

CURRICULUM VITAE OF DR. MITCHELL KUSY, JR.

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Website: www.mitchellkusy.com

Professional Positions Held

- 2005 – Present. Full Professor, Organization Learning & Development, Antioch University, Graduate School of Leadership & Change, Yellow Springs, OH.
- 2002 – 2005. Full Tenured Professor, Organization Learning & Development, University of St. Thomas, Minneapolis, MN
- 1995 – 2002. Associate Tenured Professor, Organization Learning & Development, University of St. Thomas.
- 1989 – 1995. Assistant Professor, Organization Learning & Development, University of St. Thomas.
- 2005 - 2009. Visiting Professor, New Zealand Leadership Institute, University of Auckland; Auckland, NZ.
- 1998 – 2001. Director, Doctoral Program in Organization Development, University of St. Thomas.
- 1996 – 2001. Chair, Organization Learning & Development, University of St. Thomas.
- 1987 – 1989. Director, Leadership Development, American Express Financial Advisors; Minneapolis, MN.
- 1983 – 1987. Manager, Organization Development, Health Partners, Inc., Minneapolis, MN.
- 1978 - 1983. Program Director/Psychiatric Social Worker, St. Louis Park Schools, St. Louis Park, MN.
- 1977 – 1978. Consultant / Psychotherapist, Minneapolis Schools, Minneapolis, MN.
- 1975 – 1977. Psychotherapist, Eau Claire Academy; Eau Claire, WI.

Honors and Distinctions Received

- Fulbright Scholar, International Organization Development, 2005.
- Minnesota Organization Development Practitioner of the Year, Organization Development Network, 1998.
- Executive Fellow, University of Minnesota, Carlson School of Management, 1999 - 2005.
- Visiting Professor, University of Auckland, School of Enterprise, 1995 – 2000.
- Board of Directors, American Society for Training and Development, 1992-1994.
- Registered Organization Development Consultant, 1991-present.
- Outstanding Researcher Award, National Society of Performance and Instruction, 1987.
- Distinguished Scholar & HR Practitioner Award, American Society for Training & Development, 1987.

Professional Affiliations

- American Psychological Association
- Society for Industrial and Organizational Psychology
- International Association of Applied Psychology
- The International Registry of Organization Development Professionals

CURRICULUM VITAE OF DR. MITCHELL KUSY, JR.

Education

Doctorate: Organization / Industrial Development. Collateral Field: Industrial Relations. University of Minnesota, 1986

Master's: Industrial Relations. Collateral Field: Management Development. University of Minnesota, 1984

Master's: Social Work. Collateral Field: Psychiatric Social Work. University of Wisconsin, 1974

Bachelor's: Psychology. Providence College, 1973.

Publications

Books

Kusy, M. (2017). *Why I don't work here anymore: A leader's guide to offset the financial and emotional costs of toxic employees*. Boca Raton: CRC Press / Taylor & Francis Group.

Kusy, M., & Holloway, E. (2009). *Toxic workplace! Managing toxic personalities and their systems of power*. San Francisco: Jossey-Bass. Translated into Portuguese, Korean, and Vietnamese.

Allen, S., & Kusy, M. (2011). *The little book of leadership development: 50 ways to bring out the leader in every employee*. Washington, DC: AMACOM.

Essex, L., & Kusy, M. (2007). *Manager's desktop consultant: Just-in-time solutions to the top people problems that keep you awake at night!* Mountain View, CA: Davies-Black Publishing. Translated into Korean, Polish, and Spanish.

Kusy, M., & Essex, L. (2005). *Breaking the code of silence: Prominent leaders reveal how they rebounded from seven critical mistakes*. Lanham, Maryland: Taylor Trade Publishing/Rowman & Littlefield Publishing Group.

Essex, L., & Kusy, M. (1999). *Fast forward leadership: How to exchange outmoded practices for forward-looking leadership today*. London: Financial Times-Prentice Hall. [The 3rd best-selling business book in the US re: "What Corporate America is Reading." Knight Ridder-Tribune News Service, April, 2000]. Translated into Russian.

Professional Journal Articles and Book Chapters

Chesson, D., & Kusy, M. (2019, November-December). Design thinker profile: Capabilities for driving change in healthcare. *Journal of Medical Practice Management*.

Kusy, M. (2020, September / October). Six intentional ways to build teams of everyday civility (And proactively erode toxic behaviors). *Physician Leadership Journal*, 65-70.

Kusy, M., & Holloway, E. (2014, March-April). A field guide to real-time culture change: Just "rolling out" a training program won't cut it. *Journal of Medical Practice Management*.

