

# OLENDA E. JOHNSON, Ph.D.

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## DEGREES AWARDED

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University of Pittsburgh	Ph.D.	Organizational Behavior	1996
Florida A & M University	MBA	Finance Concentration	1987
Florida A & M University	B. S.	Business Administration/ Marketing	1986

## PROFESSIONAL EMPLOYMENT

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Academic Experience    2012- present. **U.S. Naval War College.** Newport, RI  
Professor of Strategic Leadership & Leader Development. Projects and Courses, Navy-wide Leader and Ethics Development, Critical Thinking for Adaptive Leadership

2010- 2012. **U.S. Naval War College.** Newport, RI  
Associate Professor of Strategic Leadership & Leader Development. Projects and Courses: Stockdale Advanced Research Project, Critical Thinking for Adaptive Leadership

2008-2009. **North Carolina A & T State University.** Greensboro, NC  
Associate Professor of Management. Courses: Organizational Behavior, Management.

2007-2008. **U. S. Air Force Academy.** Colorado Springs, CO  
Distinguished Visiting Professor of Management. Courses: Management, Strategic Management.

2003-2007. **North Carolina A & T State University.** Greensboro, NC  
Associate Professor of Management. Courses: Organizational Behavior, Organizational Theory, Management.

2002-2003. **U. S. Army War College.** Carlisle Barracks, PA. Visiting Professor of Organizational Behavior. Courses: Strategic Leadership, Interagency Processes, Critical Thinking.

1996- 2002. **North Carolina A & T State University.** Greensboro, NC  
Assistant Professor of Management. Courses: Organizational Behavior, Strategic Management, International Management.

1994. **Katz Graduate School of Business,** University of Pittsburgh.  
Instructor- Administrative & Human Behavior.

1993-1994. **Pennsylvania Governor's School of International Studies**,  
University of Pittsburgh. Instructor- International Business.

Corporate     1987 - 1991. **Eastman Kodak Company.**   Rochester, NY  
Experience     Kodak Management Candidate Program. Positions: Consumer Sales,  
International Strategic Planning, Industrial Marketing, Customer Service,  
Distribution & Logistics

## SCHOLARSHIP

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Paper             Johnson, O. E., (2017). *Integrative Team Teaching: going against the tide at the*  
Presentations/     *U.S. Naval War College*. Presented at the Organizational Behavior Teaching  
Symposia           Conference, Providence College, Providence, RI

Johnson, O. E., (2016). *Discomfort as andragogy: Elevating critical thinking in*  
*leaders*. Presented at the International Organizational Behavior Teaching  
Conference, University of Winchester, Winchester, UK

Johnson, O. E., (2015). *I am what I say I am: Professional identity and the*  
*professional ethic*. Presented at the National Leadership and Character  
Symposium, U.S. Air Force Academy, Colorado Springs, CO

Johnson, O. E., (2015). *Changing Leader Development in Organizations that*  
*"Do" Leadership: Charting a New Course for the U.S. Navy*. Presented at the  
International Leadership Association Global Conference, Barcelona, Spain.

Johnson, O.E. (2013). *Developing the professional ethic in the U.S. Navy*.  
Presented at the Kingston Conference on International Security, Kingston,  
Ontario.

Johnson, O. E., Bullis, R.C., and Reed, G. E. (2012). *Developing senior*  
*military leaders for strategic leadership*. Presented at the International  
Leadership Association Global Conference, Denver, CO.

Swaminathan, K. & Johnson, O. E. (June 2011). *Soft power and cross-cultural*  
*leadership: Connecting the dots in implementing the U.S. Navy's 21<sup>st</sup> Century*  
*Maritime Strategy*. Accepted for presentation at the Eastern Academy of  
Management, Bangalore, India.

Paper             Johnson, O. E., Ferrante, C. J., & Cycyota, C. S. (Nov, 2009). *The relationship*  
Presentations/     *between implicit association and surface-level diversity in organizations*.  
Symposia           Presented at the Southern Management Association, Asheville, NC.  
(cont.)

Recipient: Most Innovate Session Award

Holmes, J. Charles, A., Livingston, R., Hudson, M. & Johnson, O. (discussant) (Aug, 2009). *Race Matters: Addressing the Role of Race and Racial Identity in the Workplace*. Presented at the annual Academy of Management, Chicago, IL.

Johnson, O. E. (Aug, 2008). *The intersection of race and gender: Influences on grooming choices of professional African American women*. In O. Johnson (symposium chair), *Professional image construction and culturally-influenced grooming choices*. Presented at the annual Academy of Management, Anaheim, CA.

