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**Research Professor of Management and Organization, Center for Effective Organizations,
Marshall School of Business, University of Southern California**

Editor-in-Chief, *Human Resource Management, the Journal*

Adjunct Professor, Executive Education

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Education

University of Colorado, Boulder, Ph.D. - Business Administration, May, 1992.

Major: *Human Resource Management*, concentration in Compensation Minor: *Research Methods*

Dissertation topic: The effect of gainsharing on employee behavior: Test of a theoretical model derived through agency theory and procedural justice perspectives.

BSBA - *Personnel Management* - University of Colorado, Boulder, Attended 1/80 to 12/84

Honors, Grants, and Awards

2008, via Editor-in-Chief role, *Human Resource Management, the Journal*, received an APEX award for overall excellence for print, layout and design (category).

2007, via Editor-in-Chief role, *Human Resource Management, the Journal*, received an APEX award for overall excellence for print magazines and journals over 32 pages (category).

2006, via Editor-in-Chief role, *Human Resource Management, the Journal*, received the most improved journal award presented to HRM Journal by APEX.

Selected to present at the Midwest Springboard Competition for women-owned businesses, 2001.

1999 Human Resources scholarly achievement award, Academy of Management, for Academy of Management Journal paper titled: The Human Resource Executive Effect in IPOs.

1999 Sara and George McCune Best Paper Award, Sage Publications. For paper titled: Using ownership as an incentive: Does the "too many chiefs" rule apply in entrepreneurial firms?

Society for Human Resource Management Foundation Grant to fund the initial public offering (IPO) research initiative, awarded, August, 1999.

Technology Development Fund Grant, Office of Economic Development, Cornell University, Fall, 1997.

Best paper award for a special topic: Empirical Studies on Growth Strategies-Performance Relationships. Presented at the 1997 Babson-Kauffman Entrepreneurship Research Conference. Sept., 1997.

Awarded a grant from the Society for Human Resource Management Foundation for a study titled "The HRM Paradox / The HRM Challenge," Summer, 1997.

Awarded the J. Thomas Clark Professorship of Entrepreneurship and Personal Enterprise in 1993, reappointed in 1996. Supports research and teaching in human resource management for entrepreneurial businesses.

Part of a research team awarded a grant from the International Consortium for Executive Development Research to study the role of human resource strategy in sustaining organizational transformations.

American Compensation Association Dissertation Grant, 1991

Harvey W. Wilson/Society for Human Resource Management Foundation Dissertation Grant, 1991.

One of 30 people nominated from the University of Colorado (only person from Business School) for the Alumni Association Teaching Recognition Award, Spring, 1991.

Richard D. Irwin Foundation Fellowship, 1989.

Gerald Hart Doctoral Research Summer Fellowship

Received this competitive award two summers, 1987 and 1988.

Nominated by the Business School and received fellowship from the Graduate School at the University of Colorado, October, 1987.

Employment / Professional Experience

- 6/08 to present Research Professor of Management and Organization, Center for Effective Organizations, Marshall School of Business, University of Southern California (Part-time affiliation)
- 9/99 to present Associate Professor of Organization Behavior and Human Resource Management, University of Michigan Business School. (Adjunct status as of September, 2001)
- 1/97 to present President, CEO, and founder, eePulse, Inc. (Full time affiliation, Sept., 2001)
- 6/92 to 8/99 Assistant Professor, Human Resource Studies, ILR, Cornell University.
- 9/89 to 5/92 Instructor, University of Colorado, Boulder.
- 9/87 to 9/89 Research assistant for Dr. Luis R. Gomez-Mejia, University of Colorado.
- 9/86 to 5/87 Teaching assistant, University of Colorado, Boulder.
- 8/85 to 9/86 Founder / Director of Boulder County Personnel Services (served legal community)
- 12/81 to 8/85 Human Resource Consultant, compensation and human resource management.
- 6/79 to 11/81 Human Resource Management, NBI, Inc.
- 2/77 to 10/78 Recruiter, Employment Specialist, Detroit Edison.

Academic Experience

RESEARCH: Research focus has been in several areas: human resource strategy in high growth and high change organizations, HR metrics, HR technology, and leadership / compensation. Most recent research projects focus on the role of employee energy on long-term competitiveness and success of both individuals and organizations, methods for transforming traditional employee surveys, and a unique new incentive system called the ROI share plan (which combines survey technology with financial and non-financial incentives). In process of pursuing a global, large-scale research project on the role of relational capital (which we are calling the relational view of the firm) in driving performance. Two exploratory studies have been completed.

Leadership Research: In June, 2003 started a large-scale monthly research project examining patterns of growth and leadership confidence. The sample as of October, 2007 consists of 4,000 senior executives around the world with approximately 47% being in CEO positions. Large samples of women business owners, entrepreneurs, and HR senior executives are part of the study. The sample is being supplemented in January, 2008 with members of The Conference Board through a strategic alliance between Theresa (lead researcher) and eePulse (donating the technology). Also, in September, 2007 I added the Leadership Team Pulse, whereby companies can sign up their top 100 leaders and obtain their own benchmark data at no cost. Thus, the sample now is being expanded to not only have individual leaders but leadership teams across organizations.