Kusy, M., Diamond, M., & Vrchota, S. (2015, July-August) Real-time culture change improves Lean success: Sequenced culture change gets failing grades. Allen, S., & Kusy, M. (2011, July). *Journal of Medical Practice Management*, 29-33.

Kusy, M., Diamond, M., & Vrchota, S. (2015). Why culture change is critical to Lean initiatives. *Healthcare Executive*.

Allen, S., & Kusy, M. (2011, July). Leaders building leaders. *Leadership Excellence*, 21.

Allen, S. & Kusy, M. (2009, August). Accelerate your leadership potential. *In Practice*, 1-2.

Essex, L., & Kusy, M. (2008, March). Playing the "office politics" game. *T & D*, 76-77.

Essex, L., & Kusy, M. (2008, Spring). Office politics: How to play the right way. *Balance*, 36.

Fagerlund, K., & Kusy, M. (1999, February). Teaching, learning, and leading. *Journal of the American Association of Nurse Anesthetists*, 67 (1), 45-47.

Holloway, E., & Kusy, M. (2010, Summer). Detox your workplace: A culture of respect can add to our company's bottom line. *Marketing Health Services*, 24-27.

Holloway, E. & Kusy, M. (2010, May-June) A systems approach to address incivility and disruptive behaviors in healthcare organizations. *Organization development in healthcare: Conversations on research and strategies*. Bingley, United Kingdom.

Holloway, E., & Kusy, M. (2010, May-June). Disruptive and toxic behaviors in healthcare: Zero tolerance, the bottom line, and what to do about it. *Journal of Medical Practice Management*.

Kusy, M., & Holloway, E. (2010, March). 10 systems strategies to offset toxic, uncivil behaviors: How OD can increase respectful engagement and the bottom line: Research blows intuition out of the waters! *Minnesota Organization Development Newsletter*, 24 (7), 7-8.

Kusy, M., & Holloway, E. (2010, April). 10 systems strategies to offset toxic, uncivil behaviors: How OD can increase respectful engagement and the bottom line: Picking up the pieces one system at a time. *Minnesota Organization Development Newsletter*, 24 (8), 10-11.

Kusy, M., & Essex, L. (2007, Spring). Recovering from leadership mistakes. *Leader to Leader*, 14-19.

Kusy, M., & McBain, R. (2000). Putting real value into strategic planning: Moving beyond never-never land. *Organization Development Practitioner*, 32(2), 18-24.

Kusy, M., & Holloway, E. (2010, Fall). Creating cultures of respectful engagement. *Leader to Leader*, 50-56.

Kusy, M. (2007, Spring). Mistake recovery is the new leadership competency: All leaders fail—successful ones recover. *American College of Medical Practice Executives Executive View*, 13-14.

Kusy, M., & Essex, L. (2007, March). The art and science of mistake recovery: The new leadership competency. *Spectrum*.

Publications (Continued)

- Kusy, M. (1987). The effects of organizational change on stress: Implications for human resources professionals. In R. Swanson & D. Gradous (Eds.), *Human Resources and Organizational Change*, 54-59.
- Kusy, M., & Essex, L. (2002). Consulting in the fast-forward lane: Helping leaders discard 7 outmoded practices. *OD Practitioner*, 34 (2), 23-28. Translated into Spanish for Cuban OD Practitioners.
- Kusy, M. & McBain, R. (1998, Winter). Developing an effective human resource strategy. *Manager Update*, 10 (2), 25-35.
- Kusy, M., & McBain, R. (1997). The human side of leadership promotes the bottom line of organizations. *Manager Update*, 9 (1), 19-31.
- Kusy, M., Essex, L., & Marr, T. (1995). No longer a solo practice: How physician leaders lead. *Physician Executive*, 21 (12), 11-15.
- Kusy, M. (1994). Encouraging upward influence through employee involvement. *Organization Development Journal*, 12 (1), 47-53.
- Kusy, M. (1992). Building teamwork among nurse managers and medical directors: Follow the leaders. *Organization Development Practitioner*, 24 (3), 14-17.
- Kusy, M. (1992). Building synergistic relationships between nurse managers and physician leaders. *Readings from the American College of Physician Executives: Perspectives in Medical Management*.
- Kusy, M., & Marr, T. (1991). Learning and performance changes of physician executives: Evaluation of a management training & development program. *Journal for Research on Learning in the Workplace*, 1 (1), 37-44.
- Kusy, M. (1988). The effects of types of training evaluation on support of training among corporate managers. *Performance Improvement Quarterly*, 1 (2), 23-30.
- Manderscheid, S, & Kusy, M. (2005). How to design strategy with no dust—just results! *Organization Development Journal*. 23(2), 62-70.
- Marr, T., & Kusy, M. (1993). Performance appraisal in the age of TQM. *Physician Executive*, 19 (5), 15-17.
- Marr, T., & Kusy, M. (1993). Building physician managers and leaders: A model. *Physician Executive*, 19 (2), 30-32.
- McBain, R., & Kusy, M. (1998). On team effectiveness, team learning, and learning in organizations. *Manager Update*, 9 (2), 20-31.
- Nekoranec, W., & Kusy, M. (2003, Winter). OD (Simply Speaking!). *OD Journal*, 21(4), 91-96.
- Nekoranec, W., & Kusy, M. (2005). Engaging executives in strategic conversations: More than a random event. *Organization Development Practitioner*, 37 (4), 20-25.
- Rouda, R., & Kusy, M. (1995). Beyond training: A perspective on improving organizations and people in the paper industry. *Pulp and Paper Industry Journal*, 78 (41), 263-265.
- Rouda, R., & Kusy, M. (1996). High performance training. *Pulp and Paper Industry Journal*, 79 (2).
- Rouda, R., & Kusy, M. (1995). Managing change with large-scale, real-time interventions. *Pulp and Paper Industry Journal*, 78 (12), 240-242.
- Thompson, R., & Kusy, M. (2021, April - June). Has the COVID pandemic strengthened or weakened healthcare teams? A field guide to healthy workforce practices. *Nursing Administration Quarterly*.

