

SUSAN B. FIECHTNER, Ph.D.

Clinical Associate Professor, Mays Business School
Texas A&M University
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SUMMARY OF EXPERIENCE

Twenty-nine years of increasingly responsible and successful experience involving all levels of university teaching and executive speaking. Highly organized, innovative, and detail-oriented.

EDUCATION

<u>Degree</u>	<u>Date</u>	<u>Institution</u>
Ph.D.	1982	University of Oklahoma
M.A.	1978	Auburn University
B.S.	1974	Mississippi State University

DISSERTATION

Differential Effects of Leader Style and Group Maturity upon Subordinate Satisfaction, Task Effectiveness, and Task Efficiency

ACADEMIC AND ADMINISTRATIVE EXPERIENCE

2002 to Present	Texas A&M University Accounting Department Lecturer; Clinical Associate Professor
1999 - 2002	Texas A&M University MBA Program, Lecturer PPA Program, Lecturer
1986 - 1999	Texas A&M University Lecturer, Graduate College of Business Center for Executive Development Program Manager; Program Director
1982- 1986	Texas A&M University Assistant Professor, Department of Speech Communication
1979-1982	University of Oklahoma Teaching Fellow, Organizational Behavior and Management, Speech Communication Department Teaching Assistant

PROFESSIONAL EXPERIENCE

Clinical Associate Professor, Department of Accounting
Responsible for teaching the Leadership/Communication course for the
Professional Program in Accounting

Program Director, Center for Executive Development
Lowry Mays College and Graduate School of Business
Texas A&M University, College Station, Texas
1992-1996

Primary Responsibilities:

- Served as a primary leader in the development of the Center's programs.
- Monitored and assessed national trends in executive development.
- Reviewed programs in the center in collaboration with staff members, presenters, and participants.
- Called upon potential and existing clients for participants in the CED programs.
- Coordinated with the staff in effective, professional teamwork.
- Reviewed and analyzed instructor evaluations to determine strengths and weaknesses of each speaker.
- Served as a liaison to Texas Women's University and Sam Houston State University in the coordination and development of twelve law enforcement modules per year.
- Directed the coordination of materials and handouts provided for the center's programs.
- Researched and contracted with potential outside speakers.

Program Manager, The Bill Blackwood Law Enforcement Management Institute (housed at Sam Houston State University)
The Center for Executive Development (TAMU)
1989-1998

- Served as an integral member of the Founding Board in the development of the Law Enforcement Institution. (1989)
- Assisted in the creation and the development of the academy, which remains one of the largest training programs in the United States today.
- Responsible for the coordination, implementation, administration, and management of four modules per year. (with Linda Millhollon)
(To date, Texas A&M has graduated fifty classes of approximately 25 participants per class.)

Program Manager, Brown and Root/Halliburton Energy Services
The Center for Executive Development (TAMU)
1993-1996

- Consulted with top-level executives to determine their business needs and to design appropriate solutions.
- Worked with faculty to design, develop, and implement training materials.
- Coordinated the yearly "Capstone" week which provided the culmination of the participants' training achievements.
- Scheduled revision meetings with instructors to ensure current classroom materials.
- Provided general office assistance to the Brown and Root Training Coordinators.

Adjunct Professor, Department of Speech Communication
 Texas A&M University, College Station, Texas
 1992-1998

UNIVERSITY TEACHING EXPERIENCE

Courses taught at The University of Oklahoma:

Public Speaking (Communication)
 Advanced Public Speaking (Communication)
 Small Group Communication (Communication)
 Stress and Communication Apprehension (Communication)
 Non-verbal Communication (Communication)
 Persuasion Techniques (Communication)
 Business Writing (Business)
 Business and Professional Speaking (Business)
 Organizational Behavior (Business)
 Principles of Management (Business)

Courses taught at Texas A&M University:

Presentational Speaking (Communication)

Interpersonal Communication (Communication)
Organizational Communication (Communication)
Advanced Organizational Communication (Communication)
Small Group Discussion (Honors, Communication)
Professional Communication Skills (Honors, Communication)
Leadership Strategies (with D. Gage, Business)

Professional Communication Skills (PPA Program, Business)
Public Speaking Skills (MBA Program, Business)
Team Building Strategies (EMBA Program, Business)

