

CURRICULUM VITAE

Eugene Sadler-Smith, Ph.D., B.Sc., FCIPD, MBPsS, FRSA, FAcSS

Summary

I am currently Professor of Organizational Behaviour, Surrey Business School. My first degree was from the University of Leeds (School of Geography), and my Ph.D. from the University of Birmingham (Thesis title 'Individual differences and the design of instructional materials', 1988-1992 part-time, completed whilst working in the human resource development department of British Gas plc, 1987-1994).

During my career I have held various senior managerial positions including Associate Dean (Research) and Head of Department. I have also held several editor-in-chief, associate editor and editorial board roles on international peer-reviewed 3* and 4* journals. My main research interests are intuition (in organizational decision making) and hubris (in business and political leadership).

My research has been published in various ABS3,4,4* journals including: *Academy of Management Learning and Education* (four times); *Academy of Management Perspectives* (twice); *British Journal of Management* (three times); *British Journal of Educational Psychology*; *British Journal of Psychology*; *Business Ethics Quarterly*; *European Journal of Work and Organizational Psychology*; *Human Relations*; *Human Resource Management Journal* (twice); *International Journal of Human Resource Management*; *International Journal of Management Reviews* (three times); *International Small Business Journal* (twice); *Journal of Occupational & Organizational Psychology*; *Journal of Organizational Behaviour*; *Long Range Planning* (twice); *Management Learning* (three times); *Organizational Dynamics* (twice), *Organizational Research Methods*; *Organization Studies*; *Strategic Entrepreneurship Journal*, etc. I also have engaged with practitioner audiences through *Forbes* (Korea), *Work, People Management, Communication Director*, etc.

I have presented papers at major international conferences such as Academy of Management (selected for the Best Paper Proceedings on three occasions; shortlisted for the MED Division best paper prize in 2016; runner-up for the *Academy of Management Perspectives* best article in 2019), European Group for Organization Studies (EGOS), Process Organization Studies (PROS), British Academy of Management (BAM), University Forum for HRD (winner of the Monica Lee Prize in 2015), etc.

My latest book is *Trust Your Gut* (Pearson, 2024, 261pp). I have written a number of other books including: *The Hubris Hazard and How to Avoid It* (Routledge, 2024, 290pp); *Human Resource Development: From Theory into Practice* (SAGE, 2022, 463pp); *Hubristic Leadership* (with a Foreword by Lord David Owen) (SAGE, 2019, 204pp); *Learning and Development for Managers* (Blackwell, 2006, 470pp.), *Inside Intuition* (Routledge, 2008, 352pp) and *The Intuitive Mind* (John Wiley and Sons, 2010, 324pp). The latter has been translated into Japanese, Korean, Portuguese, and Russian, and was shortlisted for the Chartered Management Institute's 'Management Book of Year' award in 2010 (the winner was Mintzberg's *Managing*).

I have contributed as chapter author and editor to numerous handbooks including as co-editor of the forthcoming *Hubris: Ancient and Modern* to be published by Cambridge University Press in 2024.

My *h* (Hirsch) indices are currently 34 (ISI Web of Knowledge) and 69 (Google Scholar).

I served a six-year term of office as joint Editor-in-Chief of *Management Learning* (2010-2016); my current and previous editorial board responsibilities include: *Academy of Management Learning and Education* (former Advisory Board member), *British Journal of Management* (former Advisory Board member), *International Journal of Management Reviews* (former Associate Editor), and *Journal of Management Education* (Advisory Board), and *Human Resource Development International* (Advisory Board).

I have received research funding from The British Academy, The Chartered Institute of Personnel and Development (CIPD), Daedalus Trust, Leverhulme Foundation and the ESRC South-East Doctoral Training Consortium (ESRC DTC).

My external engagement and executive education work has involved projects with: Chartered Institute of Personnel and Development (CIPD); Tesco; The Mind Gym; The Metropolitan Police; The Agency Partnership; The Berkley Partnership; Board Intelligence; Tias Nimbas (Tilburg); MedAct; Institute of Chartered Secretaries and Administrators (ICSA); AcademiWales (Welsh Government Senior Leaders' Winter and Summer Schools 2018 and 2023); the Home Office; the Scottish Government senior civil servants' leadership development programme; Care Quality Commission; RSM UK; European House Ambrosetti (Milan); and Forbes Korea (four times).

