

## SHAWNA O'GRADY

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152 Goodes Hall  
School of Business  
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### **EDUCATION**

- Ph.D.      Organizational Behavior**  
1991      The Richard Ivey School of Business  
            Western University  
            Thesis: Canadian Retail Companies Doing Business in the United States: A  
            Cultural Perspective
- M.I.R.      Master of Industrial Relations**  
1985      Queen's University  
            Research Paper: A Case Study of Absenteeism at the Kingston General  
            Hospital
- B. Comm.    Bachelor of Commerce, Honours**  
1984      Queen's University  
            Major: Human Resource Management

### **PROFESSIONAL EXPERIENCE**

#### **Associate Professor**

School of Business, Queen's University, Kingston, Ontario  
1997-present

- Achieved top level evaluations as an executive educator across all programs in the areas of leadership skills, team performance, and human resource management
- Highly requested speaker on Queen's custom client programs
- Received excellent MBA, MMA, MMAI, and BComm teaching evaluations
- Won and/or was nominated for teaching excellence award numerous times
- Co-authored a best-selling book nominated for the National Business Book Award
- As Faculty Lead for Queen's Human Resources Executive Development Program, led and co-delivered a program that improved customer satisfaction scores by 5.8% year over year

#### **Associate Professor**

The Johnson School, Cornell University, Ithaca, New York  
2004-2015

- Received top level professor evaluations in the joint Cornell-Queen's MBA program
  - Led the design and introduction of the "Leadership and Teams" course and follow-up facilitation program for the joint Cornell-Queen's MBA program
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### **Director, Team Facilitation**

Queen's Executive MBA Programs

School of Business, Queen's University, Kingston, Ontario

1994-2007

- Responsible for designing and directing the most innovative team building and comprehensive follow-up facilitation program that has played a key role in differentiating our MBA program from its competitors globally
- Built an exceptional team of Facilitators through selection, training, ongoing coaching and performance management who were responsible for facilitating teams across the Executive MBA, Accelerated MBA, Cornell/Queen's and Full-time MBA Programs.
- Designed and taught the team building course/modules for all programs, and coached teams to high performance.
- Developed and implemented a selection and training program for team facilitators
- Achieved increasing customer satisfaction scores during Directorship while maintaining high standards of performance management
- Led the restructuring of the team design and coaching approach used to accommodate five different MBA models
- Launched a peer review process across each program with close to full participation among students
- Gained faculty buy-in for the team approach and for implementing team assignments within their courses in a way that supported the team concept promoted by the Programs
- Established an administrative structure for the team facilitation area that involved a manager overseeing the facilitators as direct reports
- Established a university-wide process to support the Business School's team and facilitation process

### **Assistant Professor**

School of Business, Queen's University, Kingston, Ontario

1991-1997

- Commerce Society Teaching Excellence Award, 1992-93
- Commerce Society Teaching Excellence Nominee, 1991-92, 1992-93, 1993-94

### **Instructor**

**School of Business, Queen's University**, Kingston, Ontario

1989-91

- Designed and taught three new courses; completed dissertation

### **RESEARCH GRANTS, AWARDS AND SCHOLARSHIPS**

SSHRC, \$34,000 for "Doing Business in Mexico" project, 1995-98

Research Program, School of Business, Queen's University, \$4,000, 1995

Advisory Research Council, Queen's University, Travel Grant, \$2,046, 1995

Research Program, School of Business, Queen's University, \$4,054, 1994

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## **TEACHING AWARDS/ACHIEVEMENTS**

**Top-level teaching evaluations** (all degree and non-degree programs), 1995-present  
**Executive Education** – One of top evaluated professors teaching on executive education, 2000-present; most requested custom program speaker for many years

**Nominated for Chief Learning Officer of the Year Award, Predictive Success Corporation, 2011**

**Woman of Influence “Gift of Wisdom” Speaker, 2005**

**Commerce Teaching Excellence Award, 1992-93**

**Commerce Teaching Excellence Award (Nominee), 1994-95, 1993-94, 1992-93, 1991-92**

**Commerce '89 Award (Nominee) - Professor who has contributed most to student life outside classroom, 1993-94**

## **EXECUTIVE EDUCATION EXPERIENCE**

Extensive experience teaching in Canada’s leading portfolio of executive development programs, including:

- **Queen’s Executive Program (three-week program)**
- **Queen’s Leadership Program**
- **Queen’s Strategic Leadership Program**
- **Queen’s Execution Program**
- **Queen’s Governance Program**
- **Queen’s Public Executive Management Program**
- **Queen’s Human Resources Executive Program** –Faculty Lead for two years
- **Queen’s Operations Leadership Program**
- **Queen’s Marketing Program**
- **Queen’s IT Program**

Major contributor to Queen’s custom client and in-company programs including (selected list):

- **Bell** In-company programs
  - **ISED** In-company programs
  - **Workplace Safety North** In-company programs
  - **Scotiabank** In-company programs
  - **Mac’s Convenience Stores** In-company programs
  - **Certified Professional Association of Canada** In-company programs
  - **Loblaw** In-company programs
  - **SAP** In-company programs
  - **Queen’s Internal Medicine** programs
  - **Birchcliff Energy** In-company programs
  - **Geo A. Kelson** In-company programs
  - **OASIS** In-company programs
  - **Canadian Tire Corporation** In-company programs
  - **Royal Building Products** In-company programs
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- **Encana** In-company programs
  - **Export Development Canada** In-company programs
  - **Canadian Commercial Corporation** In-company programs
  - **Public Safety Canada** In-company programs
  - **Ontario Power Generation** In-company programs
  - **Credit Union Managers Association** In-company programs
  - **Kingston Economic Development Corporation** In-company programs
  - **Government of Manitoba** In-company programs
  - **Oracle Corporation** In-company programs
  - **Royal and Sun Alliance** In-company programs
  - **Canada Post Corporation** In-company programs
  - **Royal Insurance** In-company programs
  - **CIBC** In-company programs
  - **Miller Thompson** In-company programs
  - **Third Brigade** In-company programs
  - **BMW** In-company programs
  - **Shopper's Drug Mart** In-company programs
  - **Oticon** In-company programs
  - **Enbridge** In-company programs
  - **Suncor** In-company programs
  - **NRC-IRAP**-In-company programs
  - **Goodman & Carr** In-company programs
  - **Jansen-Ortho** In-company programs
  - **Powerstream** In-company programs
  - **Epcor** In-company programs
  - **Invest in Canada** In-company programs
  - **COBSC** In-company programs
  - **Treasury Board** In-company programs
  - **CMC Electronics** In-company programs
  - **Canadian Real Estate Association** In-company program
  - **Canada Revenue Agency** In-company programs
  - **Eclipse Foundation** In-company programs
  - **Agriculture Financial Services Company** In-company programs
  - **Manitoulin Transport** In-company programs
  - **Filogix** In-company programs
  - **OFSC** In-company programs
  - **Sandoz** In-company programs
  - **Laidlaw** In-company programs
  - **Transport Canada** In-company programs
  - **City of Kingston** In-company programs
  - **Health Canada** In-company programs
  - **Transport Canada** In-company programs
  - **Bombardier** In-company programs
  - **Printfleet** In-company Programs
  - **Union 663** In-company programs
  - **Hoffman LaRoche** In-company programs
  - **ERCB** In-company programs
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## **BOOKS**

*Border Crossings: Doing Business in the United States*, Toronto: Prentice Hall Canada, 1992 (with W. Evans and H. Lane) – one of four nominees for the \$10,000 National Business Book Award in 1993.

## **ARTICLES AND PAPERS**

How to Calibrate Collaboration, QSB Insights Paper, 2016.

Rebuilding Team Trust, QSB Insights Paper, 2016.

Building Bounce Back Teams, QSB Insights Paper, 2016.

How to Coax Real Gains From Virtual Teams, QSB Insight White Paper Series, Interview of Shawna O'Grady (by Alan Morantz), 2014.

Strategy-Focused Teams, QSB Insights White Paper Series, 2013.

Team Effectiveness in the MBA Program, Queen's University White Paper, 2013.

Culture: An Unnoticed Barrier to Canadian Retail Performance in the U.S., *Journal of Retailing and Consumer Services*, Vol. 4, No. 3, 1997, 159-170 (with H. Lane).

The United Arab Emirates: A Lucrative Oasis for Canadian Business, *Business Quarterly*, Summer, 1996, Vol. 60, No. 4, 85-92 (with Y. Shalabi).

The Psychic Distance Paradox, *Journal of International Business Studies*, Vol. 27, No. 2, 1996, 309-333 (with H. Lane).

Doing Business in Mexico: The Human Resource Challenges, *Business Quarterly*, Vol. 60, No. 1, Autumn, 1995, 42-54.

