

CV

Harlow B. Cohen, Ph.D.

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Education

- Ph.D., Organizational Behavior, Case Western Reserve University (1986)
- M.S., Organization Development and Analysis, Case Western Reserve University (1979)
- B.A., Political Science, Cleveland State University (1973); Outstanding Student of the Year Award in 1973, Department of Political Science
- Certificate in Developing Leadership through Emotional Intelligence (2005)
- Certificate in use and interpretation of ECI & ESCI 360 degree instruments (2005)

Professional Work Experience

- *Professor of Organizational Behavior and Faculty Director* for the Master of Science in Positive Organization Development & Change, Weatherhead School of Management, Case Western Reserve University (2006- present)
- *President*, Harlow B. Cohen & Associates, Inc., and Integrated Profit Solutions; Management Consulting Services (1997- present)
- *Senior Consultant, Project Manager, and Operating Committee Member*, Robert H. Schaffer & Associates (1991-1997)
- *Vice President, Organization Planning and Development*, Ameritrust Company, N.A. (1988-1991)
- *Senior Vice President, Operations and Administration*, Boykin Management Company (1985-1988)
- *President*, Bennett & Company, Human Resource Consulting Services (1982-1985)
- *Director of Human Resources*, Cole Consumer Products and Cole National Corporation (1976-1982)
- *Personnel Manager*, Cuyahoga County Welfare Department, Bureau of Institutions (1973-1976)

Teaching Experience

- *Professor of Organizational Behavior*, Case Western Reserve University, Weatherhead School of Management; Department of Organization Behavior (2007 - present); teaches Masters level courses in Foundations of Strategic Thinking; Dynamics of Effective Consulting & Implementation; Individual Field Projects (Capstone course); and Organization Design for a Knowledge World (2007- present); taught courses in joint Master's program for CWRU and XLRI in India; teaches PhD seminar on the Dynamics of Effective Change & Implementation; nominated multiple times for teaching and mentoring awards;

elected to Faculty Council by faculty members of the Weatherhead School of Management; have conducted dozens of open enrollment and custom designed Executive Education programs; designed and conducted on-line workshops each year to promote the MPOD program; served as member of Strategic Planning committee for the Dean's office; worked with the Dean's office to launch an international masters program in global executive management and change. Committee member for Work Group 2026 for Strategic Planning process for the University

- *Adjunct Professor*; Case Western Reserve University, Weatherhead School of Management; Department of Organization Behavior; taught Masters level courses in Foundations of Strategic Thinking; Dynamics of Effective Change Strategies; Organization & Environment; and Design of Organization Development & Analysis Projects in the MOD & MPOD programs (2000- 2007)
- *Faculty Coach/Instructor*; Case Western Reserve University, Weatherhead School of Management; MBA program, Action Learning Course (2002-2003)
- *Guest Lecturer* for MSODA and MBA classes, Case Western Reserve University, Weatherhead School of Management (1987-2000)
- *Teaching Assistant*; Case Western Reserve University, Weatherhead School of Management; taught Masters level courses in Executive Leadership Skills, Organizational Analysis, and Managing Organizational Change (1979-1981)
- *Workshop Facilitator and Trainer*; Case Western Reserve University, Weatherhead School of Management; designed, developed, and facilitated week long personal growth and learning laboratories for Masters program in Organization Development and Analysis (1979-1984)

Publications & Written Work

- *Putting Leadership into Perspective* submitted to Organizational Dynamics journal; editor requested to rewrite and resubmit October 2017
- Teaching Strategic Decision Making: Using A Simulation that Mimics the Way We Think and Learn (working paper 2016)
- GLP Strategic Organizational Simulation © 2014
- *Murder One*, An Adapted Structured Exercise in Contradictions and Paradoxical Intention for Change Management Practitioners
- *Strategic Simulation in Disruptive Innovation* © 2011
- *Great Lakes Products Company*; Strategic Decision Making Simulation; ©2010
- *An Analysis of Features of Respiratory Therapy Departments that Are Avid for Change* (with James Stoller, MD, et al), in Respiratory Care, 2008
- The Dinosaur in the Living Room: Achieving Positive Change by Tackling the Obvious; Author House Publishers, Bloomington, Indiana; © 2005
- *The Performance Paradox*, Academy of Management Executive; August 1998; voted and judged by an Executive Advisory Panel to be one of the three most valuable articles of all those published in the journal in 1998
- *Results: The Forgotten Element of Quality Programs*; Advanced Management Journal; Volume 59, Number 3; Summer 1994

