

**Lee Konczak, Ph.D.**  
**Director, Leadership and Organizational Effectiveness**  
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**EDUCATION**

- Ph.D.** Industrial/Organizational Psychology, University of Missouri-St. Louis (1991)
- M.A.** Industrial/Organizational Psychology, University of Missouri-St. Louis (1986)
- M.A.** General Psychology (Clinical Emphasis) Central Michigan University (1981)
- B.A.** Psychology, Oakland University (1976)

**PROFESSIONAL EXPERIENCE**

**EASI•CONSULT, LLC, St. Louis, MO (2008 – Present)**  
**Director, Leadership and Organizational Effectiveness**

**ANHEUSER-BUSCH COMPANIES, INC. St. Louis, MO (2000 – 2008)**

**Director, Executive Development and Selection Systems**

- Assumed organizational responsibility for the company's employee testing and assessment programs in addition to Executive Development role/responsibility in November 2004.
- Updated company's core competency model to reflect changes in business priorities.
- Developed relevant, cost-effective developmental assessment strategies for managerial positions across the company, including executive assessments and 360° assessments.
- Re-designed managerial selection program for key entry-level managerial positions in manufacturing, purchasing, logistics, accounting, IT, HR, and Engineering, including beer and packaging, and corporate groups.
- Re-designed hourly selection processes, manufacturing side of business, including beer and packaging subsidiaries.
- Developed selection tools for seasonal hiring to support world-class service initiative in entertainment subsidiary.
- Enhanced selection process in company-owned beer distributors for non-salaried positions.

**Director, Executive Education and Development**

- Designed and implemented an executive education program for executive committee and other key officers of the company, including custom designed and university-based programs.
- Provided custom designed executive programs as requested by business units and divisions in areas such as leadership, strategy and finance.
- Managed relationships and enrollments with universities providing non-degree, executive education programs including University of Michigan, Northwestern University, Washington University, Center for Creative Leadership, and other institutions.
- Facilitated nomination process and on-boarding of EMBA students; provided general guidance to managers seeking MBA education.
- Managed high potential development programs for senior-level executives and middle managers of the Corporation.
- Provided executive development services to key executives including managerial assessments, 360° feedback, coaching, and development planning.

**Director, Leadership and Professional Development**

- Provided leadership and supervision to a group of professional MD/OD staff including work assignments, project monitoring and performance management.
- Managed executive education programs for executives and senior managers.
- Created and managed delivery of a competency-based curriculum for managerial and non-managerial employees.

- Designed and managed a corporate-wide leadership development program for high-potential middle managers.
- Designed and implemented an on-line appraisal system for organization-wide use.
- Managed department budget of approximately \$2.5 million.

**ANHEUSER-BUSCH UNIVERSTIY, ANHEUSER-BUSCH COMPANIES, St. Louis, MO  
(1993 – 2000)**

**Program Manager**

- Designed and managed executive education program for the top 300 executives of the corporation including needs identification, recruitment of university faculty and program design.
- Led design of a corporate-wide leadership program for intact management teams.
- Managed training programs for middle managers including curriculum design, vendor management and program delivery.
- Provided individual assessment and one-on-one coaching including 360° feedback to corporate and field managers.
- Developed a core competency model with organization-wide team to integrate HR systems (i.e., selection, appraisal, development, and succession planning).
- Provided team development services to sales, distribution and corporate groups.
- Implemented employee opinion survey process for manufacturing, marketing, finance, distribution and logistics groups.

**PRIVATE PRACTICE (1992 – 1993)**

**Human Resources/Organizational Development Consultant**

- Designed and facilitated management development programs including assessment tools and training interventions for a service and marketing organization.
- Developed and validated selection tools for a manufacturing firm.
- Assessed work group functioning and designed team building interventions for a public utility.
- Delivered training programs in the areas of teams, continuous improvement, supervision and management and selection interviewing for a publishing firm and a consumer products company.

