

Theresa M. Welbourne, PhD

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FirsTier Banks Distinguished Professor of Business and Director, Center for Entrepreneurship
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Affiliated Research Professor, Center for Effective Organizations, University of Southern California

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

2014, Top Technology Trendsetter, Survey Magazine Annual Recognition.
 2012, Academy of Management Distinguished HR Executive Award (for contributions in research, teaching and practice).
 2009, via Editor-in-Chief role, HRM received for custom published journals and magazines.
 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, IPO research, 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

- 9/11 to present FirstTier Banks Distinguished Professor of Business and Director, Center for Entrepreneurship, University of Nebraska-Lincoln, College of Business
May, 2014 – Interim chair of management department
- 6/08 to present Affiliated professor, Center for Effective Organizations, Marshall School of Business, University of Southern California (moved to affiliate September, 2011)
- 9/99 to 4/12 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.
- 6/92 to 8/99 Assistant Professor, Human Resource Studies, ILR, Cornell University. J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise (awarded two terms)
- 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 and continues to be in several areas including human resource strategy and leadership in high growth and high change, entrepreneurial organizations, HR metrics, HR technology, employee energy and engagement, and rewards or compensation. Large-scale studies on the drivers of success in initial public offerings (IPOs) have been a large component of the research agenda. Research projects also focus on the role of employee energy on long-term competitiveness and success of both individuals and organizations, with work examining the links between employee energy and engagement. Several projects focus on the transforming traditional employee surveys into leadership tools. Introduced a new methodology called Fast HRM, which uses agile and extreme programming models to help organizations implement business change through employees (e.g. IPO process, merger integration, employee engagement, change management). Through case study work, developing new change management models for high, continuous change organizations. Research on employee resource groups (ERGs) also started in 2012. New project, sponsored by the Incentive Research Foundation, focused on role-based engagement and incentives.

LEADERSHIP PULSE: In June, 2003 started a large-scale monthly research project, using innovative technology solutions, to examine patterns of growth and leadership confidence. The sample as of November, 2010 consists of 12,000 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. Over the last two years we added the Leadership Team Pulse, whereby companies can sign up teams. The Leadership Pulse is evolving to a new form of virtual leadership development, using peer-based learning as the core driver of learning.

TEACHING: Executive development course created and taught on Data-Driven Storytelling or Data Coaching. This program blends traditional analytics with storytelling and the narrative in order to help drive action through data. Also teaching programs in Fast HRM (workshops) and running workshops with new IPOs. Taught Ph.D. seminars, Masters and Undergraduate courses, 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. Teaching entrepreneurship courses, in particular, business planning and new venture creation. 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

- Welbourne, T. M. (2015). Data driven story telling: The missing link in HR data analytics. Employee Relations Today.
- Welbourne, T.M. (2015). Become an energy director to lead and achieve. Mworld, The Journal of the American Management Association.
- Welbourne, T.M. (2014). Change management needs a change. Employee Relations Today, Summer, 17-23.
- Welbourne, T.M. (2014). Does size really matter? Getting to results with small, medium and big data. Workforce Solutions Review. May,9-10.
- Welbourne, T.M. & Schlachter, S. (2014). Engaged in what? Creating connections to performance with rewards, recognition and roles. Technical report prepared for the Incentive Research Foundation. Received grant from IRF to support this work.
- Welbourne, T.M. (2014). Taking the pulse of leaders to optimize and direct employee energy at work. Employment Relations Today. 41(1): 1-10.
- Welbourne, T.M. (2014). Two numbers needed for growth and innovation: Working and optimal employee energy. Organization Dynamics.
- Welbourne, T.M. & McLaughlin, Lacey Leone (2013). Making the business case for employee resource groups (ERGs). Employment Relations Today.
- Welbourne, T.M., Neck, H.M. & Meyer, G.D. (2012). The entrepreneurial growth ceiling: Using people and innovation to mitigate risk and break through the growth ceiling in initial public offerings. Management Decision. 50(5), 778-796.
- Welbourne, T.M. (2012). Engaged in what? So what? A role-based perspective for the future of employee engagement. In: Townsend, K. & Wilkinson, A., Work and employee relations in the 21st century. Palgrave Publishers. April.
- Hayton, J. C., Piperopoulos, P. & Welbourne, T.M. (2011) 50 years of knowledge sharing: Learning from a field moving forward. Human Resource Management, November/December, 50(6), 697-714.
- Welbourne, T.M. (2011) Fast HR – Enhancing service excellence. Organization Dynamics. 40: 292-301.
- Welbourne, T.M. (2010) Fast HR: Case study of Telefónica. HRO Today. 9(6), 64-65.
- Welbourne, T.M. (2010) From e-HRM to Fast HRM. IHRIM Link.
- Welbourne, T.M. (2010). Retaining the brightest and best in a post-recession era. Strategic Communications Management. August/September: 32-35.
- Welbourne, T.M. (2010). The fast agenda for CLOs. Chief Learning Officer.
- Welbourne, T.M. (2010). Want to make money on the new initial public offerings? Learn about their human resource strategies. Workforce. August.
- Welbourne, T. M. (2009). Extreme strategizing. Leader to Leader. April.

