

Curriculum Vita  
Alison Romney Eyring, PhD  
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## Education

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Graduate: University of Houston Doctoral Program  
Major: Industrial/Organizational Psychology  
Ph.D. received: May, 1991  
Dissertation: "Job Applicant Decisions: Theory Development and an Extension of the Literature"  
M.A. received: August, 1988  
Thesis: "Enhancing Transfer of Management Training"

Undergraduate: University of Tennessee  
Major: College Scholars-an interdisciplinary honors curriculum. Program entitled "International and Organizational Relations"  
B.A. received: May, 1986  
Senior honors thesis: "Organizational Cultures and Subcultures: A Metatheoretical Approach"  
Graduated Summa Cum Laude, Member Phi Beta Kappa and Phi Kappa Phi

Universidad de Madrid-Autonoma (Spain) - American University Program  
1983-84  
Major: International Business

## Professional Experience

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**1/00 – current**      **Organisation Solutions Pte Ltd**  
**CEO**  
Lead global organisation design, development and change consultancy headquartered in Singapore with global operations. Founded company in 2000. Company currently employs core staff in Singapore with consultants in 10 locations worldwide. Clients include leading global MNCs such as Cisco, Thomson Reuters, Merck, and Royal/Dutch Shell. The company works selectively with local organisations such as the Prime Minister's Office (Singapore), The Singapore Exchange, and GIC. Annual revenues exceed \$2M.

**8/96-9/99**      **Caltex Corporation**  
**Strategic Alignment and Change Leader (8/98-9/99)**  
Led implementation of company-wide change management processes associated with global restructuring reporting to the COO/CEO; oversaw implementation of the Balanced Scorecard and Performance Alignment Process worldwide; led Planet Caltex (intranet) Development Association; managed internal consulting practice

**Manager, Strategic and Performance Alignment (11/97-8/98)**

Managed department responsible for business and performance measurement and competitive intelligence; introduced the “Balanced Scorecard” as a tool to enhance strategy execution; implemented global Competitive Intelligence web-database; lead company-wide initiative to design and implement a corporate intranet serving employees in 60 countries

**Manager, Organization and Leadership Development (8/96-11/97)**

Managed project to develop and implement global HRD system; developed integrated, competency-based HRD system with a front-end user application to streamline and facilitate the process; designed and led initial implementation of strategic workforce and HR planning processes, and competency-based selection

**2/96-8/96**

**PepsiCo Food Systems -Sr. Manager, Organization Capability**

Consulted with executives on implementation of HRD/OD processes; enhanced the Human Resource Planning process by automating administrative process, served as “Dean” of Operations University; managed company-wide employee survey

**1/93 - 2/96**

**Texaco Inc. - Senior OE Consultant**

Consulted with Texaco business units and affiliates in the US, Latin America and Asia to help drive improvement in organization, leadership, and team performance; consulted on range of organization effectiveness projects including design of a new business development process, design and implementation of high-performing work teams, and design and implementation of a business measurement system

**6/87 - 5/91**

**External Human Resource Consultant/Contractor**

Provided HR consulting services to range of companies including Shell Oil Co., Exxon, Tenneco, Dow Chemical, Proctor & Gamble, NASA, and Union Texas Petroleum; provided interviewer training and 360 degree feedback to managers; developed selection tests; conducted applied research on job applicants and employees; participated on team in Shell Oil Co. that conducted company-wide study of professional development and workforce diversity

**Academic Teaching Experience**

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**Graduate / Exec Ed**

**National University of Singapore – APEX EMBA & Executive Ed (2001-2004)**

Leading Sustainable Change; Strategic HRM; Organisation Design and Development

**National University of Singapore – MBA & APHRM Programs (2000-2001)**  
Organization Development; Change Enablement; Management & Organisation

**University of Texas (Dallas) -MIMs long-distance learning program (1997)**  
Cross-Cultural Management

**University of Houston - MBA program & Exec Ed (1992-1993)** Managing Cultural Diversity; HR Management; Faculty for UH Executive Development Program (4-week course)

**Undergraduate**                      **Singapore Management University – Business School**  
Learning to Learn (2008)

**University of Houston - Undergraduate Psychology Program**  
Industrial / Organizational Psychology (1988)  
Organization Development (1988)  
Research Methods (1988)

### **Applied Research Experience**

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**1/05 – current**                      **Asian Collaborative Organisation Research Network (ACORN)**  
**Founder and Chairman of the Board**  
ACORN is a non-profit created to foster applied research in Asia. It is funded by Organisation Solutions.