TEACHING: Executive development, Ph.D. seminars, Masters and Undergraduate courses taught, including subjects such as: HR Strategy, Survey of Human Resource Management, Human Resource Strategies for Competitiveness (developed this new course), Compensation and Benefits, Human Resource Strategies for Entrepreneurial Firms (developed this new course), HR for high change organizations, and more. Designed training and executive development programs for organizations; participated in large-scale executive development projects, and developed global cases and teaching materials for several programs. Taught in several global programs (e.g. in Switzerland, the Czech Republic, Slovakia, UK, and France).

Publications

Invited columnist for: IHRIM Link, HR.com, CIO Update, Worforce, the Business Edge.

Welbourne, T. M. (in press). Extreme strategizing. Leader to Leader.

Welbourne, T. M. (2008). The Practitioners Guide to Measuring Internal Communications. Melcrum; London, England.

- Welbourne, T.M. & Pardo del Val, M. (2008). In press: Relational capital: Strategic advantage for small and medium-size enterprises (SMEs) negotiation and collaboration. Group Decision and Negotiation.
- Welbourne, T.M. (in press). HR in times of crisis. IHRIM Link.
- Welbourne, T.M. (2008). Managers lament: Have strategy, need direction. Journal of Employee Communication Management. May/June.
- Prime, J., Carter, N. & Welbourne, T.M. (2008), in press. Women “take care,” Men “take charge.” The Psychologist-Manager Journal.
- Welbourne, T.M. (2008, in press). Editing a bridge journal. Chapter in: Baruch, Y., Konrad, AI, Aguinis, H. & Starbuck, W., Opening the Black Box of Editorship. Palgrave Macmillan.
- Storey, J., Ulrich, D., Welbourne, T. & Wright, P. (2008, in press). Employee Engagement. Chapter in: Strategic Human Resource Management, Routledge Companion.
- Welbourne, T.M. and Ferrante, C.J. (2008). To monitor or not to monitor: A study of individual outcomes from monitoring one’s peers under gainsharing and merit pay. Group and Organization Management. 33(2): 139-162.
- Welbourne, T.M. (2008). Are employee surveys disengaging employees? Chapter in: Finney, M. I. (Ed). Building High Performance People and Organizations. Praeger Greenwood: pp. 109-122.
- Welbourne, T. M. & Gomez-Mejia, L. R. (2008 : Update from 1999 original book). Team-based incentives. In: Rock, M. L. & Berger, L. A. (Eds.) The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design. New York: McGraw-Hill, Inc. pp. 259-276. This is an update to the original 1991 book and chapter.
- Larraza-Kintana, M., Wiseman, R. M., Gomez-Mejia, L.R., & Welbourne, T.M. (2007). Distinguishing between employment and compensation risk influences on perceived risk taking. Strategic Management Journal. 28(10), 1001-1019.
- Welbourne, T.M., Cycyota, C.S. & Ferrante, C.J. (2007). Wall street reaction to women in IPOs: An examination of gender diversity in top management teams. Group and Organization Management. October, 33(5): 524-547.
- Welbourne, T. M. (2007). Employee engagement: Beyond the fad and into the executive suite. Leader to Leader, March, Spring issue: 45-51.
- Welbourne, T.M. (2007) Employee engagement: Doing it vs. measuring it. Chapter in Employee Engagement: Trends and Cases: The ICFAI University Press., pp: 147-152. and printed in September 8, 2003, HR.com.
- Welbourne, T.M. (2007). See results: Don’t disengage with your surveys. Journal of Employee Communication Management. June, pp. 31-33.
- Welbourne, T.M. (2007). Leadership energy and confidence: What do the trends tell us for 2007? Talent Management Magazine, July, pp. 44-45.
- Welbourne, T.M. (2007). The story of data and dialogue driven leadership Chief Learning Officer, July, pp. 42-25.
- Welbourne, T.M. (2007, in press). HR challenges in higher education. IHRIM Link.
- Welbourne, T. M. (2007, in press). Are surveys evil? Journal of Employee Communication Management,

January.

