

MICHAEL D. ULRICH

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ACADEMIC POSITIONS

Utah State University

January 2017 – Current

Jon M. Huntsman School of Business, Management Department
Assistant Professor of Management

EDUCATION

Ph.D.

2016

Business Administration • University of South Carolina, Darla Moore School of Business

- Concentration in Management, minor in International Business
- Dissertation title: Articulating the Balance of Power: Comparing the Relative Weights of Human Capital Resources and Organizational Capabilities
Advisor: Dr. Patrick M. Wright
- Research interests include strategic human resource management, executive succession, human capital resources, top management teams

Master of Science

2009

Statistics • Brigham Young University

- Masters Project: Meta-analysis Using Bayesian Hierarchical Models in Organizational Behavior
- Courses include: Modern Regression (principal component regression, smoothers, etc.), Statistical Computation, Stochastic Processes, Mixed Models, Multivariate Statistics, Bayesian Methods

Bachelor of Science

2007

Statistics • Brigham Young University

- Concentration in Business Analysis, minor in Business Administration
- Study abroad program at the BYU Jerusalem Center for Near Eastern Studies (Spring 2007)

RESEARCH INTERESTS

My research interests are centered on finding how HR can be leveraged by organizations to improve firm performance. I am the co-director, with Dr. Dave Kryscynski, of a large multinational study that gathered data from over 1,000 organizations and 35,000 individuals. This study examines how HR systems and policies and the competencies of HR professionals can enhance firm performance in HR management, mergers and acquisitions, innovation, and information management. This project is largely focused on multinational organizations, and thus cultures and institutions also play an important role in my research. I also have an interest in the behavior of top management teams, including team composition and turnover. Specifically, I have looked at the processes used during CEO and top-management team succession. I utilize applied statistical models, including multilevel modeling, structural equation modeling, longitudinal analysis, and Bayesian modeling.

REFEREED ARTICLES

Schepker, D. J., Nyberg, A. N., Ulrich, M. D., & Wright, P. M. Board Processes and CEO Succession Planning. Accepted at *Academy of Management Journal*

Krscynski, D., Reeves, C., Stice-Lusvardi, R., Ulrich, M. D., & Russell, G. Analytical abilities and the performance of HR professionals. Accepted at *Human Resource Management*.

Wright, P. M., Ulrich, M. D. 2017. The Past, Present, and Future Journey of Strategic Human Resource Management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4: 45-65.

Su, Z, Wright, P. M., & Ulrich, M. D. Expanding the Construct of High Performance HRM: Commitment vs. Compliance or Commitment and Compliance? *Journal of Management*, (in-press)

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. D. 2013. The State of the HR Profession. *Human Resource Management*, 52(3): 457-471.

Cardall, S., Krupat, E., & Ulrich, M. 2008. Live Lecture Versus Video-Recorded Lecture: Are Students Voting With Their Feet? *Academic Medicine*, 83(12): 1174-1178.

MANUSCRIPTS UNDER REVIEW

Krscynski, D. K., Ulrich, M. D., Ulrich, D., Brockbank, W. & Searle, B. Human Resource Competency Study (HRCS) Part 1: Delivering Value Through HR Competencies. Under review at *Human Resource Management*.

Krscynski, D. K., Ulrich, M. D., Ulrich, D., & Brockbank, W. Human Resource Competency Study Part 2: Delivering Business Value Through HR Department Activities. Under review at *Human Resource Management*.

BOOKS

Ulrich, D., Krscynski, D., Ulrich, M. D., & Brockbank, W. 2017. *Victory Through Organization: How HR wins the war that talented started*. New York: McGraw-Hill Publishing Company

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. 2012. *HR from the Outside In: Six Competencies for the Future of Human Resources*. New York: McGraw-Hill Publishing Company

Ulrich, D., Brockbank, W., Younger, J., & Ulrich, M. 2012. *Global HR Competencies: Mastering Competitive Value From The Outside-In*. New York: McGraw-Hill Publishing Company

BOOK CHAPTERS

Wright, P. M., Schepker, D. J., Nyberg, A., & Ulrich, M. (In-press). Choosing the Next CEO: Assessment Practices and Challenges. In P. M. Wright, D. Ulrich, R. L. Antoine, & E. Sartain (Eds.), *View from the Top: Leveraging Human and Organizational Capital to Create Value*: 205-214. Society for Human Resource Management.

Nyberg, A. J., & Ulrich, M. D. 2015. Renaissance HR. In D. Ulrich, W. A. Schiemann, & L. Sartain (Eds.), *The Rise of HR: Wisdom From 73 Thought Leaders*: 415-420. HRCI.

