

Chester S. Labeledz, Jr.

Office phone 401-524-7711
Home phone 401-353-9124
E-mail labeledzchs@ccsu.edu, clabeledz@gmail.com

74D Valley Green Court
North Providence, RI 02904 USA

EDUCATION

- Ph.D., Boston College, Carroll Graduate School of Management, Department of Organizational Studies (includes system dynamics studies at the Sloan School, M.I.T.), 2007.
- M.S. Organization Studies, Boston College, 2005
- New England Complex Systems Institute, MIT, (agent modeling) 2004
- Senior Information Technology Leadership Program, Boston University, 1996
- LL.M. Taxation, Boston University, (employee benefits and corporate) 1986
- J.D. cum laude, University of Michigan, 1977
- CASOS Institute, Carnegie Mellon University, (social science simulation) 2002
- Senior Human Resources Leadership Program, Society for Human Resource Management and University of Illinois, 1992
- Advanced Management Program, Harvard Business School and Textron, 1985
- A.B. summa cum laude, Mathematics and Philosophy, Boston College, 1974

RESEARCH

My research interests lie in the areas of competitive and human resources strategy and management, modeling the complex dynamics of organizations, and organizational transformation.

HR STRATEGY AND MODELING

- **A Simulation Approach to Evaluating Unintended Consequences Emerging from Reductions in Total Rewards Offerings.** Doctoral dissertation, *Richard P. Nielsen, chair; Monique Valcour, Kathleen Carley (Carnegie Mellon) and Deborah Nightingale (MIT), members.* Defended successfully, November 15, 2006.
- **Implementing a Multi-level Model for Anticipating Employee Choices through a System Dynamics Simulation Platform.** Co-authored paper, with George Stalker, Ph.D. Presented at the 2008 World Congress on Social Simulation.
- **“Very like a whale”: The strategy models of HR professionals.** Co-authored paper, with Jegoo Lee, Ph.D. (cand.) Invited to revise and resubmit by *Human Relations* journal, 2008.
- **Addressing Methodological Issues in Simulating a Human Resources Problem across Multiple Levels of Interest.** Co-authored paper, with George Stalker, Ph.D. Proceedings of the 2005 conference of the international System Dynamics Society.
- **A “Right Workforce” Model of Strategic Human Resource Management.** Presented at the 2004 annual meeting of the Academy of Management.
- **Determinants of the Mental Models of HR Strategists.** 2nd year empirical research project: *Stephen P. Borgatti, chair.* Presented at the 2003 meeting of the Academy of Management.

ORGANIZATIONAL TRANSFORMATION

- **Lean Enterprise Change case study (Rockwell Collins).** Co-authored case study, with George Roth, Ph.D., for the lean aerospace initiative at MIT, 2006.
- **Letterkenny Army Depot: Finance Innovations Support Lean Six Sigma Success.** Co-authored case study, with Roger K. Harvey, D.B.A., for the lean aerospace initiative at MIT and the U.S. Army science board, 2006.
- **Letterkenny Army Depot: the Army Teaches Business a Lesson in Lean Six Sigma.** Co-authored case study, with Roger K. Harvey, D.B.A., for the lean aerospace initiative at MIT and the U.S. Army science board, 2006.
- **“The Good is Oft Interred with their Bones”: Policy Paradox and Unintended Consequences.** 2nd year paper: *Richard P. Nielsen.* Drawing on environmental impact analyses, proposes the requirement for “potential dynamic issues statements” to improve decision-making and learning in the legislative arena. Challenges explanation and justification provided by Stone (Norton, 1997).

- **“Doubling Back on an Organizational Track”**. 1st year paper: *Jean M. Bartunek*. Proposes a redistribution-of-power based explanation for the inability of a firm to undo its renounced organizational transformation efforts. Extends Greenwood and Hinings (Org. Studies, 1988).

