



RUTH A. HUWE, Curriculum Vitae

Michael G. Foster School of Business, University of Washington

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Metrics Whisperer, www.metricswhisperer.com

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PROFESSIONAL EXPERIENCE

UNIVERSITY OF WASHINGTON, Seattle, WA

Assistant Teaching Professor, Michael G. Foster School of Business. 1994-present

Graduate Teaching Assistant, School of Communication. 1990-1995

METRICS WHISPERER, Shoreline, WA www.metricswhisperer.com

President and Founder. Formerly Huwe Management Consulting. 1996-present

THE BOEING COMPANY, Tukwila, WA

On-site consultant to the Ed Wells Initiative. 1996-2007

Trainer for the Ed Wells Partnership. 2001-2016

WESTINGHOUSE, San Diego, CA

Production Director and Radio Announcer, KJQY, Group W chain. June 1983 - June 1990

EDUCATION

UNIVERSITY OF WASHINGTON

Ph.D. Speech Communication, 1995, Research Method Concentration

Joint funded: Speech Communication and Department of Management & Organization

RECENT TRAINING

Harvard Business School: HBS Case Method course. 2018

SHRM Certificate of Achievement, OD: Designing Successful Organizational Performance. 2017

SAN DIEGO STATE UNIVERSITY

M.A. Speech Communication, 1990, Organizational Communication Concentration

B.A. Speech Communication, 1986, Rhetoric Concentration, *Magna Cum Laude*

ACHIEVEMENTS

TRIPLE IMPACT AFRICA

Created and led a program to expose students to Sustainability Entrepreneurship and Intercultural Teamwork, visited institutions that represent all steps of the Agriculture Value Chain, trekked to impoverished villages and won two grants to help valorize products. September 2015, 2016, 2017, 2019

TOP 100 VISIONARY GLOBAL EDUCATOR

Award from the Global Forum on Education and Learning to be presented December 2020.

OFF-SITE FACILITATION

Facilitated two successive annual off-sites for over 100 anesthesiologists in the UW School of Medicine and was credited for helping them move from #4 to #2 ranking. 2010, 2011

AUTHOR

Metrics 2.0: Creating Scorecards for High Performance Teams and Organizations.

<http://www.abc-clio.com/product.aspx?id=53179> Published by Praeger. 2010

COLLABORATIVE LEADERSHIP

Led over 200 teams in Collaborative Leadership programs at The Boeing Company. 1997-2005

LANGUAGE & TECHNICAL SKILLS

- Expert at Power Point, Highly proficient in Excel
- Past research used SAS, SYSTAT, SPSS. Strong statistics background enables me to learn any company-specific data science or big data program.
- Taught college-level courses in Statistics and Research Methods.
- Wrote chapters on Statistics, Systems Theory, Research Methods in my Metrics textbook.
- Extensive experience in qualitative analysis both in academia and at Boeing.
- Proficient in Website design.
- Languages: Travel capable Spanish, Writing but limited vocabulary in formal Arabic.

ORGANIZATION DEVELOPMENT & CHANGE MANAGEMENT

UW MEDICINE

- Offsite facilitation for the UW Medicine Dept. of Anesthesiology. 2010, 2011
- Roosevelt Pain Center. Team Intervention and Facilitation. 2010
- Offsite facilitation at the University of Washington Medical School leadership retreat. 2007
- Offsite facilitation for the UW Medicine Dept. of Anesthesiology. 2010, 2011
- **Guest Speaker:**
- Keynote Speaker, "Negotiations," Women in Radiology Annual Event, April 4, 2019
- Teamwork and Communication: Maximizing Information and Cooperation, Minimizing Errors and Frustration. Grand Rounds presented to the UW School of Medicine, April 10, 2012.
- Negotiations. One-hour presentation to Radiologists at UW Medicine, October 2010. Contact: Dr. Byron Joiner, Dean of Medical Education
- Conflict Management. One-hour presentation to Chief Residents, UW Medicine, June 2010.
- Critical Skills for Collaborative Leadership. Four-hour presentation on annual Leadership Development day. 2007. Contact: Dr. Chris Surawicz, Dean of Leadership Development
- Grand Rounds: Negotiations. Contact: Dr. Byron Joiner
- Three-hour Lecture on Teambuilding: Certification Program in Medical Management, University of Washington Medical School (1999, 2000, 2001, 2002, 2003), Contact: Dr. Thomas Norris
- Three-hour Lecture on Negotiations: Certification Program in Medical Management, University of Washington School of Medicine (2001, 2002, 2003, 2004)

