

Curriculum Vita

Thomas W. Kent, Ph. D.
Associate Professor
Department of Management and Entrepreneurship
College of Charleston
School of Business and Economics
Charleston, SC

Education Experience

- **Academic Training**
 - Ph. D. 1975. Organizational Psychology. Case Western Reserve University.
 - M. S. 1971 Industrial Psychology. Case Western Reserve University.
 - M. A. 1969 Counseling Psychology. St. Mary's University.
 - B. A. 1964 Psychology. Lebanon Valley College.
- **Teaching**
 - 1975 - 1995. Adjunct Faculty. School of Business and Economics, College of Charleston. Taught courses in Organizational Behavior and Human Resource Management.
 - 1995 - 1999. Non-tenured Faculty Member. MUSC. School of Allied Health Professions, Department of Health Administration.
 - 1999 - Present. Associate Professor, School of Business and Economics, College of Charleston. Chair, Department of Management and Entrepreneurship. Teach courses in Organizational Behavior and Change, and Human Resource Management.

Work Experiences

- 1964 - 1966. Sales, Firestone Tire & Rubber Co.
- 1966 - 1970. Personnel Officer, Captain, US Air Force.
- 1974 - 1980. Director Organizational Excellence -- Cummins Engine Co.
- 1980 - 1985. Corp. Director of Human Resources -- Scott Paper Co.
- 1985 - 1985 Vice President of Human Resources and Corporate Planning
- 1985 - Present. President, Tom Kent Assocs. -- an International Organization Effectiveness consulting firm
Client list includes: Cummins Engine Co., DuPont, Eastman Kodak, FMC Corp. (Chemical and Pharmaceutical Divisions), Fingerhut, Ford Motor, Gast Manufacturing, GE Medical Systems, Medical University of South Carolina, Mobil Chemical, Teledyne Corp., Tennecco Packaging, SC., Whirlpool Corp., ZF Industries.
- 1999 - Present. Associate Professor, College of Charleston; Founding Chair of the Department of Management and Entrepreneurship.

Publications:

Scholarly Articles:

- Rudd, H., Kent, T. W., Blair, C. B., and Scheule, U. In Review. Leadership Behavior Inventory: A Test of Measure Equivalence in Germany and the United States. *International Journal of Leadership Studies*. Fall, 2009.
- Quesada, G., Gonzalez, M., and Kent, T. W. 2008. A road for achieving an international measure and understanding on leaders' behaviors. *Leadership and Organizational Development Journal*. V. 29, (8), pp. 678 – 692.
- Hodges, H.E. & Kent, T. W. 'Impact of planning and control sophistication in small business.' *Journal of Small Business Strategy*. Fall/Winter 2006/2007. V17, No. 2, pp. 75 – 88.
- Kent, T. W. 'A process for identifying the skills needed for operating in a self-directed team in a manufacturing setting.' *Team Performance Management*. 2006. Vol. 12, Nos 7/8, pp. 258 – 271.
- Kent, T. W. 'Leadership and Emotions in Health Care Management.' *Journal of Health Organization and Management*. 2006, Vol. 20, 1, pp. 49 – 66.
- Kent, T. W. 'Leading and Managing : It takes two to tango.' *Management Decision*, 2005, V 43, No. 7/8, pp 1010 – 1017.
- Kent, T. W. and Hasbrouck, R. B. "The Structural Factors that Affect Classroom Performance." *Team Performance Management: An International Journal*, 2003, V. 9, No. 7/8. pp. 161 - 166.
- Kent, T. W. and Davis, T. J. "Using Retranslation to Develop Operationally Anchored Scales to Assess the Motivational Content of Jobs." *International Journal of Management*, March, 2002. 19:1.
- Kent, T. W., Crotts, J. C., and Aziz, A. "Four Factors of Transformational Leadership Behavior." *The Leadership & Organization Development Journal*, Sept. 2001, Vol 22, Issue 5.
- Kent, T. W. & Svetlik, B. L. "Team Building." *Dental Clinics of North America*, Oct. 74, Vol. 18, No. 4. Pp. 810 - 828.

