Mark D. Cannon

Personal Information

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Current Appointments

Associate Professor of Leadership and Organizations, Department of Leadership, Policy, and Oganizations, Peabody College, Vanderbilt University.

Associate Professor of Human and Organizational Development, Department of Human and Organizational Development, Peabody College, Vanderbilt University.

Areas of Specialization

Organizational learning, performance appraisal, feedback, executive coaching, work team management, decision making, the impact of positive illusions on performance, assessment of organizational effectiveness, organizational change and development.

Education

Ph.D., Organizational Behavior, Harvard University   1998

Dissertation: Motivation vs. learning: The conflicting impact of positive illusions and accurate perceptions on performance

Examines situations in which people have positive illusions about their performance and identifies conditions under which introducing accurate feedback does and does not result in better performance.

Dissertation committee: Robert J. Robinson (Chair), J. Richard Hackman, Philip J. Stone

A.M., Psychology, Harvard University   1996

Master's Thesis: Reactions to interpersonal feedback

Identifies conditions under which people do and do not accept interpersonal feedback and examines how this feedback influences people's behavior.

M.B.A. coursework (first year), Harvard Business School   1989

Completed the first year of Harvard's M.B.A. program as part of the requirements for a Ph.D. Organizational Behavior.

M.S., Marriage & Family Therapy, Brigham Young University   1987

Master's Thesis: Professional practices of marriage and family therapists

Compares patient populations of marriage and family therapists, psychologists and social workers and draws implications for training in those disciplines.

B.S., Economics, Brigham Young University, cum laude   1985

Professional Experience

Associate in Research for Amy C. Edmondson, Harvard Business School, 1997-1998
> Studied conditions leading to team learning, and to error detection and correction.

Associate in Research for Michael Beer, Harvard Business School, 1997-1998
> Examined barriers to strategy implementation and methods of overcoming them. Explored mechanisms for providing feedback to top management in a manner that does not raise defenses.

Research Assistant to J. Richard Hackman, Harvard Business School, spring 1990
> Studied how teams influence individual team member thought, attitude and behavior.

Associate in Research for D. Quinn Mills, Harvard Business School, 1987-1988
> Updated *Labor Management Relations* and teacher's manual. Organized and edited *The IBM Lesson* and "Information Technology and Tomorrow's Manager" (published in *Harvard Business Review*).

MIS Consultant, Administrative Office of U.S. Courts, summer 1987
> Automated administrative procedures for personnel office, and trained employees.

MIS Consultant, Marriott Corporation, summer 1985
> Automated lease accounting procedures for Roy Rogers restaurants.

MIS Consultant, Marriott Corporation, summer 1984
> Prepared information systems for executive development and succession planning.

Intern, U.S. Dept. of State, Office of International Organization Affairs, summer 1983
> Developed recommendations for merging United Nations-sponsored international organizations.

Product Development Manager, James B. Downing & Co., fall 1982
> Experimented with alternative uses of company products. Implemented new furnace technology, saving $240,000 annually.

Honors, Awards and Affiliations

Best Paper, "Enhancing learning and development through actionable feedback" was judged a 2005 conference best paper by the Managerial Consulting Division of the Academy of Management

Member, Academy of Management, 1990-present

Participant, Case Discussion Leading Seminar, Harvard Business School, 1994

Research grant, Associated Students of Brigham Young University, 1987

Research grant, Utah Association of Marriage and Family Therapists, 1987

Presidential Scholarship, Brigham Young University, 1981-85

Publications

Cannon, M.D. (2008). Pay for performance: New developments and issues In L. Berger (Ed.) *The Compensation Handbook, Fifth Edition*. New York, NY: McGraw Hill.

Cannon, M.D. & Griffith, B.A. (2007). *Effective groups: Concepts and skills to meet leadership challenges*. Boston, MA: Allyn & Bacon.

Cannon, M.D. & Witherspoon, R. (2005). Actionable feedback: Unlocking the power of learning and development. *Academy of Management Executive, 19,* 120-134.

Cannon, M.D. & Edmondson, A. C. (2005). Failing to learn and learning to fail (intelligently): How great organizations put failure to work to innovate and improve. *Long-Range Planning, 38,* 299-319.

Beer, M., & Cannon, M. (2004). Promise and peril in implementing pay-for-performance. *Human Resource Management,43*(1). 3-20.

