

## LEONARD A. SCHLESINGER

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### ACADEMIC WORK EXPERIENCE

#### HARVARD BUSINESS SCHOOL

Boston, Massachusetts  
1978-1985, 1988-1998, 2013-

- Baker Foundation Professor (2013-): Chair of the School's Practice based Faculty, and Coordinator of the Required Curriculum Section Chairs (2019-2020), *The Entrepreneurial Manager, Leadership and Corporate Accountability, FIELD Foundations and Global Immersion* (required MBA courses); *General Management: Processes and Action* (elective MBA course); *Conversations on Leadership* (elective MBA program-wide course); *HBS Neighborhood Business Project* (elective field based MBA course); *Moving Beyond Direct to Consumer* (MBA intensive course) *Leading Change and Organizational Renewal, Leadership Best Practices, Business Innovations in Global Health Care* (Executive Programs); The Robert Greenhill Faculty Service Award (2016-17)
- 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 Marketplace 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)
- 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)

**ACADEMIC  
WORK  
EXPERIENCE  
(continued)**

- Instructor in Organizational Behavior: *Human Behavior in Organizations* (required MBA course) and *Designing Complex Organizations* (elective MBA and Doctoral course) (1978-1979)

**BABSON COLLEGE**

Babson Park, Massachusetts  
July 2008-June 2013

- President

**BROWN UNIVERSITY**

Providence, Rhode Island  
July 1998-September 1999

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

**BENTLEY COLLEGE**

**Department of Management**

Waltham, Massachusetts  
Spring 1976

- Lecturer: *Introduction to Business Management*

**UNIVERSITY OF WISCONSIN – GREEN BAY**

**Department of Managerial Systems**

Green Bay, Wisconsin  
Fall, Spring 1974-1975

- Community Lecturer: *Social Psychology of Management.*

**NON-ACADEMIC  
WORK  
EXPERIENCE**

**LIMITED BRANDS** (Now L 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

**NON-ACADEMIC  
WORK  
EXPERIENCE  
(continued)**

and new business development while overseeing a three-year compounded annual growth rate of 40%.

**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 Tissue 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 OPPORTUNITES**

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 \$750,000. Expanded employment programs for financially needy students.

**CONSULTING  
EXPERIENCE**

In the areas of organization design and development, executive development, human resource management, entrepreneurial development, service management and large scale organizational transformation and change with over 250 major corporations, nonprofit organizations, and public agencies in the United States, Europe, Canada, Mexico, Asia, the Middle East and Australia.

**DIRECTOR-  
SHIPS**

Beth Israel Deaconess Medical Center (2008-2009)  
BJ's Wholesale Club, Inc. (2009-2012) Technology and Human Resources  
Committees, Special Committee to review sale of company  
Borders Group, Inc. (1995-1999) Human Resources, Chaired CEO search process  
Columbus Foundation (2004-2007) Strategy Committee Chair  
College for Social Innovation (2015-) Advisory Board

**DIRECTOR-  
SHIPS  
(continued)**

Combined Jewish Philanthropies (1997-1999) Chair of Strategy Process  
DataPoint Capital (2013-) Special Advisory Group  
Demandware (2013-2016) Nominating and Governance Committee, Compensation Committee, Lead Independent Director  
Franklin W. Olin College of Engineering (2008-) President's Council  
GC Companies, Inc. (1997-1999)  
Limited Brands (1996-2007) Vice Chairman  
MassChallenge (2018-) Chaired CEO search process (2019)  
Massachusetts Clean Energy Center (2010-2012)  
Network for Teaching Entrepreneurship (2009-2015) Vice Chairman and Governance Committee Chair, Board of Overseers (2018-)  
Next Level Pizza, Inc. (2016-) Director  
Omnichannel Acquisition Corp (2020-) Advisor  
Pegasystems, Inc. (1995-1998) Compensation Committee  
RH (2014-) Compensation Committee Chair  
StriVectin Holdings, LLC (2009-2012) Compensation and Strategy Committees  
University Medical Center Partners (2005-2007)  
Unreal Brands, Inc. (2011 – 2013) Non-Executive Chair  
Viewpost, LLC (2011-) Enterprise Risk Management and Governance Committees  
Wheaton College (MA) (2015-) Trustee, Chair of Finance Committee  
Winsor School (1995 – 2001) Treasurer, (2008-2017) Corporation

