**Thomas H. Davenport**

**Curriculum Vitae**

**Professional Experience**

1999 - Babson College Wellesley, MA

**President’s Distinguished Professor of Management and Information Technology**

Founder and Academic Director of Working Knowledge, Process Management, and Innovation and Corporate Entrepreneurship Research Centers; Director of Research, Babson Executive Education (2003-2008)

2012-2013 Harvard Business School Boston, MA

**Visiting Professor**

Also founded executive education program, “Competing on Analytics and Big Data,” and taught it in 2014.

2010- Deloitte

**Global Senior Advisor** to Analytics and Cognitive Practice

2010- MIT Sloan School of Business and Initiative on the Digital Economy Cambridge, MA

**Research Fellow and Lecturer**

Teach in MIT Sloan Executive Education Program on analytics, big data, and AI

2009-2017 International Institute for Analytics Portland, OR

**Co-founder, Board Member and Director of Research**

1. Amos Tuck School of Business, Dartmouth College Hanover, NH

### Visiting Professor

1998 - 2003 Accenture Institute for Strategic Change Cambridge, MA

**Partner and** **Director**

1998- 2000 Boston University School of Management Boston, MA

**Professor**, Management Information Systems Department (Adjunct Professor, 1992-84)

1994 - 1998 The University of Texas Austin, TX

**Professor**, Management Science and Information Systems, and **Director**, Information Management Program, College and Graduate School of Business. Co-Director, Center for Customer Insights. Curtis Mathes Fellowship.

1990- 1994 Ernst and Young Boston, MA

**Partner and Director of Research,** Center for Business Innovation.

1989 - 1990 McKinsey and Company New York, NY

**Director of IT Research** and consultant.

1988-1989 Harvard Business School Boston, MA

**Senior Research Associate**.

1983-1988 CSC Index Cambridge, MA

**Principal and Director of Research.**

1981-1983 Harvard University Cambridge, MA

**Lecturer**, Department of Sociology and **Manager**, Office of Information Technology

1980-1981 University of Chicago Chicago, IL

**Assistant Professor**, Social Sciences Department. Senior Study Director, National Opinion Research Center.

**Education**

1980 Harvard University Cambridge, MA

**M.A. (1979), Ph.D.** in Sociology, Business Program for Ph.D.s (1982)

1976 Trinity University San Antonio, TX

**B.A.** in Sociology, Magna Cum Laude.

#### Articles in Print--Academic or Management Publications

“Collaborate Smarter, Not Harder” with Rob Cross and Peter Gray, *MIT Sloan Management Review*, Fall 2019.

“People and Machines: Partners in Innovation,” with Senen Barro, *MIT Sloan Management Review*, Summer 2019.

“The Future of Artificial Intelligence in Health Care,” *Future Healthcare Journal*, Royal College of Physicians, Summer 2019.

“Artificial Intelligence and the Augmentation of Health Care Decision-Making,” with Wiljeana Glover, *NEJM Catalyst*, June 19, 2018, <https://catalyst.nejm.org/ai-technologies-augmentation-healthcare-decisions/>

“From Analytics to Artificial Intelligence,” *Journal of Business Analytics*, 2018

“What’s Your Cognitive Strategy?” with Vikram Mahidhar, *MIT Sloan Management Review*, Spring 2018.

“The Real World of Artificial Intelligence,” with Rajeev Ronanki, *Harvard Business Review*, Jan.-Feb. 2018 (included in *HBR 10 Must Reads 2019*)

“When Jobs Become Commodities,” *MIT Sloan Management Review*, Winter 2018.

“What’s Your Data Strategy?” with Leandro DalleMule, *Harvard Business Review*, May-June 2017.

“Designing and Developing Analytics-Based Data Products,” with Stephan Kudyba, *MIT Sloan Management Review*, Fall 2016.

“Rise of the Strategy Machines,” *MIT Sloan Management Review* Frontiers section, Fall 2016.

“Just How Smart Are Smart Machines?” with Julia Kirby, *MIT Sloan Management Review*, Spring 2016.

