



# HARVARD | BUSINESS | SCHOOL

July 19, 2019

## Ryan W. Buell

Harvard Business School  
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Boston, MA 02163  
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## EDUCATION

- 2012 DBA, Technology and Operations Management, Harvard Business School, Boston, MA  
Dissertation: *The Experience of Production: Essays on Customers in Service Operations*  
Committee: Professor Frances Frei (chair)  
Professor Dennis Campbell  
Professor Michael Norton  
Professor Ananth Raman
- 2007 MBA, High Distinction, Harvard Business School, Boston, MA
- 2000 BBA, High Distinction, with emphases in Computer Information Systems and Marketing,  
Stephen M. Ross School of Business, University of Michigan, Ann Arbor, MI

## HARVARD UNIVERSITY

### Appointment

- 7/1/19 – present Finnegan Family Associate Professor of Business Administration  
7/1/17 – present UPS Foundation Associate Professor of Service Management  
7/1/12 – 6/30/17 Assistant Professor of Business Administration

### Assignments

- 2017 - present Faculty Chair, Transforming Customer Experiences, executive education program  
2017 - present Faculty Chair, START, Harvard Business School faculty orientation program  
2017 - present Harvard Business School Faculty Socialization Committee  
2017 - present Strategic Perspectives in Nonprofit Management, executive education program  
2017 - present Leading Change and Organizational Renewal, executive education program  
2015 - present Managing Healthcare Delivery, executive education program  
2016 - present Retail Forum for Senior Leaders, executive education program  
2014 - present Global Colloquium for Participant-Centered Learning, executive education program  
2014 - present Various additional custom and open-enrollment executive education programs  
2015 - present Managing Service Operations, MBA elective course, fall and winter  
2015 - 2016 Faculty Co-Chair, START, Harvard Business School faculty orientation program  
2014 Empirical Technology and Operations Management, doctoral seminar, winter  
2013 - 2016 Achieving Breakthrough Service, executive education program  
2013 - 2014 Competing on Business Analytics and Big Data, executive education program  
2012 - 2013 Technology and Operations Management, MBA required course, fall

## WORK EXPERIENCE

- 2006 Summer Associate, McKinsey & Company, Inc., Seattle WA  
Member of team developing a holistic global strategy for a \$1B+ vertical business of a high technology company. Created market opportunity maps for specific countries, triangulating market size and growth potential, and identifying hot spots for investment consideration. Presented findings to client management team. Conducted interviews with industry experts, surfacing key needs, and synthesizing and communicating results. Collaborated with client to develop in-depth profiles of surfaced product and program opportunities.
- 2000-2005 Business Development Manager, The Tour Now Network, LLC, Ann Arbor, MI  
Founded and managed online company that provides virtual tours and related marketing services for real estate professionals throughout the United States and Canada. Refined business model, acquiring over 3,300 agent accounts and over 70 resellers nationwide. Forged alliances with industry partners. Achieved average annual sales growth of 133% through the management of day-to-day business operations, including sales, customer support, finance, and ongoing market research.
- 1999 Production Supervisor, Delphi Energy & Engine Management Systems, Flint, MI  
Managed staffing, scheduling, and logistical decisions on a daily basis for three production lines. Decreased internal defects by 25% and increased uptime by 3%.
- 1997-1998 Fixed Asset Analyst; Sales and Marketing Analyst, General Motors Corporation, Flint, MI  
(1998) Completed fixed asset inventories of six Delphi Automotive Systems manufacturing facilities. Tracked projects for engineers and issued work orders for resource allocations. (1997) Redesigned “Voice of the Customer,” monthly self-evaluation report promoting customer enthusiasm. Researched competition and created competitor profiles on prominent automotive components manufacturers.

