

**THE WICT SENIOR EXECUTIVE SUMMIT (SES)**

March 1 - 5, 2015

The Agile Leader: Building and Managing Innovative Teams



	SUN, MAR 1	MON, MAR 2	TUE, MAR 3	WED, MAR 4	THU, MAR 5
6:00 - 6:45 am		Optional Yoga	Optional Yoga	Optional Yoga	Optional Yoga
7:00 - 7:50 am		Breakfast	Breakfast	Breakfast	Breakfast
8:00 - 9:20 am		Leading Innovation I: Creating Qualcomm <b>Barnett</b>	Realizing Synergy: Managing Critical Conflict in Teams I <b>Neale</b>	Post-Partum: Seizing Opportunity I <b>Shiv</b>	Capture Your Learnings <b>Gruenfeld</b>
9:20 - 9:40 am		Break	Break	Break	Break
9:40 - 11:00 am		Leading Innovation II <b>Barnett</b>	Realizing Synergy: Managing Critical Conflict in Teams II <b>Neale</b>	Post-Partum: Seizing Opportunity II <b>Shiv</b>	The Big Picture <b>Gruenfeld</b>
11:00 - 11:20 am		Break (Group Photo)	Break	Break	Break
11:20 am - 12:40 pm	Check In Available at the Schwab Residential Center after 12:00pm <i>12:00 - 4:00 pm</i>	Leveraging Compositional Advantage I <b>Neale</b>	Pre-Mortem: Forecasting Disruption <b>Shiv</b>	Driving Innovation & Problem Solving with Team-Based Design Thinking I <b>Klein</b>	The Big Picture <b>Gruenfeld</b>
12:40 - 2:00 pm	Computer Support available in R115 <i>2:00 - 4:00 pm</i>	Lunch (Computer Support will be available during lunch in West Vidalakis dining room)	Lunch	Driving Innovation & Problem Solving with Team-Based Design Thinking II (and Lunch) <b>Klein</b>	Box Lunches Available
2:00 - 3:20 pm	Meet in the Main Lobby of the Schwab Residential Center to walk to P106 for our first session. <i>4:15 - 4:20 pm</i>	Leveraging Compositional Advantage II <b>Neale</b>	Team Engagement Through Vision: The Power of Stories I <b>Aaker</b>	Company Visit: Apple Computer <i>2:00 - 5:00 pm</i>	Please plan to check out of the Schwab Residential Center by 4:00 pm <i>2:00 - 4:00 pm</i>
3:20 - 3:40 pm		Break	Break		
3:40 - 5:00 pm	Gender Equity Research: Battling & Beating Bias <b>Gruenfeld</b> <i>4:30 - 5:45 pm</i>	Scaling Your Management Team <b>Rao</b>	Team Engagement Through Vision: The Power of Stories II <b>Aaker</b>		
5:00 - 5:45 pm					
5:45 - 6:15 pm	Welcome Reception <i>6:00 - 6:30 pm</i>	Wine and Cheese Tasting <i>5:45 - 6:30 pm</i>	Reception	Reception	
6:15 - 6:30 pm			Dinner <i>6:15 - 7:00 pm</i>	Closing Dinner <i>6:15 - 7:30 pm</i>	
6:30 - 7:00 pm	Dinner <i>6:30 - 7:30 pm</i>	Dinner <i>6:30 - 7:30 pm</i>			
7:00 - 7:30 pm			Transform Your Relationship with Stress <b>McGonigal</b> <i>7:00 - 8:00 pm</i>		
7:30 - 8:00 pm					

## **The Agile Leader: Building and Managing Innovative Teams**

### **Curriculum**

Taught by the world's leading professors in business, the **2015 WICT Senior Executive Summit** will confront the critical requirements of an agile leader with a focus on: designing and leading highly effective teams; harnessing power and relationships; forecasting risk and opportunity; leading innovation; engaging through vision; and leveraging technology advances. In addition to Stanford faculty, participants will benefit from Stanford's access to top Silicon Valley leaders.