“Beyond Automation: Strategies for Remaining Gainfully Employed in an Era of Very Smart Machines,” with Julia Kirby, *Harvard Business Review*, June 2015. Included in *HBR’s 10 Must Reads 2017*, Harvard Business Review Press.

“Lessons from Sports Analytics,” *MIT Sloan Management Review*, Summer 2014.

“Analytics 3.0,” *Harvard Business Review*, December 2013.

“Keep Up with Your Quants,” *Harvard Business Review*, July-August 2013.

“Data Scientist: The Sexiest Job of the 21st Century,” with D.J. Patil, *Harvard Business Review*, October 2012.

“How Big Data Is Different,” with Paul Barth and Randy Bean, *Sloan Management Review*, Summer 2012.

“21st Century Skills: Digital Influencer,” with Bala Iyer, *Harvard Business Review*, January 2012.

“Know What Your Customers Want Before They Do,” with J. Lucker and L. DalleMule, *Harvard Business Review*, Dec. 2011.

“Putting Social Media to Work at Cognizant,” with B. Iyer, S. Parise, and S. Rajagopal, *Ivey Business Journal*, July 2011.

“How Fast and Flexible Do You Want Your Information, Really,” with Jim Snabe, *MIT Sloan Management Review*, Spring 2011.

“Helping Organizations Create Better Judgment,” HBR Agenda 2011, *Harvard Business Review*, January 2011.

Rethinking Knowledge Work: A Strategic Approach,” *McKinsey Quarterly,* Issue 1, 2011. Reprinted in *McKinsey on Business Technology.*

“Competing on Talent Analytics,” (with Jeanne Harris and Jeremy Shapiro), *Harvard Business Review*, October 2010.

“Business Intelligence and Organizational Decisions,” *International Journal of Business Intelligence Research*, January 2010.

“Make Better Decisions,” *Harvard Business Review*, November 2009.

“The Rise of Strategic Analytics,” *Analytics*, Fall 2009.

“What People Want, and How to Predict It” (with Jeanne Harris), *MIT Sloan Management Review*, Winter 2009.

“The Prediction Lover’s Handbook,” (with Jeanne Harris), *MIT Sloan Management Review*, Winter 2009.

“How to Design Smart Business Experiments,” *Harvard Business Review*, Feb. 2009.

“Should You Outsource Your Brain?” (with Bala Iyer), *Harvard Business Review*, Feb. 2009.

“Governance of Knowledge and Learning,” with B. Strong and L. Prusak, *Knowledge and Process Management,* April 2008.

“Reverse Engineering Google’s Innovation Machine,” with Bala Iyer, *Harvard Business Review*, April 2008.

“Managing Knowledge: One Size Doesn’t Fit All,” with L. Prusak and B. Strong, *MIT Sloan Management Review/WSJ*, March 2008.

“Guiding and Capturing Decisions at Partners HealthCare” with Tonya M. Hongsermeier, *Inside Knowledge*, January 2008.

“Business Intelligence and the Business Experiment,” *Business Intelligence Review*, December 2007.

“Analytics, Humans and Black Boxes,” *Business Intelligence Review,* June 2007.

“Competing with Multi-Channel Marketing Analytics” (with Jeanne Harris), *Advertising Age,*78:14, April 2, 2007, p16-17.

“Ideas for Better Governing,” *Ripon Forum*, Feb./March 2007.

“IT for Analytical Competition” with Jeanne Harris, *Architecture and Governance* 3:1, January 2007.

“The Dark Side of Customer Analytics,” (case study) with Jeanne Harris, *Harvard Business Review*, May 2007.

“How to Prevent a Knowledge Loss Crisis,” with Sal Parise and Rob Cross, *MIT Sloan Management Review*, Winter 2006.

“How Much Knowledge Should a Business Give Away?” with Larry Prusak, *European Business Forum*, Spring 2006.

“Competing on Analytics,” *Harvard Business Review*, January 2006. Best-selling reprint for 2006. Also included in “Ten Must-Reads from Harvard Business Review” from entire history of the journal.

“Integrating Business Intelligence and Knowledge Management at Intel,” with Charles P. Seeley, *Knowledge Management Review* 8:6, January-February 2006, 10-15.

