Robert D. Austin

396 Victoria Street
London, Ontario, N5Y 4A9, Canada

EDUCATION

1994	Ph.D., Management and Decision Sciences, Carnegie Mellon University
1986	M.S., Industrial Engineering/Management Science, Northwestern University
1985	Playwriting Program, Department of Drama, University of Texas at Austin
1984	B.A. with Distinction, English Literature, Swarthmore College
1984	B.S. with Distinction, Engineering (Mechanical), Swarthmore College

Dissertation

Theories of Measurement and Dysfunction in Organizations

Thesis Committee: Patrick D. Larkey (Chair), Robyn M. Dawes, Jay B. Kadane, and Steven Klepper

Recipient of the 1995 Herbert A. Simon Doctoral Dissertation Award for Behavioral Research in the Administrative Sciences
(Gerald Salancik, Award Committee Chair)
Finalist for the 1995 Association for Public Policy and Management (APPAM) Doctoral Dissertation Award

IVEY BUSINESS SCHOOL, WESTERN UNIVERSITY

7/1/16 – Present	Professor
6/1/13 – 6/31/16	Adjunct Research Professor

Teaching Assignments

2021 – 2022	Digital Transformation (MSc in Digital Management) Managing Innovation (Accelerated MBA) Leveraging Information Technology (HBA, 2 sections)
2020 – 2021	Digital Transformation (MSc in Digital Management, new course, new program) Managing Innovation (Accelerated MBA) Leveraging Information Technology (HBA, 2 sections)
2019 – 2020	Managing Innovation (Accelerated MBA, new blended course) Leveraging Information Technology (HBA, 2 sections)
2018 – 2019	Design and Technology Management in Creative Businesses (MBA Elective) Leveraging Information Technology (HBA, 2 sections)

2017 – 2018	Design and Technology Management in Creative Businesses (MBA Elective)
	Leveraging Information Technology (HBA, 2 sections)
	Information Systems, (eMBA core)
2016 – 2017	Design and Technology Management in Creative Businesses (MBA Elective)
	Leveraging Information Technology (HBA, 2 sections)
2015 – 2016	Design and Technology Management in Creative Businesses (MBA Elective)
2014 – 2015	Design and Technology Management in Creative Businesses (MBA Elective)
2014 – 2015	The Open Access Economy, Quantum Shift (Exec Ed)
	Design and Technology Management in Creative Businesses (MBA Elective)
2013 – 2014	Design and Technology Management in Creative Businesses (MBA Elective)

Administrative Assignments

9/1/20 – Present	Member – Equity, Diversity, and Inclusion Advisory Committee
1/1/21 – Present	Member – Executive Committee of the Equity, Diversity, and Inclusion Advisory Committee
9/1/16 – 6/30/19	Faculty Director of the Learning Innovation Initiative

HARVARD MEDICAL SCHOOL

12/1/16 – Present Affiliated Faculty Member, Center for Primary Care

Teaching Assignments

2019	Charting the Future of Primmary Care (in Toronto)
2017	Charting the Future of Primary Care (May, October)
2016	Charting the Future of Primary Care

AARHUS BUSINESS SCHOOL

11/1/17 – 11/1/20 Affiliated Faculty Member

COPENHAGEN BUSINESS SCHOOL

12/1/15 – 6/30/16	Professor, Management of Innovation and Digital Transformation
	Department of Information Technology Management
8/1/09 – 11/30/15	Professor, Management of Creativity and Innovation
	Department of Management, Politics, and Philosophy
	(*10% appointment, 7/1/11 to 7/31/13*)
7/1/07 – 6/30/09	Professor (mso), Managing Creativity and Innovation

Department of Management, Politics, and Philosophy
8/1/05 – 7/31/06   Guest Professor, Centre for Art and Leadership
Department of Management, Politics, and Philosophy

Teaching Assignments

2015 – 2016	Strategies for Digitizing Enterprises (Exec Ed), spring
	Leadership in 21st Century Organizations (course head), fall
	Work, Design, and Technology in Creative Businesses (course head), fall
	Managing in the Creative Economy (course head), fall
	Entrepreneurship and Innovation, (EMBA), fall
2014 – 2015	Leadership in 21st Century Organizations (course head), fall
	Work, Design, and Technology in Creative Businesses (course head), fall
	Managing in the Creative Economy (course head), fall
	Entrepreneurship and Innovation, (EMBA), fall
	IT Leadership in the 21st Century (Exed Ed)
2013 – 2014	IT Leadership in the 21st Century (Exec Ed)
2010 – 2011	The IT Manager as a Business Leader, fall
	IT Leadership in the 21st Century (Exec Ed, chair)
2009 – 2010	Leadership in the Creative Organization (course head), spring
	Innovation and Aesthetics (some sessions), fall
	Managing in the Creative Economy (course head), spring
	Management of IT – Management with IT (some sessions), summer
2008 – 2009	Managing in the Creative Economy (course head), spring
	The IT Manager as a Business Leader (course head), spring
	Leading and Managing Projects (course head), spring
	The Immaterial Economy (applications module), spring
2007 – 2008	Managing in the Creative Economy (course head), spring
	The IT Manager as a Business Leader (course head), spring
	The Immaterial Economy (applications module), spring

Online Courses (Massively Open Online Courses or "MOOCs")

2015 – Present   Strategic Management, part of a four-course online specialization, "Strategic Management and Innovation," Coursera, launched Sep 2015, https://www.coursera.org/learn/strategic-management/.
        As of September 2019:   90,000 enrolled students worldwide
                Ratings: 97% Likes vs. 3% Dislikes
        Specialization Ranked 10th on the Coursera Platform for 2015
    http://poetsandquants.com/2015/12/16/the-most-popular-coursera-moocs-of-2015/2/

2015 – Present   Leadership in 21st Century Organizations, Coursera, September 2015, https://www.coursera.org/learn/leadership-21st-century/.
        This is a full 7.5 ECTS course of 20 modules over 10 weeks
        As of September 2019:   55,000+ enrolled students worldwide
                Ratings: 95% Likes vs. 5% Dislikes
        Received the 2015 Danish Society of Education and Business Prize

Administrative Assignments

2011 Jan - Apr	Acting Chief Executive Officer, CBS-SIMI Executive (now CBS Executive, an independent foundation, and the largest provider of executive education in northern Europe)
2010 Oct - Dec	Chief Operating Officer, CBS-SIMI Executive
2010 – 2011	Executive MBA Interim Study Board (Program) Chair
2010 – 2011	CBS Academic Coordinator, CBS-SIMI Executive Education merger
2007 – 2009	International Management and Marketing Thesis Coordinator

UNIVERSITY OF NEW BRUNSWICK AT FREDERICTON (CANADA)

2014 – Present	Adjunct Professor of Engineering
2011 – 2013	Dean, Faculty of Business Administration
	Professor of Business Administration
2007 – 2011	Adjunct Professor of Engineering

Administrative Accomplishments as Dean

- Led faculty through a partner-precipitated crisis with a degree program in Singapore; in progress when I arrived, came to a climax during my first week. Remotely managed relationships with press and political organizations in Singapore and rapidly devised solutions to protect students in the program and the university's reputation in Asia.

- Stabilized the faculty's stance on accreditation following a negative AACSB decision prior to my start; formulated a new path to accreditation based on sound strategy (as opposed to "jumping through hoops").

- Halted perceived decline in the research reputation of the faculty and devised concrete actions to communicate and reinforce the importance of research, improving the morale of research-oriented faculty members.

- Worked closely with donors and business leaders to create a sustainable funding structure for Student Investment Fund, a widely acclaimed and strategic program that had, historically, received no operational funding.

- Provided thought leadership in the council of UNB deans' efforts to re-invent the university's budgeting systems, to make them more focused on strategic priorities in an environment of declining revenues and adverse trends in student demographics.

- Reformed faculty recruiting practices, reorienting them from reliance on local hiring toward international hiring, increasing the number of applicants ten-fold and dramatically improving the average quality of applicants.

- Reinvigorated efforts to communicate impacts of the faculty's work to external constituencies and build bridges between academia and practice.

- Instituted a program of Executives in Residence, which allowed students to interact with distinguished business leaders during week-long stays.

- Developed and instituted a detailed plan for achieving a naming gift for the faculty within a five-year time horizon.