### **Sessions include:**

#### **SUNDAY, MARCH 1**

##### **Opening Session**

##### **Gender Equity Research: Battling & Beating Bias**

##### **Deborah H. Gruenfeld, PhD**

Moghadam Family Professor of Leadership and Organizational Behavior

Graduate School of Business Trust Faculty Fellow for 2013-14

Co-Director, Executive Program for Women Leaders

Co-Director, Women in Cable Telecommunications Senior Executive Summit

In this eye-opening session, Professor Deborah Gruenfeld separates fact from fiction. We'll take a hard look at our assumptions about differences between men and women in leadership roles and learn which of these are supported by social science research. What are the implications of the myths - and the realities - for how we behave and what we need to work on? Professor Gruenfeld draws on 20 years of research on gender equity in the workplace and breaks down common assumptions and misconceptions.

## **MONDAY, MARCH 2**

### **Leading Innovation I & II**

#### **William P. Barnett, PhD**

Thomas M. Siebel Professor of Business Leadership, Strategy, and Operations  
Co-Director of the Executive Program in Strategy and Organization  
Affiliated Faculty, Woods Institute for the Environment at Stanford

How tolerant is your company of folly? Do you nurture nonconformist thinking? This two-part session will take a look at why both linear and original thinking are needed if innovation is to happen. Professor Barnett's work focuses on how innovation happens in organizations, with multiple examples that take it to the team level. Participants will review a case study and play out the leadership implications. Tamar Elkeles, Chief Learning Officer for Qualcomm, will join the class for a discussion of the Qualcomm case study.

### **Leveraging Compositional Advantage: Solve the Murder Mystery I & II**

#### **Margaret A. Neale, PhD**

Adams Distinguished Professor of Management  
Director, Managing Teams for Innovation and Success Executive Program  
Director, Influence and Negotiation Strategies Executive Program  
Co-Director, Executive Program for Women Leaders  
Co-Director, Women in Cable Telecommunications Senior Executive Summit

This experiential learning activity sets the stage for a week of hands-on learning at Stanford. The focus of these two sessions are to explore ways in which a team's specific mission drives the way in which the team is composed. Here we will focus on the important task of how to select the right members to improve the team's capacity to innovate or to implement. Using as our plot device, teams will attempt to solve a murder – and it is in the process of solving the murder that we will discover ways to improve team productivity, innovation, and learning.

### **Scaling Your Management Team**

#### **Hayagreeva Rao, PhD**

Atholl McBean Professor of Organizational Behavior and Human Resources  
Professor of Sociology (by courtesy), School of Humanities and Science  
Academic Director, Stanford Innovation and Entrepreneurship Certificate  
Director, Managing Talent for Strategic Advantage Executive Program  
Co-Director, Customer-Focused Innovation Executive Program  
Co-Director, Advanced Leadership Program for Asian American Executives

So you want to build a bigger team? Professor Rao identifies the key scaling challenges that confront every organization, honing in on the issues of talent acquisition, especially at top levels. Rao will dissect how the best leaders and teams develop, spread, and instill the right mindsets in their people -- rather than ruining or watering down the very things that have fueled successful growth in the past. Drawing on a carefully selected case study, you will see how one company approached adding two new co-founders and how that can be applicable to you as you look to build your team.

## **TUESDAY, MARCH 3**

### **Realizing Synergy: Managing Critical Conflict in Teams I & II**

**Margaret A. Neale, PhD**

*Throwing seven people together and calling them a “team” does not produce a team.* Transforming a group of individuals into a high performing team is part of the fabric of leadership. Building on several decades of research, we know that there are relatively predictable stages of group development through which leaders need to guide their teams. One of the more challenging and misunderstood stages of group development is the conflict stage, also known in the Tuckman model as “storming.” This two-part session will focus on the skills critical for navigating team conflicts productively.

