

CURRICULUM VITAE

Ronald L. Heifetz

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Education

1983	M.P.A.	Harvard Kennedy School
1977	M.D.	Harvard Medical School
1973	B.A.	Columbia University

Academic Appointments

2007-present	King Hussein bin Talal Senior Lecturer in Public Leadership, John F. Kennedy School of Government, Harvard University
2003-2007	King Hussein bin Talal Lecturer in Public Leadership, John F. Kennedy School of Government, Harvard University
2000-2001	Founding Director, Center for Public Leadership, John F. Kennedy School of Government, Harvard University
1983-2003	Lecturer in Public Policy, John F. Kennedy School of Government, Harvard University
1983-90	Clinical Instructor in Psychiatry, Harvard Medical School
1980-83	Clinical Fellow in Psychiatry, Harvard Medical School
1978	Clinical Fellow in Surgery, Harvard Medical School

Research Responsibilities and Grants

- 2004-05 Director, Doctoral Fellows Program, Center for Public Leadership, Harvard Kennedy School
- 2002-04 Co-Principal Investigator with Dean Williams, Superintendent's Leadership Program, a Collaboration with Harvard's Graduate School of Education; Wallace Foundation, first of three grants: \$1.58 million
- 1988-00 Director, Leadership Education Project, John F. Kennedy School of Government, Harvard University
- 1988-98 "Leadership Education Project," The Lilly Endowment, Inc., three consecutive grants: \$188,000, \$451,000, and \$206,000
- 1994-97 "Developing a Pedagogy of Leadership," U.S. Department of Education, Dwight D. Eisenhower Leadership Program, \$248,000
- 1988-92 "Developing Practical Leadership Theory," The Henry Luce Foundation: \$150,000
- 1985-90 "Leadership, Crisis Management, and Training," Office of Naval Research, three consecutive grants: \$60,000, \$54,000, and \$43,000
- 1983-86 Faculty Associate, Avoiding Nuclear War Project, John F. Kennedy School of Government, Harvard University

Publications

Books

The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World, with Alexander Grashow and Marty Linsky (Boston: Harvard Business Press, 2009)

Leadership on the Line: Staying Alive through the Dangers of Leading, with Marty Linsky (Boston: Harvard Business Press, 2002).

Leadership Without Easy Answers (Cambridge: Belknap Press of Harvard University Press, 1994).

Study of his Work

Leadership can be Taught: A Bold Approach for a Complex World, Sharon Daloz Parks (Boston: Harvard Business School Press, 2005).

Chapters and Articles

“Operating Across Boundaries: Leading Adaptive Change,” in *Radical Responsibility: Celebrating the Thought of Chief Rabbi Lord Jonathan Sacks* (Jerusalem: Koren Publishers, 2013), pp. 179-199.

“Build the Stomach for the Journey,” in Barry S. Levy and Joyce R. Gaufin, eds., *Mastering Public Health: Essential Skills for Effective Practice* (Oxford: Oxford University Press, 2012), pp. 311-312.

“Debate: Leadership and Authority,” *Public Money and Management*, vol. 31:5, September 2011, pp. 305-308.

“Leadership” and “Leadership and Values,” in Richard Couto, ed., *Political and Civic Leadership, A Reference Handbook* (Newbury Park, CA: Sage, 2010), Chapters 2 and 3.

“Leadership in a (Permanent) Crisis,” with Alexander Grashow and Marty Linsky, *Harvard Business Review*, July-August 2009.

“Operating Across Boundaries: Leading Adaptive Change,” in Todd L. Pittinsky, ed., *Crossing the Divide: Intergroup Leadership in a World of Difference* (Harvard Business Press, 2009).

“The Scholarly/Practical Challenge of *Leadership*,” in Richard Couto, ed., *Reflections on Leadership* (Lanham, MD: University Press of America, 2007).

“Leadership, Authority, and Women,” in Barbara Kellerman and Deborah Rhode, eds., *Women and Leadership: State of Play, Strategies for Change* (San Francisco: Jossey-Bass, 2007).

