

# William L. Sparks, Ph.D.

The Dennis Thompson Chair and Professor of Leadership

Director, *Office of Leadership Initiatives*

McColl School of Business

Queens University of Charlotte

Charlotte, North Carolina 28274

(704) 337-2342 (office)

[sparksw@queens.edu](mailto:sparksw@queens.edu)

## Educational Experience

**Doctorate of Philosophy (Ph.D.), *Organizational Behavior and Development***

The George Washington University, School of Business and Public Management, Washington, DC  
2002

**Master of Arts (M.A.), *Industrial/Organizational Psychology & Human Resource Management***

Appalachian State University, Boone, NC  
1996

**Bachelor of Arts (B.A.), *Psychology and Philosophy/Religion***

Winthrop University, Rock Hill, SC  
1991

## Professional Experience

***Dennis Thompson Chair and Professor of Leadership***

*McColl School of Business, Queens University of Charlotte, Charlotte, NC*  
2012 – present

***Associate Dean***

*McColl School of Business, Queens University of Charlotte, Charlotte, NC*  
2013 – 2015

***Visiting Professor of International Management***

*Franklin College, Lugano Switzerland*  
2010 – present

***Associate Professor, Business & Behavioral Sciences***

*McColl School of Business, Queens University of Charlotte, Charlotte, NC*  
2007 – 2012

***Assistant Professor of Management Science***

*McColl School of Business, Queens University of Charlotte, Charlotte, NC*  
2000 – 2007

***Executive Director***

*The Project Appraisal Methodology (PAM) Institute, Washington, DC*  
1999 – 2008

***Visiting Assistant Professor of Management Science***  
*The George Washington University, Washington, DC*  
1997 – 1998

**Teaching & Research Awards**

2020 – **Leadership in Teaching Award**, McColl School of Business  
2020 – **Faculty Research Award**, McColl School of Business  
2009 – **Leadership in Teaching Award** (inaugural), McColl School of Business  
2005 – **Fuqua Distinguished Educator Award**, Queens University of Charlotte  
2003 – **Fuqua Distinguished Educator Award**, Queens University of Charlotte

**Funded Grants**

**Author of the BB&T Distinguished Leaders in Action Grant (includes “The BB&T Leadership Challenge Weekend” at Wild Acres and program “Examining the Moral and Philosophical Implications of Capitalism” (co-led with Dr. Norris Frederick) -- \$500,000**

**Executive Education, Applied Research and Consulting Activities**

BAE Systems, 2023 – present  
Live Oak Bank, 2022 – present  
Project CURE, 2022 – present  
Bank of America, 2020 – present  
Advanced Atomization, 2019 – present  
Charlotte Douglas Airport, 2018 – present  
Midrex Technologies, 2017 – present  
EnPro Industries, 2004 – present  
Novant Healthcare, 2013 – present  
Charlotte Hornets, 2012 – present  
Ally Bank, 2013 – present  
Carolinas Healthcare, 2013  
Charlotte Mecklenburg Police Department (CMPD), 2012 – 2013  
SPX, 2012 – 2014  
Coke Consolidated, 2009 - 2011  
The Physicians Institute, 2009 – present  
Charlotte Mecklenburg Schools (CMS), 2009 – present  
EnPro Industries, 2005 – present  
Horizon Lines, 2005 – 2010  
C&D Technologies, Inc., 2008  
GlaxoSmithKline (GSK), 2007  
Nuclear Engineering Institute, 2007  
Bank of America, 2004-2008  
Duke Energy, 2004-present  
Wachovia, 2004-2008  
Anheuser Busch, 2005-2007  
SunTrust Bank, 2005  
Transamerica Insurance Company, 2003 - 2004  
Chicago Title Insurance Company, 2003 - 2004  
YMCA of Greater Charlotte, 2002  
General Motors, 2001-2002  
U.S. Navy, 2001  
Sandia National Laboratory, 2000-2001

## Refereed Publications

### Books

**Sparks, W.L.** (2019). *Actualized Leadership: Meeting Your Shadow & Maximizing Your Potential*. Alexandria, VA: Society for Human Resource Management (SHRM) Publishing.

Browning, P.C. & **Sparks, W.L.** (2016). *The Director's Manual: A Framework for Board Governance*. Hoboken, NJ: John Wiley & Sons.

Carlisle, R.P., Monetta, D.J., & **Sparks, W.L.** (2003.) *The Combustion Research Facility: A Model for the 21<sup>st</sup> Century Open-User Facility*. Albuquerque, NM: Sandia National Laboratory.

### Book Chapters

McGrath, R. & **Sparks, W.L.** (2011.) "Knowledge, Social Capital and Organizational Learning." *Organizational Culture, Learning & Knowledge Management*, ed. Jonathan Westover. Champagne, IL: Common Ground Publishing, LLC.