### **The Pre-Mortem: Forecasting Disruption**

**Professor Baba Shiv, PhD**

Sanwa Bank, Limited, Professor of Marketing

Director of the Strategic Marketing Management Executive Program

Professor Baba Shiv introduces participants to the *Pre-Mortem*, an effective technique used to prepare for the future that is becoming more commonly employed. In this scenario, our class conducts an analysis of the cable industry ten years in to the future. The cable industry has died. What factors led to its death? Participants identify the external developments, disruptors and missteps that brought the cable industry down. The class will then take a fresh look at these issues in order to find potential solutions well before they arise, if they do.

### **Team Engagement Through Vision: The Power of Stories I & II**

**Jennifer Aaker, PhD**

General Atlantic Professor of Marketing

Stanford University

*Tell me the facts and I'll learn. Tell me the truth and I'll believe. But tell me a story and it will live in my heart forever.* How do you tell a story? This question becomes important for leaders of companies, who often need to act as an editor, shaping the stories told by employees and customers to align with a shared vision. A big idea is not enough. You need people to create it and people to buy into it. Your big idea needs a story. Stories inspire and engage teams, taking listeners on a journey that changes how they think, feel or act. This interactive course covers the many roles a narrative can play. Explore why a story is at the heart of effective innovation and how it can be used to transform culture. By the end of this short curriculum you will have gained:

- An understanding of the role stories play in business, and specifically innovation.
- An awareness of what makes for a good (and bad) story, and how to use stories for strategic advantage to further business objectives.
- Practice crafting stories, for internal and external stakeholders, which spur innovation.

**Evening Lecture: Transform Your Relationships with Stress**  
**Kelly McGonigal, PhD**

Back by popular demand, the Senior Executive Summit will host a special guest lecturer over dinner. Stanford psychologist and award-winning author Kelly McGonigal, PhD, offers a surprising new view of stress – one that reveals the upside of stress, and how to capitalize on its benefits. The latest science shows that with the right mindset, stress can make us smarter, stronger, and more resilient. Stress can even help you connect with what you care about most and strengthen close relationships. This session will explore both what makes stress good for you, and what you can do to get good at stress. The new science of stress resilience will give you a renewed sense of optimism about your own ability to handle whatever challenges life brings.

**WEDNESDAY, MARCH 4**

**The Post-Partum: Seizing Opportunity I & II**  
**Baba Shiv, PhD**

In this companion class to the *Pre-Mortem*, Professor Shiv introduces participants to the *Post-Partum*. We once again fast forward ten years into the future and find that the cable industry has thrived. Cable has beaten its competitors. What were the factors that led to such dramatic success? Our class identifies the opportunities, internal as well as external to the industry, which set cable on an upward trajectory. In contrast to the *Pre-Mortem*, the *Post-Partum* focuses on “positive deviances,” potential, often low probability events that can supercharge an industry.

**Driving Innovation & Problem Solving with Team-Based Design Thinking I & II**  
**Professor Daniel M. Klein**

*Faculty, Stanford Graduate School of Business and Hasso Plattner Institute of Design*  
*Lead Faculty, Improv, Stanford University Drama Department*

The challenges we face in the world today are too large to be solved by single disciplines and rigid modes of thought. *Design Thinking* is a holistic, user-centered approach to collaborative creativity, and a way to generate innovative, viable, real world solutions to thorny problems. We will start by adopting *The Improviser's Mindset* as a foundation, and then experience the *Design Thinking* process as used at the Hasso Plattner Institute for Design (d.school).

**Exclusive Presentation at Apple: *Culture of Innovation*** (on Apple Campus)

Shrouded in mystery and known for its *Think Different* mindset, Apple is one of the world's most private and successful technology companies. Learn about the organization during a guided tour of the Apple Executive Briefing Center and an exclusive customized presentation. You will hear how the leadership sets the groundwork for a culture of innovation as well as get a rare glimpse into how they lead within the company from a product perspective. Experience the Apple difference for yourself!

