

CURRICULUM VITAE

PERSONAL INFORMATION

Name: Stephen Joseph Gerras

Current Position: Professor of Behavioral Sciences
U.S. Army War College
Department of Command, Leadership, and Management
122 Forbes Avenue
Carlisle, Pennsylvania 17013-5240
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ACADEMIC BACKGROUND

Education

- 2002 Master of Strategic Studies
United States Army War College
Carlisle Barracks, Pennsylvania
- 1992 Doctor of Philosophy
Industrial and Organizational Psychology
(Doctoral Minor in Management and Organization)
The Pennsylvania State University (Main Campus)
State College, Pennsylvania
- 1991 Master of Science
Industrial and Organizational Psychology
The Pennsylvania State University (Main Campus)
State College, Pennsylvania
- 1982 Bachelor of Science (Field of Study: Management)
United States Military Academy
West Point, New York

Key Military Training and Education

- 2002 U.S. Army War College
1996 Command and General Staff College (MacArthur Award Winner)
1986 Infantry Officer Advanced Course (Distinguished Graduate)
1983 Ranger School
1982 Infantry Officer Basic Course
1980 Airborne School

TEACHING EXPERIENCE

2004-Present Associate Professor of Behavioral Sciences (formerly Director, Leadership and Command Instruction)
U.S. Army War College
Department of Command, Leadership, and Management
Carlisle, Pennsylvania 17013-5240

Courses Taught:

Graduate: 2004-Present: Strategic Leadership (Course Director 2004-2012)
2004-Present: Defense Enterprise Management
2004-Present: Critical Thinking and Judgment for Strategic Leaders
2005-2012: Fundamentals of Strategic Thinking

1992-1995 Assistant Professor
Department of Behavioral Sciences and Leadership
United States Military Academy
West Point, New York 10996

Courses Taught:

Undergraduate: 1992-1995: Leadership (Course Director, 1994,1995)
1994-1995: Motivation Theory and Practice
Graduate: 1994-1995: Motivation Theory and Practice
1994-1995: Leadership Theory and Development

PUBLICATIONS and PRESENTATIONS

Refereed Publications:

Hill, A., Wong, L., and Gerras, S.J. (2013). "Self-interest Well Understood: The Origins & Lessons of Public Confidence in the Military," Daedalus: The Journal of the American Academy of Arts and Sciences, 142(2).

Hofmann, D. A., Morgeson, F. P., and Gerras, S. J. (2003). "Climate as a Moderator of the Relationship Between LMX and Content Specific Citizenship: Safety Climate as an Exemplar." Journal of Applied Psychology, 88: 170-178.

McNally, J. A., Gerras, S. J., and Bullis, R. C. (1996). "Teaching Leadership at the U.S. Military Academy at West Point." Journal of Applied Behavioral Science, 32: 175-188.

Hofmann, D. A., Jacobs, R., and Gerras, S. J. (1992). "Mapping Individual Performance Over Time." Journal of Applied Psychology, 77: 185-195.

Hofmann, D. A., Jacobs, R., and Gerras, S. J. (1991). "Individual Performance Over Time: Growth Curve Applications." Best Paper Proceedings: Academy of Management Conference, Miami Beach, Florida, August 9-11.

Book Chapters:

Wong, L. and Gerras, S.J. (2015). "Of FOBs and Families," in Frontline: Combat and Cohesion in the Twenty-First Century, ed. Anthony King (Oxford: Oxford University Press).

Gerras, S.J. and Clark, M. (2014). "Effective Team Leadership: A Competitive Advantage," in Jahrbuch Innere Führung 2014, ed. Uwe Hartmann and Claus Von Rosen (Berlin: Miles-Verlag).

Wong, L. and Gerras, S.J. (2013). "Developing Army Strategic Thinkers," in H. Wolters, A. Grome, and R Hinds, ed. Exploring Strategic Thinking: Insights to Assess, Develop, and Retain Army Strategic Thinkers, Washington, DC: U.S. Army Research Institute for the Behavioral and Social Sciences.

Gerras, S.J, and Allen, C. (2009). "Strategic Leadership and Organizational Culture," in Strategic Leadership: The General's Art, ed. Mark Grandstaff and Georgia Sorenson (Vienna, Virginia: Management Concepts, Inc).

Other Publications:

Gerras, S.J. and Wong, L (2016). "America's Army: Measuring Quality Soldier and Quality Officers," War on the Rocks, April 13, 2016.

Gerras, S.J. and Wong, L. (2016). "Moving Beyond the MBTI: The Big Five and Leader Development," Military Review, March-April 2016: 54-57.