THE BOEING COMPANY

Program Manager, Partners in Leadership Program, On-site Consultant, 1996-2003

As program manager, made over 80 presentations to publicize collaborative leadership strategies, guided 196 teams through assigning roles and responsibilities, conducted over 60 team meetings to identify engineering technical skills, and held over 40 process check meetings for partners in leadership.

- Senior Leadership Team, Boeing Commercial Airplane Group. Analysis of the employee survey as it related to Organizational Commitment and Attrition. Engagement included a two-hour follow-up meeting to guide development of company-wide people plan for 160,000 employees. September 2000
- Facilitated 40+ "Data to Action" teams at the Boeing Company. 2002
- Taught and led teams to develop "Metrics: Vision to Action" at Boeing. 2003-2004
- Gallery Presentation of Utilization Tools (tools that I designed and that were later distributed to the entire Boeing Company on CD-ROM. Presented to the Support Team Meeting of the Boeing Company's Engineering Division. July 10, 2001.
- Motivational Speaker: Customer Engineering Offsite Meeting at the Boeing Company. Summer 2001.

LEADERSHIP

EXPERIENCE

- Created and Led the Triple Impact Africa Program, 16-18 students each year. 2015, 2016, 2017, 2019
- Led over 200 teams in Collaborative Leadership programs at The Boeing Company. 1997-2005
- Headed the Production Department and served as creative director at KJQY Radio with 11 dotted-line reports. 1987-1990.

LEADERSHIP DEVELOPMENT

Full-time Lecturer. Have taught all the major leadership courses at the Michael G. Foster School of Business including the Organizational Behavior survey course as well as electives in Leadership Development, Organizational Development and Change Management, and Performance Management. A typical quarter involves forming and managing over 20 teams across classes. 1994-present

Essential Leadership Skills. The Boeing Company.

Selected as 1 of 4 instructors who taught "Lead Training" to over 500 lead engineers at the Boeing Company. Four-hour sessions productivity improvement, decision making, and delegation. 2006-2009

Performance Management, Goal Setting and Achievement Recognition. Puget Power and Light.

Huwe, R. A. Guided 350 managers of all levels through a three-hour session on performance management. Emphasis on productivity measurement and the roll-out of a new employee survey system. Client: The former Puget Sound Power and Light Company, Bellevue, WA. 1994.

TEACHING AWARDS & RECOGNITION

Poets and Quants, Favorite Professor, 2017 <https://poetsandquantsforundergrads.com/2017/04/09/2017-best-brightest-brendon-krall-university-washington/>

Feature Article by a Student , 2017 <https://www.hercampus.com/school/washington/campus-conversations-professor-ruth-huwe>

Undergraduate Instructor of the Year, Management and Organization. 2014

Nominee, Distinguished Teaching Award, University of Washington. 2013

Undergraduate Teacher of the Quarter for Human Resources Management and Organizational Behavior. 2005, 2006

PROFESSIONAL ORGANIZATIONS

Rotary International, January 2015-present.