## **THURSDAY, MARCH 5**

### **Capture Your Learnings**

**Deborah H. Gruenfeld, PhD**

One of our goals during your time at Stanford is to provide you with the most rewarding educational experience possible. During this session we will discuss your takeaways from the sessions and your thoughts about how to apply the ideas, frameworks, concepts, and methods to your daily work. Often participants find that in the process of sharing their takeaways and hearing how colleagues will apply the models to their own work, new insights are found or new lessons learned. This session will enhance your learning by helping you manage and assimilate all of the information provided during the week.

### **The Big Picture**

**Deborah H. Gruenfeld, PhD**

Teams succeed not necessarily just because they work hard, but because they work smart. The BigPicture™ simulation was developed to help align people at all levels in an organization to achieve a common goal. In this unique program you will work in a team to produce a wall-sized 8' x 5' mural to a customer's specifications. Success will come from focusing on the critical objectives and processes that create the BIG picture, requiring flexible thinking, cross-collaboration, and an understanding of leadership roles.

By the end of this succinct exercise you will have gained experience:

- Practicing organizational alignment to satisfy and delight customers.
- Identifying ways to foster “horizontal” communication within groups.
- Addressing the challenge of identifying a common vision and implementing a single, unified strategy.
- Reinforcing organizational alignment, cross-team collaboration, and flexible thinking.

## Faculty



**Jennifer Aaker, PhD**  
*General Atlantic Professor of Marketing*  
*Stanford University*

A social psychologist and marketer, Jennifer Aaker is the General Atlantic Professor of Marketing at Stanford University's Graduate School of Business. Her research spans time, money and happiness. She focuses on questions such as: What actually makes people happy, as opposed to what they think makes them happy. How can small acts create infectious action, and how can such effects be fueled by social media?

Aaker is widely published in the leading scholarly journals in psychology and marketing, and her work has been featured in a variety of media including *The Economist*, *The New York Times*, *Wall Street Journal*, *Washington Post*, *BusinessWeek*, *Forbes*, *CBS Money Watch*, *NPR*, *Science*, *Inc*, and *Cosmopolitan*.

Aaker teaches in many of Stanford's Executive Education programs as well as MBA electives including *Designing Happiness*, *How to Tell a Story*, as well as *Brands, Experience & Social Technology (BEST)*. Recipient of the Distinguished Teaching Award, Citibank Best Teacher Award, George Robbins Best Teacher Award and both the Spence and Fletcher Jones Faculty Scholar Awards, she has also taught at UC Berkeley, UCLA and Columbia. Most recently she has co-authored the award winning book, *The Dragonfly Effect: Quick Effective Powerful Ways to Harness Social Media for Impact*.

Aaker received her Bachelor's degree in Psychology from the University of California, Berkeley in 1989 as well as her PhD in Marketing and her PhD in Psychology from the Stanford Graduate School of Business in 1995. A homegrown Californian, she has studied at the Sorbonne, and counts winning a dance-off in the early 1980's among her most impressive accomplishments.



**William P. Barnett, PhD**  
*Thomas M. Siebel Professor of Business Leadership, Strategy, and Operations*  
*Codirector of the Executive Program in Strategy and Organization*  
*Affiliated Faculty, Woods Institute for the Environment at Stanford*

William Barnett is the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations at the Graduate School of Business, Stanford University. After receiving his PhD in Business Administration from the University of California, Berkeley in 1988, Barnett was an Assistant Professor at the University of Wisconsin, Madison School of Business. In 1991, Barnett came to the Stanford Business School as an Assistant Professor. He became an Associate Professor in 1994, received tenure in 1996, and has been a full professor since 2001. Barnett has also twice been a Fellow at the Center for Advanced Study in the Behavioral Sciences, and is a Senior Fellow at the Woods Institute for the Environment at Stanford University. Barnett serves as associate editor or editorial board member for several academic journals.