Beer, M., & Cannon, M. (2004). Response to comments: Promise and peril in implementing pay-for-performance. *Human Resource Management,43*(1). 45-48.

Witherspoon, R. & Cannon, M.D. (2004). Coaching leaders in transition: Lessons from the field. In A. F. Buono (Ed.), *Creative Consulting: Innovative Persepctives on Management Consulting* Vol. 4: 201-228 of the *Research in Management Consulting* series. Greenwich, CT: Information Age Publishing.

Witherspoon, R. & Cannon, M.D. (2003). Coaching leaders in transition. *Consulting Today, 7,* 1-4.

Maslyn, J.M. & Cannon, M.D. (2003). Employer perceptions of employee readiness. In J.W. Guthrie (Ed.). *The Encyclopedia of Education, Second Edition*. New York, NY: Macmillan Reference USA.

Cannon, M.D. & Edmondson, A.C. (2001). Confronting failure: Antecedents and consequences of shared beliefs about failure in organizational work groups. *Journal of Organizational Behavior 22*, 161-177.

Stone, P.J. & Cannon, M.D. (Eds.) (1997). *Organisational psychology*. Vols. 1-3. Dartmouth Publishing Co.: Aldershot, Hampshire, England.

Mills, DQ. & Cannon, M.D. (1989). Managing baby boomers. *Management Review* 8:38-42.

Conference Papers and Presentations

"Understanding Generational Differences in the Workplace: Implications for Educating
    Millennials." Presented at the 2009 Organizational Behavior Teachers Conference,
    Charleston, SC.

Mavrogordato, M.C. & Cannon, M.D. (2009). "Coaching Principals: A Model for
    Leadership Development." Presented at the annual conference of University Counsel for
    Educational Administration Convention 2009, Anaheim, CA.

"Easier Said Than Done: Putting Learning-Dialogue Theories into Practice. Presented at the
2008
    Organizational Behavior Teachers Conference, Boston, MA.

"An Innovation in Organizational Behavior Education: Applying The National Acaedmy Of
    Sciences Learning Cycle." Presented at the 2007 Organizational Behavior Teachers
    Conference, Malibu, CA.

"Enhancing Management Education by Applying the National Academy of Sciences Learning
    Cycle." August 2006. Presented at the 66th Annual Academy of Management
    Meeting, Management Education and Development Division, Atlanta, GA.

"Capturing Students' Baseline Knowledge in Ways that Enhance Engagement and Learning"
    June 2006. Presented at the 2006 Organizational Behavior Teachers Conference,
    Rochester, NY.

"Realizing Human Potential: Closing the Gap Between Knowledge and Practice" June 2006.
    Presented at the 2006 Organizational Behavior Teachers Conference, Rochester, NY.

"Student Self-confidence: Should Professors Play an Active Role in its Development?" June
    2005. Presented at the 2005 Organizational Behavior Teachers Conference, Scranton,
    PA.

"Coaching Roles and Teaching Roles: Similarities, Differences, and Implications for Teaching."
    June 2005. Presented at the 2005 Organizational Behavior Teachers Conference,
    Scranton, PA.

"Actionable Knowledge Through the Development of an Academic Coaching Course: Lessons
    Learned." August 2004. Presented at the 64th Annual Academy of Management
    Meeting, Organizational Development and Consulting Division, New Orleans, LA.

"Learning-Oriented Dialogue in Entrepreneurial Teams." August 2004. Presented at the 64th
    Annual Academy of Management Meeting, Entrepreneurship Division, New Orleans,
    LA.

"Learning to Learn From Failure: How Intelligent Organizations Can Use Failure to Succeed."
    August 2004. Presented at the 64th Annual Academy of Management Meeting,
    Managerial Consulting Division, New Orleans, LA.

"Enhancing the Process of Learning by Integrating Student Life Experiences Into Lectures."
    June 2004. Presented at the 2004 Organizational Behavior Teachers Conference,
    Redlands, CA.

"Should Professors be Consciously and Actively Considering their Impact on Student Self-Confidence?" June 2004. Presented at the 2004 Organizational Behavior Teachers Conference, Redlands, CA.

"Transition Coaching for Leaders in New Positions." August 2003. Presented at the 63rd Annual Academy of Management Meeting, Managerial Consulation Division, Seattle, WA.