Center for Women and Democracy, December 2010-2012

Past: ICA, ATD, SHRM

METRICS

- Author: Metrics 2.0: Creating Scorecards for High Performance Teams and Organizations. 2010
- Facilitated 40+ "Data to Action" teams at the Boeing Company. 2002
- Taught and led teams to develop "Metrics: Vision to Action" at Boeing. 2003-2004
- Developed metrics used across the Liaison Engineering Organization at the Boeing Company. 2004
- Conducted all statistical reports on efficiency and satisfaction for 196 teams of the Partners in Leadership Program, the Boeing Company. 1997-2003
- Developed training metrics for the E Wells Partnership focusing on skill transfer. 2004
- Taught four MBA-level Metrics courses and helped students develop metrics for dozens of different companies, including a special study on metrics for Amazon.com.

CORPORATE SEMINARS:

Uses and Abuses of Metrics. Webinar presented to the Boeing Company. October 2012

Metrics. Eight-hour course at The Boeing Company based on the book Metrics 2.0. 2011

SUSTAINABILITY, CORPORATE SOCIAL RESPONSIBILITY, & AGRICULTURE

Created the first “Sustainability Entrepreneurship” course at the University of Washington with a focus on the export of Organic Agriculture. Led 16 students to Morocco to study all phases of the agriculture value chain, led them to study farming practices of a remote village, and then guided them on a process to write an agricultural strategy in the form of a grant. This program involved developing a relationship with a highly respected NGO, the “High Atlas Foundation.” 2015-2019

Faculty Advisor for both Sustainability student clubs at the Foster School of Business: “ReThink” and “Net Impact.” 2014 - present

Author of “The High Atlas Foundation: Sustainability Entrepreneurship in Rural Morocco.” Case for the first annual Global Sustainability Case Competition hosted by ReThink in partnership with Accenture. April 2016.

Competitions: Twice coached the winning UW team at Georgetown University’s Social Responsibility Case Competition and won both times (2009, 2019). Coached the winning UW team at the Milgard Social Responsibility Case Competition (2014).

Professor for the core business school course that teaches Corporate Social Responsibility and Sustainability, “Business, Government, and Society.” 2010-present

LABOR RELATIONS

Negotiation Trainer and Strategist for the SPEEA Union. SPEEA is the Boeing Company’s Engineer and Technical union, 20,000+ members. 1999, 2002, 2005, 2008

Presentations to the Working Together Partnership: Top Union Officials and Senior Executives of the Boeing Company brought together immediately following the 2000 SPEEA strike. The presentation involved over two hours of data results. (June 16, 2000) Three return visits for data updates followed.

Presentations to the Annual Leadership Conference for the SPEEA Union. June 1999, 2000, and 2002.

Principal Scientist: Huwe, R.A. Utilization Study 2000. Prepared for the CEO of The Boeing Company Phil Condit, President of Phantom Works Dave Swain, and President of Commercial Airplanes Alan Mulally. Conducted 200 interviews and completed the company’s final utilization study after 50 years of research. Summer 2000.

Principal Scientist: Huwe, R. A. Assessment of Worker Issues: Report to the Leadership Council of the Boeing Company. Analysis of 696 news articles and access to corporate database. Two-hour presentation to the initial “Working Together Partnership.” June 2000

Principal Scientist: Huwe, R. A. Picket Study 2000. The one researcher allowed access to conduct a study on causes of the SPEEA strike, the first white-collar labor strike in U.S. history. 2000.

Telephone mediation, King County Dispute Resolution Center.
18 months of half-day volunteer shifts. 1997, 2001

STATISTICAL RESEARCH AND DATA SCIENCE

Ph.D. DISSERTATION, University of Washington, 1995

Informative Supervisory Feedback and Supervisory Listening: An Examination of Effects on Productivity and Satisfaction.

Chair: Dr. Malcolm Parks. Members: Dr. Isabelle Bauman, Dr. Tom Scheidel, and Dr. Cecil Bell.

M.A. THESIS, San Diego State University, 1990

Ingratiation Success as a Function of Supervisor Communication Style and Communication Competence.

