

LEONARD A. SCHLESINGER

Office of the President
Babson College
231 Forest Street
Babson Park, MA 02457-0310
Phone (781) 239-4262
Fax (781) 239-4464

ACADEMIC EXPERIENCE

BABSON COLLEGE

Babson Park, Massachusetts
July 2008-Present

- President

BROWN UNIVERSITY

Providence, Rhode Island
October 1998-September 1999

- Senior Vice President for Development, Counselor to the President, Professor of Sociology and Public Policy.

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Boston, Massachusetts
1978-1998

- George Fisher Baker, Jr., Professor of Business Administration: Faculty Unit Head, Service Management Area; MBA Program Coordination Team; Faculty Chair, *Achieving Breakthrough Service* (Executive Program). Chair of MBA *Essential Skills* and *Foundations* programs 1994-1996; *Managing the High Performance Organization* (required MBA course); *Service Management, Managing Marketspace Service Interfaces*, Field Studies in Service Management (elective MBA courses); President's Seminar, Leadership in Professional Service Firms, Strategic Perspectives in Nonprofit Management (Executive Programs) (November 1994-September 1998).
- Senior Associate Dean and Director of External Relations: Alumni and Corporate Relations, Media Relations, Communications, Development (1994-1995).
- Professor of Business Administration: *Work and Organization in the Information Economy* (required MBA course). Chair of MBA Program Review Core Design Team (1993-1994).
- Associate Professor of Business Administration: *Service Management* (elective MBA course), *Field Studies in Service Management* and *Not for Profit Management*; Faculty Chair, *Achieving Breakthrough Service* (Executive Program); Berol Faculty Research Fellow 1991-1992 (1989-1993).
- Lecturer on Business Administration: *Management Policy & Practice* (required MBA course) (1988-1989).
- Associate Professor of Business Administration: *Making Human Resources Strategies Work* (elective MBA course). (1983-1985; on leave 1985-1987).

**ACADEMIC
EXPERIENCE
(continued)**

- Assistant Professor of Business Administration: *The Manager and Personnel* (elective MBA course); *Field Studies in Human Resource Management*; Faculty Chair, *Human Resource Management* (Executive Program); *Organizational Behavior* (required MBA course); and *Managing Organizational Effectiveness* (Executive Program). Head of required MBA curriculum in *Organizational Behavior* (1979-1982).
- Instructor in Organizational Behavior: *Human Behavior in Organizations* (required MBA course) and *Designing Complex Organizations* (elective MBA and Doctoral course) (1978-1979).

**BENTLEY COLLEGE
DEPARTMENT OF MANAGEMENT**

Waltham, Massachusetts
Spring 1976

- Lecturer: *Introduction to Business Management*.

**UNIVERSITY OF WISCONSIN
Department of Managerial Systems**

Green Bay, Wisconsin
Fall, Spring 1974-1975

- Community Lecturer: *Social Psychology of Management*.

**WORK
EXPERIENCE**

LIMITED BRANDS

Columbus, Ohio
October 1999-October 2007

- *Vice Chairman and Chief Operating Officer* (2003-2007)
- *President, Beauty & Personal Care Group* (2004-2005)
- *Executive Vice President and Chief Operating Officer* (2001-2003)
- *Executive Vice President – Human Resources, Leadership and Organization* (1999-2001)
Areas of responsibility included operational and financial leadership, on an enterprise-wide basis, of the functions that supported the operations of Express, Limited Stores, Victoria's Secret Beauty, Stores and Direct, Bath and Body Works, C.O. Bigelow, Henri Bendel and the White Barn Candle Company.

AU BON PAIN CO., INC.

Boston, Massachusetts
April 1985-November 1988

- *Executive Vice President and Chief Operating Officer, Director* (1987-1988)
- *Executive Vice President and Treasurer, Director* (1985-1987)
Areas of responsibility included Manufacturing, Wholesale Sales, Real Estate Negotiation, Marketing, Finance and Administration, Legal and General Strategy Development. Assumed general management responsibilities for post startup operations of Au Bon Pain Express, a self-service concept. Shared prime responsibility for the development of major human resource initiatives and new business development while overseeing a three-year compounded annual growth rate of 40%.

**WORK
EXPERIENCE
(continued)**

PROCTER AND GAMBLE PAPER PRODUCTS COMPANY

Green Bay, Wisconsin
September 1973-July 1975

- *Organizational Development Specialist*
Areas of responsibility included union-management relations, management training and development, team building, organizational diagnosis and intervention, and affirmative action. Had prime responsibility for the organizational aspects of an \$11 million Pulp Mill capacity increase program (July 1974-July 1975)
- *Team Manager (Facial Tissues Converting)*
Duties included general administration of operating department and shift supervision of a crew of 25 hourly employees. Developed new operator training programs, extensive mechanical tracking systems and several new operating procedures which resulted in significant savings through more efficient resource utilization. (September 1973-June 1974)

GOVERNOR'S COUNCIL ON YOUTH OPPORTUNITIES

Providence, Rhode Island
Summer 1971, February 1972-June 1972

- *Associate Coordinator*
Duties included organization and administration of statewide educational, recreational, and employment programs for youth. Assisted in the development of a *Call-A-Teen*, the nation's only statewide odd-job employment program for youth.

