

# Prof. Connson C. Locke

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## EDUCATION

Ph.D., Business Administration, 2008

**University of California at Berkeley, Haas School of Business**

*Concentration:* Organisational Behaviour and Industrial Relations

M.Sc., Business Administration, 2005

**University of California at Berkeley, Haas School of Business**

B.A., Sociology, 1987

**Harvard University, Harvard and Radcliffe Colleges**

Graduated *cum laude*. Transferred to Harvard after one year at Wellesley College, 1983-84

## EMPLOYMENT

### LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE (LSE), 2008 to present

***Professorial Lecturer in Management***, 2020 to present

***Senior Lecturer in Practice***, 2015 – 2020

***Assistant Professor in Management***, 2008 – 2015

Teach courses in leadership and organisational behaviour. In 2013, received the Department of Management Outstanding Teaching Contribution Award. Nominated and Highly Commended for Inspirational Teaching in the Student-Led Teaching Excellence Awards (2015, 2017, 2020, 2021). In 2017-18 received the LSE Excellence in Education Award.

#### Additional roles (current):

***Programme Director***, Executive Global MSc Management (40 students per year), since 2018

- Oversee this two-year modular programme for full-time working executives. Served as Deputy Director, 2013-2018.

***Programme Director***, MSc Human Resources and Orgs (150-170 students), since 2015

- Helped establish this one-year MSc programme in which students choose one of three specialisms: HR Management, Org Behaviour, or International Employment Relations.

***Chair***, Departmental Executive Education Committee

- Work with colleagues to vet course proposals for executive education short courses and manage the portfolio of courses taught by Department of Management faculty.

#### Additional roles (completed):

***Director of Programmes (interim)***, Dept. of Management, Jan-Dec 2018

- Worked closely with the Head of Department and Head of Programme Delivery to oversee the department's 11 degree programmes (1 BSc, 8 MSc, 1 Exec MSc, 1 EMBA). Chaired the departmental Teaching Committee and helped develop the education strategy.

***Director of Leadership Studies***, Chevening Gurukul Programme (12 executives), 2009-2013

***Deputy Head***, Behavioural Research Lab, 2010-2016

## PREVIOUS EMPLOYMENT

### THE BOSTON CONSULTING GROUP, 1998-2003

**Regional Training and Development Manager**, East and South Asia Region.

Based in Hong Kong and responsible for the development of 250 consulting staff across 10 offices in Asia Pacific. Designed the curriculum and delivered courses on leadership, team management, negotiation, and communication. Provided individual coaching to consulting staff as well as to senior executives from client organisations. Responsible for regional training budget of up to US\$700,000 per year. Received recognition from 1999 until year of departure, through a special bonus offered to less than 5% of administrative staff for “meaningful impact on the firm’s success”.

### UNIVERSITY OF WESTERN ONTARIO, 1998

**Programme Manager**, Richard Ivey School of Business, Hong Kong.

Worked with the Executive Director to establish the Hong Kong campus for the Executive MBA programme of the Richard Ivey School of Business. The school opened its doors in August 1998.

### MONITOR COMPANY, 1994-1998

**Management Consultant**, Hong Kong office.

Participated in strategy projects throughout Asia Pacific. In addition to consulting, designed and implemented staff development programmes for the 40-person Hong Kong office.

### CITY YEAR, 1991-1993

**Director of Training and Operations**. Managed logistics and training for a 300-person non-profit youth service corps in Boston, Massachusetts, USA.

### HISTORIC NEIGHBORHOODS FOUNDATION, 1987-1991

**Director of Operations**. Trained and supervised up to 30 full-time and part-time staff in Boston, Massachusetts, USA. Managed fundraising efforts, special events, and membership programmes.

**School Programmes Coordinator**. Developed and taught social sciences curricula to 700 Boston Public School students annually. Designed and implemented staff training programmes.