- Encouraged faculty members to develop innovative new curricula; supported development of a new course on Corporate Social Responsibility that including the writings of Booker Prize winning author Margaret Atwood, who I recruited to participate in the course.

Teaching Assignments (no teaching was required of the dean; I chose to teach these)

2012 – 2013	Production and Operations, Irving Oil EMBA Program, fall, winter
	Production and Operations Management, winter
	Managing Innovation and Technology, winter
2011 – 2012	Production and Operations Management, winter
	Managing in the Creative Economy, winter

HARVARD BUSINESS SCHOOL

7/1/04 – 6/30/09	Associate Professor of Business Administration
	Technology and Operations Management Area
	(*on leave from 7/1/2007 while at CBS*)
7/1/99 – 6/30/04	Assistant Professor of Business Administration
	Technology and Operations Management Area
	(*on leave from 7/1999 to 6/2000 while at Novell*)
1/1/97 – 6/30/99	Assistant Professor of Business Administration
	Accounting and Control Area

Teaching Assignments

2013 – 2014	Managing Healthcare Delivery (Exec Ed), spring
2012 – 2013	Managing Healthcare Delivery (Exec Ed), spring
2011 – 2012	Managing Healthcare Delivery (Exec Ed), summer
2010 – 2011	Delivering Information Services (Exec Ed, co-chair), summer
	Managing Healthcare Delivery (Exec Ed), summer
2009 – 2010	Delivering Information Services (Exec Ed, co-chair), summer
	Managing Healthcare Delivery (Exec Ed), summer
2008 – 2009	Delivering Information Services (Exec Ed, co-chair), summer
2007 – 2008	Delivering Information Services (Exec Ed, co-chair), summer
2006 – 2007	Delivering Information Services (Exec Ed, chair), summer
	Advanced Management Program (Exec Ed, elective), fall
	Managing in the Creative Economy (course head), spring
2005 – 2006	Research leave of absence (fall, spring)
	Delivering Information Services (Exec Ed, chair), summer)

2004 – 2005	Delivering Information Services (Exec Ed, chair), summer
	Key Executives Program (Exec Ed), fall
	First Year Technology and Operations Management, fall
	Owner/President Manager Program (Exec Ed), spring (2 units)
2003 – 2004	Delivering Information Services (Exec Ed, chair), summer
	First Year Technology and Operations Management, fall
	Owner/President Manager Program (Exec Ed), spring (2 units)
	Leveraging Knowledge in 21st Century Companies (Exec Ed)
2002 – 2003	Delivering Information Services (Exec Ed, co-chair), summer
	First Year Technology and Operations Management, fall
2001 – 2002	Delivering Information Services (Exec Ed, co-chair), summer
	First Year Technology and Operations Management, fall (2 sections)
1998 – 1999	Delivering Information Services (Exec Ed), summer
	Designing, Managing, and Improving Operations, winter
1999 – 2000	Delivering Information Services (Exec Ed), summer
1997 – 1998	Economics of Markets, winter and spring
	Delivering Information Services (Exec Ed), summer
	Foundations of Accounting, fall
	Financial Reporting and Control, winter
	Designing, Managing, and Improving Operations, winter (course head)
	Owner/President Manager Program (Exec Ed), spring (3 units)

Administrative Assignments

| 2006-2007 | Executive Education Faculty Advisory Committee |

NON-ACADEMIC WORK EXPERIENCE

2000 – 2001	Vice-President of Operations, OliKO (division of Novell), Westborough, MA
	On leave from Harvard, served as a senior executive for a new business being established by a leading technology company. Built an organization and a technology platform to implement a new IT service provider business. OliKO operated under the direct supervision of Eric Schmidt, then CEO of Novell, now Chairman of Google.
1996	Manager, Implementation/Project Planning, Ford Motor Co., Brentwood, UK
	Led a successful effort to replace 60 obsolete computing installations with modern network infrastructures in Europe and emerging markets.
1994 – 1995	Team Leader, Vehicle Assembly Systems, Ford Motor Co., Dearborn, MI
	Led a successful effort to improve availability of production-critical computer systems in 22 North American assembly plants to 99.99%. Provided 24x7 on-call support during numerous "plant down" crises.
1993 – 1994	Planning and Support Analyst, Ford Credit, Dearborn, MI
	Using object-oriented technologies and methods, developed functional specs and important components of a prototype credit analysis system.

1989 – 1993   Research Associate, Software Engineering Institute, Pittsburgh, PA
On leave from Ford, co-led a study on commercial software development best practices. Participated in the National Software Capacity Study and the Software Metrics Project.

1986 – 1989   Development Center Analyst, Ford Motor Company, Dearborn, MI
Headed systems quality management program for Parts and Service division.

HONORS AND AWARDS

2019-Present   Judge for MIT Sloan's International CIO Leadership Award.

2009-Present   International jury member for *CIO 100 Awards*, which selects for recognition the world's best examples of projects that "[create] new business value by innovating with technology."

2018-2020   Ivey Research Merit Award, Ivey Business School, London, Ontario (award was discontinued in 2021).

2021   Ivey Publishing Best-Selling Case Award, for "Digital Transformation at GE: What Went Wrong?" (with Genevieve Pelow).

2019   Gold Medal, Serious Play Awards, for "Cyber Attack!" Simulation, Harvard Business Publishing, product number 8690-HTM-ENG, June 27.

2019   Article "Neurodiversity as a Competitive Advantage" selected for inclusion in *HBR's 10 Must Reads 2019*.

2016   SAP Autism at Work Leadership Award, SAP Autism at Work Summit, Newtown Square, Pennsylvania, March 24.

2015   Danish Society for Education and Business (DSEB) Prize 2015, with Shannon Hessel, for development of "Leadership in 21st Century Organizations," a narrative format course taught both online (as a Coursera MOOC) and in the classroom at Copenhagen business School.

2013   MBA Society Recognition Award (for Teaching), University of New Brunswick, Fredericton.

2012   Industrial Engineering and Operations Management Distinguished Service Award, "for dedication and lifelong contribution to the Industrial Engineering and Operations Management profession," at the 3rd Annual Conference on Industrial Engineering and Operations Management, July 6, 2012.

2008   Richard Beckhard Memorial Prize for Volume 48 of *MIT Sloan Management Review*, "given annually to an outstanding paper on the subject of planned change and organizational development" as determined by an independent panel of judges (Schussel Professor Erik Brynjolfsson, senior lecturer Cyrus Gibson, and Erwin H. Schell Professor of Organization Studies John Van Maanen); awarded for paper "Bridging the Gap Between Stewards and Creators" (co-authored with Richard L. Nolan)

2005   Book "Artful Making" (co-authored with Lee Devin) honored with the Elliot Hayes Award, by the Literary Managers and Dramaturgs of the Americas

1995   Herbert A. Simon Doctoral Dissertation Award, Carnegie Mellon University

1995   Association for Public Policy and Management National (U.S.) Dissertation Award Finalist

1986   Jones Residential College Prize in Playwriting, Northwestern University

1985	Royal E. Cabell Fellowship, Northwestern University
1984	Theatre Associates Scholarship in Playwriting, Swarthmore College
1984	Phi Beta Kappa, Swarthmore College
1984	Tau Beta Pi, Swarthmore College
1984	Gezork Award for Excellence in Track and Field, Swarthmore College
1983	Babette S. Spiegel Scholarship for Creative Writing, Swarthmore College
1983	Kapp Scholarship in Engineering, Swarthmore College

EXTERNAL FUNDS

2020	Catalyst Grant, Western University, $41,288 CAD, "Leveraging Pandemic into a 'Digital First' Concept for Healthcare Delivery," Co-Investigator.
2019	Social Sciences and Humanities Research Council (Canada), Ivey Business School, $194,025 CAD, "Don't Leave Talent on the Table: Discerning Best Practice in Neurodiversity Employment Programs," Principal Investigator.
2015	Coursera Business Specialization Grant (awarded to a team at CBS, which I headed), $100,000 USD
2011	Industriens Fonden, "Future Innovative Schools," Primary Applicant, Copenhagen Business School, 883,700 Danish Kroner (~$170,000 USD)
2011	FUHU "Creative Schooling" Project, Primary Applicant, Copenhagen Business School, 50,000 Danish Kroner (~$10,000 USD)
2008	Social Sciences and Humanities Research Council (Canada), Co-applicant, Wallace McCain Centre, University of New Brunswick, $300,000 CAD "Knowledge in Society" Project

BOARD MEMBERSHIPS

| 2021 – 2022 | Frist Center for Autism & Innovation Advocacy Board, Vanderbilt University, Nashville, Tennessee. |

PUBLICATIONS, BOOKS, AND PRESENTATIONS

Journal Publications

Christian Bason and Robert D. Austin, "Design in the Public Sector: Toward a Human Centred Model of Public Governance," *Public Management Review*, published online July 9, 2021 DOI: 10.1080/14719037.2021.1919186.

