

PATRICK JOHN SWEENEY

School of Business, Wake Forest University
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PROFESSIONAL EMPLOYMENT EXPERIENCE

Professor of the Practice of Management and Executive Director, Allegacy Center for Leadership and Character, School of Business, Wake Forest University, Winston-Salem, NC, 2016-present.

Director of Leadership, Character, and Business Ethics Initiatives, School of Business, Wake Forest University, Winston-Salem, NC, 2013-2015.

Associate Professor and Founding Executive Director, Shackelford Leadership Institute, Georgia Gwinnett College, Lawrenceville, GA, 2011-2013.

Associate Professor, Deputy and Acting Chair, and Director of the Eisenhower Leader Development Program, Department of Behavioral Sciences and Leadership, United States Military Academy, West Point, 2006-2011.

Assistant Professor and Deputy Chair, Department of Behavioral Sciences and Leadership, United States Military Academy, West Point, 2005-2006.

Assistant Professor and Executive Officer for the Center for Leadership and Organizations Research, Department of Behavioral Sciences and Leadership, United States Military Academy, West Point, 1992-1995 (promoted to Assistant Professor May 1995).

Colonel, United States Army, combat veteran, former battalion commander (CEO) of an organization, equivalent to a 550-person business unit, in the 101st Airborne Division, 1982-2011.

EDUCATION

Ph.D. University of North Carolina at Chapel Hill, Social Psychology, 2002-2005

M.M.A.S United States Army Command and General Staff College, Master of Military Arts and Science, 1995-1996

M.A. University of North Carolina at Chapel Hill, Social Psychology, 1990-1992

B.S. United States Military Academy, West Point, General Engineering, 1978-1982

TEACHING EXPERIENCE

Graduate Courses

Leadership for Analytic Business Leaders, Practicum, Master of Science in Business Analytics Program, Wake Forest University, 2016-2019.

Leadership for Accounting Professionals, Master of Science in Accounting Program, Wake Forest University, 2017.

Ethical Decision-Making, Executive MBA Programs, Wake Forest University, 2013, 2014, 2016, and 2018.

Professionalism, Leadership, and Character, Master of Art in Management Program, Wake Forest University, 2013-2014.

Leader Development, Affiliated Faculty, Teachers College, Columbia University, United States Military Academy's Eisenhower Leader Development Graduate Program, Master of Social-Organizational Psychology, 2009-2011.

Cross Cultural Leadership, Affiliated Faculty, Teachers College, Columbia University, United States Military Academy's Eisenhower Leader Development Graduate Program, Master of Social-Organizational Psychology, 2010 and 2007.

Undergraduate Courses

Foundations of Tactical Leadership, Wake Forest University, 2018-present

Ethics and Business Leadership, Wake Forest University, 2016 and 2021.

21st Century Leadership, Georgia Gwinnett College, 2012.

Leading Organizations through Change, United State Military Academy, West Point, 2010.

Leadership in Combat (Course Director), United States Military Academy, West Point, 2006-2011.

Military Leadership, United States Military Academy, West Point, 2008-2009.

General Psychology for Leaders (Course Director), United States Military Academy, West Point, 2005-2006; 1992-1995.

Small Unit Tactics, United States Military Academy, West Point, 1993-1994.

Social Psychology, University of North Carolina at Chapel Hill, 1991-1992.

Executive Education Seminars and Workshops

Leadership educational seminars presented to executives from the following companies through **Wake Forest School of Business** from 2013 - present:

Atrium Health Wake Forest Baptist

Blum Construction

National Association of State Comptrollers

Security Central

Verger Capital

Bank of America

Duke Energy

North Carolina State Comptroller Office

SFW

Wells Fargo

Leadership education seminars presented to executives from the following companies through **Thayer Leadership** from 2010 - present:

<i>7- Eleven</i>	<i>ADP</i>	<i>Allergan</i>
<i>Apollo Global Management</i>	<i>Aptuit</i>	<i>AspenTech</i>
<i>Bayer</i>	<i>Bloomberg Philanthropies</i>	<i>Cardinal Glass</i>
<i>Chubb Insurance</i>	<i>Collins Aerospace</i>	<i>Deloitte</i>
<i>EHE Health</i>	<i>EMCOR</i>	<i>Erickson</i>
<i>General Electric</i>	<i>Greif</i>	<i>Hewlett Packard</i>
<i>Insight</i>	<i>JP Morgan Chase</i>	<i>Kellogg's</i>
<i>Marken</i>	<i>LEO Pharma</i>	<i>Mercedes Benz USA</i>
<i>Merck</i>	<i>Morgan Stanley</i>	<i>Novartis</i>
<i>Pratt & Whitney</i>	<i>Procter and Gamble</i>	<i>Prudential</i>
<i>Pureflow</i>	<i>Reichmann International</i>	<i>Scandia National Labs</i>
<i>State Farm</i>	<i>STO Building Group</i>	<i>Stryker</i>
<i>Synchrony Financial</i>	<i>Tech Data</i>	<i>USAA</i>
<i>Wyndham</i>	<i>United Technologies</i>	<i>YPO</i>

Educational seminars and/or workshops presented to executives from the following organizations through the **Sweeney Leadership Development Group** from 2011 - present:

<i>Consolidated Nuclear Security</i>	<i>Department of the Army</i>
<i>Department of Energy</i>	<i>North American Electric Reliability Corporation</i>
<i>UNICEF</i>	

Guest Lecturer, *General Electric Manager Development Course*, General Electric Leader Development Institute, Crotonville, NY, 2009-2010.

PUBLICATIONS

Edited Book

Sweeney, P.J., Matthews, M. D., & Lester, P.B (Eds.) (2011). *Leading in dangerous situations: A handbook for the armed forces, emergency services, and first responders*. Annapolis, MD: Naval Institute Press.

Refereed Journal Articles

Dirks, K.T., Sweeney, P.J., Dimotakis, N., & Woodruff, T. (in press). Understanding the change and development of trust and the implications for new leaders. *Journal of Business Ethics*.

