

May 2024

**MICHAEL L. TUSHMAN**

Morgan Hall T37  
Harvard Business School  
Soldiers Field  
Boston, MA 02163  
617-495-5442 (Tel)  
617-496-6554 (Fax)  
E-mail: mtushman@hbs.edu

**EDUCATION**

Massachusetts Institute of Technology, Cambridge, Massachusetts

Degree: Ph.D., January 1976  
Major: Organization Studies: The Management of Innovation  
Thomas J. Allen, thesis chairman  
Minors: Behavioral Science, Political Science  
Thesis Committee: Ralph Katz, Paul Lawrence, Edgar Schein  
Dissertation: Communications in Research and Development Organizations:  
An Information Processing Perspective.

Cornell University, Ithaca, New York

Degree: M.S., June 1972  
Major: Organizational Behavior; Ned Rosen, thesis chairman  
Minors: Organization Change, Managing Innovation  
Thesis Committee: William Foote Whyte, Leopold Gruenfeld  
Thesis: Organization Change: An Exploratory Study and Case History

Northeastern University, Boston, Massachusetts

Degree: B.S. in Electrical Engineering (honors), June, 1970

**EMPLOYMENT**

2022- present      Baker Foundation Professor,  
Paul R. Lawrence MBA Class of 1942 Professor Emeritus

2018-2022      Baker Foundation Professor,  
Paul R. Lawrence, MBA Class of 1942 Professor Emeritus,  
Charles B. (Tex) Thornton Chair of the Advanced Management Program

1999 - 2018	Paul R. Lawrence MBA Class of 1942 Professor of Business Administration, Graduate School of Business, Harvard University.
2014- present	Professor, Harvard Graduate School of Education
2011	Visiting Scholar, INSEAD, Fontainebleau, France.
2010-2011	Visiting Professor, Bocconi University, Milan, Italy
1998	Professor of Management, Graduate School of Business, Harvard University
1989 - 1998	Phillip Hettleman Professor of Management, Graduate School of Business, Columbia University.
1996	Visiting Professor of Management, Sloan School of Management, MIT.
1995 - 1998	Visiting Professor of Management, INSEAD, Fontainebleau, France.
1985 - 1998	Professor of Management, Graduate School of Business, Columbia University.
1982 - 1983	Visiting Associate Professor, Sloan School of Management, MIT, Cambridge, Massachusetts.
1976 - 1985	Assistant and Associate Professor of Business, Graduate School of Business, Columbia University.

## ACADEMIC HONORS

Organizational Ambidexterity: Past, Present, and Future (with C. O'Reilly), 2013, Academy of Management Perspectives, 27: 324-338 received the Decade Award for the most highly cited paper in Academy of Management Perspectives, 2023

Robert F. Greenhill Award, HBS, 2020-2021

Distinguished Speaker, Illinois Strategic Organizations Initiative (ISOI) at Gies Business School, University of Illinois, 2021

Keynote speaker, Engaged Management Scholarship Conference, 2020, Case Western Reserve University, "Problem Focused Research; Toward Rigor and Relevance"

"Exploration and Exploitation Within and Across Organizations" (with U. Stettner and D. Lavie) received the Decade Award for the most highly cited paper published in *Annals* in the last 10 years, 2020

"Frame Flexibility: The Role of Cognitive and Emotional Framing in Innovation Adoption by Incumbent Firms" with Ryan Raffaelli and Mary Ann Glynn (July 2019) received a 2020 Strategic Management Journal Certificate of Achievement (SMJ articles in the top ten percent of downloads in the year since published)

Robert F. Greenhill Award, 2017-2018

Career Achievement Award for Major Contributions to the Theory and Practice of Technology Management, Tusher Center for Management of Intellectual Capital, University of California, Berkeley, 2017

Distinguished Scholar, Organization Development & Change (ODC) Division of the Academy of Management, 2016

Foundational Scholar, Knowledge and Innovation Group, Strategic Management Society (SMS), 2014

Lifetime Achievement Award from the American Society for Training and Development (ASTD), 2014

Academy of Management's Career Achievement Award for Distinguished Scholarly Contributions to Management, 2013

Academy of Management Review Decade Award for, "Exploitation, Exploration and Process Management: The Productivity Dilemma Revisited" (with Mary J. Benner), 2013

Apgar Award for Innovation in Teaching, 2013

The Sumantra Ghoshal Award for Rigour & Relevance in the Study of Management, London Business School 2011.

Distinguished Speaker, INFORMS Technology Management Section, November 2010.

Accenture Award for best paper in California Management Review, 2010

Honorary Doctorate, Faculte des sciences economiques et sociales, University of Geneva, Geneva Switzerland, May 2008

Chalmers University of Technology (Sweden), CHAMPS Lecturer of the Year, 2005

Academy of Management Review's Best Paper Award (with Mary Benner), August 2004

Distinguished Scholar, Organization and Management Theory Division, Academy of Management, 2003

Academy of Management's Journals Hall of Fame; Charter Member, 2000

Paul R. Lawrence, MBA Class of 1942 Professor of Management, Harvard University, 1999.

Distinguished Scholar, Technology and Innovation Management Division, Academy of Management, 1999

Schrader Award, Best Paper, Technology and Innovation Management Division, Academy of Management, 1998.

Andersen Consulting Award, California Management Review, 1997

Elected Fellow, Academy of Management, 1996

Center for Innovation Management Studies Award (CIMS) for Most Impactful Research in Innovation Management between 1987-1992

Phillip Hettleman Professor of Management, Columbia University, 1990

Pacific Telesis Foundation Award, California Management Review, 1988

William H. Newman Award for Excellence and Innovation in Teaching for revitalizing "Managerial Behavior in Organizations" (B6012), Columbia Business School, 1982.

Sigma Xi; National Scientific Research Society, MIT

Phi Kappa Phi; National Interdisciplinary Honor Society, Cornell

Tau Beta Pi; All Engineering Honor Society, Northeastern

Eta Kappa Nu; Electrical Engineering Honor Society, Northeastern

Summer Fellow; 1974, Center for Creative Leadership, Greensboro, N.C.