- Welbourne, T. M. (2008). The Practitioners Guide to Measuring Internal Communications. Melcrum; London, England.
- Welbourne, T.M. & Pardo del Val, M. (2009). Relational capital: Strategic advantage for small and medium-size enterprises (SMEs) negotiation and collaboration. Group Decision and Negotiation. 18: 483-497.
- Welbourne, T.M. (2009). HR in times of crisis. IHRIM Link.
- Prime, J.L., Carter, N.M., & Welbourne, T.M. (2009). Women take care, men take charge: managers' stereotypic perceptions of women and men leaders. The Psychologist-Manger Journal, 12, 25-49.
- Story, J, Ulrich, D., Welbourne, T.M., & Wright, P.M.(2009). Employee engagement. In J. Story, P.M. Wright, & D. Ulrich (Eds.) The Routledge companion to strategic human resource management (pp. 299-316). Routledge.
- Welbourne, T.M. (2008). Are employee surveys disengaging employees? In M.I Finney (Ed.) Building high-performance organizations: the new employer-employee relationship (pp. 109-122). Praeger.
- Welbourne, T.M. (2008). Managers lament: Have strategy, need direction. Journal of Employee Communications Management. May/June.
- Welbourne, T.M. (2008). Editing a bridge journal. Chapter in: Baruch, Y., Konrad, Al, Aguinis, H. & Starbuck, W., Opening the Black Box of Editorship. Palgrave Macmillan: 157-166.
- 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. & 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.
- Katz, J.A., Aldrich, H.E., Welbourne, T.M., & Williams, P.M. (2000). Guest editor's comments special issue on human resource management and the SME: Toward a new synthesis. Entrepreneurship Theory and Practice, 25(1), 7-10.
- 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

REVISE AND RESUBMIT

Welbourne, T.M. & Paterson, T. Role-based identity: Towards parsimonious conceptualization and measurement of multiple identities at work. Personnel Psychology, 2nd revise and resubmit.

Welbourne, T.M. & Schlachter, S. (2014). Engaged in what? Role theory perspectives for creating connections to firm strategy and performance. Human Resource Management Review. Earlier version presented at the AOM annual meeting, 2014.

BOOKS IN PROGRESS

Fast and Lasting: Lessons of Survival and Firm Growth for Leaders Book merges IPO research with case study to fully explore the role of employee energy in driving firm level performance. It also brings in the work on Fast HRM.

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. SHRM is publishing this book.

MANUSCRIPTS IN PROGRESS

Welbourne, T.M. & Gibson, K. (2015). Building human capital advantage in initial public offerings (IPOs): Blending resource and attention-based views of the firm. Accepted for presentation at AOM National Conference, January, 2015; also accepted for proceedings. Target for publication: Academy of Management Journal.

Titus, V. & Welbourne, T.M. (2015). Human resource slack, human capital risk and firm performance? Should firms grow employees faster than sales? Submitted to AOM National Conference, January, 2015. Preparing to submit to Journal of Business Venturing.

Welbourne, T. M., Rolf, S. & Schachter, S. (2015) Employee resource groups: An introduction, review and research agenda. Submitted to AOM National Conference, January, 2015. Target for publication: Academy of Management Review.

Schachter, S. & Welbourne, T. M. (2015). Employee resource groups: Hotbeds of creativity and innovation. Steve submitted to the AOM annual conference (Theresa not on paper; rule of 3). Paper targeted for Journal of Management.