My intuition research has featured on BBC Radio 4 and in *The Times* newspaper; I was involved with Lambent Productions in advising on and appearing in the 'intuition' episode of series two of *The Secrets of the Brain* (Autumn 2017) on Sky TV. My hubris research was the cover story for *Forbes* (Korea) in August 2018 and featured in the magazine on subsequent occasions following by keynote speeches to Korean executives. My hubris research has also and featured on Sideways ('Big Head') on BBC Radio 4 (available on BBC Sounds: <https://www.bbc.co.uk/programmes/m000ylfn>).

I am a Fellow of the Chartered Institute of Personnel and Development (FCIPD), Fellow of the Royal Society of Arts (FRSA), a Member of the British Psychological Society (MBPsS), and Fellow of the Academy of Social Sciences (FAcSS).

Current Appointment and Professional Experience

Current Post

Professor of Organisational Behaviour, Surrey Business School, University of Surrey (2003 to date, during which time I have been: Director of MSc Programmes; Director of the Centre for Management Learning; Head of People and Organizations' Subject Group).

I am a Visiting Professor at ISM School of Management and Economics, Vilnius., Lithuania.

Previous Posts

Professor of Human Resource Development & Associate Dean (Research), Plymouth Business School, University of Plymouth, Plymouth (2001 to 2003)

Reader in Human Resource Studies, University of Plymouth Business School (July 1999 to 2001)

Research Director, Group for Organisational Learning and Development, University of Plymouth Business School (1998 to 2000)

Senior Lecturer, Human Resources Studies Group, Plymouth Business School, University of Plymouth (1994 to 1998)

Senior Training Designer, British Gas plc, Altrincham, Cheshire (1990 to 1994)

Training Designer, British Gas plc, Northwich, Cheshire (1987 to 1990)

Teacher of Geography and Geology, Park High School, Birkenhead (1981 to 1987)

Education

University of Birmingham: 1988-1992 (part-time), Ph.D. (Individual Differences and the Design of Instructional Materials, School of Education, University of Birmingham, 1992; Supervisor, Dr R. J. Riding)

North Cheshire College (University of Manchester): 1980-1981, Post-Graduate Certificate in Education (North Cheshire College, University of Manchester, 1981)

University of Leeds: 1977-1980, B.Sc. (Hons.) II(i), Geography (School of Geography, University of Leeds, 1980)

Publications

Books

Sadler-Smith, E. (2024). *Trust Your Gut*. London: Pearson (in production).

Sadler-Smith, E. (2024). *The Hubris Hazard and How to Avoid It*. Abingdon: Routledge (in production).

Sadler-Smith, E. (2023). *Intuition in Business*. Oxford: Oxford University Press (305pp).

Sadler-Smith, E. (2022). *Human Resource Development: From Theory into Practice*. London: SAGE (463pp)

Sadler-Smith, E. (2019). *Hubristic Leadership* (with a Foreword by Lord David Owen). London: SAGE (204pp).

Sadler-Smith, E. (2010). *The Intuitive Mind: Profiting from the Power of Your Sixth Sense*. Chichester: John Wiley and Sons (324pp). Translated and published in Brazil, Japan, Korea, and Russia; shortlisted for the CMI's 'Management Book of the Year Award' 2011 (the eventual winner was Mintzberg's *Managing*).

Sadler-Smith, E. (2008). *Inside Intuition*. Abingdon: Routledge (352pp).

Sadler-Smith, E. (2006). *Learning and Development for Managers: Perspectives from Research and Practice*. Oxford: Blackwell (480pp).

Smith, P.J. & Sadler-Smith, E. (2006). *Learning in Organisations: Complexities and Diversities*. Abingdon: Routledge (239pp).

Edited Books

Cairns, D., Bouras, N. & Sadler-Smith, E. (eds) (2024). *Hubris: Ancient and Modern*. Cambridge: Cambridge University Press (in production).

Selected Book Chapters

Sadler-Smith, E. (2017) Moral intuition is a virtue, sometimes. Section Editor's introduction to the Psychology section of *Handbook of Virtue Ethics in Business and Management* (Edited by Sison, A.J.). Dordrecht: Springer: 483-490.

Sadler-Smith, E. (2015) Hubris in business and management research: A 30-year review of studies. In P. Garrard & G. Robinson (Eds.) *The Intoxication of Power: Interdisciplinary Insights*, pp. 39-74. London: Palgrave Macmillan.