- *Today's Business Problem Require New HR Strategies* (with Robert Schaffer), Human Resource Professional; Volume 3, Number 4; Summer 1991
- *Penrock Industries, Inc., A Team Development Intervention* (with Eric Neilsen) in *Cases in Organization Development* by A.M. Glassman & T.G. Cummings; Irwin Publishers, Boston, MA; 1991
- *Finding and Developing Tomorrow's Top Managers* (with Eric Neilsen); The Cornell Quarterly, May 1988
- *Ph.D., Dissertation: The Social Construction of Managerial High Performance (1985)*

Presentations & Colloquiums

- "Leadership Skills in Change Management", two key note addresses for the Cleveland Clinic's Administrators and Finance Directors educational program
- "From Staff Function to Internal Consultant: Practices and Tools for Better Results" conduct 4 one-day seminars that enables participants to earn a certificate in effective consulting, Executive Education, Weatherhead School of Mgt, Case Western Reserve University
- Strategic Decision Making; workshop conducted for Moen's high potential management development program in collaboration with Dively Exec Ed office
- Strategic Decision Making; workshop conducted for Sherwin William's high potential management development program in collaboration with Dively Exec Ed office
- Strategic Decision Making; workshop conducted for MTD management development program in collaboration with Dively Exec Ed office
- Strategic Decision Making; workshop conducted for United Technologies Aeronautics & Space Division for their emerging leaders, high potential program in collaboration with Dively Exec Ed office
- Problem Solving Techniques & Strategies; conducted a course in concert with an internal staff members from the Cleveland Clinic's "Sampson Global Leadership Academy" involving physicians and health care professionals from around the world.
- Designing Winning Organizations; workshop conducted for Goodrich Landing Gear Division, high potential program in collaboration with Exec Ed office
- Designing Successful Organizations; workshop conducted for Goodyear, North American Human Resource professionals in collaboration with Exec Ed office.
- Fast, Flat & Flexible; presentation made for the Northern Ohio Human Resource Professional Society (NOHRPS)
- Blue Ocean Strategy Workshop; designed and conducted strategic working session for the CWRU ITS Leadership Team Retreat
- "The Dinosaur in the Living Room: Achieving Positive Gains by Tackling the Obvious"; key note speaker for the OD Connection
- "Making the Transition from Staff Support to Internal Consultant"; Case Western Reserve University's IT Directors Committee, Guest Speaker.

- “From Staff Function to Internal Consultant: Practices and Tools for Better Results”, Executive Education, Weatherhead School of Mgt, Case Western Reserve University
- “Strategic Thinking” presentation & workshop for the Federal Reserve Bank of Cleveland; Emerging Leaders Series
- "Achieving Positive Change by Tackling the Obvious" Heights Hillcrest Chamber of Commerce – Breakfast Series, Keynote Speaker
- *The Dynamics of Effective Consulting*; conducted for the Cleveland chapter of the American Society for Training and Development, Cleveland, Ohio
- *Developing Joint Customer/Supplier Improvement Efforts*; symposium held for a value chain of customers and suppliers in the office furniture industry
- *Building Performance*; Growing Enterprises Program, Dively Management Center, Case Western Reserve University
- *Results Driven Performance Improvement*; Society for Human Resource Management, Chicago Illinois
- *Beyond the Start Up Organization*; Unified Technology Center, Cleveland Ohio
- *Applying Tools that Develop Successful Executives*; Tool Users Conference, Center for Creative Leadership, Dallas, Texas
- *Linking Human Resource Strategy with the Business Plan*; Center for Management Development; Case Western Reserve University
- *Making Organization Development Relevant in the Work Place*; The OD Connection; Cleveland, Ohio
- *People & Technology*; 3WE radio talk show, Cleveland, Ohio
- *The Social Construction of the Highly Performing Manager*; colloquium conducted at The Center for Creative Leadership; Greensboro, North Carolina

Field and Consulting Projects

Dealer Tire: Work with Chief Strategy & People Officer and VP of Human Resources to redesign entire HR and People Management function to keep pace and align with strategic direction of the corporation...