BROWN STUDENT AGENCIES

Providence, Rhode Island
March 1971-February 1972

- *President*
Duties included supervision of operations of 14 student-owned, student-run businesses with annual sales in excess of \$500,000. Expanded employment programs for financially needy students.

**CONSULTING
EXPERIENCE**

In the areas of organization design and development, executive development, human resource management and service management with over 100 major corporations, nonprofit organizations, and public agencies in the United States, Europe, Canada, Mexico, Asia, and Australia. Active leadership of design and development of "Work-Out!" initiative at General Electric and "Reinventing Government" process for U.S. Department of Labor.

**DIRECTOR-
SHIPS**

10,000 Small Businesses (2009-Present)
Beth Israel Deaconess Medical Center (2008-2009)
BJ's Wholesale Club, Inc. (2009-present)
Borders Group, Inc. (1995-1999)
Columbus Foundation (2004-2007)
Combined Jewish Philanthropies (1997-1999)
GC Companies, Inc. (1997-1999)
Limited Brands (1996-2007)
Massachusetts Clean Energy Center (2009-Present)

**DIRECTOR-
SHIPS
(continued)**

Network for Teaching Entrepreneurship (2009-Present)
Pegasystems, Inc. (1995-1998)
StriVectin Holdings, LLC (2009-Present)
University Medical Center Partners (2005-2007)
Winsor School (1995 – 2001) (Corporation 2008–Present)

BOOKS

The Value Profit Chain, (with James L. Heskett and W. Earl Sasser), Free Press, 2002.

The Service Profit Chain, (with James Heskett and W. Earl Sasser), Free Press, 1997.

The Real Heroes of Business . . . and Not a CEO Among Them, (with Bill Fromm) Doubleday-Currency, 1994.

Organization: Text, Cases, and Readings on the Management of Organization, Design and Change, (with John P. Kotter and Vijay Sathe), Richard D. Irwin, 1979 (second edition, 1985) (with Phyllis F. Schlesinger, Vijay Sathe, and John P. Kotter, third edition, 1992).

The Management Game, (with Ardis Burst), Viking/Penguin, 1987.

Chronicles of Corporate Change: Lessons for American Manager from AT&T and its Offspring, (with Davis Dyer, Thomas Clough, and Dianne Landau), Lexington Books, 1987.

Managing Behavior in Organizations, (with John J. Gabarro and Robert G. Eccles), McGraw-Hill, 1983.

Quality of Work Life and the Supervisor, Praeger, 1982.

The Ecology of Work: Readings on Employee Productivity and Quality of Work Life, (edited with Tom Chase), NTL Institute, 1981.

**ARTICLES/
CHAPTERS**

"How Colleges Can Prosper During the Recession", *BusinessWeek* (Online), March 2009

"Outside the Box: Entrepreneur-in chief?", (with Craig Benson) *MarketWatch – USA*, March 2009

"How to rewrite the biz-school curriculum", *The Providence Journal*, January 2009

"Strong Leadership and Teamwork Drive Culture and Performance Change: Ohio State University Medical Center 2000-2006" (with Fred Sanfilippo, Neeli Bendapudi and Anthony Rucci) *Academic Medicine*, September 2008

"The Analysis: Babson College Meets the Corporate Gender Challenge", *BusinessWeek* (Online), September 2008

"Campuses Pushing Green Revolution", *The Providence Journal*, July 2008

"Leading the High-Capability Organization: Challenges For the Twenty-First Century", (with James L. Heskett) *Human Resource Management*, Spring 1997.

"It Doesn't Take A Wizard To Build A Better Boss", *Fast Company*, June 1996.

**ARTICLES/
CHAPTERS
(continued)**

"Internal Service Quality, Customer, and Job Satisfaction: Linkages and Implications for Management", (with Roger Hallowell and Jeff Zornitsky), *Human Resource Planning*, Fall 1996.

"Leading the Performance-Oriented Culture", (with James L. Heskett), *The Leader of the Future*, Dick Beckhard, Marshall Goldsmith, Frances Hesselbein, eds., Jossey-Bass, Inc., 1995.

"Realize Your Customers' Full Potential", (with Allan W. H. Grant), *Harvard Business Review*, September/October 1995.

"Putting the Service Profit Chain to Work", (with Service Management Interest Group), *Harvard Business Review*, March/April 1994.

"The Service Profit Chain", (with Roger Hallowell) *The Service Quality Handbook*, Eberhard E. Scheuing and William F. Christopher, eds., American Marketing Association, 1993.

"How to Hire by Wire", *Fast Company*, November 1993.

"Guarantees Come to Professional Service Firms", (with Christopher L. Hart and Dan Maher), *Sloan Management Review*, Spring 1992.

"Re-engineering the Multi-Location Service Firm", (with James L. Heskett), *Advances in Services Marketing & Management: Research and Practice*, David E. Bowen, Stephen W. Brown and Theresa A. Swartz, eds., JAI Press, Inc., 1992.