Whitney Fellowship, MIT (1972-1975)

Hayden Fellowship, Northeastern (1966-1970)

## PUBLICATIONS

### A. Books

Corporate Explorer: How Corporations Beat Startups at the Innovation Game (with A. Binns and C. O'Reilly), NY, Wiley, 2022

Lead and Disrupt, How to Solve the Innovator's Dilemma, second edition, Palo Alto, Ca, Stanford University Press, 2021 (with Charles O'Reilly)

Lead and Disrupt: How to Solve the Innovator's Dilemma. Palo Alto, Ca., Stanford University Press, 2016 (with Charles O'Reilly).

Leading Sustainable Change: An Organizational Perspective. Oxford University Press, 2015, (with R. Henderson and R. Gulati)

Managing Strategic Innovation and Change: A Collection of Readings. New York: Oxford University Press, 2<sup>nd</sup> edition, 2004 (with P. Anderson).

Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal. Boston, Mass.: Harvard Business School Press, 1997 (with C. O'Reilly), re-issued 2002.

Competing by Design: The Power of Organizational Architectures. New York: Oxford University Press, 1998 (with D. Nadler).

Navigating Change: How CEO's, Top Teams and Boards Steer Transformations. Boston, Mass.: Harvard Business School Press, 1998 (with D. Hambrick and D. Nadler).

Managing Strategic Innovation and Change: A Collection of Readings. New York: Oxford University Press, 1997 (with P. Anderson).

The Management of Organizations. New York: Harper & Row, 1989 (with C. O'Reilly and D. Nadler).

Strategic Organization Design. Glenview, Ill.: Scott Foresman, 1988 (with D. Nadler).

Readings on Managing Innovation. Boston, Mass: Pitman Press, 1982 (with W. Moore).

\_\_\_\_\_. 2nd Edition. Cambridge, MA: Ballinger, 1988.

Approaches to Managing Organizational Behavior: Models, Cases and Readings. Boston, Mass: Little, Brown & Co., 1980 (with D. Nadler and N. Hatvany).

Organizational Change: An Exploratory Study and Case History. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1974.

## B. Articles

Vuori, T. and M. Tushman, "Strategic decision making at platform transitions: The case of Nokia (2010-2011)", Strategic Management Journal, 2024; 1-45.

Tushman, M and C. O'Reilly, "Ambidextrous Organization: What it is, when to use it", in Binns, A. and E. Ivanov, eds, Corporate Explorer Fieldbook: How to build new ventures in established companies, Chapter 14, Wiley, NJ, 2023.

Binns, A, C. O'Reilly, and M. Tushman, "Leading Disruption in a Legacy Business", Sloan Management Review, January 2022.

Altman, L, F. Nagel, M. Tushman, "The Translucent Hand of Managed Ecosystems: Engaging Communities for Value Creation and Capture", Academy of Management Annals, Vol. 16, 1, 2022

Schmitt, Achim, Gilbert Probst, and Michael Tushman. "The Role of the Board Chair During a Crisis." MIT Sloan Management Review. April 28, 2020. Available at <https://sloanreview.mit.edu/article/the-role-of-the-board-chair-during-a-crisis/>.

Winsor, John, Jin Hyun Paik, Michael Tushman, and Karim R. Lakhani. "Overcoming Cultural Resistance to Open-Source Innovation." Strategy & Leadership 47, no. 6 (2019): 28–33.

Raffaelli, Ryan, Mary Ann Glynn, and Michael Tushman. "Frame Flexibility: The Role of Cognitive and Emotional Framing in Innovation Adoption by Incumbent Firms." Strategic Management Journal 40, no. 7 (July 2019): 1013–1039.

Effective Operational Management in the Cardiac Catheterization Laboratory, Journal of the American College of Cardiology 72, no. 20 (November 20, 2018): 2507–2517 (with Reed, Grant W. and Samir R. Kapadia).

Understanding Organization Change and Innovation (with J. Amis), Journal of Change Management, 2017.

Innovation Streams and Executive Leadership, 2017, Research-Technology Management, 1-6.

Firms, Crowds, and Innovation (with T. Felin and K. Lakhani), 2017, Strategic Organization, 15, 2, 119-140.

Paul R. Lawrence: A Career of Rigor, Relevance, and Passion. 2017, in D.B. Szabla, W.A. Pasmore, M.A. Barnes and A.N. Gipson (eds), The Palgrave Handbook of Organizational Change Thinkers, Springer International Publishing.

Platforms, Open/User Innovation, and Ecosystems: A Strategic Leadership Perspective (with Elizabeth Altman), 2017, in Silverman, B., J. Furman, A. Gawer, and S. Stern (eds), Entrepreneurship, Innovation, and Platforms, Advances in Strategic Management, 37, 177-207.

Getting Started with Ambidexterity (with Andy Binns), 2017, in J. Qiu. B. Luo, C. Jackson, and K. Sanders (eds), Advancing Organizational Theory in a Complex World, Routledge, London, 60-73.

Growing New Corporate Businesses: From Initiation to Graduation (with S. Raisch), 2016, Organization Science, 27,5, 1237-1257.

“Both/And” Leadership, 2016, (with Wendy Smith and Marianne Lewis), Harvard Business Review, May 2016.

The Challenges of Ambidextrous Leadership (with Jim Euchner). 2015, Research-Technology Management, Vol 58, 3, 16-58. Industrial Research Institute.

Reflections on the 2013 Decade Award: “Exploitation, Exploration, and Process Management: The Productivity Dilemma Revisited” ten years later (with Mary Benner), 2015, Academy of Management Review, 40,4, 497-514.

Innovating Without Information Constraints: Organization, Communities, and Innovation when Information Costs Approach Zero. In C. Shalley & M. Hitt & J. Zhou (Eds.), 2015, Oxford Handbook of Creativity, Innovation, and Entrepreneurship. (with Altman, E. J., Nagle, F.) Oxford, UK: Oxford University Press, 353-379.

Leading Proactive Punctuated Change, in Leading Sustainable Change: An Organizational Perspective. 2015, Oxford University Press, (with R. Henderson and R. Gulati) (with C. O’Reilly and B. Harreld).

Art of Strategic Renewal: Transforming Organizations Without a Crisis (with A. Binns, B. Harreld, and C. O’Reilly), 2014, Sloan Management Review, 55, 21-24

Leadership, Innovation, and Strategic Change: A Conversation with Michael Tushman, 2015, Journal of Management Inquiry, 1-12, with S. Seong, Y. Kim, and G. Szulanski.

The Ambidextrous Leader; Leadership Tips for Today to Stay in the Game Tomorrow. 2014, IESE Insight, 23, 31-38.