Chair: Dr. Susan A. Hellweg. Members: Dr. Brian H. Spitzberg, Dr. Sanford Erhlich

METRICS

Conducted all statistical reports on efficiency and satisfaction for 196 teams of the Partners in Leadership Program (1997-2003 at The Boeing Company). Developed metrics used across all Liaison Engineering Teams at the Boeing Company. Developed training metrics for the Ed Wells Partnership. Taught four MBA-level Metrics courses and helped students develop metrics for dozens of different companies, including a special study on metrics for Amazon.com.

CORPORATE STUDIES

Huwe, R.A. (Summer 2000). Utilization Study 2000. Prepared for the CEO of The Boeing Company Phil Condit, President of Phantom Works Dave Swain, and President of Commercial Airplanes Alan Mulally. Conducted 200 interviews and completed the company's final utilization study after 50 years of research.

Huwe, R.A. (June 2000). Assessment of Worker Issues: Report to the Leadership Council of the Boeing Company. Analysis of 696 news articles and access to corporate database. Two-hour presentation to the initial "Working Together Partnership."

Huwe, R. A. (Winter 2000). Picket Study 2000. The one researcher allowed access to conduct a study on reasons for the SPEEA strike, the first white-collar labor strike in U.S. history.

Huwe, R. A. (Winter 1999). "Customer Service Assessment: Electrical Lighting Systems at the Boeing Company." Qualitative and quantitative appraisal of internal customer service perceptions about a new method for reporting airplane design. Thirty randomly selected customers were interviewed by phone.

Huwe, R. A. "*Co-Leadership Instrument*."

Open-ended responses from 182 participants were analyzed to identify dimensions of leadership partnering. Three coders identified dimensions. Early form was used for training in the "Collaborative Leadership" program.

CONFERENCE PAPERS

Huwe, R. A., & Parks, M. (June 1993). When Talking Hurts: An Investigation of Divorce Communication Networks. International Communication Association, Washington, DC.

Huwe, R. A., Hellweg, S. A., & Spitzberg, B. H. (May 1991). The Measurement of Upward Ingratiation within the Organizational Context: Scale Construction and Pilot Analysis. Presented to the Organizational Division of the International Communication Association, Chicago, Illinois.

Spitzberg, B. H., & Huwe, R. A. (November 1991). Oral Communication Competency: Application and Assessment in Various Contexts and at Various Levels. Paper presented to the Speech Communication Association, Atlanta, Georgia.

Huwe, R. A. (February 1991). The Situation in the Mind of the Rhetorical Critic and the Cognitive Theorist: Model Presentation. Paper presented to the Communication Theory and Research Division of the Western Speech Communication Association, Phoenix, Arizona.

Huwe, R. A. (February 1990). The Status of Situation Theory: A conceptual Odyssey. Paper presented to the Communication Theory and Research Division of the Western Speech Communication Association, Sacramento, California.

Huwe, R. A. (May 1987). The Rhetoric of James Watt: A Defensive Communication Perspective. Undergraduate paper presented to the Hayward Conference in Rhetorical Criticism, Hayward, California.

TEACHING & INSTRUCTIONAL DESIGN

UNIVERSITY OF WASHINGTON, FOSTER SCHOOL OF BUSINESS. 1994-present
Current Undergraduate Courses: Leadership Development, Organization Development & Change Management, Negotiations, Organizational Behavior, and BGS (Business, Government, and Society).

Past Graduate Courses: Deal Making in the Global Arena, Negotiations, Metrics.

Electives Designed for the Foster School: Sustainability Entrepreneurship, Metrics for High Performance Teams, Virtual Leadership, and Intercultural Teamwork.