Sample Conference Presentations

Keynote Addresses Delivered

- Kusy, M. (2019, May 8). *Erode toxic behaviors. Reduce drama. Increase performance.* Performance Excellent Network, St. Paul, MN.
- Kusy, M. (2017, March 8). *Understanding everyday civility and toxic behaviors: What these meant to your business and your bottom line.* University of St. Thomas National Signature Event for Leaders, Minneapolis
- Kusy, M. (2013, May 10). *Increasing everyday civility: Evidence-based practices to improve patient safety, service, and performance.* Leadership Symposium, Michigan Community Dental Association, Bay City, MI
- Kusy, M. (2013, May 23). *Toxic behaviors.* American College of Healthcare Executives, Portsmouth, NH.
- Holloway, E., & Kusy, M. (2010, May 23). *The toxic workplace.* Administrative Sciences Association of Canada. Regina, CANADA.
- Holloway, E., & Kusy, M. (2012, August 27). *Toxic behaviors and everyday civility.* York University, Toronto
- Holloway, E., & Kusy, M. (2010, May 23). *Toxic behaviors and leadership actions.* Administrative Sciences Association of Canada, Saskatchewan, Canada.
- Holloway, E., & Kusy, M. (2011, January 18). *Everyday civility.* University of Wisconsin-Stout.
- Holloway, E., & Kusy, M. (2010, May 23). *The toxic workplace.* Administrative Sciences Association of Canada. Regina, CANADA.
- Holloway, E., & Kusy, M. (2010, May 24). *Toxic behaviors & incivility in healthcare: Research indications.* Radiology Business Managers Association Summit Conference, Colorado Springs, CO.
- Kusy M, & Holloway, E. (2012, April 22). *Toxic workplace! Managing toxic personalities and their systems of power.* International Society for Performance Improvement, Toronto.
- Kusy, M. (2012, April 26). *The top common sense (but not very common) ways to bring out the leader in everyone.* Minnesota Health Information Management Association, Bloomington, MN.
- Kusy, M. (2012, May 21). *Change management for clinician leaders.* Radiology Business Managers Association Annual Conference, Orlando, FL.
- Kusy, M., & Holloway, E. (2010, October 14). *Toxic behaviors in healthcare: Improving patient safety, productivity, and the bottom line.* American Assoc. of Health and Administrative Management. Ft. Lauderdale, FL.

Keynote Addresses Delivered (Continued)

