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Home

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PROFESSIONAL EXPERIENCE

1990-Present      PROFESSOR OF BUSINESS ADMINISTRATION (with tenure), *United Technologies Chaired Professor*, The Darden Graduate School of Business Administration, University of Virginia

2004-2008      EXECUTIVE DIRECTOR, Batten Institute for Entrepreneurship and Innovation

Charged with overseeing the Darden School's Batten Institute, a research foundation established in 2000 with an initial endowment of \$60 million and an annual operating budget in excess of \$2 million. The Institute's focus is on developing thought leadership in the areas of entrepreneurship and corporate innovation. Activities include funding research projects, fellowships for visiting scholars and executives and scholarships for MBA students, running MBA student incubator and business plan competitions, and sponsoring a variety of conferences and colloquia.

2001-2003      CHIEF LEARNING OFFICER, United Technologies Corporation

Responsible for overseeing all activities associated with corporate learning and Development for Fortune 500 corporation with more 100,000 employees worldwide, including executive education, career development processes, employer-sponsored education, and learning portal and web-based activities .

1999-2001      ASSOCIATE DEAN FOR MBA EDUCATION  
The Darden Graduate School of Business Administration

Responsible for Admissions, Career Services, Financial Aid, Registrar, and Student Services functions. Led development of curricular initiatives, including the Global Business Experiences and the MBA Incubator. Worked to improve

MBA student satisfaction ratings and to better manage the relationship between the MBA Program and Executive Education at the Darden School.

- Fall 2005 RESEARCH FELLOW, Merton College  
Oxford University, Oxford, U.K.
- Fall 1997 VISITING ASSOCIATE PROFESSOR OF MANAGEMENT  
IESE, Barcelona, Spain
- 1991-1992 VISITING ASSOCIATE PROFESSOR OF MANAGEMENT  
School of Business, Rutgers University
- 1984-1990 CHAIR (1987-1990), ASSOCIATE PROFESSOR (tenured, 1990),  
ASSISTANT PROFESSOR (1987-1990), INSTRUCTOR (1984-1987),  
Department of Management, Simmons College, Boston, MA.
- 1983-1984 MANAGER OF STRATEGIC PLANNING, Wang Laboratories, Inc., Lowell,  
MA.
- 1981-1983 STRATEGY CONSULTANT, The Boston Consulting Group, Boston, MA.
- 1976-1979 SENIOR COST ANALYST, Johnson and Johnson, Inc., New Brunswick, NJ.

#### EDUCATION

- 1988 D.B.A., Management Policy, Graduate School of Management, Boston University,  
Boston, MA, with highest honors
- 1981 M.B.A., Harvard Business School, Harvard, University, Boston, MA, first year  
honors
- 1976 B.S., Accounting, School of Management, Boston University, Boston, MA, summa  
cum laude

#### COURSES TAUGHT

- MBA Innovation, Design and Entrepreneurship in Action (introductory level MBA  
course)  
Corporate Innovation and Design Experience (advanced MBA course)  
First Year Strategy, Course Head (1993-95, 1999-2001)

Strategy Consulting Elective  
Strategy as Design Elective (taught in Barcelona)

EXECUTIVE     Designing for Business Innovation, Designing for the Greater Good, (2  
different Coursera online MOOCs)  
Specialization in Design Thinking (online certificate program)  
Solving Business Problems with Design Thinking, Darden Executive  
Education offering in Washington, DC and Charlottesville (faculty leader)  
Leading Organic Growth  
Strategy and design thinking component in customized programs (in US,  
Switzerland, Mexico, Australia, Sweden, Canada)  
Faculty leader, assorted customized programs (including NASA, United  
Nations, Central Bank of Turkey, Anheuser-Busch InBev, Mars, Bausch &  
Lomb, United Technologies, Capital One, State Farm, Banc One,  
Westinghouse)

### PUBLICATIONS

“Design Thinking,” Chapter 1 in Designing Modern Organizations (Snow & Fjeldstad, Eds.),  
Oxford University press, forthcoming.