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 / Selected Executive Education

February, 2015 – Conference Board: Data-driven story telling.

September, 2014 – Nebraska State SHRM Conference. Optimizing and directing employee energy to grow your business. Invited speaker.

June, 2014. Invited speaker – Entrepreneurship and social change conference. Nanjing University, Nanjing, China hosted the conference. Presentation: Human resource issues in entrepreneurial firms.

August, 2014: Welbourne, T.M. & Paterson, T. Role-based identity: Towards parsimonious conceptualization and measurement of multiple identities at work. Accepted for presentation at the 2014 Academy of Management annual meeting.

August, 2014: Welbourne, T.M. & Schlachter, S. Engaged in what? Role theory perspectives for creating connections to firm strategy and performance. Accepted for presentation at the 2014 Academy of Management annual meeting.

July, 2014. 3rd annual ERG Leadership Summit. Theme: ERGs to BRGs. Hosted by Mattel, Inc.

April, 2014. Fast HR: The Future of HR in a World of Continuous Growth and Innovation. 2014 Executive Connect SHRM Conference. Hot Springs, VA. (SHRM testing a new type of conference for senior executives; invited presentation).

February, 2014. Beyond Big Data: Using Story to Drive Dialogue, Action and Results. 11th Annual HR Metrics Summit. Orlando, FL (invited presentation).

February, 2014. Secrets to Growth, Lessons from Businesses Alive and Dead. UNL Power Breakfast, Omaha, NE.

November, 2013. Secrets to Growth: Lessons from Businesses Alive and Dead. UNL Power Lunch, Lincoln, NE.

September 27, 2013. Making Metrics Matter. HR Leaders Collaborative. The People Paradigm: Releasing Potential for Growth and Innovation. Westbrook, CT.

June, 2013. Data-driven storytelling. Los Angeles, CA (program sponsored by the Center for Effective Organizations, USC).

June, 2013 - Second annual ERG Leadership Summit: ERGs as sources of innovation and growth. Los Angeles, CA.

April, 2013 - Half day workshop on energy at work, part of UNL CBA program for Lincoln Chamber of Commerce.

February, 2013: Data coaching - Human Resources People and Strategy - two half-day workshops in Denver, Colorado.

November, 2012: Data coaching - Learning and practice to move your HR data to business results. Los Angeles HR Leadership Summit. November 14, 2012. Omni Hotel, Los Angeles, CA.

Summer ,2012, i4cp - two presentations / workshops for their member community: Data coaching and Employee Energy.

Employee resource network leadership summit, Los Angeles, CA: February, 2012. Running new data-driven conference for employee resource group (ERG) leaders and diversity officers. The project involves survey work with all ERG members (500 to 3,000 per company), and then using the data to help ERG leaders improve their own leadership skills and their ERG members' experiences. Sample companies participating include Sony Pictures, Corning, Mattel, Amway, Samsung. Each company brings leaders from all ERGs in addition to diversity officers and executives.

June, 2012: Center for Effective Organizations sponsor meeting, two presentations (1) data coaching, (2) employee resource groups.

May, 2012: Data coaching: The cure for data analysis paralysis: Human Resource: People and Strategy conference, New York City

May, 2012: Employee resource groups as sources of innovation, Talent Strategies Global Conference, Washington DC

HR.com webinar -Energize employees to drive high performance, April, 2012

Women in Business Keynote, Lincoln, NE 2012, March 2012

Michigan SHRM keynote - November, 2011: Fast HRM

HR.com webinar – March, 2011: Creating a data-driven model for optimal absenteeism and turnover: Lessons learned from frequent feedback systems, linkage research and examples from Telefonica O2 Europe.

HCI webinar – February, 2011: Neglected warriors of the recession.

HCI webinar – January, 2011 – Daily performance assessments in a distributed world

Boise, Idaho annual SHRM conference, keynote speaker – April 2011 – Fast HRM

HR.com webinar – February, 2011: Making metrics matter: Transforming surveys into leadership tools, February 2011

November, 2010: Data coaching with Susan Resnick-West, Conference Board, Senior Communicators Conference, Los Angeles, CA

November, 2010: Engaged in what: A critical question for change management, with Susan Resnick-West, Conference Board, Senior Communicators Conference, Los Angeles, CA

November, 2010: Daily performance assessments for a distributed world. HCI webinar program.