Hill, A.A. and Gerras, S.J. (2016). "Systems of Denial: Strategic Resistance to Military Innovation," Naval War College Review, Winter 2016: 109-131.

Wong, L. and Gerras, S.J. (2015). Lying to Ourselves: Dishonesty in the Army Profession. Strategic Studies Institute, U.S. Army War College.

Gerras, S.J. (2014). "The Big Five Personality Traits: A Primer for Senior Leaders," Research Paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Gerras, S.J. and Wong, L. (2013). Changing Minds in the Army: Why It's So Difficult and What To Do About It, Strategic Studies Institute, U.S. Army War College.

Gerras, S.J. (2011). "Thinking Critically about Critical Thinking: A Fundamental Guide for Strategic Leaders," Planner's Guide for Operational Design, Joint Staff J-7, October 2011.

Gerras, S.J. (Ed.). (2010). Strategic Leadership Primer (3rd Edition) (Carlisle PA: U.S. Army War College).

Wong, L., and Gerras, S.J. (2010). The Effects of Multiple Deployments on Army Adolescents. Strategic Studies Institute, U.S. Army War College.

Gerras, S.J. (2009). "Army Football and Full Spectrum Operations," Strategic Studies Institute Newsletter, November, 2009.

Allen, C., and Gerras, S.J. (2009). "Developing Creative and Critical Thinkers," Military Review, November-December, 2009: 77-83.

Gerras, S.J., Wong, L., and Allen, C (2008). "Organizational Culture: Applying a Hybrid Model to the U.S. Army," Research Paper, Carlisle, PA: U.S. Army War College, Department of Command, Leadership, and Management.

Wong, L. and Gerras, S.J. (2008). "All-Volunteer Army: An Ongoing Experiment," USA Today, June 25, 2008.

Wong, L. and Gerras, S.J. (2007). "The Ubiquitous Impact of Technology on Military Operations in Iraq: The Forward Operating Base." Information Age Warfare Quarterly, 1(3), 6-30 (First prize essay).

Wong, L., and Gerras, S.J.(2006). CU @ The FOB: How the Forward Operating Base is Changing the Life of Combat Soldiers. Strategic Studies Institute, U.S. Army War College.

Wong, L., Gerras, S.J., Kidd, W., Pricone, R., and Swengros, R. (2003). Strategic Leadership Competencies. Strategic Studies Institute, U.S. Army War College.

Gerras, S.J. (2002). "The Army as a Learning Organization," Research Paper, Carlisle, PA: U.S. Army War College.

Refereed Paper Presentations:

Wong, L. and Gerras, S.J. (2015). "Honestly Dealing with Dishonesty in the Army." Presentation at the Inter-University Seminar on Armed Forces and Society, Chicago, Illinois.

Wong, L. and Gerras, S.J. (2013). "Fighting from the FOB." Paper presented at the Frontline: Combat and Cohesion in Iraq and Afghanistan Conference, Changing Character of War Series, Oxford, United Kingdom.

Wong, L. and Gerras, S.J. (2011). "The Effects of Deployments on Army Adolescents." Paper presented at the Changing Character of War Conference Series, Oxford, United Kingdom.

Wong, L. and Gerras, S.J. (2010). "The Effects of Deployments on Army Adolescents. Paper presented at the Military Family Research Institute Conference, Indianapolis, IN.

Wong, L., and Gerras, S.J. (2009). "The Impact of Multiple Deployments on Adolescents: Preliminary Findings." Presentation at the Inter-University Seminar on Armed Forces and Society, Chicago, Illinois.

Gerras, S.J., and Wong, L. (2007). "Changing Army Culture: Beyond the Vision."

Presentation at the Inter-University Seminar on Armed Forces and Society, Chicago, Illinois.

Wong, L., and Gerras, S.J. (2007). "Compensating the Deployed: The Effect of Deployment Compensation on Soldiers and Families." Presentation at the Inter-University Seminar on Armed Forces and Society, Chicago, Illinois.

Hofmann, D. A., Morgeson, F. P., and Gerras, S. J. (2001). "When is Safety My Job? The Moderating Effect of Leader-Member Exchange and Safety Commitment on Subordinate Role Definition and Behavior." Presentation at the Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, California.

Farr, J. L., Gerras, S. J., and Mathieu, J. E. (1994). "Levels of Analysis and Perceptions of the Performance Appraisal Process." Presentation at the Annual Meeting of the American Psychological Association, Los Angeles, California.

Select Invited Presentations:

Gerras, S.J. (2015). "Critical Thinking and Judgment," Presentation to the Army Surgeon General's Senior Leader's Training Symposium, Falls Church, Virginia.