PROFESSIONAL HONORS, MEMBERSHIPS, AND AFFILIATIONS

Nominated for the "Association of Former Students Teaching Award"
1985, 1986, 1987 (TAMU)
American Society of Training and Development
1985-1994
Who's Who in American Colleges and Universities
National Speakers Association
Cardinal Key National Honor Society (MSU)
Phi Delta Epsilon Journalism Honorary (MSU)
Alpha Psi Omega Honorary (MSU)
Phi Kappa Phi Scholastic Honorary (MSU)
Kappa Delta Pi Education Honorary (MSU)
Gamma Beta Phi Leadership Honorary (MSU, Auburn, Oklahoma)

REFERED PUBLICATIONS

- Fiechtner, S.B. and Krayner, K.J., "Variations in Dogmatism and Leader Supplied Information: Detriments of Perceived Behavior in Task-Oriented Groups." Group and Organization Studies, II, 1986, pp. 403-419.

- Fiechtner, S.B., "Why Some Groups Fail: A Survey of Students' Attitudes Toward Group Learning." Organizational Behavior Teaching Journal, 9. 1985, pp. 58-73.
- Krayer, K.J. and Fiechtner, S.B., "Measuring Group Maturity: The Development of a Process-Oriented Variable for Small Group Communication Research." Southern Speech Communication Journal, 50. Fall, 1984, pp. 79-92.
- Fiechtner, S.B. and Michaelsen, L.K., "Giving Students a Part in the Process: An Innovative Approach to Team Learning." College Student Journal, 18. Winter, 1984, pp. 335-344.
- Krayer, K.J. and Brown, S.H., "Measuring Group Maturity in Organizations: Conceptual and Scale Development for Communication Research." In D. Van Fleet (Ed.), Proceedings of the Southwest Division of The Academy of Management. College Station: Texas A&M University, 1983, pp. 148-152.
- Brown, S.H. and Dulaney, E.F., "Casual Attributions: Implications for the Communicologist." Journal of the Oklahoma Speech and Theatre Communication Association, Fall, 1982.
- Brown, S.H. and Lashbrook, W.B., "An Experimental Study in the Preservation of Poetry Shape." Western Journal of Speech Communication, 44, 2, Spring, 1980.

BOOK AND JOURNAL REVIEWS

- Brown, S.H. Effective Oral Communication for Business and the Professions, 1987, R.L. Applaud.
- Anotol, K.W.E. Southern Speech Communication Journal, 1983, 48, pp. 308-319.

COMPETITIVELY SELECTED CONFERENCE PAPERS

- Fiechtner, S.B. and Krayner, K.J., "Instructor's Responses to Students' Poor Performances: A Test of the Attributional Model." Presented at the Southern Speech Communication Convention, Winston-Salem, North Carolina, 1985.
- Fiechtner, S.B. and Krayner, K.J., "An Empirical Test of Hersey and Blanchard's Life Cycle Theory." Presented at the Speech Communication Association Convention, Chicago, Illinois, 1984.
- Fiechtner, S.B. and Michaelsen, L.K., "An Eclectic Approach to Team Learning: The Reality of Small Group Experience." Presented to the Southern Speech Communication Association, Baton Rouge, Louisiana, 1984.
- Krayner, K.J. and Fiechtner S.B., "Conversational Correlates of Leadership Emergence in Small Groups: A Structural, Functional, and Topic-Change Interaction Analysis." Presented to the Southern Speech Communication Association, Baton Rouge, Louisiana, 1984.
- Brown, S.H., "Facilitating Understanding in the Organization: The Metaphor as Social Reality." Presented to the Speech Communication Association, Washington, D.C., 1983.
- Brown, S.H. and Krayner, K.J., "The Measurement of Group Maturity: Developing a Process-Oriented Variable for Small Group Communication Research." Presented to the Southern Speech Communication Association Convention, Orlando, Florida, 1983.
- Krayner, K.J. and Brown, S.H., "Measuring Group Maturity in Organizations: Conceptual and Scale Development for Communication Research." Presented to the Organizational Communication Division, Southwest Division of the Academy of Management, Houston, Texas, 1983.

