

## **Erik Jansen**

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### **Academic Degrees**

Ph.D. in Business Administration from the University of Southern California (1987). Majors in Organizational Behavior and Strategic Reward Systems. Minor in Inquiring Systems. Dissertation: *Toward a Strategic Reward Systems Perspective*.

M.A. in Psychology from San Diego State University with an emphasis in Psychometrics and Organizational Psychology. Thesis: *The Optimal Number Of Items in the Multiple-Choice Test: Classical Test Theory versus Information Theory*.

A.B. in Psychology from San Diego State University.

### **Academic Positions**

October 200 to Present: Senior Lecturer for the Naval Postgraduate School's Department of Information Sciences; affiliate of the Center for Terrorism and Irregular Warfare.

September 1994 to September 2000: Senior Lecturer for the Naval Postgraduate School's Graduate School of Business Administration and Public Policy (GSBPP).

Teach graduate courses to military officers of the United States and foreign countries in organizational theory & design, organizational change, and philosophy of science and research methodology. Teach Executive Workshops for Center for Homeland Defense and Security. Designed and taught new courses, including Organizational Design for Special Operations, Organizations as Structures and Systems, Philosophy of Science, Inquiring Methods and Introduction to Command & Control. Contributed to the design of various GSBPP and Information Sciences graduate curricula. Chaired or co-chaired over 25 theses; associate advisor on over 20 theses.

Conducted funded research on diagnosing and developing the collaborative capacity of organizations in the inter-organizational context; leadership, intrinsic motivation, and retention; and strategic human resource management. Co-Principle Investigator (PI) on collaborative capacity research for NPS's Acquisition Research Program; Research Associate on inter-agency collaborative capacity research funded by the Department of Homeland Security; PI on web-based distributed learning project; PI on organizational design and innovation in Naval Development Center; PI on research study on leadership, motivation and retention for the Office of the Chief of the Army Reserve; consultant on strategic human resource design to the Eighth Quadrennial Review of Military Compensation.

July 1988 to July 1994: Assistant Professor for the University of Utah's Department of Management.

Created courses in Research Methods in Organizational Behavior and Philosophy of Science at the Ph.D. level and Career Development in Organizations at the MBA level. Taught at graduate level for MBA, MHRM and Ph.D. programs.

Coordinator of the Human Resource Management/Organizational Behavior Group. Served on Department Ph.D. committee, MBA Curriculum Redesign Committee; Graduate Admissions and Graduate Scholarship Committees; board member for Graduate Women in Business; Advisor to Society of Human Resource Management Chapter. Chaired five dissertations (two of which won national awards from the Academy of Management); served as an advisor on 11 dissertation committees (one of which won a national award from the Academy of Management).

Sept. 1984 to Jan. 1989: Adjunct Faculty for the University of San Francisco's College of Professional Studies. Taught graduate courses in statistics and research methods for the volunteer and not-for-profit management program. Chaired two theses.

Spring 1988: Visiting Assistant Professor for San Diego State University's Department of Management. Taught undergraduate strategy and graduate human resource management courses.

Sept. 1980 to June 1987: Instructor and Teaching Assistant for the University of Southern California's Department of Management and Organization and for USC's Safety and Systems Management Institute. Taught graduate and undergraduate courses in management, organizational theory, and organizational behavior.

### **Other Professional Experience**

June 1984 to Jan. 1990: Alternative Reward Systems: Partner in firm specializing in the diagnosis and design of reward systems, including planning and goal setting processes, performance measurement, performance feedback and communications, and equitable reward distribution, especially within the context of innovation and organizational learning. Clients included Fortune 500 corporations in health care (hospitals, home health care, retirement homes), telecommunications firms (global and domestic), aerospace firms (commercial and military), and entrepreneurial ventures in high technology.

Sept. 1986 to Sept. 1987: Co-Principal Investigator for AT&T and USC's Center for Telecommunications Management. Research on telecommunications technologies as sources of global competitive advantage.

Sept. 1980 to Sept. 1984: Research Assistant for USC's Center for Effective Organizations. Worked on two Office of Naval Research Grants: (a) the design and diagnosis of reward systems in high technology organizations, and (b) the social and politic context of performance appraisal systems.

## **Research Interests**

Organizational Design for High Involvement, Collaboration, Innovation, Organizational Learning.