## AWARDS AND HONORS

- 2019 Wickham Skinner Early-Career Research Accomplishments Award, Production and Operations Management Society
- 2018 Meritorious Service Award, Manufacturing & Service Operations Management
- 2017 Meritorious Service Award, Manufacturing & Service Operations Management
- 2016 Meritorious Service Award, Manufacturing & Service Operations Management
- 2016 Charles M. Williams Award, Awarded for Outstanding Case Teaching in Executive Education, Harvard Business School
- 2015 Meritorious Service Award, Manufacturing & Service Operations Management
- 2015 Meritorious Service Award, Management Science
- 2015 Best Presentation Award, 2015 Behavioral Operations Management Conference at Cornell University, for “Creating Reciprocal Value Through Operational Transparency,” POMS College of Behavioral Operations Management
- 2015 Robert F. Greenhill Award, Awarded for Outstanding Service to the Harvard Business School Community, Harvard Business School
- 2014 Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School
- 2012 Harvard Business School Doctoral Programs Dean’s Award, Harvard Business School
- 2011 Wyss Doctoral Research Award, awarded to Harvard Business School doctoral students who have excelled at conducting outstanding academic research, Harvard Business School

- 2011 Stan Hardy Award, outstanding paper published during 2010 in the field of Operations Management for “Are Self Service Customers Satisfied or Stuck?” with Dennis Campbell and Frances X. Frei, Decision Sciences Institute, Midwest Region
- 2011 Finalist, Best Student Paper Award for “The Labor Illusion: How Operational Transparency Increases Perceived Value” with Michael I. Norton, INFORMS
- 2011 Finalist, Best Student Paper Award for “The Labor Illusion: How Operational Transparency Increases Perceived Value” with Michael I. Norton, Academy of Management – Operations Management Division
- 2010 Finalist, Student Poster Award for “The Labor Illusion: When Waiting Increases Liking,” with Michael I. Norton, Society for Personality and Social Psychology
- 2007 George F. Baker Scholar, Harvard Business School (top 5% of MBA graduating class)
- 2000 Phi Beta Kappa, University of Michigan
- 2000 James B. Angell Scholar, University of Michigan
- 1998 General Motors Global Internship Scholarship

## PUBLICATIONS

### Journal articles:

Brooks, Alison Wood, Karen Huang, Nicole Abi-Esber, Ryan W. Buell, Laura Huang, and Brian Hall. “Mitigating Malicious Envy: Why Successful Individuals Should Reveal Their Failures.” *Journal of Experimental Psychology: General*. Forthcoming.

Victorino, Liana, Joy M. Field, Ryan W. Buell, Michael J. Dixon, Susan M. Goldstein, Larry J. Menor, Madeleine E. Pullman, Aleda V. Roth, Enricho Secchi, and Jie J. Zhang. 2018. “Service Operations: What’s Next?” *Journal of Service Management*. 29(1): 55-97.

Victorino, Liana, Joy M. Field, Ryan W. Buell, Michael J. Dixon, Susan M. Goldstein, Larry J. Menor, Madeleine E. Pullman, Aleda V. Roth, Enricho Secchi, and Jie J. Zhang. 2018. “Service Operations: What Have We Learned?” *Journal of Service Management*. 29(1): 39-54.

Buell, Ryan W., Tami Kim, and Chia-Jung Tsay. 2017. “Creating Reciprocal Value Through Operational Transparency.” *Management Science*. 63(6): 1673-1695.

Schmidt, William and Ryan W. Buell. 2017. “Experimental Evidence of Pooling Outcomes Under Information Asymmetry.” *Management Science* 63(5): 1586-1605.

Buell, Ryan W., Dennis Campbell, and Frances X. Frei. 2016. “How Do Customers Respond to Increased Service Quality Competition?” *Manufacturing & Service Operations Management*. 18(4): 22.

Kuziemko, Ilyana, Ryan W. Buell, Taly Reich, and Michael I. Norton. 2014. “Last-Place Aversion: Evidence and Redistributive Implications.” *Quarterly Journal of Economics* 129(1): 105-149.

Buell, Ryan W. and Michael I. Norton. 2011. “The Labor Illusion: How Operational Transparency Increases Perceived Value.” *Management Science* 57(9): 1564-1579.

Buell, Ryan W., Dennis Campbell, and Frances X. Frei. 2010. “Are Self-Service Customers Satisfied or Stuck?” *Production and Operations Management* 12(6): 679-697.

