

JACK A. NICKERSON

Frahm Family Professor of Organization and Strategy

Olin Business School

Washington University in St. Louis

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St. Louis, MO 63130-4899

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Positions

Olin Business School, Washington University in St. Louis

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

AACSB International, Tampa, FL

- 2011- Developer and Facilitator for *Curriculum Development Series: Critical Thinking*
- 2014- Developer and Facilitator for “*Leading in the Academic Enterprise*,” a series of leadership development programs for Department Chairs, Assistant and Associate deans, Deans and Provosts

Brookings Institution, Washington D.C.

- 2009- Non-resident Senior Fellow, Governance Studies

Corporate Boards

- 2005- Director, NFORMD.NET, LLC
- 2009-2012 Director, Clean Tech Bio-fuels, Inc.

Government Executive

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

Grameen Foundation, Washington D.C.

- 2010-2011 Senior Visiting Fellow

Institute for Management Studies

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

Kedge Business School, Marseille and Boudreaux, France

- 2013-2014 Visiting Professor

Education

Haas School of Business, University of California at Berkeley

Ph.D. Business and Public Policy, 1997.

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

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

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

Haas School of Business, University of California at Berkeley

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

College of Engineering, University of California at Berkeley

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

Worcester Polytechnic Institute, Worcester MA

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

Publications

Refereed Journals

- [1] “Dominant Design, Innovation Shocks, and the Follower’s Dilemma” (with Nick Argyres and Lyda Bigelow), Strategic Management Journal (2014).
- [2] “Diversity and Productivity in Production Teams” (with B. Hamilton, H. Owan) in Advances in the Economic Analysis of Participatory and Labor-Managed Firms, Volume 13. (Outstanding Author Contribution Award Winner at the Emerald Literati Network Awards for Excellence, 2013.)
- [3] “Microfoundations of Strategic Problem Formulation” (with Markus Baer and Kurt Dirks) Strategic Management Journal, **34**, 2(2013): 197-214.
- [4] “Sailing Toward Exploration and Exploitation: Achieving Ambidexterity Through Organizational Vacillation,” (with Peter Boumgarden and Todd Zenger) Strategic Management Journal, **33**, 6(2012): 587-610.
- [5] “Exploring the Problem-Finding and Problem-Solving Approach for Designing Organizations,” (with Joseph Mahoney and C. James Yen) Academy of Management Perspectives, **26**, 1(2012): 52-72. (Best paper of the year runner up.)
- [6] “Oliver Williamson and His Impact on the Field of Strategic Management,” Journal of Retailing, **86**, 3(2010): 270-276.
- [7] “Regulator Heterogeneity and Endogenous Efforts to Close the Information Asymmetry Gap: Evidence from FDA Regulation,” (with John Mayo and Jeffrey Macher) Journal of Law & Economics **54**(2011): 25-54.
- [8] “Does Outsourcing Affect the Variability of Product Performance: Evidence from International Courier Services,” (with C.M. Hsieh and Sergio G. Lazzarini) forthcoming in Organization Science, **21**(2010): 892-910.
- [9] “Envy, Comparison Costs, and the Economic Theory of the Firm,” (with Todd Zenger) Strategic Management Journal, **29**, 13(2008): 1429-1450.
- [10] “Interorganizational-trust: the Choice of Make, Buy, or Ally; and the Performance of Interorganizational Relationships in the U.S. Auto Industry,” (with Ranjay Gulati) Organization Science, **19**, 5(2008): 688-708.
- [11] “The ‘problem’ of creating and capturing value,” (with Brian Silverman and Todd Zenger) Strategic Organization, **5**, 3(2007): 211-225.
- [12] “Problem Solving and the Entrepreneurial Theory of the firm,” (with Chih-mao Hsieh and Todd Zenger) Journal of Management Studies, **5**(2007): 211-225.