Organizational Ambidexterity: Past, Present, and Future (with C. O’Reilly), 2013, Academy of Management Perspectives, 27: 324-338.

Decade Award for most citations, 2023

Discretion Within the Constraints of Opportunity: Gender Homophily and Structure in a Formal Organization (with Adam Kleinbaum and Toby Stuart), Organization Science, 2013, 24, 5, 1316-1336.

Open Innovation and Organizational Boundaries: The Impact of Task Decomposition and Knowledge Distribution on the Locus of Innovation, (with Karim Lakhani and H. Lifshitz-Assaf), 2013, in A. Grandori (ed), Handbook of Economic Organization: Integrating Economic and Organizational Theory. Northampton, Ma. Edward Elgar Publishing, 355-382.

Technology and Innovation Management (with Altman, Elizabeth and Frank Nagle, Frank); In Oxford Bibliographies Online: Management. Ed. Ricky Griffin. New York: Oxford University Press, 2013.

Open Innovation and Organizational Design (with Lakhani and Lifshitz-Assaf), 2012, in Special Issue on the Future of Organizational Design, Journal of Organizational Design, 1,1, 24-27.

Meta-Organization Design: Rethinking Design in Interorganizational and Community Contexts (with R. Gulati and P. Puranam), 2012, Strategic Management Journal, 33,6, 571-586,

Ambidextrous Leadership: Emerging Challenges for Business and HR Leaders, (with G. Probst and S. Raisch), 2011, Organizational Dynamics, 40, 326-334.

Organizational Sustainability: Organization Design and Senior Leadership to Enable Strategic Paradox, (with W. Smith and M. Lewis), in Cameron, K. and G. Spreitzer (eds), 2011, Handbook on Positive Organizational Psychology, Oxford University Press, 798-810.

Organizational Ambidexterity in Action: How Managers Explore and Exploit, (with C. O'Reilly), 2011, California Management Review, 53, 4,5-22.

The Ambidextrous CEO, (with Wendy Smith, and Andy Binns), Harvard Business Review. 89, no. 6 (June 2011): 74-80.

On Knowing and Doing: A Perspective on the Synergies between Research and Practice, in Lawler, E. and S. Mohrman, 2011, Useful Research: Advancing Theory and Practice, Berrett-Koehler Publishers, San Francisco, pp-169-189

Management in Times of Economic Crisis: Insights into Organizational Ambidexterity (with A. Schmitt and G. Probst), 2010, Management, 13 (3), 128-150.

Complex Business Models: Managing Strategic Paradoxes Simultaneously (with W. Smith and A. Binns), 2010, Long Range Planning, 43, 2, 448-461

Exploration and Exploitation within and across Organizations (with Dovev Lavie and Uriel Stettner), 2010, Academy of Management Annals, 4, 1, 109-155.

Organizational Designs and Innovation Streams. Streams (with W. Smith, G. Westerman, R.C. Wood, and C. O'Reilly), October 2010, Industrial and Corporate Change 19, 5, 1331-1366.

Crossing Boundaries to Increase Relevance in Organizational Research, (with Polzer, Gulati, and Khurana) 2009, Journal of Management Inquiry, 18, 4, 280-286.

Organizational Ambidexterity: IBM and Emerging Business Opportunities, (with O'Reilly and Harreld), Summer 2009 California Management Review, 75-99.



Organizational Ambidexterity: Balancing Exploitation and Exploration for Sustained Performance, (with S. Raisch and G. Probst), 2009, Organization Science, 4, 685-695.

Perspectives on the productivity dilemma (with Paul Adler et al), 2009, Journal of Operations Management, 27, 99-113.

Managing Corporate Social Networks, HBS Centennial Issue. Harvard Business Review 86, nos. 7/8 (July - August 2008) with Adam Kleinbaum.

Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma, (with C. O'Reilly), 2008, Research in Organizational Behavior. 28, 185-206. JAI Press. Greenwich, Ct.

Building Corporate Bridges: Social Networks, Strategic Interdependence, and Interdependent Innovation, (with Adam Kleinbaum), 2007, Strategic Entrepreneurship Journal, 1, 103-122.

Research and Relevance: The Implications of Pasteur's Quadrant for Doctoral Programs and Faculty Development (with C. O'Reilly), 2007, Academy of Management Journal, 50, 4: 769-774.

"Relevance and Rigor: Executive Education as a Lever in Shaping Practice and Research", (with A. Fenollosa, A. Kleinbaum, C. O'Reilly, and D. McGrath), 2007, Academy of Management Learning and Education, 6, 3: 345-362

On the Co-Evolution of Knowing and Doing: A Personal Perspective on the Synergies between Research and Practice", 2007, Journal of Management Inquiry, 16, 2: 132-138.

Dynamic Capabilities at IBM: Driving Strategy into Action" (with B. Harreld and C. O'Reilly), 2007. California Management Review, 19, 4: 1-23.

Process Management, Technological Innovation, and Organizational Adaptation" (with Mary Benner), 2007, Chapter 15, pp. 317-326, in V. Grover and ML Markus (ed). Advances in Management Information Systems; Business Process Transformation. ME Sharpe, Irvine, Ca.

Managing Strategic Contradictions: A Top Management Team Model for Simultaneously Exploring and Exploiting", (with Wendy Smith), 2005 Organization Science, 16, 5: 522-536.

"From Engineering Management/R&D Management to the Management of Innovation, to Exploiting and Exploring over Value Nets: 50 years of Research Initiated by IEEE-TEM", November 2004, IEEE Transactions on Engineering Management, 51, 4: 409-411.

“The Ambidextrous Organization” (with C. O’Reilly), 2004, Harvard Business Review, 82, 4: 74-81.

“Process Management and Technological Innovation: A Longitudinal Study of the Photography and Paint Industries” (with M. Benner), 2002, Administrative Science Quarterly, 47, 4: 676-706.

“Exploitation, Exploration, and Process Management: The Productivity Dilemma Revisited” (with M. Benner), 2003, Academy of Management Review, 28, 2: 238-256. [Awarded best paper in AMR, August 2004].

“A Structural Approach To Assessing Innovation: Construct Development of Innovation Types and Characteristics and Their Organizational Effects” (with H. Gatignon, W. Smith, and P. Anderson), 2002, Management Science, 48, 9: 1103-1122.