Johnson, O. (June, 2008) *Transferring knowledge from non-traditional academic communities*. In. D. Ford, *Mastering knowledge supply chain on a global scale*. Presented at the Management Faculty of Color Association, Melbourne, Australia.

Johnson, O.E., Parks-Yancey, R., Motley, D., Davidson, M., & Blancero, D. (August, 2006). *What happens when you don't get tenure?* Presented as a Professional Development Workshop (PDW) at the annual Academy of Management. Atlanta, GA.

Stewart, M. & Johnson, O. E. (November, 2005). *Workgroup member personality, leader behavior, and team empowerment*. Presented at Southern Management Association, Charleston, SC.

Stewart, M. & Johnson, O. E. (August, 2005). *Workgroup demography and group performance: The moderating effect of leader-member exchange*. Presented at Academy of Management, Honolulu, HI.  
Nominated: Harlow Award – Best Paper

Johnson, O. E. & Stewart, M. (June, 2005). *When leadership matters: The moderating effect of leader-member exchange on workgroup diversity and group outcomes*. Presented at the Eastern Academy of Management, Cape Town, South Africa.

Johnson, O. E. (October, 2003). *Three faces of religious difference: Implications for the military Chaplaincy*. Presented at the Society for the Scientific Study of Religion. In J. Johnson (symposium chair), *Religion in the Military*. Norfolk, VA

Paper  
Presentations/  
Symposia  
(cont.)

Johnson, O. E. (December, 2002). *Diverse views of religious pluralism in the military*. Presented at the 4<sup>th</sup> Biennial EO/EEO Defense Equal Opportunity Management Institute (DEOMI) Research Symposium. Cocoa Beach, FL

Johnson, O. E. (November, 2000). *Paradigm clash: Contemporary career expectations in conventional organizations*. Institute of Behavioral and Applied Management (IBAM). Annapolis, MD

Johnson, O. E. (June, 1999). *The flipside of injustice: Prosocial fairness as a consequence of social disadvantage*. In L. Blockson (symposium chair), *Social Justice: Bringing it back to the forefront*. Presented at the International Association of Business & Society (IABS), Paris, France

Stewart, M. & Johnson, O. E. (November, 2005). *Workgroup member personality, leader behavior, and team empowerment*. Presented at Southern Management Association, Charleston, SC.

Stewart, M. & Johnson, O. E. (August, 2005). *Workgroup demography and group performance: The moderating effect of leader-member exchange*. Presented at Academy of Management, Honolulu, HI.  
Nominated: Harlow Award – Best Paper

Johnson, O. E. & Stewart, M. (June, 2005). *When leadership matters: The moderating effect of leader-member exchange on workgroup diversity and group outcomes*. Presented at the Eastern Academy of Management, Cape Town, South Africa.

Johnson, O. E. (October, 2003). *Three faces of religious difference: Implications for the military Chaplaincy*. Presented at the Society for the Scientific Study of Religion. In J. Johnson (symposium chair), *Religion in the Military*. Norfolk, VA

Johnson, O. E. (December, 2002). *Diverse views of religious pluralism in the military*. Presented at the 4<sup>th</sup> Biennial EO/EEO Defense Equal Opportunity Management Institute (DEOMI) Research Symposium. Cocoa Beach, FL

Johnson, O. E. (November, 2000). *Paradigm clash: Contemporary career expectations in conventional organizations*. Institute of Behavioral and Applied Management (IBAM). Annapolis, MD

Johnson, O. E. (June, 1999). *The flipside of injustice: Prosocial fairness as a consequence of social disadvantage*. In L. Blockson (symposium chair), *Social Justice: Bringing it back to the forefront*. Presented at the International Association of Business & Society (IABS), Paris, France

Johnson, O. E. (August, 1997). *Justice in the eye of the beholder: The effect of category salience on fairness judgments in organizations*. Presented at the annual Academy of Management conference. Boston, MA

Johnson, O. E. (November, 1997). *What lies beneath the surface: The effect of subtle racism on equal opportunity in organizations*. Presented at North

Carolina Triangle Junior Faculty Seminar. North Carolina State University, Raleigh, NC

Johnson, O. E. (March, 1994). *Birds of a feather don't necessarily flock together: Why don't minority employees join minority employee networks?* Presented at the annual Industrial Organizational Psychology and Organizational Behavior Graduate Student Conference (IOOB). DePaul University. Chicago, IL

Nominated: The Wherry Award- Best Paper; The Porter Award- Best Paper

Johnson, O. E. (March, 1994). *American [Minority] in Paris: An examination of expatriate selection and adjustment*. Presented at West European Studies Graduate Student Symposium. University of Pittsburgh. Pittsburgh, PA

Johnson, O. E. (October, 1994). *"White, Male, & Worried:" Status value theory and the resentment over diversity programs*. Presented at the annual Institute of Behavioral and Applied Management (IBAM) conference. Arlington, VA

#### Publications

Stewart, M. & Johnson, O. E. (2009). *Leader-Member Exchange as a Moderator between Workgroup Diversity and Team Performance*. Group and Organization Management, 34: 507-535.