Sweeney, P.J., Imboden, M., & Hannah, S.T. (2015). Building moral strength: Bridging the moral judgment-action gap. *New Directions for Student Leadership*, 146, 17-33. doi: 10.1002/yd.20132

Sweeney, P.J., & Fry, J. (2012). Character development through spiritual leadership. *Consulting Psychology Journal: Practice and Research*, 64(2), 89-107.

Sweeney, P.J., Rhodes, J.E., & Boling, B. (2012). Spiritual fitness: A key component of total force readiness. *Armed Forces Journal*, 66(3), 35-41.

Pargament, K.I., & Sweeney, P.J. (2011) Building spiritual fitness in the Army: An innovative approach to human development. *American Psychologist*, 66 (1), 58-64.

Reported in: Seligman, M. (2011). Building resilience. *Harvard Business Review*, 89 (4), 100-106.

Sweeney, P.J. (2010) Do soldiers re-evaluate trust in their leaders prior to combat operations? *Military Psychology*, 22, 70-88.

Reprinted in: In M. Matthews & J. Laurence (Eds.) (2013), *Military psychology*, 4. London: Sage Publications.

Sweeney, P.J., Thompson, V. D., & Blanton, H. (2009). Trust and influence in combat: An interdependence model. *Journal of Applied Social Psychology*, 39 (1), 235-264.

Peterson, C., Park, N., & Sweeney, P.J. (2008). Group well-being: Morale from a positive psychology perspective. *Applied Psychology: An International Review*, 57, 19-36.

Hannah, S.T., Sweeney, P.J., & Lester, P.B. (2007). Toward a courageous mindset: The subjective act and experience of courage. *Journal of Positive Psychology*, 2 (2), 129-135.

Lewis, P., Forsythe, G. B., Sweeney, P.J., Bartone, P., Bullis, C., & Snook, S. (2005). Identity development during the college years: Findings from the West Point longitudinal study. *Journal of College Student Development*, 46 (4), 357-373.

Peer Reviewed Technical Reports

Horvath, J.A., Sternberg, R.J., Forsythe, G.B., Sweeney, P. J., Bullis, R. C., Williams, W. M., and Dennis, M. (1996). *Tacit knowledge in military leadership: Supporting instrument development*. (ARI Report No. 1042). Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Horvath, J.A., Forsythe, G. B., Sweeney, P. J., McNally, J. A., Wattendorf, J. M., Williams, W. M., and Sternberg, R. J. (1994). *Tacit knowledge in military leadership: Evidence from officer interviews*. (ARI Report No. 1018). Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Horvath, J. A., Williams, W. M., Forsythe, G. B., Sweeney, P.J., Sternberg, R. J., McNally, J. A., & Wattendorf, J. M. (1994). *Tacit knowledge in military leadership: A review of the literature*. (ARI Report No. 1017). Alexandria, VA: US Army Research Institute for the Behavioral and Social Sciences.

Book Chapters

Sweeney, P.J., Dirks, K.T., Sundberg, D., & Lester, P.B. (2011). Trust: The key to leading when lives are on the line. In P. Sweeney, M. Matthews, & P. Lester (Eds.), *Leading in dangerous situations: A handbook for the armed forces, emergency services, and first responders* (161-179). Annapolis, MD: Naval Institute Press.

Sweeney, P.J., & Matthews, M.D. (2011). A holistic approach to leading in dangerous contexts. In P. Sweeney, M. Matthews, & P. Lester (Eds.), *Leading in dangerous situations: A handbook*

for the armed forces, emergency services, and first responders (371-389). Annapolis, MD: Naval Institute Press.

Sweeney, P.J., Matthews, M.D. (2011). Leading in dangerous situations: An overview of the unique challenges. In P. Sweeney, M. Matthews, & P. Lester (Eds.), *Leading in dangerous situations: A handbook for the armed forces, emergency services, and first responders* (1-16). Annapolis, MD: Naval Institute Press.

Sweeney, P.J. (2010) Leadership, discipline, and cohesion. In G. Mastroinni, B. Palmer, D. Penetar, & V. Tepe (Eds.), *A warrior's guide to psychology and performance: What you should know about yourself and others*. Dulles, VA: Potomac Books Inc.

Hannah, S. T., Sweeney, P. J., & Lester, P. B. (2009). The courageous mindset: A dynamic personality system approach to courage. In C. Pury & S. Lopez (Eds.), *The psychology of courage: Modern research on an ancient virtue* (pp. 125-148). Washington, DC: American Psychological Association. (Peer reviewed)

Sweeney, P.J., Hannah, S.T., & Snider, D.M. (2008). The domain of the human spirit. In D. M. Snider (Project Director) & L. J. Matthews (Ed.), *Forging the warrior's character: Moral precepts of the cadet prayer* (pp. 23-50). New York, NY: McGraw Hill.

Sweeney, P.J. & Hannah, S. T. (2008). High impact leadership: The positive effects of authentic moral leadership on followers. In D. M. Snider (Project Director) & L. J. Matthews (Ed.), *Forging the warrior's character: Moral precepts of the cadet prayer* (pp. 91-115). New York, NY: McGraw Hill.

Hannah, S. T., & Sweeney, P.J. (2008). Frameworks of moral development and the West Point experience: Building leaders of character for the Army and the Nation. In D. M. Snider (Project Director) & L. J. Matthews (Ed.), *Forging the warrior's character: Moral precepts of the cadet prayer* (pp. 65-90). New York, NY: McGraw Hill.

Sweeney, P.J. (2007). Trust: The key to combat leadership. In D. Crandall (Ed.), *Leadership lessons from West Point* (pp. 252-277). San Francisco: Jossey-Bass.

O'Neil, D., Sweeney, P.J., Ness, J., & Kolditz, T. (2007). Leader development and self-awareness in the Army bench project. In D. Crandall (Ed.), *Leadership lessons from West Point* (pp. 107-130). San Francisco: Jossey-Bass.