Refereed Presentations and Proceedings:

- Kent, T. W. and Blair, C. Leadership Across Cultures: Examining the equivalence of the Leader Behavior Inventory in two different cultures. Southern Management Association 2008 Meeting. St. Petersburg, FL, Oct. 08.
- Elfi Ettinger, Celeste Wilderom, Rolf Van Dick & Tom Kent, "Innovating Career Services: The Role of User and Designer Involvement", Association of Internet Researchers – Internet Research 9.0: Rethinking Community, Rethinking Place, October 16-18, 2008. IT University of Copenhagen, Denmark.
- Elfi Ettinger, Celeste Wilderom & Tom Kent, "Service Innovation in sustainable recruiting platforms: Optimizing User Involvement", Netherlands Innovation Workshop, April 4, 2008, Utrecht, in Eerste Nederlandse Diensteninnovatie,

Telematica Institute, University of Twente.

- Ettinger, E., Van Dick, R., Kent, T., Lehner, J. The Meaning of Financial Consultants` Commitment . Proceedings of the Academy of Management. Phila., PA. Aug. 07.
- Elfi Ettinger, Rolf Van Dick, Johannes Lehner & Tom Kent. “Does it pay off to employ committed financial consultants?”, European Group for Organization Studies Conference, Vienna, Austria, July 5-7, 2007.
- Kent, T. W. Using Immersion Learning and Learning Logs to Enhance Learning in a Class on Organization Behavior. Charleston Connections Conference. Charleston, SC. May 2007.
- Kent, T. W., Quesada, G. and Gonzalez, M. E. Leader Behavior: An international comparison. Proceedings of the 37th Annual Meeting of the Decision Sciences Institute. San Antonio, TX. Nov., 2006, pp. 25471 – 25476.
- Kent, T. W. Immersion Learning in a Class on Multi-Cultural Organizational Behavior. Proceedings of the 127th Annual Meeting of the Conference on Teaching and Learning in Higher Education. Jacksonville, FL, April, 2007.
- Kent, T. W., Quesada, G. and Gonzalez, M. Leadership in Spanish Speaking Cultures. April, 2006. Proceedings of the Society for the Advancement of Management.
- Kent, T. W., Quesada, G. and Gonzalez, M. Leadership in the US vs. Spanish Speaking Countries. April, 2005. Proceedings of the Society for the Advancement of Management.
- Kent, T. W. Innovations in Teaching Human Resource Management: The use of Facilitators in the classroom. Proceedings of The 4th Annual Hawaii International Conference on Business. June, 2004.
- Kent, T. W. The Five Ingredients of Leadership. Proceedings of The 4th Annual Hawaii International Conference on Business. June, 2004.
- Kent, T. W. Structural Factors that Affect the Performance of Teams. Proceedings of the 39th Annual Conference of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences. October, 2003. Myrtle Beach, SC.
- Kent, T. W. Effective Classroom Team Processes: for some it doesn't matter. 3rd Annual Lowcountry Conference on Teaching and Learning in Higher Education. Charleston, SC. May, 2003.
- Kent, T. W. The Factors that Affect the Performance of Classroom Teams (or do they?). 14th International Conference on College Teaching and Learning. Jacksonville, FL. April. 2003.
- Kent, T. W. The Factors that Affect the Performance of Teams in the Classroom. 13th International Conference on College Teaching and Learning. Jacksonville, FL. April 2002.
- Kent, T. W. The Effects of a Team Project on Learning in a Class on Human Resource Management. Proceedings of the First Annual Charleston Connections: Innovations in Higher Education Conference. Charleston, SC. June 2001. pp 142 - 146.

- Kent, T. W. "Four Factors of Transformational Leadership." Proceedings of the 8th Annual Meeting of the American Society of Business and Behavioral Sciences. February, 2001.
- Kent, T. W., Aziz, A., and Crofts, J. "An Analysis of Leadership Behavior." Proceedings of the 36th Annual Meeting of the Southeastern Chapter of the Institute for Operations Research and the Management Sciences. October, 2000.
- Kent, T. W. "A Factor Analysis Study of Transformational Leadership." Proceedings of the 7th Annual Meeting of the American Society of Business and Behavioral Sciences. August 2000.
- Kent, T. W. Self-Directed Work Teams: A Systems Approach to Design and Implementation. Proceedings of the National Organization Development Network . Baltimore, MD. October, 94.
- Boulian, P. V. and Kent, T. W. Planned, Large System Change at Cummins Engine Co. Proceedings of the First Annual Bay Area Symposium on Large System Change. San Jose State Univ. Jan. 79.
- Boulian, P. V. and Kent, T. W. New Organizations Designed for Increased Performance. Proceedings of the National Organization Development Network. Portland, OR. 1978.
- Boulian, P. V., Kent, T. W., and Lane, T. The Self as the Center of Organizational Change. Proceedings of the National Organization Development Network. Phila. PA . May, 81.
- Kent, T. W. Starting Up High-Performance Organizations. Proceedings of the National Organization Development Network . Phila. PA. May, 81.