Gerras, S.J. (2015). "Strategic Judgment," Presentation to the Army Senior Leader Seminar (a community of General Officers), Carlisle Barracks, Pa.

Gerras, S.J. (2014). "Changing Minds at OSD," Presentation to the Office of the Secretary of Defense Transition to Veterans Program Community of Practice, Carlisle Barracks, Pa.

Gerras, S.J. and Hill, A.A. (2014). "Overcoming Resistance to Innovation in 21st Century Organizations," Presentation to the Pennsylvania Chamber of Business and Industry, Harrisburg, Pa.

Hill, A.A. and Gerras, S.J. (2014). "The Cognitive and Organizational Practice of Innovation," Workshop presented to the senior leaders of U.S. Army Pacific, Honolulu, Hawaii.

Gerras, S.J. (2014). "Changing Minds in the Army and the Joint Force," Worldwide Virtual Presentation to the Strategic Multi-Layer Assessment Speaker Series for the J38, Joint Staff, Carlisle Barracks, Pa.

Gerras, S.J. (2014). "Changing Minds in the Army: Why it's so Hard and What to do About It," Presentation to a Department of Defense Worldwide Virtual Conference on The Information Environment, Carlisle Barracks, Pa.

Gerras, S.J. and Wong, L. (2014). "Changing Minds in the Army: Why it's so Hard and What to do About It," Presentation to students and faculty at the National Defense University, Washington D.C.

Gerras, S.J. (2014). "Judgment and Leadership in a Turbulent Environment," Presentation to the National Security Agency, Fort Meade, Maryland.

- Gerras, S.J. (2013). "Leadership and Decision Making." Presentation to the Defense Contracting Management Agency and the Boeing Company, Philadelphia, PA.
- Gerras, S.J. (2013). "Essential Skills for Strategic Leadership." Presentation to the Pennsylvania School Leadership Conference of School Superintendents and School Board Presidents, Hershey, Pennsylvania.
- Gerras, S.J. (2013). "Leadership and Decision Making for Junior Officers." Keynote presentation to the United States Army Cadet Command Senior Leader's Conference, Fort Knox, Kentucky.
- Gerras, S.J. (2012). "Critical Thinking and Judgment for Medical Professionals." Presentation to the Army Public Health Command, Aberdeen Proving Grounds, Maryland.
- Gerras, S.J. (2012). "Critical Thinking for Business Leaders." Presentation to the Pennsylvania Chamber of Business and Industry, Harrisburg, Pennsylvania.
- Gerras, S.J. (2012). "Critical Thinking and Judgment for the Intelligence Community." Presentation to the Central Intelligence Agency, McLean, Virginia.
- Gerras, S.J. (2012). "Leader Development in the Army: Developing Strategic Thinkers for the 21st Century." Presentation at the bi-annual meeting of the Executive Development Roundtable, Boston, Massachusetts.
- Gerras, S.J. (2012). "Developing Adaptive and Strategic Thinking in the Army." Presentation To the Training and Doctrine Command (TRADOC) Senior Leader's Conference, Carlisle, PA.
- Gerras, S.J. (2010). "Putting Leadership Theory into Practice: What Can We Learn From an Honest Assessment of the U.S. Army?" Presentation to the senior leaders of RPM International Corporation, Army War College, Carlisle, Pennsylvania.
- Gerras, S.J. (2009). "Critical Thinking for Business Leaders." Presentation to the Pennsylvania Chamber of Business and Industry, Harrisburg, Pennsylvania.
- Gerras, S.J. (2009). "Critical Thinking in Turbulent Times." Presentation at the bi-annual meeting of the Executive Development Roundtable, Boston, Massachusetts.
- Gerras, S.J. (2009) "Teaching Critical Thinking and Judgment at the U.S. Army War College." Presentation to the Army Training and Education Development Conference, Newport News, Virginia.
- Gerras, S.J. (2009) "Critical Thinking and Judgment." Presentation to the Secretary and senior leaders of the Pennsylvania Office of Administration, Harrisburg, Pennsylvania.
- Gerras, S.J. (2008) "Critical Thinking in a Complex Environment." Presentation to the Commanding General and senior leaders from the United States Missile Defense Agency, National Conference Center, Leesburg, Virginia.

Gerras, S.J. (2008) “Critical Thinking for Combat Commanders.” Presentation to the Commanding General and senior leaders from U.S. Army Central, Camp Arifjan, Kuwait.

Gerras, S.J. (2008) “Enhancing the Critical Thinking of Business Leaders.” Presentation to the Pennsylvania Chamber of Business and Industry, Harrisburg, Pennsylvania.