Horvath, J.A., Forsythe, G.B., Bullis, R.C., Sweeney, P.J., Williams, W.M., McNally, J.A., Wattendorf, J.M., and Sternberg, R.J. (1999). Experience, knowledge, and military leadership. In Robert J. Sternberg and Joseph A. Horvath (Eds.) *Tacit knowledge in professional practice: Research and practitioner perspectives* (pp. 39-58). Hillsdale, NJ: Lawrence Erlbaum Associates.

Other Scholarly Publications

Sweeney, P.J. & Horner, D.H. (2012). *The proposed change strategy to embedded energy stewardship into the Army's culture*. U. S. Army Logistics Innovation Agency, Fort Belvoir, VA.

Sweeney, P.J., Snider, D.M., Snook, S., Forsythe, G. B., & Keith, B.E. (2010). Officership and perspective: Our targets for leader development. *Building the capacity to lead: The West Point system for leader development* (pp. 3-5; 9-14). West Point, NY: United States Military Academy.

Sweeney, P.J., Valentine, T., Pawlikowski, M., Doty, J., Brazil, D. M., Krawczyk, S., Bosse, R., Reich, T., Whitney, M., & Wolff, J. (2009). The domain of the human spirit. *Building the capacity to lead: The West Point system for leader development* (pp. 16-18). West Point, NY: United States Military Academy.

Sweeney, P.J., Carroll, M., & Semelroth, K. (2006). Impact of sex roles on behavior. *General Psychology for Leaders Course Guide* (pp. 92-101). West Point, NY: United States Military Academy.

Sweeney, P.J. (2005). *An interdependence model of the development of trust and the links of trust to leadership*. Dissertation Abstracts International, 66 (03), p. 1789. (AAT 3170559)

Sweeney, P.J. (1996). *The role competence plays in the trust-building process*. Unpublished master's thesis, United States Army Command General Staff College, Fort Leavenworth, KS.

Sweeney, P.J. (1991). *A functional approach to leadership*. Unpublished master's thesis, University of North Carolina, Chapel Hill, NC.

Professional Military Publications

Sweeney, P.J., & Soltwisch, B.R. (2018). Authenticity: A leader's journey to be real. In D. Smith & D. Schrashun (Eds.), *PL300 Military Leadership*. Rowan Technology.

Sweeney, P.J., Rhodes, J.E., Michel, J., Allen, D., Strus, K., Koon, V., Boling, B., Steiner, M., & Tremblay, P.S. (2011). Spiritual fitness domain. In Department of Defense, *Total force fitness. Joint Test Publication*. Washington, D.C.: Department of Defense.

Sweeney, P.J., Eassa, C. N., Cuthbert, T. R., & Mufalli, J. (2003). Targeting for Victory: Winning the civil military operations. *Center for Army Lessons Learned (CALL) Newsletter No. 03-23*, September.

Sweeney, P.J., & Montgomery, J. G. (2003). Iraq: 101st division LNO in the V Corps FECC. *Field Artillery Journal*, July-August, 40-44.

Sweeney, P.J., Yates, D., & Atkinson, C. (2003). Synchronization of fires. *Center for Army Lessons Learned (CALL) Newsletter No. 03-13*, April.

Sweeney, P.J., Atkinson, C., & Yates, D. (2002). Targeting the Rakkasan way: A complete guide on the brigade level targeting process. *Center for Army Lessons Learned (CALL) Newsletter No. 02-3*, February.

Reprinted in: U.S. Army Intelligence Center and School (2003), *Military Intelligence Professional Bulletin*, April-June.

Sweeney, P.J. (1999). Artillerization of the military decision-making process. *Center for Army Lessons Learned (CALL) Newsletter No. 99-11*, August. (Peer reviewed.)

Sweeney, P.J. (1999). The field artillery wargame synchronization matrix. *Field Artillery Journal*, March-April, 36-39. (Peer reviewed.)

Sweeney, P.J., Harp, G., and Saul, L. (1998). A battalion XO's notes on successful logistic operations at JRTC. *Center for Army Lessons Learned (CALL) News from the Front*, September-October, 1-8.

Sweeney, P.J. (1996). Taking the stress out of cold weather operations. *Infantry Journal*, January-February, 9-13.

Sweeney, P.J. (1994). Trust: A critical factor in leadership. *Field Artillery Journal*, May-June, 18-21.

Sweeney, P.J. (1990). Arctic thunder at sixty below. *Field Artillery Journal*, February, 43-45.

WORK IN PROGRESS

Sweeney, P.J., Matthews, M.D., Lester, P.B., Hannah, S.T., & Reed, B. (Eds). *Leading in dangerous situations: A handbook for the armed forces, emergency services, and first responders* (2nd Ed.). Annapolis, MD: Naval Institute Press.

PROFESSIONAL PRESENTATIONS

Refereed Conference Presentations

Dirks, K.T., Sweeney, P.J., Dimotakis, Nikos, & Woodruff, T. (2018, August). *Understanding the change and velocity of trust formation and why it matters to leaders*. Academy of Management Annual Conference, Chicago, IL.

Stevens, R., Votipka, D., Redmiles, E. M., Ahern, C., Sweeney, P.J., & Mazurek, M. L. (2018, August). *The battle for New York: A case study of applied digital threat modeling at the enterprise level*. USENIX Security'18, Baltimore, MD

Sweeney, P.J., Hannah, S.T., Dimotakis, N., Avolio, B., & Cogliser, C. (2016, August). *Leader competence and authenticity: Effects of well-placed and misplaced trust on follower performance*. Academy of Management Annual Conference, Anaheim, CA.

Sweeney, P.J., & Fry, L.W. (2011, November). *Character development through spiritual leadership*. International Faith and Spirit at Work Conference, Tyson Center for Faith and Spirituality in the Workplace, Walton College of Business, University of Arkansas, Fayetteville, Arkansas.

Sweeney, P.J., Dirks, K.T., Curran, P.J., & Lester, P.B. (2010, January). *The development of trust: How dependencies in relationships determines what matters*. European Institute of Advanced Studies in Management's Fifth Workshop on Trust Within and Between Organizations, Madrid, Spain.

