

## JACKSON NICKERSON

Frahm Family Professor of Organization and Strategy  
Olin Business School  
Washington University in St. Louis  
St. Louis, MO 63130-4899



### Relevant Positions

#### **Olin Business School, Washington University in St. Louis**

- 2010-2017 Associate Dean and Director of Brookings Executive Education
- 2009-2010 Director of Brookings Executive Education
- 2008-2010 Strategy Group Chair, Olin Business School
- 2007- Frahm Family Professor of Organization and Strategy
- 2005-2007 Professor of Organization and Strategy
- 2003-2005 Tenured Associate Professor of Organization and Strategy
- 2001-2003 Associate Professor of Organization and Strategy
- 2001-2002 Marcile and James Reid Chair: In recognition of consistently outstanding teaching contribution at the John M. Olin School of Business
- 1996-2001 Assistant Professor of Organization and Strategy

#### **AACSB International, Tampa, FL**

- 2011- Developer and Facilitator for *Curriculum Development Series: Critical Thinking*
- 2014- Developer and Facilitator for *Leading in the Academic Enterprise*®, a series of leadership development programs for Department Chairs, Assistant and Associate deans, Senior Administrators, Deans, and Provosts
- 2016-2017 Bridge Program: Facilitator for designing content for executives, MBAs, and undergraduates

#### **Brookings Institution, Washington D.C.**

- 2009- Non-resident Senior Fellow, Governance Studies

#### **Corporate Boards**

- 2019 - Cofounder and Director, AcquiLang, LLC
- 2019 - Board member, AppNotch, LLC
- 2019 - Cofounder, Diagnostic Thinking, LLC
- 2005-2018 Cofounder and Director, NFORMD, LLC
- 2009-2012 Director, Clean Tech Bio-fuels, Inc.
- 1995-1996 Cofounder, Intellectual Capital Management Group
- 1990-1991 Cofounder, Pacific Portable Industries

#### **Government Executive, Washington D.C.**

- 2013-2014 Ask EIG/The Advisor: Columnist, Leadership insights for federal managers

#### **Grameen Foundation, Washington D.C.**

- 2010-2011 Inaugural Senior Visiting Fellow

#### **Institute for Management Studies**

- 2014- Speaker: *Leading from the Middle* and *The Art of Diagnosis*

#### **Kedge Business School, Marseille and Boudreaux, France**

- 2013-2014 Visiting Professor

**Food and Drug Administration**

2002-2004 Special Government Employee for Pharmaceutical Manufacturing Study

**Jet Propulsion Laboratory, National Air and Space Administration**

1986-1988 Deep Space Network Control Systems Engineer, Voyager Upgrade Project

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

Ph.D. Business and Public Policy, March 1997.

Field: Business and Public Policy with a concentration in Strategy.

Thesis: Toward an Economizing Theory of Strategy: The Choice of Strategic Position, Assets, and Organizational Form.

Thesis Committee: Professors Oliver E. Williamson (chair), Trond Petersen, and Daniel McFadden.

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

M.B.A., May 1990. Concentrations in Strategy and Management of Technology.

**College of Engineering, University of California at Berkeley**

M.S.M.E., May 1986. Concentration in Control Systems Engineering.

**Worcester Polytechnic Institute, Worcester MA**

B.S.M.E., May 1984. Concentrations in Mechanical Design and Control Systems Engineering.

**Publications***Refereed Journals*

- [1] "Shifting Gears: Dynamic Trade-offs Between Adjustment Costs and Transaction Costs in Response to an Innovation Shock," (with Lyda Bigelow and Woo-Yong Park) Strategic Management Journal, **40**, 3 (2019): 377-407.
- [2] "Comparative Adjustment Costs and Strategic Responses to Shocks," (with Nicholas Argyres and Joseph Mahoney) Strategic Management Journal, **40**, 3 (2019): 357-376.
- [3] "Strategizing Before Strategic Decision Making," (with Nicholas Argyres) Strategy Science, **3**, 4 (2018): 592-605.
- [4] "Github: Exploring the Space Between Boss-less and Hierarchical Forms of Organizing" (with Richard M. Burton, Dorth Dojbak Hakonsson, Phanish Puranam, Maciej Workiewicz, and Todd Zenger, Journal of Organization Design, **6**, 10 (2017): <https://doi.org/10.1186/s41469-017-0020-3> or <http://rdcu.be/yaTQ>.
- [5] "Problems, Theories, and Governing the Crowd" (with Todd Zenger and Robert Wuebker) Strategic Organization, **15**, 2 (2017): 275-288.
- [6] "Dominant Design, Innovation Shocks, and the Follower's Dilemma" (with Nick Argyres and Lyda Bigelow), Strategic Management Journal, **36**, 2 (2015): 216-234.
- [7] "Diversity and Productivity in Production Teams" (with B. Hamilton, H. Owan) in Advances in the Economic Analysis of Participatory and Labor-Managed Firms, Volume 13, (Outstanding Author Contribution Award Winner at the Emerald Literati Network Awards for Excellence), 2013.
- [8] "Microfoundations of Strategic Problem Formulation" (with Markus Baer and Kurt Dirks) Strategic Management Journal, **34**, 2 (2013): 197-214.