\*Nortel Networks used article to train expatriates to work in Mexico

\*Article chosen for Dialogue section of *Business Quarterly*, Fall/Winter, 1995, Vol.60, No. 2.

Canadian Companies Doing Business in Mexico: A Cultural Perspective, *Proceedings of the Administrative Sciences Association of Canada*, Halifax, Nova Scotia, June 1994.

Canadian Retail Companies Doing Business in the U.S. Market: A Cultural Perspective, *Proceedings of the Administrative Sciences Association of Canada*, Lake Louise, Alberta, May 1993, 136-145.

Learning How To Succeed In The American Market, *Business Quarterly*, Vol. 57, No. 2, Autumn 1992, 77-85 (with W. Evans and H. Lane).

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Cermatek, in D. Peach and P. Bergman, *The Practice of Labour Relations*, 3<sup>rd</sup> Edition, Scarborough: McGraw-Hill Ryerson, 1990.

Northridge Psychiatric Hospital, in J. Gandz, H. Lane, J. Rush and J. DiStefano, (eds.), *Effective Managerial Action: A Casebook in Organizational Behavior*, Prentice Hall Canada, 1988, 56-71 (with H. Lane).

### **REFEREED CONFERENCE PAPERS**

Does Ownership Structure Matter? An Empirical Analysis, **Strategic Management Society International Conference**, Barcelona, Spain, October 5-8, 1997 (with M. Bennett).

The Culture of Doing Business in Mexico, **Academy of International Business Conference**, Banff, Alberta, September 26-29, 1996.

Canadian Responses to Global Transformations, **Academy of International Business Conference**, Seoul, Korea, November 15-18, 1995 (with L. Wright, B.J. Punnett, and D. Wood).

The Impact of Entry Mode Choices of Canadian Companies Doing Business in the United States and Mexico, **Strategic Management Society International Conference**, Mexico City, Mexico, October 15-18, 1995.

NAFTA: Human Resource Challenges For Canadian Managers, **Administrative Sciences Association of Canada Conference**, Windsor, Ontario, June 3-6, 1995.

The Psychic Distance Paradox, **Academy of International Business Conference**, Boston, Massachusetts, November 3-6, 1994 (with H. Lane).

The Impact of NAFTA: Lessons Learned from the Free Trade Agreement, **Administrative Sciences Association of Canada Conference**, Halifax, Nova Scotia, June 25-28, 1994 (with B.J. Punnett and Rein Peterson).

Culture: An Invisible Barrier to Learning and Strategic Adaptation in Foreign Markets, **Strategic Management Society International Conference**, Chicago, Illinois, September 1993 (with H. Lane).

Organizing For Foreign Market Entry: A Learning Perspective, **Strategic Management Society International Conference**, Chicago, Illinois, September 1993 (with N. Abramson and H. Lane).

Culture: An Unnoticed Barrier to Canadian Retail Companies Doing Business in the United States Market, **Academy of International Business Conference**, Brussels, Belgium, November 1992 (with H. Lane).

Learning to Be Successful In Foreign Markets, **Strategic Management Society's Workshop on Leadership and the Management of Strategic Change**, Cranfield, England, December 1990 (with H. Lane).

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## **CASE STUDIES**

2019	Passing the Buck, Teaching Case
2015	Daredevil Equipment, Queen's University Teaching Case
2015	Sarah's Choice, Queen's University Teaching Case
2013	Aden's Way, Queen's University Teaching Case
2010	Canadian National Railway, Teaching Case
2009	The Problematic Christmas Party, Queen's University Teaching Case
2009	The "Browns" vs. The "Whites"(A) & B), Queen's University Teaching Case
2009	Driven to Distraction, Queen's University Teaching Case
2007	The Controllers, Queen's University Teaching Case
2006	Hoppin Eddy A, Queen's University Teaching Case
2006	Hoppin Eddy B, Queen's University Teaching Case
2000	Team Saboteur, Queen's University Teaching Case
1999	Team Highly Efficient, Queen's University Teaching Case
1999	Marty Matlin, Queen's University Teaching Case
1997	Don't Be a Dick, Queen's University Teaching Case
1997	Odd Man Out, Queen's University Teaching Case
1996	Along For the Ride, Queen's University Teaching Case
1996	Northern Telecom de Mexico, Queen's University Case
1996	Ilco Unican de Mexico, Queen's University Case (with M. Taylor)
1996	Fleck Manufacturing in Mexico, Queen's University Case
1996	Albano S.A. de C.V., Queen's University Case
1995	Mitel de Mexico, Queen's University Case
1994	Pizza Hut de Mexico, Queen's University Case
1993	The Ontario Penitentiary, Queen's University Case (with B. Staubi)
1992	W.C. Wood Co., Queen's University Case
1989	Cermatek, University of Western Ontario Teaching Case
1988	Northridge Psychiatric Hospital, University of Western Ontario Teaching Case
1986	Alco, University of Western Ontario Teaching Case