Cases, exercises, teaching notes, and courseware:

Buell, Ryan W. and Leslie K. John, "Commonwealth Bank of Australia: Unbanklike Experimentation," Harvard Business School case 619-018 (October 2018) [27 p].

Buell, Ryan W. and Joshua D. Margolis, "Babcom: Opening Doors," Harvard Business School case 418-026 (June 2018) [20 p].

Buell, Ryan W. and Robert S. Huckman, "Improving Access at VA (TN)," Harvard Business School teaching note 618-052 (February 2018) [43p].

Buell, Ryan W., "Breakfast at the Paramount (TN)," Harvard Business School teaching note 617-065 (May 2017, revised February 2018) [43p].

Weiss, Mitch, Michael Norton, and Ryan W. Buell. "The \$70,000 CEO at Gravity Payments," Harvard Business School teaching note N5-818-014 (July 2017) [14p].

Buell, Ryan W., Robert S. Huckman, and Sam Travers, "Improving Access at VA," Harvard Business School case 617-012 (November 2016) [29p].

Buell, Ryan W., "Breakfast at the Paramount," Harvard Business School multimedia case 617-702 (September 2016).

Buell, Ryan W., "Breakfast at the Paramount," Harvard Business School case 617-011 (August 2016) [10p].

Buell, Ryan W., Michael Toffel, and Willy Shih. "United Airlines: More Out and Back Flying?" Harvard Business School case 617-010 (September 2016) [25p].

Buell, Ryan W. and Frances X. Frei, "Samantha Bee at TBS," Harvard Business School case 606-056 (September 2016) [7p].

Buell, Ryan W., "Customer Compatibility Exercise," Harvard Business School exercise 616-043 (February 2016, revised October 2018) [2p].

Buell, Ryan W., "Compass Group: The Ascension Health Decision," Harvard Business School case 615-026 (December 2014, revised January 2016) [19p].

Buell, Ryan W., "Compass Group: The Ascension Health Decision (TN)," Harvard Business School teaching note 616-046 (March 2016) [34p].

Buell, Ryan W. "Compass Group: The Ascension Health Decision," Harvard Business School multimedia/video supplement 616-705 (March 2016).

Buell, Ryan W. and Andrew Otazo, "IDEO: Human-Centered Service Design," Harvard Business School case 615-022 (October 2014, revised November 2015) [20p].

Buell, Ryan W., "IDEO: Human-Centered Service Design (TN)," Harvard Business School teaching note 616-038 (November 2015, revised February 2016) [43p].

Buell, Ryan W., and Andrew Otazo, "IDEO: Human-Centered Service Design," Harvard Business School courseware 615-703 (December 2015).

Bernstein, Ethan, and Ryan W. Buell, "Trouble at Tessei," Harvard Business School case 615-044 (January 2015, revised October 2015) [16p].

Bernstein, Ethan, and Ryan W. Buell, "Trouble at Tessei (TN)," Harvard Business School teaching note 616-031 (October 2015, revised December 2015) [31p].

Bernstein, Ethan, and Ryan W. Buell, "Trouble at Tessei," Harvard Business School multimedia/video supplement 616-706 (March 2016).

Buell, Ryan W., Ananth Raman, and Vidhya Muthuram, "Oberoi Hotels: Train Whistle in the Tiger Reserve," Harvard Business School case 615-043 (January 2015, revised March 2015) [28p].

Buell, Ryan W., and Ananth Raman, "Oberoi Hotels: Train Whistle in the Tiger Reserve (TN)," Harvard Business School teaching note 616-044 (February 2016) [40p].

Buell, Ryan W., and Ananth Raman, "Oberoi Hotels: Train Whistle in the Tiger Reserve," Harvard Business School courseware 616-704 (February 2016).

Drake, David, Ryan W. Buell, Melissa Barton, Taylor Jones, Katrina Keverian, and Jeffrey Stock, "Whole Foods: the Path to 1,000 Stores," Harvard Business School case 615-019 (September 2014) [20p].