Abarta: Conduct a series of educational sessions to the 6 HR organizations on field of organizational development and how it applies to areas such as managing change and improvement...

FedEx Custom Critical: conducted a work session with HR executive and learning development staff to provide them with a better understand of Organization Design principles and tools and models for applying them to a company.

Manufacturers Alliance for Performance & Innovation: conducted a 3-day strategic work session with the senior leadership team using the Alchemy of Growth and Value Migrations models to help them re-frame the challenges facing the organization, and to outline a set of strategies and implementation tactics moving forward.

Panther Expedited Services; launched and implemented a model week breakthrough process designed to release existing potential that was already resident in the organization; conducted statistical analyses and regressions to sharpen the focus on those factors that had the highest chances of improving performance for three pilots efforts; designed and facilitated an *Appreciative Inquiry Summit* for the entire management team on the topic of “Learning What It Takes to Develop a Winning Culture; orchestrated three affirmative topics including avid customers, flawless fulfillment and engaged employees; and facilitated design and destiny stages to build on the summit that was conducted.

Laketrans Public Transportation; conducted organization design assessment; presented to General Manager and the transit Board...

City of Cleveland – SC 2019; Advancing the Glocal Engine; served as one of several facilitators for the second in a series of sustainability summits; worked with the Local Foods group to build desired images of the future and to translate such ideals into action and results.

Prentke Romich Company; designed and implemented a Leadership Development & coaching process using Emotional Intelligence and ICT theory with the senior management team; provided consulting input for shaping a growth strategy and organization for the business and various departments

Society for the Plastics Industry; formulated organizational strategy with the senior management team and board of directors; facilitated the organization design and governance structure for the association; implemented a performance management system; designed and implemented “sustainability” initiatives; coached senior management; and facilitated industry councils, high profile business units, regions and national meetings.

Dental Care Partners; designed and implemented a Leadership Development & coaching process using Emotional Intelligence; and conducted a series of 360 degree assessment and feedback sessions for the senior management team. Conducted work sessions with the CEO, Board, and senior management on designing effective organizations.

The Sulfur Institute; facilitated a strategic planning and thinking process with senior management; and conducted executive coaching and development sessions.

Utilimaster Corporation; designed and implemented an organizational renewal process; facilitated annual strategic thinking and planning workshops; designed & launched a performance and productivity improvement process; installed a lean production and product development effort; conducted work process simplification and streamlining efforts; performed organization analysis & conducted organization redesign efforts; designed and implemented an executive & management leadership program & workshops using emotional intelligence.

Cuyahoga County Board of Mental Retardation; designed & facilitated an appreciative inquiry and breakthrough conference/workshop with senior directors, residential homes, & community participants.

Conair Corporation; designed and facilitated of a series of Appreciative Inquiry interventions with senior management and design teams; and facilitated strategic thinking and planning workshops; conducted assimilation processes for new sales and marketing managers.

Preformed Line Products; conducted strategic planning initiatives; facilitated organization redesign activities; installed a lean production and product development system; initiated team building activities; and provided coaching and management development to senior management.

ASC Incorporated; facilitated a multifaceted organizational transformation and turnaround effort; conducted strategic thinking workshops; designed and implemented organization wide performance and productivity improvement efforts; conducted organization analyses; facilitated organization redesign of business units; provided executive/management development & coaching using a 360 degree feedback process.

ASCET Incorporated; designed and facilitated an integration process for new acquisitions; designed & facilitated a turnaround effort in concert with senior management; performed organization assessments; designed and launched profit improvement initiatives; conducted organization design interventions; facilitated strategic planning activities and workshops; and conducted executive/management development and coaching activities and workshops.

