

ETHAN S. BERNSTEIN

HARVARD BUSINESS SCHOOL ♦ ORGANIZATIONAL BEHAVIOR UNIT
MORGAN HALL 345, SOLDIERS FIELD ROAD ♦ BOSTON, MA 02163 USA
WORK: +1.617.496.4626 ♦ MOBILE: +1.617.682.7200
e@hbs.edu ♦ www.hbs.edu/ebernstein

RESEARCH INTERESTS

I study the impact of increasingly transparent workplaces on employee behavior and productivity, with a focus on how preserving certain minimal structures and boundaries (e.g., privacy boundaries, team-based organizational scaffolds) may improve both team and organizational performance.

ACADEMIC APPOINTMENTS

2013-Present **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Assistant Professor of Leadership and Organizational Behavior

EDUCATION

2007-2013 **HARVARD UNIVERSITY** **BOSTON, MA**
Doctorate in Business Administration (DBA) in Management
Dissertation: Does Privacy Make Groups Productive?
Committee: Clayton M. Christensen, Amy Edmondson (co-chair), J. Richard Hackman,
Nitin Nohria (co-chair), Bradley R. Staats
Kauffman Foundation Fellow in Law, Innovation, and Growth

1999-2003 **HARVARD BUSINESS SCHOOL (HBS) &** **BOSTON, MA**
HARVARD LAW SCHOOL (HLS) **CAMBRIDGE, MA**
Master in Business Administration (Honors) and Juris Doctor (*cum laude*)

1994-1998 **AMHERST COLLEGE &** **AMHERST, MA**
DOSHISHA UNIVERSITY (同志社大学) **KYOTO, JAPAN**
Bachelor of Arts in Economics, *magna cum laude*, with additional focus in Japanese
Top 1% of class. Elected to Phi Beta Kappa and awarded the George A. Plimpton Fellowship in Law. Alternate Fulbright Fellow for economics research at Osaka University

CORE PEER-REVIEWED PUBLICATIONS

1. Bernstein, E. [Making Transparency Transparent: The Evolution of Observation in Management Theory](#). *Academy of Management Annals* 11(1): 217-266.
2. Shore, J., Bernstein, E., and Lazer, D. (2015). [Facts and Figuring: An Experimental Investigation of Network Structure and Performance in Information and Solution Spaces](#). *Organization Science* 26(5): 1432-1446.
Winner of the 2014 INGRoup Outstanding Paper Award
3. Bernstein, E. (2012). [The Transparency Paradox: A Role for Privacy in Organizational Learning and Operational Control](#). *Administrative Science Quarterly* 57(2): 181-216.
Winner of the 2013 Best Published Paper Award from the Academy of Management OMT Division
Winner of the 2013 Outstanding Publication in Organizational Behavior Award from the Academy of Management OB Division
4. Lazer, D. & Bernstein, E. (2012). [Problem Solving and Search in Networks](#). In Todd, P. M. & Robbins, T. (Eds.), *Cognitive Search: Evolution, Algorithms, and the Brain*, Chapter 17, 261-273. Cambridge, MA: Strüngmann Forum Reports, MIT Press.

- Bernstein, E., & Barrett, F. J. (2011). [Strategic Change and the Jazz Mindset: Exploring Practices that Enhance Dynamic Capabilities for Organizational Improvisation](#). In A. B. R. Shani, R. W. Woodman & W. A. Pasmore (Eds.), *Research in Organizational Change and Development*, Vol. 19, 55-90. Cambridge, MA: Emerald.

OTHER PEER-REVIEWED PUBLICATIONS

- Kennedy, L. J., McCoy, P. A., & Bernstein E. (2012). [The Consumer Financial Protection Bureau: Financial Regulation for the Twenty-First Century](#). *Cornell Law Review* 97(5): 1141-1176.
- Bernstein, Ethan S. (2006). [All's Fair in Love, War & Bankruptcy?: Corporate Governance Implications of CEO Turnover in Financial Distress](#). *Stanford Journal of Law, Business and Finance* 11, no. 2: 228-325.

INVITED PUBLICATIONS

- Kanter, R. M., Bird, M., Bernstein, E., & Raffaelli, R. (2015). [A GPS for Wonderland: How Leaders Use Values-based Guidance Systems to Create Dynamic Capabilities](#). In David Teece and SunYoung Leih (eds.), *Oxford Handbook of Dynamic Capabilities*, Chapter 3.

