

RealWorldLeadership

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Experience

- 2007-Present** **RealWorldLeadership**
- Principal of consultancy focused on leadership education, marketing, communications, and other management topics for students and aspiring managers worldwide. Over 300 presentations at universities and organizations in more than 20 countries on 5 continents
- 1987-2009** **American Airlines** **Fort Worth, Texas**
- 2007-2009 Adviser to the Chairman
- 2001-2006 Managing Director, Brand Development and Advertising
- Led team that managed the brand, worldwide advertising, direct marketing, promotion, and customer research; \$140 million annual budget
 - Continued to align brand with new competitive realities and changing customer needs
 - Re-energized team responsible for restoration of the brand after the 9/11 attacks
- 2000-2001 Managing Director, TWA Integration Project and Managing Director, **oneworld** Development
- Ad hoc assignments to coordinate integration of TWA staff departments, and to develop plan for maximizing benefits from American's global airline alliance
- 1998-2000 Managing Director, Food & Beverage Services
- Directed development and worldwide operations; annual budget of \$850 million
 - Modernized operational processes, improved flight-crew feedback, and improved quality
- 1996-1998 Managing Director, Corporate Communications
- Responsible for media relations, employee communications, corporate giving, and in-flight magazine (profit center)
 - Maintained brand reputation through several crises, including 1997 pilot strike
 - Revamped employee communications
- 1993-1996 Managing Director, International Affairs
- Led team responsible for securing government approvals for international route expansion
 - Defined and implemented alliance relationships with partner airlines
- 1987-1993 Manager, Various Departments
- Led teams in information technology, field and staff sales, and advertising
- 1986-1987** **Northwest Airlines** **St. Paul, Minnesota**
- Director, Marketing Systems Development
- Facilitated integration of I.T. systems after Republic acquisition, including coordination of conversion of real-time system
- 1984-1986** **Republic Airlines** **Minneapolis, Minnesota**
- Regional Sales Manager and Sales Support Manager
- Managed hub-and-spoke sales region that produced over \$400 million in agency and corporate sales; helped achieve significant market-share gains
 - Directed new-hire and recurrent training for field sales force of 100
- 1983-1984** **Schilling Travel** **Minneapolis, Minnesota**
- Reorganized marketing and operations for specialty retailer and tour operator

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- 1978-1983** **The Science Museum of Minnesota** **St. Paul, Minnesota**
University of Minnesota **Minneapolis, Minnesota**
The University of New England **Armidale, NSW, Australia**
- Academic appointments in Geography, with responsibilities including development of a museum exhibit, and presentation of upper-division and continuing-education courses
- 1969-1974** **Vanguard Travel** **Minneapolis, Minnesota**
- Financed undergraduate education by handling travel arrangements for business clientele, and by developing and operating incentive travel programs

Publications

More than 100 articles in major newspapers and magazines (*Huffington Post, Forbes, USA Today, Chicago Tribune, Boston Globe, Dallas Morning News*), travel-industry publications, and peer-reviewed academic journals; published dissertation on the role of tourism in Caribbean economic development

Academic, Community, and Volunteer Service

- 1989-Present** **Adjunct Professor, Guest Lecturer, and Academic Adviser**
- Adjunct professor at the McDonough School of Business, Georgetown University. Annual presenter at 25 selective business schools worldwide, including Kellogg, Wharton, University of Cambridge, and London Business School. Member, Advisory Board of the Global Business School Network; the International Advisory Board, Umeå School of Business (Sweden); and Board of Trustees, South American Business Forum, Buenos Aires
- 2002-2014** **American Airlines Federal Credit Union**
- Board member of one of the nation's largest credit unions, with \$5 billion in assets
- 1996-2012** **Dallas Ramp Project**
- Board member and team leader of organization that annually builds more than 200 wheelchair ramps for people who cannot afford them
- 1989-1998** **Hostelling International / American Youth Hostels**
- Board member of U.S. chapter of the largest cultural-travel organization in the world
- 1979-1983** **Transportation Advisory Board, Metropolitan Council of the Twin Cities (MN)**
- Member of a board responsible for planning regional transportation infrastructure

Education

- 1983** **The Wharton School, University of Pennsylvania**
Certificate in Business Administration (postdoctoral management program)
- 1969-78** **University of Minnesota**
Ph.D., Economic Geography; Bush Foundation Fellow
M.A., Economic Geography; Bush Foundation Fellow
B.A., Geography; Phi Beta Kappa (degree entirely self-funded)