“Automated Decision-Making Comes of Age,” with Jeanne Harris, *MIT Sloan Management Review*, Summer 2005, 46:4, 83-89.

“The Coming Commoditization of Processes,” *Harvard Business Review*, June 2005.

“Enterprise Systems and the Supply Chain,” with Jeff Brooks, *Journal of Enterprise Information Management* (Vol. 17:1), 2004 (winner of best article for that journal in 2004).

“Enterprise Systems and Ongoing Process Change,” with Jeanne Harris and Sue Cantrell, *Business Process Management Journal* (Vol. 10:1), 2004 (winner of best article for that journal in 2004).

“After the Internet, What Will Be the Next Big Thing?” *European Business Forum*, Winter 2003/4.

“Who are the Gurus’ Gurus?” with Larry Prusak, *Harvard Business Review*, December 2003.

“The Social Side of Performance,” with Rob Cross and Sue Cantrell, *MIT* *Sloan Management Review*, Fall 2003.

“Toward an Innovation Sourcing Strategy,” with Jane Linder and Sirkka Jarvenpaa, *MIT Sloan Management Review*, Summer 2003, 43-49.

“Reusing Intellectual Assets,” with Bob Thomas and Kevin DeSouza, *Industrial Management*, May 1, 2003.

“Who’s Bringing You Hot Ideas (and How Are You Responding)?” with John C. Beck, *Harvard Business Review*, February 2003.

“The Mysterious Art and Science of Knowledge Worker Performance” with Robert Thomas and Susan Cantrell, *MIT Sloan Management Review*, Fall 2002.

“Just-in-Time Delivery Comes to Knowledge Management,” with John Glaser, *Harvard Business Review*, July 2002.

“Data to Knowledge to Results: Building an Analytical Capability,” with Jeanne G. Harris et al, *California Management Review*, Winter 2001, 117-138.

“How Do They Know Their Customers So Well?” with Jeanne G. Harris and Ajay Kohli, *Sloan Management Review*, Winter 2001.

“Commanding Attention: A New Leadership Challenge,” with John C. Beck, *Leader to Leader*, Winter 2001.

“General Perspectives on Knowledge Management: Fostering a Research Agenda,” with Varun Grover, *Journal of Management Information Systems*, Summer 2001, 5-21.

“Getting the Attention You Need,” with John C. Beck, *Harvard Business Review*, Sept.-October 2000.

“Rigor vs. Relevance Revisited,” with L. Markus, *MIS Quarterly*, Spring 1999

“Putting the Enterprise in the Enterprise System,” *Harvard Business Review*, July-August 1998.

“Building Successful Knowledge Management Projects,” with D. DeLong and M. Beers, *Sloan Management Review*, Winter 1998.

“Two Cheers for the Virtual Office,” with K. Pearlson, *Sloan Management Review*, Summer 1998, 51-65.

“Managing Customer Support Knowledge,” with P. Klahr, *California Management Review*, Summer 1998.

“The Second Information Revolution,” *DataBase*, Fall 1996, pp. 85-91.

“Improving Knowledge Work Processes,” with S. Jarvenpaa and M. Beers, *Sloan Management Review*, Summer 1996.

“Will Participative Process Makeovers Succeed Where Reengineering Fails?” *Planning Review*, Jan-Feb. 1995.

“The Fad that Forgot People,” *Fast Company*, inaugural issue, October 1995.

“Some Principles of Knowledge Management,”*Business and Strategy*, September 1995, 34-41.

“Managing Information About Business Processes” with M. Beers, *Journal of Management Information Systems*, Summer 1995.

“Managing in the New World of Process,” *Public Productivity and Mgmt Review*, Winter 1994, 133-147.

“Saving IT’s Soul: Human-Centered Information Management,” *Harvard Business Review*, March-April 1994, 119-131.

“Reengineering: Business Change of Mythical Proportions?” with D. Stoddard, *MIS Quarterly*, June 1994, 121-127.

"Case Management and the Integration of Labor" with N. Nohria, *Sloan Management Review*, Winter 1994, 11-23.

“Integrate Process Reengineering and TQM,” *Planning Review* , May-June 1993, 6-12.