“Anchoring Leadership in the Work of Adaptive Progress,” in Frances Hesselbein and Marshall Goldsmith, eds., *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*, Leader to Leader Institute (San Francisco: Jossey-Bass, A Wiley Imprint, 2006), pp. 73-84.

Case Commentary in “The CEO who Couldn’t Keep his Foot out of his Mouth,” by Lisa Burrell, *Harvard Business Review*, December, 2006.

“Educational Leadership: Beyond a Focus on Instruction,” *Phi Delta Kappan*, vol. 87, March 2006, pp. 512-513.

“Foreword” in Max Klau, Steve Boyd, and Lynn Luckow, issue eds., *New Directions for Youth Development*, (San Francisco: Jossey-Bass, an Imprint of Wiley), Spring 2006.

“Foreword” to *Shared Voyage: Learning and Unlearning from Remarkable Projects* by Alexander Laufer, Todd Post, Edward J. Hoffman. The NASA History Series, National Aeronautics and Space Administration, NASA History Division, Office of

External Relations, NASA SP-2005-411 (Washington, DC: Government Printing Office, January 2005).

“Leading Boldly: Foundations can move past traditional approaches to create social change through imaginative – and even controversial – leadership,” with John V. Kania, & Mark R. Kramer, in *Stanford Social Innovation Review*, Stanford Graduate School of Business, Winter 2004.

“Leadership is 1% Inspiration and 99% Perspiration,” with Marty Linsky, in Joel Kurtzman, Glenn Rifkin, and Victoria Griffith, eds., *MBA in a Box: Practical Ideas from the Best Brains in Business* (New York: Crown Business, 2004), pp. 287-291.

“Adaptive Work,” in George R. Goethals, Georgia J. Sorenson, and James MacGregor Burns, eds., *Encyclopedia of Leadership*, vol.1, (Thousand Oaks, CA: Sage Publications, 2004), pp. 8-13.

“Self-Management,” with Marty Linsky, in George R. Goethals, Georgia J. Sorenson, and James MacGregor Burns, eds., *Encyclopedia of Leadership*, vol. 4, (Thousand Oaks, CA: Sage Publications, 2004), 1406-1411.

“When Leadership Spells Danger,” with Marty Linsky, in *Educational Leadership*, vol. 61, April 2004, Association for Supervision and Curriculum Development, pp. 33-37.

“Adaptive Work,” in Tom Bentley and James Wilsdon, eds., *The Adaptive State: Strategies for personalising the public realm*, (London: Demos, 2003), Chap. 5, pp. 68-78.

“Learning to lead: Real leaders say, ‘I don’t have the answer,’” with Donald L. Laurie, *Ivey Business Journal Online*, January/February 2003, vol. 67.

“The Leader as Teacher: Creating the learning organization,” with Donald L. Laurie in *Ivey Business Journal Online*, January/February 2003, vol. 67.

“A Survival Guide for Leaders,” with Marty Linsky in *Harvard Business Review*, June, 2002.

“Mobilizing Adaptive Work: Beyond Visionary Leadership,” with Donald L. Laurie, in Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III, *The Leader's Change Handbook* (San Francisco: Jossey-Bass, 1999), pp. 55-87.

“The Work of Leadership,” with Donald L. Laurie, *Harvard Business Review*, January-February, 1997, pp. 124-134; reprinted as HBR Classic, December 2001.

“Promoting Progress: The Supreme Court's Duty of Care,” with Riley M. Sinder and John K. Lopker, *Ohio Northern University Law Review*, vol. 23, 1996, pp. 71-142.

"Strategic Implications of Clinton's Strengths and Weaknesses," *Political Psychology*, vol. 15, December 1994, pp. 763-768.

"Teaching and Assessing Leadership Courses at the John F. Kennedy School of Government," Heifetz, et al., *Journal of Public Policy and Management*, vol. 8, Summer 1989, pp. 536-562.

"Political Leadership: Managing the Public's Problem Solving," with Riley M. Sinder, in Robert B. Reich ed., *The Power of Public Ideas* (Cambridge: Ballinger, 1988); (Cambridge: Harvard University Press, 1990).

Working Papers

"A General Theory of Leadership," with Riley M. Sinder, 1987; revised, December 2005).