“Putting Technology in its Place: Design Thinking as a Social Technology,” *California  
Management Review*, 62(2): 53-83, 2020.

“The Use of Design Thinking in the US Federal Government,” with A. Sheikh, C. Gilmer, M.  
Kupetz, and L. Wilcox, *Public Performance & Management Review*, 2019.  
<https://doi.org/10.1080/15309576.2019.1657916>

The Designing for Growth Field Book: A Step-by-Step Project Guide with T. Ogilvie and R.  
Brozenske, (New York: Columbia Business Press), 2<sup>nd</sup> edition, 2019.

“Why Strategy Needs Design Thinking,” *European Business Review*, 2019.

“How design thinking opens new frontiers for strategy development, with S. Kaplan, *Strategy &  
Leadership*, Vol. 47 Issue: 2, pp.3-10, 2019.

“Why Design Works,” *Harvard Business Review*, Sept/Oct, 2018.

“The Use of Design Thinking in the US Government,” with A. Sheikh, C. Gilmer, M. Kupetz,

and L. Wilcox, *Academy of Management Proceedings*. Vol. 2018. No. 1. Academy of Management.

“Embracing systematic futures thinking at the intersection of Strategic Planning, Foresight and Design,” with J. Buehring, *Journal of Innovation Management*, 6(2): 133-151, 2018.

“Design Thinking for the Greater Good,” with R. Salzman and D. Azer, *Rotman Management Magazine*, May, 2018.

“How Children’s Health System of Texas is improving care with design thinking,” with E. MacLaren, *HBR.org*, 11/7/18.

“Got an idea for your business? Test your assumptions” *IESE Catalyst*, Vol. 37: 32-37. 2018.

Design Thinking for the Greater Good: Innovation in the Social Sector with R. Salzman and D. Azer, (New York: Columbia Business Press), 2017.

"Evaluating the Impact of Design Thinking in Action." *Academy of Management Proceedings*. Vol. 2017. No. 1. Academy of Management, 2017.

"Democratizing Innovation in Organizations: Teaching Design Thinking to Non-Designers." *Design Management Review* 28.3 (2017): 49-55.

“Design as a Social technology, “ Conference proceedings of the 2017 Design Management Academy: Research perspectives on creative intersections." (2017): 1-456.

“Linking Design Thinking with Innovation Outcomes through Cognitive Bias Reduction,” *Journal of Product Innovation Management*, 32, 6: 925-938, 2015.

“Innovative ways companies are using design thinking,” *Strategy & Leadership*, Volume 42:2, 2014

The Designing for Growth Field Book: A Step-by-Step Project Guide with T. Ogilvie and R. Brozenske, (New York: Columbia Business Press), 2014.

Solving Problems with Design Thinking: Ten Stories of What Works with A. King and K. Bennett (New York: Columbia Business Press), 2013.

“Moving Design from Metaphor or Management Practice,” with B/ Parmar, *Journal of Organizational Design*, December, 2012.

The Physics of Business Growth, with E. Hess, (Palo Alto: Stanford University Press), 2012.

“Helping Managers to Discover Their Appetite for Design Thinking,” with T. Ogilvie, *Design Management Review*, 2012, pp. 7-13. (named the best management book of 2011 by 1800-CEO-READ.

“Learning to use design thinking tools for successful innovation,” *Strategy and Leadership*, Vol. 39, No.5: 13-19, 2011.

“The Influence of Design Thinking in Business: Some Preliminary Observations,” with S. Carr, A Halliday, A. King, T. Lochwood, *Design Management Review*, 2010.

“Business Strategy and Design: Can this marriage be saved?” *Design Management Review*, pp. 7-11, 2010.

“Beyond Strategic Thinking: Strategy as Experienced and Embodied,” Ch.9 in *Disruptive Business*, (editor, Alexander Manu), Gower Publishing, 2010.

"Strategy as Design" DOM Research Lab Publication (Ed. M. Mr. Shamiyeh) Volume 4, 2010.