## **JOURNAL REFEREE EXPERIENCE**

Ad Hoc Reviewer for: Journal of International Business Studies, Marketing Theory, Thunderbird International Business Review, Personnel Review, IRC Press and ASAC

## **SELECTED CONSULTING/CLIENTS**

Microsoft Canada, Oracle, Blackberry, 3M, BMW, Costco, Coca Cola, Alimentation Couche-Tard, SAP, Xerox, CGI, Home Depot, Roche, Novo Nordisk, Astra Zeneca, Biogen Idec, Pfizer, Baxter GlaxoSmithKline, Apotex, Altana Pharma, Sandoz, Mattel, Stryker, Emerson, Suncor, Enbridge, Encana, Birchcliff Energy, Bombardier, Pratt & Whitney, Scotiabank, CIBC, Voya, TD Canada Trust, Visa, Brookfield Asset Management, Trend Micro, Ball Corporation, ING Life Insurance and Annuity Company, Canada Post Corporation, MDS Inc., MDS Sciex, Trend Forward, Muse, Veem, Bell, Bell Mobility, Rogers, Loblaws, Shoppers Drug Mart, Canadian Tire, Gowling WLG, Miller Thompson, Morneau Sobeco, MHS Inc., Transcontinental Printing, Transcore Link Logistics Corporation, Ledcor, Royal Building Products, Home Capital, Kanetix, Filogix, TD Canada Trust, CIBC, Ontario Power Generation, Domtar, Quadra, TrusteSolutions, UMA

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Engineering, Geo A. Kelson, Jacques Whitford, Shorcan Brokers Ltd., Transcontinental Printing, American Standard, MedEng, NAL Resources, CMA Ontario, Santa Maria Foods, Pythian, Canadian Hydro Developers Inc., Octasic Inc., Manitoulin Transport, The Mackie Group, ERCB, Rollstamp/Decoma, Credit Union Central of Saskatchewan, The Beer Store, Agriculture Financial Services Corporation, RDS Data Group Inc., Organon Teknika Inc., Assured Logistics, Hepcoe, The Economical Insurance Group, Echelon General Insurance, Royal and Sun Alliance, The Personal Insurance Company, Red River Mutual, Acklands Grainger, DLINK Networks, Ontario General Contractor's Association, Source Medical, Storage Tek, Interac Association, Telnet, UUNET, Battle Mountain Gold Canada Ltd., Escalator Handrail Company, Hummingbird, GBC Canada Inc., Phoenix Systems, Canadian Commercial Corporation, Business Events Canada, Hockey Canada, Skate Canada, Melloul-Blamey Construction, Buttcon Limited, Chalmers Construction, Homestead, Firemaster Oilfield Services, Conservative Party of Canada, Royal Canadian Mounted Police, National Research Council, Real Estate Board of Greater Vancouver, Canadian Real Estate Association, Strategic Planning Forum, Canadian Forces Base Petawawa, Northwest Territories Power Corporation, St. Lawrence Parks Commission, Humber River Regional Hospital, St. Joseph's Hospital, The Child Health Network, Kingston Community Care Access Centre, The Care Delivery Network, Kingston General Hospital, Queen's University, Kingston Health Science Centre, OASIS, OACCAC, Sick Kids Hospital, Review Tribunal, Competition Bureau, The Region of Peel, Canada Revenue Agency, Canada-Ontario Business Service Centre, Government of Manitoba, Ontario Power Corporation, Eclipse Foundation, Ontario Management Board Secretariat, Ontario Ministry of Labour, Ministry of Health and Long Term Care, Ontario Ministry of Transportation, Ontario Ministry of Finance, Agriculture and Agri-Food Canada, CCHSA, Waterloo Region District School Board, Regional Municipality of York, York Region District School Board, Region of Peel, George Brown College, Inuit Tapiriit Kanatami, Department of Defence, Export Development Canada, Office of the Attorney General of Canada, The Treasury Board, Correctional Service of Canada, Parks Canada, Service Canada, Health Canada, Industry Canada, and the House of Commons.

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