- Kusy, M. & Holloway, E. (2010, April 16). *Toxic behaviors in healthcare: Impacting patient safety, productivity, and the bottom line*. Minnesota Academy of Family Physicians Annual Conference, St. Paul, MN.
- Kusy, M., & Holloway, E. (2010, May 24). *Toxic behaviors & incivility in healthcare: Research indications*. Radiology Business Managers Association Summit Conference, Colorado Springs, CO.
- Kusy, M., & Holloway, E. (2010, April 28). *Toxic behaviors in healthcare: Their impact on patient safety and performance*. Minnesota Health Information Management Association. Minneapolis, MN
- Kusy, M. & Holloway, E. (2008, November 12). *Managing toxic personalities and their systems of power*. ASTD Midwest Regional Conference, St. Paul, MN.
- Kusy, M. (2008, May 6). *Just-in-time solutions to the top people problems that keep leaders up at night*. Minnesota Health Information Management Association, Minneapolis.
- Kusy, M. (2008, April 5). *Four generations of physicians: One size no longer fits all*. Banner Health Annual Meeting, Tucson, AZ.
- Kusy, M. (2008, March 4). *Toxic personalities and their systems of power*. Human Resource Institute of New Zealand, NEW ZEALAND.
- Kusy, M. (2007, October 7). *How to manage toxic personalities*. American College of Radiology, Santa Monica, CA.
- Kusy, M. (2007, September 8). *How to manage toxic personalities*. American College of Radiology, Washington, DC.
- Kusy, M. (2007, February 18). *When leaders run amuck: Recovery 101*. Human Resource Institute of New Zealand, Auckland, NEW ZEALAND.
- Kusy, M. (2007, February 22). *The leader of the future: Preparing now!* International Business Conference of VGM. Phoenix, AZ.
- Kusy, M. (2007, November). *Strategic leadership in the fast lane*. International Conference of RBC Dain Rauscher, November 15, Minneapolis, MN.
- Kusy, M. (2007, March 12). *Fast forward leadership: Generational perspectives*. Volunteers of America National Conference, Minneapolis, MN.
- Kusy, M. (2007, September 7). *Using generational research to produce better marketing results*. International Association of Business Communicators Annual Conference, Minneapolis, MN.
- Kusy, M. (2005, May 4). *Mistake recovery: What every leader must know*. International Executive Conference of the Pacific Group of PriceWaterhouseCoopers, Cairns, AUSTRALIA.
- Kusy, M. (2005, March 7). *Breaking the code of silence: How successful leaders rebounded from seven critical mistakes*. Conference of the New Zealand Leadership Institute, Auckland, NEW ZEALAND.
- Kusy, M. (2005, April 2). *The new leadership competency: Mistake recovery*. Annual Conference of the VGM Platinum Group, Las Vegas, NV.
- Kusy, M. (2005, March 12). *Leadership rebound strategies: The next leadership competency*. Minnesota Conference of the International Society for Performance Improvement, Minneapolis, MN.
- Kusy, M. (2005, January 18). *The next leadership competency: Mistake recovery*. Annual Conference of Willmar Area Quality Council, Willmar, MN.
- Kusy, M. (2003, September 5). *Negotiation psyche: Yours and theirs*. Annual Advanced Liability Conference, Stevens Point, WI.
- Kusy, M. (2012, November 11). *Leadership from the inside out: 6 key practices of the leadership platform*. Society for Marketing Professional Services, New York City.
- Kusy, M., & Holloway, E. (2012, August 28). *Toxic behaviors in healthcare: Creating systems of respect to impact the double bottom line*. Annual conference of the Millcreek Health System, Toronto.
- Kusy, M. (2003, May 30). *8 leadership myths of organizational change and their effective antidotes*. HealthPartners Annual Quality Utilization Forum, Minneapolis, MN.
- Kusy, M. (2003, February 25). *Fast forward leadership: "Self" as part of the equation*. Kiev Mohyla Business School address, Kiev, UKRAINE.
- Kusy, M. (2003, February 26). *Leading relationships for success*. Kiev Mohyla Business School address, Kiev, UKRAINE.
- Kusy, M. (2003, January 11). *Hitting the mark with successful communication & negotiations*. Medical Seminar Series, Avera McKennan Hospital, Sioux Falls, SD.
- Kusy, M. (2003, January 29). *Debunking 8 leadership myths on organizational change*. Park Nicollet Annual Learning Day for Leaders, Minneapolis.
- Kusy, M. (2002, December 28). *Mitch's niches on strategic planning*. Leadership Coachella Valley, Palm Springs, CA.
- Kusy, M. (2002, June 3). *7 Strategies healthcare executives must stop and start doing now!* Health Industry Group Purchasing Association, Key Biscayne, FL.
- Kusy, M. (2003, March 4). *Work at the intersection of 4 generations: Collide or collaborate?* The Minnesota Chapter of the American Fisheries Biologists, Minneapolis.
- Kusy, M. (2003, May 31). *Debunking 8 leadership myths of organizational change & their effective antidotes*. Quality & Utilization Forum, Minneapolis.
- Kusy, M. (2003, April 10). *Governance and organizational assessment*. Medical Group Management Association, Medical Group Series Conference, Springfield, MO.