“Getting to Growth: The organization as its own worst enemy, with R. Rosen and R. Wiltbank *Ivey Business Journal*, Mar/Apr 2009.73 (2).

The Catalyst: How You Can Lead Extraordinary Growth, with R. Rosen and R. Wiltbank, (New York, NY: Random House), 2009. (named one of *Business Week's* top innovation books of 2009)

“Strategy Making and the Search for Authenticity,” *Journal of Business Ethics*, 2008, 80: 237-248.

“In Search of Growth Leaders,” Wall Street Journal Business Insight series, July 7, 2008, R4.

Special Issue of *Journal of Business Strategy* on Design Thinking and Strategy, co-edited with R. Martin and D Ogilvie, August, 2007.

“Possibility Thinking: Lessons from Breakthrough Engineering,” with R. Friedel, *Journal of Business Strategy*, Vol. 28, No. 4, 2007, pp 30-37.

“Time for Design” with H. Mintzberg, *Design Management Review*, Spring, 2006.

“Is Your Strategy a Duck?” *Journal of Business Strategy*, 2006, 27(5): 32-37.

“Enhancing Stakeholder Practice: A Particularized Exploration of Community” with L. Dunham

and R. E. Freeman, *Business Ethics Quarterly*, January, 2006. 16(1):23-42.

“A Practical Guide to Social Networks,” with R. Cross and L. Weiss, *Harvard Business Review*, March, 2005, pp. 124-134.

“Strategy and the Little Black Dress,” in *Strategy Bites Back* (H. Mintzberg, Bruce Ahlstrand, Joseph Lampel Eds.), 2005, pp. 40-42.

“Strategy and the Art of Seduction,” in *Strategy Bites Back* (H. Mintzberg, Bruce Ahlstrand, Joseph Lampel Eds.), 2005, pp. 253-256.

“Design Thinking: The Role of Hypothesis Generation and Testing” in *Management As Designing: Exploring a New Vocabulary of Practice*, (R. Boland and F. Collopy, Eds.), Stanford University Press, 2003.

“Ethics and the New Economy,” *Business and Society*, Spring 2002. Vol. 107(1):1-8.

“Strategy Formulation: The Role of Conversation and Design,” *Handbook of Strategic Management*, 2001.

“The Promise and Peril of Videocases: Reflections on their Creation and Use,” *Journal of Management Education*, 2001.

“In Defense of Strategy as Design,” *California Management Review*, 42(3), 2000, pp 8-30 (finalist for the 2000 *CMR* Accenture Award for paper “most important contribution to improving management practice”).

“Strategic Planning as a Contributor to Strategic Change,” *European Journal of Management*, 18(2), 2000, pp195-206.

“Creating a Significant and Sustainable Executive Education Experience: Case Study,” with J. Weber and C. Weber, *Journal of Managerial Psychology*, 14(5), 1999, pp.404-420.

“Competitive Advantage and Communities of Practice,” □ *The Journal of Management Inquiry*, 8(1), 1999, pp 5-16.

“Strategic Thinking: Art or Science?,” *Financial Times Mastering Management Review*, 20, 1999, pp 40-42.

“Constructing An Ethic for Business Practice: Competing Effectively and Doing Good,” *Business & Society*, 37(3), 1998, pp 254-280.

“Synergy Revisited,” *Business Strategy Review*, 9(2), 1998, pp 45-55.

“Linking Strategic Planning with Strategic Thinking,” *Strategy & Leadership*, 26 (4), 1998, pp 30-35.

“A ‘Rose + 6’ Architecture for Customized Single-Company Management Development Seminars,” with M. Haskins, J. Rosenblum, and J. Weber, *The Journal of Management Development*, 17(7), 1998, pp 503-515.

“Teaching Strategy As Design: A Report from the Field,” with J. Rosenblum, *Journal of Management Education*, 22(3), 1998, pp 285-303.

“Beyond Teams: Towards An Ethic of Collaboration,” with M. Haskins and J. Rosenblum *Organizational Dynamics*, February, 1998, pp 34-50.

“Strategic Thinking: Can It Be Taught?,” *Long Range Planning*, February, 1998, pp 1-10.