Sadler-Smith, E. (2014). Researching intuition: A curious passion. In J. Liebowitz, (Ed.) *Bursting the Big Data Bubble: The Case for Intuition-Based Decision Making*, pp. 3-19. Boca Raton: Taylor & Francis.

Sadler-Smith, E. (2014). Intuition in professional and practice-based learning. In S. Billett, C. Harteis & H. Gruber (Eds.) *International Handbook of Research in Professional and Practice-based Learning, Volume 2*, pp.807-834. Dordrecht: Springer.

Sadler-Smith, E. (2012). Meta-cognition and styles. In LF. Zhang, RJ. Sternberg, and SJ. Rayner (Eds.) *Handbook of Intellectual Styles*, pp.153-172. New York: Springer.

Burke LA. & Sadler-Smith E. (2011) Integrating intuition into higher education: A perspective from business management. In M. Sinclair (Ed.) *Handbook of Intuition Research*, pp. 237-246. Cheltenham: Edward Elgar.

Hodgkinson GP. & Sadler-Smith E. (2011) Investigating intuition: Beyond self-report. In M. Sinclair (Ed.) *Handbook of Intuition Research*, pp. 52-66. Cheltenham: Edward Elgar.

Sadler-Smith, E. (2010), Intuitive intelligence. In J. Gold, A. Mumford & R. Thorpe (Eds.) *The Gower Handbook of Management and Leadership Development*, pp.387-403. Aldershot: Gower.

Sadler-Smith, E. (2009), A duplex model of cognitive style. In R.J. Sternberg & L-F. Zhang (Eds.) *Perspectives on the Nature of Intellectual Styles*, pp.3-28. Boston: Springer.

Sadler-Smith, E. (2009). Cognitive styles and learning strategies in management education. In S.J. Armstrong & C. Fukami (Eds.) *The Sage Handbook of Management Learning, Education and Development*, pp.301-324. Los Angeles, SAGE.

Sadler-Smith, E., Hodgkinson, G.P & Sinclair, M. (2008), A matter of feeling? The role of intuition in entrepreneurial decision making and behaviour. In N.M. Ashkanasy, W.J. Zerbe & C.J. Hartel (Eds.) *Research on Emotion in Organisations: Volume 4, emotions, ethics and decision-making*, pp.35-55. Bingley: JAI Press.

Sinclair, M, Sadler-Smith, E. & Hodgkinson, G.P., (2008), The role of intuition in strategic decision making, A. Costanzo and RB. McKay (Eds.) *The Handbook of Research on Strategy and Foresight*, pp.393-417. Cheltenham, UK: Edward Elgar.

Sadler-Smith, E & Sparrow, PR, (2007), Intuition in organisational decision-making, In GP. Hodgkinson, and WH. Starbuck, (Eds.) *The Oxford Handbook of Organizational Decision-making*, pp. 305-324. Oxford: Oxford University Press.

Sadler-Smith, E. & Lean, J. (2003). The practice of human resource development (HRD) in smaller firms. In J. Stewart and G. Beaver (Eds.) *Human Resource Development in Small Organisations: research and practice*, pp.124-148. London, Routledge.

Sadler-Smith, E. (2001). Self-perception of team-roles: some implications for business and management. In RJ. Riding, & SG. Rayner, (Eds.) *International Perspectives on Individual Differences (2): Self-Perception*, pp.101-132. Stanford, JAI Press.

Sadler-Smith, E. (1999). Cognitive style and learning in organisations. In RJ. Riding, & SG. (Rayner, Eds.) *International Perspectives on Individual Differences (1): Cognitive Styles*, pp.181-214. Stanford, JAI Press.

Academic Journal Articles (2014 to Date)

Akstinaite V. and Sadler-Smith, E. (2022) Did destructive leader behaviours help create the conditions for the spread of Covid-19, and what are the early warning signs? *Leadership*, **19**(1): 7-26.

Sadler-Smith, E. and Akstinaite, V. (2021). Identification of linguistic markers of insight and intuition using computer-assisted text analysis. *The Journal of Creative Behaviour*, **56**(2): 296-303.

Sadler-Smith, E. Akstinaite, V., and Akinci, C. (2021). Identifying the linguistic markers of intuition in human resource (HR) practice. *Human Resource Management Journal*, **32**(3): 584-602.

