

# CURRICULUM VITAE

## JERRY ABRAMS

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### PROFESSIONAL EXPERIENCE

*Center for Creative Leadership*  
**Envisioneer**

*Greensboro, NC (Scottsdale, AZ)*  
March 2012 – Present

As an Envisioneer with CCL's Commercialization and Innovation Division, I explore the future of leadership development, conducting innovation projects that are future-oriented and technically challenging. Using human-centered design principles, I create and evaluate concepts and prototypes that push the boundaries of current leadership development approaches. I scout for potentially relevant innovations and evaluate them for their applicability to the Center's purposes. I act as an embedded Innovation Agent, participating in key projects and initiatives to enhance the innovation potential of the results. I also work to enhance the culture of innovation at CCL, enabling staff throughout CCL to be more innovative in their roles. As a member of the Center's Neuro-leadership team, I evaluate technologies, processes, and concepts for efficacy, applicability, and user acceptability. I translate the Center's most recent research findings into concepts and prototypes of advanced leadership development processes and methods. As a result, I am always working on the leading edge of the Center's products and services.

I am a master trainer of trainers for 4MAT, the instructional design methodology the Center has adopted as its enterprise-wide standard. I train a number of custom programs. I provide systems analysis and business and process improvement services at the Center. I am a senior decision analyst and group process facilitator.

I am certified in all of the Center's assessments and a number of third-party assessments, as well as several training simulations. In addition, I dedicate time to the Center's Young Leaders initiatives and the Technology in the Classroom project, and contribute to research efforts on leadership and group decision processes.

Example projects include:

- **Possibility Lab**, the Center's physical space for designing and testing leadership development training concepts and prototypes.
- **Classroom of the Future**, one of the experiments conducted in the "P Lab" to explore the intensive use of technology and the reconfiguration of leadership development training methods, roles, and tools.
- **Smart 360**, a reconceptualization of a participant's experience with their assessment data, emphasizing data visualization and interactive participant-driven data analysis.
- **Far Plane**, a Boundary Spanning Leadership online game that gamifies BSL concepts and recasts them in terms that middle school and high school students can grasp.

- **Audio Explorer**, a tool for using short audio recordings to prompt a metaphorical exploration of a leadership challenge.
- **Coached Coalition Leadership Development Program**, a two-phase multiple day leadership development program designed to prepare and empower the executive team or coalition to implement Boundary Spanning Leadership within their coalition.
- **Action Learning Coach**, a training program designed to develop Action Learning coaches in the Center's adjunct faculty, conducted by VILT and integrating review of example video, synchronous audio discussion, text conference, and asynchronous content review.

**Senior Enterprise Associate:**

**Product Development and Innovation Faculty**

May 2006 – February 2012

On CCL's Research, Innovation, and Product Development staff, I used the 4MAT instructional design methodology to design interventions that employ Multi-rater/360 behavioral, personality, and performance assessments; behavioral frameworks; experiential learning; and introspective reflections for the development and growth of individual leaders and high-performance strategic leadership teams.

I developed and improved leadership development products and services for the Center. I sought out, prototyped, and evaluated advanced technologies for their applicability to new products and services. I utilized innovation and human-centered design processes to help internal product advocates develop their concepts into prototypes.

On the New Product Development team, I converted the Center's most recent research into training modules, training facilitation tools, participant learning aids, experiential activities, and simulations. As a result, I was always working on the leading edge of the Center's products and services, creating its most novel offerings in areas such as Action Learning, Action Development, Leadership Strategy, and Boundary Spanning Leadership.

I was the project manager for several new product efforts that utilize advanced information technology as the delivery method of virtual leadership development experiences.

I employed the Center's proprietary D-6 product design methodology, its Leadership Development Impact Assessment, and innovation processes learned from IDEO and Continuum to understand customer requirements and translate these into design specifications.

I was a member of the Knowledge Management Team and contributed to knowledge process and tools development at the Center. I also dedicated significant time to the Center's Strategic Frontiers project and contributed to research efforts on leadership and group decision processes.

**Previous Roles at the Center**

During my first two years on staff, I was a key member of the Center's Strategic Frontiers team, a team chartered with the task of envisioning new directions, products, and services that would generate significant revenue 5–10 years out from new markets, segments, and business models. This team was partnered with and trained by IDEO and Continuum in innovation and human-centered product design methods. For this team, I conducted research, did ethnographic observations, developed concepts, and wrote business cases. This team's efforts have resulted in the creation of three new lines of business. In

addition, during those years I was a key member of a product design team chartered with revamping an open enrollment leadership development program for teams. As always, part of my effort was the design and conduct of multiple strategic workshops for senior teams.

In my third year I moved formally into a role split between the Innovation Incubator and the Product and Services Design unit. I collaborated on the development of the Center's approach to eLearning, Action Learning, and Transforming Your Organization, as well as its Leadership Beyond Boundaries programs and tools. I also worked with the Center's executive team to design and conduct the Center's own reorganization. I became a master trainer in 4MAT during this period, and helped develop and deliver internal training to Center faculty. I became an Action Learning coach and began supporting major client initiatives. I also began supporting custom training designs and responding to RFPs. My "informal" leadership in Knowledge Management led to the creation of a number of knowledge assets. And, of course, part of my effort was the design and conduct of a number of strategic workshops for senior teams.