- Welbourne, T.M. (2007). Benchmarking: What it is and what it isn't. Published in: HR Metrics: An Introduction. The Icfai University Press, pp. 64-69. Earlier publication (2005), IHRIM Link. April / May, 34-36.
- Welbourne, T.M. HR metrics for HR strategists. (2007). Published in: HR Metrics: An Introduction. The Icfai University Press, pp. 64-69. Earlier publication (2004, August/September), IHRIM Link. August / September. pp. 29-30; 42.
- Welbourne, T.M. (2006). The five deadly denial barriers. IHRIM Link, August, September, pp. 26-27.
- Welbourne, T.M. (2006). Human resource management: At the table or under it? Workforce Online, August. (August, 29th, 1-7).
- Welbourne, T.M. (2006). Learning about leadership and firm growth through monthly data collection and dialogue with entrepreneurs. International Entrepreneurship and Management Journal., 2(1).
- Welbourne, T.M. (2006). Which roles help you win? IHRIM Link, April / May, 24-25.
- Welbourne, T.M. (2006). Stacking work syndrome: The leadership and HR dilemma. IHRIM Link, January, 36-37.
- Welbourne, T.M. (2005). Leaders talk about executing strategy. IHRIM Link. August / September, 23-25.
- Welbourne, T.M. (2005). Energy crisis in the corner office. Worthwhile. May, 92-93.
- Welbourne, T.M. (2005). Learning about leadership and growth through monthly data collection and dialogue with entrepreneurs. Paper selected for publication in proceedings of the Babson – Kauffman Foundation Annual Conference, 2004.
- Welbourne, T.M., Andrews, S., and Andrews, A.O. (2005). Back to basics: Learning about motivation and energy from running on my treadmill. Human Resource Management. 44(1) pp. 55-66.
- Welbourne, T.M. (2004). Data and dialogue driven (3D) leadership: The future path for HR pioneers. World at Work Journal. February: 55-61.
- Vogus, T.J. & Welbourne, T.M. (2003). Structuring for high reliability: HR practices and mindful process in reliability-seeking organizations. Journal of Organization Behavior, 24: 877-903.
- Katz, J. & Welbourne, T.M. (2002) Research in Entrepreneurship and Firm Growth. Special Volume on Human Resource Management and Entrepreneurship: JAI Press.
- Introduction by: Welbourne, T.M. & Katz, J. A. Human resource management in entrepreneurial settings: Towards a relational approach.
- Batt, R. & Welbourne, T.M. (2002) Performance and growth in entrepreneurial firms: What do unions do? In: Katz, J. & Welbourne, T.M. Research in Entrepreneurship and Firm Growth, JAI Press.

- Welbourne, T.M. (2001). In search of strategic meaning. Financial Times, Mastering People Management series. 12/3/01, pp. 4-5.
(2003) Article reprinted in Mastering People Management: Edited by James Pickford, FT – Prentice-Hall, pp. 177-180.
- Welbourne, T.M. & De Cieri, H. (2001). How new venture initial public offerings benefit from international operations: A study of human resource value. International Journal of Human Resource Management.
- Welbourne, T.M. (2000). IPO.itis: An examination of symptoms and remedies for high growth – high change organizations. Executive Talent, 1(2), 54-59.
- Gomez-Mejia, L.R., Welbourne, T.M. & Wiseman, R. M. (2000). The role of risk taking and risk sharing under gainsharing. Academy of Management Review, 25(3), 492-507.
- Cyr, L.A., Johnson, D.E. & Welbourne, T.M. (2000). Human resources in initial public offering firms: Do venture capitalists make a difference? Entrepreneurship Theory and Practice, 25(1), 77-91.
- Andrews, A.O. & Welbourne, T.M. (2000). The people / performance balance in IPO firms: The effect of chief executive officer financial orientation. Entrepreneurship Theory and Practice, 25(1), 93-106.
- Welbourne, T.M. & Trevor, C.O. (2000). The roles of departmental and position power in job evaluation. Academy of Management Journal, 43(4), 761-771.
- Welbourne, T.M. & Cyr, L. A. (1999). The human resource executive effect in initial public offerings. Academy of Management Journal, 42(6), 616-629. Paper won the 1999 Human Resource Scholar Achievement Award, Academy of Management.
- Welbourne, T. M. & Gomez-Mejia, L. R. (1999). Team-based incentives. In: Rock, M. L. & Berger, L. A. (Eds.) The Compensation Handbook: A State-of-the Art Guide to Compensation Strategy and Design. New York: McGraw-Hill, Inc. This is an update to the original 1991 book and chapter.
- Welbourne, T.M. & Cyr, L.A. (1999). Using ownership as an incentive: Does the “too many chiefs” rule apply in entrepreneurial firms? Group and Organization Management, 24(4), 438-460. Paper won the best paper award from Sage Publications.
- Graham, M. E. & Welbourne, T. M. (1999). Gainsharing and women’s and men’s relative pay satisfaction. Journal of Organization Behavior, 20, 1027-1042.
- Welbourne, T.M., Neck, H. & Meyer, G.D. (1999). Human resource slack and venture growth: An exploratory study of growing employees at a faster rate than sales. Frontiers of Entrepreneurship Research, Proceedings of the 19th Annual Entrepreneurship Research Conference, Center for Entrepreneurship Studies, Babson College.
- Judge, T.J., Thoresen, C.J., Pucik, V. & Welbourne, T.M. (1999). Managerial coping with organizational change: A dispositional perspective. Journal of Applied Psychology, 84, 107-122.
- Welbourne, T. M. (1998). Untangling the effects of procedural and distributive justice: Their relative effects in predicting gainsharing satisfaction. Group and Organization Management, 23(4), 325-346.
- Welbourne, T.M., Johnson, D. & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure of performance. Academy of Management Journal, 41(5), 540-555.
- Welbourne, T.M. & Felton, R.W. (1998). Improving technology-based change processes through