Krscynski, D., & Ulrich, M. D. 2015. HR as the Cultivator of Organizational Paradoxes. In D. Ulrich, W. A. Schiemann, & L. Sartain (Eds.), *The Rise of HR: Wisdom From 73 Thought Leaders*: 375-382. HRCI.

Korsgaard, M. A., Ployhart, R. E., & Ulrich, M. D. 2014. The Emergence of Intragroup Conflict: Variations in Conflict Configurations. In O. B. Ayoko, N. M. Ashkanasy, & K. A. Jehn (Eds.), *Handbook of Conflict Management Research*: 51-65. Edward Elgar Publishing.

Ulrich, D., Ulrich, M. 2010. Marshalling Talent: A Collaborative Approach to Talent Management. In L. A. Berger & D. R. Berger (Eds.), *The Talent Management Handbook*: 518–528. McGraw-Hill.

OTHER PUBLICATIONS

Wright, P. M., Schepker, D. J., Nyberg, A. J., & Ulrich, M. D. 2017. *CEO Succession Success: A Board Perspective*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Krscynski, D., Ulrich, M., Ulrich, D., & Brockbank, W. Forthcoming. The Impact of HR Competencies and HR Department Activities on HR Value Creation: Round 7 of the HR Competency Study. *HR Executive*.

Krscynski, D., Ulrich, M., Ulrich, D., & Brockbank, W. 2016. HR Competency Study: Round 7 Insights. *HR Strategy and Planning Excellence Essentials*, 4(2): 11–13.

Ulrich, D., Brockbank, W., Ulrich, M., & Krscynski, D. 2015. Toward a synthesis of HR competency models: The common HR “food groups” or domains. *People & Strategy*, October issue.

Wright, P. M., Call, M. L., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2015. *The chief HR officer role*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Nyberg, A. J., Schepker, D. J., Call, M. L., & Ulrich, M. D. 2015. *C-Suite succession failures: Causes, effects, and prevention*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Call, M. L., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2015. *Building the C-Suite talent pipeline*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2014. *CHRO succession*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2014. *CEO assessment and onboarding*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2014. *The impact of the Patient Protection and Affordable Care Act on employment strategies*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Wright, P. M., Nyberg, A. J., Schepker, D. J., & Ulrich, M. D. 2013. *The critical role of CHROs in CEO succession*. White paper. Columbia, SC: Darla Moore School of Business at the University of South Carolina, Center for Executive Succession.

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. D. 2012. HR talent and the new HR competencies. *Strategic HR Review*, 11(4): 217–222

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. D. 2012. HR competencies for success. *HR Magazine*

Brockbank, W., Ulrich, D., Younger, J., & Ulrich, M. 2012. Recent study shows impact of HR competencies on business performance. *Employment Relations Today*, 39(1): 1–7

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. D. 2012. Evolving expertise. *HR Executive*.

Ulrich, D., Smallwood, N., & Ulrich, M. 2012. The Leadership Gap. *CFA Magazine*, 23(1): 8–10

Ulrich, D., Brockbank W., & Ulrich, M. 2010. Capturing the Credible Activist. *People & Strategy*, 33(2): 22–30

PRESENTATIONS AND PROCEEDINGS

Schepker, D. J., Ulrich, M. D., Nyberg, A. J., & Wright, P. M. 2015. Board Processes and CEO Succession Planning. Presented at the Strategic Management Society Meeting, Denver, CO.

Schepker, D. J., Ulrich, M. D., Nyberg, A. N., & Wright, P. M. 2015. Board Processes and CEO Succession Planning. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561.

Schepker, D. J., Ulrich, M. D., Nyberg, A. J., & Wright, P. M. 2015. Board Processes and CEO Succession Planning. Presented at the Academy of Management Meeting, Vancouver, BC.

Presenter 2015. Bi-/Multi-lateral Approaches to Trust: Conceptual Considerations and Empirical Illustrations. Professional development workshop at the Academy of Management Meetings, Vancouver, BC.

Ulrich, D., & Ulrich, M. 2010. Marshalling Talent. Academy of Management Meeting, Montreal QC.

Ulrich, M. 2007. Estimating the Parameters of the Frechet Distribution. 22nd Annual Spring Research Conference, College of Physical and Mathematical Sciences, Brigham Young University

WORKS IN PROGRESS

Searle, B., Kryscynski, D. K., Ulrich, M. D., & Ulrich, D. Introducing paradox: The future of HR competencies. Preparing for invited submission at *Human Resource Management*.

Schepker, D. J., Ulrich, M. D., Nyberg, A. N., & Wright, P. M. Changes in Outsider CEO Succession Practices. Data being analyzed, target journal *Strategic Management Journal*

Ulrich, M. D., Call, M. L., & Ployhart, R. E. Time Dispersion of Events: A Measure of When Things Happen in Relation to Each Other. Preparing manuscript for submission to *Organizational Research Methods*.