Sadler-Smith, E. and Akstinaite, V. (2021). Human hubris, anthropogenic climate change, and an environmental ethic of humility. *Organization & Environment* **35**(3): 446-467.

Sadler-Smith, E. and Héliot, Y. G. (2021). Searching for spiritual intuition in management. *Journal of Management, Spirituality & Religion*, **18**(4): 332-354.

Akstinaite, V., Garrard, P. and Sadler-Smith, E. (2021). Identifying linguistic markers of CEO hubris: a machine learning approach. *British Journal of Management* **33**(3): 1163-1178.

Sadler-Smith, E. and Cojuharenco, I. (2021). Business schools and hubris: Cause or cure? *Academy of Management Learning and Development* **20**(2): 270-289.

Asad, S. and Sadler-Smith E. (2020) Differentiating leader hubris and narcissism on the basis of power. *Leadership*, **16**(1): 39-61.

Akinci, C. and Sadler-Smith E. (2019). 'If something doesn't look right, go find out why': how intuitive decision making is accomplished in police first-response. *European Journal of Work and Organizational Psychology*, **29**(1): 78-92.

Akstinaite, V., Robinson, G. and Sadler-Smith, E. (2019). Linguistic markers of CEO hubris. *Journal of Business Ethics*, **167**: 687-705.

Keller, J. W. and Sadler-Smith, E. (2019). Paradoxes and dual-process theories: A review and synthesis. *International Journal of Management Reviews*, **21**(2): 162-184.

Johan, N., Sadler-Smith, E., and Tribe, J. (2018). Informal and incidental learning in the liminal space of extended independent (gap year) travel. *Academy of Management Learning & Education*, **18**(3): 388-413.

Sadler-Smith E, Robinson G, Akstinaite V and Wray TCD. (2018). Hubristic leadership: Understanding the hazard and mitigating the risk. *Organizational Dynamics* **48** (2): 8-18.

Hodgkinson, G.P. and Sadler-Smith, E. (2018). The dynamics of managerial intuition. *Academy of Management Perspectives*, **32**(4): 473-492

Akinci, C. & Sadler-Smith, E. (2018). Collective intuition: Implications for improved decision making and organisational learning. *British Journal of Management*, **30**(3): 558-577.

Goss, D. & Sadler-Smith, E. (2017). Opportunity creation: Entrepreneurial agency, interaction and affect. *Strategic Entrepreneurship Journal*, **21**(2): 219-236.

Sadler-Smith, E., Akstinaite, V., Robinson, G., & Wray, TCD. (2017). Hubristic leadership: A review. *Leadership*, **13**(5): 525-548.

Sadler-Smith, E. (2016). 'What happens when you intuit?' Understanding human resource practitioners' subjective experience of intuition through a novel linguistic method. *Human Relations*, **69**(5): 1069-1093.

Sadler-Smith, E. (2015). Communicating climate change risk and enabling pro-environmental behavioral change through human resource development. *Advances in Developing Human Resources*, **17**(4): 442-459.

Sadler-Smith, E. (2015) Wallas' four-stage model of the creative process: More than meets the eye? *Creativity Research Journal*, **27**(4): 342-352.

Kalou, Z. & Sadler-Smith, E. (2015). Using ethnography of communication in organizational research. *Organizational Research Methods*, **18**(4): 629-655.

Sadler-Smith, E. (2015). The role of intuition in entrepreneurship and business venturing decisions. *European Journal of Work and Organizational Psychology*, **25**(2): 212-225.

Sadler-Smith, E. & Burke-Smalley, L.A. (2015). How much do we really understand about how managers make important decisions? *Organizational Dynamics*, **44**(1): 9-16.

Claxton, G., Owen, D., & Sadler-Smith, E. (2015). Hubris in leadership: A peril of unbridled intuition? *Leadership*, **11**(1): 57-78.

Miles, A., & Sadler-Smith, E. (2014). "With recruitment I always feel I need to listen to my gut": The role of intuition in employee selection. *Personnel Review*, **43**(4): 606-627.

Anderson, V., Garavan, T., and Sadler-Smith, E. (2014). Corporate social responsibility, sustainability, ethics and international human resource development. *Human Resource Development International*, **17**(5): 497-498.

Sadler-Smith, E. (2014). Making sense of global warming: Designing a human resource development response. *European Journal of Training and Development*, **38**(5): 387-397.