- measurement and communication: A case study of Indus International. Journal of Strategic Performance Measurement, 2(2), 22-25.
- Welbourne, T.M., Meyer, G. D. & Neck, H. (1998). Getting past the entrepreneurial growth ceiling: A longitudinal study of IPO firm growth through solution driven strategies. Frontiers of Entrepreneurship Research, Proceedings of the 18th Annual Entrepreneurship Research Conference, Center for Entrepreneurship Studies, Babson College.
- Cyr, L.A. & Welbourne, T.M. (1997). Human resource management in IPO firms: Validation of a control orientation typology. In: J. A. Katz (Ed.), Advances in entrepreneurship, firm emergence, and growth, v3, JAI Press: Greenwich, CT.
- Welbourne, T.M. (1997). Valuing employees: A success strategy for fast growth firms and fast paced individuals. Frontiers of Entrepreneurship Research, Proceedings of the 17th Annual Entrepreneurship Research Conference, Center for Entrepreneurship Studies, Babson College. Paper won the best paper award for a special topic: Empirical Studies of Growth Strategies-Performance Relationships.
- Welbourne, T.M. (1997). Pay for what performance? Lessons from firms using the role-based performance scale. Journal of Strategic Performance Management, 1(5), 13-20.
- Welbourne, T.M. & Andrews, A. O. (1996). Predicting performance of initial public offering firms: Should human resource management be in the equation? Academy of Management Journal, 39(4), 891-919.
- Welbourne, T.M. (1997). Contributor to the Dictionary of Human Resource Management. Gainsharing, Scanlon plan. Larry Peters, Stuart Youngblood, and Bob Greer (Eds.).
- Welbourne, T.M. (1996) Using ownership as an incentive: Does the "too many chiefs" rule apply in entrepreneurial firms? Frontiers of Entrepreneurship Research. Proceedings of the 16th Annual Entrepreneurship Research Conference, Center for Entrepreneurship Studies, Babson College.
- Welbourne, T. M. (1995). Fear: The misunderstood component of organizational transformation. Human Resource Planning, 18(1), 30-37.
- Welbourne, T.M. & Gomez-Mejia, L.R. (1995). Gainsharing: A critical review and research agenda. Journal of Management, 21(3), 557-607.
- Welbourne, T. M., Balkin, D. B. & Gomez-Mejia, L. R. (1995). Gainsharing and mutual monitoring: A combined agency-organizational justice perspective. Academy of Management Journal, 38(3), 881-899.
- Welbourne, T. M. & Cable, D. M. (1995). Group incentives and pay satisfaction: An identity theory perspective. Human Relations, 48(6), 711-726.
- Pucik, V., Judge, T.A., Welbourne, T.M., Morley, K. & Outcalt, D.A. (1995). Organizational transformations: Implications for career management and executive development in Europe, Asia, and the United States. In: Ready, D.A. (Ed.) In Charge of Change, pp. 51-68. International Consortium for Executive Development Research.
- Judge, T. A. & Welbourne, T. M. (1994). A confirmatory investigation of the dimensionality of the pay satisfaction questionnaire. Journal of Applied Psychology, 79(3), 461-466.
- Gomez-Mejia, L. R. & Welbourne, T. M. (1991). Compensation strategy in a global context. Human Resource Planning, 14(1), 29-42.
- Reprinted in: Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (1994). Readings in

Human Resource Management. Austen Press: Homewood, IL. pp. 546-562.

Welbourne, T. M. & Gomez-Mejia, L. R. (1991). Team incentives in the workplace. In: Rock, M. L. & Berger, L. A. (Eds.) The Compensation Handbook: A State-of-the Art Guide to Compensation Strategy and Design (pp. 236-247). New York: McGraw-Hill, Inc.

Gomez-Mejia, L. R. & Welbourne, T. M. (1990). The role of compensation in the human resource management strategies of high technology firms. In: M. A. Von Glinow & S. A. Mohrman (Eds.), Managing Complexity in High Technology Organizations (pp. 255-277). New York: Oxford University Press.

Gomez-Mejia, L. R., Balkin, D. B., & Welbourne, T. M. (1990). Venture capital influence on high tech management. Journal of High Technology Management Research, 1 (1), 103-118.

Welbourne, T. M. & Gomez-Mejia, L. R. (1990). Compensation strategy and national culture: an international perspective. In S. J. Hartman (Ed.) Southwest Division - The Academy of Management Proceedings, 186-189.

Gomez-Mejia, L. R. & Welbourne, T. M. (1989). The strategic design of executive compensation programs. In: L. R. Gomez-Mejia, (Ed.), Compensation and Benefits (pp. 216-269).

Welbourne, T. M. & Gomez-Mejia, L. R. (1988). Gainsharing revisited. Compensation and Benefits Review, 20 (4), 19-28.

Gomez-Mejia, L. R. & Welbourne, T. M. (1988). Compensation strategy: An overview and future steps. Human Resource Planning, 11 (3), 173-189.

Reprinted in: Ferris, G.R. & Buckley, M.R. (1996) Human Resource Management: Perspectives, Context, Functions, and Outcomes. 3rd edition, Englewood Cliffs, NJ: Prentice-Hall, Inc.