Selected for Editor's Choice Article Collections in 2015, "highlighting some of the journal's most noteworthy manuscripts"

Stewart, M. & Johnson, O. E. (August, 2005). *Workgroup demography and group performance: The moderating effect of leader-member exchange*. Academy of Management Best Paper Proceedings, Gender and Diversity in Organizations Division.

Johnson, O. E. (2001). *"The content of our character": Another look at racial differences in navy officer fitness reports*, Military Psychology, 13, 41-54.

Johnson, O. E. (2001). *Contemporary models of racism: Theoretical perspectives, institutional assessment, and organizational implications for an equal opportunity climate*. In M. Dansby, J. Stewart, & S. Webb (Eds.) Managing diversity in the military (pp. 29-58). New Brunswick, NJ: Transaction Press.

#### Publications (cont.)

Johnson, O. E. (2001). *Diverse views of religious pluralism: Implications for the Military Chaplaincy*. DEOMI Research Series, 01-13. Patrick AFB, FL.

McNeil, K. R., Johnson, O. E., Johnson, A. Y. (2001). *"Did you hear what Tommy Hilfiger said?" Urban legend, urban fashion, and African American Gen Xers*. Journal of Fashion Marketing and Management, 5, 234-240.

Johnson, O. E., Smith, M. L., & Gambill, D. Y. (2000). *Reconstructing "We": Organizational identification in a dynamic environment*. In C. R. Leana & D. M. Rousseau (Eds.), Relational wealth: A new model for employment in the 21st century (pp. 153-168). New York: Oxford University Press.

Johnson, O. E. (1993). *Teaching note: Downsizing at Slovakia Steel*. In D. Fogel (Ed.), Managing in emerging economies: Cases from Czechoslovakia. Westview Press.

## INVITED SPEAKER/PANELIST

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2017. Generation W, Plenary Speaker. *"Allow the Impossible"*, Jacksonville, FL

2017. Drug Enforcement Agency. *"Leadership Effectiveness & Decision-Making in Complex Environments."* Washington, DC

2016. National League for Nursing, LEAD Institute, Keynote Address. *"So, Now What?"* Washington, DC

2015. Independence Blue Cross Foundation and National League for Nursing, Keynote Address. *"Facing Giants: Leading beyond obstacles."* Philadelphia, PA

2015. National League for Nursing, LEAD Institute, Keynote Address. *"The Authority to Lead."* Washington, DC

2014. National League for Nursing, LEAD Institute, Keynote Address. *"The Authority to Lead."* Washington, DC

2013. National Council for State Boards of Nursing, Leadership and Public Policy Conference, Keynote Address. *"Servant Leaders: Guardians of the Nursing Profession."* Rapid City, SD

2013. Connecticut League for Nursing, 24<sup>th</sup> Annual Leadership Convention, Keynote Address. *"Step up and Lead."* Portland, CT

2013. Connecticut League for Nursing, 24<sup>th</sup> Annual Leadership Convention, Plenary Address, *"Building the Leadership Pipeline."* Portland, CT

2012. National League for Nursing, Education Summit, Plenary Address. *"Purpose, Power, and Passion: Keys to Transformational Leadership."* Anaheim, CA

2011. National League for Nursing, Leadership Immersion, Plenary Address. *"Leading Others, Inspiring People."* Baltimore, MD

2011. National League for Nursing, Leadership Immersion, Plenary Address. *"Leading Organizations, Inspiring Change."* Baltimore, MD

2011. Management Faculty of Color Association, Plenary Address. *"Building Bridges."* Newark, NJ

2009. DiversityInc, CEO Forum, Speaker. *"Sustainable Strategic Leadership & Vision Commitment."* New York, NY

2007. University of Denver, Diversity in Organizations Seminar. *"Leadership for Diversity in Organizations: Leading from within the palace."* Denver, CO