Mayur P. Joshi, Ning Su, Robert D. Austin, and Anand K. Sundaram, "Why So Many Data Science Projects Fail to Deliver," *MIT Sloan Management Review*, Vol. 62, no. 3, product #62317, Spring 2021. *One of MIT Sloan Management Review's Top 10 Most Popular Articles of 2021.*

Anna Krzeminska, Robert D. Austin, Susanne M. Bruyère, and Darren Hedley, "The advantages and challenges of neurodiversity employment in organizations," *Journal of Management and Organization*, Vol. 25, p. 453-463, 2019.

Christian Bason and Robert D. Austin, "The Right Way to Lead Design Thinking," *Harvard Business Review*, March-April 2019 issue. Also reprinted in *HBR's 10 Must Reads 2019* and *HBR's 10 Must Reads on Design Thinking.*

Yasser Rahrovani, Alain Pinsonnealult, and Robert D. Austin, "If You Cut Employees Some Slack, Will They Innovate?" *MIT Sloan Management Review*, Summer 2018.

Robert D. Austin, Daniel Hjorth, and Shannon Hessel, "How Aesthetics and Economy Become Conversant in Creative Firms," *Organization Studies*, Vol. 39, no. 11, 2018.

Robert D. Austin and Gary P. Pisano, "Neurodiversity as a Competitive Advantage," *Harvard Business Review*, May-June, 2017, pp. 96-103. Also reprinted in *HBR's 10 Must Reads 2019* and *HBR's 10 Must Reads on Diversity.*

Robert D. Austin, "Unleashing Creativity with Digital Technology," *MIT Sloan Management Review*, Fall 2016 (by invitation, "one of a special series of 14 commissioned essays" by "15 of the world's foremost experts on the intersection of technology and management"). Also included in a book, *What the Digital Future Holds: 20 Groundbreaking Essays on How Technology is Reshaping the Practice of Management,* ed. *MIT Sloan Management Review*, 2018.

Robert D. Austin and David M. Upton, "Living and Leading in an Era of Super-Transparency," *MIT Sloan Management Review*, Winter 2016, pp. 25-32 (cover story for this issue).

Robert D. Austin, "'Here's to the Crazy Ones': Why We Need to Rethink 'Fitting In' as a Virtue in Innovation-based Business and Society," *Journal of Business Anthropology,* Vol. 4, no. 2, 2015, pp 259-265 (invited contribution).

Robert D. Austin and Thorkil Sonne, "The Dandelion Principle: Redesigning Work for the Innovation Economy," *MIT Sloan Management Review*, Summer 2014, pp. 67-72.

Robert D. Austin, Lee Devin, and Erin Sullivan, "Accidental Innovation: Supporting Valuable *Un*predictability in Creative Process," *Organization Science,* September/October 2012 vol. 23 no. 5, 1505-1522.

Robert D. Austin and Lee Devin, "Not Just a Pretty Face: The Economic Drivers Behind the Arts in Business Movement," *Journal of Business Strategy*. Vol. 31, no. 4, 2010, pp. 59-69.

Robert D. Austin, Richard L. Nolan and Shannon O'Donnell, "The Technology Manager's Journey: An Extended Narrative Approach to Educating Technical Leaders," *Academy of Management Learning and Education*, Vol. 9, no. 3, September 2009, pp. 337-355.

Robert D. Austin and Lee Devin, "Weighing the Benefits and Costs of Flexibility in Making Software: Toward a Contingency Theory of the Determinants of Development Process Design," *Information Systems Research*, Vol. 20, no. 3, September 2009, pp. 462-477.

Robert D. Austin, Richard L. Nolan and Shannon O'Donnell, "A 'Novel' Approach to the Design of an IS Management Course," *Communications of the Association for Information Systems*, Volume 24, number 1, article 19, 2009.

Jonathan D. Wareham, Xavier Busquets, and Robert D. Austin, "Creative, Convergent, and Social: Prospects for Mobile Computing," *Journal of Information Technology*, Volume 24, Issue 2, 2009, pp. 139-143.

Robert D. Austin, Lee Devin and Erin Sullivan, "Oops!" *MIT Sloan Management Review*, published in the *Wall Street Journal, Business Insight Special Section* (a quarterly joint publication by *MIT Sloan Management Review* and the *Wall Street Journal*), July 7, 2008 p. R6.

Robert D. Austin and Javier Busquets, "Managing Differences," *Innovations: Technology, Governance, Globalization*, Winter, 2008, pp. 28-35.

Robert D. Austin, "Kiva as a Test of Our "Societal Creativity," Case Discussion: Kiva.org, *Innovations: Technology, Governance, Globalization*, Vol. 2, No. 1/2, Winter & Spring 2007, pp. 57-62.

Robert D. Austin, "Aesthetic Coherence and the Hunt for Big Margins," *Harvard Business Review*, January 2008, pp. 19-20.
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Robert D. Austin and Richard L. Nolan, "Bridging the Gap Between Stewards and Creators," *MIT Sloan Management Review*, Vol. 48, No. 2, Winter 2007, pp. 29-36 (Winner of the Richard Beckhard Memorial Prize).

Robert D. Austin and Richard L. Nolan, "In Search of the Next Killer App," *MIT Sloan Management Review* 46, no. 4 (Summer 2005), p. 96.

Robert D. Austin and Christopher A. R. Darby, "The Myth of Secure Computing," *Harvard Business Review*, June 2003.

Robert D. Austin, "The Effects of Time Pressure on Product Quality in Software Development: An Agency Model," *Information Systems Research*, June 2001.

Robert D. Austin and Patrick Larkey, "Performance-based Incentives in Knowledge Work: Are Agency Models Relevant?" *International Journal of Business Performance Management*, Spring 2000.

Patrick Larkey, Jay Kadane, Robert D. Austin, and Shmuel Zamir, "Skill in Games." *Management Science*, May 1997.

Robert D. Austin and Patrick Larkey, "The Unintended Consequences of Micromanagement: The Case of Procuring Mission Critical Computer Resources," *Policy Sciences*, Vol. 25, 1992.

Books

Robert D. Austin, Richard L. Nolan and Shannon Hessel, *Adventures of an IT Leader*, updated edition, Harvard Business Review Press, 2016 (1st ed. 2009).

Robert D. Austin, Richard L. Nolan and Shannon O'Donnell, *Harder Than I Thought: Adventures of a 21st Century Leader*, Boston: Harvard Business Review Press, 2012.

Lee Devin and Robert D. Austin, *The Soul of Design: The Power of Plot to Enhance Produce and Service Experiences*, Palo Alto: Stanford University Press, 2012.

Tyge Payne, Jeremy Short, Rob Austin, and Rachael Anderson, *University Life: A College Survival Story*, Irvington, NY: Flat World Knowledge, 2011.

Lynda M. Applegate, Robert D. Austin, and Deborah Soule, *Corporate Information Strategy and Management: Text and Cases*, 8th Edition, New York: Irwin/McGraw Hill, 2009 (7th ed. with F. Warren McFarlan instead of Deborah Soule, 2006; 6th ed. 2006).

Robert D. Austin and Stephen P. Bradley (eds.), *The Broadband Explosion: Leading Thinkers on the Promise of a Truly Interactive World*, Harvard Business School Press, 2005.

Subject Advisor for *Harvard Business Essentials: Managing Projects Large and Small--The Fundamental Skills for Delivering on Budget and on Time*, Harvard Business School Press, Boston, MA 2004 (these books list no author; they are ghost written under the guidance of a faculty member who acts as "subject advisor").