"Difficult Conversations Between Entrepreneurs and Employees: Strategies for Effective Management." August 2003. Presented at the 63rd Annual Academy of Management Meeting, Entrepreneurship Division, Seattle, WA.

"Coaching for Development in the Classroom: What are the Fundamentals?" June 2003. Presented at the 2003 Organizational Behavior Teachers Conference, Springfield, MA.

"Development Versus Evaluation: Strategies for Balancing Teacher Roles and for Managing Student Expectations." June 2003. Presented at the 2003 Organizational Behavior Teachers Conference, Springfield, MA.

"Coaching the Entrepreneurial Team: When Entrepreneurs Need Developmental Support." August 2002. Presented at the 62nd Annual Academy of Management Meeting, Entrepreneurship Division, Denver, CO.

"Learning to Manage Difficult Conversations." June 2002. Presented at the 2002 Organizational Behavior Teachers Conference, Orange, CA.

"Confronting Failure: Antecedents and Consequences of Shared Learning-Oriented Beliefs in Organizational Work Groups." August 2000. Presented at the 60th Annual Academy of Management Meeting, Managerial and Organizational Cognition, Toronto, Canada.

"Tools and Techniques for Teaching Argyris' Model I and Model II Behavior." June 2000. Presented at the 2000 Organizational Behavior Teachers Conference, Carrollton, GA.

"The Impact of Positive Illusions on Performance." August 1999. Presented at the 59th Annual Academy of Management Meeting, Managerial and Organizational Cognition, Chicago, IL.

"Failing Forward: The Role of Work Teams in Promoting Constructive Responses to Failure." August 1999. Presented at the 59th Annual Academy of Management Meeting, Organizational Behavior, Chicago, IL.

"Motivation and Learning: A Paradox for Performance." August 1993. Presented at the 53rd Annual Academy of Management Meeting, Managerial and Organizational Cognition, Atlanta, GA.

Invited Presentations

"What Does Research Say About the Use Incentives for Individual and System Performance?" November 2008. Presented at the Albert Shanker Institute Good Schools Seminar. Washington, D.C.

Medical Scientist Training Program Leadership Workshop. November 2008. Presented a workshop on leading research laboratories to the M.D./Ph.D. students at Vanderbilt Medical School. Nashville, TN.

"Private Sector Approaches to Pay-for-Performance." October 2006. Presented at the Iowa Institute for Tomorrow's Workforce Board of Directors Meeting. Des Moines, Iowa

"Managing Difficult Conversations." October 2003. Presented at the Association of Colleges and Schools of Education in State Universities, Land Grant Colleges and Affiliated Private Universities 2003 Annual Meeting. Santa Fe, NM

"The Little Engine That Could Meets the Titanic: The Costs and Benefits of Positive Illusions for Performance," March 1998. Columbia Teacher's College, Columbia University.

Manuscripts in Preparation

Cannon, M.D., & Witherspoon, R.W. Coaching for double-loop learning: Altering frames to achieve sustainable change.

Explains that behavioral coaching has become popular and is often credited with achieving short-term results, but that these results are often elusive in the long-run. Provides an alternative to behavioral coaching that modifies client frames to bring about sustainable change. Presents a model for assisting clients in identifying unproductive frames and revising them. Will be submitted to the *Journal of Applied Behavioral Sciences* in early 2010.

Ciampa, E.J., Arneson, K.O., Hunt, A.A., Mordes, D.A., Oldham, W.M., Woo, K.V., Owens, D.A., Cannon, M.D. & Dermody, T.S. Preparing Medical Scientists to Lead Research Labs: Challenges and Opportunities.

Identifies and addresses the problem that M.D./Ph.D. programs typically do not prepare students for the challenge of "leading" their own medical research labs. Describes a program developed and administered by Vanderbilt faculty across disciplines to build leadership skills among Vanderbilt M.D./Ph.D. students. Reports evaluation results and explores implications. Paper will be submitted to a medical journal in early 2010.

Cannon, M.D. The impact of positive illusions on performance

Explores the impact of positive illusions on performance, and identifies conditions under which positive illusions enhance performance and conditions under which they undermine performance.

Cannon, M.D. Positive illusions and their impact on learning

Describes the circumstances under which employees are likely to develop positive illusions. Identifies conditions under which illusions enhance performance and those under which they hurt performance.