- [13] “Strategic Management of R&D Pipelines with Co-specialized Investments and Technology Markets,” (with Tat Chan and Hideo Owan) Management Science, **53**, 4(2007): 667-682.
- [14] “The Antecedents and Performance Implications of Cooperative Exchange Norms,” (with Janet Bercovitz and Sandy Jap) Organization Science, **17**, 6(2006): 724-740.
- [15] “Why do firms make and buy? Efficiency, appropriability and competition in the trucking industry.” (with Daifeng He), Strategic Organization, **4**, 1(2006): 43-70.
- [16] “Antecedents and Performance Implications of Contracting for Knowledge Workers: Evidence from Information Technology Services,” (with Kyle J. Mayer) Organization Science, **1**, 3(2005): 225-42.
- [17] “Modular governance: Explaining the effect of Information Technology on the boundaries of the firm,” (with Sergio Lazarini), Revista de Economia e Administracao, **4**, 2(2004): 149-178.
- [18] “A Knowledge-based Theory of Governance Choice,” (with Todd Zenger) Organization Science, **15**, 6 (2004): 617-632.
- [19] “Are Supply and Supplier Plant Inspections Complements or Substitutes? A Strategic and Operational Assessment of Inspection Practices in Biotechnology,” (with Kyle Mayer and Hideo Owan), Management Science, **50**, 8 (2004): 1064-1081.
- [20] “Empirical evidence regarding the tension between knowledge sharing and knowledge expropriation in collaborations,” (with Bruce Heiman) Managerial and Decision Economics, **25**, (2004): 401-420.
- [21] “Why Firms Want to Organize Efficiently and What Keeps Them from Doing So: Evidence from the For-hire Trucking Industry,” (with Brian Silverman) Administrative Science Quarterly, **48**, 3 (2003): 433-65.
- [22] “Correcting for Endogeneity in Strategic Management Research,” (with Barton H. Hamilton), Strategic Organization, **1**, 1 (2003): 53-80.
- [23] “Team Incentives and Worker Heterogeneity: An Empirical Analysis of the Impact of Teams on Productivity and Participation,” (with Barton H. Hamilton and Hideo Owan), Journal of Political Economy, **111**, 3(2003): 465-497.
- [24] “Why Aren’t All Truck Drivers Owner-Operators? Asset Ownership and the Employment Relation in Interstate For-Hire Trucking,” (with Brian Silverman), Journal of Economics, Management, and Strategy, **12**, 1(2003): 91-118.
- [25] “Being Efficiently Fickle: A Dynamic Theory of Organizational Choice” (with Todd Zenger), Organization Science, **13**, 5 (2002): 547-566.
- [26] “Towards Reconciling Transaction Cost Economics and The Knowledge-based View of the Firm: The Context of Interfirm Collaborations,” (with Bruce Heiman), International Journal of the Economics of Business, **9**, 1 (2002): 97-116.
- [27] “Market Position, Resource Profile, and Governance: Linking Porter and Williamson in the Context of International Courier and Small Package Services in Japan,” (with Bart Hamilton and Tetsuo Wada), Strategic Management Journal, **22**, 3 (2001): 251-273.
- [28] “Economizing in a Context of Strategizing: Governance Mode Choice in Cournot Competition,” (with Richard Vanden Bergh), Journal of Economic Behavior and Organization, **40**, 1 (1999): 1-15.
- [29] “Dynamically Engineering Bureaucracy,” (with Todd Zenger), Journal of Law, Economics, and Organization, **15**, 1 (April 1999): 47-55.

- [30] “Data Reduction Techniques and Hypothesis Testing For Analysis of Benchmarking Data in the Semiconductor Industry,” (with Thomas Sloan), International Journal of Production Research, **37**, 8 (1999): 1717-1741.
- [31] “Profitability, Transactional Alignment, and Organizational Mortality in the U.S. Trucking Industry,” (with John Freeman and Brian Silverman), Strategic Management Journal, **18** (1997): 31-52.
- [32] “Durable Goods and Horizontal Merger Analysis.” Review of Industrial Organization, **10** (1995): 209-220.