Gomez-Mejia, L. R., Balkin, D. B., & Welbourne, T. M. (1988). The influence of venture capitalists on the human resource management practices in the high technology industry. In L. R. Gomez-Mejia & M. W. Lawless (Eds.) Proceedings - Managing the High Technology Firm Conference, 28-34.

Gomez-Mejia, L. R. & Welbourne, T. M. (1988). The role of compensation in the human resource strategies of high technology firms. In D. F. Ray (Ed.) Southern Management Association Proceedings, 58-60.

Welbourne, T. M. & Gomez-Mejia, L. R. (1987). Gainsharing revisited. In D. F. Ray (Ed.) Southern Management Association Proceedings, 115-117.

Book Review

Welbourne, T. M. Review of M. Bolle de Bal (1993). The Double Games of Participation: Pay, Performance, and Culture. In: Industrial and Labor Relations Review.

Work in progress

BOOKS IN PROGRESS

Energize: Book merges IPO research with case study to fully explore the role of employee energy in driving firm level performance.

Transforming Employee Surveys into Leadership Tools: This is a “how to” book for radically improving how employee surveys are done within organizations. It uses methods developed from doing surveys as frequently as weekly for the last ten years. The high frequency has led to learning about the process that has, to date, not been developed in other articles or books.

Data and Dialogue-Driven Leadership: Anchor book for the leadership pulse project, designed to focus on key findings from several subsets of the data.

Radical HR: Edited book with Dr. Gary Coombs, combined with a special issue of HRM. This book and special issue are in the early stages of development.

REVISE AND RESUBMIT

Welbourne, T.M., Neck, H. & Meyer, G.D. Human resource slack and venture growth: An exploratory study of growing employees at a faster rate than sales. Journal of Business Venturing.

Mitsubishi, H. & Welbourne, T.M. Chief executive officer tenure in initial public offering firms: An event history analysis of the determinants of turnover. Entrepreneurship Theory and Practice.

Judge, T.A., Bretz, R.D., Boudreau, J.W. & Welbourne, T.M. Job attribute preferences of American and Central European job seekers. Journal of Vocational Behavior.

MANUSCRIPTS IN PROGRESS

Rhee, Seung-Yoon & Welbourne, T.M. Employee behavioral change under gainsharing: The effects of gainsharing satisfaction. Working paper: KAIST Graduate School of Management and listed on Social Science Research Network eLibrary.

Ainspan, N. & Welbourne, T.M. Turnover in high technology workers.

Welbourne, T.M. & Washington, S. Role-based identity: Towards parsimonious conceptualization and measurement of multiple identities at work.

Neck, H. & Welbourne, T.M. & Meyer, G.D. Competing on knowledge: Young high-technology initial public offerings build for growth.

Welbourne, T.M., Cavanaugh, M. & Judge, T.J. Does the leader make a difference? Effects of top executive personality on entrepreneurial firm performance.

Welbourne, T.M. & Wright, P.M. Which resources matter in initial public offering firms? A longitudinal comparison of five resources contributions to firm performance.

Welbourne, T.M. & Cyr, L.A. Test of an identity theory model of pay satisfaction: Does pay satisfaction really matter?

COMPLETED TEACHING CASES

Welbourne, T.M. *Power Source, Inc., Growing an Entrepreneurial Firm Through Effective Human*

Resource Management. Semester-long case study. Currently being used by professors at other universities who are teaching HRM undergraduate and MBA courses.
Version developed for United States, International program for IMD in Switzerland, and for a program in Singapore.

Welbourne, T.M. eHRM.com: A story of e-dialogue with e-employees.

Presentations

Welbourne, T.M. 2008, February. Improving results in your employee engagement program. Melcrum Employee Engagement Conference. Atlanta, GA.

Welbourne, T.M. & Pardo del Val, M. Relational capital: Strategic advantage for small and medium-size enterprises (SMEs) negotiation and collaboration. Academic conference for entrepreneurship, Portugal, July, 2008.

Invited speaker: 2008 Spanish Chairs Meeting of Entrepreneurship – Bancaja, Valencia, Spain, 22-23 July.

Conference Board, June, 2008, The ROI of employee surveys, with Danielle Lee, Employee Engagement Manager, O2, Chicago, IL.

Federal Home Loan Bank Annual HR Conference, Workshop delivered to HR managers, May, 2008

SHRM workshop, Madison Wisconsin: Energize and engagement to peak performance. March, 2008

DUG (Datatel user group) invited presentation: Energy – engagement – results. Washington DC, 2008.

ROI Institute Annual Meeting, October, 2007: Pulsing for Big ROI: Financial Services Case Study.

Childrens Hospitals HR Executive Annual Meeting, October, 2007: Energy: The Secret to Long-Term Success. Dallas, Texas.

SHRM Atlanta, Georgia: Keynote speaker for HR Excellence award program. 2007, September. In Search of Opportunities for Excellence.

SHRM Colorado: Pre-conference workshop and conference presenter, 2007, September. Driving Business Strategy with Data and Dialogue Tools (4-hour workshop) and Energy, Engagement and Results (1.5 hour presentation).