“Enhancing Care Delivery Through Cross-Disciplinary Collaboration: A Case Study,” with E. Whitten, *Journal of Health Care Management*, March/April, 1998, pp 185-203.

“Constructing An Ethic for Business Practice: Competing Effectively and Doing Good,” *Proceedings of the National Academy of Management*, 1997.

“Managing Knowledge and Relationships: Lessons From Leaders in Professional Services,” with M. Haskins, J. Rosenblum, and J. Weber, *Sloan Management Review*, Fall 1997, pp 47-58.

“Stakeholder Capitalism and the Value Chain,” with R.E. Freeman, *European Journal of Management*, 15 (3), 1997, pp 286-296.

“Building Better Patient Care Services: A Collaborative Approach,” with E. Whitten, *Health Care Management Review*, 22(3), 1997.

“Everything I Need To Know About Strategy I Learned at the National Zoo,” *Journal of Business Strategy*, January/February 1997.

“Shaping Conversations: Making Strategy, Managing Change,” with J. Rosenblum, *California Management Review*, 39(1), 1996, pp 141-157.

“Collaborating Across Lines of Business for Competitive Advantage,” *Academy of Management Executive*, 10(2), 1996, pp 20-34.

“Feminist Morality and Competitive Reality: A Role for an Ethic of Care?,” *Business Ethics Quarterly*, Vol. 6(2), 1996, pp 179-200.

“The Caring Organization,” entry in the *Blackwell’s Encyclopedic Dictionary of Business Ethics*, Eds. P. Werhane and E. Freeman, 1996.

“Recruiting Today for Tomorrow’s Leaders,” with K. Dowd, *Selections*, Winter 1994.

“Exploring Ethical Issues Using Personal Interviews,” *Business Ethics Quarterly*, Vol. 2(2), 1992, pp 161-181.

“Wounded But Wiser: Reflections on Teaching Ethics to MBAs,” *The Journal of Management Education*, Vol. 16(4), 1992, pp 405-416.

“Formulating Hospital Strategy: Moving Beyond a Market Mentality,” *Health Care Management Review*, 17(1), 1992, pp 21-26.

“When Values Collide: Value Conflict in American Health Care,” *Business and Professional Ethics Journal*, 10(3), 1991, pp 3-28, (peer-reviewed).

“Corporate Social Responsibility: A Critical Approach,” co-authored with R. E. Freeman, *Business Horizons*, July/August, 1991, pp 92-98, (peer-reviewed).

“Organizational Value Contention and Managerial Mindsets,” *The Journal of Business Ethics*, Vol. 10, 1991, pp 83-97.

“The Challenger Launch Decision: Case and Teaching Note,” *The International Journal of Value-Based Management*, Vol. 3, No. 1, 1990, pp 29-42.

“Value Congruence: The Interplay of Individual and Organizational Value Systems,” *The Journal of Business Ethics*, Vol. 8, 1989, pp 805-815.

“Managerial Values and Corporate Decision-Making: An Empirical Analysis of Two Organizations,” in J. Post (ed.) *Corporate Social Performance and Policy*, Vol. 11 (Greenwich, Conn.: The JAI Press, 1989), pp 55-91.

“Strategic Planning Systems: Is More Necessarily Better?,” in P. Moody (ed.) *Strategic Issues in Manufacturing* (New York: McGraw-Hill, 1989), pp 90-104.

“Dealing with a Mixed Message: The Impact of Organizational Value Contention on Managers,” *The Council on Employees Responsibilities and Rights Proceedings*, 1988.



“Linking Strategic Management Processes to Organizational Environments: A Theory,”  
*Proceedings of the National Academy of Management*, 1985.

### CASES

Integrating Design and Strategy at Children’s Health System of Texas (UVA-S-0290) case

Design Thinking at Great Lakes: The Search for Growth (UVA-S-0248) case and teaching note  
(UVA-S-0240TN)

Design Thinking at Arena Industries: Designing an Employee Wellness Approach (UVA-S-  
0240)

Design Thinking at Trenton State College: Designing a Faculty Retirement Experience (UVA-S-  
0241)

Ten Tools for Design Thinking [UVA-BP-0550], 2010.

