

# Curriculum Vitae William W. George

*Birth:* September 14, 1942 – Muskegon, Michigan  
*Family:* Wife: Penny George, PsyD  
Sons: Jeff George (1973), Jonathan George (1976)

*Address:* 987 Memorial Drive (#71)  
Cambridge MA 02138

*Telephone:* HBS Office: 617-495-6517  
Home: 617-497-5727  
Minneapolis Office: 763-505-3108  
Cell: 612-309-0692

*E-mail:* [bill@bpgeorge.com](mailto:bill@bpgeorge.com); bgeorge@hbs.edu

## Education:

HARVARD UNIVERSITY, Graduate School of Business Administration  
Masters in Business Administration (High Distinction) (1966)  
George F. Baker Scholar  
J. Spencer Love Fellow  
*Harvard Business Review* staff  
Melvin Copeland Award (Outstanding Marketing Student)

GEORGIA INSTITUTE OF TECHNOLOGY  
Bachelor of Science in Industrial Engineering (High Honors) (1964)  
Honors: Phi Kappa Phi, Tau Beta Pi, Omicron Delta Kappa (President)  
Student Body Vice President  
Sigma Chi Fraternity (President, Vice President)  
Varsity Tennis (Letter winner)

BRYANT UNIVERSITY  
Doctor of Business Administration (Honoris Causa) (2005)

## Career:

*Current:*  
HARVARD BUSINESS SCHOOL  
Professor of Management Practice (2004- )  
Henry B. Arthur Fellow of Ethics

## *Previous:*

YALE SCHOOL OF MANAGEMENT  
Executive-in-Residence (2003)

INTERNATIONAL INSTITUTE FOR MANAGEMENT DEVELOPMENT (IMD)  
Professor of Leadership and Governance (2002-03), Lausanne, CH  
ECOLE POLYTECHNIQUE FEDERALE LAUSANNE (EPFL)  
Visiting Professor of Technology Management (2002-03), Lausanne, CH

MEDTRONIC, INC., Minneapolis MN (1989-2002)  
Chairman of Board (1996-2002)  
Chief Executive Officer (1991-2001)  
President and Chief Operating Officer (1989-1991)

HONEYWELL, Minneapolis MN (1978-1989)  
President, Space & Aviation Systems (1988-89)  
President, Industrial Automation (1987-88)  
Executive Vice President, Control Systems (1983-86)  
President, Honeywell Europe (Brussels, Belgium) (1980-83)  
Vice President, Corporate Development (1978-80)

LITTON INDUSTRIES, Beverly Hills CA (1969-78)  
Director, Strategic Planning, Cleveland OH (1969-70)  
LITTON MICROWAVE COOKING, Minneapolis MN  
President (1973-78), Executive VP (1971-73), Vice President (1970-71)

U.S DEPARTMENT OF DEFENSE, Washington, DC (1966-69)  
Special Assistant to Secretary of Navy (1968-69)  
Assistant to Assistant Secretary of Defense (Comptroller) (1966-68)

Professional Activities:

Corporate Boards:

Exxon Mobil (2005- )  
Goldman Sachs (2002- )  
Novartis (1999- )  
Target (1994-2005)  
Imation (1996-2002)  
Valspar (1984-1998)  
Toro (1988-1994)  
Honeywell Bull (1980-1983)  
Northwestern National Bank of Minneapolis (1977-79)

Health Care Boards:

American Red Cross (2000-03)  
Allina Health System (1994-02), Chair (1999-01), Vice Chair (1994-99)  
Abbott Northwestern Hospital (1984-96), Chair (1991-93)  
Health Industry Manufacturers Association (1993-1999, Chair, 1997-98)  
Food and Drug Law Institute (Chair, 1996-97)  
Minnesota Business Partnership (Chair, Health Policy 1999-2001)

Non-Profit Boards:

World Economic Forum USA (2006- )  
Carnegie Endowment for International Peace (2000- )  
Global Center for Leadership and Business Ethics (Chair, 2004-06)  
Harvard Business School Board of Associates (1999-2004)  
Minneapolis Institute of Arts (1994-2004, Vice Chair 1995-2000)  
Minnesota Thunder Pro Soccer (Chair, 1994-05)  
National Association of Corporate Directors (2003-05)  
Greater Twin Cities United Way (Chair, 2001-02)  
United Way of Minneapolis (Chair, 2000-01, Campaign Chair, 1997)  
Macalester College (1987-93)  
Guthrie Theater (1986-89, President, 1979-80)  
United Theological Seminary (1976-80, Vice Chair, 1978-80)  
Georgia Institute of Technology, National Advisory Board (1975-80)  
Sigma Chi Fraternity (Trustee, 1969-75)

Publications:

Books:

True North: Discover Your Authentic Leadership (2007)  
Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value (2003)  
(*Economist*, "Best Business Books of 2003 and 2004"; *Business Week*, "Best Seller")

Book Chapters:

Enterprise Transformation, Rouse, W., Chapter 4: "Transformational Leadership" (2006)  
Leadership and Governance from the Inside Out, Sonnenfeld, J. and Gandossy, R. (2004),  
Chapter 10: "Whither Governance: Process or People?"  
The Right CEO, Wackerle, E. "Foreword" (2001)  
One Man's Full Life, Bakken, E. "Foreword" (1999)  
The New Bottom Line: Bringing Heart & Soul to Business, Renesch, J. & DeFoore, B.  
"Foreword" (1996)

Course Development:

Harvard Business School (MBAs):

"Authentic Leadership Development"

- 14 new cases
  - 11 individual exercises
- "Leadership and Corporate Accountability" (with ten others)

Yale University School of Management (MBAs):

"Leading Modern Corporations"

"Perspectives in Leadership"

IMD International:

"Organizational Leadership"

"Revolution in the Life Sciences"

"Technology, Innovation and Leadership"

Ecole Polytechnique Federale Lausanne (EPFL)

"Technology, Innovation and Leadership"

Research on Leadership Development

- 125 interviews completed of leaders on their development (largest research study of its kind).  
(with Peter Sims and Diana Mayer)
- Research results published in book, True North: Discover Your Authentic Leadership (2007)

Case Writing (all with Research Associate Andrew McLean):

- "Anne Mulcahy: Leading Xerox through the Perfect Storm" (A) (N9-405-050) (1-26-05)
- "Anne Mulcahy: Leading Xerox through the Perfect Storm" (B) (N9-405-065) (1-15-05)
- "Richard Grasso and the NYSE, Inc." (A) (N9-405-051) (4-4-06)
- "Richard Grasso and the NYSE, Inc." (B) (N9-405-088) (3-17-05)
- "Oprah!" (N9-405-087) (3-08-05)
- "Narayana Murthy and Compassionate Capitalism" (N9-406-015) (with Shailendra Singh)  
(6-27-06)
- "Martin Luther King, Jr.: A Young Minister Confronts the Challenges of Montgomery"  
(with Richard Buhrman) (N9-406-016) (8-23-05)
- "Martha Goldberg-Aronson: Leadership Decisions at Mid-Career" (N9-406-017) (9-23-05)
- "Philip McCrea: Once an Entrepreneur . . ." (N9-406-018) (9-23-05)
- "Kevin Sharer at Amgen: Sustaining the High-Growth Company" (N9-406-020) (10-05-05)
- "Tad Piper and Piper Jaffray" (N9-406-033) (10-05-05)
- "Profile of Steve Rothschild . . . in his own words" (N9-406-064) (10-31-05)
- "Marilyn Carlson Nelson and Carlson Companies' Renaissance" (N9-406-019) (11-08-05)

- “John Whitehead: A Life in Leadership” (N9-406-024) (6-27-06)
- “Wendy Kopp and Teach for America” (with Diana Mayer) (N9-406-125) (6-27-06)
- “Howard Schultz: Building Starbucks Community” (N9-406-127) (6-30-06)
- “Andrea Jung: Empowering Avon Women” (with Diana Mayer) (N9-406-095) (6-30-06)

*Articles:*

Harvard Business School, “Discovering Your Authentic Leadership” (with Peter Sims, Andrew N. McLean, and Diana Mayer) (February 2007)

M World: American Management Association Journal, “Leading Across Generations: Developing Leaders at All Levels” (March 2007)

Leader to Leader, “The Journey to Authenticity” (Winter 2004)

HBS Working Knowledge, “Waking Up a Sleeping Company” (April 12, 2004)