“Blow Up the Corporate Library,” with L. Prusak, *International Journal of Information Management*, 1993, 405-412.

"Information Politics," with R. Eccles and L. Prusak, *Sloan Management Review*, Fall 1992, 53-65.

"The New Industrial Engineering: Information Technology and Business Process Redesign" with J. E. Short, *Sloan Management Review*, Summer 1990, 11-27.

"The Case of the Soft Software Proposal," *Harvard Business Review*, May-June 1989.

"How Executives Can Shape Their Company's Information Systems," with M. Hammer and T. Metsisto, *Harvard Business Review*, April-May 1989, 130-134.

"Systems Change: Organizational and Behavioral Impact," with C. Gibson*; Information Strategy,* Fall 1985.

##### Books and Book Chapters

“Introduction” *in Artificial Intelligence: The Insights You Need from Harvard Business Review, 2019.*

*The AI Advantage: How to Put the Revolution in Artificial Intelligence to Work*, MIT Press, 2018.

“The Analytics Team” in *The Analytics Book of Knowledge,* edited by James Cochran, INFORMS, 2018.

*Competing on Analytics:* Revised and Updated 2nd edition, with Jeanne G. Harris, 2017*,* Harvard Business Review Press.

*Only Humans Need Apply: Winners and Losers in the Age of Smart Machines*, with Julia Kirby, April 2016, Harper Business.

*“An Alternative Approach to Data Management,”* chapter in *Getting Data Right,* O’Reilly Media e-book, 2015.

*Big Data at Work: Dispelling the Myths, Discovering the Opportunities,* Harvard Business Review Press, 2014.

*Analytics in Health Care and the Life Sciences*, Pearson, 2014 (foreword and eight chapters)

*Keeping Up with the Quants: Your Guide to Understanding and Using Analytics,* with Jinho Kim, Harvard Business Review Press, 2013.

*Judgment Calls: Twelve Stories of Big Decisions and the Teams that Got Them Right*, with Brook Manville, 2012, Harvard Business Review Press.

*Enterprise Analytics: Optimize Performance, Process, and Decisions Through Big Data*, FT Press, 2012 (edited, wrote 10 chapters)

“Prediction Logic: Analytics for Entrepreneurial Thinking,” with Julian Lange, in *The New Enterpreneurial Leader*, Berrett-Koehler, 2011.

*Analytics at Work: Smarter Decisions, Better Results*, with Jeanne Harris and Robert Morison, Harvard Business Review Press, 2010. “Personal Knowledge Management and Knowledge Worker Capabilities,” in David Pauleen and Gary Gorman, eds., *Personal Knowledge Management: Individual, Organisational and Social Perspectives*, Gower, 2010.

“Process Management for Knowledge Work,” in Jan vom Brocke and Michael Rosemann, eds., *Business Process Management Handbook*, Springer, 2009.

*Competing on Analytics: The New Science of Winning*, with Jeanne Harris, Harvard Business School Press, 2007. Translated into 10 languages.

“Information Technologies for Knowledge Management,” in Kazuo Ichigo and Ikujiro Nonaka, eds., *Knowledge Creation and Management: New Challenges for Managers*, Oxford University Press, 2006.

*Strategic Management in the Innovation Economy* (textbook), with Sven Voelpel and Marius Leibold, Wiley, 2006.

*Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*, Harvard Business School Press, 2005.

“Knowledge Management in Consulting,” with Larry Prusak, in *The Contemporary Consultant: Handbook of Management Consulting,*” edited by Larry Greiner and Flemming Poulfelt, Thomson Southwestern, 2004.

*What’s the Big Idea?: Creating and Capitalizing on the Best Management Thinking*, with Laurence Prusak, Harvard Business School Press, 2003.

*The Attention Economy: Understanding the New Currency of Business*, with John C. Beck, Harvard Business School Press, 2001.

*Knowledge Management Case Book: Siemens* (edited, with Gilbert Probst), Wiley Publicis, 2001.

“Knowledge Work and the Future of Management,” in *The Future of Leadership: Speaking to the Next Generation*, Wiley, 2001.

*Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business School Press, 2000.