Innovation and Design Thinking Course Module Note [UVA-BP-0550TN], 2010.

Growth Leader stories [UVA-BP-0541 with TN], 2009.

Technical Note: Business Model Innovation [UVA-BP-0538], 2009.

Technical Note: Learning Launches [UVA-BP-0529], 2009.

Strategic Conversations at Suncorp Commercial Insurance (A),(B),(C) [UVA-S-0159,0161,0162  
with TN and accompanying video], 2009.

Mark O’Neill at Kelvingrove (A) and (B) [UVA-S-0162, 0163, with TN and accompanying  
video], 2009.

Leading Change at PPF (A) and (B) [UVA-BP-0498, 0499, with TN]

Competition and Collaboration in the PC Industry: The Evolution of a Value Chain (A), (B), and  
(C) [UVA-BP-0518, 0519, 0520], 2007.

Strategic Planning at the New York Botanical Garden (C) [UVA-BP-0515, with revised  
Teaching Note and accompanying video], 2007.

Technical Note: Using Hypothesis-Driven Thinking in Strategy Consulting [UVA-BP-0486], 2006

The Yellow Pages Engagement [UVA-BP-0396], 2006

Scenario Planning Technical Note [UVA-BP-0501], 2006

Charlottesville Albemarle Legal Aid Society (B) and (C) [UVA-BP-0516, 0517, with revised Teaching Note], 2005

Reunion at the Biltmore: Reflections on the First Year in Consulting [UVA-BP-0493]

United Technologies Corporation: Running a Global Ethics and Compliance Program [BRI 1001], with Freeman and Stewart, 2005

Dial 1-800 Bangalore (Audio CD) [BAT 1025], with S. Venkataraman

The Yellow Pages Engagement [UVA-BP-0494]

Monitor & Company/Global Business Network [UVA-BP-in draft]

Worldwide Retail Exchange/A. T. Kearney: The Challenges of Managing a Multi-Client, Multi-Consultant, Global Engagement [UVA-BP-in draft]

Bertlesmann (A), (B) and (C) [UVA- BP-0418, 0419, 0420], Darden Foundation, 2001.

Piaggio (A) and (B) [UVA-BP-0415, 0416], Darden Foundation, 2000

The Tyler Acquisition (cases and teaching note, Darden Foundation, 2000

Strategic Planning at the New York Botanical Garden (A) and (B) [UVA-BP-0383, 0384]

The Museums on the Boulevard (A) and (B) [UVA-BP-0385, 0386]

Iran Office Automation Company [UVA-BP-0380]

Charlottesville-Albemarle Legal Aid Society [UVA-BP-0377]

Strategic Thinking Course Module Overview Note [UVA-BP-0371TN] Darden Foundation, 1995

AT&T/Geopartners Research: Creating the Future in Business Communications [UVA-BP-0369]

Banc One Corporation/McKinsey & Co.: Indirect Auto Lending [UVA-BP-0354] (video case)

Copeland Corporation/Bain & Co.: The Scroll Investment Decision [UVA-BP-0353] (video case)

Park Nicollet Medical Center: Learning as a Source of Competitive Advantage [UVA Video #4363] (video case)

Disney Productions: The Walt Years (A) [UVA-BP-0332]

Walt Disney Company: The Arrival of Eisner and Wells (B) [UVA-BP-0339]

Banc One Corporation: The Evolution of Partnership [UVA-BP-0335]

Burroughs Wellcome and the Pricing of AZT (A), (B) and (C) [UVA-E-0074, 0075, 0076]

### PRESENTATIONS

“Surveying the Landscape of Inclusive Practices: Perspectives from Across Management Discipline,” presented at the 2019 Annual Academy of Management Meeting, Boston, Ma.

“What are we missing? Design Thinking Implementation in Real Organizations,” presented at the 2019 Annual Academy of Management Meeting, Boston, Ma.