Sadler-Smith, E. (2014). HRD research and design science: Recasting interventions as artefacts. *Human Resource Development International*, **17**(2), 129-144. Winner of the Monica Lee Award for Research Excellence at the Annual UFHRD Conference, Cork 2015.

Academic Journal Articles (1992 to 2013)

Akinci C. & Sadler-Smith E. (2013) Assessing individual differences in experiential (intuitive) and rational (analytical) cognitive styles. *International Journal of Selection and Assessment*, **21**(2): 211-221.

Sadler-Smith E. (2013) Toward organizational environmental virtuousness. *Journal of Applied Behavioral Science*, **49**(1): 123-148.

Armstrong SJ., Cools E. & Sadler-Smith E. (2012) Role of cognitive styles in business and management: Reviewing 40 years of research. *International Journal of Management Reviews*, **14**(3): 238-262.

Chaston I. & Sadler-Smith E. (2012) Entrepreneurial cognition, entrepreneurial orientation and firm capability in the creative industries. *British Journal of Management*, **23**(3): 415-432.

Sadler-Smith E. (2012) Before virtue: biology, brain, behavior, and the "moral sense". *Business Ethics Quarterly*, **22**(2): 351-376.

Akinci C. & Sadler-Smith E. (2012) Intuition in management research: A historical review. *International Journal of Management Reviews*, **14**(1): 104-122.

Gore J. & Sadler-Smith E. (2011) Unpacking intuition: A process and outcome framework. *Review of General Psychology*, **15**(4): 304-316.

Sadler-Smith E. (2011) The intuitive style: Relationships with local/global and verbal/visual styles, gender, and superstitious reasoning. *Learning and Individual Differences*, **21**(3): 263-270.

Hensman A. & Sadler-Smith E. (2011) Intuitive decision making in banking and finance. *European Management Journal*, **29**(1): 51-66.

Hodgkinson, G.P., Sadler-Smith, E., Burke, L.A., Claxton, G. & Sparrow, P. (2009). Intuition in organizations: Some implications for strategic management, *Long Range Planning*, **42**: 277-297.

Hodgkinson, GP., Sadler-Smith, E., Sinclair, M. & Ashkanasy, N. (2009). More than meets the eye? Intuition and analysis revisited, *Personality and Individual Differences*, **47**: 342-346.

Blackman, D. & Sadler-Smith, E. (2009). The silent and the silenced in organisational knowing and learning, *Management Learning*, **40**: 569-585.

Sadler-Smith, E. & Burke, LA. (2009). Fostering intuition in management education, *Journal of Management Education*, **33**: 239-262.

Armstrong, SJ. & Sadler-Smith, E. (2008). Learning on demand, at your own pace, and in rapid bite sized chunks: The future shape of management development? *Academy of Management Learning and Education*, **7**(4): 571-586.

Hodgkinson, GP., Langan-Fox, J. & Sadler-Smith, E. (2008). Intuition: A fundamental bridging construct in the behavioural sciences, *British Journal of Psychology*, **99**(1): 1-27.

Sadler-Smith, E. & Shefy, E. (2007). Developing intuitive awareness in management education, *Academy of Management Learning and Education*, **6**(2): 186-205.

Gold, J., Thorpe, R., Sadler-Smith, E. & Woodall, J. (2007). Continuing professional development in the legal profession: A practice-based-learning perspective, *Management Learning*, **38**(2): 235-250.

Leybourne, S. & Sadler-Smith E. (2006). The role of intuition and improvisation in project management, *International Journal of Project Management*, **24**: 483-492.

Burke, LA. & Sadler-Smith, E. (2006). Instructor intuition in the educational context, *Academy of Management Learning and Education*, **5**(2): 169-181.

Shefy, E. & Sadler-Smith, E. (2006). Applying holistic principles in management development, *Journal of Management Development*, **29**(4): 368-385.

Sadler-Smith, E. & Shefy, E. (2004). The intuitive executive: Understanding and apply 'gut feel' in decision making, *Academy of Management Executive*, **18**(4): 76-91.

Sadler-Smith, E. (2004). Cognitive style and the performance of small and medium sized enterprises, *Organization Studies*, **25**: 155-182.

Sadler-Smith, E. & Smith, PJB. (2004) Strategies for accommodating individual's styles and preferences in flexible learning programmes, *British Journal of Educational Technology*, **35**: 395-412.