*Mastering Information Management*, edited (and six chapters authored or co-authored) with Donald Marchand, Financial Times Mastering Management Series, Prentice-Hall, 2000.

“Digital Marketing and the Exchange of Knowledge,” with Sirkka Jarvenpaa, in *Digital Marketing: Global Strategies from the World’s Leading Experts*, Wiley, 2000.

“Knowledge Management and the Broader Firm: Strategy, Advantage, and Performance,” *The Handbook on Knowledge Management*, CRC Press, 1999.

“Process Ecology: A New Metaphor for Reengineering-Oriented Change,” with Miguel Perez-Guardado, *Business Process Engineering:Advancing the State of the Art*, Kluwer Academic Publishers, 1999.

“Business Process Reengineering,” *The Handbook of Technology Management*, CRC Press, 1998.

*Working Knowledge: How Organizations Manage What They Know* (with L. Prusak), Harvard Business School Press, 1998. Paperback edition with new introduction published in 2000.

*Information Ecology: Mastering the Information and Knowledge Environment*, Oxford University Press, 1997.

*Reengineering the Organization* (textbook) with S. Jarvenpaa, R. Nolan, D. Stoddard, Harvard Business School Press, 1995.

“Reengineering: Where It’s Been, Where It’s Going,” introductory chapter to Kettinger and Grover, eds., *Business Process Change*, Idea Group Publishing, 1995, pp. 1-13.

*Process Innovation: Reengineering Work through Information Technology* , Harvard Business School Press, 1993. Translated into 6 languages.

*Virtuous Pagans* , Garland Publishing, 1992, "Outstanding Harvard Dissertations" series.

*The Information Imperative,* with C. Gibson and B. Jackson; Lexington Books, 1988, Chapters 2 and 7.

**Columns, Commentaries, or Article Series**

Weekly Forbes blog post, 2017-

Weekly columnist for *Wall Street Journal* Business Technology site, 2012-2017

Member of “The Experts” in Wall Street Journal Special Reports, 2013-

“Discussion Leader” (blogger) for Harvard Business Review Online, 2009-

Blog series, “Masters of Business Analytics,” International Data Group, May-September 2010.

“The Next Big Thing,” Blog for Harvard Business School Publishing, 2007-2009

Monthly columnist (“Davenport on…”) for *CIO* magazine, 1995-2003; occasional columns thereafter

Monthly columnist (“Higher Order”) for *Darwin* magazine, 2000-2002

*Financial Times* “Mastering Information Management” series:

“Putting the I in IT,” February 1, 1999

“Attention: The Next Information Frontier,” February 8, 1999

“Enterprise Systems and Process Change: Still No Quick Fix,: February 22, 1999

“Is Knowledge Management Just Good Information Management?” with Don Marchand, March 8, 1999

“One Cheer for the Virtual Office,” March 22, 1999

Author of 8 articles and cases in *Knowledge Inc*. newsletter

Response to “Making Local Knowledge Global” case study, *Harvard Business Review*, May-June 1996, 10-11.

Triweekly “Management Agenda” column in *Information Week*., June 1994-October 1995.

“Transforming the CIO,” *Computerworld* Leadership Series, May 15, 1995.

**Case Studies and Teaching Notes**

“Recorded Future: Analyzing Internet Ideas About What Comes Next,” Harvard Business School case study, 2013.

“Managing with Analytics at Procter & Gamble,” (with Marco Iansiti and Alain Serels), Harvard Business School case study, 2013.

“Cognizant 2.0: Embedding Knowledge and Community into Work Processes,” with Robert Eccles, Harvard Business School case study, 2010.

“Knowledge Management at Accenture”, Ivey School of Management case study, with Darren Meister, 2005.

“Welch’s Foods, Inc.,” Babson College case study, updated and rewritten, 2004.

“Knowledge Management at Andersen Consulting,” Harvard Business School case study, with Morten Hansen, May 1997.

“Order Management Reengineering at Heatway,” Harvard Business School case study and teaching note, August 1995.

“The Past, Present, and Possible Future of Business Process Reengineering,” Harvard Business School note, August 1995.