Strategic Reward and Career System Diagnosis and Design

Survey Development and Design, particular in the context of Action Research and Survey Guided Organizational Change and Development.

## **Publications, Papers and Presentations**

### **Refereed Articles**

Housel, T. J., Jansen, E. Pavlou, P. A., & Rogers, W., (2008) Measuring the Return on Information Technology: A Knowledge Based Approach for Revenue Allocation at the Process and Firm Level. *Journal for the Association for Information Systems*. 6(7), 199-226. <http://aisel.aisnet.org/jais/vol6/iss7/8>

Hocevar, S. P., Thomas, G. F., & Jansen, E. (2006). Building collaborative capacity: An Innovative strategy for homeland security preparedness. In Beyerlein, Beyerlein & Kennedy (Eds.) *Advances in Interdisciplinary Studies of Work Teams: Innovation through Collaboration*, 12, 263-283.

Nissen, M. E. Jansen, E., Jones, C.R. & Thomas, G.F. (2004). Contextual Criticality of Knowledge-Flow Dynamics: Understanding a U.S. Tragedy of Friendly Fire," *Defense and Security Analysis*, 20(3), 209-228

Anna, A. A., Chandler, G. N., Jansen, E., Mero, N. P. (2000). Women business owners in traditional and non-traditional industries. *Journal of Business Venturing*, 15(3), 279-303.

Thomas, K. W., Jansen, E. & Tymon, W. G. (1997). Navigating in the realm of theory: An empowering view of construct development. *Recent Advances in Organizational Development*, 10, 1-30.

Jansen, E. & Chandler, G. N. (1994). Innovation and restrictive conformity among hospital employees: Individual outcomes and organizational considerations. *Hospital and Health Services Administration*, 39(1), 63-80. <http://www.ncbi.nlm.nih.gov/pubmed/10132101>

Hanks, S., & Watson, C., Jansen, E. & Chandler, G. N. (1993). Tightening the life cycle construct: A taxonomic study of growth stage configurations in high technology organizations. *Entrepreneurship Theory and Practice*, 18(2), 5-29.

Chandler, G. N. & Jansen, E. (1992). The founder's self-assessed competence and venture performance. *Journal of Business Venturing*, 7(3), 223-236.

Jansen, E. & Von Glinow, M. A. (1985). Ethical ambivalence and organizational reward systems. *Academy of Management Review*, 10(4), 814-822.

## Published Proceedings

Jansen, E., Hocevar, S. P., Rendon, R. G., Thomas, G. F. (2009). The Theory and Measurement of Interorganizational Collaborative Capacity in the Acquisition and Contracting Context. In *Proceedings of the 6<sup>th</sup> Annual Acquisition Research Symposium*, May, 2008. Monterey, CA. <http://acquisitionresearch.net/files/FY2009/NPS-AM-09-051.pdf>

Hocevar, S.P., Jansen, E., & Thomas, G.F. (2007). Developing Collaborative Capacity: A Diagnostic Model. In *Proceedings of the 4th Annual Acquisition Research Symposium*. May, 2007. Monterey, CA. <http://acquisitionresearch.net/files/FY2007/NPS-AM-07-015.pdf>

Thomas, G.F., Hocevar, S.P., & Jansen, E. (2006). Building Collaborative Capacity in an Inter-Organizational Context. In *Proceedings of the 3rd Annual Acquisition Research Symposium*. May 2006. Monterey, CA.

Chandler, G. N. & Jansen, E. (1997). Reciprocal dynamics between self-efficacy and organizational performance: The case of entrepreneurs. In *Proceedings of the Fifty-Seventh Academy of Management*. August 1997. Boston, MA.

Chandler, G. N. & Jansen, E. (1993). Career orientations, career choice, and career success: The case of business founders. In *Proceedings of the Association on Employment Practices and Principles*. San Diego, CA.

Hanks, S., Watson, C. & Jansen, E. (1990). Toward a configurational taxonomy of the organizational life cycle. In *Proceedings of the American Marketing Association's Symposium on Entrepreneurship*. August 1990. University of Chicago.

## Book Chapters and Cases

Jansen, E. & Derr, B. (1993). Managing careers in Europe. In Gutteridge, R. Leibowitz, Z. & Shore, J. (Eds.). *Organizational career development: Benchmarks for Building a World-Class Workforce*. San Francisco: Jossey-Bass, pp. 35-56. (ISBN 1-55542-526-7).