Sweeney, P.J., Hannah, S. T., Park, N., Peterson, C., Matthews, M.D., & Brazil, D.M. (2009, June). *Character strengths, adaptation, and trust*. First World Congress on Positive Psychology, Philadelphia, PA.

- Matthews, M. D., Sweeney, P. J., Hannah, S. T., Peterson, C., Park, N., & Brazil, D.M. (2008, August). *Using character strengths to adapt to stress*. American Psychological Association, Boston, MA.
- Sweeney, P.J., Park, N., Matthews, M.D., Hannah, S.T., Peterson, C., & Brazil, D.M (2008, April). *Head, heart, or gut: Character strengths that predict individual performance in high stress situations*. Society of Industrial and Organizational Psychologists Annual Conference. San Francisco, CA.
- Sweeney, P.J., Snider, D., Hannah, S.T., Valentine, T., Pawlikowski, M., Doty, J., Brazil, D.M., Whitney, M., Reich, T., & Bosse, R. (2007, October). *The domain of the human spirit in cadet development at West Point*. Inter-University Seminar on Armed Forces and Society Biennial International Conference. Chicago, IL.
- Hannah, S.T., Sweeney, P.J., Cogliser, C., & Avolio, B.J. (2007, October). *Authentic leadership and trust: A multilevel field study*. Texas Tech University's Festschrift honoring James (Jerry) G. Hunt. Lubbock, TX.
- Sweeney, P.J. (2007, April). *An interdependence model for trust development: A synthesis of two combat studies*. Society of Industrial and Organizational Psychologists Annual Conference. New York, NY.
- Sweeney, P.J. (2007, March). *Do leaders re-evaluate trust in their key subordinate leaders prior to combat operations?* American Psychological Association, Divisions 19/21 Mid-Year Conference, George Mason University, Fairfax, VA.
- Sweeney, P.J., Hannah, S.T., & Snider, D.M. (2007, January). *The domain of the human spirit*. International Symposium for Military Ethics, Washington, DC.
- Sweeney, P.J., & Hannah, S.T. (2007, January). *High impact leadership: The positive effects of authentic moral leadership on followers*. International Symposium for Military Ethics, Washington, DC.
- Hannah, S.T., & Sweeney, P.J. (2007, January). *Frameworks of moral development and the West Point experience: Building leaders of character for our Army and the nation*. International Symposium for Military Ethics, Washington, DC.
- Sweeney, P.J. (2006, October). Co-organizer and moderator for a keynote panel discussion entitled: *Developing leaders for dangerous contexts*. University of Nebraska—Lincoln Gallup Leadership Institute Summit, Washington, DC.
- Sweeney, P. J. (2006, March). *Do soldiers re-evaluate trust in their leaders prior to combat operations?* American Psychological Association, Divisions 19/21 Mid-Year Conference, George Mason University, Fairfax, VA.
- O'Neil, D., & Sweeney, P.J. (2006, March). *The development of the United States Army's 360-degree self-awareness instrument for the Non-Commissioned Officer Corps*. American Psychological Association, Divisions 19/21 Mid-Year Conference, George Mason University, Fairfax, VA.

Sweeney, P.J., Thompson, V.D., & Blanton, H. (2005, October). *An Interdependence model of the development of trust and the links of trust to leadership*. European Institute of Advanced Studies in Management's Third Workshop on Trust Within and Between Organizations, American University, Amsterdam, Netherlands.

Sweeney, P.J. (2004, August). *Trust in combat*. Academy of Management, New Orleans, LA.

Forsythe, G.B., Horvath, J. A., Sweeney, P.J., Bullis, R.C., Williams, W.M., and Sternberg, R.J. (1996). *Content validation of tacit knowledge for military leadership*. Annual Meeting of the American Educational Research Association, New York, NY.

Forsythe, G.B., Horvath, J.A., Sweeney, P.J., McNally, J.A., Wattendorf, J.M., Williams, W.M., Sternberg, R.J. (1995). *Tacit knowledge for military leadership*. Annual Meeting of the American Educational Research Association, San Francisco, CA.

Invited nonrefereed conference presentations

Sweeney, P.J. (2015, January). *Systems approach in preparing organizations to operate in VUCA environments*. North Carolina Police Chiefs Association's Annual Conference. Cherokee, NC.

Sweeney, P.J. (2013, October). *Trust: The corner stone of the Army profession*. The Sergeant Major of the Army Symposium, Association of the United States Army's Annual Conference. Washington, D.C.

Sweeney, P.J., and Matthews, M.D., (2012, April). *Leading in dangerous contexts*. U.S. Attorney's Annual Law Enforcement Coordination Council Conference, Vail, Colorado.

Sweeney, P.J. (2012, March). *Changing organization culture*. North American Electric Reliability Corporation's Annual Conference on Improving Human Performance on the Grid. Atlanta, GA.

Sweeney, P.J. (2011, October). *The role of trust in combat operations*. Symposium on Trust and Leadership, German Army's Center for Leadership and Civic Education, Koblenz, Germany.

Sweeney, P.J. (2011, June). *Engaging the human spirit*. National Guard Best Spiritual Practice Conference. New York, NY.

Sweeney, P.J., Hannah, S.T., Snider, D., Valentine, T., Pawlikowski, M., Doty, J., Brazil, D.M., Krawczyk, S., Whitney, M., Reich, T., & Bosse, R. (2009, March). *The human spirit: The foundation of a leader's character*. The United States Military Academy's 4th Bi-annual Global Leadership Conference. West Point, NY.

Sweeney, P.J. (2009, March). Plenary presentation entitled, *Trust: The cornerstone of leadership*. Indiana University's Randall L. Tobias Multi-Sector Leadership Conference. Indianapolis, IN.

Sweeney, P.J. (2009, February). *The nature of trust in combat*. The Israeli Defense Force's Third International Military Psychology Conference. Tel Aviv, Israel.