- [9] "Sailing Toward Exploration and Exploitation: Achieving Ambidexterity Through Organizational Vacillation," (with Peter Boumgarden and Todd Zenger) Strategic Management Journal, **33**, 6 (2012): 587-610.
- [10] "Exploring the Problem-Finding and Problem-Solving Approach for Designing Organizations," (with Joseph Mahoney and C. James Yen) Academy of Management Perspectives, **26**, 1(2012): 52-72. (Best paper of the year runner up.)
- [11] "Regulator Heterogeneity and Endogenous Efforts to Close the Information Asymmetry Gap: Evidence from FDA Regulation," (with John Mayo and Jeffrey Macher) Journal of Law & Economics **54** (2011): 25-54.
- [12] "Oliver Williamson and His Impact on the Field of Strategic Management," Journal of Retailing, **86**, 3 (2010): 270-276.
- [13] "Does Outsourcing Affect the Variability of Product Performance: Evidence from International Courier Services," (with C.M. Hsieh and Sergio G. Lazzarini) in Organization Science, **21** (2010): 892-910.
- [14] "Envy, Comparison Costs, and the Economic Theory of the Firm," (with Todd Zenger) Strategic Management Journal, **29**, 13 (2008): 1429-1450.
- [15] "Interorganizational-trust: The Choice of Make, Buy, or Ally; and the Performance of Interorganizational Relationships in the U.S. Auto Industry," (with Ranjay Gulati) Organization Science, **19**, 5 (2008): 688-708.
- [16] "The 'problem' of creating and capturing value," (with Brian Silverman and Todd Zenger) Strategic Organization, **5**, 3 (2007): 211-225.
- [17] "Problem Solving and the Entrepreneurial Theory of the firm," (with Chih-mao Hsieh and Todd Zenger) Journal of Management Studies, **5** (2007): 211-225.
- [18] "Strategic Management of R&D Pipelines with Co-specialized Investments and Technology Markets," (with Tat Chan and Hideo Owan) Management Science, **53**, 4 (2007): 667-682.
- [19] "The Antecedents and Performance Implications of Cooperative Exchange Norms," (with Janet Bercovitz and Sandy Jap) Organization Science, **17**, 6 (2006): 724-740.
- [20] "Why do firms make and buy? Efficiency, appropriability and competition in the trucking industry." (with Daifeng He), Strategic Organization, **4**, 1 (2006): 43-70.
- [21] "Antecedents and Performance Implications of Contracting for Knowledge Workers: Evidence from Information Technology Services," (with Kyle J. Mayer) Organization Science, **1**, 3 (2005): 225-42.
- [22] "Modular governance: Explaining the effect of information technology on the boundaries of the firm," (with Sergio Lazarini), Revista de Economia e Administracao, **4**, 2 (2004): 149-178.
- [23] "A Knowledge-based Theory of Governance Choice," (with Todd Zenger) Organization Science, **15**, 6 (2004): 617-632.
- [24] "Are Supply and Supplier Plant Inspections Complements or Substitutes? A Strategic and Operational Assessment of Inspection Practices in Biotechnology," (with Kyle Mayer and Hideo Owan), Management Science, **50**, 8 (2004): 1064-1081.
- [25] "Empirical evidence regarding the tension between knowledge sharing and knowledge expropriation in collaborations," (with Bruce Heiman) Managerial and Decision Economics, **25** (2004): 401-420.

- [26] “Why Firms Want to Organize Efficiently and What Keeps Them from Doing So: Evidence from the For-hire Trucking Industry,” (with Brian Silverman) Administrative Science Quarterly, **48**, 3 (2003): 433-65.
- [27] “Correcting for Endogeneity in Strategic Management Research,” (with Barton H. Hamilton), Strategic Organization, **1**, 1 (2003): 53-80.
- [28] “Team Incentives and Worker Heterogeneity: An Empirical Analysis of the Impact of Teams on Productivity and Participation,” (with Barton H. Hamilton and Hideo Owan), Journal of Political Economy, **111**, 3 (2003): 465-497.
- [29] “Why Aren’t All Truck Drivers Owner-Operators? Asset Ownership and the Employment Relation in Interstate For-Hire Trucking,” (with Brian Silverman), Journal of Economics, Management, and Strategy, **12**, 1 (2003): 91-118.
- [30] “Being Efficiently Fickle: A Dynamic Theory of Organizational Choice” (with Todd Zenger), Organization Science, **13**, 5 (2002): 547-566.
- [31] “Towards Reconciling Transaction Cost Economics and The Knowledge-based View of the Firm: The Context of Interfirm Collaborations,” (with Bruce Heiman), International Journal of the Economics of Business, **9**, 1 (2002): 97-116.
- [32] “Market Position, Resource Profile, and Governance: Linking Porter and Williamson in the Context of International Courier and Small Package Services in Japan,” (with Bart Hamilton and Tetsuo Wada), Strategic Management Journal, **22**, 3 (2001): 251-273.
- [33] “Economizing in a Context of Strategizing: Governance Mode Choice in Cournot Competition,” (with Richard Vanden Bergh), Journal of Economic Behavior and Organization, **40**, 1 (1999): 1-15.
- [34] “Dynamically Engineering Bureaucracy,” (with Todd Zenger), Journal of Law, Economics, and Organization, **15**, 1 (April 1999): 47-55.
- [35] “Data Reduction Techniques and Hypothesis Testing for Analysis of Benchmarking Data in the Semiconductor Industry,” (with Thomas Sloan), International Journal of Production Research, **37**, 8 (1999): 1717-1741.
- [36] “Profitability, Transactional Alignment, and Organizational Mortality in the U.S. Trucking Industry,” (with John Freeman and Brian Silverman), Strategic Management Journal, **18** (1997): 31-52.
- [37] “Durable Goods and Horizontal Merger Analysis.” Review of Industrial Organization, **10** (1995): 209-220.