Robert D. Austin and Lee Devin, *Artful Making: What Managers Need to Know About How Artists Work*, Financial Times Prentice Hall, 2003 (Honored with the 2005 Elliott Hayes Award by the Literary Managers and Dramaturgs of the Americas).

Lynda M. Applegate, Robert D. Austin, and F. Warren McFarlan, *Corporate Information Strategy and Management: The Challenges of Managing in a Network Economy*, McGraw-Hill, 2003 (a shorter version of the text and cases book listed above, published separately).

Lynda Applegate, Robert D. Austin, and Warren McFarlan, *Creating Business Advantage in the Information Age*, McGraw-Hill, 2002.

Robert D. Austin, *Measuring and Managing Performance in Organizations*, Dorset House Publishing Company, 1996.

Conference Papers/Presentations

Christian Bason (presenter) and Robert D. Austin, "Public Design for the Long Run: Factors Affecting the Durability of Solutions and Practices," International Research Society for Public Management Conference 2021 - Public Management, Governance and Policy in Extraordinary Times: Challenges and Opportunities, April 21, 2021.

Robert D. Austin, panelist, "How Can Organizations Promote the Inclusion of Individuals on the Autism Spectrum?" at the Academy of Management Meeting, Boston, MA, August 12, 2019.

Robert D. Austin, "discussant for presenter symposium, "Supporting Employment Opportunities for Individuals with a Disability," at the Academy of Management Meeting, Anaheim, California, August 6, 2016.

Robert D. Austin, "Creativity and Design," presentation as part of a Professional Development Workshop (PDW) "Lean Startups and Innovation Strategy: Towards a New Paradigm?" at the Academy of Management Meeting, Anaheim, California, August 6, 2016.

Shannon Hessel and Robert D. Austin, ""Using video case narratives to blend studio and online learning activities," accepted for presentation at the 8th Art of Management & Organization Conference, Bled, Slovenia, September 1-4, 2016.

Robert D. Austin, "An Extended Narrative Approach to Teaching Leadership," International Study of Leadership Conference, Copenhagen Business School, Copenhagen, Denmark, December 15, 2014.

Robert D. Austin, "The Practicalities of Integrating the Arts into Management Curricula: A Report on Some Experiments in Actual Business Schools," The Art of Management and Organization Conference, Copenhagen Business School, Copenhagen, Denmark, August 29, 2014.

Robert D. Austin and Daniel Hjorth, "The Unlikely Conversation: How the Economic 'Lives With' the Aesthetic in Design Companies," presented at the Art of Management Conference, Banff, Canada, September 2008.

Shannon O'Donnell and Robert D. Austin, "Extreme Collaboration: Group Work at the Frontier of Human Experience," presented at the Art of Management Conference, Banff, Canada, September 2008, accepted for presentation at the 2009 International Product Development Conference, Enschede, The Netherlands.

Robert D. Austin and Lee Devin. "Determinants of Work Process Structure: Understanding Methodology Wars in Software Development," Harvard Business School Working Paper Series, No. 05-081, 2004 (accepted for presentation at the 2005 Academy of Management Conference).

Robert D. Austin, "Integrating Liberal Learning and Business Education: The Carnegie Conversation Continues," presentation as part of a Professional Development Workshop (PDW) at the Academy of Management Meeting, Orlando, Florida, August 10, 2013.

Robert D. Austin, "Integrating Liberal Learning and Business Education: Putting the Carnegie Report Into Practice," presentation as part of a Professional Development Workshop (PDW) at the Academy of Management Meeting, Boston, Massachusetts, August 6, 2012.

Robert D. Austin, "Digital Technologies and Process Structure: Re-arranging 'Production' for Post-Industrial Value Creation," National Science Foundation Conference on Digital Challenges in Innovation Research, Fox School of Business, Temple University, Philadelphia, PA, September 25-27, 2008.

Robert D. Austin and Marianne Stokholm, "Design Dancing: Innovative Interactions and Transformations on a Common Ground," Conference Keynote, European Conference on Creativity and Innovation X, Copenhagen Business School, Copenhagen, Denmark, October 15, 2007.

Robert D. Austin, Frances Fabian, Henry Mintzberg (discussant), dt Ogilvie, and Cynthia Weick, "The Art and Design of Strategy: Going Beyond Science in the Practice of Management, " Symposium, 2007 Academy of Management Meetings, Philadelphia, PA, August 8, 2007.

Robert D. Austin, "Accident, Intention and Expectation in Innovation Process," Copenhagen Conference on Strategic Management, Copenhagen Business School, Copenhagen, Denmark, December 15, 2005.

Robert D. Austin, "Artful Process and Business Innovation: Some Thoughts About the Future of Value Creation," Conversations Across Cultures: Enterprising Art and Artistic Practice, Columbia University Teacher's College, The Solomon R. Guggenheim Museum, Sackler Center for Arts Education, New York City, New York, February 19, 2005.

Robert D. Austin, "ERP Project Management," Institute for Operations Research and Management Sciences, Cincinnati, OH, May 1999.

Conference Proceedings

With Richard L. Nolan and Shannon O'Donnell, "Remaking the IT Management Curriculum: A "Novel" Approach," working paper, May 6, 2008; presented at the 2008 International Conference on Information Systems, December 16, 2008; published in the *International Conference on Information Systems Proceedings, 2008,* http://aisel.aisnet.org/icis2008/112/.

Robert D. Austin, Patrick Larkey, Jose Royo, "Measuring Knowledge Work: Pathologies and Patterns," Performance Measurement Symposium, Cambridge University, Cambridge, UK, July 1998.

Book Chapters

Stefan Meisiek, Pierre Guillet de Monthoux, Daved Barry and Robert D. Austin, "Four Voices: Making a difference with art in management education," in *The Routledge Companion to Reinventing Management Education*, eds. Chris Steyaert, Timon Beyes, and Martin Parker, Oxford: Routledge, 2016.

Robert D. Austin, Invited Foreword, in *Innovations in Knowledge Management: The Impact of Social Media, Semantic Web and Cloud Computing*, eds. Razmerita, Liana, Phillips-Wren, Gloria, Jain, Lakhmi C., Springer, 2015.

Robert D. Austin, "Leadership – A Concept in Crisis," Invited Foreword, in *Executive Team Leadership in the Global Economic and Competitive Environment,* Richard L. Nolan, New York: Rutledge, 2014.

Robert D. Austin, "Call for an Under-30s Revolution," Invited Foreword, in *Millennial Spring: Designing the Future of Organizations,* eds. Miriam Grace and George B. Graen, Charlotte N. C.: Information Age Publishing, 2014.

Robert D. Austin and Lotte Darsø, "Innovation Processes and Closure," *Creativity in the Contemporary Economy*, Niina Koivunen and Alf Rehn, eds., Copenhagen Business School Press, 2009.

Robert D. Austin and Lee Devin, "Knowledge Work, Craft Work, and Calling," in *Global Neighbors: Christian Faith and Moral Obligation in Today's Economy*, Douglas Hicks and Mark Valeri, eds., Grand Rapids, MI: Wm. B. Eerdmans, 2008, pp. 167-195.

Lee Devin and Robert D. Austin, "Artistic Methods and Business Disorganization," *21st Century Management: A Reference Handbook*, 2 vols., ed. Charles Wankel, Los Angeles: Sage Publications, 2008, pp. 490-499.

Robert D. Austin and Patrick Larkey, "The Future of Performance Measurement: Measuring Knowledge Work," *Business Performance Measurement*, ed. Andrew Neely, 2nd ed. Cambridge University Press, 2007, pp. 321-341.

Jeremy Allaire and Robert D. Austin, "Broadband and Collaboration," in *The Broadband Explosion: Leading Thinkers on the Promise of a Truly Interactive World*, edited by Robert D. Austin and Stephen P. Bradley, Harvard Business School Press, 2005.

Robert D. Austin, "Knowledge Work," *Encyclopedia of Social Measurement*, ed. Kimberly Kempf-Leonard, Academic Press, Elsevier, 2005.

Robert D. Austin and Patrick Larkey, "The Future of Performance Measurement: Measuring Knowledge Work," *Business Performance Measurement*, ed. Andrew Neely, Cambridge University Press, October 2001.