- Brown, S.H. and Krayner, K.J., "Affective and Performance Outcomes as a Result of the Match Between Leader Communication Style and Group Maturity: An Empirical Test of Life Cycle Theory." Presented to the Western Speech Communication Association, Albuquerque, New Mexico, 1983.
- Brown, S.H., "Differential Effects of Leader Style and Group Maturity Upon Subordinate Satisfaction, Task Effectiveness, and Task Efficiency." Presented to the Texas Post-Doctoral Conference, January, 1983.
- Krayner, K.J. and Brown, S.H., "Toward an Integration and Measurement of Group Maturity: Implications for Small Group Research." Presented to the Behavioral Science Interest Group of the Western States Communication Association, Denver, Colorado, 1982.
- Brown, S.H. and Krayner, K.J. "Variations in Dogmatism and Leader-Supplied Information: Determinants of Perceived Behavior in Task Oriented Groups." Presented to the Small Group and Interpersonal Division of the Speech Communication Association, Anaheim, California, 1981.
- Garrison, J., Brown, S.H., and Roach, D.A., "The Concept of Social Styles as Related to Classroom Communication." Presented to the Central States Communication Convention, Chicago, Illinois, 1980.
- Brown, S.H. and Dulaney, E.F., "Casual Attributions: Implications for the Communicologist." Presented to the Eastern Association Convention, Ocean City, Maryland, 1980.
- Brown, S.H. and Lashbrook, W.B., "An Experimental Study in the Preservation of Poetry Shape." Presented to the Western States Communication Association, Portland, Oregon, 1980.
- Brown, S.H. "Information Processing: Attributes of Teaching Poetry Shape Preservation in the Classroom Setting." Presented to the Oklahoma State Communication Association Convention, Oklahoma City, Oklahoma, 1979.

EXECUTIVE DEVELOPMENT SEMINAR TOPICS

Since 1984, Dr. Fiechtner has both written programs and conducted seminars on the following topics:

Effective Decision-Making Skills
Creating Respectful Workplaces (Diversity)
Improving Managerial Communication Skills
Conflict Resolution Techniques
Managing Management Time
Understanding and Managing Stress
Mastering the Business and Professional Presentation
Seven Habits of Highly Effective Leaders
High Impact Leadership Strategies
Learning to Listen Effectively
Solving Problems Creatively
Sexual Harassment Issues
Conducting Effective Group Meetings
Constructing and Utilizing Visual Aids
Team Building Skills
Working with Difficult People
Effective Goal Setting Skills
The Telephone: Friend or Foe?
Taking Charge of Change
Common Sense in Business Writing
Untangling Gender Differences in Communication
Negotiation Strategies
Motivating the Disagreeable
Administrative Assistant Skills: Getting Results Without Authority
Learning to Supervise People
Train the Trainer: Instructional Excellence
Leadership Skills for Women
Understanding Generational Differences
Leadership Gold

Dr. Susan Fiechtner has been a regular speaker in numerous programs and centers sponsored through Texas A&M University. A partial list is as follows:

USDA Supervisory Academy (I, II, III, IV; to date, Susan has spoken in 91 academies, training over 1,500 persons from 30 government agencies.)
Food Safety Inspection Service (FSIS/USDA)
Army and Air Force Exchange Service (AAFES)
USDA Cotton Division
National Agricultural Statistical Services (NASS/USDA)
Management Seminars (CED)
Executive Development Programs (CED)
The Law Enforcement Management Institute (CED / Modules I, II, & III)
Marketing Managers Seminar (CED)
Amoco (CED)
Golf Course Superintendents' Course (CED)
National Association of Equipment Distributors (Engineering; Reed Distribution Center)
United States Army Corp of Engineers (USDA)
The Texas A&M Leadership Institute
The Center for Construction Education
Veterinary Business Management Strategies (CED)
College of Architecture Advisory Board/Faculty Retreat
Center for Distribution Research and Education (TAMU / College of Engineering)
Texas A&M University Student Activities Division
Computer Science Division Directors
Eisenhower Leadership Development Program
Lowry Mays College & Graduate School of Business Fellows' Program
TAMU TAPSS (Texas Association of Professional Support Staff)
Sterling Evans Library Staff
Texas State Chemists Association
Parking, Traffic and Transportation Services (TAMU)
Department of Purchasing Services (TAMU)
Texas Agricultural Extension Service
Texas Engineering Extension Service
Texas A&M University Veterinary Medical Association
Austin State Bar Association (CED)