**MISSOURI DEPARTMENT OF HEALTH, BELLEFONTAIN HABILITATION CENTER  
(1983 – 1992)**

**Associate Psychologist**

- Conducted psychological assessments and developed behavior modification programs for clients.

**Staff Development Office**

- Created a training department, which included selection and management of professional staff, identification of training needs (technical and managerial) and development of programs?

**Assistant Superintendent**

- Managed treatment services which included supervision of management and professional staff.

**Acting Superintendent**

- Appointed Acting Superintendent which involved overall management of facility operations and administration of \$16.5 million budget.

**ARTHUR E. BACHE & ASSOCIATES (1984 – 1988)**

**Management Consultant**

- Designed and implemented EEO/Affirmative Action monitoring systems for banks.
- Developed and delivered performance appraisal and coaching workshops.
- Conducted organizational and job analysis to restructure departments.

## ACADEMIC EXPERIENCE

### WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL (2008 – Present)

#### Lecturer, Organizational Behavior and Leadership

- Teach leadership courses, including “Building Leadership Competence” in Executive MBA program and other related leadership courses.
- Direct and manage assessment process for EMBA program including personality-based, leadership and team assessment, and course competency/proficiency.
- Provide assessment and instructional support for Olin’s executive education programs including public and custom offerings.

### WEBSTER UNIVERSITY, SCHOOL OF BUSINESS AND TECHNOLOGY (2007 – Present and 1992 – 1995)

#### Practitioner Faculty

- Taught graduate courses in organizational behavior and managerial leadership.
- Taught undergraduate courses in introductory management, organizational behavior and human resource management.

### UNIVERSITY OF MISSOURI – ST. LOUIS, DEPARTMENT OF CONTINUING EDUCATION (1994 – 2006)

#### Instructor

- Taught 8-hour course, 2 times per year, in Human Resource Management certificate program.
- Delivered custom version of program for AmerenUE in 2006.

## PROFESSIONAL AFFILIATIONS

American Psychological Association (APA)  
Society for Industrial and Organizational Psychology (SIOP)  
Academy of Management  
Human Resource Planning Society

## PUBLICATIONS AND PROFESSIONAL PRESENTATIONS

Adler, S., Macan, T., Konczak, L., Muchinsky, P., Grubb, A. and Hurd, J. (2008). I meets O: Implementing new selection systems as change management. *The Industrial-Organizational Psychologist*, 45, 21-25.

Roberts, L., Konczak, L. J. and Macan, T. (2005). Effects of data collection method on survey responses. *Applied H.R.M. Research*, 9, 13-26.

Konczak, L. J., Stelly, D., Trusty, M. (2000). Defining and measuring empowering leader behavior: Development of an upward feedback instrument. *Educational and Psychological Measurement*, 60, 301-313.

Dossett, D. L. and Konczak, L. J. (1985). New and improved or just new? (Further minutes from the debate over CAI vs. interactive video effectiveness.) *Training and Development Journal*, 39, 41-44.

Konczak, L. J. and Johnson, C. M. (1983). Reducing inappropriate verbalizations in a sheltered workshop through differential reinforcement of other behavior. *Education and Training of the Mentally Retarded*, 18, 120-124.