## ACADEMIC PUBLICATIONS

- **Locke, C.C.** (2021) *Making Your Voice Heard: How to own your space, access your inner power and become influential*. London: Endeavour (Octopus Publishing Group).
- **Locke, C.C.** (2020) When it’s safe to rely on intuition (and when it’s not). Chapter 15. *HBR Guide to Making Better Decisions*. Cambridge, MA: Harvard Business Review Press.
- **Locke, C.C.** & Anderson, C. (2015) The Downside of Looking Like a Leader: Power, Nonverbal Confidence, and Participative Decision-Making. *Journal of Experimental Social Psychology*, 58: 42-47.
- Kray, L.J., **Locke, C.C.**, & Van Zant, A.B. (2012) Feminine charm: An experimental analysis of its costs and benefits in negotiations. *Personality and Social Psychology Bulletin*, 38: 1343-1357.
- Kray, L.J., **Locke, C.C.** & Haselhuhn, M.P. (2010). In the Words of Larry Summers: Gender Stereotypes and Implicit Beliefs in Negotiations. In A.A. Stanton, M. Day & I.M. Welpe (Eds.), *Neuroeconomics and the Firm* (pp. 101-115). Cheltenham, UK: Edward Elgar Publishing.
- Kray, L.J. & **Locke, C.C.** (2008). To flirt or not to flirt? Sexual power at the bargaining table. *Negotiation Journal*, 24: 483-493.

- Mellers, B.A. & Locke, C.C. (2007). What have we learned from our mistakes? In W. Edwards, R.F. Miles, Jr. & D. von Winterfeldt (Eds.), *Advances in decision analysis: From foundations to applications* (pp. 351-374). New York, NY: Cambridge University Press.

## ONLINE ARTICLES AND BLOGS

- (2020) How we undermine ourselves: Overcoming impostor syndrome and stereotype threat. **Forbes**, <https://bit.ly/2yYBOct>
- (2019) Why gender bias still occurs and what we can do about it. **Forbes**, <https://bit.ly/2rtStAR>
- (2019) Leadership in the social sector: How to lead when resources are scarce. **UN System Staff College**, <https://bit.ly/2qJ1RAa>
- (2018) A lesson in body language: Why our stance on confidence needs to shift. **Forbes**, <https://bit.ly/2RmdYPG>
- (2017) Are you a leader or a manager? **LSE Business Review**, <http://bit.ly/2fXAn1u>
- (2016) Is Flirtation an Effective Negotiation Tactic? **LSE Department of Management Blog**, <http://bit.ly/2alekRH>
- (2015) When It's Safe to Rely on Intuition (And When It's Not). **Harvard Business Review**, <http://bit.ly/1bGdD1a>
- (2015) Actions Speak Louder than Words: Why adaptive nonverbal communication is a key leadership tool. **European Business Review**, <http://bit.ly/2b5QMgR>
- (2014) Asking Whether Leaders Are Born or Made Is the Wrong Question. **Harvard Business Review**, <http://bit.ly/1qCPZG8>

## OTHER PUBLICITY

- **BBC Radio 4** "The Followership Game" <https://bbc.in/2FsdYsC> (at 16 mins and at the end)
- **Guardian** articles on body language where I am quoted as a leadership expert: <https://bit.ly/2BaVyYW> and <https://bit.ly/2dxKfKez>
- **LSE** video interview "Women in the workplace" <http://bit.ly/1FMtJmr>
- **LSE** podcast "What makes a great leader?" <https://bit.ly/2zXqgmQ>

## TEACHING EXPERIENCE

### Full-time Postgraduate and Undergraduate Courses

**MG463 Global Leadership**, Core course for CEMS Master, 2020/21 to present  
Department of Management, London School of Economics and Political Science.  
Course leader and lecturer. 4.8 out of 5

**MG105 Org Behaviour and Leadership**, Core course for BSc Management, 2017/18 to present  
Department of Management, London School of Economics and Political Science.  
Course leader and lecturer. Rated 4.7 out of 5

**MG4D5 Leadership: Theory and Practice**, MSc elective, 2009/10 to present  
Department of Management, London School of Economics and Political Science.