PRACTITIONER-ORIENTED PRINT PUBLICATIONS

- Bernstein, E., Bunch, J., Canner, N. & Lee, M. (2016). [Beyond the Holacracy Hype: The Overwrought Claims—and Actual Promise—of the Next Generation of Self-Managed Teams](#). *Harvard Business Review* 94(7-8, Big Idea Feature): 38-49.
- Bernstein, E. (2016). [The Evolution of Transparency in Management: Get Me Everything You Can on...Me](#). *SHRM People + Strategy* 39(4): 9-10
- Bernstein, E. & Buell, R. W. (2016). [Can You Cut 'Turn Times' Without Adding Staff?](#) *Harvard Business Review* 94(4, Case Study): 113-117.
- Bernstein, E. (2015). [The Smart Way to Create a Transparent Workplace](#). *The Wall Street Journal Report: Leadership*.
- Bernstein, E., Kesavan, S., & Staats, B. (2014). [How to Manage Scheduling Software Fairly](#). *Harvard Business Review* 92(12, Idea): 34.
- Bernstein, E. (2014). [The Transparency Trap](#). *Harvard Business Review* 92(10, Spotlight Feature): 58-66.
Winner of the 2014 Academy of Management Award for Best Practitioner-Oriented Publication in OB
Top 3 finalist for the 2014 McKinsey Award for the best article in the Harvard Business Review

PRACTITIONER-ORIENTED DIGITAL PUBLICATIONS

- Bernstein, E. & Blunden, H. (2015). [The Sales Director Who Turned Work Into a Fantasy Sports Competition](#). *Harvard Business Review* Digital Article, March 27, 2015.
- Bernstein, E. (2014). [Flat Organizations Like Zappos Need Pockets of Privacy](#). *Harvard Business Review* Digital Article, November 28, 2014.
- Bernstein, E. (2014). [Why We Need to Outsmart Our Smart Devices](#). *Harvard Business Review* Digital Article, October 23, 2014.
- Bernstein, E. (2014). [Why We Hide Some of Our Best Work](#). *Harvard Business Review* Digital Article, September 24, 2014.
- Bernstein, E. (2014). [How Being Filmed Changes Employee Behavior](#). *Harvard Business Review* Digital Article, September 12, 2014.

MULTIMEDIA

- Bernstein, E. & Bunch, J. (2016). [HBR Ideacast: The Zappos Holacracy Experiment](#). July 28, 2016.
- Bernstein, E. & Bunch, J. (2016). [HBR Facebook Live: Zappos & the Radical Holacracy Experiment](#). June 8, 2016.
- Bernstein, E. (2016). [HBR Facebook Live: Why Your Organization is Built the Way It Is](#). May 11, 2016.
- Bernstein, E. (2014). [HBR Video: The Sweet Spot Between Privacy and Transparency](#). September 23, 2014.
- Bernstein, E. (2014). The Business Podcast with Brian Kenny: [Privacy and Productivity](#). March 25, 2014.
- Bernstein, E. (2011). TEDx Boston: The Transparency Paradox. July 15, 2011.

WORKING PAPERS AND WORK IN PROCESS

1. Bernstein, E., Leonardi, P., & Mortensen, M. Unbounded Attention: The Benefits of an Attention-Based Lens on Work Relationships. Under review at *Organization Science*.
2014 Best Paper Based on a Dissertation, OB Division of the Academy of Management
Extended Abstract Published in the 2014 Best Paper Proceedings of the Academy of Management
2. Bernstein, E. & Li, S. X. Seeing Where You Stand: From Performance Feedback to Performance Transparency. Harvard Business School Working Paper. Under review at *Academy of Management Journal*.
3. Bernstein, E. & Joseph, A. J. Separateness Together: The Effects of Co-Location on Productivity at Collegiate Hackathons. In preparation.
4. Bernstein, E. & Burris, E. Examining the Relationship Between Workplace Transparency and Employee Voice. Data collection.