Robert D. Austin and Jody Hoffer Gittell, "When It Should Not Work But Does: Anomalies of High Performance," *Business Performance Measurement*, ed. Andrew Neely, Cambridge University Press, October 2001.

Non-Refereed Journal Publications

Robert D. Austin, Mark Healy, and Thomas Watson, "Understanding the Link Between Crisis and Innovation," *Ivey Business Journal*, July/August 2020.

Robert D. Austin and Lee Devin, "Successful Innovation Through Artful Process," *Leader to Leader*, Spring 2004, pp. 48-55.

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Other Publications

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Helen Lang and Robert D. Austin, "The DAO Hack: A Blockchain Dilemma," Ivey Business School Case 9B20E017, (2020), 8 pages.

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Robert D. Austin (faculty author) and Robert L. Kelley (instructional design), "Case Analysis Coach," online tutorial, Harvard Business School Publishing, 2012. There was an entire team involved in creation of this tutorial.

Industry and Technical Notes

Robert D. Austin, "IT Management Simulation: Cyber Attack!" Facilitator's Guide, Harvard Business School Publishing, June 2018.

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Supervised Cedric X. Escalle, Mark J. Cotteleer, "Enterprise Resource Planning (ERP) Technology Note," Harvard Business School case 699-020 (1999) 8 pages.

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Executive Sessions and Seminars

"Managing Innovation," Ivey Academy, August 25 to September 15, 2020.

"Innovation Management," U.S. House of Representatives Chief Administration Office, Washington DC, June 17-18, 2020.

"Practice & Community Leadership for Family Physicians," Ivey-Harvard Medical School,

virtual, January-April (Wednesdays at 1 pm), 2020.

"Change Management," U.S. House of Representatives Chief Administration Office, Washington DC, August 1, 2018.

"Cyber Attack!," *Harvard Business Review* Webinar, Boston, MA, June 21, 2018.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 8-12, 2017.

"Charting the Future of Primary Care," Harvard Medical School, Boston, MA, October 26-27, 2017.

"Effective IT Leadership, Part 3" U.S. House of Representatives IT Group, Washington DC, October 10, 2017.

"Charting the Future of Primary Care," Harvard Medical School, Boston, MA, May 4-6, 2017.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 7-11, 2016.

"Enacting Innovation Leadership," MITRE Corporation (senior management seminar), McLean, Virginia, August 11, 2016.

"Effective IT Leadership, Part 2" U.S. House of Representatives IT Group, Washington DC, June 13, 2016.

"Charting the Future of Primary Care," Harvard Medical School, Boston, MA, June 9-12, 2016.

"IT Leadership in the 21st Century," PA Consulting, Copenhagen, Denmark, March 10, 2016.

"IT Leadership in the 21st Century," PA Consulting, Copenhagen, Denmark, January 28, 2016.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 11-14, 2015.

"Effective IT Leadership," U.S. House of Representatives IT Group, Washington DC, August 11, 2015.

"Harder Than I Thought: Adventures of a 21st Century Leader," MIT Center for Information Systems (CISR) International Executive Forum, Orange-Polska, Warsaw, Poland, March 12, 2015.

"Scaling By Design: Vipp A/S: A Case Study," Danish Design Centre, Copenhagen, Denmark, March 5, 2015.

"IT Leadership in the 21st Century," PA Consulting, Copenhagen, Denmark, January 23, 2015.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 12-14, 2014.

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"Living and Leading in an Age of Radical Transparency," CIO City Conference, Brussels, Belgium, June 10, 2014.

"Living and Working in an Age of Radical Transparency," CBS Executive, Copenhagen Business School, March 24, 2014.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 13-15, 2013.

"Big – and Fast – Data Analytics," co-presentation of a case study by Vince Kellen, the Cutter Summit, Le Meridien, Cambridge, MA, November 4, 2013.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, December 6-7, 2012.

"Managing Innovation in a Creative Economy," CEO Vision Conference for ICT CEOs, Mont Tremblant, Quebec, Canada, February 23, 2012.

"IT Management for Non-IT Executives," Nomura School of Advanced Management, Tokyo, Japan, November 17-18, 2011.

"Crisis: Leadership Under Stress," CIO Bootcamp, CIO City Conference on IT Leadership, Brussels, Belgium, March 25, 2011.

"Volkswagen of America" case discussion, DIAG, Copenhagen, Denmark, March 3, 2010.

"Seminar in Digital Media Competition," Kontrapunkt On-Line, Copenhagen, Denbmark, February 10, 2010.

"The Future of IT Value Creation" and "Crisis," CIO Challenges Dansk IT Conference, Copenhagen, Denmark, February 4, 2010.

"IT as a Strategic Partner for the Business," 4th Hewlett-Packard (Japan) Executive Academy, Hakone, Japan, November 8-10, 2007.

"Innovation and Corporate IT: From Kaizen to Kakushin," 3rd Hewlett-Packard (Japan) Executive Academy, Hakone, Japan, November 9-11, 2006.

"IT for the Adaptive Enterprise," Hewlett-Packard Japan Executive Academy, Hakone, Japan, November 10-12, 2005.

"Information Technology in the Early 21st Century: Industry and Organisational Transformation," an intensive four-day program sponsored by Harvard Club of Australia, Terrigal, New South Wales, Australia, June 2000.

Teaching Instruction Seminars

"Teaching with Simulations, A Harvard Business Publishing Seminar, Harvard Business School, Boston, MA, October 12, 2019.

"Teaching with Cases," A Harvard Business Publishing Seminar, Harvard Business School, Boston, MA, June 21-22, 2019.

"Teaching with Cases," A Harvard Business Publishing Seminar, Harvard Business School, Nova School of Business and Economics, Lisbon, Portugal, November 30, 2018.

"Case Method Teaching Seminar," a Harvard Business Publishing Seminar, London Business School, London, UK, May 8, 2018.

"Case Method Teaching Seminar," a Harvard Business Publishing Seminar, IESE Business School, Barcelona, Spain, May 4, 2018.

"Case Method Teaching Seminar," University of Vienna School of Economics and Business, Vienna, Austria, April 13 and 14, 2018.

"Case Method Teaching Seminar," Aarhus Business School, Aarhus University, Aarhus, Denmark, April 9 and 10, 2018.

"Case Method Teaching Seminar," Aalto Business School, Aalto University, Helsinki, Finland, December 12, 2017.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, University at Buffalo, Buffalo, New York, September 8, 2017.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, EDHEC, Lille, France, April 28, 2017.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, SDA Bocconi, Milan, Italy, February 24, 2017.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Vienna University of Economics and Business, Vienna, Austria, December 3, 2016.

"Case Method Teaching Seminar," Jönköping International Business School, Jönköping, Sweden, October 7, 2016.

"Case Method Teaching Seminar," Aarhus Business School, Aarhus, Denmark, October 3-4, 2016.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Stockholm School of Economics, Stockholm, Sweden, March 9, 2016.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Nanyang Business School, Singapore, October 24, 2015.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Melbourne Business School, Melbourne, Australia, October 20, 2015.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, University of Western Australia Business School, Perth, Australia, October 16, 2015.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, AESE Business School, Lisbon, Portugal, September 28, 2015.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, IE Business School, Madrid, Spain, February 25, 2015.

"The Art and Craft of Discussion Leadership," Nottingham University Business School China, Ningbo, China, December 3-4, 2014.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Imperial College Business School, London, England, May 16, 2014.

"Case Method Teaching Seminar," a Harvard Business School Publishing Seminar, Frankfurt School of Finance and Management, Frankfurt, Germany, May 14, 2014.

"The Case Method as a Pedagogical Approach," University College Copenhagen, Copenhagen, Denmark, May 9, 2014.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, Singapore Management University, Singapore, April 5, 2014.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, Symbiosis International University, Pune, India, April 1-2, 2014.

"Case-Based Teaching: Orchestrating Effective Discussions without 'Losing Control,'" Forskningscenter for Arbejdsmarkeds og Organisationsstudier, University of Copenhagen, March 26, 2014.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, University of Amsterdam Business School, Amsterdam, The Netherlands, October 29, 2013.

"Case-Based Teaching," Jönköping International Business School, Jönköping, Sweden, September 25, 2013.

