

# CURRICULUM VITAE

---

*Ursula Glunk, PhD, CPCC*

Wijckergrachtstraat 1E  
6221 CT Maastricht  
The Netherlands

Tel.: 0031-43-3265662  
Email: [U.Glunk@OS.unimaas.nl](mailto:U.Glunk@OS.unimaas.nl)

Nationality: German  
Date of Birth: 02-06-1965



## *Current Position and Professional Background*

---

Since 2009	Senior lecturer, Faculty of Economics and Business Administration, Department of Organization and Strategy, Maastricht University (NL) Responsibilities: Coach, workshop leader, lecturer, researcher, education manager Fields of expertise: personal development, change management, communication, learning and creativity.
1999 – 2008	Assistant Professor, Faculty of Economics and Business Administration, Department of Organization and Strategy, Maastricht University
1994 – 1999	PhD Candidate, Department of Organization, Tilburg University (NL)
1993 – 1994	Coordinator of the projects 'Language and Communication' and 'Career patterns of male and female executives,' Mannheim University (GER)

## *Educational Background*

---

2005 – 2008	CPCC (Certified Professional Co-active Coach), Coaches Training Institute
1994 – 1999	PhD in Organization Studies, Faculty of Economics and Business Administration, Tilburg University (NL)
1994 – 1996	External fellow in the Interuniversity Center for Social Science Theory and Methodology (ICS), Groningen, Utrecht and Nijmegen (NL)
1986 – 1993	Master in Organizational and Clinical Psychology, Mannheim University (GER)
1985 – 1986	Studies of Literature and Languages, University of Heidelberg (GER)
1984	High School Degree (Abitur), Villingen-Schwenningen (GER)

## *Coaching Experience*

---

since 2009	Individual coaching for PhD candidates who have at the same time a full-time job, Maastricht Graduate School of Governance
2008 – present	Individual coaching for private clients, since 2009 offered through Universiteit Maastricht Business School (UMBS)
2008 – present	Team coaching for UMBS in-company programs; clients: SABIC, APG, City Council of Maastricht
2006 – present	Individual coaching in Executive MBA programs, UMBS
2005 – present	Group coaching for students of the MSc International Business, Maastricht University
All these coaching trajectories were innovative in this environment. I introduced them in collaboration with colleagues.	

## *Executive Training (mostly co-leading)*

---

2003 – present	Workshops on Organizational Change, Organizational Learning, Self Awareness, Conflict Management, Team Building, and Leadership; Executive MBA program, UMBS
2001 – present	Workshops on Personal Transformation, Change Management, Creativity Techniques and International Management; EURO*MBA program, European Consortium of Business Schools and Universities
2008	Team management; UMBS in-company training for SABIC
2008	Debriefing a difficult outbound experience; UMBS in-company training for APG
2006	Change Management; UMBS in-company program for Redfoxblue;
2006	Workshop on Influencing Skills for middle managers of UNICEF, Graduate School of Governance, Maastricht University
2001 – 2005	Workshops on Personal Effectiveness, Communication Skills, Creative Problem Solving, Leadership Skills, and Conflict Management; Executive Program Finance and Control, UMBS
2004	Organization Culture; UMBS in-company training for international managers of Vodafone
2001	Principles of Management, Pre-MBA course for Chinese professionals; Center for European Studies, Maastricht
2000	Intercultural Communication, Skills Training for German and Dutch executives; Eurocon (GER), Pelemo Consult (GER) and VSU Business Training
1997	Contemporary Structures, lecture and interactive seminar for Baltic executives; Dutch Ministry of Transport, Vilnius (Lithuania)

## *Presentations and Workshops on (Management) Education*

---

2009	Didactical skills for PhD students; Maastricht Graduate School of Governance
2009	Awakening World-changing Leadership through Management Education. Paper to be presented at the Global Forum for Business as an Agent of World Benefit, Cleveland, OH, US
2007	Developing Moral Awareness in Management Education: The Neglect of Courage and Authenticity. Paper presented at the 14th EDINEB Conference: Preparing Business Professionals for the Changing Global Workplace. Vienna, Austria.
2006	Personal Mastery in Management Education. The Case of a Personal Development Trajectory in Graduate Education. Paper presented at the 13th EDINEB Conference: Leading Innovation in Global Education and Training. Lisbon, Portugal
2006	Critical Thinking and Problem-based Learning in Management Education, Lecture and Workshops for lecturers of the University São Paulo (Brazil)
2000 – 2007	Participation in training new tutors, Department of Education Development and Research, Maastricht University
2000	Problem-based Learning and Communication Skills, Workshop for lecturers of the University of Saratov (Russia), Tempus-Tacis Joint European Project
1999	Problem-based Learning, Skills Training for lecturers at ITESM University (Mexico), Center for European Studies, Maastricht