"Total Quality Management and the Human Resources Professional: Applying the Baldrige Framework to Human Resources", (with Christopher Hart), *Human Resource Management*, Winter 1991.

"The Service Driven Service Company", (with James L. Heskett), *Harvard Business Review*, July/August 1991.

"Enfranchisement of Service Workers", (with James L. Heskett), *California Management Review*, Summer 1991.

"Job Satisfaction, Service Capability and Customer Satisfaction: An Examination of their Linkages and Management Implications", (with Jeffrey Zornitsky), *Human Resource Planning*, August 1991.

"Breaking the Cycle of Failure in Services", (with James L. Heskett), *Sloan Management Review*, Spring 1991.

"Service Fundamentals", *Restaurant Business*, May 23, 1988.

"The First-Line Supervisor: Past, Present, and Future", (with Janice A. Klein), *Handbook of Organizational Behavior*, Jay W. Lorsch, ed. Prentice-Hall, 1986.

"An Alternative to Buzzword Management: the Culture-Performance Link", (with Richard J. Balzer), *Personnel*, September 1985.

"Quality of Work Life and the Management: Muddle in the Middle", (with Barry Oshry), *Organizational Dynamics*, Summer 1984.

"Doing What's Right vs. Doing the Right Thing: The Normative Underpinnings of Human Resource Strategy", *Human Resource Management*, Fall 1983.

**ARTICLES/
CHAPTERS
(continued)**

"Overcoming Fear of Change: A Professional Approach", (with John P. Kotter), *Journal of Accountancy*, February 1980.

"Choosing Strategies for Change", (with John P. Kotter), *Harvard Business Review*, March/April 1979.

"A Consumers Guide to Six Introductory Organizational Behavior Textbooks", (with Michael McCaskey), *Exchange*, Winter 1979.

"Do Supervisors Thrive in Participative Work Systems", (with Richard E. Walton), *Organizational Dynamics*, Winter 1979.

"The Process of Work Restructuring and Its Impact on Collective Bargaining", (with Richard E. Walton), *Monthly Labor Review*, April 1977.

"Work Restructuring in Unionized Organizations: Risks, Opportunities and Impacts on Collective Bargaining", (with Richard E. Walton), *Proceedings of the Industrial Relations Research Association*, March 1977. *National Quality of Work Center Memorandum*, January 1977.

"Performance Improvement: The Missing Component of Appraisal Systems", *Personnel Journal*, June 1976.

VIDEOS

The Real Heroes of Business . . . and not a CEO Among Them (with Bill Fromm), Simon and Schuster, Bureau of Business Practice, 1994.

People, Service, Success: The Service Profit Link (with James L. Heskett and W. Earl Sasser), Harvard Business School Publishing Division, 1993

Volume 1 – The Service Profit Link

Volume 2 – Mobilizing People for Breakthrough Service

Volume 3 – The Lifetime Value of Customers

Volume 4 – Listening to Customers

Volume 5 – Saving Customers with Service Recovery

Achieving Breakthrough Service Teleseminar (with James L. Heskett and W. Earl Sasser), Harvard Business School Publishing Division, 1992.

Achieving Breakthrough Service (with James L. Heskett and W. Earl Sasser), Harvard Business School Publishing Division, 1992.

- Senior Manager Program (Seven Volumes)

- Frontline Manager Program (One Volume)

**EDITORIAL
BOARDS**

Academy of Management Executive – Former Member of Editorial Board

Academy of Management Review – Former Member of Editorial Board

Exchange: The Organizational Behavior Teaching Journal – Former Member of the Editorial Board

Human Resource Management – Former Associate Editor, Member of Editorial Board

Journal of Management Inquiry – Former Member of Editorial Board

PROFESSIONAL MEMBERSHIPS

Academy of Management – Member
Boston University Hotel and Food Administration Program – Former Member of Advisory Board
Council on Competitiveness - Member
Human Resource Planning Society – Former Member of the Board
International Service Quality Association – Member of Executive Committee, Director
Organizational Behavior Teaching Society – Former Member of the Board
The Ecology of Work Conference – Former Member of Design Committee
White House Conference on Productivity – Former Member of Employee Involvement Task Force
The World Entrepreneurship Forum - Member
Work in America Institute – Academic Advisory Board Member

EDUCATION

**HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**
Boston, Massachusetts

- *Doctor of Business Administration, 1979*
Special Field in Organizational Behavior
Thesis Topic: Supervisory Roles in Participative Work Systems
Division of Research Thesis Fellowship

**COLUMBIA UNIVERSITY
GRADUATE SCHOOL OF BUSINESS**
New York, New York

- *Master of Business Administration, 1973*
Concentration in Corporate and Labor Relations
Samuel Bronfman Foundation Fellow in Democratic Business Enterprise

BROWN UNIVERSITY
Providence, Rhode Island

- *Bachelor of Arts, 1972*
Major in American Civilization

PERSONAL

Married
Three Children
Excellent Health
United States Citizen