Sweeney, P.J., Matthews, M.D., Hannah, S.T., Brazil, D.M., Peterson, C., & Park, N. (2007, May). *Character strengths used in stressful situations*. Medici Positive Psychology Conference, University of Pennsylvania, Philadelphia, PA.

Snider, D.M., & Sweeney, P.J. (2007, May). *The human spirit, ethics, and character: An integrated approach to warrior development*. United States Army Training and Doctrine Command's Senior Leader Forum on the Human Dimension. US Army War College, Carlisle, PA.

Sweeney, P.J. (2007, April). *The impact of in extremis contexts on leader-subordinate relationships: An interdependence perspective*. The United States Military Academy's 3rd Bi-annual Global Leadership Conference. West Point, NY.

Sweeney, P.J. (2006, June). *Trust, influence & positive psychology in combat*. Medici Positive Psychology Conference, University of Pennsylvania. Philadelphia, PA.

Invited Colloquia

Sweeney, P.J. (2012, March). *Leadership theories*. Colloquium presented to the senior staff and faculty at Georgia College and State University, Milledgeville, GA.

Sweeney, P.J. (2010, December). *Leader development at West Point*. Colloquium presented to the faculty in the Business School, Nanyang Technological University, Singapore.

Sweeney, P.J. (2010, October). *Developing the domain of the human spirit in the classroom*. Colloquium presented to the faculty in the Department of Mathematics, United States Military Academy, West Point.

Sweeney, P.J. (2008, January). *Establishing a culture that supports teaching excellence*. Center for Teaching Excellence colloquium presented to the faculty of the United States Military Academy.

Horvath, J.A., Forsythe, G. B., Sweeney, P. J., McNally, J. A., Wattendorf, J. M., Williams, W. M., and Sternberg, R. J. (1994). *Tacit knowledge in military leadership: Evidence from officer interviews*. Colloquium presented to the faculty in the Department of Behavioral Sciences and Leadership, United States Military Academy.

Workshops

Sweeney, P.J. (2013, July). *Building trust and organizational change*. An eight-hour workshop designed to provide senior executives in the Office of Health, Safety, and Security (HSS), Department of Energy the skills and tools to enhance trust throughout the organization and to shape a culture that values safety.

Sweeney, P.J. (2013, March). *Organizational change and shaping culture*. A four-hour workshop focused on enhancing participants' understanding of the organizational change process with an emphasis on shaping a safety culture. Participants included two hundred human performance managers from electric companies throughout North and South America. North American Electric Reliability Corporation's Annual Conference, Atlanta, Georgia.

Sweeney, P.J. (2012, March). *Building and sustaining trust in organizations*. A two-hour workshop focused on enhancing participants' understanding of how trust develops and applying an empirically supported model to create action plans to enhance trust in their respective organizations. Participants included 170 human performance managers from electric companies

throughout North and South America. North American Electric Reliability Corporation's Annual Conference, Atlanta, Georgia.

Sweeney, P.J., & Doty, J. (2010, December). *Developing the fighting spirit*. A four-hour workshop focused on outlining various techniques to operationalize the domain of the human spirit model to enhance the fighting spirit in the Singapore Armed Forces. Participants included: Training School Commanders, Senior Leader Developers, Curriculum Designers, and two senior members of the Ministry of Sports.

Sweeney, P.J. (2009, August). *Curriculum development for the domain of the human spirit*. An eight-hour workshop focused on developing curriculum pertaining to the domain of the human spirit for the Army. Participants included key chaplain leader developers from: Comprehensive Soldier Fitness Program, G3/5/7; Center for Spiritual Leadership, Ft. Jackson; Chaplain School, Ft. Jackson; and Sergeants Major Academy, Ft. Bliss. West Point, NY.

Invited Academic Lectures and Presentations

Sweeney, P.J. (2020, May). *Trust: The foundation of effective leadership*. Psychology Majors Colloquium Course, Department of Behavioral Sciences and Leadership, United States Military Academy, West Point, New York.

Sweeney, P.J. (2015, November). *Emotional intelligence and medical leaders*. Feagin Leadership Scholars Program, School of Medicine, Duke University. Durham, North Carolina.

Sweeney, P.J. (2014, November). *The Army as a profession*. Duke University ROTC Students. Durham, North Carolina.

Sweeney, P.J. (2013, February). *Leadership for a changing world*. University of Georgia System's Student Advisory Council Legislative Summit. Lawrenceville, Georgia.

Sweeney, P.J. (2012, September). *Influencing when people are in harm's way*. UNICEF Senior Executive Leadership Program. Glen Cove, New York.

Sweeney, P.J. (2012, July). *Trust, influence, and decision-making under stress*. Human Performance Working Group, North American Transmission Forum. Online seminar conducted from Georgia Gwinnett College.

Sweeney, P.J. (2011, April). *Trust: The key to influence and building strong teams*. MBA students and select faculty from the Tuck School of Business at Dartmouth College, West Point, NY.

Sweeney, P.J. (2010, December). *Trust and leadership in combat*. Faculty and staff from the Leader Development Department, Singapore Armed Forces Military Institute, Singapore.

Sweeney, P.J. (2010, September). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. Religious Support Operations Leadership Training, Garmisch, Germany.

Sweeney, P.J. (2010, August). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. U.S. Army Chaplaincy Annual Sustainment Training Conference, Region V, Boston, MA.

Sweeney, P.J. (2010, June). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. U.S. Army Chaplaincy Annual Sustainment Training Conference, Region IV, Orlando, FL.

Sweeney, P.J. (2010, June). Plenary presentation entitled, *The domain of the human spirit: A development perspective for individual and community spiritual fitness*. Southern Regional Medical Command's Community Resilience Symposium, Fort Hood, TX.

Sweeney, P.J., Peterson, C., Park, N., Lester, P. B., Matthews, M. D., & Hannah, S.T. (2010, May). *The 4ID posttraumatic growth study: Preliminary results*. U.S. Army Comprehensive Soldier Fitness Program's State of the Dimensions Conference, Arlington, VA.

