

Addendum

It has been almost twenty years since I wrote this autobiography. During that time, I have heard from many people who have read it. Some have expressed appreciation for my openness and candor not always found in autobiographies. Others have remarked that the content had provided a useful context within which to view my more academic writings. I found these reactions gratifying. However, a small but alarming number of others have apparently taken from my words a rather negative picture of Yale University and of the School of Management in which I continue to teach.

It is certainly true that my autobiography did end on a discordant note. Its final passages dealt with a dark moment in the Yale SOM's brief history and, I might add, a dark moment in my own personal life. But time marches on and in so doing, heals many wounds, including those of SOM and in this author's life. It is in this spirit that I seek to bring the interested reader up to the present.

The healing at SOM began with the resignation of the President Schmidt. This occurred shortly after a Yale graduation ceremony during which an airplane financed by SOM alumni flew a banner demanding his departure and that of the SOM dean he supported. The dean's resignation followed within days, and a long process of rebuilding began.

I returned from three years of teaching at the Yale Law School and was challenged with rebuilding a smaller group of Organizational Behavior faculty to replace those who were now scattered among other universities. The task was not an easy one since it was widely believed in the academic marketplace that many of the faculty whose voices had precipitated the president's actions still remained within the school. In time the intense damage that had been done to student recruitment, alumni loyalty, and the placement of graduates was repaired, and SOM entered a stable, if somewhat uninspired status.

This equilibrium was finally broken in 2005 with the appointment of a new dean, Joel Podolony. In three short years this young sociologist has transformed the School of Management in ways that are attracting attention of business schools throughout the world. The last three years have seen the introduction of an innovative, integrated core curriculum along interdisciplinary lines, the commissioning of a new building designed by one of the world's leading architectural firms, the creation of an international component to our MBA curriculum, and the building of a unique executive development group specializing in custom-designed program for high-level, global clients. I take particular pleasure in the restoration of Organizational Behavior to a valued and central role in the school and to the recreation of many of the highly participative elements of the curriculum which had characterized its early days. Community Building and the highly popular course, Individual and Group Behavior, are alive and well, albeit under different names.

The nature of this educational experiment and the process by which it came about are fascinating, although outside the scope of this autobiography. Personally it is a joy to participate in such a noble undertaking. My acquaintance on the Yale Corporation, who in our dark days assured me that in time the greatness of Yale would shine through, may have been guilty of understatement.

Now I turn to the other discordant element in my life—the litigation with Kepner-Tregoe. Like the trouble with SOM, this problem was not easily overcome. My prior description was merely the beginning of 12 years of litigation which even reached the Supreme Court! Looking back, it is hard to see that anyone profited from this departure from collegiality except the law firms who represented both sides.

Despite the seemingly endless intrusion of legal maneuvers into my life space, I sought to maintain my sanity during this period by continuing my research on leadership styles and on the development of new technologies for training leaders. These new technologies share the focus on “Situational Leadership” with the Vroom-Yetton model but are different in all major respects.

I now collect data on leadership styles around the world with the aid of a series of partners who have translated my materials and computer software into Mandarin, German, Spanish, Danish, and several other languages. In addition, the new version of the Vroom leadership model and its associated technology is now widely used in MBA and executive programs throughout the USA and Europe.

Postscript

Looking back over my earlier autobiography, I note that other than a brief reference to my sons, I said nothing about my family life and marital status. I suppose that this might have been due to the fact that my marriage was in the process of dissolution while I was writing. However, no account of my life at present would be complete without mentioning the woman to whom I have been married for the last eighteen years. Julia is the joy in my life and is responsible for the smile on my face when I awake each morning. We have two sons together who are distressingly similar in age to my grandchildren! Both sons share their father’s musical proclivities with the elder, Tristan, playing the alto saxophone and his brother, Trevor, the clarinet.

Julia and I not only share our passion for music, for sailing, for the natural environment, and for travel but we also work together. I continue to teach full time at Yale where I have recently been appointed the BearingPoint Professor of Management. Julia runs a company called Decision Making for Leaders which markets via the Internet a wide variety of my educational materials. We both work too hard. I travel a great deal lecturing around the world. I have just returned from ten days in Africa and over the next few months have trips scheduled to Copenhagen, Beijing, Dubai, Bangkok, and Athens. My favorite trips, of course, are those when Julia is able to accompany me.

As a renegade Canadian whose ancestors set sail from New Amsterdam to Nova Scotia during the Revolutionary War, I have always been interested in Canada’s Atlantic Provinces. A few years ago we purchased a home in Mahone Bay, Nova Scotia, not far from the gravesites of my ancestral United Empire Loyalists. It is a wonderfully tranquil place to spend our summers. Some of our Canadian friends have suggested that we retire there, but I find it very difficult to contemplate retirement. In sharp contrast to the final pages of my earlier autobiography, life is just too much fun!