“Strategy and Design Thinking” presented at the 2018 Annual Academy of Management Meeting, Chicago, IL.

“The Use of Design Thinking in the Federal Government,” presented at the 2018 Annual Academy of Management Meeting, Chicago, IL. (finalist, best paper PNP Division)

“Innovation as a Dynamic Capability: The Role of Design Thinking and its Parallels to the Quality Movement” presented at the 2016 Annual Academy of management Meeting, Anaheim, CA.

“The Design Thinker: At the Intersection of Innovation and Strategy,” Management Consulting Division Distinguished Speaker, 2015 Annual Academy of Management meeting, Vancouver, CA

“Design Thinking for Strategy Making, Innovation and Entrepreneurship Workshop,” 2015 Annual Academy of Management meeting, Vancouver, CA

“Design Thinking and Experiential Learning Symposium,” Management Consulting Division Distinguished Speaker, 2015 Annual Academy of Management meeting, Vancouver, CA

“Innovating How We Teach Innovation: Design Toolkits, Physical Spaces, and Prototyping Methods,” 2015 Annual Academy of Management meeting, Vancouver, CA

“Teaching Organization Design in the Digital Era,” 2015 Annual Academy of Management meeting, Vancouver, CA

“Design Thinking: The Challenge of Measuring Impact,” presented at the DESMA Conference, Imperial College, London, UK. September, 2014.

“Better Moods, Better Outcomes?” presented at the Design Management Institute Academic Conference, London, UK, September, 2104.

“Linking Design Thinking to Innovation Outcomes,” paper presented at the 2014 Annual Academy of Management Meeting, Technology and Innovation Management Division, Philadelphia, PA, August 2014.

“Innovating How We Teach Innovation,” Symposium panelist presented at the 2014 Annual Academy of Management Meeting, Technology and Innovation Management Division, Philadelphia, PA, August 2014.

“Can You Teach an Old Dog New Tricks?” workshop presented at presented at the 2014 Annual Academy of Management Meeting, Teaching Conference, Philadelphia, PA, August 2014.

“Bringing Business and Design Together: A Research Program,” presented at Chalmers University, Gothenburg, Sweden, November, 2013.

“Solving Problems with Design Thinking,” presented at The Rotman School, University of Toronto, October, 2013.

“Strategy and Design: 3 aspects of influence,” presented at The Hargreaves Institute, Sydney, Australia, October, 2012.

“Using student experience mapping to improve your program,” presented at the GMAC 2012 Annual Conference, Chicago, IL.

“The challenge of organic growth: why design? Why now?” presented at the Institute of Design, Annual Strategy Conference, May, 2012.

“Teaching Design Thinking in B Schools: lessons learned and surprises suffered,” presented at the Harvard Business School faculty forum on teaching, April, 2012.

“The Connection between Design and Growth: How to Exploit Design’s Potential,” presented at The Rotman School, University of Toronto, October, 2011.

“The Connection between Design and Growth: How to Exploit Design’s Potential,” The Human Resource Planning Conference, Washington, DC, October, 2011.

“Strategy and Design,” presented as keynote at the Cambridge Academic Design Management Conference, Cambridge University, UK, September, 2011.

“Making it Happen: Beyond Traditional Design” and “Teaching Design Thinking,” both presented at The Design Management Institute Annual Conference, Seattle, WA, June, 2011.

“Innovation for Growth: the role of design thinking,” presented at Customer Strategies for Sustained Growth Conference, INSEAD, FR, June, 2011.

“Strategy as Design: 3 aspects of influence” presented at the Institute of Design Strategy Conference, Chicago, IL, May, 2011.

“Humanizing Strategy: Inviting the messiness in” presented at the 2010 Annual Academy of Management Meeting, Business Policy Division, Montreal, CA, August 2010.

“Finding the Right Side of the MBA Brain: Teaching Design Thinking ” presented at the 2010 Annual Academy of Management Meeting, Management Education Division, Montreal, CA, August 2010. Winner of best symposium award.