Gerras, S.J. (2008) “Developing the Critical Thinking Skills for Senior Interrogators.” Presentation to the Joint Senior Interrogators Course, Fort Huachuca, Arizona.

Gerras, S.J. (2008) “Developing 21st Century Leaders.” Presentation at the 42nd annual meeting of State & Provincial Police Planning Officers, Harrisburg, Pennsylvania.

Gerras, S.J. (2008) “Developing Enterprise-Level Leaders in the Army.” Presentation at the bi-annual meeting of the Executive Development Roundtable, Boston, Massachusetts.

Gerras, S.J. (2007). “Leadership and Critical Thinking.” Presentation to the annual meeting of CEOs for Universal Health Services, Philadelphia, Pennsylvania.

STRATEGIC COMMUNICATIONS:

Research program on the effects of multiple deployments on military children was presented before the Military Personnel Subcommittee of the House Armed Service Committee of the 11th Congress.

Interviewed, or had researched covered, by media outlets such as the *New York Times*, *New York Times Magazine*, *Washington Post*, *NPR*, *PBS*, *Al Jazeera*, *Politico Magazine*, *Reuters-Thomson*, *The Guardian*, *Time*, and *Foreign Policy*.

PROFESSIONAL EXPERIENCE (HIGHLIGHTS)

2002-2004 Operations and Agreements Officer
Office of Defense Cooperation, Ankara, Turkey
[Senior U.S. military operations officer in Turkey during Operations Iraqi Freedom and Enduring Freedom]

1998-2001 Battalion Commander
24th Transportation Battalion (Terminal)
Fort Eustis, Virginia
[Led, managed, and trained an 1100-person battalion, one of the most deployed units in the Army. Deployment destinations included Egypt, Kuwait, Albania, Bosnia, and Haiti.]

1997-1998 Brigade Operations Officer
7th Transportation Group
Fort Eustis, Virginia
[Responsible for all phases of training, planning, and mission execution for a 4500-person organization, including deployments to Kuwait,

1986-1988 Company Commander
Charlie Company, 3rd Battalion, 60th Infantry
[Led, managed, and trained a 120-man, light-attack, infantry company on
deployments around the world]

SPECIAL RESEARCH PROJECTS AND CONSULTING EXPERIENCE

2013 Chief of Staff, United States Army
[Responded to a short notice requirement to design a tool that would identify
toxic and unethical leaders early in their career. Briefed to Army CofS in
March 2013]

2012 Chief of Staff, United States Army
[Served as lead representative from the Army War College on a task force
directed to evaluate leader development in the Army; co-authored results
eventually briefed to Army CofS in February of 2013 and 4-star conference
in March 2013]

2011 Chairman of the Joint Chiefs of Staff
[Co-chaired a project focusing on Societal Confidence in the Military. Briefed
to CJCS in August of 2011]

2011 Chief of Staff, United States Army
[Co-chaired a project tasked to provide recommendations to change the
Army's system to produce senior leaders]

2007 Commander, U.S. Army Training and Doctrine Command
[Served as project leader of an Army War College Task Force charged with
changing the way the Army trains and educates its key leaders before they take
important strategic-level command assignments. Briefed TRADOC Cdr, March
2007]

2006 Secretary of the Army
[Served as a member of an 8-month Army Task Force that reviewed the impact
of education, training, and assignments on leader development (RETAL).]

2005 Commander, U.S. Army Training and Doctrine Command
[Served as co-leader of an Army War College Task Force charged with
making recommendations to Army-wide curriculum to develop
agile/adaptable leaders.]

2002 Chief of Staff, United States Army
[Served as a member of a 6-month Army War College Task Force
charged to develop a set of Strategic Leader Competencies for the
Army's senior leaders.]

1994 Los Angeles Police Department
[In response to the Rodney King riots, led a team that developed a 9-week
leadership course and trained police officers to serve as faculty for one of the

country's largest city police forces.]

AWARDS

- 2007 Best paper award. Information Age Warfare Quarterly annual writing competition.
- 1996 Silver Medal, General Douglas MacArthur Military Writing Contest, United States Army Command and General Staff College, Fort Leavenworth, Kansas. Finished second in this very competitive competition open to all 1100 Majors at Fort Leavenworth.
- 1986 Distinguished Honor Graduate, U.S. Army Infantry Officer Advanced Course, Fort Benning, Georgia. Graduated first out of 186 infantry captains in this demanding 6-month infantry officer capstone education program.

PROFESSIONAL ASSOCIATIONS AND ACTIVITIES

Society of Industrial and Organizational Psychologists

Ad hoc reviewer: Human Performance