



HARVARD | BUSINESS | SCHOOL

DAVID A. THOMAS |

H. NAYLOR FITZHUGH PROFESSOR OF BUSINESS ADMINISTRATION
SENIOR ASSOCIATE DEAN, DIRECTOR OF FACULTY RECRUITING
UNIT HEAD, ORGANIZATIONAL BEHAVIOR

EDUCATION

1986	Ph.D., Organizational Behavior, Yale University, New Haven, Connecticut
1984	M. Philosophy, Organizational Behavior, Yale University, New Haven, Connecticut
1981	M.A., Organizational Psychology, Columbia University, New York, New York
1978	B.A., Administrative Sciences, Yale College, New Haven, Connecticut

APPOINTMENTS

HARVARD UNIVERSITY HARVARD BUSINESS SCHOOL

2007-Present	Unit Head, Organizational Behavior
2005-Present	Senior Associate Dean, Director of Faculty Recruiting
2000-Present	H. Naylor Fitzhugh Professor of Business Administration
1999 - 2000	Professor of Business Administration
1993 - 1999	Associate Professor of Business Administration
1990 - 1993	Assistant Professor of Business Administration

UNIVERSITY OF PENNSYLVANIA, WHARTON SCHOOL

1986 - 1990	Assistant Professor of Management
1986 - 1990	Atlantic Richfield Foundation Term Assistant Professor of Human Resource Management

AWARDS AND HONORS

2007	ASQ Award for Scholarly Contribution with Robin J. Ely
2006	Mentoring Legacy Award for contributions to the research and study of mentoring, Academy of Management
2004	Ulrich & Lake Award for Excellence in HRM Scholarship awarded to the best paper published in Human Resource Management Journal, with Tom Kochan and Robin Ely
2001	George R. Terry Award for Outstanding Management Book, Academy of Management (for <i>Breaking Through: The Making of Minority Executives in Corporate America</i>)
1998	Marion Gislason Award for Leadership in Executive Education, The Executive Development Round Table
1997	Best Symposium, Academy of Management, Organization and Management Theory Division
1986 - 1990	Atlantic Richfield Foundation Term Chair, The University of Pennsylvania, The Wharton School
1974 - 1978	Victor Wilson Scholar, Yale University

FELLOWSHIPS

1981 - 1985	Graduate Fellowship, Yale University
1980 - 1981	Graduate Fellowship, Columbia University

PUBLICATIONS

Book(s)

- With John J. Gabarro, *Breaking Through: The Making of Minority Executives in Corporate America*, Boston, Massachusetts: Harvard Business School Press (1999). Winner of the George R. Terry Book Award (2000).

Articles and Book Chapter(s)

- With Stacy Blake-Beard and Audrey Murrell. "Unfinished Business: The Impact of Race on Understanding Mentoring Relationships." In *The handbook of mentoring: Theory, research and practice*, edited by B.R. Ragins & K.E. Kram, Sage, Publisher, (forthcoming)
- "Diversity as Strategy," *Harvard Business Review*, (September 2004), pp.82

- With Kochan, T.,K. Bezrukova, R. Ely, S. Jackson, A. Joshi, K Jehn, J. Leonard, D. Levine, "The Effects of Diversity on Business Performance: Report of he Diversity Research Network." *Human Resource Management Journal* 42, no.1 (2003): 3-21
- "The Truth About Mentoring Minorities," *Harvard Business Review*, (April 2001), pp. 98-112.
- With Robin Ely, "Cultural Diversity at Work: The Effects of Diversity Perspectives on Work Group Processes and Outcomes, *Administrative Science Quarterly* 46: (2001), pp 229-273.
- With Monica Higgins, "Help, Mobility and Work Satisfaction in Professional Service Firms: A Portfolio Perspective on Developmental Relationships," *Journal of Organizational Behavior*, (2001).
- With Karen Proudford, "Theory for Practice: Making Sense of Race Relations in Organizations," in R. Carter (ed.), *Cultural Diversity in Organizations*, New York: Sage Publications (2000).
- "Beyond the Simple Demography-Power Hypothesis: How Blacks in Power Influence Whites to Mentor Blacks," in F. Crosby, A Murrell and R. Ely (eds.), *Mentoring Dilemmas: Developmental Relationships in Multicultural Organizations*, New York: Lawrence Earlbaum Publisher (1999).
- "Mentoring and Diversity in Organizations: The Importance of Race and Gender in Work Relationships," in A. Daly (ed.), *Diversity in the Workplace: Issues and Perspectives*, Washington, D.C.: National Association of Social Workers Press (1999).
- With Suzy Wetlaufer, "A Question of Color: A Debate on Race in the U.S. Workplace," *Harvard Business Review*, September/October (1997), 118-132.
- With Robin Ely, "Making Differences Matter: A New Paradigm for Managing Diversity," *Harvard Business Review*, September/October (1996), 79-90.
- With Monica Higgins, "Mentoring as an Extra-Organizational Activity," in M. Arthur and D. Rousseau (eds.), *Boundaryless Careers: Work, Mobility, and Learning in the New Organizational Era*, Cambridge, United Kingdom: Cambridge University Press (1996).
- "Doing Diversity: Effectively Managing Identity Group Differences in Organizations," *Business Ethics Forum*, 7: (1994), 23-32.
- "The Dynamics of Managing Racial Diversity in Developmental Relationships," *Administrative Science Quarterly*, 38: (1993), 169-194.
- "Mentoring and Irrationality: The Role of Racial Taboos," *Human Resource Management*, 28(2): (1989), 279-290. Reprinted in L. Hirschorn and C. Barnett (eds.), *The Psychodynamics of Organizations*, Philadelphia, Pennsylvania: Temple University Press (1993).