PRESENTATIONS (SELECTED)

Seeing Where You Stand: From Performance Feedback to Performance Transparency

- Wharton People & Organizations Conference (September 2016)
- INGRoup (July 2016)
- Wharton New Directions in Leadership Conference (June 2016)
- Stanford GSB OB Seminar (April 2016)
- UC Irvine OB/Compliance Lab Seminar (April 2016)
- Washington University at St. Louis Olin School of Business OB Seminar (March 2016)

Making Transparency Transparent

- Google People Operations/PiLab Seminar, Invited Speaker (June 2015)
- INFORMS Production and Operations Management Conference (May 2015)
- HBS Accounting & Management Unit Seminar (March 2015)
- Organization Science Winter Conference (February 2015)
- Carnegie Mellon Tepper School of Business Organizational Behavior Seminar (February 2015)

Unbounded Attention: The Benefits of an Attention-Based Lens on Work Relationships

- NSF Knowledge Conference at Wharton's Mack Institute (August 2014)
- Academy of Management (August 2014)
- Network Science Meets the Science of Teams (October 2013)
- 1st Management Theory Conference (September 2013)

Separateness Together: The Effects of Co-Location on Productivity at Collegiate Hackathons

- INSEAD OB/Strategy Workshop Hosted by Phanish Puranam (February 2016)

Facts and Figuring

- Academy of Management (August 2014)
- INGRoup (July 2014)
- Collective Intelligence Conference (June 2014)
- Organization Science Winter Conference (February 2013)

Academy of Management PDW and Symposia

- PDW: Bridging the Science-Practice Gap: How to Translate Research for Practitioners and the Public (2016)
- PDW: Publishing for Real World Impact: Tips on Making Research Meaningful (2016)
- PDW: Fatherhood in the Academy: Research Insights and Practical Strategies (2015)
- Chair: Knowledge Sharing, Learning and Collaboration among Competitors for Collective Innovation (2015)
- PDW: Managing Field Research: Strategies for Partnering with Organizations to Gain Access to Data (2014)
- Symposium: Past, Present and Future of Intervention Research (2014)

COURSE MATERIALS

CASES

- “Trouble at Tessei,” HBS Case 615-044 and HBS Teaching Note, 2015. (Adopted in HBS first-year joint LEAD/TOM session, HBS Managing Service Operations course, etc.)
- “Valve Software: Opening the Valve from Software to Hardware,” HBS Cases 414-070 and 414-071, 2015. (Adopted in HBS first-year LEAD course, INSEAD Entrepreneurship course, Stanford Designing Modern Work Organizations course, etc.)
- “Belk: Toward Exceptional Scheduling,” HBS Case 415-023, 2014. (Adopted in HBS Managing Service Operations course)
- “Jieliang Phone Home!” HBS Cases 609-080, 609-081, 609-082, 609-083, 609-084, and HBS Teaching Note, 2009. (Adopted in HBS Building and Sustaining Successful Enterprises course and widely outside of HBS)
- “A Giant Among Women.” HBS Case 610-096, 2010.
- “Assembling Smartphones: Takt Time ≠ Cycle Time?” HBS Case 611-012, 2010.
- “Omron: Sensing Society.” HBS Case 309-066 and HBS Teaching Note, 2010.
- “The Case of the Unidentified Healthcare Companies—2010.” HBS Case 611-043 and HBS Teaching Note, 2011.

CONCEPTUAL MATERIALS

- “Leading Teams,” HBS Core Curriculum Chapter in Organizational Behavior 8306-HTM-ENG, 2016. (Adopted in HBS first-year LEAD course)
- “Note on Organizational Structure,” HBS Background Note 491-083, Updated 2016.

TEACHING EXPERIENCE

HARVARD BUSINESS SCHOOL (BOSTON, MA)

- Faculty, Leadership and Organizational Behavior (LEAD) course in the first-year of the MBA (2013-)
- Faculty, Bridges (2015-)
- Faculty Chair, HBX Live Managing Your Career course, the first HBS multi-session online live course (2016-)
- Faculty, CRAFT Qualitative Research Doctoral Seminar (2014)
- Faculty, Custom Executive Education Programs (2014-): MetLife Enterprise Leadership Program, Mitsui Leadership Academy, ADM CEO-Led Executive Development Program
- Faculty, Leadership Best Practices Executive Education Program (2016)
- Faculty, Global Strategic Management Open Enrollment Executive Education Program (2015)
- Head Teaching Fellow and Graduate Course Assistant (Finance and Accounting), MBA Analytics Program, 2008-2010, with Professors Jan Hammond, C. Fritz Foley, V.G. Narayanan, and Tom Piper

HARVARD UNIVERSITY (BOSTON/CAMBRIDGE, MA)