## BOOK REVIEWS

- Konczak, L. J. (2008). Review of *The Leadership Advantage: How The Best Companies Are Developing Their Talent to Pave the Way for Future Success*, R. M. and Bleak, J. L. *Personnel Psychology*, 61.
- Konczak, L. J. (2007). Review of *Using Individual Assessments in the Workplace: A Practical Guide for HR Professionals, Trainers, and Managers*, Goodstein, L. D. and Prien, E. P. *Personnel Psychology*, 60, 793-796.
- Konczak, L. J. (2005). Review of *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*, Hughes, R. and Beatty, K. *Personnel Psychology*, 59.
- Konczak, L. J. (2005). Review of *Management: Inventing and Delivering Its Future*, Kochan, T.A. and Schmalensee, R.L. *Personnel Psychology*, 58.
- Konczak, L. J. (2002). Review of *Managing Strategic Relationships: The Key to Business Success*, Greenhalgh, L. *Personnel Psychology*, 55, 530-533.
- Konczak, L. J. (2001). Review of *The Process of Business/Environmental Collaborations*, Stern, A.J. and Hicks, T., *Personnel Psychology*, 52, 515-518.
- Konczak, L. J. (2000). Review of *Territorial Games: Understanding & Ending Turf Wars at Work*, Simmons, A., *Personnel Psychology*, 51, 787-791.
- Konczak, L. J. (1997). Review of *A Practical Guide to Organizational Design*, Davis, M.R. and Weckler, D.A., *Personnel Psychology*, 50, 1063-1066.
- Konczak, L. J. (1997). Review of *Teams and Technology: Fulfilling the Promise of the New Organization*, Mankin, D., Cohen, S.G., and Bikson, T.K., *Personnel Psychology*, 50, 213-216.
- Konczak, L. J. (1996). Review of *Creating High Performance Organizations: Practices and Results of Employee Involvement and Total Quality Management in Fortune 1000 Companies*, Lawler, E.E., Mohrman, S.A., and Ledford, G.E., *Personnel Psychology*, 49, 495-499.
- Konczak, L. J. (1995). Review of *The Supervisor's Infobank: 1000 Answers To Your Toughest Problems*, Pell, A.R., *Personnel Psychology*, 48, 718-720.
- Konczak, L. J. (1995). Review of *Communicating Change: Winning Employee Support For New Business Goals*, Larkin, T.J. and Larkin, S., *Personnel Psychology*, 48, 203-205.
- Konczak, L. J. (1994). Review of *Women and Men in Management (2nd ed.)*, Powell, G. N., *Personnel Psychology*, 47, 908-911.
- Konczak, L. J. (1994). Review of *The Model Leader: A Fully Functioning Person*, Hitt, W. D., *Personnel Psychology*, 47, 708-711.
- Konczak, L. J. (1994). Review of *The First-Time Manager (3rd ed.)*, Belker, Loren B., *Personnel Psychology*, 47, 452-454.
- Konczak, L. J. (1993). Review of *Working Scared: Achieving Success in Trying Times*, Wexley, K. N. and Silverman, S. B., *Personnel Psychology*, 46, 948-951.
- Konczak, L. J. (1993). Review of *Strategic Planning for Human Resource Management*, Sibson, R. E., *Personnel Psychology*, 46, 430-433.
- Konczak, L. J. (1993). Review of *Leadership: Magic, Myth or Method?*, McLean, J. W. and Weitzel, W., *Personnel Psychology*, 46, 455-457.

- Konczak, L. J. (1992). Review of Tough-Minded Leadership, Batten, J. D., *Personnel Psychology*, 45, 713-715.
- Konczak, L. J. (1990). Review of Institutional Search: A Practical Guide to Executive Recruitment In Nonprofit Organizations, Garrison, S. A., *Personnel Psychology*, 43, 430-432.
- Konczak, L. J. (1989). Review of Critical Issues in Public Personnel Policy, Sylvia, R. D., *Personnel Psychology*, 42, 928-930.
- Konczak, L. J. (1989). Review of Supervision: Techniques and New Dimensions, Travers, A. W., *Personnel Psychology*, 42, 437-439.