Jansen, E. (1991). Turning around Lockheed's TriStar plant. In Kelly, J., Prince, J. B., & Ashforth, B. *Organizational behavior: Readings, cases and exercises*. Scarborough, Ontario: Prentice-Hall.

Jansen, E. & Chandler, G. N. (1990). The psychological contract between volunteers and not-for-profit organizations: A career perspective. In *Toward the 21st Century: Challenges for the Voluntary Sector*. London School of Economics: Centre for Voluntary Organisation. (ISBN 0-85328-117-3).

## Technical Reports

Jansen, E., Hocevar, S. P., Rendon, R. G., Thomas, G. F., (2008). *Interorganizational Collaborative Capacity: Development of a Database to Refine Instrumentation and Explore Patterns*. (NPS-AM-08-148), Monterey, CA: Naval Postgraduate School.

Thomas, G. F., Jansen, E., Hocevar, S. P., Rendon, R. G., (2008). *Field Validation of Collaborative Capacity Audit*, (NPS-GSBPP-08-010). Monterey, CA: Naval Postgraduate School. <http://edocs.nps.edu/npspubs/scholarly/TR/2008/NPS-GSBPP-08-010.pdf>

Thomas, G.F., Hocevar, S.P., & Jansen, E. (2006). *A Diagnostic Approach to Building Collaborative Capacity in an Interagency Context*. (NPS-GSBPP-06-013). Monterey, CA: Naval Postgraduate School. <http://edocs.nps.edu/npspubs/scholarly/TR/2006/NPS-GSBPP-06-013.pdf>

Also published as NPS-PM-06-026:

[http://www.acquisitionresearch.org/\\_files/FY2006/NPS-PM-06-026.pdf](http://www.acquisitionresearch.org/_files/FY2006/NPS-PM-06-026.pdf)

Hocevar, S.P., Jansen, E., & Thomas, G.F. (2004). *Building Collaborative Capacity for Homeland Security*. (NPS-GSBPP-04-008). Monterey, CA: Naval Postgraduate School.

Nissen, M. E., Jansen, E., Jones, C., & Thomas, G. (2003). *Contextual criticality of knowledge-flow dynamics: The Tragedy of Friendly Fire*. (NPS-GSBPP-03-002). Monterey, CA: Naval Postgraduate School.

Thomas, K. W., & Jansen, E. (1996). *Intrinsic motivation in the military: Models and strategic importance*. (NPS-SM-96-002). Monterey, CA: Naval Postgraduate School.

### **Presentations at Professional Meetings**

Jansen, E., Jones, C., Sovereign, M. (2002, June). *The Command and Control–Emerging Effects Framework: An Overview*. Command and Control Research and Technology Symposium, Monterey, CA.

Jansen, E. & Jones, C. R. (2001). *On Understanding Military Organizations: The Exercise of Authority and Direction*. Institute for Operations Research and Management Sciences (INFORMS) International, Maui, HI.

Hocevar, S., Jansen, E., Gallup, S., & Spain, D. (2001, Oct.) *Technology and Mission Change: Implications for the “Officer of the Future” and the “New Warrior”*. Interuniversity Seminar on Armed Forces & Society, Baltimore, MD.

Jansen, E. *Time and intrinsic work motivation: A Buddhist perspective*. (2000, August). All Academy Symposium at the Academy of Management Annual Meeting, Toronto, Canada.

Thomas, K., Jansen, E., Barrios-Choplin, B. & Thornburg, B. J. (1998, March). *What makes research impactful? Traditional and non-traditional lessons from a high-impact project*. Symposium conducted at the Western Academy of Management Annual Meeting, Portland, OR.

Chandler, G. N. & Jansen, E. (1997, August). *Founder self-efficacy & venture performance: A longitudinal study*. Paper presented at the Academy of Management Annual Meeting, San Diego, CA.

Englebrecht, A., Jansen, E. & Heeley, Michael B. (1995, August). *Traditional versus Non-traditional Industries: Exploring the Effect of Entrepreneurial Efficacy on Women Business Owners*. Paper presented at the Academy of Management, Vancouver, B.C.