In my fourth and fifth years, I increased my focus on custom training design support and leadership tool development, supporting designs for major food, banking, manufacturing, consulting, and federal government clients. I continued supporting the organizational leadership practice through my design work on theory, process, and tools for Action Development, Organization Leadership Strategy, Innovation Leadership, and Boundary Spanning Leadership. I was trained as an Individual Executive Coach, Action Learning and Action Development coach and provided those services to the Center's clients. I also began my formal role in Knowledge Management, leading to the creation of the Center's Content Management System. I am a member of the Center's Speaker Bureau. And I designed and conducted of a number of strategic workshops for senior teams.

### **Virginia Tech Center for Leadership in Global Sustainability (CLiGS)**

#### **Senior Fellow**

April 2012 – Present  
Arlington, VA

Design leadership development components of Executive Masters in Natural Resources. As a Senior Fellow, I provide strategic guidance on future activities, strategies, certificates, degrees, and other offerings within CLiGS. Also provide advice on business development strategy.

#### **Adjunct Faculty**

April 2012 – Present

I lecture on leadership for the Executive Masters in Natural Resources program and Center for Leadership in Global Sustainability. I co-created and continue to refine a multi-disciplinary integrated curriculum for the Executive Masters in Natural Resources. I provide advice on use of instructional methods such as "flipped classroom," experiential learning, and the use of synchronous classroom and virtual instruction technologies.

#### **Senior Collaboration Analyst**

May 2000 – April 2006  
McLean, VA

#### **SAIC**

I provided management support products and services that optimized organization performance in all corporate functions, focusing in areas such as Strategy, Finance, Human Resources, and New Product Development. I utilized numerous group process support technologies that provided enhanced team performance in face-to-face as well as synchronous and asynchronous virtual modes.

Example projects included:

- **Rapid Improvement BPR process** for U.S. Defense Information Systems Agency leadership that reduced SIPRNET (secure internet connection for U.S. military bases) installation timeline from 273 to 71 days.
- **British Petroleum's Technology Roadmap** for their Global Network and Telecom Infrastructure.
- **Global Infectious Disease Threat Model** and Research Investment Portfolio Management Decision Tool for the US ARMY Medical Research Command.
- **Self-reorganization of \$250m SAIC Business** Unit from six to three operations, eliminating three of the participating managers' jobs.
- **Knowledge Harvest** activity for the Director of Office of the Secretary of Defense's Change Management Center.
- **Strategic Planning** for the Association for Managers of Innovation.

### **Manager Information Technology**

1995 – 2000

#### **Battelle**

Arlington, VA

As the de facto Chief Technology Officer for Battelle's Crystal City Operations, I was the member of the senior management team who developed their technology strategy and plans, advising the Operations Director on effective use of technology in core administrative functions, consulting staff work processes, and client products. I played a key role in initiating and developing strategic alliances with collaboration and decision support software vendors. I had special emphasis in the strategic importance of Knowledge Management technologies that enabled and enhanced distributed decision and work processes, browser-based portals, search engines, and data visualization. I had direct supervision of four staff members and matrix supervision of five additional staff members.

I designed the operation's LAN, WAN, and Internet architecture to accommodate a multi-floor, multi-building campus that integrated Frame Relay, ISDN, T-1, and Dial-up technologies to provide connectivity to corporate headquarters, five remote offices, and all mobile users. I implemented and served as the senior administrator of the operation's NT servers, Unix firewall, Exchange, and POP3 mail servers. I took the operation from a sneakernet to the best regional operation in the corporation in less than three years. I evaluated all information technologies, including telephony and VTC, developed user requirements, conducted economic and technological trade-off studies, selected products and vendors, and negotiated contracts.

### **Manager of Information and Decision Support Services**

1995 – 2000

#### **Battelle Memorial Institute**

Arlington, VA

I designed, implemented, and managed state-of-the-art applied collaborative technology in an executive decision support center utilized for the delivery of strategic management consulting services. I utilized numerous group process support technologies that provided enhanced team performance in face-to-face as well as synchronous and asynchronous virtual modes.

In support of client projects, I stood up an Application Service Provider to extend the delivery of collaborative decision support tools across the internet. In addition, I developed specifications, selected technologies, and implemented Knowledge Management Portals and project team Distributed Work Environments.

Routine efforts included the following: maintain mobile computer-mediated decision support facility; provide decision process analysis and design; evaluate logical and quantitative rigor of decision models

and validate decision criteria; test and evaluate emerging management science tools and techniques; coordinate marketing, facilitation, and analysis activities of support staff.

#### EDUCATION

- 1992**     **M.I.M**     **Thunderbird School of Global Management, Phoenix, AZ** (International Financial Risk Management and International Political Economy)
- 1987**     **B.A.**     **St. John's College, Annapolis, MD** Liberal Arts (Philosophy, Mathematics, Language, and Physics)

#### PEER REVIEW PUBLICATIONS

Schaad NW, Abrams J, Madden LV, Frederick RD, Luster DG, Damsteegt VD, Vidaver AK. 2006. "An assessment model for rating high-threat crop pathogens." *Phytopathology* 96: 616–621.

Burnette, W. Neal, Charles H. Hoke Jr., John Scovill, Kathryn Clark, Jerry Abrams, Lynn W. Kitchen, Kevin Hanson, Thomas J. Palys, and David W. Vaughn. 2008. "**Infectious Diseases Investment Decision Evaluation Algorithm: A Quantitative Algorithm for Prioritization of Naturally Occurring Infectious Disease Threats to the U.S. Military.**" *Military Medicine* 173 (2): 174–81.  
doi:10.7205/MILMED.173.2.174.