“Strategy as Design,” presented at the Annual Academy of Management Meeting pre-Conference Workshop, Business Policy Division, Philadelphia, PA, August, 2007.

“The Search for Authentic Intention,” presented at the Annual Academy of Management Meeting, Business policy Division, Atlanta, GA., August, 2006.

“Business and Authenticity,” presented at the Annual Society for Business Ethics meeting, Atlanta, GA., August, 2006.

“Bridging Strategy Rhetoric and Practice: Strategy as Experienced,” presented at The Craft of Strategy Conference, Toulouse, France, may, 2006.

“Strategy and the Search for Authenticity,” presented at the Said Graduate School of Business, Oxford University, Oxford, UK, December, 2005.

“Reflections on the Intersection of Design and Management,” presented at the Said Graduate School of Business, Oxford University, Oxford, UK, October, 2005

Applying Design Thinking to Strategy: Impacting Business Practice”, with H. Mintzberg, presented at the Organizational Theory and Business Strategy Divisions, 2004 Academy of Management Meeting, New Orleans, LA.

“What if we took the metaphor of design seriously in business?” Keynote presentation at the Rotman Design Symposium, June, 2004, Toronto, CA

“Enhancing Stakeholder Practice: A Particularized Exploration of Community” with L. Dunham and R. E. Freeman, presented at the 2003 Society for Business Ethics Annual Meeting, Seattle, WA.

“Responsibility Management in the Old and New Economies: Common Values in Quality and Responsibility Management Systems,” presented at the Social Issues in Management Division, 2002 Academy of Management Meeting, Denver, CO.

“Ethics and the New Economy,” presented at the 2001 Santa Clara Ethics Conference, Santa Clara, CA.

“Stakeholders in Seattle,” presented at the 2000 Academy of Management Meeting, Social Issues in Management Division, Toronto, Canada.

“Is Generative Planning Possible? Connecting Strategic Planning with New Views of Competitive Advantage,” presented at the 1998 Academy of Management Meeting, Business Policy Division, San Diego, CA.

“Leading Strategic Conversations: Linking Strategic Thinking with Strategic Planning to Achieve Continuous Renewal,” presented at the 1997 Strategic Management Society International Conference, Barcelona, Spain.

“Constructing An Ethic For Business Practice,” presented at the 1997 Academy of Management Meeting, Social Issues in Management Division, Boston, MA (Winner, best paper award).

“How Sustainable Are the Effects of Executive Education? An Assessment of a University Program,” presented (for co-authors J. Weber and C. Weber) at the 1997 Academy of Management Meeting, Management Education and Development Division, Boston, MA.

“Community: The Soft Underbelly of Stakeholder Theory,” presented by R. E. Freeman (co-author) at the 1997 Society for Business Ethics Annual Meeting, Boston, MA.

“Multi-Media in the Classroom,” presented at the 1995 North American Case Research Association, Orlando, Florida.

“Teaching Strategy As Design,” presented at the 1995 Academy of Management Meeting, Management Education and Development Division, Vancouver, Canada.

“The Copeland Corporation/Bain & Company Case,” presented at the 1995 Academy of Management Case Critique Colloquium, Business Policy Division, Vancouver, Canada.

“Feminist Morality and Competitive Reality,” presented at the 1995 Academy of Management Meeting, Women in Management Division, Vancouver, Canada.

“The Caring Organization: Fad, Fallacy, or the Future?,” presented at the 1994 Society for Business Ethics Meeting, Dallas, Texas.

“AIDS Activism and Pharmaceutical Industry Practice,” presented at the 1994 Academy of Management Meeting, Social Issues in Management and Health Care Divisions, Dallas, TX.

“Issues in Ethics Research and Teaching,” presented to the Social Issues in Management Doctoral Consortium, 1992 Academy of Management Meeting, Las Vegas, NV.

“Strategic Adaptation in Professional Organizations,” presented at the 1992 Business and Professional Ethics Conference, Gainesville, FL.

“Data Collection and Analysis Techniques: Lessons from the Social Sciences,” presented at the 1991 Academy of Management Meeting, Social Issues in Management Division, Miami, FL.