"The Practice of Authority," with Theresa Monroe, 1997.

"Operating Across Boundaries," 1994.

"Teaching Moral Capacity," 1988.

"Jewish-Christian-Muslim Conflict: A Family Dynamic Model," Center for Strategic and International Studies, Washington, D.C., 1988.

"Crisis Leadership in the Nuclear Context," with Riley M. Sinder, Avoiding Nuclear War Project, John F. Kennedy School of Government, Harvard University, 1986.

"Leadership and Information: The Case of FDR," 1984.

Op-Ed Pieces

"Leadership Must Challenge Society to Take Responsibility," *The Nikkei Weekly*, Japan, August 14, 1996 (Japanese version); August 19, 1996, p. 5 (English version).

"Making It Even More Difficult for Our Leaders to Really Lead," *San Diego Union Tribune*, August 15, 1996, op-ed page.

"A Psychological Study of Clinton: The Blurring of Personal Boundaries," *Los Angeles Times*, January 22, 1995, pp. M2 and M6.

"Leadership: It Should Not Be Equated With Mere Authority," *Nieman Reports*, Fall 1995, pp. 20-21.

"We're to Blame," *New York Times*, November 8, 1994, op-ed page.

"Who's to blame," *Boston Globe*, October 28, 1994, op-ed page.

"Leadership: A Matter of Rabbits and Habits," *Impact: The Nynex Magazine*, Fall 1990.

Selected Interviews and Accounts

"Wanted: Authentic Leaders," by Saj-nicole A. Joni, Forbes.com, September 25, 2006.

"Editorial: Choosing Change," Weymouth News, January 4, 2006.

"KSG hosts Sino-Japanese dialog," Harvard University Gazette, May 12, 2005, pp. 13-14.

"Learning new ways: A conversation with Ronald A. Heifetz," Face to Face, *LIA*, vol. 23, March/April 2003, pp. 19-22.

"Some assembly required," by Tristan Jones, *The Christian Science Monitor*, August 13, 2002, pp. 14-15.

"Una Agenda Ineludible," by Viviana Alonso, *Gestion*, July-August 2005, v. 10, pp. 96-110.

"Surviving the Revolt; Want to shake things up? Expect fierce resistance" by Andrea Sachs, *Time Magazine, Bonus Section*, June 10, 2002, p. Y29.

"Managing the 'Dark Side' of Leadership" by Kathleen Melymuka, *Computerworld*, June 3, 2002, p. 42.

"The downsides of life at the top," Book review, *Leadership on the Line*, by Simon London, *Financial Times*, London Edition 1, May 23, 2002, p. 13.

"Pastors on purpose" by David J. Wood, *The Christian Century*, May 22, 2002, p. 35.

"Bringing the spirit of invention to leadership," an interview by Dennis Sparks, *Journal of Staff Development*, Spring 2002, vol. 23, pp. 44-46.

"Crisis Leadership," by Ruth Palombo Weiss, *T+D (Training + Development Magazine)*, March 2002, vol. 56, pp. 28-33.

"Leadership Research," in Barbara Kellerman and Lorraine R. Matusak, eds., *Cutting Edge Leadership 2000*, James MacGregor Burns Academy of Leadership, 2000, pp. 51-58.

"The Leader of the Future: Harvard's Ronald Heifetz offers a short course on the future of leadership," by William C. Taylor, *Fast Company*, No. 25, June 1999.

“Boss Management,” *Fast Company*, No. 23, April 1999, p.100.

"The Work of a Modern Leader: An Interview with Ron Heifetz," *Management Update: A Newsletter From Harvard Business School Publishing*, April 1997, pp. 4-6.

"Leadership Challenges in the Mental Health Field -- An Interview with Psychiatrist Ronald Heifetz," *Resources: Current Issues in Mental Health Systems*, Summer 1996, pp. 3-5.

"Interview: Ron Heifetz," *Focus*, W.K. Kellogg Foundation National Fellowship Program, Winter 1995-96, pp. 8-10.

"Leadership in a New Key," by Craig Lambert, *Harvard Magazine*, March/April 1995, pp. 28-33.