"Modularity, Markets, and Services Innovation" (with G. Westerman), 2003, in Managing in the Modular Age: Architectures, Networks, and Organizations, edited by R. Garud, A. Kumaraswamy and R. Langlois. Blackwell Publishers

“Organizational Technology” (with W. Smith), 2002, in J. Baum (ed), Companion to Organizations. New York, Blackwell Publishers, 386-414.

“Organizational Environments and Industry Exit: the Effects of Uncertainty, Munificence and Complexity” (with P. Anderson), 2001, Industrial and Corporate Change, 10, 3: 675- 711.

“Introduction to Special Topic Forum on Time and Organizational Research”. (with D. Ancona, P. Goodman, and B. Lawrence), 2001, Academy of Management Review, 26, 4: 507- 511.

“Time: A New Research Lens”, (with D. Ancona, P. Goodman, and B. Lawrence), 2001, Academy of Management Review, 26, 4: 507- 511.

“From the Technology Cycle to the Entrepreneurship Dynamic: Placing Dominant Designs in Social Context” (with J. Murmann) 2001, in Schoonhoven K. and E. Romanelli (eds). The Entrepreneurship Dynamic: The Origins of Entrepreneurship and Its Role in Industry Evolution. Stanford University Press, 178-203.

“The Organization of the Future: Principles of Design for the 21<sup>st</sup> Century” (with D. Nadler), 1999, Organization Dynamics, 28, 1:45-60.

"Dominant Designs, Innovation Types and Organizational Outcomes " (with P. Murmann), 1998, In B. Staw and L. Cummings, Research in Organization Behavior, 20: 231-266. [Stephan Schrader Award, Academy of Management, 1998].

Reprinted in Garud, R and Langlois, R. Managing in the Modular Age, Blackwell, NY, 2003: 316-348.

"The Coevolution of Community Networks and Technology: Lessons From the Flight Simulation Industry" (with L. Rosenkopf), 1998, Industrial and Corporate Change, 7: 311-346.

"Executive Succession, Strategic Reorientation and Performance Growth: A Longitudinal Study in the U.S. Cement Industry in Stable Environments," Management Science, 42: 939-953 (with L. Rosenkopf), 1996.

"Technology Cycles, Innovation Streams and Ambidextrous Organizations." In M. Tushman and P. Anderson (Eds.), Managing Strategic Innovation and Change. New York: Oxford University Press, 1997, pp. 1-23 (with C. O'Reilly and P. Anderson).

"Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change." California Management Review, 38, 4, 1996, 8-30 (with C. O'Reilly). [Anderson Consulting Award, 1997].

"Impacts of Executive Team Characteristics and Organization Context on Responsiveness to Environmental Shock." In Shapira, Z. and R. Garud (Eds.), Technological Innovation: Foresight and Oversights. New York: Cambridge University Press, 1997, pp. 260-278 (with P. Murmann).

"Types of Organization Change: From Incremental Improvements to Discontinuous Transformation." In Nadler, D., R. Shaw and E. Walton (Eds.), Discontinuous Change. San Francisco: Jossey-Bass, 1995, 14-33.

"The Influence of Supervisory Promotion and Network Location on Subordinate Careers in a Dual Ladder RD&E Setting," Management Science (with R. Katz and T. Allen), 41, 1995, 848-863

"Organization Transformation as Punctuated Equilibrium: An Empirical Test," Academy of Management Journal (with E. Romanelli), 34, 1994, 1141-66.

"Environmental and Organization Context and Executive Team Characteristics," Academy of Management Journal, 36, 1993, 1314-1344 (with S. Keck).

"On the Co-Evolution of Organization and Technology," in Singh, J. and J. Baum, Evolutionary Dynamics of Organizations, N.Y.: Oxford Press, 1994, 403-424 (with L. Rosenkopf).

"The Role of Executive Team Actions in Shaping Dominant Designs: Towards Shaping Technological Progress," Strategic Management Journal, 13, 1992, 137-161 (with Ian MacMillan and R. McGrath).

"Designing Organizations That Have Good Fit: A Framework for Understanding New Architectures," in Nadler, D., M. Gerstein and R. Shaw (Eds.), Organization Architecture, San Francisco: Jossey-Bass, 1992, 39-56 (with D. Nadler).

"On the Organizational Determinants of Technological Change: Towards a Sociology of Technological Evolution," in B. Staw and L. Cummings, Research in Organization Behavior, Vol. 14, 1992. JAI Press, 311-347 (with L. Rosenkopf).

"Executive Succession and Organization Outcomes in Turbulent Environments: An Organizational Learning Approach," Organization Science, 3, 1992, 72-92 (with B. Virany and E. Romanelli).

Reprinted in Cohen, M. and L. Sproull (Eds.), Organizational Learning. Thousand Oaks, CA: Sage Publications, 1996, 302-329.

"Exploring the Dynamics of Dual Ladders: A Longitudinal Study," with R. Katz. In G. Mejia and E. Lawless. Management of High Technology Firms. Vol. 4., pp., 135-153, JAI Press. Greenwich, Ct. 1992.

Proceedings of Academy of Management, 1990. (Best Paper Finalist, TIMS Division).

"Managing Through Cycles of Technological Change," Research and Technology Management, 34, 1991, 26-31. (with Phil Anderson).

Reprinted in M. Tushman and P. Anderson (Eds.), Managing Strategic Innovation and Change. New York: Oxford University Press, 1997, pp. 45-52.

"Technological Discontinuities and Dominant Designs: A Cyclical Model of Technological Change," Administrative Science Quarterly, 35, 1990, 604-633 (with P. Anderson).

"Technology, Organizations and Innovation: An Introduction," Administrative Science Quarterly, 35, 1990, 1-8 (with R. Nelson).

"Beyond the Charismatic Leader: Leadership and Organizational Change," California Management Review, Winter, 1990, 32, 1990, 77-97 (with D. Nadler).

"Leadership and Organization Change: Beyond the Magic Leader." In A. Mohrman (ed.), Large Scale Organization Change. San Francisco: Jossey-Bass Inc., 1989, 100-119.

"Organizational Frame-Bending: Principles for Managing Reorientations," Academy of Management Executive, 3, 1989, 194-204 (with D. Nadler).

"Technological Discontinuities and Organizational Environments," (with P. Anderson). In Pettigrew, A.(ed.), The Management of Strategic Change. London: Basil Blackwell Publishers, 1987.