"Case-Based Teaching," University of Iceland Business School, Reykjavik, Iceland, August

26-27, 2013.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, ESADE, Barcelona, Spain, June 13, 2013.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, ESSEC Business School, Paris La Defense, France, June 10, 2013.

"The Art and Craft of Discussion Leadership," John Molson School of Business, Concordia University, Montreal, Quebec, Canada, February 8, 2013.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, SDA Bocconi School of Management, Milan, Italy, June 22, 2012.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, Desautels Faculty of Management, McGill University, Montreal, Quebec, Canada, April 20, 2012.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, HEC Montreal, Montreal, Quebec, Canada, November 2, 2011.

"The Art and Craft of Discussion Leadership," a Harvard Business School Publishing Seminar, AESE Business School, Lisbon, Portugal, October 12, 2010.

"Adventures of an IT Leader," IT Teaching Workshop, Georgia Institute of Technology, Atlanta, Georgia, USA, May 14, 2010.

Invited Presentations

"Neurodiversity Employment: The Journey So Far and Opportunities Ahead," Keynote, Autism at Work Summit, Microsoft Conference Center, Redmond, Washington, May 30, 2019.

"The Autism Innovation Advantage," Autism at Work Summit, SAP Labs, Palo Alto, California, April 13, 2017.

"The Autism Advantage," Autism Advantage Luncheon, a United Nations World Autism Awareness Day Event, United Nations Headquarters, New York, NY, March 31, 2017.

"Seven Habits of Innovative People and Organizations," presentation to Australian government CIOs, Commonwealth Club, Canberra, Australia, October 14, 2015.

"Seven Habits of Innovative People and Organizations," Finance IT Day, Copenhagen Fintech Innovation & Research, Copenhagen, Denmark, September 10, 2015.

"The Dandelion Principle: Rethinking HR to Harvest More Talent from More People," The Cranet Conference 2015, Frederiksberg, Denmark, September 8, 2015.

"Living and Leading in an Era of Super-Transparency," Cutter Summit 2015, Cambridge,

MA, May 5, 2015.

"The Dandelion Principle and the Importance of Diversity," Employment: The Autism Advantage, a United Nations World Autism Awareness Day Event, United Nations Headquarters, New York, NY, April 2, 2015.

"Extending the Case Method: Using 'Dramatized Episodes' in a Blended Learning Based Leadership Course and as a Basis for a MOOC," Ivey Business School, Western University, London, Ontario, January 14, 2015.

"Innovation from the Edge – Can we solve the Innovator's Dilemma through the Power of Diversity?" panel discussion, with Joseph Stiglitz, Robert D. Austin, Anka Wittenberg, Hyun Hak Kim, and Vlasta Dusil (moderator), Lindau Nobel Laureate Meeting, 5th Conference on Economic Sciences, Lindau, Germany, August 22, 2014.

"Competing on Differences: Enhancing Your Firm's Innovative Capabilities," Get F'IT, Copenhagen Finance IT Region, Copenhagen, Denmark, April 29, 2014.

"Creating Business Value Through Innovation: Diversity and Inclusion in the Workplace," Veje og omveje til fremtidens arbejdsmarked for mennesker med autisme, IT University, Copenhagen, Denmark, January 29, 2014.

"The Second Wave: IT as a Game Changer in Innovation-Based Business Competition," CBS Executive, Copenhagen, Denmark, October 24, 2013.

"Competing on Differences: Business Value Creation in the Age of Apple," Baltic Management Institute, Vilnius, Lithuania, September 11, 2013.

"Connecting the Dots: A Path to Sustainable Competitive Advantage for NB and its Businesses," Economic Development Group, Government of New Brunswick, Fredericton, New Brunswick, Canada, July 18, 2013.

"Design, Innovation, and Entrepreneurship: Learning from Danish (and other Nordic) Cases," Seminar on Design and Entrepreneurship, Copenhagen Business School, June 7, 2013.

"A Case for the Humanities: Case Based Teaching," with Rasmus Johnsen and Morten Sørensen Thaning, Workshop, "Humanities and Social Sciences in Management Education: Writing, Researching, Teaching," Copenhagen Business School, June 7, 2013.

"Competing on Differences," Conference Keynote Address, Atlantic Universities and Colleges Technology Conference "Conquering the Chaos," University of New Brunswick at Saint John, Saint John, New Brunswick, Canada, June 4, 2013.

Conference Keynote Address, National Conference of Artists in Context "Connected and Consequential," Bartos Theater, Massachusetts Institute of Technology, Cambridge, MA, March 6-8, 2013.

"Accidental Innovation," Ivey Business School, Western University, London, Ontario,

February 11, 2013.

"The Soul of Design," guest lecture in Cultural Agents course at Harvard, Cambridge, Massachusetts, USA (delivered via Skype), November 19, 2012.

"The Role of the Arts and Culture in Creating Sustainable Competitive Advantage," Cultural Policy Renewal Working Group, Fredericton, New Brunswick, Canada, November 14, 2012.

"The Soul of Design: Business Value Creation in the Age of Apple," Invited Keynote, 3rd International Conference on Industrial Engineering and Operations Management, Istanbul Technical University, Istanbul, Turkey, July 6, 2012.

"Managing in a Creative Economy," International Institute of Business, Kiev, Ukraine, July 3, 2012.

"The Arts, Culture, and Competitive Advantage," guest lecture in Cultural Agents course at Harvard, Cambridge, Massachusetts, USA (Delivered via Skype), October 28, 2011.

"Competing with High End Brands," Darden (University of Virginia), Northern Europe MBA Study Trip, First Hotel Vesterbro, Copenhagen, Denmark, May 17, 2011.

"Specialisterne: It's Broader Importance in 21st Century Management," The 1st Annual Specialist People Conference, Nokia Building, Copenhagen, Denmark, May 10, 2011.

"Competing Globally: Advantages and Challenges for Nordic Companies and Countries," Leaderlab Global Innovation and Competition, Unversity of Copenhagen, March 31, 2011.

Panel on Design in Business Eduction, InciteXchange, Temple University, Philadelphia, Pennsylvania, USA March 18, 2011.

"Managing in the Creative Economy," Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, January 27, 2011.

"Competing on Differences," The Consumerization of Technology and Enterprise Innovation, McIntire School of Commerce, University of Virginia, Charlotteville, Virginia, USA, March 11, 2011.

"Bang & Olufsen," Norwegian Design Council's Business and Innovation Conference, "Design – New Perspectives," Oslo, Norway, October 20, 2010.

"Competing on Differences," International Executive Workshop "Maximizing the Business Value of IT," MIT Center for Information Systems Research, held at Copenhagen Business School, Frederiksberg, Denmark, October 6, 2010.

"Competing on Differences," IRM Business Analysis Conference, Park Plaza Victoria Hotel, London, UK, September 29, 2010.

"Competing on Differences," Nordic Broadband Forum, Executive Track, Bella Conference Center, Copenhagen Denmark, September 14, 2010.

"Why IT Managers Need 'a New Trick'," Penteo European Conference, Copenhagen Business School, Frederiksberg, Denmark, September 9, 2010.

"Specialisterne and Social Enterprise," Roskilde University, Roskilde Denmark, April 16, 2010.

"Creative Schooling," The Centre for School Leadership Advisory Board, Copenhagen Business School, Copenhagen, Denmark, March 16, 2010.

"Accidental Innovation," GKEN Webinar, March 11, 2010.

"An Experiment in e-Competencies Curriculum Development," e-Competencies for Innovation, co-sponsored by INSEAD and the European Commission, Fontainebleau, France, January 14, 2010.

"Understanding Innovative Work," ASTD Learn, Lead, & Innovate Conference, Mogens Dahl Concert Hall, Copenhagen, Denmark, October 7-9, 2009.

"Innovation and the Impact on the Global Financial Situation," The American Club, Imperial Hotel, Copenhagen Denmark, May 27, 2009.

"Responsible Leadership: High Expectations and Practical Approaches," Keynote, Baltic Management Development Conference, Copenhagen Business School, Frederiksberg, Denmark, May 15, 2009.

"Creativity in Big Companies and Hard Times: Obstacles and Opportunities," Keynote, Maersk Oil and Gas Conference, Helsinor, Denmark, May 11, 2009.