Demag Plastics Group; implemented an organization wide rapid cycle improvement effort; designed and launched the development of internal staff consulting skills; facilitated strategic planning efforts and workshops; designed and implemented a company wide balanced scorecard; validation study of variables that compare high performing regions to lower performing regions; conducted executive coaching sessions.

Cole Vision Corporation & Cole Managed Care; provided executive coaching; designed and conducted strategic thinking workshops; performed a validation study and analysis of key factors that explain variance in store and regional sales performance; designed and facilitated role negotiation & conflict resolution efforts between functions; profit and balance sheet improvement process; new store growth effort; breakthrough improvement strategy

Bell & Howell, PSC Division; conducted an organization change readiness assessment; provided change management consulting and facilitation in concert with the installation of an Enterprise Resource Planning effort; identified ROI initiatives; and facilitated process redesign and streamlining workshops and activities.

Navistar International; facilitated a new manager assimilation process for the VP of Operations and Quality; facilitated the implementation of a new manufacturing strategy; conducted an assessment to determine an optimal organization design.

National City Corporation; designed and implemented a corporate wide management development process; facilitated the creation of a Center for Leadership Development; provided executive coaching and mentoring to HR staff; conducted an assessment of training & educational effectiveness; and designed workshops and clinic sessions to improve internal consulting effectiveness for HR and Organization Development professionals.

Group Dekko International; designed and facilitated annual strategic thinking and breakthrough workshops and activities; designed, launched and implemented a company wide breakthrough strategy improvement effort; designed and implemented management development workshops; facilitated customer/supplier value chain improvement workshops and improvement efforts; designed and implemented process redesign/simplification workshops and activities; launched a lean manufacturing and continuous improvement effort; provided executive coaching; and conducted a series of workshops on internal consulting effectiveness for staff support professionals in HR, OD and IT.

Schuller International; facilitated a company wide organizational transformation and turnaround; designed and launched an organizational rapid cycle improvement process; facilitated cross functional productivity and profit improvement projects; Designed and conducted a GE Workout strategy; designed and launched joint customer/supplier improvement efforts & value chain collaboration efforts; designed and launched a reengineering and process redesign/simplification effort.

Carboloy, Inc.; strategic thinking

Jac Products, Inc.; strategic thinking; breakthrough strategy; strategic scorecard

Mohawk Carpet; roll out of breakthrough strategy and continuous improvement process

Allied Signal, Bendix Division; “Workout” process and performance improvement effort

Sherwin Williams; management development and Human Resource consultation

TRW, Valve Division; breakthrough improvement strategy and waste reduction

American Greetings; results-driven management development; breakthrough strategy

Ameritrust Company N.A.; facilitation of credit policy task force; implementation of management development process

BF Goodrich, SP&C Division; results-driven management development

Figgie International; breakthrough strategy; management training curriculum

M.A. Hanna Rubber Compounding Company; change management; readiness assessment and analysis of lean manufacturing launch

Other field projects and consulting assignments have included: Ford Motor Company, Avon Lake and Utica Trim Plants; Boykin Management Company; Unified Technology Center; The Scott Group; Sun Life; New York Life; City of Cleveland; Picker International; Action Auto Rental Company; Avery Denison, Fasson Division; Temps Plus; Fitness Quest; SNE Enterprises, Inc.

Past & Present Professional Memberships and Activities

Faculty Council Member – elected to serve three year term from 2015-2018 as part of the Weatherhead School of Management

Board of Advisors - The Scott Group

Member OD Network

Reviewer for Administrative Science Quarterly

National HRD Executive Panel Member

Member HR Planning Society

Professional Interests

Implementation Styles & Preferences

Linking Team Learning Inventory with Strategic Decision Making

System 1 and System 2 Thinking: How Cognitive Errors and Biases Influence Strategic Decision Making

Designing Strategic Organizational Simulations

Change Management & Intervention Theory

Managerial High Performance & Development

Appreciative Inquiry and Positive Psychology

Consulting Effectiveness for Internal staff groups