Sadler-Smith, E., El-Kot, G. & Leat, M. (2003). Differentiating work autonomy facets in a non-western context: relationships with commitment and satisfaction, *Journal of Organizational Behavior*, **24**: 709-732.

Hodgkinson, GP. & Sadler-Smith, E. (2003). Complex or unitary? A critique and empirical reassessment of the Allinson-Hayes Cognitive Style Index, *Journal of Occupational and Organizational Psychology*, **76**: 243-268.

Sadler-Smith, E., Hampson, Y., Chaston, I. & Badger, B. (2003). Managerial behaviour, entrepreneurial style and small firm performance, *Journal of Small Business Management*, **41**: 47-67.

Rainbow, SW. & Sadler-Smith, E. (2003). Attitudes to computer assisted learning amongst business and management students, *British Journal of Educational Technology*, **34**: 615-624.

Sadler-Smith, E. (2001) A reply to Reynold's critique of learning style, *Management Learning*, **32**: 291-304.

Sadler-Smith, E. (2001). Three or four learning styles? A reply to Swailes and Senior, *International Journal of Selection and Assessment*, **9**: 207-214.

Sadler-Smith, E. (2001). The relationship between learning style and cognitive style. *Personality and Individual Differences*, **30**: 609-616.

Sadler-Smith, E., Spicer, DP. & Chaston, I. (2001). Learning orientations and growth in smaller firms. *Long Range Planning*, **34**: 139-158.

Chaston, I., Badger, B. & Sadler-Smith, E. (2001). Organisational learning: an empirical assessment of process in small UK manufacturing firms, *Journal of Small Business Management*, **7**: 139-151.

Chaston, I., Badger, B., Sadler-Smith, E. & Mangles, T. (2001). The Internet and E-commerce: an opportunity to examine organizational learning processes in small manufacturing firms, *International Small Business Journal*, **19**: 13-30.

Chaston, I., Badger, B., Sadler-Smith, E. & Mangles, T. (2001). Organisational learning style, competencies and learning systems in small manufacturing firms, *International Journal of Operations and Production Management*, **21**: 1417-1432.

Gardiner, P., Leat, M. & Sadler-Smith, E. (2001). Organisational learning: some implications for human resource management, *Human Resource Development International*, **4**: 391-406.

Savvas, M., El-Kot, G. & Sadler-Smith, E. (2001). A comparative study of cognitive styles in Egypt, Greece, Hong Kong and the UK, *International Journal of Training and Development*, **5**: 64-73.

Sadler-Smith, E., Allinson, CW. & Hayes, J. (2000). Cognitive style and learning preferences: some implications for CPD, *Management Learning*, **31**: 239-256.

Sadler-Smith, E., Badger, B. & Leat, M. (2000). Personnel practitioners are people too: a short note on their job-induced tension, job satisfaction and organisational commitment. *Human Resource Management Journal*, **10**: 8-15.

Sadler-Smith, E., Down, S. & Lean, J. (2000). Modern training methods: rhetoric and reality, *Personnel Review*, **29**: 474-490.

Sadler-Smith, E., Gardiner, P. Badger, B., Chaston I. & Stubberfield, J. (2000). Developing small firms through collaborative action. *Human Resource Development International*, **3**: 285-306.

Sadler-Smith, E., Spicer D. & Tsang, F. (2000). The Cognitive Style Index: a replication and extension, *British Journal of Management*, **11**: 175-181.

Chaston, I., Badger, B. & Sadler-Smith, E. (2000), Organisational learning style and competencies: a comparative investigation of transactionally-oriented UK manufacturing firms, *European Journal of Marketing*, **34**: 625-640.

Sadler-Smith, E. (1999). Intuition-analysis cognitive style and learning preferences of business and management students, *Journal of Managerial Psychology*, **14**: 26-38.

Sadler-Smith, E. (1999). Intuition-analysis cognitive style and approaches to studying, *Educational Studies*, **25**: 159-174.

Sadler-Smith, E., Down, S. & Field, J. (1999). Adding value to HRD: evaluation, Investors in People in small firm training, *Human Resource Development International*, **2**: 369-390.

Sadler-Smith, E. & Riding RJ., (1999). Cognitive style and learning preferences, *Instructional Science*, **27**: 355-371.

Chaston, I., Badger, B. & Sadler-Smith, E. (1999). The organisational learning system within small UK manufacturing firms, *International Journal of Training and Development*, **3**: 269-277.