"Leadership Without Easy Answers: A Conversation with Ronald Heifetz, M.D.," by Joe Flower, *Healthcare Forum Journal*, July/August 1995, pp.30-36.

"He Could Teach Newt a Thing or Two," by Joseph P. Kahn, *Boston Globe*, February 8, 1995, pp. 63-64.

"Leadership Expert: Ronald Heifetz," *Inc. Magazine* 10, October 1988, pp. 36-48.

Academic Courses, Harvard Kennedy School

Exercising Leadership: The Politics of Change
(Exercising Leadership: Mobilizing Group Resources)

Exercising Authority: Power, Strategy, and Voice with Jane Mansbridge, 2001, and
Theresa Monroe, 1993-1995

Leadership on the Line

Leadership through Sacred Texts

Research Seminar in Leadership: Practicum

Research Seminar in Leadership: Leadership Education

Making Public Policy: Values, Democracy, and Public Service, 1986-1989 with
Robert Reich, et al.

Political Management and Institutional Leadership, 1984 with Mark Moore

Public Policy Making: Philosophy and Practice, 1984 with William Hogan, Steven Kelman, and William Kristol

Executive Program Design and Teaching, Harvard Kennedy School

The Art and Practice of Leadership Development

Leadership for the 21st Century: Chaos, Conflict, and Courage

Leaders in Development

Superintendents Leadership Program

Executive Program Teaching, Harvard Kennedy School

Urban Leadership: A Program for Mayors and Chiefs of Staff

The Directors General of Israel Program: Leadership and the Management of Change

The American Red Cross Program

State House Speakers Program

Women and Power

Columbus Executive Leadership Program

The World Bank Executive Development Program

Seniors Executive Fellows Program (Federal)

Senior Managers in Government Program (Federal)

State and Local Government Program

Strategic Computing Program

Senior Officials in National Security

National and International Security Program

National Security Fellows Program

Teaching Award

Most Influential Course – An award voted by Harvard Kennedy School alumni

5-years after graduation. “Exercising Leadership” has won this award in all six years that the award has been given: 2008-2013.

Consulting Activities

2001-2012 Co-Founding Principal
Cambridge Leadership Associates
215 Park Avenue South
New York, NY 10003

Professional Management

1995-1998 Speaking engagements -- The Leigh Bureau

Advisory Services

Government

Prime Minister George Papandreou, Government of Greece

President Juan Manuel Santos, Government of Colombia

President Alvaro Uribe, Government of Colombia

Lee Kuan Yew, Founding Father and Minister Mentor, Singapore

President Jamil Mahuad, Government of Ecuador

U.S. Department of State

Central Intelligence Agency, Directorate of Intelligence

U.S. Environmental Protection Agency

U.S. Forest Service

Federal Aviation Agency

The British Post Office

Malaysian Ministry of Education

Massport Authority, Boston, MA

Business

IBM

National Australia Bank Group

Standard Chartered Bank

Xerox

Shell Oil Company

Best Buy

Raytheon

Microsoft

British Telecom

Lever Brothers

Teva Pharmaceuticals

Amdocs

AT&T

BellSouth

Comverse

MFI

PDVSA (Venezuelan Oil), Caracas, Venezuela

Niagara-Mohawk Power

National Independent Energy Producers

McKinsey

A.T. Kearney

Booz, Allen, & Hamilton

Howden's Joinery

Laurie International

Interaction Associates

Abt Associates

Non-Governmental Organizations

The World Bank

Wexner Foundation

Kellogg Foundation

Ford Foundation

Robert Wood Johnson Foundation

Rockefeller Foundation

Annie E. Casey Foundation

Danforth Foundation

YMCA

Center for Creative Leadership

Technion Institute of Management

Instituto FES de Liderazgo, Colombia

Washington Leadership Institute

The American Leadership Forum

WGBH Television, Boston, MA

The New England Aquarium, Boston, MA

Auburn Seminary

Weston School of Theology

National Center for Jewish Leadership and Learning (CLAL)

American Association for University Women (AAUW)