Books

- [33] Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities. J.A. Nickerson, Brookings Press, 2014.
- [34] Tackling Wicked Government Problems: A Practical Guide for Enterprise Leaders. J.A. Nickerson and R. Sanders (eds.), Brookings Press, 2013.
- [35] Leading Change in a Web 2.1 World. J.A. Nickerson, Brookings Press, 2010.
- [36] Economic Institutions of Strategy. J. A. Nickerson and B. S. Silverman (eds.), Advances in Strategic Management (Vol. 26), Emerald Group Publishing Limited, 2009.

Refereed Book Chapters

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

- [46] “New frontiers in strategic management of organizational change.” (with Brian S. Silverman), in *Advances in Strategic Management: Economic Institutions of Strategy* (2009), eds. Jackson Nickerson and Brian Silverman, Volume 26, Emerald Group Publishing Limited.

Contributions

- [47] Government Executive (online) Leadership Column

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

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

Book Reviews

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

Papers in Progress

- [53] “A Theory of Entrepreneurship” (with Nathan Furr and Robert Wuebker) submitted to *Organization Science*.
- [54] “Comprehensiveness in Wicked Problem Formulation: Models of Cognition in the Design and Selection of Valuable Strategies (with Leif Lundmark).
- [55] “Strategic Problem Solving: A Knowledge-based Examination in Medical Device Manufacturing (with Jeffrey Macher).
- [56] Comparative Adjustment Costs and Strategic Responses to Shocks (with Nicholas Argyres and Joseph Mahoney).
- [57] Book: *Leading in Government: A Practical Guide for Building Leadership Competence*.
- [58] “The Effects of Growth and the Psychology of Envy on the Structure and Strategy of the Firm” (with Li Ma and Jie Jiao) preparing to submit to *Strategic Management Journal*.
- [59] “Is entrepreneurship genetic? The missing roles of the environment and institutions” (with Andrea Fosfuri, Alfonso Gambardella, and Peter Thompson).

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

- BEE 2009-0623 The Paulson Plan
- BEE 2009-0820-003 Training at the Department of Commerce
- BEE 2009-0820-004 Controlling Internally
- BEE 2009-1130 An Integration of Legacies
- BEE 2009-0830 A Human Capital Crisis
- BEE 2011-0119 Time for IT Procurement
- BEE 2011-1011 Calling BART
- BEE 2012-0814 Cleared for Volunteering
- BEE 2012-0815 One Celebration
- BEE 2012-0816 Rehabilitating the Fallen
- BEE 2012-0108 Catching a Flu
- BEE 2014-0326 Judging Space
- BEE 2015-1001 Scheduled Interview
- BEE 2015-1029 Problem Presentation
- BEE 2016-0105 Fashion Forward

OBS 2009-0623 A Landmark Flight
 OBS 2010-0220 Renewing Kid's Meals
 OBS 2010-0630 Un Amor
 OBS 2010-1230 Gifts for Students
 OBS 2011-0118 America's Greenest City
 OBS 2011-0223 Targeting a Response
 OBS 2012-1108 Collecting Debts
 OBS 2012-0630 Google, a car with more than a view
 OBS 2013-0219 Saison de la mort
 OBS 2013-0531 A Reckoning of Invoices
 OBS 2013-0615 Getting the Lead Out: Johnson Controls Inc. in Shanghai
 OBS 2014-0107 Illumina
 OBS 2014-0306 Synergizing Software
 AACSB 101-1107 Setting the Standard
 AACSB 102-0428 Core Communications
 AACSB 103-0516 Learning for the Learned
 AACSB 104-0516 Hiring interest
 AACSB 105-0516 Merged Standards
 AACSB 106-0516 Structuring Communications
 AACSB 201-0905 Expanding Class
 AACSB 202-0904 Inclusive Excellence
 AACSB 203-0915 Outreaching Engagement
 AACSB 301-1218 Performance Matters
 AACSB 302-1218 Critical Criteria
 AACSB 303-0123 Advising Advisors
 AACSB 304-0123 Troubling Tone
 AACSB 305-0123 Project Priority
 AACSB 306-0123 Opening Opportunities