**BOOKS**

*What Great Service Leaders Know and Do: Creating Breakthroughs in Service Firms* (with James L. Heskett and W. Earl Sasser), Berrett-Koehler, September 2015

*Own Your Future* (Paul B. Brown with Charles Kiefer and Leonard Schlesinger), AMACOM, 2014

*Just Start: Take Action, Embrace Uncertainty, Create the Future* (with Charles Kiefer and Paul B. Brown), Harvard Business School Press 2012

*Action Trumps Everything* (with Charles Kiefer and Paul B. Brown), Black Ink Press, 2010

*The Value Profit Chain*, (with James L. Heskett and W. Earl Sasser), Free Press, 2003

*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 Organizational, Design and Change*, (with John P. Kotter and Vijay Sathe), Richard D. Irwin, 1979 (second edition, 1986) (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: Management Lessons from AT&T and Its Offspring*, (with Davis Dyer, Thomas Clough, and Dianne Landau), Lexington Books, 1987

*Instructor's Manual to Accompany Managing Behavior in Organizations*, (with Phyllis Schlesinger, Robert G. Eccles and John J. Gabarro), McGraw-Hill, 1983  
*Managing Behavior in Organizations*, (with John J. Gabarro and Robert G. Eccles), McGraw-Hill, 1983

**BOOKS  
(continued)**

*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/  
BLOGS**

"Reinventing the Direct-to-Consumer Business Model," (with Matt Higgins and Shaye Roseman), *Harvard Business Review*, March 31, 2020

"Giving Doctors What They Need to Avoid Burnout," *Harvard Business Review*, October 13, 2017

"Selecting the Right Growth Metrics: Fewer but Better," *Stanford Social Innovation Review* (website), April 21, 2017

"Giving Patients an Active Role in their Health Care (with John Fox), *Harvard Business Review* blog, November 21, 2016

"Preparing for Uncertainty: How to Use Creaction at Work," (with Charles Kiefer), *The European Business Review*, January-February 2015

"When Your Boss Gives You Conflicting Messages," (with Charlie Kiefer), *Harvard Business Review* blog, November 27, 2014

"Prevent Conflicting Messages from Confusing Your Team," (with Charlie Kiefer), *Harvard Business Review* blog, September 26, 2014

"Internal Entrepreneurs Don't Have to Be Lonely," (with Charlie Kiefer), *Harvard Business Review* blog, August 12, 2014

"How Internal Entrepreneurs Can Deal with Friendly Fire," (with Charlie Kiefer), *Harvard Business Review* blog, July 24, 2014

"Act Like an Entrepreneur Inside Your Organization," (with Charlie Kiefer), *Harvard Business Review* blog, July 14, 2014

"Is it Cheating to Have a Side Project?," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, July 9, 2012

"Are You Spending 1,000 Hours Preparing for Your Next Job?," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, June 27, 2012

"Who Says Work Has to be Fulfilling?," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, June 19, 2012

"Learning Entrepreneurship Means Living Entrepreneurially," *#Fix Young America How to Rebuild Our Economy and Put Young Americans Back to Work (for Good)*, edited by Young Entrepreneur Council, Charleston, SC: Advantage Media Group, 2012

"How to be Happier at Work," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, May 29, 2012

"The Biggest Obstacle to Innovation? You," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, May 11, 2012

"How to Create Raving Fans," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, April 25, 2012