"Top Line Innovation: Value Creation in the 21st Century," Danish Technological Institute, Taastrup, Denmark, October 8, 2008.

"Innovation Process and Strategy," Entrepreneurial Cohort Program of The Wallace McCain Institute, University of New Brunswick, Alma, New Brunswick, Canada, August 23, 2008.

"The IVK Initiative: Active Learning for Digital Natives," 2008 Seattle Innovation Symposium, University of Washington, Seattle, Washington, June 10, 2008.

"Managing for Innovation in the 21st Century: Learning from Expert Innovators," A. P. Moller Maersk Corporate Headquarters, Copenhagen, Denmark, in conjunction with the Scandinavian International Management Institute, May 16, 2008.

"IT Management and Innovation in the 21st Century," University of Virginia Executive Program, in conjunction with the Danish Institute for Study Abroad and Copenhagen Business School, Frederiksberg, Denmark, May 8, 2008.

"The 21st Century IT Manager," Virginia Commonwealth University Executive Program in Denmark, Copenhagen, Denmark, April 23, 2008.

"Beyond Art Versus Industry: More Useful Categories and Contingencies to Describe (and Guide) Innovative Work," Rotterdam School of Management, Erasmus University, Rotterdam, The Netherlands, February 13, 2008.

"Managing in the Creative Economy," e-Types After Dark, Copenhagen, Denmark, November 29, 2007.

"Learning from Expert Innovators," XP Days Germany, Karlsruhe, Germany, November 23, 2007.

"Learning from Expert Innovators," Cutter Summit Keynote, Royal Sonesta Hotel, Cambridge, MA, April 30, 2007.

"Managing in the Creative Economy," University of Buffalo, Buffalo, New York, April 27, 2007.

"Learning from Expert Innovators," Merrimack Pharmaceuticals, Kendall Square Theater, Cambridge, MA, April 6, 2007.

"Learning from Expert Innovators," Tepper School of Business, Carnegie Mellon University, Pittsburgh, PA, February 16, 2007.

"Managing in the Creative Economy," CORE Seminar, Harvard Business School, Boston, MA, February 13, 2007.

"The Future of Value Creation," Managing Innovation Conference, University of New Brunswick, Fredericton, New Brunswick, November 27-29, 2006.

"The Future of IT Value Creation in a Global Economy," NetHope Summit, Bronx Zoo, New York, New York, November 2, 2006.

"Eureka! Accidents and Innovation," The Kojo Nnamdi Show, WAMU, October 17, 2006.

"The Future of Value Creation in a Global Economy," EMRIC, Stockholm, Sweden, September 28, 2006.

Panelist, "Supply Chains and Innovation," Longitudes, Frankfurt, UPS-HBS Publishing, September 21, 2006.

"e-Types," 2nd Seattle Innovation Conference, University of Washington, September 12, 2006.

"Bang & Olufsen," 2nd Seattle Innovation Conference, University of Washington, September 12, 2005.

With Richard L. Nolan, "How Innovative is Your CEO?," 2nd Seattle Innovation Symposium,

University of Washington, September 13, 2006.

"A Fact, a Warning, and Five Things You *Can* Try at Home," CIO 100 Conference, Hotel del Coronado, Coronado, California, August 22, 2006.

"Accident, Expectation and Intention in Innovation Process," School of Economics & Management, Universidade Nova de Lisboa, Lisbon, Portugal, May 12, 2006.

"Artful Making," Stockholm University School of Business, Stockholm, Sweden, May 3, 2006.

"Preparation and Perception in the Artful Event: Processes of Innovation in Theatre and Business," event moderator, Centre for Art and Leadership, Copenhagen Business School, Calsberg Akademi, Copenhagen, Denmark, April 19, 2006.

"The Broad Impacts of Broadband," Webinar, Harvard Business School Publishing and WebEx, March 28, 2006.

"The Future of Value Creation in a Global Economy," Den Jyske Sinfonetta, Silkeborg, Denmark, March 2, 2006.

"Integrating the Audience into Creative Process," Meta-Documentation Seminar, Center for Arts and Leadership, Copenhagen Business School, Copenhagen, Denmark, October 28, 2005.

"Determinants of Work Process Structure: Understanding "Methodology Debates" in Software Development," McIntire School of Commerce, University of Virginia, Charlottesville, Virginia, October 21, 2005.

"Artful Process and Business Innovation, Center for Arts and Leadership, Copenhagen Business School, Copenhagen, Denmark, September 22, 2005.

"Stewards vs. Creators: Disputes and Disconnects on the Front Lines of Business Innovation," Seattle Innovation Conference, University of Washington, September 13, 2005.

"Artful Process and Business Innovation: Learning to Innovate Reliably," Seattle Innovation Symposium Keynote, University of Washington, September 13, 2005.

"Artful Process and Business Innovation," Arts Council of Greater New Haven Annual Meeting, September 7, 2005.

"The Future of IT Value Creation in a Global Economy," CIO 100 Symposium, San Diego, CA, August 23, 2005.

"The Future of Value Creation in a Global Economy," Dr. J. Herbert Smith Centre, University of New Brunswick at Fredericton, New Brunswick, Canada, June 30, 2005.

"The Idea of Control in Business and the Arts," Center for Arts and Leadership, Copenhagen

Business School, Bramstrup, Odense, Denmark, June 9, 2005.

"The Role of Accident and Expectation in Creative Processes," C. T. Bauer College of Business, University of Houston, Houston, Texas, April 28, 2005.

"The Future of IT Value Creation in a Global Economy," Information Systems Research Center, Society for Information Management, Rice Center for Information Management, Houston, TX, April 28, 2005.

"Zara: IT for Fast Fashion," a moderated case discussion, CIO Perspectives on Enterprise Value, CIO Magazine, Harbor Beach Marriott, Ft. Lauderdale, Florida, February 8, 2005.

"Some Thoughts About the Future of Value Creation," Creative Economy Council, Hampshire House, Boston, MA, January 26, 2005.

"Artful Process and Business Innovation: What Managers Can Learn from Artists about 21st Century Value Creation," The Provost Seminar Series, Bentley College, Waltham, MA, October 22, 2004.

"The Economics of Agility in Software Development," University of Washington Business School, Seattle, Washington, May 19, 2004.

"The Future of IT Value Creation," Society for Information Management Executive Briefing, Westin Hotel, Seattle, Washington, May 19, 2004.

"Agility and the Future of IT Value Creation," Microsoft Corporation, Redmond, Washington, May 18, 2004.

"The Economics of Agility in Software Development," C. T. Bauer College of Business, University of Houston, Houston, Texas, April 10, 2004.

"Artful Making," Ivey Business School, University of Western Ontario, London, Ontario, January 16, 2004.

"Artful Making," Thirst for Knowledge, Niagara on-the-Lake, Ontario, Canada, hosted by Compugen, Inc. to support the national literacy programs of Frontier College, June 2003.

"Artful Making," Cutter Summit, Cambridge, MA, April 29, 2002.

"Big IT: Applying Adaptive Methods to the Largest IT Projects," Cutter Consortium Symposium, Cambridge, MA, December 2000.

"Knowledge Management and IT Fluency," IT Fluency Conference, The Conference Board, New York, New York, June 1999.

"Avoiding Performance Measurement Disasters," ICM conference on IT Metrics and Business Performance, Chicago, IL, May 1999.

"Avoiding Performance Measurement Disasters," International Function Points Users Group, Orlando, Florida, October 1998.

PROFESSIONAL ACTIVITES

External Examiner, Royal College of Surgeons Ireland, MSc in Leadership (Dublin) and MSc in Leadership and Innovation in Healthcare. May 2020 until present.