**3/04 – current**                      **Asia Pacific Top HR Roundtable**  
**Founder and Network Leader**  
This peer-level forum includes 20 leading MNCs (e.g., Shell, Dell, SIA, Unilever, DHL, GSK, Microsoft) and is represented by their most senior regional or global head of HR. The group meets quarterly to share and learn together on strategic people and organisation issues. Members regularly participate in mini-studies and research projects.

**6/91 - 12/92**                      **Institute for Diversity and Cross-Cultural Management – Director; Center for Executive Development - Associate Director**  
Established and directed profit-generating, applied research and education center; obtained funding for and established community-based research program on corporate diversity practices; served as expert on workforce diversity issues for regional media; consulted on workforce diversity and cross-cultural management issues with Fortune 50 companies in the US

### **Publications**

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Eyring, Alison (2008). Executing Growth Strategies in China: Perspectives on People and Organisation. Human Resource Planning Society Journal (March edition)

Eyring, Alison (2001). The Challenges of Long-Distance Leadership: A view from Asia. In W. H. Mobley & M.W. McCall (eds.), Advances in Global Leadership volume II. Connecticut: JAI Press.

Eyring, Alison and Stead, Bette Ann (1998). Shattering the Glass Ceiling: Some Successful Corporate Practices. Journal of Business Ethics, 17, 245-251.

Fitzsimmons, D. and Eyring, A. (1993). Valuing and managing cultural diversity in the workplace. American Journal of Hospital Pharmacology, 50, 2404-7.

Stead, Bette Ann. and Alison Eyring (April, 1994). Steps to Implement Effective Business/Education Partnerships. Journal of Educational Public Relations, 15:3, 10-13.

Turban, D.B., Campion, J.E., & Eyring, A.R. (1995). Factors related to job acceptance decisions of college recruits. Journal of Vocational Behavior, 47, 193-213.

Turban, D.B., Eyring, A.R., & Campion, J.E. (1993). Job attributes: preferences compared with reasons given for accepting and rejecting job offers. *Journal of Occupational and Organizational Psychology*, 66, 71-81.

Turban, D.B., Campion, J.E., & Eyring, A.R. (1992). Factors relating to relocation decisions of research and development employees. *Journal of Vocational Behavior*, 41, 183-199.

### **Professional Papers and Presentations**

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Eyring, A. (1992). The use of qualitative measures in studying diversity. Pre-conference workshop delivered at the 52nd Annual Academy of Management Convention Las Vegas, Nevada.

Eyring, A. (1992). Strategies for capitalizing on workforce diversity. Workshop presented at the Annual Conference of the Association for Nonprofit Management in Dallas, Texas.

Eyring, J., Eyring, A. and Johnson, D. (1989). Ability, self-efficacy, and sex during skill acquisition. Poster presented at the 97th Annual Convention American Psychological Association, Boston, Massachusetts.

Eyring, A., Campion, J., Turban, D. (1992). The impact of timing of the campus interview on actual job offer and site visit decisions. Paper presented at the 7th Annual Convention of the Society for Industrial Organizational Psychologists, Montreal, Canada.

Eyring, A., Jackson, S., Sonnenfeld, J. DiTomaso, N. Kraut, A. & Cox, T. (1992). The Impact of diversity on organizational behavior. Symposium presented at the 52nd Annual Academy of Management Convention Las Vegas, Nevada.

Eyring, A., Turban, D., Campion, J., & Francis, D. (1990). Factors influencing job choice decisions: A comparison of alternative structural models. Paper presented at the 50th Annual Academy of Management Convention, San Francisco, California.

Turban, D.B., Eyring, A.R. & Campion, J.E. (1993). Influences of the site visit on job offer decisions. Paper presented at the 8th Annual Convention of the Society for Industrial Organizational Psychologists, San Francisco, California.