Keynote Addresses Delivered (Continued)

- Kusy, M. (2003, April 2). *What trainers must know to debunk 8 organizational change myths (and why!)*. Wisconsin Association of Insurance Trainers Annual Conference, Madison, WI.
- Kusy, M. (2003, November 15). *Communicating with pizzazz for healthy work relationships*. Institute for Clinical Systems Improvement, Minneapolis.
- Kusy, M., & Essex, L. (2002, April 19). *Updated leadership development practices*. International Federation of Training & Development Organizations. Manama, BAHRAIN.
- Kusy, M. (2002, May 4). *Physician renaissance*. Bush Medical Fellows Program, Minneapolis, Minnesota.
- Kusy, M. (2002, May 9). *Quality leadership with pizzazz*. Quality Forum, Minneapolis, MN.
- Kusy, M. (2002, February). *Leading in the future tense*. Keynote address, 2002 Meeting of the Minnesota Association of Volunteer Administrators, Minneapolis, Minnesota.
- Kusy, M. (2001, November 13). *Fast forward leadership*. American Association of Eye & Ear Hospitals, New Orleans, LA.
- Kusy, M. (2001, September 21). *Leading in the fast lane*. Leadership Coachella Valley 2, Palm Springs, California.
- Kusy, M. (2001, June 1). *Fast forward leadership: How to stop 7 outmoded practices to Lead in the 21st Century*. 2001 Annual Meeting, American College Health Association, Las Vegas, Nevada.
- Kusy, M. (2001, June 19). *Leading in the future tense*. 2001 Annual Meeting, American Express Technologies, Phoenix, Arizona.
- Kusy, M. (2001, August 8). *Fast forward leadership: Seven practices every leader must stop immediately!* 2001 Minnesota Medical Group Management Conference, Alexandria, Minnesota.
- Kusy, M. (2000, October). *21st century leadership that gets results*. 74th Annual Conference, Medical Group Practice Executives & Medical Group Management Association, Atlanta, Georgia.
- Kusy, M. (2000, October). *Leadership for the new millennium*. Leadership Coachella Valley Conference, Palm Springs, California.
- Kusy, M. (1993, April). *Prescribing effective leadership practices*. Minnesota Academy of Family Physicians Annual Conference, Minneapolis, Minnesota.

International Conference Presentations

- Holloway, E., Kusy, M. (2011, October 29). *Workplace civility: A whole systems approach to leadership ethics and a culture of respectful engagement*. London.
- Kusy, M., & Holloway, E. (2010, July 8). *High performance, resilience, and managing difficult personalities*. Chevron Corporation Executive Series, Perth, AUSTRALIA.
- Kusy, M., & Holloway, E. (2010, July 12). *Toxic personalities and their systems of power*. Integral Development Seminar Series, Melbourne, AUSTRALIA.
- Kusy, M. (2010, June 21). *Influencing Sr. management: The art of selling, not telling*. University of Auckland School of Enterprise, Auckland, NEW ZEALAND.
- Kusy, M. (2010, June 22). *Leadership behaviors that make a difference*. University of Auckland School of Enterprise, Auckland, NEW ZEALAND.
- Kusy, M. (2010, June 23). *Executive development at TV New Zealand*. TV New Zealand Annual Executive Conference, Auckland, NEW ZEALAND.
- Kusy, M., & Holloway, E. (2010, July 12). *Respect and the bottom line: What research reveals about toxic behaviors*. Integral Development Conference, Melbourne, AUSTRALIA.
- Kusy, M., & Holloway, E. (2009, May 5). *Toxic personalities and their systems of power: Determining strategies of respectful engagement*. University of Auckland School of Enterprise, Auckland, NEW ZEALAND.
- Kusy, M. (2009, May 6). *Leading strategically: The top 12 practices that turn managers into executives*. Fletcher Building Corporation, Auckland, NEW ZEALAND.
- Kusy, M. (2007, February 15). *Executive development in the fast-forward lane*. Enterprise Management, University of Auckland, Auckland, NEW ZEALAND.
- Kusy, M. (2005, March). *Leadership mistake recovery*. Excelerator Conference, Auckland, NEW ZEALAND.
- Kusy, M. (2003, October). *Mitch's niches on strategic planning*. Distinguished Professor Series at Kiev-Mohyla Business School, Kiev, UKRAINE.
- Kusy, M. (1995, October). *Visioning practices in organizations: Individual and team perspectives*. International Organization Development Association Conference, Eilat, ISRAEL.
- Kusy, M. (1995, September). *Facilitating organizational change: Part science, part intuition*. International Creativity Conference, Bloemfontein, SOUTH AFRICA.
- Kusy, M. (1994, July). *In-basket team building: Innovative application of an old system*. 23rd International Congress of Applied Psychology, Madrid, SPAIN.
- Kusy, M. (1993, August). *Visioning strategic change—It's not Just for leaders anymore!* The International Federation of Training and Development Organizations, Hamburg, GERMANY.
- Kusy, M. (1992, September) *Building physician executives: Models for HRD and evaluation*. International Federation of Training and Development Organizations, Taipei, TAIWAN.
- Kusy, M. (1991, January). *Training evaluation: Strategies and research*. Executive Conference, Curtin University, Perth, AUSTRALIA.
- Kusy, M. (1991, September). *Management training/development of physician executives: Design and evaluation*. Corporate Training for Effective Performance, Enschede, THE NETHERLANDS.

