

**Vicki R. TenHaken**  
**Associate Professor of Management**  
**Department of Economics, Management and Accounting**  
**Hope College**  
**Holland, MI**

**Papers/Publications**

“Lessons Learned from Comparing Survival Behaviors of Very Old Japanese and American Companies”

- *International Business and Economics Research Journal*, Fall 2007

“Survival Behaviors of 100-Year-Old West Michigan Retail and Service Companies” with Elizabeth Cohen

- *Journal of Business & Economics Research*, August 2007

“Survival Strategies of Old Japanese Companies and Their Effect on Firm Growth and Profitability” with Makoto Kanda

- Proceedings of the *Association for Global Business Annual Conference*, Volume 18, ISBN: 1050-6292, #46, November 2006

“When Good Management Isn’t Enough: The Story of a Czech Business in the 20<sup>th</sup> Century”

- *Journal of College Teaching & Learning*, September 2004, Vol. 1, No. 9, pages 13-16

“Middle Management As A Calling” with Robin Klay and John Lunn

- *Journal of Biblical Integration in Business*, Fall 2004, pp 118-137

“Management As A Calling” with Robin Klay and John Lunn

- Proceedings of the *Business as a Calling: The Calling of Business Conference*, July 2003, University of St. Thomas Fifth International Symposium on Catholic Social Thought and Management Education

“Everyday Leaders”

- *International Business & Economics Research Journal*, Vol. 2, No. 5, May 2003, 87-96
- Article review: “New Respect for Middle Managers,” *The Futurist*, Vol. 38, No. 1, January-February 2004, 8
- Quoted extensively in the editorial: “Unconventional Wisdom: End Of The Heroic Leader,” *training*, Vol. 41, No. 1, January 2004, 10 and in “Long live middle managers,” *Industrial Engineering* November 2003

**Presentations**

“Entrepreneurial Attitudes in the West Relative to the CIS: The Case of Armenia” with Victor Claar

- “*Entrepreneurship, Employment and Beyond*” 5<sup>th</sup> International Conference Section within the International Conference “*Restructuring Potential Under Globalization and New Economy Conditions*,” October 2007, Krakow, Poland

“Lessons Learned from Comparing Survival Behaviors of Very Old Japanese and American Companies”

- 2007 European Applied Business Research Conference, Ljubljana, Slovenia

“Survival Behaviors of 100-Year-Old West Michigan Retail and Service Companies”

- 2007 International Applied Business Research Conference, Mazatlan, Mexico

“Survival Strategies of Old Japanese Companies and Their Effect on Firm Growth and Profitability,” with Makoto Kanda

- 2006 Association for Global Business Annual Conference, Newport Beach, CA
- Received Best Paper Award

“Survival Characteristics of the *Shinise* (Very Old Japanese Companies)” with Makoto Kanda

- 2005 International Strategic Management Conference, Orlando, Florida

“When Good Management Isn’t Enough: The Story of a Czech Business in the 20<sup>th</sup> Century”

- 2004 International Applied Business Research Conference, San Juan, Puerto Rico

“Everyday Leaders”

- University of Michigan Graduate School of Engineering, guest lecturer for Organization Theory: Design for Responsiveness, October 2004
- 2003 International Applied Business Research Conference, Acapulco, Mexico  
Awarded Best Paper Certificate
- Radio Interview, WTHS, October 2003

“Continue the Cycle: Preparing the Leaders of Tomorrow” with Thomas Smith and Victor Claar

- Hope College *Winter Happenings* speaker, January 2003

“Christianity and the Culture of the Market” with Thomas Smith and Victor Claar

- Executive Series Seminar, Hope College, April 2003
- Adult Sunday School, Christ Memorial Church, October 2002

“Change Management”

- Michigan Association of College Placement Officers, State Conference Keynote Speaker, May 2000

“How Participative Management Enhances the Performance Benefits of Employee Ownership”

- Entrepreneurship & Employee Ownership: Shaping the High Performing Organization Conference, Foundation for Enterprise Development, 1997

### **Conferences and Seminars**

European Applied Business and Economics Research Conference, June 2007, Ljubljana, Slovenia

International Applied Business Research Conference, March 2007, Mazatlan, Mexico

Association for Global Business Conference, November 2006, Newport Beach, California

Strategic Management Society International Conference, November 2005, Orlando, Florida

International Applied Business Research Conference, March 2004, San Juan, Puerto Rico

Japan May Term, Meiji Gakuin University, May 2004, Tokyo, Japan

“Intersections: Strategy Across Conventional Boundaries,” Strategic Management Society Annual International Conference, November 2003, Baltimore, Maryland