**Deborah Gruenfeld, PhD**

*Moghadam Family Professor of Leadership and Organizational Behavior  
Co-Director of the Executive Program for Women Leaders*

Professor Gruenfeld's work on the psychology of power not only gives credence to the old adage that power corrupts, but it explains why this occurs. Whereas the classic Machiavellian perspective suggests that the effects of power are mostly premeditated and strategic, her research suggests that when power corrupts, it can be without conscious awareness. Her theory of power, published in *Psychological Review* with co-authors Dacher Keltner and Cameron Anderson, asserts that power is disinhibiting: by reducing concern for the social consequences of one's actions, power strengthens the link between personal desires and the acts that satisfy them. Recent papers document also that power leads to an action-orientation (*Journal of Personality and Social Psychology*) limits the ability to take another's perspective (*Psychological Science*), and that it increases the tendency to view others as means to an end (*Journal of Personality and Social Psychology*).

Gruenfeld's early work examined power dynamics in work groups, including the U.S. Supreme Court (*Journal of Personality and Social Psychology; Personality and Social Psychology Bulletin*). Her analyses of published opinions by U.S. Supreme Court justices suggested that when decisions are made by groups in a democracy, participants' styles of reasoning depend more on group dynamics (that is, whether justices are in the majority or the minority) than on individual's personalities, or their ideological preferences (liberal versus conservative.) This work received "outstanding dissertation" awards from the American Psychological Association and the Society for Experimental Social Psychology.

Gruenfeld was a fellow at the Center for Advanced Study in the Behavior Sciences from 2002-2003, and she is a member of the Society of Experimental Social Psychology. She is also the recipient of research grants from the MacArthur Foundation through the Program in Arms Control, Disarmament, and International Security at the University of Illinois; and the Citicorp Behavioral Sciences Research Council.

A sought-after teacher in the field of organization behavior, Professor Gruenfeld teaches in many of Stanford's Executive Education programs. She co-directs the Stanford Executive Program for Women, the Stanford Faculty Women's Forum Workshop on Leadership, Management and Influence, and the Women Do Lead program for GSB alumni. In the MBA program, she teaches required courses on teams and organizational behavior, and offers the elective "Acting with Power."

Gruenfeld joined the Stanford Graduate School of Business in 2000. She received her bachelor's degree in psychology from Cornell University in 1983, her master's in journalism from New York University in 1985, and her PhD in psychology from the University of Illinois in 1993. Before starting her academic career, she worked as a journalist and public relations consultant.



**Daniel M. Klein**

*Faculty, Stanford Graduate School of Business and Hasso Plattner Institute of Design  
Lead Faculty, Improv, Stanford University Drama Department*

Dan Klein teaches Improvisation full time at Stanford University where he is on the faculty of the Drama Department and the Graduate School of Business and teaches at the d.school. In 2009, Klein was named Stanford Teacher of the Year by the Student’s Association.

At the GSB he co-teaches (with Professor Deb Gruenfeld), “Acting with Power” which explores the use of status behaviors to increase organizational effectiveness. Professors Klein and Gruenfeld also do a version of the class for executive education programs like the Executive Program for Social Entrepreneurs. His work at Hasso Platner Institute for Design involves teaching workshops on Improv and Design for interdisciplinary graduate students studying Design Thinking. The Hasso Platner Institute for Design is a graduate program that uses design thinking to drive multidisciplinary innovation. Students from Business, Engineering, Education and the Humanities come together to solve big, messy problems.

Beyond Stanford, Klein has lead similar workshops custom tailored for various groups, including the High Performance Leadership program at IMD Business School in Switzerland and the Kauffman Fellows Program helping to train global leaders in venture capital. Dan has also partnered with Stanford Professor Carol Dweck to create interactive workshops on her breakthrough research on Mindset.

Klein’s other clients include: Cisco, Oracle, Nestle, Visa, ING, Barclay’s Global Investments, Randstad, Nobel Biocare, and many more. Dan received his Bachelor’s degree in Human Biology: Cognition and Creativity from Stanford University in 1991.



**Kelly McGonigal, PhD**

*Faculty, Stanford Graduate School of Business, Stanford School of Medicine  
And Stanford Center for Compassion, Altruism Research, and Education*

Kelly McGonigal, PhD, is a health psychologist and lecturer at Stanford University, and a leading expert in the new field of “science-help.” She is passionate about translating cutting-edge research from psychology, neuroscience, and medicine into practical strategies for health, happiness, and personal success.