Course leader and lecturer. Rated 4.9 out of 5

**MG4B7 Organisational Change**, Core course for MSc Org Behaviour, 2016/17  
Department of Management, London School of Economics and Political Science.  
Co-lecturer and seminar teacher. Rated 4.8 out of 5

**MG102 Organisational Behaviour**, Core course for BSc Management, 2012/13, 2015/16  
Department of Management, London School of Economics and Political Science.  
Course leader, lecturer, and class teacher. Rated 4.8 out of 5

**MG4C2 Organisational Behaviour**, Core course for MSc Org Behaviour, 2010/11 to 2016/17  
Department of Management, London School of Economics and Political Science.  
Course leader, lecturer, and seminar teacher. Rated 4.9 out of 5

**MG434 Organisational Behaviour**, Core course for MSc Management, 2008/9 to 2011/12  
Department of Management, London School of Economics and Political Science.  
Course leader, lecturer, and seminar teacher. Rated 4.7 out of 5

**Leadership**, Core course for MBA, 2006/7  
Haas School of Business, University of California at Berkeley.  
Graduate Student Instructor. Rated 6.6 out of 7

**Industrial-Organizational Psychology**, Undergraduate elective, 2005/6  
Department of Psychology, University of California at Berkeley.  
Graduate Student Instructor. Rated 6.5 out of 7

#### **Postgraduate Executive Degree Programme Courses (modular format)**

**MG4H5E The Altruistic Leader**, core course, 2019 to present  
*Executive MSc Social Business and Entrepreneurship*  
Marshall Institute, London School of Economics and Political Science.

**PP4G9E Leadership**, core course, 2019 to present  
*Executive MSc Public Administration*  
School of Public Policy, London School of Economics and Political Science.

**MG443E Organisational Behaviour**, core course, 2012-2019  
*Executive Global MSc Management*  
Department of Management, London School of Economics and Political Science.

#### **LSE Executive Education Certificate Courses**

**Achieving Leadership Excellence**, 2009 to present  
5-day course for executives, open enrolment, 32 students.

**Negotiation and Decision Making**, 2009 to 2015  
5-day course for executives, open enrolment, 30 students.

**Online course: Negotiation Programme**, created 2018  
6-week online course managed by U2 GetSmarter.

**Online course: MBA Essentials**, created 2017  
10-week online course managed by U2 GetSmarter.  
Served as course convenor for a team of four faculty.

### LSE Summer School

**LPS-MG203 Leadership, Culture, and Influence**, Summer 2020 new course (postponed)  
LSE Summer School at Peking University 2-week course.

**MG209 Bargaining and Negotiation**, Summer 2011 to 2017  
Undergraduate summer school 3-week course, 125 students.  
Rated Very Good/Good by 89% of students.

### **SPEAKING ENGAGEMENTS (partial list)**

- “Making Your Voice Heard”, **Abbott**, May 2021
- “Making Your Voice Heard”, **EY**, April 2021
- “Developing Your Presence and Influence”, **Young President’s Organization (YPO)**, April 2021
- “Leadership Insights: Developing Your Power and Influence,” **EFG Asset Management Leadership Conference**, Jan 2020
- “How to Access Your Inner Power”, Change Your Life Festival, **How To Academy**, London, Sept 2019
- “Leadership Insights: Developing Your Presence, Power, and Influence,” **CFA Institute Global Conference**, London, May 2019
- “Developing Your Presence, Power and Influence”, **Guardian Masterclass**, twice a year since 2016
- “Developing Your Presence, Power and Influence”, **Orange Group**, Oct 2018
- “Developing Your Presence, Power and Influence”, **Clifford Chance**, Sept and Oct 2018
- “Developing Your Presence, Power and Influence”, **Clore Social Leadership**, May 2018
- “Leadership Styles and Effectiveness”, invited to China by Henan University of Science and Technology (HAUST) for 10-day visit and lectures to students at Renmin University, Henan University, and HAUST, April 2018.
- “Leadership Insights: Influencing Change”, One Day MBA, **Guardian Masterclasses**, London, May 2017, Oct 2018
- “Leadership for the Future: The barriers that non-traditional leaders face and how to overcome them”, **Career Development Roundtable HR conference**, Helsinki, Finland, Dec 2016
- Keynote address: “Designing Incentives to Motivate Your Team”, **General Assembly**, London, Oct 2016
- “Leadership Insights: Power, Presence, and Influence”, One Day MBA, **Guardian Masterclasses**, London, May 2016
- Panel member: How Do You Attract, Motivate, and Retain Top Talent?, **Accenture**, London, Sept and Nov 2015
- Keynote address: “Reframing Leadership”, Staff Workshop, **LinkedIn**, London, June 2014