"Executive Leadership and Organization Evolution: Managing Incremental and Discontinuous Change." In R. Kilman and T. Covin, Corporate Transformation. San Francisco: Jossey-Bass, 1988.

"Executive Leadership and Organizational Outcomes: An Evolutionary Perspective." In D. Hambrick (Ed.), The Executive Effect: Research in Executive Leadership. Greenwich, CT: JAI Press, 1988.

"Technological Discontinuities and Organizational Environments," Administrative Science Quarterly, 31, 1986, pp. 439-465 (with P. Anderson).

"Top Management Teams and Corporate Success in an Emerging Industry," J. of Business Venturing, 1, 1986, 261-274 (with B. Virany).

"Convergence and Upheaval: Managing the Unsteady Pace of Organizational Evolution", California Management Review, Fall, 29, 1986, 29-44 (with E. Romanelli and W. Newman). [Pacific Telesis Award, 1986].

Reprinted in: de Wit, B and Meyer, R. (eds.) Strategy: Process, Content, Context, NY, NY. International Thompson Pubs. 1998, 275-284.

"Inertia, Environments and Strategic Choice: Quasi-Experimental Designs for Comparative Research." Management Science, 32, 1986, 608-621 (with E. Romanelli).

"Organizing for Innovation," California Management Review, 28, 3, 1986, 74-92 (with D. Nadler).

"Executive Succession, Strategic Reorientation and Organization Evolution," Technology and Society, Vol. 7, 1985, 297-314 (with B. Virany and E. Romanelli).

"Organizational Evolution: A Metamorphosis Model of Convergence and Reorientation." In L. Cummings and B. Staw (Eds.), Research in Organizational Behavior, Vol. 7. Greenwich, CT.: JAI Press, 1985 (with E. Romanelli).

Reprinted in: Staw, B. and Cummings, L. (eds), The Evolution and Adaptation of Organizations, Greenwich, CT, JAI Press, 1990, 139-190.

"A Longitudinal Study of the Effects of Boundary Spanning Supervision on Turnover and Promotion in Research and Development," Academy of Management Journal, 26, 1983, 437-459 (with R. Katz).

"Uncertainty, Social Location and Influence in Decision Making: A Sociometric Analysis," Management Science, 29, 1983, 12-23 (with E. Romanelli).

"Managerial Roles and Career Paths of Gatekeepers and Project Supervisors," R&D Management, 11, 1982 (with R. Katz).

"Does Gatekeeping Make a Difference?" Chemtech, 12, 1982, 156-161 (with R. Katz).

"Managing Innovation Over the Product Life Cycle." In M. Tushman and W. Moore, Readings in the Management of Innovation. Marshfield, Mass.: Pitman Press, 1982.

"Boundary Spanning Individuals: Their Role in Information Transfer and Their Antecedents," Academy of Management Journal, 24, 2, 1981, pp. 289-305 (with T. Scanlan).

"Characteristics and External Orientation of Boundary Spanning Individuals," Academy of Management Journal, 24, 1981, 83-98 (with Thomas Scanlan); also in Annual Proceedings of Academy of Management, 1979, 205-210.

"A Model for Diagnosing Organizational Behavior," Organizational Dynamics, 8, 1980, 35-51 (with D. Nadler).

"External Communication and Project Performance: An Investigation Into the Role of Gatekeepers," Management Science, 26, 1980, 1071-1085 (with R. Katz).

"The Relation of Internal Communication to R&D Project Performance as a Function of the Nature of the Project," IEEE Transactions on Engineering Management, 27, 1980, 2-11 (with T. J. Allen).

"Information Processing as an Integrating Concept in Organizational Design." In Fisher, D., Organizations and Management. Reading, Mass.: Addison-Wesley, 1980; also reprinted in Richards, M. Readings in Management. Southwest Publishing, 1980.

"Communication and Technical Roles in R&D Laboratories: An Information Processing Approach," Management Science. Special Studies: R&D Management. B. Dean and J. Goldhar (Eds.). Vol. 15, 1980, 91-112 (with D. Nadler).

"Implications of Political Models of Organizations." In R. H. Miles (Ed.), Resource Book on Macro Organizational Behavior. Goodyear Press, 1980, 177-190 (with D. Nadler).

"Network Analysis on Organization." In Lawler, E., Nadler, D. and Cammann, C. (Eds.), Organizational Assessment: Perspectives on the Measurement of Organizational Behavior and the Quality of Working Life. New York: Wiley-Interscience, 1979 (with N. Tichy and C. Fombrum).

"Social Network Analysis for Organizations," Academy of Management Review, 4, 1979, 507-520 (with N. Tichy and C. Fombrum).

"The Effectiveness of Communication Patterns in R&D Organizations: A Focus on Problem Solving and Administrative Communication," Organizational Behavior and Human Performance, 23, 1979, 139-162 (with R. Katz).

"Modes of Technology Transfer as a Function of Position in the Research-Development-Technical Service Spectrum," Academy of Management Journal, 1979, 22, 1979, 694-708 (with T. J. Allen).

"Managing Communication Networks in Research and Development Laboratories", Sloan Management Review, 20, 1979, 37-49.

"Impacts of Perceived Environmental Variability of Patterns of Work-Related Communication," Academy of Management Journal, 22, 1979, 482-500.

"Determinants of Subunit Communication Structure: A Contingency Analysis," in Administrative Science Quarterly, 1979, 23, 82-98;  
also in Annual Proceedings of Academy of Management, 1978, 190-195.

"Information Processing as an Integrating Concept in Organization Design," Academy of Management Review, 1978, 3, 613-624 (with D. Nadler).

"Technical Communication in R&D Laboratories: Impacts of Project Work Characteristics," Academy of Management Journal, 1978, 21, 624-645; also in Annual Proceedings of Academy of Management, 1977, 433-437.

"A Diagnostic Model for Organizational Behavior." In Hackman, R., Lawler, E., & Porter, L. (Eds.), Perspectives on Behavior in Organizations. New York: McGraw-Hill, 1977, 85-98 (with D. Nadler).

Revised as "A Congruence Model for Diagnosing Organizational Behavior." In Kolb, D., Rubin, I., and McIntyre, J. (Eds.), Organizational Psychology. Englewood Cliffs: Prentice Hall, 1979, 443-458.

"Special Boundary Roles in the Innovation Process," Administrative Science Quarterly, 1977, 22, 587-605.

