

MATT D.M. WATSON, Ph.D., SPHR, PMP

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EDUCATION

Pepperdine University, Graduate School of Education and Psychology **Malibu, CA**
Ph.D. in Global Leadership and Change *May 2018*

Dissertation: "Common Strategies and Practices among Facilitators of Innovative Thinking in Organizations"

Committee: Martine Jago, Ph.D. (Chair), William Moseley, Ph.D., and Paul Sparks, Ph.D.

Pepperdine University, Graduate School of Education and Psychology **Malibu, CA**
Master of Arts in Learning Technologies *July 2011*

Chapman University **Orange, CA**
Bachelor of Arts in Organizational Leadership *May 2002*

RESEARCH INTERESTS

My research examines how organizational cultures, human resource practices, and leadership behaviors shape workforce outcomes, with a growing focus on how the adoption of artificial intelligence is altering the human dynamics that HR practitioners and organizational leaders rely on. Current streams include: (1) employees' experience of AI-mediated HR decisions, including perceptions of fairness, transparency, and trust when algorithms inform talent and performance processes; (2) how managerial coaching and judgment change when AI-enabled people analytics mediate understanding of team performance; (3) data-driven change management and nudge-based HR interventions that preserve human agency within increasingly automated organizational systems; and (4) innovation facilitation and the relational conditions that enable creative problem-solving when AI tools accelerate organizational decision-making. I am extending this agenda to empirical studies of HR practice effectiveness, compensation design, and staffing optimization as those functions are reshaped by AI adoption.

PUBLICATIONS

Peer-Reviewed Articles

Watson, M.D.M. (2019). The Leadership That Facilitates Innovation. *TD: Talent Development*, 73(4).

Watson, M.D.M. (2019). From Global Vision to Agile Execution: A Proposed Planning Model. *Organization Cultures: An International Journal*, 19(1), 13–22.

Watson, M.D.M. (2018). Common Strategies and Practices among Facilitators of Innovative Thinking in Organizations. (Doctoral Dissertation). ProQuest Dissertations and Theses. (UMI No. 10812910)

Watson, M.D.M. (2016). Fear and Loathing in the Accountable Culture. *Organization Cultures: An International Journal*, 16(1), 1–8.

Books

Watson, M.D.M. (2023). *Corporate Musings During the Pandemic*. Matt DM Watson Publishing.

Watson, M.D.M., & Watson, M.D.M. (2022). *Project Management for Students*. 9m Publishing.

Watson, M.D.M. (2022). *Workplace Olympian: Elevating Organizations to Peak Performance*. Matt DM Watson Publishing.

Watson, M.D.M. (2021). Strategy: For the Small Business. Matt DM Watson Publishing.

Watson, M.D.M. (2020). Nudge Change Management: Moving Organizations with Data and Transparency. Matt DM Watson Publishing.

Watson, M.D.M. (2020). Rethinking Change Management with Nudges: Transforming Organizations in 45 Minutes. Matt DM Watson Publishing.

Watson, M.D.M. (2019). Facilitating Innovation: Unlocking Moonshots. Matt DM Watson Publishing.

Watson, M.D.M. (2019). Enabling Innovation: Building a Creative Culture in 45 Minutes. Matt DM Watson Publishing.

Watson, M.D.M. (2019). Strategy Pocketbook: Building Strategy for Tomorrow's Organization. Matt DM Watson Publishing.

Works in Development

Watson, M.D.M. (Researching). The Triumvirate Leadership Model in Contemporary Organizations.

Watson, M.D.M. (Researching). Acting on the Anticipated: How HR and Organizational Development Professionals Envision AI-Driven Changes to Organizational Design and Act on Them.

RESEARCH EXPERIENCE

Research Experience

Principal Investigator

Independent, 2025–Present

Conducting a qualitative phenomenological study of perceived impacts on organizational design due to artificial intelligence.