*Published Books*

- [38] Leading in Government: Practical Advice to Leadership Questions from the Front Lines. J.A. Nickerson, Brookings Executive Education, 2016.
- [39] Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities. J.A. Nickerson, Brookings Press, 2014.
- [40] Tackling Wicked Government Problems: A Practical Guide for Enterprise Leaders. J.A. Nickerson and R. Sanders (eds.), Brookings Press, 2013.
- [41] Leading Change in a Web 2.1 World. J.A. Nickerson, Brookings Press, 2010.
- [42] Economic Institutions of Strategy. J. A. Nickerson and B. S. Silverman (eds.), *Advances in Strategic Management* (Vol. 26), Emerald Group Publishing Limited, 2009.

### *Refereed Book Chapters*

- [43] “Trust and the Economic Theory of the Firm”, with Timothy Gubler and Kurt Dirks (2013), in Rienhard Bachman and Akbar Zaheer (eds.) Handbook of Advances in Trust. Edward Elgar, Northampton MA.
- [44] “Small package services in Japan,” with Tetuso Wada (2013), in Emerging Competition in Postal and Delivery Services, 31: 123.
- [45] “Diversity and Productivity in Production Teams,” with Barton H. Hamilton and Hideo Owan (2012), in Alex Bryson (ed.) Advances in the Economic Analysis of Participatory and Labor-Managed Firms (Advances in the Economic Analysis of Participatory & Labor-Managed Firms, Volume 13), Emerald Group Publishing Limited, pp. 99-138.
- [46] “Governing Knowledge Creation: A Problem-finding and Problem-solving Perspective,” with Bruce Heiman and Todd Zenger, Knowledge Governance: Processes and Perspectives (2009), Nicolai Foss and Snejina Michailova eds.
- [47] “Transaction Cost Economics” with James Chieh-Chung Yen, Palgrave Encyclopedia of Strategic Management, David Teece and Mie Augier, eds.
- [48] “Economizing and Strategizing in Business Strategy” with James Chieh-Chung Yen, Elgar Companion on Transaction Cost Economics (2010), Peter Klein and Michael Sykuta, eds.
- [49] “New Institutional Economics, Organization, and Strategy” with Lyda Bigelow, New Institutional Economics: A Guidebook (2008), Jean-Michael Glachant and Eric Brousseau, eds.
- [50] “Proprietary Information Networks and the Scope of the Firm: The Case of International Courier and Small Package Services in Japan,” (with Tetsuo Wada), Emerging Competition in Postal and Energy Services (1999), eds. Michael Crew and Paul Kleindorfer, Boston: Kluwer.
- [51] “Economic Performance, Strategic Position and Vulnerability to Ecological Pressures Among U.S. Interstate Motor Carriers.” (with Brian S. Silverman), Advances in Strategic Management: Disciplinary Roots of Strategic Management Research (1998), ed. Joel A. C. Baum, Volume 15, Greenwich, CT: JIA Press.
- [52] “New frontiers in strategic management of organizational change.” (with Brian S. Silverman), Advances in Strategic Management: Economic Institutions of Strategy (2009), eds. Jackson Nickerson and Brian Silverman, Volume 26, Emerald Group Publishing Limited.

### *Contributions*

- [53] “Training Great Leaders” (with Patrick Cullen) AACSB’s BizEd, April 2017.
- [54] “Lead Successfully When Change is Demanded” AACSB Blog, September 2015.
- [55] Government Executive (online) Leadership Column