## *Undergraduate and Graduate Teaching & Training*

---

2009	Workshop Self Awareness for PhD students of the Maastricht Graduate School of Governance
2006 – present	Management and Organizations, BSc International Business, Maastricht University
1999 – present	Communication and Leadership Skills, BSc International Business, Maastricht University
1994 – present	Supervision of more than 100 Master Theses in Organizational Behavior and Theory, Maastricht University
2001 – 2006	Organizational Behavior, BSc International Business, Maastricht University
2004	Organizational Learning and Transformation, MSc International Business, Maastricht University
2002	Organizational Change and Development, MSc International Business, Maastricht University
1999 – 2001	Introduction to Organization, Marketing and Psychology, BSc International Business, Maastricht University
1999 – 2001	Internal Organization and International Human Resource Management, BSc International Business, Maastricht University
1999	Organization Structure, BSc International Business, Maastricht University
1996 – 1998	Network Organizations, BSc Business Economics, Tilburg University

## *Other Workshops*

---

2009	Creating from Polarities, Oslo (co-active leadership project)
2008	Open Space, one-day workshop with stakeholders of a school

## *Research Projects*

---

2005 – present	Perceived integrity and learning.
2003 – present	Top management team dynamics and effectiveness over time; Supervision of two PhD students: Anneloes Raes (defense Nov. 2008) and Maarten Cuijpers
1999 – 2002	International comparison of top management teams
1994 – 1998	Realizing high performance on multiple stakeholder domains, PhD in Organization Studies, Tilburg University
1993 – 1994	Language and Communication, Mannheim University (GER)
1993 – 1994	Career patterns of male and female executives, Department of Organizational Psychology, Mannheim University

## *Professional Services and Education Management*

---

2009 – present	Member of the Task force to redesign skills education, at the Faculty of Economics and Business Administration (FEBA), Maastricht University
2008 – present	Member of the Program Committee for Bachelor and Master Programs at FEBA
2007 – present	UMBS think tank (program improvement)
2007	Representative of FEBA, India Team, Maastricht University
2004 – 2007	Program Director of the Master of Science Program in International Business at FEBA; a one-year program with eight specializations and 40 eight-week courses for about 400 international students (coordination, quality monitoring and evaluation, program development, national and international accreditation, representation of the program)
2004 – 2007	Member of the Education and Exam Committee, FEBA, Maastricht University
2006 – 2007	Task force member for setting up the Maastricht University Career Center
2004 – 2007	Member of the Appeal Committee, Maastricht University
2005 – 2006	Program Director of the first Maastricht University Management Development Program for administrative staff, Maastricht University Business School
2004 – 2006	Task force member for redesigning the Bachelor program in International Business, FEBA, Maastricht University
2003 – 2005	Head of Skills Development Team, Maastricht University Business School
2002 – 2003	Member of the project team: Professional Development of University Employees, Maastricht University
2001 – 2002	Advisor for an internal survey-feedback project on employee attitudes, Maastricht University

## *Personal and Professional Development*

---

2008 – present	Co-active leadership, The Coaches Training Institute
2008	Large group interventions, The Art of Hosting
2005 – 2007	Co-active coaching, The Coaches Training institute
2006	Vipassana meditation, 10-day retreat
2005	Leadership Training for Maastricht University, Krauthammer International
2000 – 2003	Palliative care, (several evenings a year) in the context of my voluntary work
2003	System Constellations, Bert Hellinger, Systemaufstellung Hamburg
2003	Creativity Techniques, JJ Trainers Academy
2002	Train the Trainer, Schouten & Nelissen
2001	Theatre Skills in Teaching, Universiteit Maastricht

## *Community Service / Volunteer Work*

---

2000 – 2003	Palliative care (20 hours a month), Hospice Trajectum Maastricht
1984 – 1985	Assistant of mentally handicapped adults (full-time), L'Arche, Compiègne (F)

## *Languages*

---

German:	Fluent (mother tongue)
English:	Fluent
Dutch:	Fluent
French:	Fluent (a bit rusty though)

## *Recent Publications*

---

- 2009 Raes, A., Heijltjes, M., Glunk, U., & Roe, R. Exploring temporal patterns of conflict and trust in teams. In: R. Roe, M. Waller, and S.R. Clegg (Eds.), *Time in Organizational Research*. London: Routledge, 127-148.
- 2008 Berends, P., Glunk, U., & Wüster, J. Personal mastery in Management Education. A case description of a personal development trajectory in graduate education. In: N.P. Barsky, M. Clements, J. Ravn and K. Smith (Eds.), *Advances in Business Education*. Berlin: Springer, 117-129.
- 2008 Schwier, Ch. & Glunk, U. Mechanisms underlying nationality-based discrimination in teams: A field experiment testing predictions from social psychology and microeconomics. *Small Group Research*, 39, 643-672.
- 2008 Raes, A., Heijltjes, M., Glunk, U., & Roe, R. The interface of top management team and middle managers: A process model. *Academy of Management Best Paper Proceedings*.
- 2007 Raes, A., Glunk, U., Heijltjes, M., & Roe, R. Top management team and middle managers: Making sense of leadership. *Small Group Research*, 37, 360-386.
- 2007 Glunk, U. Organizational performance. In: S. Clegg (Ed.), *International Encyclopedia of Organization Studies*. London: Sage, 1149-1153.