Principal Investigator

Pepperdine University, 2017–2018

Conducted a qualitative phenomenological study of best practices among facilitators of innovation in organizations. Data collection included in-depth interviews with industry practitioners.

Senior Researcher

HP Inc., 2018–2020

Led a quantitative analysis of sales attainment patterns for new salespeople. Applied data mining and multivariate analysis to identify predictors of performance and improve onboarding outcomes.

Junior Researcher

Bechtel Corporation, 2006–2007

Performed a mixed-methods study of attrition trends, combining in-depth employee interviews with regression analysis of exit interview data. Findings informed a corrective action plan that reduced attrition significantly.

Research Techniques

Qualitative: phenomenological inquiry, in-depth interviewing, ethnographic observation. Quantitative: survey design, regression analysis, data mining, multivariate analysis, people analytics (Power BI, Tableau). Mixed methods approaches to organizational research.

Research Grants

2018 — Pepperdine University Provost Grant (\$3,500) to disseminate research on facilitating innovation.

2017 — Pepperdine University Provost Grant (\$2,000) to develop a Global Leadership Certificate Program proposal.

2017 — Pepperdine University Provost Grant (\$2,000) to finalize research on an Organizational Structure Simulation Model.

TEACHING EXPERIENCE

Adjunct Professor — Boise State University **June 2023 – December 2025**

Department of Organizational Performance and Workplace Learning, Boise, ID

OPWL 577: Leading Change Management (graduate, online). Developed course syllabus; delivered asynchronous and synchronous instruction; created and administered assessments. Designed a peer mentoring program for the OPWL department to support student professional development.

Instructor — HP Inc. **September 2014 – August 2022**

Lean Green Belt Certification Program, Boise, ID

Designed and delivered Lean Six Sigma Green Belt curriculum for organizational staff. Administered exams and assigned final grades. Coached 42 employees through certification.

Instructor — Bechtel Marine Propulsion Corporation **December 2009 – January 2014**

Project Management, Idaho Falls, ID

Developed syllabus, delivered lectures, administered exams, and assigned final grades for project management instruction across a 1,400-person organization.

Instructor — Bechtel Marine Propulsion Corporation **August 2005 – October 2008**

Leadership Development, Idaho Falls, ID

Designed and facilitated leadership development curriculum for emerging and mid-level managers. Instruction included new employee onboarding, performance management, career development, succession planning, and mentoring.

Instructor — United States Air Force **January 2002 – May 2004**

Forward Air Control Standards and Evaluations

Delivered standards and evaluations training for tactical air control operations.

Courses Available to Teach

People Analytics | Compensation and Benefits | Staffing and Talent Acquisition | Training and Development | Organizational Behavior | Change Management | Strategic HR Management | Project Management | Leadership Development | Lean and Process Improvement

CONFERENCE PARTICIPATION

Conference Presentations

Watson, M.D.M. (2018). Simulating the Corporate Reorganization: A Proposed Model. 11th Annual International Conference on Language, Innovation, Culture, and Education.

Watson, M.D.M. (2018). Common Strategies and Practices among Facilitators of Innovative Thinking in Organizations. 11th Annual International Conference on Language, Innovation, Culture, and Education.

Invited Talks and Addresses

"The Speed Trap of Project Management," Idaho Chapter of Project Management, August 2026
"Facilitating Innovation." Snake River Society of Human Resources Annual Conference, February 2024.
"Nudge Change Management." Informational Governance World Conference, March 2022.
"Facilitating Innovation Workshop." Boise Centre, March 2019.
"Facilitating Cultures in Project Management." Boise Agile Meet Up, March 2019.