## PROFESSIONAL PRESENTATIONS

- Session Chair, Teaching Creativity and Innovation (May 2008). Innovation Exchange Conference Olin Business School, Washington University, St. Louis, MO.
- Panel discussion member, Advances in front-line leader selection (April 2008). Presented at the Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco.
- Macan, T., Konczak, L. and Breugh, J. A. (April 2008). Blending science and practice in developing an assessment instrument. Poster presentation at the Annual Conference of the Society of Industrial and Organizational Psychology, San Francisco, CA.
- Panel discussion member, Corporate Innovation. Society for Industrial and Organizational Psychology, Leading Edge Consortium, Kansas City, MO.
- Roberts, L., Macan, T. and Konczak, L. (2004). Effects of data collection method on organizational climate survey results. Poster presentation, 16th Annual Convention, American Psychological Society, Chicago, IL.
- Konczak, L. J., Stelly, D., Trusty, M. and Becker, A. (1997). Impact of leader behavior on empowerment and job attitudes. Presented at the Annual Conference of the Society for Industrial and Organizational Psychology (Division 14), St. Louis, Missouri.
- Konczak, L. J., Stelly, D. and Trusty, M. (1996). Measuring empowering behaviors of managers: Some preliminary construct validity evidence. Presented at the Annual Conference of the Society for Industrial and Organizational Psychology (Division 14), San Diego, California.
- Konczak, L. J. (April, 1992). The validity of the Steers and Mowday (1981) model of voluntary employee turnover: A re-analysis of Lee and Mowday (1987). Presented at the meeting of the Midwest Academy of Management, St. Charles (Chicago), Illinois.
- Kramer, G. B. and Konczak, L. J. (October, 1990). The mentally retarded offender: An overview of legal, philosophical and service delivery issues. Presented at the annual Region V Conference of the American Association on Mental Retardation, Little Rock, Arkansas.
- Konczak, L. J., Pelley, D. A. and Dossett, D. L. (May, 1990). Determinants of turnover intention among direct-contact staff. Paper presented at the annual meeting of the American Association on Mental Retardation, Atlanta, Georgia.
- Konczak, L. J. and Hillman, T. D. (April, 1990). Enhancing the effectiveness of the quality assurance process: Integrating active treatment assessment with on-the-job training. Presented at the annual Beatrice State Developmental Center Regional Conference, Beatrice, Nebraska.

Konczak, L. J. and Pelley, D. A. (April, 1988). Evaluating the effectiveness of on-the-job training programs for direct-contact staff. Presented at the annual Beatrice State Developmental Center Regional Conference, Beatrice, Nebraska.

Pelley, D. A. and Konczak, L. J. (April, 1988). Overcorrection: Clarification of conceptual and operational issues. Presented at the annual Beatrice State Developmental Center Regional Conference, Beatrice, Nebraska.

Konczak, L. J. and Pelley, D. A. (April, 1988). Coaching as a supervisory technique for improving staff performance. A workshop presented at the annual Beatrice State Developmental Center Regional Conference, Beatrice, Nebraska.

Pelley, D. A. and Konczak, L. J. (October, 1987). Achieving active treatment by integrating training and performance appraisal efforts. Presented at the annual Region V Conference of the American Association on Mental Retardation, St. Louis, Missouri.

Konczak, L. J. (March, 1987). Competency-based management training. Special Interest Group presentation at the Missouri Chapter Annual Conference, American Association on Mental Retardation, Osage Beach, Missouri.

Konczak, L. J. and Dossett, D. L. (August, 1986). Media effects in behavior modeling training. Paper presented at the annual meeting of the American Psychological Association, Washington, D. C.

Konczak, L. J., Decker, P. J. and Dossett, D. L. (August, 1985). Instructional techniques and training outcomes: A test of Dual Coding Theory. Paper presented at the annual meeting of the American Psychological Association, Los Angeles, California.

Konczak, L. J. (May, 1985). Time-at-task, rest pauses and productivity of workers with mental retardation. Paper presented at the annual meeting of the American Association on Mental Retardation, Philadelphia, Pennsylvania.

## **WORKS IN PROGRESS**

Co-authoring a book, working title, Putting Your Best Foot Forward: Preparing for a Competency-Based Interview. Expected publication date summer, 2008.

## **OTHER ACADEMIC ACTIVITIES**

Reviewed submissions for Society of Industrial/Organizational Psychology (SIOP) Annual Conference, 2007 and 2008.

Member of program committee for American Psychological Association Annual Convention (Division 14, Industrial and Organizational Psychology), 2007 and 2008.

Task force member, Training & Education Committee of the Society for Industrial and Organizational Psychology, 2007-2008. Task force appointed to evaluate adequacy of training provided by graduate I/O psychology programs in the area of consulting skills.