- Keynote address: “Subconscious Barriers to Developing Top Female Talent”, **Women in Wealth**, London, Jan 2014
- Panel member: Is New Blood Better than Old Blood?, **London HR Connection**, London, Oct 2013
- Keynote address: “Reframing Leadership”, **Berkeley-Haas Alumni Event**, London, Oct 2013
- Webinar: “Subconscious Barriers to Developing Top Female Talent”, **TRIUM Global Executive MBA**, May 2013
- Panel member: Does Good Work Exist?, **London HR Connection**, March 2013
- Keynote address: “Women in Leadership”, **British High Commission**, Delhi, July 2012
- Keynote address: “The What and How of Leadership”, Managing Director Promotion Event, **Royal Bank of Scotland**, London, June 2012
- Keynote address: “What Leaders Are Made Of: Recruiting and Developing Future Leaders”, **LSE Recruiter Conference**, May 2012
- Keynote address: “Leadership Presence”, Leadership Development Programme (25 senior leaders), **Norges Bank Investment Management (NBIM)**, Oslo, Norway, Oct 2009

#### **ACADEMIC CONFERENCE PRESENTATIONS**

- Locke, C.C. & Anderson, C. (2010) *The downside of looking like a leader: Leaders’ powerful demeanour stifles follower voice in participative decision-making*. Academy of Management conference, Montreal, Canada. Included in **Best Paper Proceedings** (top 10% of papers).
- Kray, L.J. & Locke, C.C. (2009) *Negotiating flirts: Likable losers*. Academy of Management conference, Chicago, IL.
- Kray, L.J., Locke, C.C., & Haselhuhn, M.P. (2007) *In the words of Larry Summers: Gender stereotypes and implicit negotiation beliefs*. Academy of Management conference, Philadelphia, PA.
- Locke, C.C. (2006) *The subordinate’s voice: Examining power and communication in supervisor-subordinate dyads*. Stanford-Berkeley Organizational Behavior conference, Palo Alto, CA.

#### **AWARDS AND FELLOWSHIPS**

- LSE Excellence in Education Award, 2017-18
- LSE Student-Led Teaching Excellence Award, Highly Commended for Inspirational Teaching, 2015, 2017
- LSE Department of Management Top Lecturer Award (£650), Autumn 2014
- LSE Department of Management Outstanding Teaching Contribution Award (£1500), 2013
- Schwabacher Dissertation Fellowship (US\$23,000) 2007-2008
- Crawford Research Fellowship (US\$10,500) 2005-2006
- Harvard College Scholarship (honorary) 1985, 1986, 1987
- Radcliffe College, Elizabeth Cary Agassiz Certificate of Merit, 1985, 1986, 1987

#### **RESEARCH GRANTS**

- Leverhulme Trust (£249,344) 2010-2013 with H. Barkema and J. Coyle-Shapiro. “Radical Innovation, Team Processes and Leadership”

- Institute for Research on Labor and Employment, U.C. Berkeley (US\$15,000), 2006-2007 with C. Anderson. "Encouraging Employee Voice through Leadership Style"
- X-Lab Dissertation Research Grant, Haas School of Business (US\$3,000), 2006
- X-Lab Research Grant, Haas School of Business (US\$500), 2005

#### **PROFESSIONAL ACTIVITIES**

- **Fellow**, RSA (Royal Society for the encouragement of Arts, Manufactures & Commerce), from 2012.
- **Academic Fellow**, CIPD (Chartered Institute of Personnel and Development), from 2017.
- **Member, since 2003**: Academy of Management (AOM), American Psychological Association (APA), International Leadership Association (ILA), Society for Industrial and Organizational Psychology (SIOP).
- **Former Member**: American Society for Training and Development, 1997-2003.
- **Accredited Instructor**: Myers-Briggs Type Indicator, Zenger Miller, DISC