ACADEMIC AND VOLUNTEER SERVICE

Associate Editor, Common Ground Research Network, 2016 – Present
Chairman and Board Member, Community Veteran Justice Project, 2019 – 2023
Peer Reviewer, Organization Cultures: An International Journal

HONORS AND AWARDS

2017 HP Inc. Spot Award — Project management excellence
2004 U.S. Air Force Commendation Medal — Project management of a training and qualification program
2003 U.S. Army Commendation Medal — Combat actions during Operation Iraqi Freedom

PROFESSIONAL EXPERIENCE

Advisor — WatsonAI Consulting **April 2026 – Present**
Meridian, ID

Founder and principal of an organizational design and AI-enabled change management consultancy. Serve organizational clients navigating HR transformation, workforce redesign, and AI integration.

Program Manager — OLE Managed Client Services / Chelan County PUD November 2025 – June 2026
Wenatchee, WA

Lead implementation of ServiceNow Strategic Portfolio Management (SPM) platform for a public utility district and serve as a change management specialist on an Oracle ERP implementation.

Chief Operating Officer — Music Career Maps **February 2022 – May 2024**
Los Angeles, CA

Seed Round Start-up Co-leader of B2C online DEI career and learning development platform, managing daily operations, talent acquisition, content development, business development, and marketing. Led a team of 6 business directors

Principal Consultant — 9m Consulting **January 2009 – October 2023**
Boise, ID

Provided management consulting services to clients navigating growth and transformation.

Senior Director, Learning & Organizational Development — HP Inc. September 2018 – February 2022

Boise, ID

Led a team of 24 across recruitment, talent acquisition, sales enablement, and L&D. Managed employee lifecycle programs, sales compensation strategy, OKR metrics, and all development programs for the Americas e-commerce organization. Leveraged Power BI and Tableau to drive a 38% decrease in attrition and \$45M in incremental sales.

Business Development Project Manager — HP Inc. February 2014 – August 2018

Boise, ID

Established HP's eCommerce PMO and led organizational development, Lean process improvement, and change management across 28 portfolio projects. Coached 42 employees in obtaining Lean Green Belt certifications and delivered \$3.5M in savings with an 84% project success rate.

Training Director — Bechtel Marine Propulsion Corporation October 2008 – January 2014

Idaho Falls, ID

Directed a team of 25 instructors and software developers overseeing 9,200 annual training events across nuclear, environmental, and safety programs. Managed a \$5.4M budget. Implemented cloud-based HRMS/LMS, reducing administrative burden by 3,000 hours annually.

**HR Generalist & Organizational Development — Bechtel Marine Propulsion Corporation
January 2005 – October 2008**

Idaho Falls, ID

Managed 10 HR functions, including onboarding, performance management, career development, succession planning, mentoring, knowledge management, executive coaching, and labor and employee relations. Scaled organization from 600 to 2,000 employees. Designed succession plan covering 56 key positions and 130 high-potential employees, achieving a 38% decrease in attrition.

Joint Terminal Attack Controller — United States Air Force November 1999 – May 2004

Iraq War Era Veteran

Provided battalion-level leadership for large-scale operations planning and coordination between Air Force and Army senior leadership. Served during Operation Iraqi Freedom.

PROFESSIONAL CERTIFICATIONS

Senior Professional in Human Resources (SPHR) — HR Certification Institute (HRCI)

Project Management Professional (PMP) — Project Management Institute, May 2011

Lean Six Sigma Black Belt (CSSBB) — Villanova University, January 2013

Certified Scrum Master — Scrum Alliance, May 2012

Certified Business Continuity Professional — DRI International, September 2020

Myers-Briggs Type Indicator Administrator — The Myers-Briggs Company, October 2006

PROFESSIONAL MEMBERSHIPS

Society for Human Resource Management (SHRM)

Association for Talent Development (ATD), February 2010

Project Management Institute (PMI), May 2011
Boise Change Management Exchange, January 2019

REFERENCES

Seung Youn Chyung, Ed.D.

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Martine Jago, Ph.D.

Professor and Dissertation Chair — Pepperdine University
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Andrew Brown

Colonel — United States Army
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