“Reengineering a Business Process,” Harvard Business School note, August 1995.

“Reengineering Course Overview and Syllabus,” Harvard Business School note, August 1995.

“Rank Xerox U.K.” Harvard Business School case study--A and B cases and teaching notes, 1992.

“Managing Information Technology: Organization and Leadership,” “…Communications Networks,” “…Computer Systems,” “…System Development,” Harvard Business School notes with J.I. Cash and J. Simon, 1989.

## Academic Presentations and Affiliations

2014 Dean’s Lecture, Georgia Tech Scheller School of Business, Big Data Summit.

2013 Dean’s Lecture, UC Berkeley School of Information

2012 Invited presentation on “Research on Big Data,” BI Summit, Orlando, FL

2007-11 “Competing on Analytics” conference series in 38 cities and 8 countries with Harvard Business School Publishing

2011-2013 “Analytics in Health Care,” Harvard School of Public Health Program in IT Leadership, Boston

2009 “Analytics at Work”—presentation at SIGDSS and International Conference on Information Systems, Phoenix.

2006 Keynote speaker, INFORMS Practice Conference, Miami

* 1. Faculty member, “Leveraging Knowledge in the 21st-Century Organization,” Harvard Business School Exec. Pgms

1. Guest Editor, Special Issue on Knowledge Management (with Varun Grover), *Journal of Management Information Systems*, Summer 2001.

2001 Keynote speaker, Association for Information Systems Americas Conference, Boston.

1. Greene Honors Professor, Texas Christian University.

1997 Panel Leader, “The Role of Information Technology in Knowledge Management,” International Conference on Information Systems, Atlanta, December 1997.

1996 “Practical Research: Academic IS Can Make a Difference,” Paper presented to Academic Institutional Members of Society for Information Management, Cleveland, December, 1996.

1996 Panel Leader, “Will Mega-packages Transform Organizations and IS?” International Conference on Information Systems, Cleveland, December 1996.

1996 “Managing Knowledge,” Keynote Address, World Conference on Integrated Design and Process Technology, Austin, TX, December 1996.

1995 Invited to deliver one of three plenary addresses at first meeting of the Academic Information Systems professional organization, Pittsburgh, PA.

1995 Editorial Board, *Journal of Management Information Systems*

1994 “Managing Information About Processes” (paper) and “Business Process Reengineering,” (panel presentation), The Institute of Management Sciences, Anchorage, Alaska.

1. “Is There A Theory of Reengineering?” panel presentation, International Conference on Information Systems, Vancouver, Canada.

1994 “Information Management Infrastructure: The New Competitive Weapon?” with Jane Linder, paper presented at Hawaii International Conference on the Systems Sciences, Maui, Hawaii.

1993-present Editorial Board, *Business Change and Reengineering:The Journal of Corporate Transformation*

1992-1998 Associate Editor, *MIS Quarterly* (appointed to second term in 1995)

2002-present Editorial Board, *MISQ Executive*

1992-present Invited presentations at Babson College, Harvard Business School, MIT, Wharton, Stanford, Cornell, Clemson, University of North Carolina, Trinity College Dublin, New York University, DePaul University, Loyola University, Johns Hopkins Medical School, University of Minnesota, University of California at Berkeley, University of California at Irvine, University of North Texas, Central Michigan University, University of Houston, Georgia State University, East Tennessee State, Hochschule St. Gallen (Switzerland), ITESM (Mexico), University of Chile, Stockholm School of Economics, London Business School, University of Melbourne, Australian Graduate School of Management, Nanyang Technological University (Singapore), Tsinghua University, Wharton School, Yale School of Management

1991 "Approaches to Business Process Redesign," presentation and panel discussion leadership, 11th International Conference on Decision Support Systems, The Institute of Management Sciences

1990 "Management Processes and Information Technology," panel presentation, Tenth International Conference on Decision Support Systems, Cambridge, MA, The Institute of Management Sciences