Sweeney, P.J. (2010, May). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. U.S. Army Chaplaincy Annual Sustainment Training Conference, Region III, Scottsdale, AZ.

Sweeney, P.J. (2010, May). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. U.S. Army Chaplaincy Annual Sustainment Training Conference, Kaneohe, HI.

Sweeney, P.J. (2010, April). *Trust and the Goldman Sachs scandal*. Crisis and Courage: Leading Teams Through Adversity Course. Yale School of Management, New Haven, CT.

Sweeney, P.J. (2010, April). Plenary presentation entitled, *The domain of the human spirit: A developmental perspective*. U.S. Army Chaplaincy Annual Sustainment Training Conference, Region I. Colorado Springs, CO.

Sweeney, P.J. (2010, February). *The domain of the human spirit*. Semi-annual meeting of the Service Academy Consortium for Character Assessment. West Point, NY.

Sweeney, P.J. (2009, September). *Trust: The key to impactful leadership*. Patriot League Chief Academic Officers' Leadership Symposium. West Point, NY.

Sweeney, P.J. (2009, August). *The domain of the human spirit and the professional military ethic*. Army Center for the Professional Military Ethic (ACPME) Facilitator Workshop. West Point, NY.

Sweeney, P.J. (2009, April). *Trust: The cornerstone of leadership*. New York National Guard Adjutant General's Professional Development Day. Saratoga Springs, NY.

Sweeney, P.J. (2009, April). *Trust: The key to building strong teams*. Crisis and Courage: Leading Teams Through Adversity Course. Yale School of Management, New Haven, CT.

Sweeney, P.J. (2009, April). *Trust: The key to building strong teams*. Members of the International Technology Alliance. West Point, NY.

Sweeney, P.J. (2008, December). *Trust: The key to impactful leadership*. Patriot League Presidents' Leadership Symposium. West Point, NY.

Keynote Speeches

Sweeney, P.J. (2011, March). *West Point's leader development system*. West Point Society of Nebraska and Southwest Iowa's Founders Day Celebration, Omaha, NE.

Sweeney, P.J. (2009, March). *The state of the United States Military Academy*. West Point Society of Nebraska and Southwest Iowa's Founders Day Celebration, Ashland, NE.

Sweeney, P.J. (2008, March). *The state of the United States Military Academy*. West Point Society of the El Paso Area's Founders Day Celebration, El Paso, TX.

Sweeney, P.J. (2008, March). *The state of the United States Military Academy*. West Point Society of Nebraska and Southwest Iowa's Founders Day Celebration, Ashland, NE.

Sweeney, P.J. (2006, January). *Saint Barbara's day: An important cultural tradition for the artillery profession*. United States Field Artillery Association West Point Chapter's Saint Barbara's Day Ball, West Point, NY.

Sweeney, P.J. (2005, May). *Leading in times of change*. University of North Carolina ROTC Department's Annual Military Ball, Chapel Hill, NC.

Sweeney, P.J. (2003, September). *Overview of operation Iraqi Freedom*. Orange County Chapter of the Military Officer Association of America, Chapel Hill, NC.

RESEARCH INTERESTS

Research focuses on leader development (identity formation, character development, resilience, and courage), leadership (trust, cohesion, and positive leadership styles), and organization development.

GRANTS AND OTHER FUNDING

United States Army Comprehensive Soldier Fitness Program, 2010 (with C. Peterson, N. Park, M. Matthews, P. Lester, & S. Hannah). Funding to continue a longitudinal study of posttraumatic growth in soldiers exposed to combat. \$150,000.

Army Research Institute, 2010 (with K. Dirks, P. Curran, & P. Lester). Grant to complete the analyses for a longitudinal study exploring the development of trust and cohesion in cadet companies. \$4225.

Army Research Institute, 2009 (with K. Dirks, P. Curran, & P. Lester). Grant to complete a longitudinal study exploring the development of trust and cohesion in cadet companies. \$7545.

United States Army Comprehensive Soldier Fitness Program, 2009 (with C. Peterson, N. Park, M. Matthews, P. Lester, & S. Hannah). Funding to continue a longitudinal study of posttraumatic growth in soldiers exposed to combat. \$25,000.

United States Military Academy Faculty Development Research Fund, 2009 (with K. Dirks, P. Curran, & P. Lester). Grant to continue a longitudinal study on the development of trust and cohesion in cadet companies. \$1420.

Army Research Institute, 2009 (with C. Peterson, N. Park, M. Matthews, P. Lester, & S. Hannah). Grant to continue a longitudinal study of posttraumatic growth in soldiers exposed to combat. \$2520.

United States Army, Armament Research, Development and Engineering Center, 2008 (with K. Dirks, P. Curran, & P. Lester). Grant to support a longitudinal study for the development of trust in both military and civilian organizations. \$14,000.

Army Research Institute, 2007 (with K. Dirks, P. Curran, & P. Lester). Grant to support a longitudinal study exploring the development of trust and cohesion in cadet companies. \$4430.

Army Research Institute, 2007 (with C. Peterson, N. Park, M. Matthews, P. Lester, & S. Hannah). Grant to support a longitudinal study of posttraumatic growth in soldiers exposed to combat. \$1160.

United States Military Academy Faculty Development Research Fund, 2007 (with K. Dirks, P. Curran, & P. Lester). Grant to support a longitudinal study on the development of trust and cohesion in cadet companies. \$2800.

United States Military Academy Faculty Development Research Fund, 2007. Grant to support the combat leadership interviews. \$300.

United States Military Academy Faculty Development Research Fund, 2006. Grant to support the combat leadership interviews. \$1400.

United States Military Academy Faculty Development Research Fund, 2005. Grant to support a follow-on study for the interdependence model of trust development. \$1350.

RESEARCH TEAM EXPERIENCE

Director, Army Benchworks Project (2 July 2007 to 1 July 2008). Research and consultant principal for a Department of the Army center committed to the development and distribution of online leader development assessments for Army-wide use. Duties also included supervising four staff members and overseeing an annual budget of \$300,000.