2006. The Ph.D. Project. New Doctoral Student Seminar. *"Welcome to the Matrix?"* Atlanta, GA

2006. Management Faculty of Color Conference. *"Seasons of success: When, why, & how to change your academic affiliation"*. Tallahassee, FL

2006. CACRAO School Counselor's Conference. *"So you're a guidance counselor, who cares?"* Greensboro, NC

2006. NC A&T SU Honors Convocation, Keynote address. *"You have to' Want To'."* Greensboro, NC

2005. The Ph.D. Project. New Doctoral Student Seminar. *"Welcome to the Matrix?"* Honolulu, HI

2005. Management Faculty of Color Conference. *"Making the Connection: Strategies for Effective Teaching"*. Houston, TX

2005. Greensboro Chamber of Commerce. *"Leadership Lessons Learned from World War II"*. Greensboro, NC

2004. The Ph.D. Project. *"The PhD: Investment or Sacrifice?"* Chicago, IL

2003. West Point Global Leadership Conference. *"Case study methods for developing leaders."* West Point Military Academy, West Point, NY

2003. Federally Employed Women Luncheon, Keynote Address. *"Leadership for Women."* Carlisle, PA

2002. American University, Women in Politics Seminar. *"The role of academia in National Security."* Washington, D.C

2002. Army National Guard, Leadership Forum. *"Leadership paradigms: A Comparative Analysis."* Arlington, VA

2002. Air Force Equal Opportunity Conference. *"The three faces of religious difference: EEO implications."* Ft Walton Beach, FL

2002. U. S. Army War College, Guest Lecture. *"Racial differences in Navy performance evaluations."* Carlisle, PA

1994-2006. The Ph.D. Project. *"Pursuing Holistic Diversity in Business School Faculties."* Chicago, IL

1997-2006. Presenter. Management Doctoral Student Association. New Doctoral Student Orientation- *"Oh, the places...."* Annual Conference

Facilitator/ Training	2016 (Aug). U.S. Army Special Operations Command, Young Lions Program. <i>"Critical thinking for effective leadership."</i> Ft. Bragg, NC
	2015 (Nov). U.S. Army Special Operations Command, Young Lions Program. <i>"Critical thinking for effective leadership."</i> Ft. Bragg, NC
	2015 (May). U.S. Army Special Operations Command, Young Lions Program. <i>"Critical thinking for effective leadership."</i> Ft. Bragg, NC
	2015 (Feb). U.S. Army Special Operations Command, Young Lions Program. <i>"Critical thinking for effective leadership."</i> Ft. Bragg, NC
	2003. Department of State Leadership Training (Deputy Secretaries), <i>"Creative and Critical Thinking"</i> . U. S. Army War College, Carlisle, PA.
	2003. U.S. Senate Leadership Training (Senate Republican Leaders), <i>"Understanding Organizational Culture"</i> . U. S. Army War College, Carlisle, PA.

## HONORS & AWARDS

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2016. Fuqua/Coach K Center on Leadership and Ethics Leadership Summit

2015. *Group and Organizational Management*, Editor's Choice

2013. Nominee, Rhode Island Federal Employee of the Year

2011. Nominee, American Council of Education (ACE), Office of Women in Higher Education (OWHE) Donna Shavlik Award

2008. Nominee, Holly S. Coors Endowed Chair, US Air Force Academy

2007. John F. Kennedy Special Warfare School and Center, Educators Tour

2006. NCA&TSU, Honors Convocation Speaker



2005. University of North Carolina (UNC) Board of Governors' Teacher of Excellence Award.

2005. Teacher of the Year, School of Business & Economics, NCA&TSU

2005. Phi Kappa Phi

2004, 2000, 1998. Who's Who Among America's Teachers

2003. Army Commander's Medal for Public Service

2003. ROCKS (Army Officers), Honorary Member

2002. Leadership Greensboro, Community Leadership Development

2002. School of Business & Industry, Florida A&M University, Distinguished Graduate

2001. Army War College National Security Seminar, National Selection

2001. Golden Key National Honor Society, Honorary Member

2001. Beta Gamma Sigma, Faculty Advisor Recognition

1997. Nissan-HBCU Fellow

1996. Beta Gamma Sigma

## **UNIVERSITY & INSTITUTIONAL SERVICE**

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2017. Gender Equity Engagement Project