- Faculty, Harvard Kennedy School Creating Collaborative Solutions Program (2016)
- Faculty, Harvard Graduate School of Education Project Zero Principals Program (2016)
- Faculty, Harvard Graduate School of Education LILA Program (2014-2016)
- Faculty, Harvard LEADS (2015)
- Faculty, Harvard Business Leadership Program, 2002-2013

PROFESSIONAL ACTIVITIES

MEMBERSHIPS

- Academy of Management
- INGRoup

AD HOC REVIEWER

- *Administrative Science Quarterly*
- *Organization Science*
- *Management Science*
- *Academy of Management*

ACCREDITATIONS

- New York and Massachusetts State Bar Associations (2003-2012)

SELECTED PRESS

1. Harvard Business School (Working Knowledge), Carmen Nobel, "Is Your Org Chart Stuck in a Rut? Try a Scientific Experiment." (July 4, 2016) <http://hbswk.hbs.edu/item/is-your-org-chart-stuck-in-a-rut-try-a-scientific-experiment>
2. Harvard Business School (Working Knowledge), Carmen Nobel, "Corporate Field Researchers Share Tricks of the Trade." (May 26, 2015) <http://hbswk.hbs.edu/item/7802.html>
3. Fast Company (The New Rules of Work), Steven Melendez, "The Office Is Watching You." (May 22, 2015) <http://www.fastcompany.com/3046133/the-new-rules-of-work/the-future-of-workplace-surveillance>
4. Wall Street Journal (At Work), Rachel Emma Silverman, "How Companies Are Getting Collaboration Wrong." (May 18, 2015) <http://blogs.wsj.com/atwork/2015/05/18/how-companies-are-getting-collaboration-wrong/>
5. ScienceNews (Culture Beaker), Rachel Ehrenberg, "Working together doesn't always work." (May 7, 2015) <https://www.sciencenews.org/blog/culture-beaker/working-together-doesn%E2%80%99t-always-work>
6. Forbes, Carmen Nobel, "Need to Solve a Problem? Take a Break From Collaborating." (May 4, 2015) <http://www.forbes.com/sites/hbsworkingknowledge/2015/05/04/need-to-solve-a-problem-take-a-break-from-collaborating/>
7. Harvard Business School (Working Knowledge), Carmen Nobel, "Need to Solve a Problem? Take a Break From Collaborating." (May 4, 2015) <http://hbswk.hbs.edu/item/7505.html>
8. Fast Company, Rebecca Greenfield, "Holawhat? Meet the Alt-Management System Invented By A Programmer and Used by Zappos." (March 30, 2015) <http://www.fastcompany.com/3044352/the-secrets-of-holacracy>
9. Harvard Business Manager Blogs, "Big Brother Im Büro." (March 9, 2015) <http://www.harvardbusinessmanager.de/blogs/big-brother-im-buero-a-1021885.html>
10. The Boston Globe (Magazine), Alyssa Giacobbe, "Open Offices Seem Great – Until You Work In One." (March 5, 2015) <http://www.bostonglobe.com/magazine/2015/03/05/open-offices-seem-great-until-you-work-one/F2Zy3BqCfbMTm4Mn6gVBzH/story.html?event=event25>
11. KQED (Forum), "Wearable Tech Enables New Era of Employee Monitoring." (March 5, 2015) <http://www.kqed.org/a/forum/R201503050900>
12. Wall Street Journal (Lunch Break), Tanya Rivero, "A New Look At Transparency in the Office." (February 23, 2015) <http://www.wsj.com/video/a-new-look-at-transparency-in-the-office/06>
13. Nikkei Business, Chie Sato, "An Interview with Ethan Bernstein" (December 11, 2014) http://business.nikkeibp.co.jp/article/report/20141121/274170/?n_cid=nbpnbo_rank_n&rt=ncnt
14. Inc., Ilan Mochari, "Here's What Happened When 5 Harvard Students Worked in a Chinese Factory" (November 20, 2014) <http://www.inc.com/ilan-mochari/embedded-harvard-students.html>
15. New Scientist, Aviva Rutkin, "Wearable tech lets boss track your work, rest and play" (October 15, 2014) <http://www.newscientist.com/article/mg22429913.000-wearable-tech-lets-boss-track-your-work-rest-and-play.html?full=true#VMruRf54rYj>
16. Inc., Ilan Mochari, "The Counterproductive Perils of Transparency" (October 14, 2014) <http://www.inc.com/ilan-mochari/transparency-hinders-productivity.html>
17. Fast Company, Lisa Evans, "The Transparency Paradox: Why We're Less Productive When We Know Someone is Watching" (October 2, 2014) <http://www.fastcompany.com/3036480/wearables-week/the-transparency-paradox-why-were-less-productive-when-we-know-someones-watch>
18. Harvard Business School, "Ethan Bernstein on Balancing Privacy and Openness in the Workplace" (September 17, 2014) <http://www.hbs.edu/news/articles/Pages/ethan-bernstein-transparency-trap.aspx>
19. Wall Street Journal, Tom Loftus, "What Your CEO Is Reading: The Transparency Paradox" (September 12, 2014) <http://blogs.wsj.com/cio/2014/09/12/what-your-ceo-is-reading-the-transparency-paradox-hire-more-weirdos/>
20. New York Times, Steve Lohr, "Workplace Surveillance and the 'Transparency Paradox'" (June 21, 2014) <http://bits.blogs.nytimes.com/2014/06/21/workplace-surveillance-and-the-transparency-paradox/>
21. Le Monde, "La surveillance n'améliore pas la productivité" (June 7, 2014) <http://internetactu.blog.lemonde.fr/2014/06/07/la-surveillance-nameliore-pas-la-productivite/#xtor=AL-32280270>
22. United Airlines Hemispheres Magazine, Jacqueline Detwiler (Bright Ideas, This Month's Amazing Fact), "Seeing is Deceiving" (March 2014) <http://www.hemispheresmagazine.com/2014/03/01/seeing-is-deceiving/>
23. NPR (AirTalk with Larry Mantle), "Wish You Could Get Rid of Your Office Management? Zappos is Doing It" (January 2, 2014) <http://www.scpr.org/programs/airtalk/2014/01/02/35360/wish-you-could-get-rid-of-your-office-management-z/>
24. La Monde, Annie Kahn, "Opacité éclairante" (December 9, 2013) http://www.lemonde.fr/economie/article/2013/12/09/opacite-eclairante_3527738_3234.html
25. Esquire, Charles P. Pierce (December 5, 2013) <http://www.esquire.com/blogs/politics/hiding-from-boss-more-productivity-120513>