**Executive Teaching and Speaking**

• Between 1993 and present, conference presentations, executive seminar presentations, or case discussion teaching for customer executives or internal managers of A.T. Kearney, Alitalia, Allied Signal, Allergan, American Express, American Management Systems, Ameritech, Andersen Consulting, Bank of America, Baxter Healthcare, Bell Atlantic, Bellcore, Boeing, Bristol-Myers Squibb, CIA, Capital One, CSC Index, Canada Post, Case, Ciba-Geigy, Citibank, Cincom, Clarica, Coca-Cola, Continental Bank, Citicorp, Deloitte & Touche, Delphi Automotive, Department of Defense, Digital Equipment, Dow Chemical, Dun & Bradstreet, DuPont, EDS, EMC, Eastman Chemical, Fiat, Ford, General Electric, Hewlett Packard, Hughes Space and Communications, IBM, Inference Corp., Intel, J.D. Edwards, J.P. Morgan, Microsoft, Merck, Johnson & Johnson, Kodak, McDonald’s, McKinsey & Co., Merrill Lynch, NASA, NationsBank, Nationwide Insurance, Northeast Utilities, Oracle, PDVSA, Perot Systems, PHH, Procter & Gamble, RJR Nabisco, Royal Insurance, Sandvik, SAP AG, Scudder Funds, Sequent Computer, Shell, Siemens, Software AG, Telia, Teltech, Texas Instruments, Texas Utilities, 3M, Time Warner, Towers Perrin, Travelers Insurance, U.S. Census Bureau, Union Carbide, Unisys, Volvo, W.L. Gore, Whirlpool, Wisconsin Gas, World Bank, Xerox, and many other organizations, some multiple times.

• Between 1990 and present, invited presentations (in North America, Europe, Latin America, Australia, and Asia) to such associations and conferences as the Society for Information Management, AICPA, American Management Association, American Productivity and Quality Center, CAUSE Annual Conference, CFO Magazine Performance Management Conference, CIO Annual Conference, Ernst & Young Knowledge Advantage Conference (four times), Grocery Manufacturers Association Conference, Workflow Conference, GIGA Workflow and Knowledge Management Conference, Gartner Group Symposium, Groupware Conference, Management Center Europe, *Forbes* CEO Summit, *Fortune* CIO Conference, Planning Forum, *Information Week* 500 Conference, Life Office Management Association, “CIO Survival Camp,” Japanese Information Management Association, Tokyo U.S. Chamber of Commerce, Chilean National Computer Conference, U.K. Society of Internal Auditors, American Trucking Association, National Association of Accountants, Information Technology Association of America, Institute of Industrial Engineers, Computer Economics Conference, National Association of Government Financial Executives, Life Office Management Association (LOMA), Organizational Systems Designers Alliance, International Development Research Council, MIT Enterprise Forum, Canadian Information Processing Society, and senior management conferences in Atlanta, Boston, Charlotte, Chicago, Cleveland, Dallas, Detroit, Houston, Los Angeles, Louisville, New York, Philadelphia, Richmond, San Francisco, Seattle, Washington, Amsterdam, Johannesburg, London, Milan, Como, Ottawa, Rome, Rio de Janeiro, Sao Paolo, Santiago, Seoul, Singapore, Montreal, Toronto, Quebec City, Kyoto, and Tokyo (several cities multiple times).

• Between 1998 and 2003, gave executive briefings to or consulted with over 100 firms on knowledge management or enterprise systems on Accenture’s behalf

• Between 1991 and 1994, gave executive briefings to or consulted with over 200 firms on process innovation or information management on Ernst & Young's behalf

• 1990-1993, Adjunct Faculty Member, IBM Advanced Business Institute, Palisades, NY. Case teaching and lecturing in the “Managing the Information Systems Resource” Program for IBM customer executives.

**Honors and Awards**

1976 Phi Beta Kappa, Blue Key, Trinity University.

1976 Graduate Fellowship, National Science Foundation.

1980 Post-Doctoral Fellowship, National Institute of Mental Health.

1990 Richard Beckhard Award (with James Short) for best article on organizational change, *Sloan Management Review*.

1992 *Virtuous Pagans*, my Ph.D. dissertation, selected as one of “Outstanding Harvard Dissertations” and published by Garland Publishing.

1993 *Process Innovation* voted one of 10 best business books of 1993, *Library Journal*.