Executive Courses: Negotiations (AIMS program, SK program), Business Communication (GEMBA), Communication Analysis (BF Goodrich), Motivation (BEDC)

Past Courses: Business Communication

UNIVERSITY OF WASHINGTON, DEPT. OF SPEECH COMMUNICATION. 1990-1995
Undergraduate Courses: Empirical Approaches to Communication, Argumentation, Interpersonal Communication, Public Speech. Post-graduation in 1995 was rehired to teach the following: Nonverbal Communication, Organizational Communication

UNIVERSITY OF WASHINGTON, BOTHELL. 1994-2011
Undergraduate courses: Motivation, Leadership, Negotiations

BELLEVUE COMMUNITY COLLEGE. 1992-1996
Business Statistics, Group Communication, Presentation Skills

SAN DIEGO STATE UNIVERSITY, DEPT. OF SPEECH. 1989-1990
Course: Oral communication

CORPORATE TRAINING: Seminars

- Presentation Skills: Informative and Persuasive Speaking. The Boeing Company. 2002-2016
- Uses and Abuses of Metrics. Webinar presented to the Boeing Company. October 2012
- Metrics. The Boeing Company. 2011
- Managing Conflict and Negotiations. The Boeing Company. 2002-2004, 2010
- Negotiations. Barclay Dean Furniture. 2007
- Writing and Presenting Technical Reports. The Boeing Company. 2005-2008
- Intercultural Communication: Focus on Japan, China, and Russia. The Boeing Company. 2004
- Improving Productivity through Feedback. The Boeing Company. 1999-2000
- Utilization Tool Implementation: Train the Trainer. The Boeing Company. 2001-2002
- Statistics Made Easy: Modules I, II, III. City of Renton, City of Tukwila. 1997
- Effective Group Membership. Administrative Employees Association of Kitsap County. 1995-1996

CORPORATE TRAINING: Programs

Performance Management, Goal Setting and Achievement Recognition. Puget Power and Light. 1994
Huwe, R. A. Guided 350 managers of all levels through a three-hour session on performance management. Emphasis on productivity measurement and the roll-out of a new employee survey system. Client: The former Puget Sound Power and Light Company, Bellevue, WA

Essential Leadership Skills. The Boeing Company. 2006-2009
Participated as 1 of 4 instructors who taught "Lead Training" to over 500 lead engineers at the Boeing Company. Four-hour sessions evolving over the years from an emphasis on productivity improvement to motivation and finally to decision making and delegation.

SELECTED GLOBAL EXPERIENCE

Business Morocco: Triple Impact Africa. (August-September 2015, 2016, 2017, 2019)
Creator and leader of the 22-day program. Developed a collaboration with the High Atlas Foundation and with Al Akhawayn University in Morocco to create a unique study abroad program involving a cross-continental virtual project (a challenge with technology in a developing country), creating a series of institutional visits to track the "Seed to Sale" agricultural supply chain, a trek to the High Atlas mountains to lead development sessions with villagers, and completing the program by teaching students to write a grant for the Toubkal Commune. Courses to be taught at Al Akhawayn: Leadership, Motivation, Decision Making, Collaboration, and Metrics.

Asebus, Executive MBA Program. Bucharest, Romania. (May 2002, May 2003)
Taught the multi-day Negotiations course in Romania's top Executive MBA program.

Traveled to Vietnam as part of a political delegation with the Center for Women and Democracy. (Sept. 2011)

Faculty advisor on the MBA-led study tour to China. (March 2006)

Global Executive MBA Program (mostly LG Corporation participants from Korea), Michael G. Foster School of Business, University of Washington. (Fall 2002-Summer 2004). Taught the "Business Communication" course for four quarters.

Global MBA Program (experimental Taiwan MBA program), Michael G. Foster School of Business, University of Washington. (2003-2004, 2004-2005). Year-long communication course for international students.

Hiked on all 7 continents (usually on trek).