Her most recent book, *The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It*, explores the latest research on motivation, temptation, and procrastination, as well as what it takes to transform habits, persevere at challenges, and make a successful change. She teaches for a wide range of programs at Stanford University, including the Stanford Center for Compassion and Altruism Research and Education, the Graduate School of Business, and the School of Medicine’s Health Improvement Program. She has received a number of teaching awards for her undergraduate psychology courses, including Stanford University’s highest teaching honor, the Walter J. Gores award. Her popular public courses through Stanford’s Continuing Studies program—including the Science of Willpower and the Science of Compassion—demonstrate the applications of psychological science to personal health and happiness, as well as organizational success and social change.

Her psychology research (on compassion, mindfulness, and emotion regulation) has been published in *The Journal of Personality and Social Psychology*, *Motivation and Emotion*, *The International Journal of*

*Psychiatry in Medicine*, and *The Journal of Happiness Studies*. From 2005-2012, Dr. McGonigal served as the Editor in Chief of the *International Journal of Yoga Therapy*, a peer-reviewed journal of mind-body research, healthcare policy, and clinical practice. A long-time practitioner of yoga and meditation, Dr. McGonigal is a founding member of the Yoga Service Council and serves on the advisory boards of several non-profit organizations bringing yoga and meditation to underserved and at-risk populations, including Yoga Bear (providing yoga in hospitals nationwide and to cancer survivors and their caregivers) and The Art of Yoga Project (bringing yoga into juvenile detention facilities in the San Francisco Bay Area).

Dr. McGonigal received her PhD in psychology from Stanford University, with a concentration in humanistic medicine. She received a B.A. in Psychology and a B.S. in Mass Communication from Boston University. She is also passionate about the benefits of physical exercise and has been certified as a group fitness instructor since 2000. In her free time, she continues to teach group fitness classes – because sometimes moving, breathing, and sweating is the best thing you can do to create health, joy, and resilience.



**Margaret Ann Neale, PhD**

*Adams Distinguished Professor of Management*

*Director of the Managing Teams for Innovation and Success Executive Program*

*Director of the Influence and Negotiation Strategies Executive Program*

*Co-Director of the Executive Program for Women Leaders*

Margaret A. Neale is the Adams Distinguished Professor of Management. She was the Graduate School of Business John G. McCoy-Banc One Corporation Professor of Organizations and Dispute Resolution from 2000-2012. Trust Faculty Fellow in 2011-2012 and in 2000-2001. From 1997-2000, she was the Academic Associate Dean of the Graduate School of Business at Stanford University. Prior to joining Stanford's faculty in 1995, she was the J.L. and Helen Kellogg Distinguished Professor of Dispute Resolution and Organizations at the J.L. Kellogg Graduate School of Management at Northwestern University. She received her Bachelor's degree in Pharmacy from Northeast Louisiana University, her Master's degrees from the Medical College of Virginia and Virginia Commonwealth University and her PhD in Business Administration from the University of Texas. She began her academic career as a member of the faculty at the Eller School of Management of the University of Arizona.

Professor Neale's major research interests include bargaining and negotiation, distributed work groups, and team composition, learning, and performance. She is the author of over 70 articles on these topics and is a coauthor of three books: *Organizational Behavior: A Management Challenge* (third edition) (with L. Stroh and G. Northcraft) (Erlbaum Press, 2002); *Cognition and Rationality in Negotiation* (with M.H. Bazerman) (Free Press, 1991); *Negotiating Rationally* (with M.H. Bazerman) (Free Press, 1992); and one research series – *Research on Managing in Groups and Teams* (with Elizabeth Mannix) (Emerald Press). She is or has served on the editorial boards of the *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *International Journal of Conflict Management*, and *Human Resource Management Review*.