**ARTICLES/  
CHAPTERS/  
BLOGS  
(continued)**

- "How to Get Your Boss to Say Yes," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, April 13, 2012
- "When Should You Quit Your Day Job?," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, April 5, 2012
- "Choosing Between Making Money and Doing What You Love," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, March 29, 2012
- "What to Do When You Don't Know What to Do," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, March 21, 2012
- "How to Find the Perfect Job Applicant (or Look Like One)," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, March 14, 2012
- "Career Plans Are Dangerous," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, March 2, 2012
- "New Project? Don't Analyze—Act," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, March 1, 2012
- "How to Turn an Obstacle into an Asset," (with Charles F. Kiefer and Paul B. Brown), *Harvard Business Review* blog, February 23, 2012
- "Start-up Revolution: Green shoots of an Entrepreneurial Spring," (with Daniel Isenberg) *The Economist* (Online), June 16, 2011
- "Supporting Entrepreneurs in Muslim Countries," *Bloomberg BusinessWeek* (Online), May 11, 2010
- "How Colleges Can Prosper During the Recession," *Bloomberg 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
- "Customer Experience Creation: Determinants, Dynamics and Management Strategies," (with Peter C. Verhoef, Katherine N. Lemon, A. Parasuraman, Anne Roggeveen, Michael Tsiros), *Journal of Retailing*, 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
- "The Service Profit Chain: Intellectual Roots, Current Realities, and Future Prospects," (with Roger Hallowsell), *Handbook of Services Marketing and Management*, edited by Dawn Iacobucci and Teresa A. Swartz, Thousand Oaks, CA: Sage Publications, 1999
- "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/  
BLOGS  
(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., 1996
- "Realize Your Customers' Full Profit 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
- "Taco Bell Corporation: A Case of Service Leadership," (with Roger Hallowell), *QUIS 3 Proceedings*, edited by Eberhard E. Scheuing, New York: International Service Quality Association, 1994
- "The Service Profit Chain," (with Roger Hallowell), *The Service Quality Handbook*, Eberhard E. Scheuing and William F. Christopher, eds., American Marketing Association, 1993
- "Putting the Service Profit Chain to Work," (with Roger Hallowell), *The Service Quality Handbook*, edited by William F. Christopher and Eberhard E. Scheuing, New York: AMACOM, 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
- "Case of the Complaining Customer (HBR Case Study and Commentary)," (with Claus Moller, Dan Finkelman, Dinah Nemeroff, Ron Zemke and Tony Goland), *Harvard Business Review*, May 1, 1990
- "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, 1987

**ARTICLES/  
CHAPTERS/  
BLOGS  
(continued)**

- "An Alternative to Buzzword Management: the Culture-Performance Link," (with Richard J. Balzer), *Personnel*, September 1985
- "Quality of Work Life and the Manager: 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
- "Some Preliminary Thoughts on Action Planning," (with John J. Gabarro), *Managing Behavior in Organizations*, edited by Leonard A. Schlesinger, Robert G. Eccles, and John J. Gabarro, New York: McGraw-Hill, 1983
- "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 Consumer 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

*Athena Insight* Blogs

<https://www.athenahealth.com/insight/search/site/Schlesinger>

*Huffington Post* Blogs

<http://www.huffingtonpost.com/leonard-a-schlesinger/>

*Forbes* Blogs

<http://blogs.forbes.com/people/lenschlesinger/>

**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



**VIDEOS  
(continued)**

*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**

Association of Independent Colleges and Universities in Massachusetts – Former  
Member of the Board  
Academy of Management – Member  
Boston University Hotel and Food Administration Program – Former Member of  
Advisory Board  
Council on Competitiveness – Member  
Council on Foreign Relations – Member  
Global Business School Network – Member of Advisory Board  
Human Resource Planning Society – Former Member of the Board  
International Service Quality Association – Former 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 – Former Member  
Work in America Institute – Former Academic Advisory Board Member  
Goldman Sachs' 10,000 Small Businesses Initiative – Advisory Board Member

**EDUCATION**

**BABSON COLLEGE**

Babson Park, Massachusetts

- *Doctor of Laws* (Honorary), 2014

**HARVARD BUSINESS SCHOOL**

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  
Grey Advertising Fellow

**EDUCATION  
(continued)**

**BROWN UNIVERSITY**  
Providence, Rhode Island

- *Bachelor of Arts, 1972*

Major in American Civilization

**PERSONAL**

Married  
Three Adult Children  
United States Citizen