Major Projects

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

Invited Research Presentations

Washington University in St. Louis Law School (December 2015)
 University of California Irvine (April 2015)
 The Ohio University (March 2015)
 ETH Zurich (September 2013)
 Copenhagen Business School (May 2013)
 Tilburg Business School (May 2013)
 Columbia Business School (April 2013)
 Strategic Management Society (November 2011) Plenary speaker
 University of Illinois (September 2010)
 Druid Conference, London, England, Plenary Speaker (June 2010)
 ACAC Conference, Atlanta, Georgia, Plenary Speaker (May 2010)
 Norwegian Business School (December 2009)

Virginia Tech (Fall 2009)
UCLA (April 2009)
University of Virginia (September 2008)
University of Illinois (May 2008)
Harvard Business School (October 2007), Strategy Conference
University of Michigan (October 2007)
University Sao Paulo, Brazil (September 2007), Keynote speaker, II Research Workshop on
Institutions and Organizations
Ivey School of Business at the University of Western Ontario (January 2007)
Duke (January 2007)
Purdue (May 2006)
Harvard Business School (April, 2006)
University of Pittsburg (March 2006)
USC Marshall (March 2006)
INSEAD (January, 2006)
University of Washington (May 2005)
Georgia Tech (October 2004)
University of Illinois (May 2004)
Harvard University (April 2004)
University of California at Berkeley (March 2004)
Dartmouth (January 2004)
NYU (October, 2003)
University of Utah (March 2003)
Ohio State University (January 2003)
University of Missouri (November 2002)
University of Southern California (November 2002)
University of California at Berkeley (October 2002), honoring Oliver Williamson
University of California at Berkeley (December, 2001)
Georgetown University (November, 2001)
Cornell University (April, 2001)
University of Toronto (February, 2001)
University of Illinois, Urbana-Champaign (September 2000)
Odense University (November 1999)
DRUID Conference (June, 1998)
University of Maastricht (June, 1998)
University of Toronto (February, 1997)
Universitat Pompeu Fabra (October, 1997)

Conference Presentations

Academy of Management Meetings, Vancouver CA (August 2015)
Academy of Management Meetings, Orlando FL (August 2013)
Strategic Management Society Meetings, Rome (October, 2010)
ISNIE Conference, Sterling Scotland (June 2010)
Strategic Management Society Meetings, Washington, DC (October, 2009)
Academy of Management Meetings, Chicago, IL (August, 2009).
Strategic Management Society Meetings, Washington, DC (October, 2009)
ISNIE Reykjavik, Iceland (June, 2007)
ISNIE Boulder, Colorado (September, 2006)
ISNIE, Barcelona, Spain (September, 2005)
BYU-U of U Strategy Conference, Park City, UT (March 2005)
Academy of Management Meetings, New Orleans, LA (August, 2004)
Organization Science Winter Conference, Steamboat Springs, CO (February, 2004)

Southern Economic Association Meetings, Denver, CO (November, 2004)
 Organization Winter Conference, Steamboat Springs, CO (February, 2004)
 Academy of Management Meetings, Seattle, WA (August, 2003)
 Western Economic Association Meetings, Denver, CO (July, 2003)
 International Society of New Institutional Economics, Boston, MA (September, 2002)
 Academy of Management Meetings, Denver, CO (August, 2002)
 Strategy Research Forum, Soloman Islands, MD (May, 2002)
 Informs Meetings, San Antonio, TX (November, 2000)
 Academy of Management Meetings, Toronto, ON (August, 2000)
 Western Economic Association Meetings, Vancouver, B.C (June, 2000)
 Strategy Research Forum, Cohasset, MA (May, 2000)
 Informs Meetings, Philadelphia, PA (November, 1999)
 International Society of the New Institutional Economics, Washington D.C. (Sept., 1999)
 Academy of Management Meetings, Chicago, IL (August, 1999)
 Western Economics Association, San Diego, CA (July, 1999)
 Strategy Research Forum, Gloucester, MA (May, 1999)
 International Society of New Institutional Economics, Paris, France (September, 1998)
 Western Economic Association Meetings, Lake Tahoe, CA (July, 1998)
 Academy of Management Meetings, Boston, MA (August, 1997)
 Administrative Sciences Association of Canada (June, 1997)
 Strategic Management Society Meetings, Barcelona, Spain (October, 1997)
 Southern Economics Association Annual Meetings, Washington, D.C.(November, 1996)
 Strategic Management Journal Conference on Markets and Organization (October, 1996)

