

THOMAS W. SHAW

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EXPERIENCE

- 2016-present** **Simon Business School, University of Rochester** **Rochester, NY**
Executive Professor – Teach leadership courses in MBA programs: Elements of Leadership (GBA 442C) and Leadership Accelerator, a 12-month non-credit program for presidents student organizations. Taught core managerial communication courses for six years: Professional Communication, covering written and oral persuasion (MGC401), and Interpersonal Persuasion (MGC 402), as well as Teamwork (MGC 403) for three years. Introduced approaches to communication and teamwork proven effective in consulting, strengthening the practical relevance of key course elements.
- 2010-present** **Kenning Associates LP, partner** **Rochester, NY**
Improve the performance of executives, teams, and organizations and enhance leadership readiness through more effective communication, collaboration, and learning, as a core member of a consultancy focused on organizational and leadership development.

Personal practice includes executive communication, leadership mindsets, team performance, organizational change, and capability building. Recent assignments include:
- Coaching a high-potential healthcare executive on strengthening his leadership profile, focusing on mindsets and skills needed for new role: assisted in interpreting feedback and making important changes, increasing the leader’s ability to adapt his operating style.
 - Preparing high-potential managers at a tech start-up to discuss strategic initiatives with senior executives: guided teams in refining stories and preparing to be thought-partners.
 - Redesigning the recruiting process for expert communicators in a FinTech’s internal strategy group to help strategy and sales teams; helped recruit and evaluate candidates.
- 1994-2010** **McKinsey & Company** **Atlanta and Hong Kong**
Communication Expert – based in Atlanta, advised teams and clients in various sectors on communications related to corporate stance, strategic focus, and organizational performance.
Manager of Communication Services – based in Atlanta, led and managed team of specialist consultants working with engagement teams and clients across the southeastern US.
Senior Communication Specialist – based in Hong Kong, covered China and Southeast Asia.
- Developed targeted communication strategies**
- Guided the internal communication team of a multinational consumer goods company in making executive and corporate communication reflect rearticulated company values during an operating system redesign. Coached corporate staff on ways to improve relations and better divide responsibilities with the field organization. Communication team was recognized for visibly leading change and embodying desired cultural values.
 - Advised clients on strategies to support change initiatives, ensuring effective use of face-to-face and two-way communication to employees and other stakeholders.
- Supported leadership communication**
- Developed a “war room” for program leaders in a Midwest electrical utility seeking to improve customer service. Room provided a forum for meetings and display for interim results, becoming a company-wide focal point for the initiative.

- Designed meetings and facilitated workshops to maximize participant engagement and productivity; sought out by consultants for expertise in designing interactions.
- Coached client executives on personal style and impact; recognized by consulting teams as critical resource for leadership development.

Strengthened marketing and reputation-building efforts

- Collaborated with practice leaders on client development and marketing initiatives, including client-relevant value propositions, interaction plans, proposals, and credentials.
- Led development of trend-setting web site for the Greater China office for recruiting and client audiences. Managed team of designers, editors, and translators.

Built individual and organizational capabilities

- Designed and led highly rated workshops on written, oral, and interpersonal communication for front-line change leaders, using principles of adult learning.
- Provided one-on-one coaching to consultants on communication and interpersonal skills, helping them internalize changes based on synthesized developmental feedback.
- Led discussions of team performance, clarifying team strengths and sources of interpersonal tension; helped define individual goals and team operating norms.

Emerson College, lecturer and graduate teaching fellow (6 semesters) Boston, MA
Phillips Academy Summer School, master teacher (3 summers) Andover, MA
Taught advanced expository writing using multicultural readings and various media.

AWARDS AND HONORS

- **Education Innovation Award (2022)**, Simon Business School, for the Leadership Accelerator, a 12-month non-credit developmental program for presidents of student organizations.
- **Teaching Honor Roll**, Fall 2019, for GBA442C Elements of Leadership.

PUBLICATIONS

McKinsey & Company Atlanta, GA

- Editor-in-chief for published reports:
 - *Roads Toward a Low-Carbon Future: Reducing CO₂ Emissions from Passenger Vehicles*
 - *Unlocking Energy Efficiency in the US Economy*
 - *Reducing US Greenhouse Gas Emissions: How Much at What Cost?*
 - *Modernizing Florida's Civil Service System: Moving from Protection to Performance.*
- Coauthor on more than a dozen practice-development pieces on capability building, including a definitive work for McKinsey consultants on written communication.

Asiaweek, Time Warner, Inc. Hong Kong, China

- Writer for weekly news magazine for Southeast Asia. Cover stories included the effect of super-skyscrapers on urban life and the economic impact of AIDS.

Commercial Real Estate Guide Chicago and Detroit

- Writer for regional monthly magazine covering light industrial and commercial real estate.

EDUCATION

Emerson College, M.F.A., creative writing Boston, MA
The University of Chicago, M.A., English literature Chicago, IL
Yale University, B.A., English literature New Haven, CT
Stanford University Language Center for Japanese Tokyo, Japan

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