ACADEMIC COURSE DEVELOPMENT

Organization Development and Change Management

After 20 years, resurrected this course for the Foster School of Business. This survey course includes skill training to build an OD Foundation: Metrics, Statistics, Active Listening, Organization Culture Analysis, System Thinking Archetypes, and Persuasion. The course teaches the entire OD process and reinforces it by having guest speakers describe contemporary change management efforts. Specific industries: Aerospace, Consulting, Health Care, Communications, Heavy Manufacturing, and more. (2018, 2019)

Virtual Leadership and Collaboration

This course required 16 students in the United States to work virtually with 12 students in Morocco via Google Hangout to execute an "Impact Project." An Impact Project involved having the vision of a "charity idea" and turning the idea into a "check" within a one-month period. Students then received face-to-face training on leadership fundamentals including collaboration, motivation, and decision making. (2015)

Sustainability Entrepreneurship

Students focus on a specific industry: organic farming. In preparation for study abroad, they learn how American farm policies affect African farmers and they learn the fundamentals of organic farming. They then visit institutions in Morocco that represent the "Seed to Sale" agriculture value chain. Armed with this knowledge, they trek to a remote village in the High Atlas Mountains, engage farming association presidents in a participatory process to identify development needs, and write a grant to obtain funds for a partnering NGO, the High Atlas Foundation. (2015, 2016, 2017, 2019)

Intercultural Teamwork

Students from both an American university and a Moroccan university are paired to complete a garbage collection task on a highly polluted stretch of road. Students then reflect on the experience with immediate training on intercultural communication variables, collaboration, decision making, and leadership. Students continue together on a study abroad where they apply concepts to analysis of leaders they meet and as they work together to design an agriculture development strategy. (2015, 2016, 2017, 2019)

New MBA courses developed to support 2001 curriculum change:

Deal Making in the Global Arena (4 credits): This course begins with a review of methods for analyzing intercultural communication (including negotiation). The focus then moves away from "softer" issues and focuses on the contents of international deals: bases for collaboration, threats from government structure, and general globalization issues. Simulations include globalization of intellectual capital, negotiating with a supplier in another country, negotiating a deal that requires government approval, and supervisor/employee intercultural conflict.

Metrics for High Impact Performers (2 credits): This course covers the process of developing metrics at all levels: the overall corporate scorecard, process metrics for project management, and individual team metrics. Specific assignments include customer service measures, productivity metrics for actual corporate teams, and presentations that feature all possible metrics for scorecard consideration. Basic principles of statistics and research methods are also covered so students can learn to detect sources of measurement error.

New Global MBA course developed for Asian audiences:

Business Communication for International Managers (12 credits): This course was limited to managers for whom English is a second language. Basic writing principles are strengthened through a Strunk and White assignment. The three-course sequence covered a wide range of communication issues: feedback and coaching, speeches, negotiations, conflict management and mediation, listening, interviewing, phone networking, group communication, and more.

SELECTED VOLUNTEER WORK

Rotary. Member of University District, Seattle, 5330. Serve on the international committee, scholarship committee, and peacebuilders committee. In 2017, obtained a grant for \$5,000 worth of saffron bulbs that were delivered to a rural village in Morocco. In 2019, obtained \$4,000 grant to help subsistence-level farmers learn to valorize their goods through production of saffron-infused honey.

Global Case Competition Teams. (January 2008-present). Faculty Advisor (coach) providing videotaped training and decision-making modules for teams traveling to international case competitions (New Zealand, Seattle, Hong Kong, Thailand, Washington DC, Austin, and Montreal). Designed the model used by the team who won the national Price Waterhouse competition against 400 universities (2014). Most recently coached the winning team at the Milgard "Social Responsibility" Competition, University of Washington, Tacoma. (February 2015)

Case Competition Judge. (January 2008 to present). Agree to judge any case competition that fits in my schedule. Past competitions include IKEA, Deloitte, Ethics, and many others.

Homeless Shelter host. (1996-1997, 2012, 2013, 2015). Teen shelter, University District of Seattle. Men's adult shelter, East Shore Unitarian Church.

Climb for Himalaya Children. (July 2010). Climbed to the top of Mt. Rainier to raise funds for an orphanage in Kathmandu, Nepal.

American Red Cross. (Spring 2004-Spring 2005). Work half-day per week as a tracer in international services. This required using a variety of detective strategies for identifying refugees and victims of disaster.

Telephone mediation, King County Dispute Resolution Center; this involved 18 months of half-day volunteer shifts. 1997, 2001