26. NPR (AirTalk with Larry Mantle), "Does Watching Workers Increase or Decrease Productivity?" (December 3, 2013)
<http://www.scpr.org/programs/airtalk/2013/12/03/34927/does-watching-workers-increase-or-decrease-product/>
27. Washington Post, Jena McGregor, "Stop Watching Your Workers." (December 2, 2013)
<http://www.washingtonpost.com/blogs/on-leadership/wp/2013/12/02/stop-watching-your-workers/>
28. Inc., Adam Vaccaro, "How Open Floor Plans are Killing Employee Productivity." (December 2, 2013)
<http://www.inc.com/adam-vaccaro/when-transparency-and-productivity-are-at-odds.html>
29. Forbes, Carmen Noble, "Hiding from Managers Can Increase Your Productivity." (November 25, 2013)
<http://www.forbes.com/sites/hbsworkingknowledge/2013/11/25/why-hiding-from-managers-can-increase-worker-productivity/>
30. Marginal Revolution, Tyler Cowen, "Does Privacy Make Us Productive?" (December 18, 2012)
<http://marginalrevolution.com/marginalrevolution/2012/12/does-privacy-make-us-productive.html>
31. Boston Globe, "Uncommon Knowledge: Productivity Trick: Hide!" (July 15, 2012)
<http://www.bostonglobe.com/ideas/2012/07/14/uncommon-knowledge/g9VxvKXWAuFdKnT3m5Ex5O/story.html>

GRANT FUNDING

Grant # W74V8H-06-D-0008: Exploration and Exploitation in the E.L.I.C.I.T. Framework. *United States Department of Defense, Command and Control Research Program*. April 2009-March 2010. Principal Investigator: David Lazer. Co-PIs: Ethan Bernstein & Allan Friedman