"A Political Approach to Organizations: A Review and Rationale", Academy of Management Review, 1977, 2, 206-216.

## WORK IN PROGRESS

Take it out of Context: Decontextualizing problems and cross boundary innovation  
(with Hila Assaf-Lifshitz and Zoe Szajnfarber) ; under review

Executing On Purpose: Leadership and Organizational Renewal(s) at Enel (2008-2023)

The Downside of Organizational Purpose (with Timo Vuori), 2024

The Case for Innovability Transformation (with I. Visnjic and F. Monteiro), 2024

## **TEACHING--COURSE DEVELOPMENT**

Cornell University, Ithaca, New York

Introductory Economic and Social Statistics (with I. Blumen)

Introductory Sociology of Organizations (with M. Meyer)

Social Psychology of Organizations (with L. Williams)

Massachusetts Institute of Technology, Cambridge, Massachusetts

Theories of Planned Change (with D. Kolb)

Managerial Psychology (with T. J. Allen and J. Van Maanen)

Managing Strategic Innovation and Change

Columbia University, Graduate School of Business, New York, New York

MBA-Ph.D. teaching:



Managerial Behavior in the Firm (core MBA management course; designed and developed with D. Nadler)

Organization Analysis and Design

Business Policy

Managing Innovation and Change

Competitiveness in Industry: Issues of Private Management and Public Policy (with Richard Nelson)

Seminar in Communication Networks and Organizational Effectiveness

Seminar in Organizational Behavior: Macro Approaches

Research Methods in Social Sciences

Doctoral Seminar in Management and Organizational Theory

Executive Education:

Managing Strategic Innovation and Change, Program Director, Columbia University, 1985-1998.

Masters Degree Program for Executives; Columbia University.

Executive Program in Business Administration; Columbia University, University of California, Berkeley, MIT, California Institute of Technology, Wharton School, Nomura School of Management, INSEAD, Stanford, American Electronics Assn.

Advanced Program in Organization Development and Human Resource Management (Columbia University).

Seminars in Managing Innovation: International Management Institute, Geneva, Stockholm, Helsinki, Amsterdam, Tokyo, London, Caracas, Sao Paulo.

INSEAD, Fontainebleau, France

Managing Organizations: Helped develop new organizations course in MBA program (with M. Gargiulo and C. Galunic).

Ph.D. seminar on Technology and Organizations.

Harvard Graduate School of Business Administration, Boston, Massachusetts

Harvard Business School On-Line Teaching and Course Development

Harvard Business Analytics Program (HBAP); Leading Innovation and Change

Graduate School of Education/ HBS CSML program; Leading Innovation and Change

MBA-Doctoral teaching: \_\_\_\_\_

Leading Change and Organizational Renewal (second year elective)

Leadership and Organizational Behavior (required course)

Ph.D. Seminar: Technology, Senior Teams and Organizational Evolution

PhD Seminar: Innovation and Organizations

Doctoral Seminar: Organization and Management Theory

OB Proseminar

Co-Chair, DBA Program, Management Track (2009- 2013)

Executive Education Teaching:

Advanced Management Program (AMP), Leading Innovation and Change, 2022-present

Advanced Management Program (AMP), Faculty Chair, 2019-2022

Program for Leadership Development (PLD), Faculty Chair, 2012- 2019.

Advanced Management Program (AMP), Faculty Chair, 2006-2011.

Advanced Management Program (AMP), Managing Innovation and Organizational Effectiveness, 2005- 2011.

Program on Management Development (PMD), Leading Change and Organizational Renewal, 2003- 2006.

Leading Change and Organizational Renewal (LOCR), Faculty Co-Director with Charles O'Reilly, Harvard Business School and Graduate School of Business, Stanford Business School, 2000- present.

World Bank, Faculty Director, Executive Development Program, Harvard Business School, 1998-2001.

IBM, Faculty Director, Strategic Leadership Forum, 1999-2005, Harvard Business School.

Harvard Graduate School of Education, Cambridge, Massachusetts.

Doctoral Course: Leading Innovation and Change (2012-2021)

Public Education Leadership Program (PELP); member of HBS/HGSE joint faculty team

Leading School Strategy and Innovation (LSSI); online executive course, with Pamela Mason

## Case Development:

Tushman, M. and K. Herman. "Reimagining Enel: Enabling Sustainable Progress", Harvard Business School Case 423-001.

Tushman, M, J. Winsor and K. Herman. "Deloitte's Pixel (A): Consulting with Open Talent." Harvard Business School Case 420-003.

Tushman, M. "Sandy Fenwick at Boston Children's Hospital." Harvard Business School Video Case 5-420-729.

Tushman, M., Kerry Herman, and James Barnett. "Denver Public Schools: Innovation and Performance?" Harvard Business Publishing Teaching Note, 2018. PEL-086.

Tushman, M and K. Herman, "Tomer Zvulun and the Atlanta Opera at Crossroads." Harvard Business School Case 418-012.

Lakhani, K. and M. Tushman. "Tongal." Harvard Business Video Case 417-710.

Tushman, M. Maclay, C, and K. Herman. "Denver Public Schools 2015: Innovation and Performance?" PEL-076.

Lakhani, Karim R., and M. L. Tushman. "Victors & Spoils: 'Born Open'." Harvard Business School Video Case 415-701.

Lakhani, Karim R., and M. L. Tushman. "Havas: Change Faster." Harvard Business School Video Case 615-702.

Tushman, M., "Ingrid Johnson: Reflections on Leading Change." Harvard Business School Video Supplement 414-709.

Tushman, M., Hila Lifshitz-Assaf, and Kerry Herman. "Houston We Have A Problem: NASA and Open Innovation (A)." Harvard Business School Case 414-044.

Tushman, M., Hila Lifshitz-Assaf, and Kerry Herman. "Houston We Have A Solution: NASA and Open Innovation (B)." Harvard Business School Supplement 414-057.

Tushman, M. and Kerry Herman. Quietly Brilliant: Transformational Change at HTC. Harvard Business School Case 412-070.

Tushman, M, and D. Kiron. Ganesh Natarajan: Leading Innovation and Change at Zensar (A). Harvard Business School Case 412-036.

Tushman, M, and D. Kiron. Ganesh Natarajan: Leading Innovation and Change at Zensar (B). Harvard Business School Case 412-037.