Grants

This is my third year as a member of the research team for an Institute of Education Sciences grant on Improving Principal Leadership Through Feedback and Coaching. My role includes designing the coaching program and training coaches for the principals. The principal investigator is Professor Leonard Bickman, and this is a $1.2 million grant that extends over 4 years.

In August 2006, I assumed responsbililties as co-principal investigator for a $3.9 million grant with the State of Tennessee for research and development of strategies, tools and training to enhance the effectiveness and efficiency of service delivery within the Department of Human Services.

Teaching

Learning Organizations (LPO 3366). Peabody College,　　　　　　　**2000-10**
　　　Vanderbilt University
Organizational Theory and Behavior (LPO 3452). Peabody College,　　**2001-10**
　　　Vanderbilt University
Human Resource Planning (LPO 3380). Peabody College,　　　　　　**2001-10**
　　　Vanderbilt University
Executive Coaching (LPO 3382). Peabody College,　　　　　　　　**2003-10**
　　　Vanderbilt University
Understanding Organizations (HOD 1200). Peabody College,　　　　　**1998-07**
　　　Vanderbilt University
Human Resources in Work Organizations (BA 248). Economics and　　**1998-02**
　　　Business Administration, Vanderbilt University
Advanced Organization Theory (HOD 2720). Peabody College,　　　　**1998-00**
　　　Vanderbilt University
Work Team Management (Management 442). Owen Graduate School　　**1998-00**
　　　of Management, Vanderbilt University
Teaching Fellow, **Psychology Applied to Business (Psych. 1755)**.　　**1991-92, 1994-96**
　　　(with Professor J. Stone). Department of Psychology, Harvard University.
Teaching Fellow, Social Psychology of Organizations (Psych. 1750). (with Professor J. **1991**
　　　Richard Hackman). Department of Psychology, Harvard University.

Tutor, Special Concentration in Psychology and Economics. Department of　　**1992**
　　　Psychology, Harvard University.

Teaching Assistant, Introduction to Economics (Econ. 110). (with Professor Larry   **1983-85**
    T. Wimmer). Department of Economics, Brigham Young University.
Advising
    Currently advising a total of about 22 undergraduate and graduate students.

Service

Masters Review Committee
2009-10
    The committee is reviewing the LPO masters programs and making recommendations for
    upgrading the programs

Peabody College Teaching Committee   **2008-10**
    Address issues related to maintaining and enhancing the quality of teaching at Peabody
    College

Faculty Review   **2009**
    Participated on a committee to review a senior lecturer

Invited Presentations, Talks, and Podcasts   **2009**
- Delivered a talk for the Meharry Medical School on "Managing Difficult Conversations
  with Geriatric Patients."
- Provided a program on "Handling Sensitive Conversations with Geriatric Populations"
  for the Senior Services Network.
- Delivered a presentation on "Leaders as Learners" for the Fulbright Distinguished
  Teachers and the Hubert H. Humphrey Fellows at Vanderbilt University.
- Provided a workshop on "Coaching for Performance" for the Vanderbilt PREP program.
- Recorded a podcast for the Vanderbilt Medical Center on "Getting More from Your
  Management Feedback.
- Recorded a follow-up podcast for Vanderbilt Medical Center on "After the Feedback . . .
  Creating Effective Change."

Human Resource Development Admissions Committee   **2005-10**
    Review applications for Human Resource Development masters program.

Weekend Academy at Vanerbilt University   **2007**
    Taught gifted 7th-10th grade students about leadership in the Weekend Academy at
    Vanderbilt University.

Faculty Review   **2007**
    Chaired a faculty review for a senior lecturer.

Tennessee Department of Human Services   **2006-08**
    Conducted multiple professional development seminars for the Tennessee Department of
    Human Services employees on facilitation, coaching, delivering actionable feedback,
    team building, etc. during 2006 and 2007.

Peabody College Instructional Improvement Grant Review Committee   **2006**

Reviewed applications for instructional improvement grants.

Employee Celebration Month Speaker   **2005**

Delivered Peabody's Employee Celebration Month Brown Bag talk on "Coaching for Professional Development" in September 2005.

Leadership Vanderbilt   **2001-05**

Facilitated workshops on using managerial power constructively and on management of conflict.

Member of Design Team of the Principals Leadership Academy of Nashville   **2001-02**

Design training program and select, teach and coach aspiring principals.