American Symphony Orchestra League

Leadership Workshops and Keynote Presentations

Government

Army War College

U.S. Army, School of Advanced Military Studies

U.S. Army Corps of Engineers

Federal Reserve Bank

U.S. Immigration and Naturalization Service

U.S. Dept. of Veteran Affairs

U.S. Department of Transportation

American Bar Association

National League of Cities

Democratic Leadership Council

American College of Cardiology

Kansas Leadership Center

Portland School System

Oregon Department of Education

Monetary Authority of Singapore

National Health Service, United Kingdom

The Scottish Executive

Dubai, UAE: Dept. of Electricity and Water Authority

Ministry of Agrarian Reform, Mexico

Canadian Department of Education

The Institute of Public Administration of Canada

National Security Conference, Herzliya, Israel

Society of City and Planning Organizations (SOCPO), United Kingdom

South Africa, Workshop for Public and Private Senior Executives

Department of Health and Human Services, Massachusetts

American Public Library Association

Conference for State Legislative Leaders

American Planning Association, City and Regional Planners

League of California Cities

Council of Chief State School Officers

American Association of School Administrators

Colorado Principal's Center

Directors of the California County Welfare Departments

Santa Clara County Cities Association

Join Together Program, Directors of Community Drug Abuse Organizations

Workshop for Public and Nonprofit Leaders, Seattle

Presidential Management Interns, Washington, D.C.

Department of Health and Social Services, Wisconsin

Association of Swedish Health Administrators

Massachusetts Municipal Association

National Association of State Boards of Education

Delaware State Board of Education

Women State Legislative Leaders Conference, Eagleton Institute of Politics, Rutgers University

Business Organizations

Goldman Sachs

PriceWaterhouseCoopers

Johnson & Johnson

Cardinal Health

Amdocs

McKesson

Alpina

Promigas

Erste Bank

Sun Pharma

World Economic Forum

Motorola

Lever Brothers

Daimler-Benz Corporation

Cox Communications

IAG/Direct Insurance

Medibank

Credit Suisse -- Women's Leadership Roundtable

Equity Property Investments

CSC/Index Corporation

Thomson Corporation

TASC Corporation

JM Family Investments

Guinness Bass Import Company

SeaFirst Bank, Seattle

Harrah's Resort, Atlantic City

Beecham Corporation

The New England Corporation, with William Ury

Fingerhut

Andersen Consulting

Gemini Consulting

Young Presidents Organization

Center for Corporate Innovation

Masters Speakers Series: Minneapolis, Detroit, and Atlanta

Ohio Business Roundtable

Business/Higher Education Council

Brodeur Public Relations

Business Week Conference

Association of Corporate Real Estate Executives

CEO Workshop, Shanghai

International Association of Business Fellows

El Grupo de la Cincuenta, Inter-American Dialogue, Carnegie Endowment for International Peace

Business Leaders of Venezuela

Political and Business Leaders of Colombia
American Society of Training and Development
Pennsylvania Electric Association
George Meany Center
National Advertising Agencies Network
New England Human Resources Association

Non-Profit and Educational Institutions

American Hospital Association
American College of Cardiology
Canadian Medical Association
Johns Hopkins Hospital
Kettering Medical Center
CareGroup, Boston
Sharp HealthCare
Massachusetts Hospital Association
Princeton Medical Center
American Academy of Neurological Surgeons
United Way
Lilly Endowment
Kauffman Foundation
Kettering Foundation
Center for Particle Astrophysics, University of California, Berkeley
Williams College

Case Western Reserve University
University of Dayton
Simmons School of Management
Stanford Business School
University of Massachusetts
University of Washington
Princeton University
Dubai School of Government
Southern University Presidents Association
The Leaders/Scholars Association
New Leaders for New Schools
Temple Emmanuel of Boston
Bates College
University of Chicago, School of Business
University of San Diego, Doctoral Program in Leadership
Higher Education Policy Institute, President's Forum
Burns Academy of Leadership, University of Maryland
Miami-Dade University
Jepson School of Leadership Studies, University of Richmond, Virginia
University of Colorado
Technion Institute of Management, Israel
Simon Frazer University
Duke University