**Sparks, W.L.** & Lobuts, J.L. (2004.) "Group Emotional Intelligence." *The International Simulation and Gaming Research Yearbook*, 12, 93-114.

**Sparks, W.L.** (2004.) "Applications in the Private Sector." In *The Project Appraisal Methodology (PAM): A Guide for the Executive*, ed. Dominic J. Monetta. Washington, DC: The PAM Institute.

**Sparks, W.L.** & McGrath, R. (2004.) "Affinity Groups: The Role of Social Capital in Supply Chain Management." In *The Project Appraisal Methodology (PAM): A Guide for the Executive*, ed. Dominic J. Monetta. Washington, DC: The PAM Institute.

### Peer-Reviewed Journal (PRJ) Articles

**Sparks, W.L.** & Repede, J. (2019). "Gender Differences in Human Motivation and Leadership: An Exploratory Study." *International Journal of Management and Human Resources*, 7(1), Winter, 53-75.

**Sparks, W.L.** & Mason, A. (March 2019). "Actualized Leadership: A Faith-Based Perspective on Human Motivation and Leadership Styles." *International Journal of Social Science and Business*, 4(1), 32-45.

Burson, T. **Sparks, W.L.**, Brooks, B. (2018). "The Charlotte Hornets: Resurrecting a Brand, Rescuing a Franchise." *Journal of Case Studies*, 36(2), 18-27.

**Sparks, W.L.** & Repede, J. (December 2016). "Human Motivation and Leadership: Assessing the Reliability and Validity of the Actualized Leader Profile." *International Journal of Educational Leadership*, 20(3), 23-43.

Browning, P.C. & **Sparks, W.L.** (2016). "The Challenge of the Disruptive Director," *The Corporate Board*, March/April, 37 (217), 6-10.

Devine, C & **Sparks, W.L.** (2014). "Toward a Comprehensive Theory of Personal Transformation." *International Journal of Humanities and the Social Sciences*, Vol 4, 5 (1).

Drake, A. & Sparks, W.L. (2012). "Transforming Private Universities: An Exploratory Study." *International Journal of Humanities and Social Science*, 2 (23), 6-17.

Anderson, C.A., **Sparks, W.L.**, & Finley, R. (2009). "Nucor: Values and Transition." *Business Case Journal*, 16 (2), 64-72.

**Sparks, W.L.**, Fisher, M.C., Carlisle, R.P. and Berry, W.L. (2008). "The Art and Science of Innovation: Lessons learned from the Department of Energy's new production reactors program," *Journal of Business and Behavioral Sciences*, Vol. 19(2): 154-165

McGrath, R. & **Sparks, W.L.** (October 2006.) "Knowledge, social capital and organizational learning: The impact of the physical environment on innovation." *The International Journal of Knowledge, Culture, and Change Management*, 5 (9), 125-130.

Anderson, C.A., Finley, R.L., & **Sparks, W.L.** (Winter 2005.) "The changing constant of leadership: Ken Thompson, Bud Baker, and Wachovia." *Business Case Journal*, 13 (2), 48-65.

McGrath, R. & **Sparks, W.L.** (February 2005.) "Supply chain management: The importance of building social capital." *Quality Progress*, 38 (2), 45-49.

**Sparks, W.L.** & Winslow, E.K. (2001.) "The impact of group culture on consulting: Choosing the right role for your client." *The OD Practitioner*, 33 (1), 29-34.

Long, J.D. & **Sparks, W.L.** (September 1997.) "Behaviors perceived as facilitating or inhibiting the teaching-learning process." *Journal of Instructional Psychology*, 24 (3), 196-201.

Long, J.D. & **Sparks, W.L.** (June 1996.) "Influences of organizational lifestyle on leisure pursuits among college students." *College Student Journal*, 30 (2), 217-222.

### **Published Proceedings**

Sparks, W.L. "Meeting your leadership shadow: A Jungian approach for building better organizations." Academy of Management International Conference, Seattle, WA, August 9, 2022.

Fedorczyk, J.C., **Sparks, W.L.** & Repede, J. "Are self-actualized leaders more resilient?: An exploratory study." European Academy of Management International Conference, Dublin, Ireland, December 5, 2020.

**Sparks, W.L.** & Repede, J. "Human Motivation and Leadership: Assessing the Validity and Reliability of the Actualized Leader Profile." Allied Academies International Conference, New Orleans, LA, March 2016.

**Sparks, W.L.** & Berry, W.L. "The Art & Science of Innovation: Lessons Learned from the U.S. Department of Energy's Office of New Production Reactors Program," *15<sup>th</sup> Annual American Society for Business and Behavioral Sciences (ASBBS) Conference*, Las Vegas, NV, February 2008.