International Conference Presentations (Continued)

- Kusy, M. (1990, July). *Evaluation of training: New methods and applications to industry*. International Congress of Applied Psychology, Kyoto, JAPAN.
- Kusy, M. (1990, August). *Training evaluation research: New technologies*. The International Federation of Training and Development Organizations, Buenos Aires, ARGENTINA.
- Kusy, M. (2003, September 25). *Dealing with 8 Different Personality Types*. 31st Annual Symposium on Crime Laboratory Development, The FBI, Minneapolis, Minnesota.
- Kusy, M. (2001, August 6). *Doctoral consortium for executive alternative programs in OD and management*. Academy of Management 2001, Washington, DC.
- Kusy, M. (2000, June 4). *Engaging physicians in change*. Medical Group Management Association Education Programs, Chicago, Illinois.
- Kusy, M. (2002, May 9). *Communicating with pizzazz for the leader role in each of us*. American Association of Healthcare Administrative Management, Minneapolis, Minnesota.

U.S. Conference Presentations. Excluding Keynote Addresses

- Kusy, M. (2013, March 6). *Toxic personalities make toxic teams: Research and practices about what HR must do to impact everyday civility*. HR Connection, San Jose.
- Holloway, E., & Kusy, M. (2013, March 28). *Managing toxic personalities and their systems of power*. International Society for Performance Improvement—South Florida Chapter, Webinar.
- Holloway, E., & Kusy, M. (2009, January 27). *Dealing with toxic & disruptive behaviors at work*. Prosthetic Representatives Training Conference, Atlanta.
- Holloway, E., & Kusy, M. (2012, October 15-16). *Toxic workplace! Managing toxic personalities and their systems of power*. American College of Healthcare Executives, CEO Circle, San Antonio.
- Holloway, E., & Kusy, M. (2012, October 15-16). *Toxic behaviors & incivility in healthcare: Impacting patient safety, productivity, and the bottom line*. American College of Healthcare Execs., CEO Circle, San Antonio.
- Kusy, M., & Holloway, E. (2012, August 27). *Toxic personalities & their systems of power*. Millcreek Community Hospital Board Conference, Toronto.
- Kusy, M., & Holloway, E. (2011, June 2). *Everyday civility and performance: Research and Hands-On Strategies for Leaders*. City of Rochester and Olmsted County Leadership Conference, Rochester, MN.
- Kusy, M., & Holloway, E. (2010, June 14). *Toxic behaviors in healthcare: Improving patient safety, productivity, and the bottom line*. American Association of Eye and Ear Centers of Excellence, Baltimore, MD.
- Kusy, M., & Holloway, E. (2010, May 24). *Toxic behaviors & incivility in healthcare: Practice indications*. Radiology Business Managers Association Summit Conference, Colorado Springs, CO.
- Kusy, M., & Holloway, E. (2009, June 11). *Interdisciplinary teamwork in healthcare: Moving from conflict and toxic behaviors to team success*. Emerging Physician Leaders Conference, University of Minnesota School of Public Health, Minneapolis.
- Kusy, M., & Holloway, E. (2009, November 14). *Toxic personalities, civility, and the bottom Line*. American College of Radiology, Radiology Business Management Association Annual Conference, Washington, DC.
- Kusy, M. (2009, June 4). *Large-scale strategic planning*. HR Connection, Minneapolis, MN.
- Kusy, M., & Holloway, E. (2009, June 11). *Toxicity in toxic times: Team strategies for respectful engagement*. VA Radiology Leadership Summit, Washington, DC.
- Kusy, M. & Holloway, E. (2009, June 16). *Work incivility and what to do about it*. League of Minnesota Cities, St. Paul, MN.
- Kusy, M., & Holloway, E. (2009, June 11). *Developing healthcare leaders who really lead*. VA Radiology Leadership Summit, Washington, DC.
- Kusy, M., & Holloway, E. (2007, August 3). *A national study of toxic personalities at work: Leadership actions to mitigate their effects*. Academy of Management, Philadelphia, Pennsylvania.
- Kusy, M. (1999, July 19). *Change management that works*. Medical Group Management Midwest/Southern Conference, Nashville, Tennessee.
- Kusy, M. (1998, November). *Physician leadership for the next century*. Southern Medical Association, New Orleans, Louisiana.
- Kusy, M. (1998, August). *Learning at its finest*. US Dept. of Justice, Washington, DC.
- Kusy, M. (1998, November). *Successful physician leaders: Research in practice*. Southern Medical Association, New Orleans, Louisiana.
- Kusy, M. (1995, March). *Leadership development of physicians*. Academy of HRD, St. Louis, Missouri.
- Kusy, M. & Preskill, H. (1994, March). *Supporting employees' learning transfer: The role of the manager and the organization*. Academy of Human Resource Development, San Antonio, Texas.
- Kusy, M. (1987). *The effects of types of training evaluation among management*. The National Society for Performance and Instruction, San Antonio, Texas.
- Kusy, M. & Marr, T. (1992, May). *Bridging the M.D. / R.N. gap: Visioning strategic change*. The American College of Physician Executives, San Francisco, California.
- Kusy, M. & Marr, T. (1992, May). *Developing medical directors: A longitudinal study*. The American College of Physician Executive, San Francisco, California.
- Kusy, M. (2007, September 5). *Breaking the code of silence*. United Health Group, Annual HR Conference, Minneapolis, Minnesota.