Pavia, T., Moore, W., Jansen, E, & Khanwilkar, P. (1994, April) *Within and Across Project Learning in the Development of Biomechanical Heart and Heart Assist Devices*. Paper presented at the Marketing Science Conference, Tucson, AZ.

Jansen, E., Seybolt, P. M. & Fladmoe-Lindquist, K. (1994, August). *Antecedents of Anticipatory and Sequential Planning: A Social Cognitive Theory*. Paper presented at the Academy of Management, Dallas, TX.

Chandler, G. N., Jones, C. & Jansen, E. (1993, October). *Career orientations, leisure motivations, and work-leisure linkages*. Paper presented at the Association on Employment Practices and Principles, San Diego, CA.

Jansen, E. (1993, August). *Bureaucracy and innovation among operational hospital employees: A reward systems perspective*. Paper presented at the Academy of Management, Atlanta, GA.

Chandler, G. N. & Jansen, E. (1991, August). *A social cognitive approach to career orientations: The case for business founders*. Paper presented at the Academy of Management, Miami, FL.

Jansen, E. & McConnell, R. (1991, March). *Meetings with managers: Integrating career development with the business curriculum*. Paper presented at the Western Academy of Management, Santa Barbara, CA.

Hesterly, W. H. & Jansen, E. (1990, November). *The impact of monitoring styles and reward systems on strategic persistence*. Paper presented at Decision Sciences, San Diego, CA.

Chandler, G. N. & Jansen, E. (1990, August). *Rewarding innovation of hospital employees*. Paper presented at the Academy of Management, San Francisco, CA.

### **Primary Teaching Interests**

Organizational Theory and Design, including the Strategic Design of Reward and Career Systems

Organizational Change and Development

Research Methodology, Action Research, and Philosophy of Science

Statistics and Measurement

### **Selected List of Courses Taught**

#### **Doctoral Level Classes**

Philosophy of Science (Utah required & NPS required).

Research Foundations of Organizational Behavior (Utah required).

Seminar in Organizational Theory (Utah required).

## **Masters Level Courses**

Organizations as Systems & Structures (NPS MBA & Executive MBA required)

Modeling C3 Systems (NPS, MS required)

Managing Planned Change in Complex Organizations (NPS required).

Methods of Inquiry (NPS required).

Organization Theory (NPS elective).

Organizational Design for Special Operations (NPS required).

Management and Organization, (NPS required).

Readings in Systems Management (NPS elective).

Introduction to Command & Control (NPS required)

Advanced Seminar in Human Resource Management (Utah, MHRM required).

Career Development. (Utah elective).

Compensation Management. (Utah, MHRM required).

Managing Human Resources in Organizations (Utah, MBA required).

Organizational Effectiveness. (Utah, MBA required).

Human Behavior in Organizations. (Utah, MBA required).

Reward Systems and Productivity. USC, MBA elective).

Advanced Statistics. (USF, MPA required).

Advanced Research Methods. (USF, MPA required).

Organizational Behavior and Human Resource Management (MBA required, SDSU)

## **Bachelors Level Courses**

Organizational Behavior. (Utah's Executive BBA & USC, required)

Strategic Management (SDSU, required).

Interpersonal Dynamics and Leadership (USC, elective).

Managerial Decision Making and Planning (USC, required).

## **Selected Executive Education & Workshops**

Developing inter-organizational collaborative capacity. (NPS Center for Homeland Defense and Security, 2008-2009)

Leveraging diversity: a strategic leadership issue. (NPS Center for Executive Education, 2001-2002).

Diversity & Inclusion. (New Flags Orientation Curriculum, Washington, D.C., 2001).

Career development, burnout & plateauing. (Utah Department of Community & Economic Development, 1993-1995).

Personality, decision styles & planning. (U of Utah Executive Education, 1991-1993).

Selection, performance appraisal & reward systems. (U of Utah HRM Institute Training and Development Programs, 1991-1993).

Strategic thinking & organizational reward systems. (U of Utah HRM Conference, 1991-1993).

Goal setting, performance appraisal & feedback. (Santa Fe-Southern Pacific Executive Education, USC HR Planning Dept, 1985-1987).

### **Professional Memberships**

Academy of Management

Western Academy of Management

Inter-University Seminar on Armed Forces and Society

Association for Research on Nonprofit Organizations and Voluntary Action