AWARDS AND HONORS

- 2014 Academy of Management Award for Best Practitioner-Oriented Publication in Organizational Behavior
- 2014 J. Richard Hackman Dissertation Award
- 2014 Best Paper Award at INGRoup
- 2014 Academy of Management Award for Best Paper Based on a Dissertation in Organizational Behavior
- 2013 Academy of Management Award for Best Publication in Organization and Management Theory
- 2013 Academy of Management Award for Best Publication in Organizational Behavior
- 2013 Fredric M. Jablin Doctoral Dissertation Award from the International Leadership Association
- 2012 Wyss Award for Excellence (Awarded by the Harvard Business School to HBS Doctoral students who have excelled at conducting outstanding, innovative academic research while enrolled in an HBS doctoral program)
- 2010 Susan G. Cohen Doctoral Research Award (Awarded by the Academy of Management, Organizational Development and Change Division, at the 2010 Annual Meeting)

INDUSTRY EXPERIENCE

- 2011-2012 **CONSUMER FINANCIAL PROTECTION BUREAU** (*consumerfinance.gov*) **WASHINGTON D.C.**
Chief Strategy Officer, Office of the Director (October 2011-January 2013)
Deputy Assistant Director, Mortgage Markets (January-September 2011)
Recruited by Elizabeth Warren to help stand-up the newest U.S. federal agency, created by the Dodd-Frank Wall Street Reform Act in response to the financial crisis. (Senior Executive Service / CN-82).
- ♦ Joined the CFPB Implementation Team (~70th employee), grew the Bureau to 1000+ employees
 - ♦ Built the Mortgage Markets team to provide thought leadership, analytics, outreach, and an articulated, data-driven perspective for all of the Bureau's mortgage-related policymaking
 - ♦ Served as Chief Strategy Officer (CSO) and Performance Improvement Officer (PIO) for the entire Bureau; created the Bureau's first strategic plan, quarterly performance review process, governance bodies, footprint strategy, and a number of other strategic initiatives
- 2003-2007 **THE BOSTON CONSULTING GROUP** (*www.bcg.com*) **TORONTO, CANADA**
Case Leader / Project Leader / Consultant **TOKYO, JAPAN**
Global management consulting firm with \$2.75B in revenues. Chosen as 2004/2005 Ambassador from Toronto to Tokyo office. (Each BCG office chooses one top performer per year to spend 12 months abroad on the "Ambassador Program.") First consultant promoted to case leader in class in Toronto. 2005 "Paragon People Award" honoring leadership and office contributions. Experiences include:
- ♦ Led corporate function restructuring in an enterprise-wide transformation of one of Canada's largest banks
 - ♦ Led restructuring of \$100MM+ in-flight IT project for major Canadian bank, accelerating the value realization from a long-term replacement of their systems supporting the end-to-end personal credit lending process
 - ♦ Led US strategy project for Japanese electrical connector company
 - ♦ Led Licensing, M&A, and offshoring modules of strategy reformulation for Japanese pharmaceutical company
 - ♦ Built new overall strategy and organizational structure for one of the oldest and largest private equity firms in Japan
 - ♦ Supported corporate function restructuring in a major organizational transformation of Canada's largest bank; overall project resulted in the creation of ~\$10Bn of market value in one year
- 2002-2003 **CENTER FOR ORGANIZATIONAL FITNESS** (*www.orgfitness.com*) **BOSTON, MA**
Associate & Special Assistant to the Directors
Worked directly with Michael Beer, Russell Eisenstat and Nathaniel Foote to develop the intellectual capital of the Center, a hybrid between a boutique, long-and-thin consulting firm and an organizational strategy think tank.
- ♦ Consulted one-on-one to the incoming CEO of a top 10, publicly-traded restaurant chain.
- Summer 2002 **CRAVATH, SWAINE & MOORE** (*www.cravath.com*) **NEW YORK, NY**
Summer Associate – Corporate Group (M&A)
- ♦ Advised Asbury Automotive Group on its \$250M offering of senior subordinated notes in a 144A offering.
- Summer 2001 **J. P. MORGAN & COMPANY** (*www.jpmorgan.com*) **NEW YORK, NY**
Investment Banking Summer Associate – Consumer Products / M&A
- ♦ Advised Sara Lee on their \$2.8B acquisition of Earthgrains
- Summer 2000 **SIMPSON THACHER & BARTLETT** (*www.simpsonthacher.com*) **PALO ALTO, CA**
Summer Associate – Corporate Group (Private Equity Clients)
- 1994 **OFFICE OF THE U.S. TRADE REPRESENTATIVE (EOP)** **WASHINGTON, DC**
Intern for Ambassador Michael Kantor, U.S. Trade Representative