Other Presentations

University of South Florida, “Developing and Teaching Executive Education Programs”, 2016
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Dallas, 2016
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Chicago, 2016
 WUSTL Alumni and Development, “Leading in the Age of Righteousness”, Washington DC, 2015
 WUSTL Alumni and Development, “Leading from the Middle,” Washington DC, 2014
 WUSTL Alumni and Development, “Tackling Wicked Government Problems.” Chicago, 2013
 WUSTL Alumni and Development, “Introducing Brookings Executive Education,” Charlotte, 2012
 BEE Alumni Presentation, Strategies for Leadership Development with Limited Resources, 2012
 BEE Alumni Presentation, Leading though Austerity, 2012
 WUSTL Alumni and Development, “Introducing Brookings Executive Education,” St. Louis, 2009
 WUSTL Alumni and Development, “Critical Thinking,” St. Louis, 2007
 WUSTL Convocation Speaker, 2004
 WUSTL Parents Council, 2000

Research Interests

Business strategy, organization choice and performance, corporate survival, new institutional economics, intellectual capital management, management of innovation and technology.

Research Grants

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

Service

University College Dean Search Committee (2015-2016)
Brown School of Social Work Social Entrepreneurship Chair Search Committee (2015-2016)
Omnibus Committee (2014-2015)
WUSTL Athletic Director hiring committee (2014)
WUSTL Provost hiring committee (2013)
New building committee, (2008-9)
Communications and Assessment Task Force Subcommittee, Chair (2006)
Dean's search committee (2004-2005)
Steering committee member, Undergraduate Council (2003-2006)
Senior faculty committee on corporate relations, Chair (2003-2005)
WCRC subcommittee of MBA curriculum committee, Chair (2004-2005)
Customer relationship management committee, Chair (2003)
Fall Convocation 2004 faculty speaker
Washington University's Technology Transfer Patent Advisory Committee (TPAC) 2005- 2006
Center for New Institutional Social Science (CNIS), Washington University, Executive Committee
Member 1998-2009

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

Marriott School of Business, Brigham Young University, Academic Review of Department of Organizational Leadership and Strategy, February 2016
BYU-UofU Winter Strategy Conference Advisory Board, 2006-2016
One of three organizers for the Strategy Research Forum conference, 2002 and 2003

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

Editorial boards

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

Reviewer-at-large for:

Academy of Management Review
Academy of Management Journal
American Economics Review
Administrative Science Quarterly
California Management Review
Journal of Economics Behavior and Organization
Journal of International Business Studies
Journal of Institutional Economics

Journal of Labor and Economic
Journal of Law Economics and Organization
Journal of Management Studies
Journal of Marketing Research
Journal of Pharmaceutical Innovation
Human Resource Management
International Journal of the Economics of Business
International Society of the New Institutional Economics
Management Science
Managerial and Decision Economics
Organization
Organizational Research Methods
Organization Science
Review of Economics and Statistics
Scandinavian Journal of Management
Strategic Management Journal

Ph.D. Committee Membership

Leif Lundmark
Chih-mao Hsieh
Sergio Lazzarini
Alexandra Mislin
James Yen

Teaching Interests

Business Strategy; Critical Thinking; Flexibility and Decisiveness; Organization Theory;
Management of Innovation and Technology; Strategic Thinking; Visioning and Leading Change;
Leadership

Teaching Experience

EMBA Courses

Strategic Management of Innovation
Strategic Management in Health Care
Innovation Theme

MBA/PMBA Courses

Corporate Strategy
Critical Thinking for Leaders
Global Tycoon
Introduction to Management and Strategy
Strategic Management of Life Science

Brookings Executive Education/Masters of Science in Leadership

Building Networks and Partnerships
Daring to Lead
Decisiveness and Flexibility
Human Capital
Problem Solving through Critical Thinking
Strategic Thinking
Vision and Leading Change

Ph.D. Courses

Knowledge and Management
Strategic Management of Innovation and Technology

Undergraduate Courses

Introduction to Management
Competitive Strategy

Teaching Awards

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

Curriculum Awards

MBA Roundtable Innovator Award for *Critical Thinking@Olin*, key contributor and received award for Olin.