INSTRUCTIONAL AND PRESENTATION EXPERIENCE

- Management Systems, Central Connecticut State University, 2008
- Strategic Management (capstone), Central Connecticut State University, Fall 2007
- Human Resources Management, Central Connecticut State University, 2007-8
- Management Planning Seminar (capstone), Roger Williams University, Spring 2007
- Small Business Management, Roger Williams University, Spring 2007
- Management Principles, Roger Williams University, 2006-7
- Leadership Development Workshop (M.B.A.), Boston College, Fall 2004, 3.9/5.0.
- Organizational Behavior (Executive Development), Worcester Polytechnic Institute, Fall 2004, 3.8/4.0
- Organizational Behavior, Worcester Polytechnic Institute, Spring 2004, 4.6/5.0.
- Human Resources Management, Boston College, Winter 2004, 4.0/5.0
- Organizational Behavior, Boston College, Winter 2003, 3.9/5.0
- Human Resources Management, Boston College, Winter 2002. *Teaching assistant to Judith Gordon.*
- Organizational Behavior, Boston College, Fall 2001. *Teaching assistant to Stephen P. Borgatti.*
- Teaching Practicum, Boston College, Fall 2001. *Ph.D. course directed by Stephen P. Borgatti.*
- “Leader as Teacher” executive education program, *developed and conducted at* Textron Systems, Spring 2005

EXPERIENCE

CENTRAL CONNECTICUT STATE UNIVERSITY, New Britain CT, 2007-present

Tenure-track Assistant Professor, Department of Management and Organization, School of Business

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge MA, 2004-6

Research Associate, Lean Aerospace Initiative, Center for Technology, Policy and Industrial Development

Field research in the implementation of “lean” principles in organizational transformation efforts at a USAF air logistics center and in private industry. Co-authored three case studies of successful change programs.

NSTAR, Boston, MA, 1998-2000

Director, Total Rewards and HR Information Systems

Conducted a competitive, multiple-consultant analysis of post-merger Total Labor Costs, reducing annual expense by \$15 million.

Led a merger integration team in the design, documentation and communication of post-merger benefits and compensation programs, including substitution of a “hybrid plan” design for existing defined benefit plans.

TEXTRON INC., Providence RI and Wilmington MA, 1982-97

Vice President Human Resources and Administration, Textron Systems, 1993-7

Corporate Director, Benefits Compliance & Welfare Plans, Textron Inc., 1991-3

Senior Compensation and Benefits Counsel, 1988-91

Compensation and Benefits Counsel, 1985-8

Benefits Counsel, 1982-5

Co-leader in executing strategy to transform a firm from a matrix organization to a team-based one, implementing organizational development efforts including the replacement of traditional base pay merit increases by practices directly supporting and accelerating the organizational change:

- team-based variable pay-for-performance,
- competency-based “applied-skill-and-knowledge” adjustments to base pay,
- 360° assessments throughout all levels of the organization, and
- team development programs and personal learning plans for over 1,000 employees.

Exercised policy-making, design, communication, compliance and administrative responsibility for over 70 multi-industry defined benefit and defined contribution plans, and \$300 million in welfare plans:

- led multi-year analysis, design and implementation team response to legislation on qualified plans, coordinating efforts of Washington counsel and three major actuarial firms,
- directed world-wide welfare plans function, responsible for staff of 24 administrators, accountants and attorneys,
- achieved \$500 million reduction in company's initial FAS 106 APBO through plan redesign and prudently assertive valuation.

Led the design, documentation and implementation of executive pay and benefits, including:

- deferred income plan
- executive perquisites and severance benefits
- change-in-control provisions
- long-and short-term incentive compensation "top
- incentive and non-qualified stock options
- outside directors' pay and benefit programs

Developed extensive experience through frequent acquisitions and dispositions of business units, including due diligence and cultural change work.

Conducted buyer-seller benefits negotiations and negotiations with the Pension Benefit Guaranty Corporation, the IRS and the AFL-CIO regarding defined benefit plans.

ERISA INDUSTRY COMMITTEE, Washington DC, 1982-1997

A trade association representing Fortune 200 companies' legal and regulatory and interests on Total Rewards matters
Witness representing major employers' perspective in testimony to Congressional subcommittees on six occasions.

Member, Board of Directors, 1988-1997

Chairman, Title IV Task Force, 1984-1997

Member, Retirement Security, Legal, and Welfare Plans committees, 1982-1997

RHODE ISLAND CIVIC CHORALE AND ORCHESTRA, Providence RI, 1982 - present

A community chorus of 60-100 singers, with professional orchestra and annual budgets of \$60,000 to \$110,000

Emeritus Life Director, 1994-present

President, 1991-4

Vice President, 1988-1993

Chairman, Music Director Search Committee, 1984-6

TILLINGHAST, COLLINS & GRAHAM, Providence, RI, 1977-82

Attorney

Practice concentrated in the areas of defined contribution employee benefit plans, real estate secured lending, and individual and corporate insolvencies.