Lean, J., Down, S. & Sadler-Smith, E. (1999). An examination of the developing role of personal business advisors within Business Link, *Environment and Planning C (Government and Policy)*, **17**: 609-619.

Lean, J., Down, S. & Sadler-Smith, E. (1999). The nature of the client Personal Business Advisor relationship with Business Link, *Journal of Small Business and Enterprise Development*, **6**: 80-88.

Sadler-Smith, E. (1998). Cognitive Style: some human resource implications for managers, *The International Journal of Human Resource Management*, **9**: 185-202.

Sadler-Smith, E. & Badger, B. (1998). Cognitive style, learning and innovation, *Technology Analysis and Strategic Management*, **10**: 247-265.

Sadler-Smith, E. & Badger, B. (1998). HR practitioners' attitudes to Continuing Professional Development, *Human Resource Management Journal*, **8**: 66-75.

Sadler-Smith, E, Sargeant, A & Dawson, A. Higher level skills training: meeting the needs of small businesses, *International Journal of Training and Development*, **1**: 216-229.

Sadler-Smith, E., Sargeant, A., & Dawson, A. (1998) Higher Level Skills Training and SMEs, *International Small Business Journal*, **16**: 84-94.

Sadler-Smith, E. & Tsang, F. (1998) A comparative study of approaches to studying in Hong Kong and the United Kingdom, *British Journal of Educational Psychology*, **67**: 81-93.

Sargeant, A., Sadler-Smith, E. & Dawson, A. (1998). University collaboration and Regional Economic development - exploiting the potential, *Local Economy*, **13**: 257-266.

Sadler-Smith, E. (1997). Learning style: frameworks and instruments, *Educational Psychology*, **17**: 51-64.

Riding, RJ. & Sadler-Smith, E. (1997). Cognitive style and learning strategies: some implications for training design. *International Journal of Training and Development*, **1**: 199-208.

Badger, B., Sadler-Smith, E. & Michie, E. (1997). Outdoor management development: use and evaluation, *Journal of European Industrial Training*, **21**: 318-325.

Sadler-Smith, E. (1996). Approaches to studying: age, gender and academic performance, *Educational Studies*, **22**: 367-380.

Sadler-Smith, E. (1996). Learning Styles: a holistic approach, *Journal of European Industrial Training*, **20**: 29-36.

Sadler-Smith, E. (1996). 'Learning styles' and instructional design, *Innovations in Education and Training International*, **33**: 185-193.

Sargeant, A., Sadler-Smith, E. & Dawson, A. (1996). Bridging the academic practitioner divide, *Industrial and Commercial Training*, November 1996: 16-25.

Riding, RJ. & Sadler-Smith, E. (1992), Type of instructional material, cognitive style and learning performance, *Educational Studies*, **18**: 323 – 340.

Funded Research, Managed Projects & Commissioned Work

British Academy/Leverhulme Foundation Research Grant: £9000, July 2013, 'The role of creative intuitions in extraordinary innovations'

Chartered Institute of Personnel and Development (CIPD), August 2011, £5000 'Steady state, ready state'

Chartered Institute of Personnel and Development (CIPD), August 2010, £5000 'The Head and Heart at Work (Soft Skills)'

British Academy Research Grant, July 2006: £3850 'Evaluation of *The Mind Gym*' (with Professor S.J. Armstrong, University of Hull - evaluation commissioned by *Academy of Management Learning and Education*)

University of Surrey Research Fund, £4000: The evaluation of transformative learning in the retail sector (collaborative research with Tesco plc. Evaluation of 'Every Little Helps' call centre training programme)

European Social Fund Adapt Programme "Competitiveness Using Competencies and Organisational Learning" £500,000. Management and organisational development for small and medium sized enterprises in Devon and Cornwall (with Dr. I Chaston and Mrs. B. Badger)

Management Charter Initiative (MCI) and Department for Education & Employment: Managerial Competencies in Small Firms £50,000 (with Dr. I Chaston and Mrs. B. Badger)

British Gas Exploration & Production (Reading): Telematics Project £2000

Taxifast (Plymouth): Evaluation of Training and Development Programme £2000

Ginsters Ltd (Callington): Development of Performance Management System £1000

Devon & Cornwall TEC and Business Link 'Releasing Potential' workshops for SME managers £1000