Executive education, consulting, speaking engagements

AACSB
AB-InBev
A.G. Edwards
Ameren Corporation
Army Air Force Exchange Services
Ascension Health
Asper School of Business, University of Manitoba
Brookings Executive Education
Bournemouth University Business School
Bunge
Bureau of Alcohol, Tobacco, Firearms and Explosive
CHAN Healthcare Auditors
Colliers Turley Martin and Tucker
David Eccles School of Business, University of Utah
Department of the Interior
Department of Transportation
Department of Veterans Affairs
Edward Jones

Emerson
Essex Industries
Euromed MBA
Federal Reserve Bank of St. Louis
Florida Gulf Coast University, Lutgert College of Business
Food and Drug Administration
Fundacao Dom Cabral
Georgia State University, J. Mack Robinson School of Business
Government Executive Annual EIG Conference
Hamline University School of Business
Haskane School of Business, University of Calgary
HOK
IBM
Intel
Kedge Business School
KLA/Tencor
Levi Strauss
MAPI
Merck
Metal Service Center Institute
National Corn Growers Association
National Institutes of Health
National Aeronautics and Space Administration, Huntsville
National Aeronautics and Space Administration, Kennedy Space Center
Nestle-Purina Pet Care
Ohio University, College of Business
Olin Partners Program (open enrollment)
Olin Thought Leadership Program
Pulitzer Foundation for the Arts
Raytheon
RGA
Sigma Aldrich
Smurfit Stone Container Corporation
Southland Tube
TALX
TherRx/KV Pharmaceuticals
Tyco Health Care/Mallinckrodt Pharmaceuticals.
UniGroup
United States Federal Reserve Bank of St. Louis
University of Southern California, Marshall School of Business
U.S. Bank
U.S. Coast Guard
Wells Fargo Advisors

Other Teaching Experience

Visitor, ETH, Zurich, Switzerland (September 2013).
Guest Lecturer, Copenhagen Business School (November, 1999).
Olin Practicum Advisor, Charter Communications (Spring 1999).
Olin Practicum Advisor, Gateway Energy Systems (Spring 1998).

Honors and Awards

Best Paper Runner-up, Academy of Management Perspectives, 2013.

Outstanding Author Contribution Award Winner at the Emerald Literati Network Awards for Excellence, 2013.
Olin Award Recognizing Research that Transforms Business, 2009.
Olin Award Recognizing Research that Transforms Business, 2008.
Founder's Day Distinguished Faculty Award, 2007.
Best Paper Award, Second International Business and Economy Conference, 2003.
AOM Best Papers Proceedings, 2002.
BPS Division of the Academy of Management, Outstanding Reviewer Award, 2000.
Nominated for 3rd annual McKinsey/SMS Best Conference Paper Prize, SMS 2000.
Finalist, 1998 Free Press Award for Outstanding Dissertation Research in BPS.
Best Paper in TIM, ASAC 1998.
Honorable Mention Paper in Organization Theory, ASAC 1998.
Best Paper in Organization Theory, ASAC 1997.
Honorable Mention Paper in Policy, ASAC 1997.
Hayase Award, 1995.
Lynde and Harry Bradley Foundation Fellowship, 1994-1995.
John M. Olin Foundation Fellowship, 1994-1995.
LES Fellowship, 1995.
University of California at Berkeley University Fellowship, 1991-1992.
Tau Beta Pi Fellowship, 1984.
American Society of Metals Scholastic Achievement Award, 1985.
Salisbury Award, Worcester Polytechnic Institute, 1984.
Two Towers Award, Worcester Polytechnic Institute, 1983.
Elected to Tau Beta Pi, 1983.
Elected to Pi Tau Sigma, 1983.