**Sparks, W.L.** & Repede, J. "Leading with Intention: Detecting and Defeating the Shadow Side of Human Motivation," *Selected Readings from the Society for the Advancement of Management (SAM) International Conference*, Las Vegas, NV, March 2007.

Repede, J. & **Sparks, W.L.** "Organizational Emotional Intelligence Among IT Professionals." *Southeast Decision Sciences Institute*, Raleigh, NC, February 2005.

Burson, T., **Sparks, W.L.**, & Hudson, L. "The Wachovia Championship: Building the Team." *North American Case Research Association (NACRA)*, Sedona, AZ, October 2004.

**Sparks, W.L.** & Brittain, D. "Using a Strategic Performance Management System to Enhance Organizational Emotional Intelligence." *Selected Readings from the Society for the Advancement of Management (SAM) International Conference*, Baltimore, MD, March 2004.

**Sparks, W.L.** & Anderson, C.A. "Leadership and Corporate Sustainability." *The Forum for Corporate Conscience*, Charlotte, NC, March 2003.

McGrath, R. & **Sparks, W.L.** "Building the foundation of quality: Intellectual capital." *The ASQ Quality Management Conference*, Phoenix, AZ, March, 2003.

Sparks, W.L. & Lobuts, J.L. "Group emotional intelligence: A role-play simulation." *The International Simulation and Gaming (ISAGA) Annual Conference*, Edinburgh, Scotland, August 2002.

**Sparks, W.L.** "Let's hear it for team spirit! Appreciating the emotional dynamics of teamwork: The design, development, and evaluation of the *Group EQ Profile*." *The Academy of Business and Administrative Sciences (ABAS) International Conference*, Cancun, Mexico, June 2002.

McGrath, R. & **Sparks, W.L.** "Strengthening the links in the supply chain." *The ASQ Quality Management Conference*, New Orleans, LA, February 2002.

### **Articles and Media**

Sparks, W.L. & Kruger, K. "New Frontiers in Executive Coaching: Utilizing Shadow Dialogue for Professional Development and Enhanced Effectiveness," *Academia*, May 1, 2023, [https://www.academia.edu/78259233/New\\_Frontiers\\_in\\_Executive\\_Coaching\\_Utilizing\\_Shadow\\_Dialogue\\_for\\_Professional\\_Development\\_and\\_Enhanced\\_Effectiveness](https://www.academia.edu/78259233/New_Frontiers_in_Executive_Coaching_Utilizing_Shadow_Dialogue_for_Professional_Development_and_Enhanced_Effectiveness)

Sparks, W.L. (November 22, 2022). "Self-awareness can improve relationships. Here are tips to build it." Featured interview, *The Washington Post*, *WELL+BEING*, 1.

Sparks, W.L. (September 2, 2022). "Coaching for self-actualization." *International Coach Federation (ICF)*.

Sparks, W.L. (November 29, 2022). "Manage your leadership shadow, so that it does not manage you." *Paradigm Shifts Podcast*.

Rickers, J. & Sparks, W.L. (Winter 2019). "The need for people: Human resources in the boardroom." *C-Suite*, 29, 18-20.

Sparks, W.L. & Browning, P.C. (March 4, 2013.) "How to deal with a disruptive board member." *Agenda Week: Financial Times*, 5.

- Sparks, W.L. (March 14, 2010.) "Resiliency is a trait all leaders share." *The Charlotte Observer*, 4D.
- Sparks, W.L. (April 6, 2007.) "Good leaders know they don't reach success by themselves." *Charlotte Business Journal*, 22(2), 43.
- Sparks, W.L. (Spring 2004.) "Can business ethics be taught?" *McColl School Report*, 7.
- Sparks, W.L. (January 15, 2004.) "Teachers edgy about survey." Interview by Ann Helms. *The Charlotte Observer*, 4B.
- Sparks, W.L. (December 2003.) "More than a feeling." Interview by Sal Alfano. *Remodeling*, 19 (12), 36.
- Sparks, W.L. (October 21, 2003.) "Emotional Intelligence: What it really means to be 'smart.'" *The Law Marketing Portal*.  
<http://www.lawmarketing.com/pages/articles.asp?Action=Article&ArticleID=182>
- Sparks, W.L. (September 26, 2003.) "Engage employees in order to overcome resistance to change." *Charlotte Business Journal*, 18 (26), 22.
- Sparks, W.L. & Brittain, D. (April 18, 2003.) "A formula for putting strategic planning into action." *Charlotte Business Journal*, 18 (3), 26.
- Browning, P.C. & Sparks, W.L. (September 27, 2002.) "Are leaders made or born – or both?" *Charlotte Business Journal*, 17 (26), 68.