Duke Divinity School
Wabash College
University of Minnesota
Harvard University
Brandeis University
Brown University Medical School
Hubert H. Humphrey School of Public Affairs, University of Minnesota
Nieman Foundation, Harvard University
The House of Bishops of the Episcopal Church
Trinity Church, Boston
National Cathedral, Washington, D.C.
United Jewish Communities
Synagogue 2000
Program on Excellence in Jewish Education (PEJE)
The Rabbinical Assembly
National Association of Community Leadership Organizations
Leadership Kentucky
Oklahoma Community Leadership Organization
Leadership USA
Greenleaf Center
Educators Leadership Academy (Oklahoma)
International Women's Forum
Whidbey Institute
Association of Art Museum Directors

Trustee Leadership Development

The New England Aquarium

Association of Public Policy and Management, "A Theory of Leadership for Government," Seattle, WA

A.K. Rice Institute, Annual Scientific Meeting, Washington, D.C., "The Demands of Teaching Leadership: The Applicability of the Tavistock Group Relations Model."

German-American Forum, Harvard University, "Laying the Past to Rest? -- Reagan's Visit to Bitburg," Cambridge, MA

Annual Research Conference, Association of Public Policy and Management, "Leadership and Information: The Case of FDR," New Orleans, LA

American Political Science Association, "Leadership as a Normative Problem."

American Council of Education

Trustee Leadership Development

"Jewish-Christian-Muslim Conflict -- A Community-Building Workshop," Leaders from the Three Faith Communities, New Orleans; and Maryknoll, NY; Co-Convener with M. Scott Peck.

Annual Scientific Meeting, International Society of Political Psychology

Administrators of the Washington State Colleges, Seattle, WA

Outward Bound, Hurricane Island School, Maine

Brookline High School, Dept. Chairs, Brookline, MA

Wingspread Research Conference on Leadership, Racine, WI

Inaugural Speech, Harvard Program for Students with Disabilities, "Power and Personal Baggage," Cambridge, MA

Association of Private School Headmaster's

Conference on "Religion and Politics," Harvard Divinity School and the Institute of Politics, Harvard University, Moderator, Cambridge, MA.

Annual Symposium, Institute for Educational Leadership, Washington, D.C.

Annual Conference, New England Political Science Association

First Annual Leadership Educator's Conference, Center for Creative Leadership,
Greensboro, NC

Other Professional Activities

- 1983-89 Practice in psychiatry (part-time).
- 1979-80 Health education and stress management for senior executives, The Life Extension Institute, New York, NY.
- 1978-83 Co-Founder and Director, Cor Associates, A Research and Development Group, New York, NY. Cor Associates designed training programs in group dynamics, leadership, creativity, and music education. These programs were produced in major cities across the United States.

Medical Certification

- 1984 Diplomate, American Board of Psychiatry and Neurology
- 1978 Diplomate, National Board of Medical Examiners

Hospital Appointments

- 1983-89 Assistant Attending Psychiatrist, McLean Hospital, Belmont, MA
- 1981-83 Associate Physician, Psychiatry, The Brigham and Women's Hospital, Boston, MA
- 1980 Physician, Emergency Services, Central General Hospital, Plainview, New York
- 1979-80 Counselling Physician, Life Extension Institute, New York, NY
- 1978-79 Physician, Rikers Island Prison - Montefiore Health Services, Rikers Island, New York

Membership in Societies

- 1984-present Association of Public Policy Analysis and Management

1981-present International Society of Political Psychology
1981-86 Physicians for Social Responsibility
1981-85 International Physicians for the Prevention of Nuclear War
1981-82 The Nuclear War Study Group of Harvard Medical School
1980-89 American Psychiatric Association
1979-82 National Peace Academy Campaign
1978-83 American Medical Association

Other Interests

1978-80 Studied Musical Composition privately and at the Juilliard School of Music, New York, NY
1975-77 Recorded *Hallel* (Intermedia) and performed as Cellist for City Dance Theater, an Improvisational Dance Company, Boston, MA
1971-72 Member, Master Class of Gregor Piatigorsky

Rev. January 2014