Publications -- Books/Chapters in Books:

Kent, T. W. Appreciative Inquiry. In Encyclopedia of Public Administration and Public Policy 2nd Ed. Rabin, J. & Wackhaus, T. A., Eds. New York: Taylor & Francis Publishers, 2008, pp. 99 -- 102.

Elfi Ettinger, (forewords by Rolf Van Dick, Tom Kent & David J. Teece) "The Effective Behaviors of Financial Consultants", ISBN 978-3-8349-1272-5, Gabler Verl Wiesbaden, 2008.

Kent, T. W. Leadership. In Encyclopedia of Public Administration and Public Policy 2nd Ed. Rabin, J. & Wackhaus, T. A., Eds. New York: Taylor & Francis Publishers, 2008.

Kent, T. W. Experiencing Organizations. Boston: McGraw-Hill, 2006.

Kent, T. W. Editor, Proceedings of the Third Annual Lowcountry Conference on Teaching and Learning in Higher Education. Charleston, SC. College of Charleston, 2003.

Kent, T. W. "Leadership." Encyclopedia of Public Administration and Public Policy, Jack Rabin, Ed. New York: Marcel Dekker Publishers, 2003, pp. 706 – 709.

Kent, T. W. Experiencing Organizational Behavior. North Chelmsford, MA: Erudition Books, 2002.

Kent, T. W. Kentronics: HR Policy & Procedure Manual Project Handbook. North Chelmsford, MA: Erudition Books, 2002.

Kent, T. W. "Leadership" Handbook of Health Administration and Policy. Kilpatrick, A. O., Johnson, J. A., eds. 1998. Marcel Dekker Publishers, New York.

Non-refereed Articles and Proceedings

- Kent, T. "What is Leadership?" OD Practitioner, 2001, V. 33, No. 22. pp. 31 - 37.
- Kent, T. W. "What You Can and Cannot Ask in the Employment Interview." Developments, January, 2000.
- Kent, T. W. "Hard-wired Leadership." Journal of Allied Health. August, 1999.
- Kent, T. W., Graber, D., Johnson, J. "Leadership in the Formation of New Health Care Environments." The Health Care Supervisor. December, 1996. 15:2.
- Kent, T. W. "Putting Measurable Life into Your Total Quality Principles." The Journal for Quality and Participation. December, 1992. 15:7.
- Boulian, P. V., Kent, T. W., and Everitt, L. H. Integrating JIT, TQC, and EI: Success through Execution Excellence. Productivity Brief #49. American Productivity Center, Houston, TX. Dec. 85.
- Acknowledgement for contributions: Wankel, C. 21st Century Management: A Reference Handbook. Thousand Oaks, CA: Sage Publications, 2007.

Works in Process

- A comparison of US and German leadership styles (in Press)
- A study of Spanish speaking leaders' behaviors (in review)
- Gender differences in leadership behaviors (in review)
- The competencies required for leadership (in review)

Other Scholarship

Reviewer – Journal of Leadership in Health Services. 2007 – present.

Service

- Faculty Senator, College of Charleston Faculty Senate, Spring 2003 – Fall 2005.
- Faculty Advisor, Student Human Resource Management Club.
- Reviewer, British Journal of Management.
- Member, College Faculty Compensation Committee, Fall 2004 – Spring 2005.
- Faculty Mentor, Fall 2003 - present.
- Member, School of Business Curriculum Committee. Current.
- Member, School of Business Surveys and Assessment Committee 2002 - 2003
- Search Committee Chair, Asst. Professor, Entrepreneurial Studies -- 2003
- Member, Board of Directors, American Heart Association
- Distribute food from super markets to Crisis Ministry Homeless Shelter, Neighborhood House, Ronald McDonald House, and St. Patrick's Church
- Chairman, Faculty Development Committee -- 2001 - 02
- Search Committee, College of Charleston Registrar -- 2001
- Search Committee, College of Charleston Assistant Registrar -- 2002

- Chairman, Low Country OD Network -- 2002 -- present
- Chairman, 3rd Annual Charleston Connections Conference, 2003
- Member, College of Charleston Strategic Planning Committee -- 2001
- "Reflexivity Advisor", Doctoral Student, MUSC Dept. Health Admin. & Policy.
- Doctoral Committee member, CofC exchange student, Univ. Linz.