

## Access to Experts



**Patrick Hyland, PhD**  
Director of Research & Development  
Sirota

**Dr. Patrick Hyland** is a partner with The Conference Board in *The Engagement Institute*™ and has over 10 years' experience in organizational research and consulting. At Sirota, he is engaged in all aspects of survey research with clients such as FedEx Ground, Tiffany, and Shell. His specialty is helping senior leaders, survey professionals, and Human Resource managers identify organization-wide strengths, weaknesses, and opportunities for improvement. Most recently, he helped American Express develop a customized employee engagement survey feedback model.

Dr. Hyland is a frequent presenter at the Society for Industrial & Organizational Psychology (SIOP) Annual Conference. In 2009, he participated in a symposium on Academic and Practitioner Perspectives on Solutions to Work-to-Nonwork Conflict with representatives from Dell, American Express, Baruch, and USF. He also was part of a panel discussion that focused on understanding resistance to change from multiple levels and perspectives. In 2008, he presented at an interactive poster session on “Resistance to Organizational Change: The Impact of Followers’ Disposition to Change & Supervisors’ Leadership Style.”

Before joining Sirota, Dr. Hyland worked for Perkins Williamson Associates (PWA), a full service organization development consulting firm in Stamford, CT. At PWA, he managed a variety of organization development projects, including employee opinion surveys, diversity audits, team assessments, and action learning programs. Clients included Fortune 100 companies, local government agencies, and universities.

Prior to PWA, Dr. Hyland worked for IBM on their worldwide market intelligence team. As an advertising research consultant, he conducted research on many IBM ad campaigns, including the “Why Work?” recruiting campaign.

Dr. Hyland has a PhD in social-organizational psychology from Columbia University, where he also serves as an adjunct instructor. His doctoral research focused on employees’ reactions to organizational change. He received his bachelor of arts in English from the University of Pennsylvania.

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## Publications by Patrick Hyland, PhD

### Charts

- [Assessing the Engagement Effectiveness of Leaders: A Guide](#)  
15 March, 2016

### Key Business Issues

- [DNA of Engagement 2018: Moments That Matter throughout the Employee Life Cycle](#)  
27 February, 2018
- [DNA of Engagement: How Organizations Can Foster Employee Ownership of Engagement](#)  
27 February, 2017
- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders](#)  
15 March, 2016
- [DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures](#)  
15 October, 2014

### Publication

- [DNA of Engagement 2018: Moments That Matter throughout the Employee Life Cycle](#)  
27 February, 2018
- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders \(CMO Strategic Implications\)](#)  
15 March, 2016
- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders \(CEO Strategic Implications\)](#)  
15 March, 2016
- [DNA of Engagement: How Organizations Build and Sustain Highly Engaging Leaders \(CHRO Strategic Implications\)](#)  
15 March, 2016
- [DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures: ELEMENTS OF ENGAGEMENT](#)  
15 October, 2014
- [DNA of Engagement: How Organizations Create and Sustain Highly Engaging Cultures: CULTURE ASSESSMENT GUIDE](#)  
15 October, 2014