“How to Think Strategically as a Leader,” October 17, 2014

“Will the New Manager Be a Bully Too?” September 22, 2014

“Navigating the Tricky Transition from Peer to Manager,” September 5, 2014

“Why Government Needs More Enterprise Leaders,” July 11, 2014

“How to Win Over the Idea Killers,” July 9, 2014

“To Bonus, or Not to Bonus,” June 23, 2014

“4 Ways to Improve Accountability in Your Office,” June 6, 2014

“How to Lead Change from the Lower Ranks,” May 27, 2014

“How to Lead Change When You’re a Middle Manager,” May 9, 2014

“Are Your Workers Just Checking the Box?” May 9, 2014  
 “4 Ways to Get Your Ideas Implemented,” April 25, 2014  
 “Adopting Best Practices Can Be a Bad Idea,” April 11, 2014  
 “How to Battle Boss Envy,” March 28, 2014  
 “How to Break the Routine and Spur Innovation,” February 28, 2014  
 “Where Will Government’s Next Leaders Come From?” February 14, 2014  
 “You’re In Charge, But Who Said Never Let ‘em See You Sweat?” January 31, 2014  
 “How to Build Skills Without the Budget,” January 21, 2014  
 “4 Ways to Boost Morale—Even When Incentives Are Scarce,” January 17, 2014  
 “What to Do When You Become Your Co-Workers’ Boss,” January 3, 2014  
 “How to Deal with Self-Doubt,” December 13, 2013  
 “Training Without the Training Budget,” November 15, 2013  
 “How to Get a Micromanager Off Your Back,” November 1, 2013  
 “Leadership in an Age of Righteousness,” October 9, 2013  
 “If It’s So Hard to Fire Feds, Why Are So Many Federal Leaders Risk Averse?” September 27, 2013  
 “Is Your Team Up to the Task?” September 6, 2013  
 “Fed Confession: I Have No Idea How to Measure Performance,” August 23, 2013  
 “Without Financial Incentives, How Can I Encourage Innovation?” August 2, 2013  
 “Why Would Anyone Want to Work for the Government?” July 19, 2013  
 “3 Ways to Build Trust Between SESers and Political Appointees,” June 26, 2013  
 “When to Tell a Leader What They Need to Hear, Not What They Want to Hear,” June 7, “2013  
 “How the Heck Do You Keep on Mission When the Mission is Always Changing?” May 22, 2013  
 “5 Ways Empowerment Does (and Does Not) Increase Productivity,” May 3, 2013  
 “Ask EIG: How to Get Through an Interview for the SES,” April 19, 2013  
 “Ask EIG: 3 Ways to Successfully Onboard New Team Members,” April 5, 2013  
 “Ask EIG: Are You a Leader With ‘The Goods?’” March 22, 2013  
 “Ask EIG: 5 Steps to Stop a New Appointee From Killing Your Project,” March 15, 2013  
 “Ask EIG: How Do You Create a Culture That Values Diversity?” February 22, 2013  
 “Ask EIG: What are the Best (and Worst) Ways to Cut My Budget?” February 8, 2013  
 “Ask EIG: How Do I Motivate and Retain Talent During Sequestration?” January 25, 2013  
 “Ask EIG: How Do I Create a Meaningful Strategic Plan?” January 11, 2013

- [56] “Can middle managers successfully build extraordinary capabilities?” *Public Manager*, **43**, 2(2014): 29.
- [57] “Intellectual Capital Management Strategy: The Foundation of Successful New Business Generation,” (with Brian Silverman), *Journal of Knowledge Management*, **1**,4, (1998): 320-31.
- [58] “Strategic Objectives Supported by Licensing,” in *Licensing Strategy* (1996), R. Parr and P. Sullivan eds., New York: John Wiley & Sons.
- [59] “Licensing in the Chemical Industry: A Case Study,” (with Peter Grindley) in *Licensing Strategy* (1996), R. Parr and P. Sullivan eds., New York: John Wiley & Sons.

#### *Book Reviews*

- [60] “Learning by Doing in Markets, Firms, and Countries,” *Journal of Economic History*, **59**, 3 (1999): 854-855.

## **Papers in Progress**

- [61] “A Theory of Entrepreneurship,” (with Nathan Furr and Robert Wuebker).
- [62] “Comprehensiveness in Wicked Problem Formulation: Models of Cognition in the Design and Selection of Valuable Strategies,” (with Leif Lundmark).
- [63] “Strategic Problem Solving: A Knowledge-based Examination in Medical Device Manufacturing,” (with Jeffrey Macher).
- [64] “An Exploration of Brain Science and Its Potential Contribution to Strategic Management and Strategic Thinking,” (with Trey Cummings).
- [65] “The Effects of Growth and the Psychology of Envy on the Structure and Strategy of the Firm,” (with Li Ma and Jie Jiao).