Korsgaard, M., A., Call, M. L., & Ulrich, M. D. Trust Asymmetry and Cooperation: The Role of Negative Affect. Preparing for submission to the *Journal of Applied Psychology*.

Korsgaard, M., A., Brower, H. H., Lester, S. W., Ulrich, M. D. Dyadic trust between leaders and followers. Writing manuscript for submission at the *Journal of Applied Psychology*.

Ulrich, M. D. Understanding the Role and Influence of HR in Strategic Business Decisions (Dissertation topic). Data collected.

Ulrich, M. D., & Kryscynski, D. K. Identifying the Effects of HR on Specific Business Strategies. Data collection ongoing

Ulrich, M. D., & Kryscynski, D. K. Finding Congruence Between HR and Business Strategy Across International Borders. Data collection complete.

Ulrich, M. D. The Genesis of Managerial Dominant Logic. Conceptual paper, preparing for submission to *Strategic Management Journal*

Kor, Y., & Ulrich, M. D., Top Management Team Composition and Firm Performance. Data collection ongoing, target journal *Strategic Management Journal*

RESEARCH ASSISTANTSHIPS

University of South Carolina	
Patrick Wright	2013 – 2016
Yasemin Kor	2012 – 2013
Audrey Korsgaard	2011 – 2012
Ingrid Fulmer	2011 – 2012
Brigham Young University	
David Whiting	2008 – 2009
John Bingham	2008 – 2009

AWARDS AND GRANTS

Darla Moore School of Business W. Pierce Liles Outstanding Graduate Student Award University of South Carolina	2016
Darla Moore Doctoral Fellowship University of South Carolina	2011-2016

TEACHING

<i>Applied Human Resources Research</i> (masters level), Professor Utah State University Research methods and philosophy of science for Masters of HR students. Designed and delivered all course materials and lectures.	2017
<i>Independent Study – Consulting Project</i> (masters level), Teaching Assistant University of South Carolina Analytics consulting project involving 4-8 MHR students with corporate clients. Helped design course objectives, analyzed data, provided instruction.	2015-2016
<i>Principals of Management</i> (undergraduate level), Instructor University of South Carolina Introductory undergraduate management course. Designed course, developed course materials, provided classroom instruction, held office hours, and created course exams/quizzes.	2014 – 2015
<i>Human Resource Metrics and Research</i> (graduate level), Teaching Assistant University of South Carolina Lectured on course material in-class and held review sessions. Graded and provided feedback on projects and other assignments. Assisted individual students in understanding course concepts. Assisted in designing course.	2013 – 2015
<i>Human Resource and Business Strategy</i> (graduate level), Teaching Assistant University of South Carolina Lectured on course material and guest lectured on relevant topics. Graded and provided feedback on case studies and other assignments.	2013 – 2015
<i>Introductory Statistics</i> (undergraduate level), Course Coordinator Brigham Young University Head teaching assistant for large introductory undergraduate statistics course (1800+ students per semester). Conducted weekly training meetings for 30+ teaching assistants. Created teaching assistant manual. Taught weekly review labs of 20 students.	2006 – 2007

ACADEMIC SERVICE

Ad hoc reviewer Journal of Management	2016 – Current
Co-director Human Resources Competency Study	2014 – Current
Reviewer Academy of Management Meeting	2012, 2015 – Current
Committee Chairman Latter-day Pioneer Scholarship Fund	2014 – Current

PROFESSIONAL MEMBERSHIPS

Academy of Management: HR, Research Methods, Business Policy and Strategy
Strategic Management Society

PROFESSIONAL WORK EXPERIENCE

Freelance Statistician	July 2011 – Current
Research Associate/Statistician The RBL Group	May 2009 – August 2011
<ul style="list-style-type: none">• Project manager of <i>The Human Resource Competency Study</i>, a global study of HR professionals• Managed global research projects involving thousands of participants• Managed launch campaign for <i>The Why of Work</i>, a national best seller• Liaison to survey vendors to build and deploy custom survey projects• Explained statistical analysis to Global Fortune 500 companies	
President and Co-Founder Huron Valley Properties, LLC	January 2005 – July 2012
<ul style="list-style-type: none">• Commercial property management of \$500,000 asset portfolio	

TECHNICAL SKILLS

MS Office, R, SAS, AMOS, S-Plus, Z-Tree, LaTeX, C, C++, WinBUGS, various other statistics and survey systems

COMMUNITY SERVICE

Volunteer Representative The Church of Jesus Christ of Latter-day Saints, Vancouver, BC	May 2002 – May 2004
Eagle Scout	April 2001