Turban, D.B., Campion, J.E., & Eyring, A.R. (1991). Factors influencing college recruits' job offer intentions and actual decisions. Paper presented at the 6th Annual Convention of the Society for Industrial Organizational Psychologists, St. Louis, Missouri.

Turban, D.B., Eyring, A.R., & Campion, J.E. (1990). An investigation of factors influencing a relocation decision. Paper presented at the 98th Annual Convention of the American Psychological Association, Boston, Massachusetts. (ERIC Document Reproduction Service No. ED328816).

Turban, D.B., Eyring, A.R., & Campion, J.E. (1990). Employment decision of college recruits: A comparison of factors influencing the accept and reject decision. Paper presented at the 5th Annual Convention of the Society for Industrial Organizational Psychologists, Miami, Florida.

## **Presentations (Invited)**

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Eyring, Alison (to be delivered in February 2009). The Future of Work: Implications for HRD. Presentation to the World HRD Congress in Mumbai, India.

Eyring, A.R. and Valera, Albert, (2001). Remote Leadership: Getting things done across time, geography and culture. One-day pre-conference workshop to be delivered at the 16th Annual Convention of the Society of Industrial/Organizational Psychologists in San Diego.

Eyring, A.R., Bennett, Chuck and Reynolds, Shari, (1999). Marrying People and Technology: Real World Cases and Lessons Learned in Technology Implementation. One-day pre-conference workshop delivered at the 14th Annual Convention of the Society of Industrial/Organizational Psychologists in Atlanta.

Eyring, A.R., (1999). Developing and Leveraging Intellectual Capital. Presentation delivered to the 2nd Annual Asia Chief Executive Forum in Singapore.

## **Grants**

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Received \$10,000SD in 2001 from the National University of Singapore for project conducted in partnership with Dr. Audrey Chia. Study will validate 2 instruments for measuring distributed team performance and distributed manager performance.

Received \$60,000SD in 2000 from the National University of Singapore for project conducted in partnership with Dr. Prem Shamdasani. Study involved gathering data from 131 companies and using structural modeling to determine organisation practices that impact brand equity.

Received \$ 10,000USD in 1991 from the Greater Houston Women's Association to examine corporate practices for shattering the glass ceiling for women. Surveyed 1000 companies in Houston and identified best practices. Leveraged findings to recognize community leaders in this area.

## **Thesis Committee Service**

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Ng, Yin-Mei (1996). An Examination of Segmentation and Comparative Evaluation on Predicting Job Choice Outcomes. Masters thesis written for the University of Houston Department of Industrial/Organizational Psychology

Schneider, Karen (1993). The Impact of Individual Differences and Training on the Acculturation of International Students. Masters thesis written for the University of Houston Department of Industrial/Organizational Psychology

## **Technical Reports**

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Lennard Kwek & Eyring, A (April 2002) Branded! Scorecard Research Instrument. Technical Report submitted to CSBA research team.

Eyring, A., Campion, J. & Turban, D. (June 1989). Final report for the 1987-1988 recruiting study. Final report submitted to Dow Chemical Company – Texas Operations.

Osburn, H., Campion, J. & Eyring, A. (December 1989). The construct equivalency of two test batteries for selecting computer operators. Final report submitted to Exxon Company USA.

## **Professional Memberships**

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- Society of Industrial Organizational Psychologists (1991-present); served on Workshop Committee (1995 to 1998)
- American Psychological Association (1991-present)
- Organization Development Network (1987-1990; 1999-present)

## **Community Service**

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- Member of HRD Advisory group to the Singapore Workforce Development Agency as part of the development of the Human Resource Workforce Skills Qualifications (HR WSQ) system to professionalise the HR sector in Singapore (2006 – 2008)
- Member of the Regional Affairs Committee of American Chamber of Commerce in Singapore (2001-current)
- Member of the Board of Directors of the Houston Women's Home in Houston, Texas, a nonprofit rehabilitation center for women recovering from crisis (1992-1995)

## **Languages**

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- Fluent spoken and written English and Spanish
- Basic spoken Mandarin