## **Business and Critical Thinking Cases (Authored and co-authored)**

BEE 2009-0623 The Paulson Plan  
BEE 2009-0820-003 Training at the Department of Commerce  
BEE 2009-0820-004 Controlling Internally  
BEE 2009-1130 An Integration of Legacies  
BEE 2009-0830 A Human Capital Crisis  
BEE 2011-0119 Time for IT Procurement  
BEE 2011-1011 Calling BART  
BEE 2012-0814 Cleared for Volunteering  
BEE 2012-0815 One Celebration  
BEE 2012-0816 Rehabilitating the Fallen  
BEE 2012-0108 Catching a Flu  
BEE 2014-0326 Judging Space  
BEE 2015-1001 Scheduled Interview  
BEE 2015-1029 Problem Presentation  
BEE 2016-0105 Fashion Forward  
OBS 2009-0623 A Landmark Flight  
OBS 2010-0220 Renewing Kid’s Meals  
OBS 2010-0630 Un Amor  
OBS 2010-1230 Gifts for Students  
OBS 2011-0118 America’s Greenest City  
OBS 2011-0223 Targeting a Response  
OBS 2012-1108 Collecting Debts  
OBS 2012-0630 Google, a car with more than a view  
OBS 2013-0219 Saison de la mort  
OBS 2013-0531 A Reckoning of Invoices  
OBS 2013-0615 Getting the Lead Out: Johnson Controls Inc. in Shanghai  
OBS 2014-0107 Illumina  
OBS 2014-0306 Synergizing Software  
AACSB 101-1107 Setting the Standard  
AACSB 102-0428 Core Communications  
AACSB 103-0516 Learning for the Learned  
AACSB 104-0516 Hiring interest  
AACSB 105-0516 Merged Standards  
AACSB 106-0516 Structuring Communications  
AACSB 201-0905 Expanding Class  
AACSB 202-0904 Inclusive Excellence  
AACSB 203-0915 Outreaching Engagement

AACSB 301-1218 Performance Matters  
AACSB 302-1218 Critical Criteria  
AACSB 303-0123 Advising Advisors  
AACSB 304-0123 Troubling Tone  
AACSB 305-0123 Project Priority  
AACSB 306-0123 Opening Opportunities

### **Major Projects**

Collaborated with the FDA, 42 manufacturing facilities, and Jeffrey Macher of Georgetown University between 2002 and 2004 to study the management of pharmaceutical manufacturing. Provided to the FDA a risk-based assessment of facility inspection choices and management of the investigator workforce that lead to the FDA changing policy. Also provided a benchmarking report to pharmaceutical manufacturers that identified best practices.

### **Invited Research Presentations**

Inspire (February, 2019)  
Bocconi University (May, 2018)  
University of Illinois Urbana-Champaign (April, 2018)  
University of Utah, Eccles School of Business (February, 2018)  
George Washington University School of Business (April, 2017)  
Hong Kong Polytechnic University (January, 2017)  
Copenhagen Business School, Hope Workshop, Plenary speaker (December, 2016)  
Washington University in St. Louis Law School (December, 2015)  
University of California Irvine (April, 2015)  
The Ohio State University, Fischer School of Business (March, 2015)  
ETH Zurich (September, 2013)  
Copenhagen Business School (May, 2013)  
Tilburg Business School (May, 2013)  
Columbia Business School (April, 2013)  
Strategic Management Society (November, 2011) Plenary speaker  
University of Illinois (September, 2010)  
Druid Conference, London, England, Plenary Speaker (June, 2010)  
ACAC Conference, Atlanta, Georgia, Plenary Speaker (May, 2010)  
Norwegian Business School (December, 2009)  
Virginia Technical Institution of Technology (Fall, 2009)  
UCLA, Anderson School of Business (April, 2009)  
University of Virginia, Darden School (September, 2008)  
University of Illinois (May, 2008)  
Harvard Business School (October, 2007), Strategy Conference  
University of Michigan (October, 2007)  
University Sao Paulo, Brazil (September, 2007), Keynote speaker, II Research Workshop on Institutions and Organizations  
Ivey School of Business at the University of Western Ontario (January, 2007)  
Duke University, Fuqua School of Business (January, 2007)  
Purdue University, Krannert School of Management (May, 2006)  
Harvard Business School (April, 2006)  
University of Pittsburgh, Katz School of Business (March, 2006)  
USC Marshall School of Business (March, 2006)  
INSEAD (January, 2006)  
University of Washington, Foster School of Business (May, 2005)  
Georgia Institute of Technology (October, 2004)



University of Illinois (May, 2004)  
 Harvard Business School (April, 2004)  
 University of California at Berkeley, Haas School of Business (March, 2004)  
 Dartmouth University, Amos Tuck School of Business (January, 2004)  
 NYU, Stern Business School (October, 2003)  
 University of Utah, Eccles School of Business (March, 2003)  
 The Ohio State University (January, 2003)  
 University of Missouri (November, 2002)  
 University of Southern California, Marshall Business School (November, 2002)  
 University of California at Berkeley (October, 2002), honoring Oliver Williamson  
 University of California at Berkeley, Haas School of Business (December, 2001)  
 Georgetown University (November, 2001)  
 Cornell University (April, 2001)  
 University of Toronto, Rotman Business School (February, 2001)  
 University of Illinois, Urbana-Champaign (September, 2000)  
 Odense University (November, 1999)  
 DRUID Conference (June, 1998)  
 University of Maastricht (June, 1998)  
 University of Toronto (February, 1997)  
 Universitat Pompeu Fabra (October, 1997)