Tushman, M., R. Page, and T. Ryder. Leadership, Culture, and Transition at lululemon. Harvard Business School Video Case 410-705

Tushman, M and D. Kiron, Ingrid Johnson and Nedbank Business Banking, Harvard Business School Case 410-003.

Tushman, M. and S. Raisch, GE Money Bank: The M-Budget Card Initiative." Harvard Business School Case 410-052

Tushman, M. and D. Kiron. "Hema Hattangady and Konzerv" Harvard Business School Case 409-022

Tushman, Michael "Bringing AMP Home: Personal Case Study." Harvard Business School Exercise 409-105.

Tushman, M and D. Kiron. "Perfect Storm over Zurich Airport (A) and (B). Harvard Business School Case, 408-023 & 408-058

Tushman, M, D. Kiron, and A. Kleinbaum. "BT Plc: The Broadband Revolution (A) and (B)" Harvard Business School Case, N2-407-001, 002

Tushman, Michael, David Kiron, and Wendy Smith. "Huber Engineering Woods (A) and (B)". Harvard Business School Case, N9-405-067.

Tushman, Michael, Daniel Radov, and Wendy Smith. "Agrochemicals at Ciba-Geigy AG (A)." Harvard Business School Case 400-022.

Tushman, Michael, Daniel Radov, and Wendy Smith. "Agrochemicals at Ciba-Geigy AG (B)." Harvard Business School Case 400-023.

Roberts, Michael J., and Michael L. Tushman. "Bedrock Productions." Harvard Business School Case 401-045.

Roberts, Michael J., and Michael L. Tushman. "Compagnie Lyonnaise de Transport (A)." Harvard Business School Case 401-040.

Roberts, Michael J., and Michael L. Tushman. "Compagnie Lyonnaise de Transport (B)." Harvard Business School Supplement 401-041.

Roberts, Michael J., and Michael L. Tushman. "Corning 1983-1996: Transition at the Top." Harvard Business School Case 401-034.

Roberts, Michael J., and Michael L. Tushman. "Corning 1996-2000: Growing Corning." Harvard Business School Case 401-035.

Tushman, Michael L., and Daniel Radov. "Greeley Hard Copy, Portable Scanner Initiative (A)." Harvard Business School Case 401-003.

Tushman, Michael L., and Daniel Radov. "Greeley Hard Copy, Portable Scanner Initiative (B)." Harvard Business School Case 401-004.

Tushman, Michael L., and Daniel Radov. "Greeley Hard Copy, Portable Scanner Initiative (C)." Harvard Business School Case 401-005.

Tushman, Michael L. "Gunfire At Sea." Harvard Business School Multimedia Case 403-149.

Tushman, Michael L. "Hausser Food Products Company." Harvard Business School Case 402-055.

Tushman, Michael L., and Daniel Radov. "Hermes Systems." Harvard Business School Case 400-056.

Tushman, Michael L., Wendy Smith, and David Kiron. "IBM Canada: Global Services (A)." Harvard Business School Case 403-070.

Tushman, Michael L., Wendy Smith, and David Kiron. "IBM Canada: Global Services (B)." Harvard Business School Case 403-078.

Tushman, Michael L., Wendy Smith, and David Kiron. "IBM Canada: Global Services (C)." Harvard Business School Case 403-079.

Tushman, Michael L., and Robert C Wood. "IBM Network Technology (A)." Harvard Business School Case 402-012.

Tushman, Michael L. "IBM Network Technology (B)." Harvard Business School Case 402-013.

Tushman, Michael L., Charles A. O'Reilly III, and Robert Chapman Wood. "IBM Software Solutions (A)." Harvard Business School Case 402-016.

Tushman, Michael L., and Robert Chapman Wood. "IBM Software Solutions (B)." Harvard Business School Case 402-017.

Tushman, Michael L., and Charles O'Reilly. "Leading Change and Organizational Renewal: Building the Ambidextrous Organization." Harvard Business School Multimedia 403-152.

Tushman, Michael L., and Charles O'Reilly. "Leading Change and Organizational Renewal: Diagnosing Culture." Harvard Business School Multimedia 403-151.

Tushman, Michael L., and Charles O'Reilly. "Leading Change and Organizational Renewal: Leading Change." Harvard Business School Multimedia 403-150.

Tushman, Michael L., and Charles O'Reilly. "Leading Change and Organizational Renewal: Solving Today's Problems." Harvard Business School Multimedia 403-153.

Tushman, Michael, and Daniel Radov. "Rebirth of the Swiss Watch Industry, 1980-1992 (A)." Harvard Business School Case 400-087.

Tushman, Michael, and Daniel Radov. "Rebirth of the Swiss Watch Industry, 1980-1992 (B): Hayek and Thomke at SMH." Harvard Business School Case 400-088.

Beer, Michael, and Michael L. Tushman. "SMA: Micro-Electronic Products Division (A)." Harvard Business School Case 400-084.

Beer, Michael, and Michael L. Tushman. "SMA: Micro-Electronic Products Division (B)." Harvard Business School Case 400-085.

Beer, Michael, and Michael L. Tushman. "SMA: Micro-Electronic Products Division (C)." Harvard Business School Supplement 400-086.

Tushman, Michael, Daniel Radov, and Wendy K. Smith. "Termer Technologies -- Advanced Integrated Circuits Division (A)." Harvard Business School Case 400-058.

Tushman, Michael, Daniel Radov, and Wendy K. Smith. "Termer Technologies -- Advanced Integrated Circuits Division (B)." Harvard Business School Case 400-059.

Roberts, Michael J., Michael L. Tushman, and David Kiron. "USA TODAY: Pursuing the Network Strategy (A)." Harvard Business School Case 402-010.

Roberts, Michael J., Michael L. Tushman, and David Kiron. "USA Today: Pursuing the Network Strategy (B)." Harvard Business School Case 402-011.

Roberts, Michael J., and Michael L. Tushman. "USA Today: Pursuing the Network Strategy (A) & (B) TN." Harvard Business School Teaching Note 802-229.