- “The Impact of Race on Managers' Experiences of Developmental Relationships,” *Journal of Organizational Behavior*, 2(4): (1990), 479-492.
- “Application Work in Group Dynamics Instruction,” in J. Gillette and M. McCollum (eds.), *Groups in Context: A New Perspective on Group Dynamics*, Reading, Massachusetts: Addison-Wesley (1990).
- With Clayton P. Alderfer, “The Influence of Race on Career Dynamics,” in M. Arthur, D. T. Hall and B. Lawrence (eds.), *Handbook of Career Theory*, Cambridge, England: Cambridge University Press (1989).
- With Kathy E. Kram, “Promoting Career-Enhancing Relationships in Organizations: The Role of the Human Resource Professional,” in M. London and E. Mone (eds.), *Career Growth and Human Resource Strategies*, New York, New York: Quorum Books (1988).
- With Clayton P. Alderfer, “The Significance of Race and Ethnicity for Understanding Organizational Behavior,” in C. Cooper (ed.), *International Review of Industrial and Organizational Psychology*, Vol. 3, New York, New York: John Wiley & Sons, Ltd. (1988).

Working Papers

- With Robin Ely, “Paradigms and Pitfalls: Constructions of How Demography Affects Work,” (under second review at *Administrative Science Quarterly*).
- Akinola, Modupe, and David A. Thomas. "Racial Diversity Initiatives in Professional Service Firms: What factors differentiate successful from unsuccessful initiatives?" Harvard Business School Working Paper, No. 07-019, 2006.
- Ely, Robin J., and David A. Thomas. "Learning from Diversity: The Effects of Learning on Performance in Racially Diverse Teams." Harvard Business School Working Paper, No. 04-017, 2003.

Cases and Teaching Notes

- Race, Accountability, and the Achievement Gap, Harvard Business School case PEL-043 (2006)
- Race, Accountability, and the Achievement Gap (B), Harvard Business School case PEL-044 (2006)
- Differentiated Treatment in Montgomery County Public Schools, Harvard Business School case PELP-028 (2006)
- Reinventing Human Resources at the School District of Philadelphia, Harvard Business School case PEL029, (2005)
- Reinventing Human Resources at the School District of Philadelphia, Harvard Business School teaching note PEL35, (2005)

- IBM's Diversity Strategy: Bridging the Workplace and the Marketplace, Harvard Business School case 405-044, (2004)
- Back in Your Court: Developing Leaders at the Royal Bank of Scotland, Harvard Business School case 404-119, (2004)
- The Campaign for Human Capital at the School District of Philadelphia, Harvard Business School case PEL009 (2004)
- The Campaign for Human Capital at the School District of Philadelphia, Harvard Business School teaching note PEL022 (2004)
- Yvette Hyater-Adams and Terry Larsen at CoreStates Financial Corp., Harvard Business School case 401-023 (2001)
- Bob Fifer, Harvard Business School teaching note 498-063 (1998)
- Craig Parks (A) and (B), Harvard Business School teaching note 498-062 (1998)
- Elizabeth Fisher (A), (B), (C), Harvard Business School teaching note 498-065 (1998)
- Sumiko Ito, Harvard Business School teaching note 498-064 (1998)
- Developmental Relationships, Harvard Business School teaching note 498-071 (1997)
- Instructor's Guide to Self-Assessment and Career Development, Harvard Business School teaching note 498-072 (1997)
- International Use of the Myers-Briggs Type Indicator, Harvard Business School note 498-038 (1997)
- The Job Search Workshop, Harvard Business School teaching note 498-070 (1997)
- Personality Types: The Myers-Briggs Type Indicator, Harvard Business School teaching note 498-069 (1997)
- Craig Parks (A), Harvard Business School case 497-013 (1996)
- Craig Parks (B), Harvard Business School case 497-014 (1996)
- Star Distributors, Inc. (A) and (B), Harvard Business School teaching note 496-004 (1995)
- Bob Fifer, Harvard Business School case 495-013 (1994)
- Elizabeth Fisher (A), Harvard Business School case 494-002 (1993)
- Elizabeth Fisher (B), Harvard Business School case 494-003 (1993)
- Elizabeth Fisher (C), Harvard Business School case 494-004 (1993)
- Sumiko Ito, Harvard Business School case 493-011 (1993)
- Star Distributors, Inc. (A), Harvard Business School case 493-015 (1992)
- Star Distributors, Inc. (B), Harvard Business School case 493-016 (1992)

PROFESSIONAL ACTIVITIES

Professional Associations:

- Academy of Management
- International Society for the Psychoanalytic Study of Organizations
- National Training Laboratories

Reviewer:

- Academy of Management Journal
- Administrative Science Quarterly
- Journal of Applied Behavioral Sciences
- Journal of Organizational Behavior
- Organization Studies

DIRECTORSHIPS

- Director, Cambridge Trust Company, 2001-present.
- Chair, The Board of Directors, The Partnership, Boston, Massachusetts, 1997 - Present.
- Member, Board of Trustees, Brigham and Women's Hospital, 2003 - Present
- Member, Board of Directors, Jobs For the Future, 2005 - Present
- Chair, Shady Hill School, Cambridge, Massachusetts, 2003-2006
- Trustee, Shady Hill School, Cambridge, Massachusetts, 1997 - 2006
- Member, Board of Directors, Boys and Girls Club of Boston, 2007 - Present
- Member, Board of Directors, Posse Foundation, 2007 - Present

LANGUAGES

Conversational in French.