Ragan Communications: Conference workshop presenter: Beyond engagement: Using real-time data to drive employee behavior. 2007, May.

Cleveland, Ohio: Keynote presentation, HRPS March, 2007 meeting. Energy, Engagement and Results.

Conference Board (NY and Chicago): Strategic Employee Communications Workshop. Measuring Employee Behavior On-line: What's really possible. With Beth Ganem, VP HR, WaMu.

South Carolina keynote presentation, SHRM event: Energy, Engagement and Results: October, 2006

Austin SHRM keynote presentation, Energize: August, 2006.

Academy of Management, 2006 – several presentations on HRM Journal (editor panels, presentations)

Conference Board, 2006, February, NY, NY: HR Metrics Conference. Leadership Dialogue: Tactical Supplement to HR Metrics.

HR.com – 2005 annual conference

Melcrum Publishing Conferences, several workshops (Chicago, Toronto, San Francisco) in 2005.

NCSHRM program, 2005, HR metrics. San Francisco, CA

InfoHRM, August, 2004. Invited keynote speaker. Australia. HR metrics for HR strategists.

Babson Kauffman Entrepreneurship Research Conference, 2005. Paper accepted for presentation. The impact of human resource capital on entrepreneurial firm performance: A resource-based view of value creation in IPO firms.

Academy of Management, 2004, Human Resource Management and Entrepreneurship. Invited session on key strategic challenges for the merging of the entrepreneurship and HR fields.

Conference Board, June, 2004: Using Metrics To Drive Retention. New York, NY.

Society for Industrial and Organizational Psychology, 2004. Understanding the work experience of persons with disabilities via a longitudinal analysis of employee energy.

Babson – Kauffman Foundation Annual Conference, 2004. Learning about leadership and growth through monthly data collection and dialogue with entrepreneurs.

Organization Science Annual Conference, 2004: Understanding firm growth through monthly dialogue with global leaders.

International HR Information Management Annual meeting, April, 2004. HR Metrics for HR Strategists.

Academy of Management, 2002, Participant in pre-conference program. HR Education: Is it dead or just sleeping? My focus area: The ideal curriculum for general managers – what the CEO needs to know about HR. Run by Dr. Vida Scarpello.

Ainspan, N.D. & Welbourne, T.M., 2002, Role identities and turnover decisions among software programmers and other high technology employees. SIOP, annual meeting.

International Human Resource Information Management annual conference (IHRIM), 2002. Presenting with Jeanne De Franceso: Human capital asset management: Using measures and metrics to inform strategic HR decisions.

Society for Human Resource Management (SHRM) annual conference, 2002, Portfolio Day Presentation, HR metrics, Philadelphia, PA

Conference Board, 2002, Strategic e-HRM Conference. Real HR metrics for real managers. Marina del Rey, CA

Conference Board, 2000 / 2001 – Several presentations to human resource workgroups and at Strategic HR Conferences. E-Business for HRM. Taking the pulse of your workforce.

Interclass meeting on E-World Leadership: Energy, Emotion, and EBIT: eePulse in Action.

Society for Human Resource Management Annual Conference, 2000, Las Vegas. Human resource lessons from initial public offerings for high-growth, high change organizations.

- Symposia at the 2000 Academy of Management meeting. Studying speed and energy in fast-growth firms: E-research, e-business, and e-teaching outcomes.
- Welbourne, T.M., Andrews, S., & Andrews, A.O. Back to basics: Learning about motivation from running on my treadmill. Paper is part of the symposia.
- Vogus, T. & Welbourne, T.M. Human resource value and innovation in the software industry. 2000 Annual Babson Entrepreneurship Conference.
- Neck, H. & Welbourne, T.M. & Meyer, G.D. Competing on knowledge: Young high-technology initial public offerings build for growth. 2000 Annual Babson Entrepreneurship Conference.
- Mitsuhashi, H. & Welbourne, T.M. Chief executive officer tenure in initial public offering firms: An event history analysis of the determinants of turnover. 1999 Academy of Management meeting, Chicago, IL.
- Cyr, L.A., Johnson, D. & Welbourne, T.M. Human resources in initial public offerings: Do venture capitalists make a difference? Accepted for the 1999 Babson College - Kauffman Foundation Entrepreneurship Research Conference, South Carolina, May, 1999.
- Welbourne, T.M., Neck, H.M., & Meyer, G.D. Growth as strategy: A study of the strategic application of high growth entrepreneurial firm slack. Accepted for the 1999 Babson College - Kauffman Foundation Entrepreneurship Research Conference, South Carolina, May, 1999.
- Washington, S.K. & Welbourne, T.M. Who's buying the company's stock? An investigation into identity and stock purchase plan participation in a newly public firm. Accepted for presentation at the 1999 annual Society for Industrial and Organizational Psychology meeting.
- Welbourne, T.M., Cavanaugh, M. & Judge, T.J. Does the leader make a difference? Effects of top executive personality on entrepreneurial firm performance. Accepted for presentation at the 1999 annual Society for Industrial and Organizational Psychology meeting.
- Welbourne, T.M. & De Cieri, H. When big isn't better: Why smaller 'international' initial public offering firms seem to win. Academy of International Business, October, 1998, Vienna, Austria.
- Welbourne, T.M. Building your own data base: Pitfalls and promises on the road to the IPO. Academy of Management meeting, 1998. Entrepreneurship division.
- Welbourne, T.M. Which resources matter in initial public offering firms? A longitudinal comparison of five resources contributions to firm performance. Academy of Management annual meeting, August, 1998. Human resource management division.
- Welbourne, T.M. & Rogers, E. The human resource management paradox: opportunities and challenges. Part of a symposium jointly sponsored by the HRM Division and the Entrepreneurship Division. Academy of Management, August, 1998.
- Welbourne, T.M., Meyer, G. D. & Neck, H. 1998. Getting past the entrepreneurial growth ceiling: A longitudinal study of IPO firm growth through solution driven strategies. Babson / Kauffman Foundation Research Conference.
- Welbourne, T.M. Impacts of HR Department Presence in IPO Firms. 1997 Southern Academy of Management meeting. Atlanta, GA.
- Welbourne, T.M. & Trevor, C.O. Rational and coalition models of job evaluation: Do more powerful university departments have an advantage? 1997 Academy of Management meetings, August, 1997, Boston.