#### Other publications:

Shell, Michelle A. and Ryan W. Buell. "Why Anxious Customers Prefer Human Customer Service." *Harvard Business Review*. Published on HBR.org, April 15, 2019.

Buell, Ryan W. 2019. "Operational Transparency: Make Your Processes Visible to Customers and Your Customers Visible to Employees." *Harvard Business Review*. 97(4): 120-131.

Buell, Ryan W. 2018. "The Parts of Customer Service That Should Never Be Automated." *Harvard Business Review*. Published on HBR.org, February 19, 2018.

Buell, Ryan W. 2016. "A Transformation is Underway at U.S. Veterans Affairs. We Got an Inside Look." *Harvard Business Review*. Published on HBR.org, December 22, 2016.

Bernstein, Ethan, and Ryan W. Buell. 2016. "Can an Airline Cut Turn Times Without Adding Staff?" *Harvard Business Review* 94(4):113-117.

Buell, Ryan W., Tami Kim, and Chia-Jung Tsay. 2014. "Cooks Make Tastier Food When They Can See Their Customers." *Harvard Business Review* 92(11): 34-35.

Buell, Ryan W., and Michael I. Norton. 2011. "Think Customers Hate Waiting? Not So Fast..." *Harvard Business Review* 89(5): 34.

## WORKING PAPERS

Buell, Ryan W., Dennis Campbell, and Frances X. Frei. "The Customer May Not Always Be Right: Customer Compatibility and Service Performance." Harvard Business School Working Paper No. 16-091, February 2016. (Revised July 2019.)

Buell, Ryan W. and Basak Kalkanci. "How Transparency into Internal and External Responsibility Initiatives Influences Consumer Choice: Evidence from the Field and Lab." Harvard Business School Working Paper No. 19-115, May 2019.

Buell, Ryan W. "Last Place Aversion in Queues" Harvard Business School Working Paper No. 18-053, December 2017. (Revised March 2019.)

Buell, Ryan W., Wei Cai, and Tatiana Sandino. "Learning or Playing? The Effect of Gamified Training on Performance." Harvard Business School Working Paper, No. 19-101, March 2019.

Shell, Michelle A., and Ryan W. Buell. "Mitigating the Negative Effects of Customer Anxiety through Access to Human Contact." Harvard Business School Working Paper, No. 19-089, February 2019.

Buell, Ryan W., Shwetha Mariadassou, and Yanchong Zheng. "Relative Performance Transparency: Effects on Sustainable Choices." Harvard Business School Working Paper, No. 19-079, January 2019.

Mohan, Bhavya, Ryan W. Buell, and Leslie K. John. "Lifting the Veil: The Benefits of Cost Transparency." Harvard Business School Working Paper No. 15-017, September 2014. (Revised October 2018.)

Buell, Ryan W., Ethan Porter, and Michael I. Norton. "Surfacing the Submerged State: Operational Transparency Increases Trust in and Engagement with Government." Harvard Business School Working Paper No. 14-034, October 2013. (Revised August 2018.)

## PRESENTATIONS

"Sustainable Operations Versus Corporate Social Responsibility: How Value Chain Transparency Influences Choice," with Basak Kalkanci.

2018 INFORMS Annual Conference, Phoenix, AZ (November 2018)

"Increasing Patient Engagement Through Shared Medical Appointments," with Kamalini Ramdas and Nazli Sonmez.

2018 INFORMS Annual Conference, Phoenix, AZ (November 2018)

2019 POMS Annual Conference, Washington, D.C. (May 2019)

"Improving Customer Compatibility with Operational Transparency" with MoonSoo Choi.