Deputy Director, Army Benchworks Project (15 August 2005 to 2 July 2007). Deputy research and consultant principal for a Department of the Army center committed to the development and distribution of online leader development assessments Army-wide. Duties also included assisting in supervising four staff members and overseeing an annual budget of \$700,000.

Executive Officer, Center for Leadership and Organizations Research (CLOR), United States Military Academy (1 August 1993- 1 June 1995). Major research projects included a study investigating tacit knowledge in military leadership with Yale University and a longitudinal study exploring cadet identity development and its relationship to leadership.

CONSULTANT EXPERIENCE

TechWerks: subject matter expert assisting in building a spiritual resilience measure for the United States Army (June 14- present)

Athletic Director, Georgia Gwinnett College: assist in the development and shaping of a positive culture for the inaugural sports programs through core ideology, vision development and strategic planning processes and executive coaching (May 12 – February 13)

Director, The Prince's Trust, the leading charity in the United Kingdom supporting disadvantaged young people: provided expertise to assist members in developing a framework and programs to enhance spiritual fitness in disadvantaged youths (8 February 2012 – February 2013)

Science Applications International Corporation (SAIC): leadership and organizational change consultant. Currently developing an organizational change strategy to embed energy stewardship into the culture of the United States Army (3 January 12 - present)

Office of Chaplains, New York State National Guard Bureau: provide advice on the design and execution of education programs for all members of the New York State National and Air Guard on the Comprehensive Soldier Fitness Program's Domain of the Human Spirit (20 October 2010 to September 2011).

Director, Resilience and Prevention, Defense Centers of Excellence (DCoE) for Psychological Health & Traumatic Brain Injury: provided insights into how to shape the spiritual fitness program for the Department of Defense, reviewed and provided feedback on policies and products, shared scholarly work, and collaborated on journal publications (January 2010-June 2012).

Director, Commander's Initiatives Group, Multi-National Corps- Iraq: provided insights into leadership and organizational interventions to assist in preventing suicides in theater. (December 2009).

U.S. Army Chief of Chaplain's Office: educated key chaplain leader developers on the conceptualization of the Domain of the Human Spirit and assisted in the development of curriculum for this domain (August 2009 to September 2011).

U.S. Army Training and Doctrine Command (TRADOC): provided subject matter expertise on the concept of trust development and also provided advice on creating curriculum to educate Army leaders (July 2009 to September 2011).

Head Coach, Army Football Team: assisted in the development and shaping of a winning culture for the Army Football Program through a vision and culture development process (June 2009-December 2010).

Director, Leader Development and Education Directorate, Combined Arms Center, U.S. Army Training and Doctrine Command (TRADOC): assisted in crafting the Army's Leader Development Strategy by providing ideas and reviewer comments (March-April 2009).

Director, U.S. Army's Comprehensive Soldier Fitness (CSF) Program: assisted in the development of the conceptualization, education programs, and assessment instruments for the Spiritual Dimension. Comprehensive Soldier Fitness was a \$50 million Army program designed to build resilience in Soldiers, Family members and Army Civilians by developing five dimensions of strength: physical, emotional, social, spiritual, and family (29 January 2009 – September 2012).

Director, U.S. Army's Comprehension Soldier Fitness (CSF) Program: assisted in the creation of its Global Assessment Tool. The Global Assessment Tool measures soldiers' fitness level on each of the five strengths dimensions in CSF, throughout his or her career (19 December 2008).

Commanding General, United States Army Central Command (USARCENT): led and conducted a command-wide follow-up organizational assessment. The team's missions were to: (a) assess the progress of USARCENT's planned organizational change to develop a cohesive headquarters capable of Full Spectrum Operations (FSO); (b) provide the organization with a valid image of itself regarding strengths and weaknesses; (c) create recommendations to adjust the change process; and (d) help USARCENT leaders discover and create systems needed to sustain the change and keep the change momentum moving forward, all in an effort to enhance effectiveness. The team visited USARCENT elements in both Kuwait and Atlanta (31 July – 10 August 2008).

Chair, Department of Psychology and Management, National Military Academy of Afghanistan: assessed the progress in developing and implementing management major and also made recommendations to adjust the department's strategic plan, Kabul, Afghanistan (9-14 June 2008).

Commanding General, United States Army Central Command (USARCENT): led and conducted a command-wide organizational assessment and assisted in creating a change plan to facilitate the transition to a new organizational structure and expand the organization's capabilities to command and control Full Spectrum Operations capabilities. USARCENT was the first Army level headquarters to transform to an Army Component Service Command structure. The 1300-person organization was responsible for providing command and control for a broad spectrum of operations, to include combat, as well as providing sustainment to all Army forces operating in a 27-country area of responsibility. The team visited USARCENT elements both in Atlanta and Kuwait (29 January 2007–4 March 2007).

Chief of Staff of the Army's Initiative Group 5: assisted in creating initiatives to accelerate leader development for the entire Army to meet the demands created by the Global War on Terror. The Initiative Group met at Fort Leavenworth, Kansas (4-7 June 2007).

U.S. Army's Assistant Chief of Staff for Operations (G3): led and conducted an organizational assessment of Task Force (TF) Biometric and developed recommendations to increase organizational effectiveness. TF Biometric was responsible for the development, testing, fielding, storage of biometric data, and integration of biometrics throughout the Department of Defense to provide identity dominance, protection, and management. Washington, DC (02 November 2006 – 17 December 2006).

THESIS COMMITTEES

Graduate

Ellerman, Diana, *Leadership in dangerous contexts*. Ph.D. Program in Leadership and Change, Antioch University, Yellow-Springs, Ohio (literature review mentor and committee member, 2012-2016).

Undergraduate

Miller, Ashley, *Stigma towards military leader diagnosed with PTSD: Does leader category matter?* United States Military Academy, West Point (chair, 2010).

Duke, Jonathan, *Education as a predictor to post-traumatic growth*, United States Military Academy, West Point (chair, 2008).