#### **Conference Presentations**

Strategic Management Society, Paris, FR (September, 2018)  
 Academy of Management Meetings, Chicago, IL (August, 2018)  
 BYU-U of U Strategy Conference, Park City, UT (March, 2017)  
 Academy of Management Meetings, Atlanta, GA (August, 2017)  
 Academy of Management Meetings, Vancouver, CN (August, 2015)  
 Academy of Management Meetings, Orlando, FL (August, 2013)  
 Strategic Management Society Meetings, Rome (October, 2010)  
 ISNIE Conference, Sterling Scotland (June, 2010)  
 Strategic Management Society Meetings, Washington, DC (October, 2009)  
 Academy of Management Meetings, Chicago, IL (August, 2009).  
 Strategic Management Society Meetings, Washington, DC (October, 2009)  
 ISNIE Reykjavik, Iceland (June, 2007)  
 ISNIE Boulder, Colorado (September, 2006)  
 ISNIE, Barcelona, Spain (September, 2005)  
 BYU-U of U Strategy Conference, Park City, UT (March, 2005)  
 Academy of Management Meetings, New Orleans, LA (August, 2004)  
 Organization Science Winter Conference, Steamboat Springs, CO (February, 2004)  
 Southern Economic Association Meetings, Denver, CO (November, 2004)  
 Organization Winter Conference, Steamboat Springs, CO (February, 2004)  
 Academy of Management Meetings, Seattle, WA (August, 2003)  
 Western Economic Association Meetings, Denver, CO (July, 2003)  
 International Society of New Institutional Economics, Boston, MA (September, 2002)  
 Academy of Management Meetings, Denver, CO (August, 2002)  
 Strategy Research Forum, Soloman Islands, MD (May, 2002)  
 Informs Meetings, San Antonio, TX (November, 2000)  
 Academy of Management Meetings, Toronto, ON (August, 2000)  
 Western Economic Association Meetings, Vancouver, B.C (June, 2000)  
 Strategy Research Forum, Cohasset, MA (May, 2000)  
 Informs Meetings, Philadelphia, PA (November, 1999)  
 International Society of the New Institutional Economics, Washington D.C. (Sept., 1999)

Academy of Management Meetings, Chicago, IL (August, 1999)  
 Western Economics Association, San Diego, CA (July, 1999)  
 Strategy Research Forum, Gloucester, MA (May, 1999)  
 International Society of New Institutional Economics, Paris, France (September, 1998)  
 Western Economic Association Meetings, Lake Tahoe, CA (July, 1998)  
 Academy of Management Meetings, Boston, MA (August, 1997)  
 Administrative Sciences Association of Canada (June, 1997)  
 Strategic Management Society Meetings, Barcelona, Spain (October, 1997)  
 Southern Economics Association Annual Meetings, Washington, D.C. (November, 1996)  
 Strategic Management Journal Conference on Markets and Organization (October, 1996)

### **Other Presentations**

Women in Strategy Workshop, “Diagnostic Thinking Coaching Process,” St. Louis, 2019.  
 AACSB Bridge Program, “From Teaching to Learning: Designing content for executives, MBAs, and undergraduates”, Los Angeles, 2017.  
 Westminster College, “Developing and Teaching Executive Education Programs”, 2016.  
 University of South Florida, “Developing and Teaching Executive Education Programs”, 2016.  
 AACSB Bridge Program, “From Teaching to Learning: Designing content for executives, MBAs, and undergraduates”, St. Louis 2016.  
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Dallas, 2016.  
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Chicago, 2016.  
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Washington DC, 2015.  
 WUSTL Alumni and Development, “Leading from the Middle,” Washington DC, 2014.  
 WUSTL Alumni and Development, “Tackling Wicked Government Problems.” Chicago, 2013.  
 WUSTL Alumni and Development, “Introducing Brookings Executive Education,” Charlotte, 2012.  
 BEE Alumni Presentation, Strategies for Leadership Development with Limited Resources, 2012.  
 BEE Alumni Presentation, Leading through Austerity, 2012.  
 WUSTL Alumni and Development, “Introducing Brookings Executive Education,” St. Louis, 2009.  
 WUSTL Alumni and Development, “Critical Thinking,” St. Louis, 2007.  
 WUSTL Convocation Speaker, 2004.  
 WUSTL Parents Council, 2000.

### **Research Grants**

CRES/BCTIM/Georgetown University collection of grants for \$100,000 pharmaceutical study.  
 Center for Research in Health Care Policy grant for \$7,500.  
 Center for Research in Economics and Strategy grant for \$12,500 to study management of pharmaceutical manufacturing.  
 Boeing Center for Technology, Information, and Manufacturing grant for \$25,000 to study management of pharmaceutical manufacturing.  
 Faculty Challenge Research Program in Health Sector Management Grant from Duke University, for \$44,345, with Janet Bercovitz and Jim Emshoff.

### **Service**

Faculty University Library Committee (2015-2018, Chair 2017-2018).  
 Co-Chair Olin Associate Dean Search Committee (2016-2017).  
 University College Dean Search Committee (2015-2016).  
 Brown School of Social Work Social Entrepreneurship Chair Search Committee (2015-2016).  
 Omnibus Committee (2014-2015).  
 WUSTL Athletic Director hiring committee (2014).  
 WUSTL Provost hiring committee (2013).  
 New building committee (2008-9).