2016. Faculty Development, Operational Level Programs

2015. Hiring Board, USNWC, Dean of Academic Affairs

2015. U.S. Naval Academy, Honor Review (External Advisor)

2014. Hiring Board, Chair. USNWC, College of Operational & Strategic Leadership, Leadership & Ethics Directorate

2013. New England Association of Schools and Colleges (NEASC) Credit Hours Study Team.

2012. Naval Station Newport, Center for Service Support, keynote speaker

2011. USNWC Hiring Board, Library Director

2011. USNWC Hiring Board, College of Operational & Strategic Leadership, Operational Level Programs

2010. USNWC Faculty Inclusiveness, Development Seminars

2010. Department of Defense, Comprehensive Review Working Group (CWRG), Don't Ask/Don't Tell, Unit Cohesion

2010. Naval Health Clinic New England, keynote speaker

2009. NCA&TSU, Center for Leadership & Organizational Excellence, Service Initiative, Co-chair

2008-2009. University Affirmative Action Committee

2008-2009. University External Scan Strategic Committee

2008-2009. Student Organizations, keynote speaker and presenter

2006-2007. UNC in Washington Committee

2006-2007. Beta Gamma Sigma Honor Society, Faculty Advisor

2006-2007. AACSB, Re-Accreditation/Maintenance- Faculty Team

2005. University Search Committee, Dean University Studies

2005. University Day, School of Business & Economics, Speaker

2004-2007. School of Business & Economics, Promotion & Tenure Committee, Chairperson

2004. Post-Tenure Review Committee

2001-2002. FUTURES Planning & Resource Council/ Chancellor's Advisory Board

2000. SACS, Subcommittee Chair-Governing Board

1997-2002. Beta Gamma Sigma Honor Society, Faculty Advisor

## PROFESSIONAL SERVICE

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Journal/ Conference Reviewer	2016. Naval War College Review
	2016. International Organizational Behavior Teaching Conference
	2014. Naval War College Review
	2011. Eastern Academy of Management
	2009. Human Resource Management Journal
	2009. Southern Management Association
	2007-2008. Academy of Management, OB Division, Outstanding Practitioner Oriented Paper
	2005-2006. Group and Organization Management Journal
	2005. Southern Management Association
	2004. Eastern Academy of Management
	2002-2004. Journal of Management
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	1998-2000. Academy of Management- OB Division, Gender & Diversity Division
	1999. Academy of Management Review. Special Issue: <i>Change and Development Journeys into a Pluralistic World</i> . Guest Editors: Carrie Leana and Nitin Nohria
	1998. Academy of Management Review. Special Issue: <i>Identity &amp; Identification</i> . Guest Editors: Jane Dutton and Stuart Albert
Leadership	2007-2008. Conference Chair, "MFCA in Australia 2008", Management Faculty of Color Association, Melbourne, Australia
	2006-2007. President, Management Faculty of Color Association
	2005-2006. President-elect, Management Faculty of Color Association
	2003-2005. Faculty Advisor, Management Doctoral Student Association/PhD Project

## COMPETITIVE FELLOWSHIPS

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- Fellowships    2000. ASEE-Navy Summer Faculty Research Fellow. American Society for Engineering Education- Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, Cocoa Beach, FL.
1998. ASEE-Navy Summer Faculty Research Fellow. American Society for Engineering Education- Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, Cocoa Beach, FL.
1997. ASEE-Navy Summer Faculty Research Fellow. American Society for Engineering Education- Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, Cocoa Beach, FL.
1997. Nissan-HBCU Summer Institute Fellow. Organizational Development/Strategic Management. University of Washington, Seattle, WA.

## ORGANIZATIONAL ASSESSMENTS

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- October 1998 - 2000. **Sonoco Co.** Hartsville, SC. *Employee Retention Study.* Researcher. Conducted internal analysis to assess contributors to employee turnover. Final product included proposed recommendations for improving retention.
1997. **U. S. Coast Guard (USCG).** New London, CT. *Workforce Cultural Audit.* Associate Researcher. Conducted nationwide focus groups examining the organizational culture of the U. S. Coast Guard. Explored advancement, communication, and diversity issues.

## VOLUNTEER ACTIVITIES

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- 2015- present. Chapel of Hope Bible Study, Naval Academy Prep School
- 2004- 2013. Bible Study Fellowship International, Group Leader, Assistant Class Administrator
- 2010- 2012. CrossPoint Church, Ministry Leader Development Workshops
2006. Greensboro News & Record media focus group
- 2002-2003. Prayer Breakfast Speaker, US Army War College
2002. Greensboro News & Record, Scholarship Judge

2001-2002. Leadership Greensboro, Community Activities

2000-2001. Habitat for Humanity, Volunteer

1998-2007. East White Oak Missionary Baptist Church, Ministry Leader, Sunday School Teacher