning. Seminar presented for the Management Program, University of Washington, 2004.

Team building. Workshop on "Exploring Myers-Briggs Types for the Jewish Federation of Greater Seattle. 2003.

Team building. Workshop presented to members of the Presidential Cabinet of Macedonia, 2002. Sponsored by Global Education Services.

Process Facilitation, Governors Office of Head Start Collaboration (State of Washington), 1998. Designed and conducted a series of focus groups working on interagency collaboration.

Change management, Ohio Department of Education, 1993. Worked with agency leadership and executive staff to facilitate cultural change in the organization and State public education system.

Strategic management, Marion County Children Services Board, CHOICES for Victims of Domestic Violence, Columbus AIDS Task Force, other agencies. 1990-1995. Designed and facilitated strategic decision processes for governing boards and senior staff.

Team building, Ohio Rehabilitation Services Commission. Ohio Tuition Trust Authority, Ohio Bureau of Worker's Compensation, and others, 1990-1995. Worked with senior management and various field offices to improve teamwork and communications.

Facilitation and policy analysis, State of Ohio Office of Collective Bargaining, 1990. Facilitated and provided administrative analysis for a joint labor/management task force looking at statewide bargaining issues including safety, leave use, overtime, and productivity.

Awards and Grants

Seattle University Summer Faculty Fellowship Award, 2004
Seattle University Summer Faculty Fellowship Award, 1998.
Graduate Student Alumni Research Award, Ohio State University Graduate School, 1992.
The Ohio State University College of Administrative Science Pacesetter Award, 1978.
Honor Society of Pi Alpha Alpha, 1991
Honor Society of Phi Alpha Phi 1990

Professional Affiliations

Academy of Management
American Society for Public Administration
Organization Behavior Teaching Society
Association of Nonprofit and Voluntary Agencies