Krainin, Benjamin, *Leadership styles and outcomes: Developing trust in leaders*, United States Military Academy, West Point (member, 2007).

PROFESSIONAL AFFILIATIONS AND SERVICE

Faculty Affiliations

Faculty Member, Brookings Institute Executive Education, Washington, DC, 2015-2017

Faculty Member, Thayer Leadership, West Point, NY, 2010-present

Affiliated Faculty Member, Graduate Programs in Social-Organizational Psychology, Columbia University, Teachers College, 2007-2011

Professional Affiliations

Academy of Management

Society of Industrial and Organizational Psychologists

American Psychological Association and Division 19

International Leadership Association

Board Service

Member, Feagin Leadership Program Advisory Board, Duke University Medical School, 2015-present

General Service

Ad hoc Reviewer, *Applied Psychology: Health and Well-Being*, 2011- 2013

Ad hoc Reviewer, *Team Performance Management: An International Journal*, 2011- 2013

Ad hoc Reviewer, *The Leadership Quarterly*, 2009-2014

Ad hoc Reviewer, *Military Psychology*, 2006-2013

Reviewer, *Representative Research in Social Psychology*, 2002-2005

DEPARTMENT or SCHOOL, UNIVERSITY, AND COMMUNITY SERVICE

Department or School

Chair, Search Committee for the Executive Director, Center for the Study of Capitalism, School of Business, Wake Forest University, 2019-2020.

Member, Committee on Character, School of Business, Wake Forest University, May 2014-present

Member, Honor System Review Committee, School of Business, Wake Forest University, March 2014-present

Mentor, Teaching Mentor Program, Department of Behavioral Sciences and Leadership, United States Military Academy, March 2010- September 2011

Chair, Strategic Communications Committee, Department of Behavioral Sciences and Leadership, United States Military Academy, June 2009- May 2010

Chair, Search Committee for Title X Civilian Faculty Position in Operations Management, Department of Behavioral Sciences and Leadership, United States Military Academy, May 2009

Member, Search Committee for Title X Civilian Faculty Position for Strategic Management, Department of Behavioral Sciences and Leadership, United States Military Academy, March 2007

Member, Search Committee for Academy Professor in Management, Department of Behavioral Sciences and Leadership, United States Military Academy, October 2006

Chair, Teaching Excellence Committee, Department of Behavioral Sciences and Leadership, United States Military Academy, October 2005- 2011.

Honor Representative, Department Behavioral Sciences and Leadership, United States Military Academy, August 2005- May 2010

Chair, Cadet-Faculty Integration Committee, Department Behavioral Sciences and Leadership, United States Military Academy, 1993-1995

Chair, Social Subcommittee for the General Psychology Course Review, Department of Behavioral Sciences and Leadership, United States Military Academy, 1992-1993

University

Member, Integrated Education Experience Leadership Goal Team. Georgia Gwinnett College, Oct 2011- Feb 2012.

Member, West Point Leader Development System Working Group, United States Military Academy, May-Sept 2011.

Elected Member, Rules Committee, Faculty Council, United States Military Academy, 2010-2011

Mentor, Senior Leader Development Program, United States Military Academy, 2009- 2011

Mentor, Respect Program, United States Military Academy, 2009-2011

Chair, Domain of the Human Spirit Committee, Cadet Leader Development System, United States Military Academy, 2007-2011

Member, Cadet Leader Development System Committee, United States Military Academy, 2007-2011

Member, Human Behavior Goal Assessment Committee, United States Military Academy, 2006-2007

Chair, West Point Distinguished Lecture Series, United States Military Academy, 2005-2006

Member, Admissions Committee, United States Military Academy, 2008-present; 2005-2006

Member, Advisory Committee for the Center for Teaching Excellence, United States Military Academy, 2005- 2011.

Mentor, Army Football Program, 2005-2011; 1993-1995

Mentor, United States Military Academy Mentor Program, 2006- 2011; 1992-1995

Facilitator, USMA and ROTC Cadet Leadership Conference at West Point, 1993-1994

Community

Volunteer, Winston-Salem Habitat for Humanity, 2013- present

Member, Gwinnett County Leadership Council, 2012-2013

Volunteer, Orange County Special Olympics, 2006-2011

Coach, Youth Soccer, 2002-2005; 1998-2000; 1993-1996

Lector, Saint Michael Parish, 1999-2002

Member, West Point School Board, 1994-1995

MEDIA INTERVIEWS & APPEARANCES

Leader to Leader Institute (20, 22, & 30 January 2010). *E-calendar leadership tip of the day.*

NOVA (7 January 2010). Featured in a NOVA documentary entitled, *This Emotional Life*, with Dr. Chris Peterson, from the University of Michigan, co-teaching a lesson on resilience to cadets in the Combat Leadership Course and discussing positive psychology in leader development at West Point.

National Public Radio (8 June 2009). Discussion on how training for new soldiers and care for returning soldiers has changed given what we have learned about PTSD since the start of the Iraq War.

HONORS AND RECOGNITIONS

2017 Top Thought Leader, Trust Across America (2017)

Teaching Excellence Award, Department of Behavioral Sciences and Leadership, United States Military Academy, (2011).

Bronze Star Medal for meritorious service in combat during Operation Iraqi Freedom I (2003)

Ancient Order of Saint Barbara for outstanding contributions and service to the United States Field Artillery community throughout a career, awarded by the United States Field Artillery Association (2002).

Distinguished Member of the 320th Field Artillery Regiment for outstanding service and contributions to the 320th Field Artillery Regiment, awarded by the Commanding General of the Field Artillery (2002).

PERSONAL

Married to Cynthia Sweeney, we have four children: Taylor, Samantha, Katherine, and John. Hobbies and interests include spending time with the family and friends, biking, golfing, exercising, traveling, reading, and exploring new restaurants.

REFERENCES

Dr. Michael D. Matthews
Professor of Engineering Psychology
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kkuhla@thayerleaderdevelopment.com