2018 INFORMS Annual Conference, Phoenix, AZ (November 2018)

2018 MSOM Annual Conference, Dallas, TX (July 2018)

Invited seminar, Cornell University, Ithaca, NY (May 2018)

2018 POMS Annual Conference, Houston, TX (May 2018)

Invited workshop, Harvard Business School, Boston, MA (February 2018)

2018 Winter Operations Conference, Snowbird, UT (February 2018)

“Making Sense of the Humans: Behavioral Operations in the Lab and Field”

Invited keynote, 2018 Behavioral Operations Conference, Dallas, TX (June 2018)

“Last-Place Aversion in Queues”

2019 MSOM Service SIG Conference, Republic of Singapore (June 2019)

2019 COER Annual Conference, Boston, MA (May 2019)

2019 POMS Annual Conference, Washington, D.C. (May 2019)

2018 INFORMS Annual Conference, Phoenix AZ (November 2018)

2017 INFORMS Annual Conference, Houston TX (November 2017)

2017 MSOM Annual Conference, Chapel Hill, NC (June 2017)

2017 POMS Annual Conference, Seattle, WA (May 2017)

2016 INFORMS Annual Conference, Nashville, TN (November 2016)

Invited seminar, University of Washington, Seattle, WA (October 2016)

2016 POMS Annual Conference, Orlando, FL (May 2016)

“Lifting the Veil: The Benefits of Cost Transparency” with Bhavya Mohan and Leslie John.

2019 POMS Annual Conference, Washington, D.C. (May 2019)

2017 INFORMS Annual Conference, Houston, TX (November 2017)

“Surfacing the Submerged State: Operational Transparency in Government Services” with Michael I. Norton and Ethan Porter.

Invited seminar, Wisconsin School of Business, Madison, WI (December 2018)

Invited seminar, Columbia Business School, New York, NY (February 2018)

Invited seminar, Ross School of Business, Ann Arbor, MI (February 2018)

Invited seminar, Darden School, University of Virginia, Charlottesville, VA (November 2017)

2017 INFORMS Annual Conference, Houston, TX (November 2017)

Invited seminar, Graduate School of Business, Stanford University, Stanford, CA (May 2017)

Invited seminar, Harvard Business School, Boston, MA (May 2017)

2017 POMS Annual Conference, Seattle, WA (May 2017)

Invited seminar, Tuck School of Business, Dartmouth College, Hanover, NH (May 2017)

Invited seminar, University of Texas, Austin, TX (April 2017)

Invited seminar, University of Texas, Dallas, TX (March 2017)

2016 INFORMS Annual Conference, Nashville, TN (November 2016)

2015 Society for Judgment and Decision Making Annual Conference, Chicago, IL (November 2015)

2015 POMS Annual Conference, Washington, D.C. (May 2015)

State of Massachusetts Information Technology Group, Boston, MA (November 2014)

2014 Code for America Annual Summit, San Francisco, CA (September 2014)

2014 Society for Consumer Psychology Annual Conference, Miami, FL (March 2014)

2014 Code For America Fellows Conference, San Francisco, CA (February 2014)

Urban Policy Advisory Group, Kennedy School of Government, Cambridge, MA (August 2013)

“Creating Reciprocal Value Through Operational Transparency” with Tami Kim and Chia-Jung Tsay.

2015 INFORMS Annual Conference, Philadelphia, PA (November 2015)

Invited seminar, London Business School, London, England (September 2015)

Invited seminar, University College London, London, England (September 2015)

Invited seminar, Behavioural Insights Team, London, England (September 2015)

2015 Behavioral Operations Conference, Ithaca, NY (June 2015)

Invited seminar, Boston University, Boston, MA (April 2015)

Invited seminar, Vanderbilt University, Nashville, TN (March 2015)

2014 INFORMS Annual Conference, San Francisco, CA (November 2014)

Invited seminar, Ohio State University, Columbus, OH (November 2014)  
Invited seminar, University of Southern California, Los Angeles, CA (October 2014)  
2014 MSOM Service Management SIG Meeting, Seattle, WA (June 2014)  
2014 COER Annual Meeting, Philadelphia, PA (June 2014)  
2014 POMS Annual Conference, Atlanta, GA (May 2014)  
2013 INFORMS Annual Conference, Minneapolis, MN (October 2013)  
Invited seminar, Harvard Business School, Boston, MA (March 2013)

“The Persistence of Customer Incompatibility: Evidence from a Retail Bank Acquisition” with Dennis Campbell.