Selected Awards

British Academy of Management Best Full Paper Award, Research Methods Track, British Academy of Management Conference 2022

Academy of Management Perspectives Best Paper Award Finalist, Academy of Management Conference 2020

Monica M Lee Research Excellence Award, Academy of Human Resource Development Conference 2014

British Academy of Management Best Full Paper Award, Knowledge and Learning Track, British Academy of Management Conference 2012

PhD Theses Supervised to Completion (not including second supervisions)

Nic Hawkins 'Intuitive analysis: An Investigation of Dual Process Dynamics for Resource Allocation Decisions in a Small Business Context'

Filipe Worsdell 'Corporate Corruption: Individual Discretion and Financial Integrity in Portugal'

Vita Akstinaite 'Identifying Linguistic Markers of CEO Hubris'

Cinla Akinci 'Intuition and Strategic Decision Making in Top Management Teams'

Tim Whelan 'Leader Behaviour and Innovation'

Mike Savvas, 'Managers coping strategies'

Ghada El-Kot, 'Team Work Effectiveness'

David Spicer, 'Organisational Learning, Mental Models and Cognitive Style'

Penelope Gardiner, 'Organisational Learning in the Engineering Sector'

Yu Ru Hsu, 'HRM Practices in Taiwan'

Editorial Board Responsibilities

Consulting Editor *Management Learning* (formerly joint EiC)

Consulting Editor *International Journal of Management Reviews* (formerly AE)

Member of the Editorial Advisory Board for *Leadership*

Member of the Editorial Advisory Board for *Journal of Management Education*

Member of the Editorial Advisory Board for *Human Resource Development International*

Member of the Editorial Advisory Board for *Journal of European Industrial Training*

Previous Editorial Board Responsibilities include: Member of the International Editorial Board *Academy of Management Learning and Education*; Member of Editorial Board *British Journal of Management*; Associate Editor *International Journal of Management Reviews*

Ad hoc Journal Refereeing

Academy of Management Journal; Academy of Management Review; Administrative Science Quarterly; British Journal of Management; British Journal of Psychology; Entrepreneurship Theory and Practice; Human Relations; Human Resource Development International; Human Resource Development Quarterly; Human Resource Development Review; Human Resource Management Journal; Instructional Science; International Journal of Management Reviews; International Journal of Training and Development; International Small Business Journal; Journal of Business Ethics; Journal of Applied Psychology; Journal of Business Venturing; Journal of Management Studies; Journal of Occupational and Organizational Psychology; Journal of Small Business Management; Journal of Business Venturing; Learning and Individual Differences; Long Range Planning; Management Learning; Perceptual and Motor Skills; Personality and Individual Differences; Personnel Review; Psychological Bulletin; Psychological Reports; Studies in Higher Education

External Examiner Appointments (Ph.D. or equivalent)

Vrije Universiteit Amsterdam, Netherlands; Erasmus University, Netherlands; Australian Nation University, Canberra, Australia; University of Warwick; Dr. Psychology Degree, Faculty of Psychology, University of Gothenburg, Sweden; University of Strathclyde; University of Limerick,

Ireland; University of Sussex; University of Hull Business School; UQ Business School, University of Queensland, Australia; Cardiff University; Dr. Psychology Degree, Faculty of Psychology, University of Bergen, Norway; Deakin University, Australia; University of Birmingham; Faculty of Social Sciences, Cardiff University; Loughborough University.

Fellowships and Memberships of Professional and Other Bodies

Fellow of the *Academy of Social Sciences* (FAcSS)

Fellow of the *Royal Society of Arts* (FRSA)

Fellow of the *Chartered Institute of Personnel and Development* (FCIPD)

Member of the *British Psychological Society* (MBPsS)

Hirsch (h) Index

h-index (ISI Web of Science calculation) = 34

h-index (Google Scholar calculation) = 68

Most Recent Teaching Evaluation Scores

Postgraduate, MBA 'Managing Human Resources' 4.9, MSc 'Human Resource Development' 4.7; Undergraduate (final year), 'Ethics, Responsibility and Citizenship' 4.9, 'Leadership' 4.8; 'Managerial Decision Making' 4.9; Undergraduate (second year), Human Resource Management 4.5' (Five-point scale). I lead the modules in 'Human Resource Development' (MSc HRM) and 'Managerial Decision Making' (BSc). I have extensive experience in delivering executive education and engaging with practitioners in the UK and overseas.