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U.S. Conference Presentations. Excluding Keynote Addresses (continued)

Kusy, M. (2007, October 3). *The power of politics: Leveraging your capabilities*. International Association of Performance Improvement (local chapter), Minneapolis, Minnesota.

Kusy, M. (2007, September 21). *Leading in the 21st century*. Medica, Minneapolis, Minnesota.

Kusy, M. (1997, February). *Boomers and busters in the virtual organization*. Minnesota Medical Group Management Association, Minneapolis, Minnesota.

Kusy, M. (1995, April). *Organizational change: It's not as intuitive as one thinks*. Minnesota Career Development Association Annual Conference, Minneapolis, Minnesota.

Kusy, M. (1995, February). *Developing organizations and executives: From factory floors to operating rooms*. University of Minnesota HRD Conference, Minneapolis, Minnesota.

Kusy, M. (1994, May). *Leading and managing: Diagnosis and prescription*. Minnesota Academy of Family Physicians, Minneapolis, Minnesota.

Kusy, M. (1994, January). *Team leadership Innovations*. HR Professionals, Minneapolis, Minnesota.

Kusy, M. (1993, May). *Moving towards OD*. MN Outplacement Providers, Minneapolis, Minnesota.

Kusy, M. (1993, November). *What you've always wanted to know about organizational change, but didn't know how to apply*. Anoka County Quality Council, Minneapolis, Minnesota.

Kusy, M. (1993, October). *Leading in the medical setting*. MN Medical Assoc., Minneapolis, Minnesota.

Kusy, M. (1992, February). *Executive development strategies for physician leaders: Methods and results*. University of Minnesota Training and Development Conference, St. Paul, Minnesota.

Kusy, M. (1992, April). *Innovative strategies for teaching management principles*. American Dietetics Association Conference, St. Paul, Minnesota.

Sample Media Interviews

Kusy, M., & Holloway, E. (2010, April 10) Detox work of poisonous people. *New Zealand Herald*.

Holloway, E., & Kusy, M. (2009, May 4). How toxic behavior leads to sinful behavior at work. *CNN.com*.

Kusy, M., & Holloway, E. (2009, March 27). Overcoming the toxic co-worker or Employee. *BlogTalkRadio*.

Holloway, E., & Kusy, M. (2009, November 12). Managing toxic personalities and their systems of power. *American Society of Training & Development*.

Kusy, M. (2008, February 3). Gossip is information by another name. *New York Times Career Couch*.

Kusy, M. (2007, November 30). Play office politics without getting dirty. *Fortune*.

Representative Examples of Research Activities

- National study of how to mitigate the effects of toxic personalities, 2006-2009.
- International study of leadership derailment, 2000-2004.
- International study of successful leadership practices needed for the future, 1998-1999.
- National study assessing the critical variables predicting HRD leader success, 1994-1995.
- Study of a three-year executive development program of physician leaders, 1989-1992.
- Examination of the variables affecting learning transfer from training to the job, 1993-1994.
- Use of the retrospective evaluation in physician executive development, 1989-1992.
- National study of the variables contributing to physician leader success, 1994-1995.
- National study assessing the critical variables predicting HRD leader success, 1994-1995.