2015 INFORMS Annual Conference, Philadelphia, PA (November 2015)  
2015 HBS TOM Alumni Research Workshop, Boston, MA (August 2015)  
2015 MSOM Annual Conference, Toronto, Canada. (June 2015)  
2015 POMS Annual Conference, Washington, D.C. (May 2015)  
2014 INFORMS Annual Conference, San Francisco, CA (November 2014)

“The Customer May Not Always Be Right: Customer Compatibility and Service Performance” with Dennis Campbell and Frances X. Frei.

2017 INFORMS Annual Conference, Houston, TX (November 2017)  
2016 COER Conference, Wharton School of Business, Philadelphia, PA (July 2016)  
2013 INFORMS Annual Conference, Minneapolis, MN (October 2013)  
2013 HBS TOM Alumni Research Workshop, Boston, MA (August 2013)  
Invited seminar, University of North Carolina, Chapel Hill, NC (May 2013)  
2013 MSOM Annual Conference, Fontainebleau, France (July 2013)  
2012 INFORMS Annual Conference, Phoenix, AZ (October 2012)  
2012 POMS Annual Conference, Chicago, IL (April 2012)  
2011 INFORMS Annual Conference, Charlotte, NC (November 2011)  
2011 MSOM Annual Conference, Ann Arbor, MI (June 2011)

“How Do Customers Respond to Increased Service Quality Competition?” with Dennis Campbell and Frances X. Frei.

Invited seminar, Boston College, Boston, MA (October 2012)  
Invited seminar, Northwestern University, Evanston, IL (February 2012)  
Invited seminar, Dartmouth College, Hanover, NH (January 2012)  
Invited seminar, Harvard Business School, Boston, MA (January 2012)  
Invited seminar, University of Minnesota, Minneapolis, MN (January 2012)  
Invited seminar, Wharton School at University of Pennsylvania, Philadelphia, PA (January 2012)  
Invited seminar, London Business School, London, England (January 2012)  
Invited seminar, Georgia Institute of Technology, Atlanta, GA (January 2012)  
Invited seminar, University of Michigan, Ann Arbor, MI (December 2011)  
2012 INFORMS Annual Conference, Phoenix, AZ (October 2012)  
2011 INFORMS Annual Conference, Charlotte, NC (November 2011)  
2011 Wharton Empirical Operations Workshop, Philadelphia, PA (October 2011)  
2011 Academy of Management Annual Meeting, San Antonio, TX (August 2011)  
2010 INFORMS Annual Conference, Austin, TX (October 2010)  
2010 MSOM Annual Meeting, Haifa, Israel (June 2010)  
2010 POMS Annual Meeting, Vancouver, Canada (May 2010)



“The Labor Illusion: How Operational Transparency Increases Perceived Value” with Michael I. Norton.

- 2011 Academy of Management Annual Meeting, San Antonio, TX (August 2011)
- 2011 QUIS 12/POMS Service College 2011 Meeting, Ithaca, NY (June 2011)
- 2010 INFORMS Annual Conference, Austin, TX (October 2010)
- 2010 MSOM Service Management SIG Meeting, Haifa, Israel (June 2010)
- 2010 SPSP Annual Meeting, Las Vegas, NV (January 2010)
- 2009 SJDM Annual Conference, Boston, MA (June 2009)

“Are Self-Service Customers Satisfied or Stuck?” with Dennis Campbell and Frances X. Frei.

- 2009 MSOM Annual Conference, Cambridge, MA (June 2009)
- 2009 POMS Annual Conference, Orlando, FL (May 2009)