- Welbourne, T.M., Johnson, D. & Erez, A. The five factor performance scale: Utilizing role and identity theories to conceptualize and validate a useful measure of performance. 1997 Academy of Management meetings, August, 1997, Boston.
- Welbourne, T.M. & Cyr, L. A. Agency theory implications for strategic human resource management: Effects of CEO ownership, administrative HRM, and incentive alignment on firm performance. 1997 Academy of Management meetings, August, 1997, Boston.
- Welbourne, T.M. Valuing employees: A success strategy for fast growth firms and fast paced individuals. Babson College / Kauffman Foundation Research Conference, 1997.
- Cyr, L.A. & Welbourne, T.M. Total compensation satisfaction: Using the theory of the employment relationship to understand its contributions to employee performance. Western Academy of Management meeting, April, 1997.
- Welbourne, T.M. Individual consequences of monitoring under gainsharing: Expanding agency theory predictions. Annual Academy of Management meeting, August, 1996, Cincinnati, Ohio.
- Welbourne, T.M. Creating value through people: The role of human resource management in initial public offering firms. Annual Academy of Management meeting, August, 1996, Cincinnati, Ohio.
- Welbourne, T.M. & Cyr, L.A. Test of an identity theory model of pay satisfaction: Does pay satisfaction really matter? Society of Industrial and Organizational Psychology meeting, April, 1996, San Diego, California.
- Judge, T.A., Bretz, R.D., Jr., Boudreau, J.W. & Welbourne, T.M. Job attribute preferences and person - organization fit among Central European and U.S. job seekers. Presented at the Society of Industrial and Organizational Psychology meeting, April, 1996, San Diego, California.
- Welbourne, T.M. & Johnson, D. (1996, June). A new course: Human resource strategies for entrepreneurial firms. To be presented at the Innovative Teaching in Human Resources and Industrial Relations Conference. Atlanta, Georgia.
- Welbourne, T.M. (1996, March). Using ownership as an incentive: Does the "too many chiefs" rule apply in entrepreneurial firms? Presented at the Babson College / Kauffman Foundation Research Conference. Seattle, Washington.
- Graham, M.E. & Welbourne, T.M. (1995). Contented no more: Gainsharing and the paradoxical female worker. Academy of Management national meeting. Vancouver, Canada.
- Welbourne, T. M. (1995, March). Invited speaker at Forum of Canadian Workplace Practices. The determinants of human resource practices. Ottawa, Canada.
- Welbourne, T.M. (1995, March). Invited speaker at the Entrepreneurship and Personal Enterprise Celebration, Cornell University.
- Welbourne, T.M. (1995, May). Fear: The misunderstood component of organizational transformation. 1995 Annual Conference of the Society for Industrial and Organizational Psychology.
- Welbourne, T. M. (1994, October). Invited speaker. Alcoa Worldwide Human Resource Management meeting. Atlanta, Georgia.