“Ethical Issues for the 1990’s,” presented to Babson College, October 1990.

“Issues in Ethics Teaching and Research,” presented to the 1991 Social Issues in Management Doctoral Consortium, Miami, FL.

“Exploring Ethical Issues Using Personal Interviews,” presented at the 1990 Academy of Management Meeting, Social Issues in Management Division, San Francisco, CA.

“Value Conflict and Congruence in Health Care,” presented at the 1990 Academy of Management Meeting, Health Care Administration Division, San Francisco, CA.

“Beyond ‘Moral Muteness’ in Management Education,” presented at the 1989 Eastern Academy of Management Meeting, Portland, ME.

“Abstract Theory to Real World Application: Use of Modified Business Plans,” presented at the 1989 Eastern Academy of Management Meeting, Portland, ME.

“The Mindset of the Manager,” presented at the 1988 Academy of Management Meeting, Social Issues in Management Division, Anaheim, CA.

“An Analysis of NASA’s Role in the Challenger Disaster,” presented at the 1988 Academy of Management Meeting, Anaheim, CA.

“The Nature of Managerial Value Conflict,” presented at the 1988 Society for Business Ethics Meeting, Anaheim, CA.

“Dealing with a Mixed Message: The Impact of Organizational Value Contention on Managers,” presented at the 1988 Annual Meeting of the Council for Employee Responsibilities and Rights, Virginia Beach, VA.

“Excellence in Ethics Education,” presented to Boston College, March 1988.

“Linking Strategic Management Processes to Organizational Environments,” presented at the 1985 Academy of Management Annual Meeting, Business Policy and Planning Division, San Diego, CA.

#### IN PROCESS

“Looking From the Inside Out: Assessing the Intermediate Outcomes of Design Thinking,” with K. Jasktye, under review at The Journal of Product and Innovation Management.

“Using Design Thinking to Catalyze Conversations across Difference,” with R. Salzman and D. Azer, in process.

The Innovator’s Journey book proposal accepted and in process, Columbia Business Press.

#### PROFESSIONAL ACTIVITIES

The Academy of Management

Business Policy and Planning Division

Social Issues in Management Division

Chair, Doctoral Consortium, 1995-97

Member, Governing Board, 1992-95

Chair, Doctoral Dissertation Award Committee, 1993



Member, Research Committee, 1990-1993  
Member, 1991 Book Award Committee  
Member, 1990 Best Paper Award Committee

Society for Business Ethics

### HONORS

Design Management Academy 2017 Award for “most significant theoretical contribution to design innovation management field,” Hong Kong.

Management Consulting Division Distinguished Speaker Award, 2015 Annual Academy of Management meeting, Vancouver, CA

Awarded the Order of Australia Medal by Queen Elizabeth, 2012, for contribution to the leadership education of Museum managers in Australia.

Designing for Growth: A design thinking tool kit for managers, with T. Ogilvie, named the best management book of 2011 by 1800-CEO-READ.

The Catalyst: How You Can Lead Extraordinary Growth, with R. Rosen and R. Wiltbank, named one of *Business Week's* top innovation books of 2009.

Finalist paper, *California Management Review's* 2000 Accenture Award for “most important contribution to management practice”

Friend of the Students Award, The Darden School, 2000

All-University Outstanding Teacher Award, University of Virginia, 1999

Faculty Marshall Election, The Darden School, 1999

Best Paper Award, 1997 National Academy of Management Meeting, Social Issues in Management Division.

Best Selling Darden Case, Business Policy, 1996

Best Selling Darden Case, Ethics, 1996

Wachovia Award for Case Writing, University of Virginia, Darden School, 1995

All-College Award for Teaching Excellence, Simmons College, 1986

High Honors, Boston University Graduate School of Management, 1988

The Karney Fellowship, Boston University Graduate School of Management, 1987

First Year Honors, Harvard Business School, 1980

The Century Club, Harvard Business School, 1980

Summa Cum Laude, Boston University, 1976

Beta Gamma Sigma

3.5.20