Communications and Assessment Task Force Subcommittee, Chair (2006).  
Dean's search committee (2004-2005).  
Steering committee member, Undergraduate Council (2003-2006).  
Senior faculty committee on corporate relations, Chair (2003-2005).  
WCRC subcommittee of MBA curriculum committee, Chair (2004-2005).  
Customer relationship management committee, Chair (2003).  
Convocation faculty speaker for freshman class and their families (2004).  
Washington University's Technology Transfer Patent Advisory Committee (2005- 2006).  
WUSTL Center for New Institutional Social Science, Executive Committee Member (1998-2009).

Various business school and university committees including: faculty promotion committees, university-wide Undergraduate Council, coordinator for junior strategy group recruiting, MBA curriculum committee, senior strategy recruiting committees, undergraduate dorm floor advisor, running several simulation exercises for prospective student recruiting, graduation marshal, tenure review committees, and faculty representative for undergraduate admissions high school counselors weekend.

Marriott School of Business, Brigham Young University, Academic Review of Department of Organizational Leadership and Strategy, February 2016.

BYU-U of U Winter Strategy Conference Advisory Board, 2006-present.

One of three organizers for the Strategy Research Forum conference, 2002 and 2003.

Academy of Management: Co-organizer of the Mid-career Consortium 2003-2004, Co-organizer of Ph.D. consortium, presenter in many consortia and professional development workshops.

Co-creator of Women in Strategy Workshop, 2019.

*Editorial boards*

Academy of Management Discoveries  
Institutional and Corporate Change  
Organization Science  
Strategic Management Journal  
Strategic Management Review  
Strategic Organization

*Reviewer-at-large for:*

Academy of Management Review  
Academy of Management Journal  
American Economics Review  
Administrative Science Quarterly  
California Management Review  
Journal of Economics Behavior and Organization  
Journal of International Business Studies  
Journal of Institutional Economics  
Journal of Labor and Economic  
Journal of Law Economics and Organization  
Journal of Management Studies  
Journal of Marketing Research  
Journal of Pharmaceutical Innovation  
Human Resource Management

International Journal of the Economics of Business  
International Society of the New Institutional Economics  
Management Science  
Managerial and Decision Economics  
Organization  
Organizational Research Methods  
Organization Science  
Review of Economics and Statistics  
Scandinavian Journal of Management  
Strategic Management Journal

#### **Ph.D. Committee Membership**

Trey Cummings  
Chih-mao Hsieh  
Sergio Lazzarini  
Leif Lundmark  
Alexandra Mislin  
Libby Webber  
James Yen

#### **Teaching Experience**

*EMBA Courses (Domestic, Partnership with Fudan University, Partnership with IIT Bombay)*

Art and Science of Diagnosis  
Critical Thinking for Leaders  
Strategic Management of Innovation  
Strategic Management in Health Care

*MBA/PMBA Courses*

Corporate Strategy  
Critical Thinking and Impactful Communications  
Global Tycoon  
Introduction to Management and Strategy  
Strategic Management of Life Science

*Brookings Executive Education/Executive Master of Science in Leadership*

Art and Science of Facilitation  
Building Networks and Partnerships  
Daring to Lead  
Decisiveness and Flexibility  
Execution  
Excellence in Customer Service  
Executive Mindset  
Facilitating the Solving of Wicked Problems  
From Conflict to Collaborative Conversations  
Human Capital Management  
Leading Strategy Execution  
Problem Solving through Critical Thinking  
Strategic Thinking  
Women's Leadership: Leading Thinking  
Vision and Leading Change

*Ph.D. Courses*

Knowledge and Management  
Strategic Management of Innovation and Technology

*Undergraduate Courses*

Critical Thinking and Complex Problems Solving in Business  
Introduction to Management  
Competitive Strategy

**Other Teaching Experience**

Naval Post-Graduate School, Center for Homeland Defense and Security (2017-present)  
Professional Development Workshop for Traditionally Under-represented Minorities (2013, 2014)  
Social Impact and Sustainable Development in Madagascar (2013-2016)  
Visitor, ETH, Zurich, Switzerland (September, 2013)  
Guest Lecturer, Copenhagen Business School (November, 1999)  
Olin Practicum Advisor, Charter Communications (Spring, 1999)  
Olin Practicum Advisor, Gateway Energy Systems (Spring, 1998)

**Teaching Awards**

Reid Teaching Award: Executive MBA (Mumbai) Professor of the Year, 2018.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2018.  
Reid Teaching Award: Executive MBA (Mumbai) Professor of the Year, 2017.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2016.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2015.  
Olin Graduate Business Student Association Recognition of Exceptional Leadership, 2010.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2010.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2009.  
Reid Teaching Award: Professional MBA Professor of the Year, 2008.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2006.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2005.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2004.  
State of Missouri Governor's Award for Excellence in Teaching, 2003.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2003.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2002.  
Marcile and James Reid Chair: In recognition of consistently outstanding teaching contribution at the John M. Olin School of Business, 2001.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2001.  
Reid Teaching Award: Executive MBA (HSM III) Professor of the Year, 2001.  
Reid Teaching Award: Executive MBA (HSM II) Professor of the Year, 2000.  
UBSC Teaching Award, 1999-2000.  
UBSC Teaching Award, 1998-1999.  
Student Union Professor of the Year (Business), 1998-1999.