Executive Excellence, “Values Drive Performance” (March, 2004)

Cosco Connection, “Leadership Is Authentic” (March, 2004)

Harvard Business Review, “Meditate on It” (January, 2004)

Innovative Leader, “Becoming an Authentic Leader” (January, 2004)

Wall Street Journal, “Wanted: Authentic Leaders” (Dec. 16, 2003)

Minneapolis Star Tribune, “Authentic Leaders Needed to Restore Trust” (December 15, 2003)

CEO Magazine, “Taking Charge: Vision and Heart” (December, 2003)

Executive Excellence, “Seven Deadly Sins: Avoid These Pitfalls to Growth” (Dec, 2003)

Strategy and Leadership, “Shareholders Come Third” (November, 2003)

CEO Magazine, “Restoring Trust at the NYSE” (November, 2003)

Executive Excellence, “Authentic Leaders: Devote Yourself to a Cause” (October 2003)

European Business Forum, “Where Have All the Leaders Gone?” (Autumn 2003)

Minnesota Business, “Secrets of Leadership” (October 2003)

Fortune, “Why It’s Hard to Do What’s Right” (September 29, 2003)

Profiles in Diversity Journal, “Diversity Isn’t About Quotas” (September/October, 2003)

Minneapolis Star Tribune, “If Only We Had Listened” (July 27, 2003)

Executive Excellence, “Seven Deadly Sins: Avoid These Pitfalls to Growth” (Sept, 2003)

Wharton Leadership Digest, “Crisis in Corporate Ethics: Where Have All the Leaders Gone?” (February, 2003)

Directorship, “Authentic Leaders ‘Get’ Governance” (September, 2003)

The Corporate Board, “Rebuilding Faith in Corporate Governance” (January/February, 2003)

Harvard Business Review, “Imbalance of Power” (July 2002)

Director’s Monthly, “Restoring the Governance Balance” (July 2002)

Directors and Boards, “It’s Time to Improve Corporate Governance!” (Winter, 2001)

Academy of Management Executive, “How Mission-Driven Companies Create Long-Term Shareholder Value” (2001, Vol. 15, No. 4)

Executive Excellence, “Mission Driven, Values Centered” (August, 1999)

Vital Speeches of the Day, “Building a Mission-Driven, Values-Centered Organization” (1999)

The New Bottom Line, Rensch, J. “Foreword” (1996)

Journal of Applied Biomaterials, “Medical Technology and Competitiveness in the World Market: Reinventing the Environment for Innovation” (Vol. 6, 1995)

Theological Markings, “Leading by Values: A Businessman’s Spiritual Journey” (Winter 1994)

Harvard Business Review, “Task Teams for Rapid Growth” (March-April, 1977)

*Awards:*

*Principal:*

American Academy of Management, “Executive of the Year” (2001)

National Association of Corporate Directors, “Director of Year” (2001)

PBS “Nightly Business News,” “25 Most Influential Business People of Last 25 Years” (2004)

Lifetime Achievement Award, Minnesota High Tech Association (2003)

Yale University “Legend in Leadership” (2002)

Harvard Business School, “Alumni Achievement Award” (1997)

Georgia Institute of Technology, Engineering Hall of Fame (2005), ISyE Hall of Fame (2004)

*Other:* Junior Achievement of Minnesota Hall of Fame (2006)  
East Grand Rapids (MI) High School Alumni Achievement Award (2006)  
Sigma Chi Fraternity, Hall of Fame (2005), Significant Sig (1982), Balfour Award (1964)  
B'nai B'rith, "Distinguished Humanitarian Award" (2001)  
State of Minnesota, "William W. George Day" (April 30, 2001)  
College of St. Benedict, "Renaissance Award" (2000)  
Macalester College, "Distinguished Service Award" (1999)  
Peoples Republic of China, "Marco Polo Award" (1999)  
Twin Cities, "Minneapolis Award" (1999)  
Business Week, "Top 25 Managers of the Year" (1998)  
Twin Cities Business, "Top Five Executive of the Decade" (1998)  
Georgia Institute of Technology, "Outstanding Young Alumnus" (1977)  
U. S. Secretary of the Navy, "Meritorious Civilian Service" (1969)

January, 2007