Agricultural Marketing Service (USDA)
USDA Forest Service
Federal Prison System (USDA/Supervisory Academy)
United States Marshall Service (USDA/Supervisory Academy)
Southwest Association of Colleges and University Housing Officers
Conference
TAMU Transportation Extension Service (TAMU)
Texas Transportation Institute (TTI/TAMU)
EZ Corp, Inc.
Alcoa (Rockdale, Texas)
TAMU Internal Audit Division
TAMU Human Resource Department Staff Development
College of Veterinary Medicine Staff Retreat
The George Bush Presidential Leadership Series
Academy of Future International Leaders (AFIL)
Lowry Mays College & Graduate School of Business Staff
Development
Aggie Leaders of Tomorrow (ALOT)
Keynote, College of Architecture Staff Development
Keynote, College of Engineering Staff Development
Corp of Cadets Distinguished Students Retreat
Association of Former Students Development Programs
Keynote, Cooperating Teachers Retreat (College of Education)
Keynote, Conference of Student Government Organizations
Keynote, State Conference for Texas Agriculture Extension Service
TAMU Division of Student Services
Academy of Veterinary Business Management
TAMU Leadership Academy (1987-2002)
General Services Administration (GSA)
Chero-Key Piping
Engineering Technology & Industrial Distribution Staff Retreat
Texas Department of Transportation
Prechter Fellows, Bush School of Government and Public Service
Keynote, Rangeland Ecology and Management Department
Keynote, County and District Clerks Continuing Education Conference
Business Careers Awareness Program (BCAP)
Wholesale Lumber Distributors Association
Financial Management Services (TAMU)

In addition, Susan Fiechtner has spoken to numerous local, national and international organizations. A partial list is as follows:

Houston Lighting and Power
General Telephone Company (Atlanta, Georgia)
Southwestern Bell (Houston, Texas)
City of College Station, Texas
City of Bryan, Texas
Rust Engineering International (Birmingham, Alabama)
Arthur Andersen & Company (Chicago, Illinois)
Scott & White Hospital & Clinic (Temple, Texas)
St. Joseph Regional Health Center (Bryan, Texas)
Keynote, Tennessee Eastman Chemical Corporation
Texas Eastman Chemical Corporation
Brown & Root International (Houston, Texas)
CXY Energy (Dallas, Texas)
Temple-Inland Corporation (Texas)
New Police Chiefs Association (Huntsville, Texas)
Texas State Constables Association (Huntsville, Texas; San Antonio, Texas)
Keynote, College Station Parks & Recreation Association
National Association of College Stores (Utah, Tennessee, California, Louisiana)
American Business Women's Association (B/CS Chapter)
Dallas, Texas Police Department
Austin, Texas Police Department Division Heads
Tenneco Oil (Houston, Texas)
College Station, Texas Independent School District
Bryan, Texas Independent School District
American Society of Training & Development (B/CS Chapter)
Bryan/College Station Chamber of Commerce
Brazos Valley Chapter of CPAs
International Aquatic Safety School (Indianapolis, Indiana)
Dell (Austin, Texas)
IBM (Dallas, Texas)
Ernst & Young (Houston, Texas)
Fluid Power Distributors Association
Union Carbide (St. Louis, Missouri)

Walt Disney, Inc. (California)
Arthur Andersen & Company (Dallas, Texas)
Mesa Limited Partnership
Denton, Texas Independent School District
Pasadena, Texas Independent School District
Southwest Texas Criminal Court Justice System Judges, Clerks and
Constables
Continental Airlines (Houston, Texas)
Houston, Texas Police Department Staff Retreat
Travis County Sheriff's Department
Keynote, American Business Women's Association
Texas Constables Leadership Institute
Texas Association of College and University Auditors (Arlington, Texas)
Kid's Klub Camp Counselors (City of College Station, Texas)
Keynote, Texas Commission on Law Enforcement (Corpus Christi)
Houston Health Science Center Staff Conference (Houston, Texas)
Keynote, Leadership Command College Annual Conference (Galveston,
Texas)
Midwest Criminal Justice Institute (Wichita, Kansas)