In addition to her teaching and research activities, Neale has conducted executive seminars and management development programs in the United States, United Kingdom, Australia, Holland, Switzerland, Brazil, Thailand, France, Canada, Nicaragua, the People's Republic of China, Hong Kong, United Arab Emirates, Mexico, Israel, and Jamaica for public agencies, city governments, health care and trade associations, universities, small businesses and Fortune 500 corporations in the area of negotiation skills, managerial decision making, managing teams, and workforce diversity. She is the faculty director of three executive programs at Stanford University: Influence and Negotiation Strategies, Managing Teams for Innovation and Success, and the Executive Program for Women Leaders.



**Hayagreeva Rao, PhD**

*Atholl McBean Professor of Organizational Behavior and Human Resources  
Professor of Sociology (by courtesy), School of Humanities and Science  
Director of the Managing Talent for Strategic Advantage Executive Program  
Co-Director of the Customer-Focused Innovation Executive Program  
Academic Director, Stanford Innovation and Entrepreneurship Certificate*

Hayagreeva Rao's most recent book, co-authored with Bob Sutton of the School of Engineering at Stanford, is *Scaling Up Excellence* ([www.scalingupexcellence.com](http://www.scalingupexcellence.com)). The book is a Wall Street Journal Best Seller, and was included in the best business books to read in 2014 by *Financial Times*, *Amazon*, *Forbes*, and *Washington Post*.

Professor Rao's research has been published in journals such as the *Administrative Science Quarterly*, *American Journal of Sociology*, *American Sociological Review*, *Academy of Management Journal*, *Organization Science* and *Strategic Management Journal*. He is also the author of "Market Rebels: How Activists Make or Break Radical Innovation," Princeton University Press 2009.

Rao served as the Editor of *Administrative Science Quarterly*, and has been a member of the editorial boards of *American Journal of Sociology* and *Organization Science and Academy of Management Review*. He has been a Member of the Organizational Innovation and Change Panel of the National Science Foundation. He is a Fellow of the Center for Advanced Study in Behavioral Science, a Fellow of the Sociological Research Association and also a Fellow of the Academy of Management.

Professor Rao's teaching specialties include leading organizational change, building customer focused cultures, and organization design. He teaches courses on these topics to MBA and executive audiences. He has consulted with, and conducted executive workshops for, organizations such as Aon Corporation, British Petroleum, CEMEX, General Electric, Hearst Corporation, IBM, Mass Mutual, James Hardie Company, Seyfarth and Shaw. Additionally, he also worked with nonprofit organizations such as the American Cancer Society and governmental organizations such as the FBI and CIA, and the intelligence community.

Among the awards he has received are the Sidney Levy Teaching Award from the Kellogg School of Management and the W. Richard Scott Distinguished Award for Scholarship from the American Sociological Association. Rao received his Bachelor's degree from Andhra University in 1978, his Post-Graduate Diploma in Personnel Management and Industrial Relations in 1980, and his PhD from Case Western Reserve University in 1989.



**Baba Shiv, PhD**

*Sanwa Bank, Limited, Professor of Marketing*

*Director of the Strategic Marketing Management Executive Program*

In his academic career spanning over than 20 years, Professor Shiv's research has won numerous awards including the William O'Dell award for an article that made the most significant, long-term contribution to marketing theory and practice. Two of his research publications received the Citation of Excellence from *Emerald Management Reviews* (Top 50 Management Articles in 2005 and 2009). In 2001, Professor Shiv was identified by the Marketing Science Institute as one of the future leaders of the next generation of marketing academics. His work has been featured in a variety of media outlets including The Tonight Show with Jay Leno, CNN, Fox Business, *Financial Times*, *The New York Times*, *Wall Street Journal*, NPR, and Radio Lab.

Shiv has served as the editor of the *Journal of Consumer Research*. He is also on the editorial boards of the *Journal of Consumer Psychology*, *Journal of Retailing*, *Journal of Marketing* and the *Journal of Marketing Research*.

Shiv received his Bachelor of Engineering from the College of Engineering in Guindy, Chennai in 1983. He went on to receive his MBA from the Indian Institute of Management in Ahmedabad in 1988 and his PhD from Duke University in 1996.