Associate Editor, *Communications of the Association for Computing Machinery*
Editorial Board Member, *MIS Quarterly Executive*
Editorial Board Member, *International Journal of Productivity and Quality Management*
Editorial Board Member, *European Journal of Industrial Engineering*
Editorial Board Member, *Journal of Strategic Information Systems*
Senior-Advisor, *Information Quality Research*
Co-editor of special issue of the *Journal of Information Technology*, on mobile business.
Program Committee, "Software Engineering in Practice" Track, IEEE International Conference on Software Engineering, Vancouver, British Columbia, Canada, May 16-24, 2009.
Academic Review Committee, 10th European Conference on Creativity and Innovation, Copenhagen, Denmark, 14-17 October 2007.
Program Chair: International Conference on Mobile Business, Barcelona, 2008.
Co-chair, 3rd Seattle Innovation Symposium, University of Washington, Seattle, WA, 2008
Co-chair, 2nd Seattle Innovation Symposium, University of Washington, Seattle, WA, 2006.
Co-chair, 1st Seattle Innovation Symposium, University of Washington, Seattle, WA, 2005.
Organizing Committee, Workshop on "Practical ROI of Software Engineering Improvements," IEEE International Conference on Software Engineering, Leipzig, Germany, May 10-18, 2008.
Track Chair: Art for Leadership and Organisation, Conference on Organising Authenticity: A New Perspective on Artists in Residence, Program Committee, Bramstrup, Denmark, June 2004.
Participant, Institute of Reformed Theology Colloquy on Christian Faith and Economic Life, 2004 (met five times), Union Theological Seminary, Richmond, Virginia.
Founder and Co-Chair (with Dick Nolan) of the Internet2 Business Applications Special Interest Group.
Program Committee, Session Moderator, Austin Mobility Roundtable 2003, Austin, TX
International Board Member, Center for Art and Leadership, Copenhagen Business School
Board Member, Performance Measurement Association (PMA)
Conference Co-Chair, Performance Management Association 2002 Conference, Boston, MA
Fellow, Wallace McCain Institute for Business Leadership, The University of New Brunswick, Fredericton, NB, Canada.
Technology Council Fellow, Cutter Consortium, Arlington, MA
Track Chair: Architecture, Systems, and Infrastructure, International Conference on Information Systems (ICIS) 2002 Barcelona, Spain
Advisory Board Member, Axentra Corporation, Cutter Consortium, Riverwood Solutions, SeaQuation, Sixth Sense, LeaderLab
Reviewer for Academy of Management Conference, *Academy of Management Learning and Education, Aesthesis, Creativity and Innovation Management, Communications of the*

ACM, *IBM Systems Journal*, *Information Systems Research*, *International Journal of Human Resource Management*, *International Journal of Technology Management*, *Journal of Information Technology*, *Journal of Management and Organizations*, *Journal of Production and Operations Management*, *Long Range Planning*, *Management Science*, *MIS Quarterly*, *MIT Sloan Management Review*, *Organization Science*, *Organization Studies*, *Organizational Aesthetics*, *Small Group Research*, Financial Times Prentice Hall, National Science Foundation, Oxford University Press, Princeton University Press, Social Sciences and Humanities Research Council of Canada, Stanford University Press, University of Michigan Press, and others.

Doctoral Student Supervision

Marijana Car, University of Ljubljana, "Principles of Artful Making in Business Organisations: A Case Study of the Slovenian Design Industry," defended June 2017.

Christian Bason, Copenhagen Business School, "Leading Public Design: How managers engage with design to transform public governance," defended May 2017, now CEO of the Danish Design Centre in Copenhagen, Denmark.

Shannon O'Donnell (Hessel), Copenhagen Business School, "Making Ensemble Possible: How special groups organize for collaborative creativity in conditions of spatial variability and distance," defended February 2013, Associate Professor, Copenhagen Business School.

Erin E. Sullivan, co-supervisor (with Dr. Louis Brennan), Trinity College (Dublin), "Integrating Up and Downstream Activities: An Evaluation of the Pharmaceutical Industry," Fall 2007, now Research Director, Center for Primary Care, Harvard Medical School, Boston, MA.

Doctoral Student Supervision, Iztok Seljak, CEO of Hidria, IEDC Bled, Slovenia.

Doctoral Student Supervision, Lisa Ducanay, Copenhagen Business School.

Doctoral Student Supervision, Brian Kane, Copenhagen Business School.

Co-supervisor of Doctoral Student Dorthe Thorning Mejlhede, Copenhagen Business School, ongoing.

Examination and Assessment Committees

Doctoral Dissertation Examination Committee, Nageswaran Vaidyanathan, Copenhagen Business School, Department of Digitalization, "Enriching Retail Customer Experience Using Virtual Reality," Fall 2020.

Doctoral Dissertation Examination Committee, Dorthe Thorning Mejlhede, Copenhagen Business School, Department of Management, Politics, and Philosophy, "Inquiring into the role of design in the process of leading change and innovation – the case of a fintech cooperative," Summer and Fall 2019.

Doctoral Dissertation Examination Committee, Christof Gellweiler, Aarhus School of Business and Social Sciences, Connecting IT Planning Capabilities for Value Creation: It Architecture and Project Management," Fall 2019.

Doctoral Dissertation Examination Committee (Chair), Rikke Kristine Nielsen, Copenhagen Business School, Department of Management, Politics, and Philosophy, Global Mindset as Managerial Meta-Competence and Organizational Capability: Boundary-Crossing Leadership Cooperation in the MNC: The Case of 'Group Mindset' in Solar A/S," Summer 2014.

Doctoral Dissertation Assessment Committee (Chair), Zeinab Noorian, University of New Brunswick, Department of Computer Science, "zTrust: Adaptive Decentralized Trust Model for QoS Selection in Electronic Marketplaces," Summer 2013.

Doctoral Dissertation Assessment Committee, David Foord, University of New Brunswick, Department of History, "Making Hands: A History of Scientific Research and Technological Innovation in the Development of Myoelectric Upper Limb Prostheses, 1945 to 2010," Spring 2013.

Doctoral Dissertation Examination Committee (Chair), Lars Andreas Knutsen, Copenhagen Business School, Department of Informatics, Mobile Data Services: Shaping of User Engagements," Spring 2009.

Doctoral Dissertation Examination Committee, Tone Merethe Berg Aasen, Norwegian University of Science and Technology, "Innovation as Social Processes: A Participative Study of the Statoil R&D Program *Subsea Increased Oil Recovery (SIOR)*," Spring 2009.

Doctoral Dissertation Examination Committee (Chair), Chris Nøkkentved, Copenhagen Business School, "Enabling Supply Networks with Collaborative Information Infrastructures: An Empirical Investigation of Business Model Innovation in Supplier Relationship Management," Spring 2009.

Doctoral Dissertation Examination Committee (Chair), Marina Candi, Copenhagen Business School, "Aesthetic Design as an Element of Service Innovation in New Technology-based Firms," Spring 2008.

Doctoral Dissertation Examination Committee, Clemens Thornquist, Stockholm University School of Business, "The Savage and the Designed: Robert Wilson and Vivienne Westwood as Artistic Managers," Spring 2006.

Other Supervision

European Conference on Information Systems Doctoral Consortium, Faculty Participant, Canazei, Italy, June 4-7, 2009.

Thesis Advisor for Ted Carpenter, "Good Internet Enterprise Form," Spring 2006.
100+ Masters Thesis Supervisions, Copenhagen Business School, 2009-2016.
Various other thesis proposal and other student supervision related committees.

Committee Work

Ivey Promotion and Tenure Committee, 2021-2022
Teaching and Learning Strategy Group, 2021-2022

OTHER

TV Programming

"Engaging Digital Natives in Information Technology Learning," *Seattle Innovation Symposium 2008*, University of Washington Television, broadcast on various public TV stations.
http://www.uwtv.org/programs/displayevent.aspx?rID=28082&fID=1401

"Information Technology Leadership Learning in Action," *Seattle Innovation Symposium 2008*, University of Washington Television, broadcast on various public TV stations.
http://www.uwtv.org/programs/displayevent.aspx?rID=28081&fID=1800

"e-Types: Innovation Strategy in a Design Firm," *Seattle Innovation Symposium 2006*, University of Washington Television, broadcast on various public TV stations.
http://www.uwtv.org/programs/displayevent.aspx?rID=8280&fID=497.

 "The Organizational Dilemma of Stewards and Creators," *Seattle Innovation Symposium 2005*, University of Washington Television, broadcast on various public TV stations,
http://www.researchchannel.org/prog/displayevent.aspx?rID=4858&fID=570.

Original Plays Written and Produced

"Civilisation," Studio Theater, University of Texas at Austin, 1985.

"Lisa's Gift," Chameleon, Austin, TX, 1985.

CITIZENSHIP STATUS

US Citizen, Canadian Permanent Resident