**Curriculum Awards**

MBA Roundtable Innovator Award, which promotes initiatives that advance innovation in MBA education and recognizes institutions that drive change in the field, for *Critical Thinking@Olin*.

**Executive education, consulting, speaking engagements**

AACSB  
AB-InBev  
A.G. Edwards  
Ameren Corporation  
Army Air Force Exchange Services

Ascension Health  
Asper School of Business, University of Manitoba  
Berkshire Hathaway Companies  
Brookings Executive Education  
Boeing Corporation  
Bournemouth University Business School  
Bunge North America  
Bureau of Alcohol, Tobacco, Firearms and Explosive  
Centene Corporation  
CHAN Healthcare Auditors  
Colliers Turley Martin and Tucker  
David Eccles School of Business, University of Utah  
Defense Threat Reduction Agency  
Department of the Interior  
Department of Transportation  
Department of Veterans Affairs  
Edward Jones  
Emerson  
Essex Industries  
Euromed MBA  
Federal Reserve Bank of St. Louis  
FEMA  
FEMA—Puerto Rico  
Florida Gulf Coast University, Lutgert College of Business  
Food and Drug Administration  
Fundacao Dom Cabral  
Georgia State University, J. Mack Robinson School of Business  
Government Executive Annual EIG Conference  
Hamline University School of Business  
Haskane School of Business, University of Calgary  
HOK  
IBM  
Intel  
Kedge Business School  
KLA/Tencor  
Levi Strauss  
MAPI  
Merck  
Metal Service Center Institute  
Mitek  
National Corn Growers Association  
National Institutes of Health  
National Aeronautics and Space Administration, Huntsville  
National Aeronautics and Space Administration, Kennedy Space Center  
Natixis  
Naval Postgraduate School, Center for Homeland Defense  
Nestle-Purina Pet Care  
National Security Agency  
Office of Naval Intelligence  
Ohio University, College of Business  
Olin Partners Program (open enrollment)  
Olin Thought Leadership Program

Oregon State University, Leading in the Academic Enterprise Seminar  
 Pulitzer Foundation for the Arts  
 Raytheon  
 RGA  
 Sigma Aldrich  
 Singapore Management University, Master of Tri-sector Collaboration  
 Smurfit Stone Container Corporation  
 Southland Tube  
 TALX  
 TherRx/KV Pharmaceuticals  
 Tyco Health Care/Mallinckrodt Pharmaceuticals  
 UNCOMN, LLC  
 UniGroup  
 United States Federal Reserve Bank of St. Louis  
 United States Department of Agriculture, Animal and Plant Health Inspection Service  
 University of Southern California, Marshall School of Business  
 U.S. Bank  
 U.S. Coast Guard  
 Wells Fargo Advisors

### **Honors and Awards**

Best Paper Award, Academy of Management, “An Exploration of Brain Science and its Potential for Contributions to Strategic Management and Thinking,” 2017.  
 Best Paper Runner-up, Academy of Management Perspectives, 2013.  
 Outstanding Author Contribution Award Winner at the Emerald Literati Network Awards for Excellence, 2013.  
 Olin Award Recognizing Research that Transforms Business, 2009.  
 Olin Award Recognizing Research that Transforms Business, 2008.  
 Founder’s Day Distinguished Faculty Award, 2007.  
 Best Paper Award, Second International Business and Economy Conference, 2003.  
 AOM Best Papers Proceedings, 2002.  
 BPS Division of the Academy of Management, Outstanding Reviewer Award, 2000.  
 Nominated for 3<sup>rd</sup> annual McKinsey/SMS Best Conference Paper Prize, SMS 2000.  
 Finalist, 1998 Free Press Award for Outstanding Dissertation Research in BPS.  
 Best Paper in TIM, ASAC 1998.  
 Honorable Mention Paper in Organization Theory, ASAC 1998.  
 Best Paper in Organization Theory, ASAC 1997.  
 Honorable Mention Paper in Policy, ASAC 1997.  
 Hayase Award, 1995.  
 Lynde and Harry Bradley Foundation Fellowship, 1994-1995.  
 John M. Olin Foundation Fellowship, 1994-1995.  
 LES Fellowship, 1995.  
 University of California at Berkeley University Fellowship, 1991-1992.  
 American Society of Metals Scholastic Achievement Award, 1985.  
 Tau Beta Pi Fellow, Honeywell, 1984.  
 Salisbury Prize, awarded to highly meritorious members of the WPI graduating class who have faithfully, industriously, and with distinguished attainment completed all requirements for the Bachelor’s degree, 1984.  
 Two Towers Prize, awarded to the student who, through general academic competence, campus leadership, regular course work, and special work in research and projects, best exemplifies a combined proficiency in the theoretical and practical union that is at the heart of the WPI educational tradition, 1983.

Elected to Tau Beta Pi, 1983.  
Elected to Pi Tau Sigma, 1983.  
WPI Student Government President, 1983-1984.  
WPI Class President, 1980-1981 and 1982-1983.