November, 2010: Engaged in what. HCI Conference, Boston.

November, 2010: Fast HRM, ½ day workshop for World at Work, Ottawa.

October, 2010: One day program on Data Coaching, Miami, Florida. Through the William Davidson Institute, University of Michigan.

August, 2010: Impact of HR on the bottom line. Academy of Management Annual Conference. Program on research and teaching in HRM, organized by HR practitioner liaison committee.

June, 2010: Valencia, Spain: Invited speaker at conference on Innovation, Creativity in HRM program, editors invited.

May, 2010: Keynote speaker for the 3rd European Academic Workshop on e-HRM" on 20-21 May 2010 in Bamberg, Germany. From e-HRM to Fast HRM.

April, 2010: Extreme strategizing: The role of technology and HRM. Society for Industrial and Organizational Psychology.

March, 2010 – Canadian Conference Board, Extreme Strategizing.

March, 2010 – 2.5 day program on Data Coaching (first program for HR executives offered on this new topic). Program focuses on helping HR, OD, communications professionals and consultants learn to help managers take action with their HR data. The new area of teaching blends traditional scientific approaches to data analysis with the story telling and narrative research and learning.

2009 – Custom programs on data coaching using new and proprietary data audit process. The data audit is conducted using the measurement map, which also is a new tool.

November, 2009 – One-day workshop on Agility and Fast HRM with Chris Worley and Ed Lawler, Human Resource Planning Society program. Seattle, Washington.

September, 2009, 2 ½ day workshop on Employee Engagement, through William Davidson Institute, conducted in Riga, Latvia. In cooperation with Eastern European HRM network.

September 29, 2009: Keynote: Santa Barbara SHRM Annual Conference: Extreme Strategizing and Fast HRM

June 28 - July 1, 2009: NSPRA National Seminar "Communication: The Bridge to Education Success"

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:

- Editorial Advisory Board Member, Employee Relations Today, 2014.
 Advisory board member, Compensation and Benefits Review, 2012.
 Engagement and Research Advisor (first person in this role), Incentive Research Foundation, September 1, 2011 to September 30, 2014 (Board of Trustees).
 Advisory Board member, HR.com, Workforce analytics team (2010 – present).
 Member, Editorial Board, International Journal of Transitions and Innovation Systems (IJTIS), 2010

Member: Editorial Board, Personnel Review, starting summer, 2010.

Elected to Executive Committee of the HR Division of the Academy of Management, 2006. Co-chair of the Practitioner Liaison Committee. 2010, when rotated off board, remain member of the committee.

Associate Editor, Human Resource Management: Wiley, 2012 to present.

Editor-in-Chief, Human Resource Management: Wiley, Michigan Business School, and SHRM publication. Effective July, 2004 to April, 2012

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

President, Chief Executive Officer, Chairman of the Board, and founder, eePulse™, Inc. (formerly Valour™, Inc.), incorporated in 1997, is a human capital technology and management research company. eePulse helps organizations grow and innovate by optimizing and directing employee energy at work. Through a customized offering that combines technology, human capital metrics and new learning, eePulse's methodologies help build change-thriving organizations that can move quickly and outperform the competition. eePulse's offering takes employee engagement to a new level by going beyond the traditional standard annual survey work. eePulse's unique approach 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 software, called Measurecom,™ which uniquely combines measurement with instantaneous communications. In addition to the technology, the eePulse solution takes advantage of over 18 years of research conducted on the factors that drive long-term firm performance. Clients include global clients such as Telefónica, General Motors, HP, Nexteer and Toyota in addition to smaller and mid-size firms such as Genum, Federal Home Loan Bank, and Aurora Bank. 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.

Consulting: Work with organizations around the world on topics such as employee engagement, employee energy, preparing for initial public offerings, building change-thriving organizations, data audits and data-driven storytelling, leadership development, survey methods, entrepreneurship, HR strategy and business strategy. Clients include firms such as General Motors, Toyota, Telefónica O2 Europe, Telefónica Spain, Genum, Federal Home Loan Bank, Coty, several financial services firms, including large Wall Street investment banks, Delphi, Highmark, MMC, Lee Hecht Harrison, HP, Adecco, Mattel, Corning, Yahoo! and others.