## PROFESSIONAL ACTIVITIES

- 2018 - present Co-Chair Behavioral Operations Management Summer Doctoral Institute
- 2017 - present Senior Editor, Service Management, Production and Operations Management Journal
- 2015 - present Service Operations Expert Research Panel Member, Journal of Service Management
- 2014 - present Faculty Affiliate, Behavioral Insights Group, Harvard Center for Public Leadership
- 2015 - present Member, Informal Advisory Group for the HBS DRFD Research Teaming Initiative
- 2013 - present Editorial Board Member, Service Science
- 2013 - present Co-Chair, Technology and Operations Management Departmental Seminar
- 2013 - present Session Chair, Production and Operations Management Annual Meeting
- 2013 - present Session Chair, INFORMS Annual Meeting
- 2012 - present Reviewer, Management Science
- 2012 - present Co-Chair, Technology and Operations Management Alumni Research Workshop
- 2008 - present Reviewer, Manufacturing and Service Operations Management Journal
- 2008 - present Reviewer, Production and Operations Management Journal
- 2017 Co-Chair Harvard Privacy and Transparency Workshop
- 2016 Co-Chair, Behavioral Insights Group BIG Ideas Doctoral Workshop
- 2016 Chair, Behavioral Operations Management Cluster, INFORMS Annual Meeting
- 2015 – 2017 Editorial Review Board Member, Production and Operations Management Journal
- 2014 – 2015 Member, HBS Faculty Committee to Oversee the Design of Klarman Hall
- 2014 – 2015 Operations Management Recruiting Committee, Harvard Kennedy School
- 2014 Chair, M&SOM Service Operations Cluster, INFORMS Annual Meeting
- 2014 Co-Chair, Service Operations Track, Production and Operations Management Meeting
- 2014 Reviewer, International Public Management Journal
- 2009-2010 Reviewer, Journal of Operations Management
- 2009 Reviewer, Research Policy

## SELECTED MEDIA COVERAGE

- How Necessary is the Human Touch? *Harvard Business Review* (July-August, 2019)
- Can I Please Speak With an Actual Person, *Working Knowledge* (April 15, 2019)
- Make Customers Happier with Operational Transparency, *HBR IdeaWatch* (March 5, 2019)
- 2019 Will Be Like Entering ‘The Transparency Land,’ *The Drum* (December 20, 2018)
- Why Managers Should Reveal Their Failures, *Working Knowledge*, (December 5, 2018)

- How Bad is Airline Service, Really? And Other Customer Service Complaints *HBS After Hours Podcast* (October 31, 2018)
- Why Don't We Always Vote on Our Own Self-Interest? *New York Times* (July 19, 2018)
- Share Stories of Failure to Defang 'Malicious Envy' at Work *Financial Times* (April 6, 2018)
- Customers at the Back of the Line are Anxious - Can You Keep Them From Leaving? *Working Knowledge* (February 12, 2018)
- Back to Front: Why Switching Queues Gets You Nowhere Faster, *Guardian* (December 27, 2017)
- The Top Cold Call Episodes of 2017 *Working Knowledge* (December 19, 2017)
- The Persuasive Power of Transparency, *INSEAD Knowledge* (November 20, 2017)
- IDEO is Changing the Way Managers Think About Thinking, *Cold Call Podcast* (March 9, 2017)
- To Motivate Employees, Show Them How They're Helping, *Harvard Business Review* (March 2017)
- Why Some Apps Use Fake Progress Bars, *The Atlantic* (February 21, 2017)
- You May Not Have to Haggle for the Next Car You Buy, *Washington Post* (October 6, 2016)
- The UX Secret That Will Ruin Apps For You, *Fast Company* (July 2016)
- A Clever Harvard Experiment With Cafeteria Workers Suggests a Simple Way to Get Better Work from Your Employees, *Business Insider* (April 2016)
- Your Next Text May Come From a Retailer, *Marketwatch* (April 2016)
- An Emerging Trend in Retail Should Scare Everyone, *Business Insider* (October 2015)
- Cost Transparency: Awareness Driving Sales, *Ignite, Quarterly Newsletter of YPO* (June 2015)
- The Bottom Line Benefits of Cost Transparency, *Insights from MSI* (May 2015)
- How Self-Service Kiosks Are Changing Customer Behavior, *Harvard Business Review* (March 2015)
- Let's Be Real, Why Transparency in Business Should Be the Norm, *Entrepreneur* (March 2015)
- Deconstructing the Price Tag, *Working Knowledge* (December 2014)
- When the Cook Can See You, the Food Tastes Better, *The New Republic* (November 2014)
- Restaurant Food Tastes Better When the Chef Can See You *New York Magazine* (November 2014)