### Video / Multi-Media Based Teaching Materials

Ernesto Ciorra, Enel Interview, 2023

Balaji Bondili, Deloitte Pixel D case and reflections, 2023

Deloitte's Pixel (B, C): Consulting with Open Talent, video case supplements (2022)

Bill Ruh; Digital Transformation at GE (2011-2018); video case, 2021

Sandy Fenwick at Boston Children's Hospital, 2020; video

Tomer Zvulun at the Atlanta Opera, 2018

Allison Whitehead Bust, Tom Boasberg, Denver Public Schools, 2016

Gunfire at Sea, 2014

David Jones and Changing Faster at Havas, 2014

John Winsor at Victors and Spoils; Leading the Revolution, 2014

Christine Day at LuLuLemon. Multi-Media case. 2009

Ingrid Johnson at Business Banking, Nedbank 2012

Bruce Harreld; Dynamic Capabilities at IBM, October 2006.

Alison Ritchie: BT Chief Broadband Officer, October 2006

Ben Verwaayen: BT CEO. October 2006.

Leadership, Culture, and Change: Lou Gerstner, IBM. Boston, Mass: Harvard Business School, 2003. Video. (Tape #10019 (for HBS use only). An edited speech by Lou Gerstner at HBS.)

Leading Change and Organizational Renewal, Multi-Media and/or CD Set, (with C. O'Reilly), 2003

## PROFESSIONAL ACTIVITIES

- Editorial Boards:      California Management Review, 2017- current  
Strategic Management Journal, Guest Associate Editor, (2017- current)  
Academy of Management Discoveries; Founding Editorial Advisory Board (2013- 17)  
Behavioral Science and Policy Journal; Associate Editor (2013-15)  
Administrative Science Quarterly (1985-1992)  
Academy of Management Journal (1978-1984)  
Academy of Management Review (2002-2009)  
Management Science, Dept. of Research, Development and Innovation (1982-2002)  
Strategic Management Journal, Special Issue editor, Strategic Organizational Design, 2012- present  
Organization Science; Special Issue Editor, Ambidextrous Organization Designs (2009)  
Strategic Entrepreneurship Journal; Senior Advisory Board, current  
Human Relations (1990-2000)  
Journal of Product Innovation Management (1983-present)  
Journal of Business Venturing (1985-present)  
IEEE Transactions on Engineering Management (1985-present)  
Journal of Management Studies (1996-present)  
Organizational Dynamics (2000-present)  
J. of Engineering and Technology Management (1986-present)  
Journal of Enterprise Transformation (2011- present)  
Journal of Strategy and Management, current  
Human Resource Planning (1988-1990)
- Division Chairman and Program Chair:      Research, Development and Innovation Group, Academy of Management (1982-1984).
- Program and Division Chair:      Organization and Management Theory Division, Academy of Management (1987-1990).
- Chair, Research and Practice Committee:      Organization and Management Theory Division, Academy of Management (2003- 2009).
- Vice Chair:      College on Research, Development and Innovation, The Institute of Management Science (1980-1985).
- Executive Committee:      Technology, Innovation and Management Division, Academy of Management 1990-1992.



Co-Editor: Series on Innovation and Organization Change, (with A. Van de Ven). Harvard Business School Press. 1995-2001.

Editor: Special Issue of Administrative Science Quarterly (1990) on Technology, Innovation and Organizations (with R. Nelson).

Special Issue of Organization Science, on Organizational Ambidexterity (2009), with J. Birkinshaw, Gilbert Probst, and Sebastian Raisch.

Special Issue of Strategic Management Journal on Organization Design, 33,6, 2012, with R. Gulati and P. Purnam

Strategic Organization; Special Issue on Open Innovation, editor with Karim Lakhani and Teppo Felin, 2016

AOM Faculty Consortia: New Faculty and Doctoral Consortium in Organization Theory and/or Research, Development and Innovation (1983, 1985, 1987, 1990, 1991, 1992, 1993, 1994, 1996, 1997, 1998, 2000, 2001, 2002, 2004, 2005, 2006, 2007, 2008, 2010, 2012).

Terry Book Award Committee 2004

Academy of Management, Career Achievement Awards Committee, 2009

Professional Memberships:

Academy of Management  
The Institute of Management Science  
Product Management Association  
Macro Organization Behavior Society  
MESO Organization Behavior Society

Ph.D. Advisor (\* = Chair)

\*Thomas Scanlon, 1978, President, Manhattan College

Robert Burgelman, 1978, Stanford

Charles Fombrun, 1980, NYU

William Egelhoff, 1981, NYU

Deborah Gladstein Ancona, 1982, MIT

\*Elaine Romanelli (Academy of Management Dissertation Award), 1985, Georgetown

Chris Gresov (Academy of Management Dissertation Award), 1986, Emory

\*Phil Anderson (Academy of Management Dissertation Award), 1987, Tuck, INSEAD

Richard D'Aveni (Academy of Management Dissertation Award), 1987, Tuck

Mary Anne Glynn, 1977, Emory, Boston College

\*Diana Stork, 1988, Hartford  
Syd Finkelstein, 1988, Tuck School, Dartmouth  
\*Kirsten Sonnerup, 1991  
\*Sara Keck, Pace University  
Bert Canella, Texas A&M  
\*Lori Rosenkopf, Wharton  
\*Peter Murmann, Northwestern, Australian Institute of Management, St Gallen  
Nancy Staudenmier, Duke  
\*Mary Benner, (Academy of Management Dissertation Award, 2003), Minnesota  
\*George Westerman, CISR, MIT  
\*Wendy Smith, Delaware  
Brad Morrison (MIT PhD), Brandeis  
Steve Kahl, (MIT PhD), Tuck School  
\*Adam Kleinbaum, Tuck School, Dartmouth  
\*David James Brunner, post doc, HBS  
Ryan Rafaelli (PhD, BC), HBS  
\*Hila Lifshitz, NYU Warwick University (ASQ best paper from a dissertation, 2019)  
\*Liz Altman, University of Massachusetts, Lowell  
Emily Truelove, (PhD, MIT), HBS  
Allie Feldberg, HBS  
Jonathan Cromwell, University of California, San Francisco  
Cheng Gao, University of Michigan  
\*Elizabeth Hansen, Kennedy School of Government  
Yusaku Takeda; University of Illinois-Urbana (Best Student Paper Award and the runner-up for the Best International Paper Award from the OMT division, 2020)

### Other Activities

Board of Trustees, IBM Credit Corporation (1990-1994).  
Board of Directors, New York Human Resource Association (1988- 1998).  
Senior Advisor, Delta Consulting Group (1982-2000)  
Advisory Board, Medimetrix Solutions (2011-2013)  
Founding Director, Change Logic (2008-present)