- Cable, D. M. & Welbourne, T. M. (1994, October). Understanding the effect of organizational change on employees through a combined identity theory / social identity theory perspective. Presented at the Organizational Studies Conference in Seattle, Washington.
- Judge, T. A. & Welbourne, T. M. (1994, April). A confirmatory investigation of the dimensionality of the pay satisfaction questionnaire. Presented at the 1994 meeting of the Society for Industrial and Organizational Psychology, Nashville, Tennessee.
- Welbourne, T.M. (1994, March). Human resource management in smaller organizations: Innovations in compensation and selection. Presented at the 1994 Entrepreneurship Celebration at Cornell University.
- Welbourne, T. M. with Pucik, V. (1993, November). Organizational Transformations: The role of human resource strategy and individual differences. The International Consortium for Executive Development Research. Fontainebleau, France.
- Welbourne, T. M. (1993, August). Compensation strategy and corporate performance. National meeting of the Academy of Management, Atlanta, Georgia.
- Welbourne, T. M., Balkin, D. B. & Gomez-Mejia, L. R. (1993, August). Gainsharing and mutual monitoring. National meeting of the Academy of Management, Atlanta, Georgia.
- Welbourne, T. M. & Cable, D. M. (1993, August). Group incentives and pay satisfaction: An identity theory perspective. National meeting of the Academy of Management, Atlanta, Georgia. national conference.
- Welbourne, T. M. (1993, October). Ethics and human resource management. Human Resource Executive Forum. Fort Meyers, Florida.
- Welbourne, T. M. & Gomez-Mejia, L. R. (1990, March). Compensation strategy and national culture: an international perspective. Southwest Academy of Management. Dallas, TX.
- Gomez-Mejia, L. R. & Welbourne, T. M. (1990, January). Factors affecting the effectiveness of compensation strategies in high technology firms. Conference of Managing the High Technology Firm. Boulder, CO.
- Coombs, G. & Welbourne, T. M. (1990, June). Integrating job search skills into the management curriculum. Organization Behavior Teaching Conference, Richmond, Virginia.
- Gomez-Mejia, L. R., Balkin, D. B. & Welbourne, T. M. (1988, January). The influence of venture capitalists on the human resource management practices of the high technology industry. Managing the High Technology Firm Conference, Boulder, Colorado.
- Welbourne, T. M. & Gomez-Mejia, L. R. (1987, November). Gainsharing revisited. Southern Academy of Management, New Orleans, LA.
- Gomez-Mejia, L. R. & Welbourne, T. M. (1987, August). Compensation strategy. National Academy of Management. New Orleans, LA.

Review / Editorial Work / Service:

- Elected to Executive Committee of the HR Division of the Academy of Management, 2006. Co-chair of the Practitioner Liaison Committee.
- Editor-in-Chief, Human Resource Management Journal: Wiley, Michigan Business School, and SHRM publication. Effective July, 2004.
- Editorial Board, Service Business: An International Journal. (new journal, 2006)
- Editorial Board: Journal of Organization Behavior.
- Advisory Board Member: University of Colorado Business School (Leeds School)
- Member: Academy of Management, Society for Human Resource Management, International Human

Resource Information Management, American Psychological Association, The World at Work.
 Ad-hoc reviewer for: Academy of Management Journal, Industrial and Labor Relations Review, Journal of Management Studies, Organization Science, Human Relations, and Strategic Management Journal, Journal of Organization Behavior, Human Resource Management Journal.
 Co-editor with Katz, J., Aldrich, H., and Williams, P. on a special issue of Entrepreneurship Theory and Practice: Human resource management and the small and medium-size enterprise: Toward a new synthesis.
 Chair, Dissertation award committee, Human Resource Division, Academy of Management, 2000.

Industry Experience

HUMAN RESOURCE STRATEGY: Assisted several entrepreneurial firms in structuring their management team, compensation systems, selection processes, and overall development of the employee relations activities within the firm. The focus is on creating a corporate climate that supports entrepreneurial behaviors among all employees.

COMPENSATION AND BENEFITS: Developed compensation programs for NBI, Boulder, CO, a start-up high technology firm that grew from 200 to 1,500 employees during my tenure with them. Responsibilities included: job evaluation, job analysis, salary surveys, revisions of salary program, benefits, and EEO compliance activity. Developed salary systems for start-up, high technology firms. Consulting in the development of gainsharing, skill-based pay, and other innovative compensation systems.

EMPLOYMENT: Recruited technical and non-technical candidates for Engineering, Marketing, Finance, Accounting, Field Engineering, Manufacturing, Administration, Human Resources, Management Training Programs, and Summer Student Intern Programs. Development of testing procedures. Developed weighted application blanks.

EMPLOYEE RELATIONS: Developed a variety of programs for effective employee relations, including job posting and bidding systems, career counseling, and grievance procedures.

TRAINING: Conducted interviewer training classes for supervisors. Wrote training manuals. Executive development for CEOs, general managers, and human resource management executives.

GENERAL MANAGEMENT: Started two businesses, one with the Boulder County Bar Association, and the second is described below. In both cases, I was involved in all steps of founding in addition to providing strategic direction and leadership for the firms.

President, Chief Executive Officer, Chairman of the Board, and founder, eePulse™, Inc. (formerly Valour™, Inc.), incorporated in 1997, is a technology and management research company in the strategic workforce management business. eePulse has transformed the traditional employee survey process in many ways, resulting in the development of useful leadership tools that are being utilized by HR executives and senior leaders interested in improving their firms' performance. The company's solution is powered by its proprietary enterprise-wide software, called Measurecom,™ which uniquely combines measurement with instantaneous communications. In addition to the technology, the eePulse solution takes advantage of over 17 years of research conducted on the factors that drive long-term firm performance. Clients include Fortune 500 firms such as General Motors, Washington Mutual Bank, RR Donnelly, ABN Amro, and Honeywell in addition to high-growth, technology companies such as Amazon.com, Inktomi and Lante. Several research studies associated with the data obtained from the business are currently underway. Information about the business and product can be obtained at www.eepulse.com.