Representative Examples of Consultations to Organizations Leading to Scholarly Endeavors

- Designed and facilitated executive coaching around workplace incivility; this was a catalyst in my wanting to research how to effectively mitigate the impact of toxic personalities in the workplace.
- Created an executive development program in a children's hospital; resulted in an evaluative research study, international conference presentation, and publication.
- Designed a managerial assessment center in a non-profit organization; resulted in a research study and conference presentation.
- Created a large-scale organization development intervention to establish an organizational vision through employee participation in a multi-billion dollar Fortune 100 company; resulted in international conference presentation and publication.
- Assessed and designed organization development systems for nurse managers and medical directors in a large hospital; resulted in international conference presentations and publications.
- Initiated executive coaching for physician leaders in a metropolitan hospital; resulted in an action research study and conference presentation.
- Created, facilitated, and evaluated a team development in-basket assessment and simulation for managers and executives in a large non-profit organization; resulted in action research study, international conference presentation, and publication.
- Designed and delivered executive education in a non-profit organization; resulted in an international conference presentation and publication.
- Planned a team development and strategic planning process for medical leaders; resulted in a pilot sample for a national study of physician executives

Representative Examples of Consultations to Non-Profit Organizations

- Life Science Alley—management development on systems approaches to workplace incivility
- Minneapolis Society for the Blind—organizational culture assessment; organization development
- Desert AIDS Project—strategic planning for the past four years
- Leadership Coachella Valley—leadership development
- Richfield Rotary Club—leadership development
- St. Paul Society for the Blind—needs assessment process; organization development
- Anoka County Quality Council—communications skills training
- Chaska Chamber of Commerce—executive development
- United Way—strategic planning
- International Special Olympics—needs assessment, instructional design
- Twin Cities Personnel Association—leadership development
- American Society for Training & Development—board development

Non-Academic Positions Held

Director-Leadership Development, American Express, 1987-1989

- Managed a department of 15 human resource development professionals with a budget of \$750,000.
- Designed a leadership development program for project managers.
- Directed a managerial assessment center identifying high potential individuals for purposes of succession planning, career development, and management development.
- Launched a supervisory development program benchmarking successful supervision.
- Re-designed selected management development and executive development systems incorporating participative management, empowerment, and upward influence strategies.
- Developed systems to evaluate the impact of training on individual/organizational performance.
- Consulted with sales to produce leadership training within a performance management model.
- Designed a series of management development programs for managers/executives incorporating behavioral modeling, video feedback, problem-solving, case studies, and individual consultations.

Manager-Organization Development, Health Partners, 1983-1987

- Managed a department of 20 HRD professionals with a budget of \$360,000.
- Assessed training needs and developed corresponding seminars in areas including performance evaluation, conflict management, strategic planning, negotiation, and team building.
- Created a service improvement system based upon diverse organization development strategies that resulted in a \$4.5 million savings for the corporation, with an initial investment of \$360,000.
- Designed organizational assessment instruments to evaluate the key variables impacting productivity.
- Consulted with management to improve organizational effectiveness through team-building, strategic planning, performance management systems, and executive coaching.
- Designed and delivered strategic planning sessions throughout the organization.
- Developed team building interventions with both executive teams and selected departments.
- Successfully negotiated a 3 year union contract, resolved employee grievances, presented arbitration cases, and counseled management on union contract interpretations.
- Reorganized the AA/EEO process in which managers assumed a significant ownership.
- Organized an MBA internship management program and recruited on a national level.
- Managed the staffing and recruiting functions incorporating the design of valid testing measures.
- Designed and built an Employee Assistance Program.

Program Director/Psychiatric Social Worker, St. Louis Park Schools, 1978-1983

- Directed a psychotherapy program—for junior high students with emotional and behavioral difficulties—designed to keep clients in their home school and out of residential treatment.
- Conducted crisis intervention services for clients needing immediate referral or counseling.
- Conducted individual, family, and group therapies for client population.

Consultant/Psychiatric Social Worker, Minneapolis Schools, 1977-1978

- Collaborated with education staff to enhance education and social skills of junior high students in a school specially designed for individuals having emotional and behavioral difficulties.
- Conducted counseling sessions using formats designed to incorporate teachers into the process.
- Designed a train-the-trainer curriculum in the areas of chemical dependency and sexual abuse.

CURRICULUM VITAE OF DR. MITCHELL KUSY, JR.

Psychotherapist, Eau Claire Academy, 1975-1977

- Directed a psychotherapy program for adolescents in residential treatment.
- Consulted with education staff to increase individual academic growth through a better understanding of behavioral difficulties of client population.
- Trained mental health professionals on effective program evaluation strategies.
- Conducted individual and group counseling using cognitive behavior therapy.