American Association of Housing & Services for the Aging (AAHSA) National Meeting, October 2003, Denver, Colorado

International Applied Business Research Conference, March 2003, Acapulco, Mexico

"Leadership at the Crossroads," *Forbes* Executive Women's Forum, May 2003, New York

Payap University, May 2002, Chiang Mai, Thailand, Summer Study Grant, Hope College

Demo2001 Technology Conference, February 2001, Phoenix, Arizona

Scenario Planning Workshop, Herman Miller, Inc., March 2001, Zeeland, Michigan

FORTUNE Most Powerful Women Summit, 1999 & 2000, New York and Boca Raton, Florida

TED (Technology, Entertainment and Design) Conference, 1999 & 2000 Monterrey, California

*Salone del Mobile*, International Furniture Fair, Milan, Italy, 2000

"E-Commerce New Business Models," Corporate Strategy Board, Washington, DC, 1999

Peter Drucker, Conversation with Herman Miller, Inc. Executive Team, Claremont, California, 1999

International Strategic Leadership Council, Annual Conferences, 1995-1999

"Leading the 21<sup>st</sup> Century Corporation" The Aspen Institute, Aspen, Colorado, 1999

"Scenario Planning," The Institute for the Future, Palo Alto, California, 1999

"Economic Value Added (EVA)," Stern Stewart & Co., New York, 1996, 1997

"Conducting Future Search Conferences," Sandra Janoff and Marvin Weisbord, New Paltz, New York, 1996

"A Manager's Role In Self-Organizing Systems" Berkana Institute dialogue with Margaret Wheatley, Sundance, Utah, 1995

Leadership Development Network (ServiceMaster, Wal-Mart & Herman Miller Women Executives) Conversations 1992-1994

- Frances Hesselbein
- William Pollard: "Soul of the Firm"
- David Glass

Peter Senge and MIT's Organizational Learning Center, study of systems dynamics and learning organizations, 1987-1992

*Orgatek*, International Furniture Show, Cologne, Germany, 1992

"Leadership 2000," George Land, South Haven, Michigan, 1991

"Executive Seminar," The Aspen Institute, Aspen, Colorado, 1991

Public Relations Primer, Burson-Marsteller, New York, 1989

"Quality is Free," Philip Crosby, Winter Park, Florida, 1987

Herman Miller Executive Team Conversations

- Parker Palmer: "The Active Life: A Spirituality of Work, Creativity, and Caring"
- Margaret Wheatley: "Leadership and the New Science"
- Charles Handy: "The Age of Unreason"

Topics in Participative Management, Scanlon Plan Associates Annual Conferences; American Management Association, Conference Board and General Electric Company seminars on planning and various human resource management topics

### **Community Involvement**

Resthaven Patrons, Inc.

- Board of Trustees, 2002 to present
- Vice Chair, 2006 to present
- Executive Committee and Development Committee, 2003 to present
- Board Secretary, 2003-2006
- Human Resources Committee, 2002 to present

Hope College

- Critical Issues Symposium Planning Committee, 2004 & 2007
- Philadelphia Center Representative, 2006
- 2006 Pre-College Conference Planning Committee
- Career Services' Publishing Forum Committee, 2006
- Frost Center Task Force, 2006
- Cultural Affairs Committee, Social Sciences division representative, 2005/06
- Off Campus Admissions Committee, 2004/05 & 2006/07
- Strategic Thinking Committee for Human Resources, 2005
- Junior Visitation Day Faculty Panel, 2004
- Leadership Program Director Search Committee, 2004
- Leadership Institute Task Force, 2003/2004
- Vice President, *Sigma Beta Delta* (Business Honor Society), 2004 to present
- Teacher Education Council, Social Sciences Representative, 2001-2003
- *Phi Beta Kappa* Selection Team, 2001 to present
- Board of Trustees, 1996-2000
  - Executive Committee, 1998-2000
  - Advancement Committee, 1996-2000; Chair, 1998-2000
- Economics and Business Administration Advisory Board, 1988-1995

Holland Area Arts Council

- "Pigs on Parade" commissioned artist, 2000

Juvenile Diabetes Foundation

- Corporate Chair, Lakeshore Walk to Cure Diabetes, 1999

Grand Valley State University

- Alumni in Residence, 1998
- Distinguished Alumni Award, 1998

Holland Public Schools

- Strategic Planning Team, 1993-1994

Tulip City Airport

- Advisory Board, 1991-1994