1993 Winner of Ernst & Young’s first “Value Creation Award” for work on reengineering.

1993 Commencement address, Boston University M.S. in Management Information Systems

1994 Judge, *CIO* 100 (best 100 firms in IT management)

1995 Judge, Arthur D. Little Process Management Award.

1. Invited to give “State of the Art” video presentation for Australian Association for Computing Machinery
2. Board of Judges, McKinsey Prize (best article), *Harvard Business Review.*
3. Named one of 10 “Masters of the New Economy” by *CIO* magazine.
4. Named one of 25 “E-Business Gurus” by *Darwin* magazine.

2001 *Attention Economy* named one of 30 best business books of the year by *Publisher’s Weekly*.

2001 Invited to attend Fortune Magazine’s “Brainstorm 2001: The Smartest People We Know” conference in Aspen

2004 Best paper awards for *Business Process Management Journal* and *Journal of Enterprise Information Management*.

2004 Named one of the top 25 consultants in the world by *Consulting* magazine

2005 Named one of top 3 “business/technology analysts” in the world by *Optimize* magazine

2007 and 2008 Named one of the 100 most influential people in the information technology industry (and the most influential business academic) by editors of several Ziff-Davis publications

2009 “Competing on Analytics” named one of “Ten Must Reads” in the Harvard Business Review’s 90-year history

2010 Recipient of Babson College’s first faculty research award

2011 Named to the “Management A-List”—top ten management faculty in the world based on Google searches

2012 Named the fourth most productive information systems scholar in the world by the “h-index” of citation counts

2012 Named to the Top 50 Business Professors in the World list by Poets & Quants website and *Fortune* magazine

2012 “Putting the Enterprise in the Enterprise System” most-cited article in *Harvard Business Review* history on technology or innovation

2014 Recipient of NASSCOM Global Leadership Award for Thought Leadership, India Leadership Forum

2014 Recipient of C. Jackson Grayson Quality Pioneer Award, American Productivity and Quality Center

2016 LinkedIn “Top Voice in Education”, #1 ranking

**Public and University Service**

• Presentations or *pro bono* consulting to the National Security Agency, CIA, US Office of the Director of National Intelligence, United Nations Dag Hammarskold Library, United Nations Development Program, American Red Cross, U.S. Government Accountability Office, Texas Department of Insurance, Austin Special Libraries Association, IC2 Institute, MIT Enterprise Forum, Greenville, S.C. Children’s Hospital, Urban Land Institute, Internal Revenue Service, Educational Testing Service, General Accounting Office, Internal Revenue Service, Austin City Manager’s Office, UT Chicago and Oklahoma City Business School Alumni Clubs, Austin Reengineering Special Interest Group, Harvard Business School Austin Alumni Club, Sarasota Harvard Club, Texas Business School Dean’s Associates, Texas Graduate Consulting Club, IBM Latin America, EDS, Amoco, Compaq, Deloitte and Touche, Federal Express, Insource Management Group, VTEL Corporation, Trilogy Development Corp., Sheshunoff Management Services, Ernst & Young, Intel, Hewlett Packard, HEB, Frito-Lay, Convex, J.C. Penney.

• Advisor to Vice-President Gore’s “National Performance Review.”

• Executive Council on Information Management, US General Accounting Office

• Graduate School of Arts and Sciences Alumni Council, Harvard University (2005-present)

**Other Professional Activities**

• Advisor to Activate Networks Inc., First Analytics, Mu Sigma, ContinuServe, Via Science, Signals Intelligence Group, Medidata Solutions, Recorded Future, Tamr, NewVantage Partners 2012-

• Board of Directors, Inference Corporation, Novato, CA., 1996-1998

• Board of Directors and Audit/Executive Committee, American Productivity and Quality Center, 1998-.

• Editor at Large, *Knowledge Inc*., a newsletter on knowledge management.

• Board of Advisors, Concours Group, Inc.

• Member, SAP Innovation Council, 2000-2008

• Trustee, Marketing Science Institute, 1999-2002

• Board of Sponsors, MIT Center for Information Systems Research, 1998-2002

• Fellow, University of Texas Center for Customer Insight