

## KARL JAMES MOORE

### Office:

Faculty of Management  
McGill University  
1001 Sherbrooke West  
Montreal, Canada, H3A 1G5  
(514) 398-4138  
karl.moore@mcgill.ca

### EDUCATION

- 1995 York University, Toronto  
Schulich School of Business  
Ph.D. in Marketing, minor in Strategy  
Dissertation: Title: "*Global Mandates/CEOs and  
Subsidiary Specific Advantages.*"
- 1979 University of Southern California, Los Angeles  
Master of Business Administration  
Major in Managerial Decision Systems.  
Dean's Honour List  
Graduated Magma Cum Laude
- 1977 Ambassador University, Pasadena, California  
Bachelor of Science in Business  
Dean's Honour List and Magma Cum Laude

### PROFESSIONAL QUALIFICATION

Certification in Product and Inventory Management,  
1989

### ACADEMIC POSITIONS

Sept. 2000-Present

McGill University

Associate Professor (2003 - Present)  
Visiting Professor  
Desautels Faculty of Management

Associate Professor (2005 – Present)  
Department of Neurology & Neurosurgery  
Faculty of Medicine

#### Notable Initiatives:

- Teach strategy and leadership in the M.B.A., B.Com and Executive programs.
- Cycle Director for the Advanced Leadership Program with Henry Mintzberg
- Module Director for the International Masters in Practicing Management.

- Co-Module Director of the International Masters for Health Leadership.
- Founding Member of the MD Lead group for physician management training.
- Member of the Operating Committee (2003-2004)
- Member of the Senate (2004-2006)

1995-Present

Green Templeton College, Oxford University

Associate Fellow

Fellow in Strategy

Taught strategy and marketing in executive programs, MBA, MPhil and doctoral programs.

### REFEREED ARTICLES – + 3400 Google Scholar citations

- 2017** Moore, Karl, “Review of The Code Economy: A Forty-Thousand History,” **Business History Review**, Volume 92, Issue 4, pages 601-03.
- 2015** Reid, Susan, Deborah Roberts and Karl Moore, “The Impact of Technology Vision on Early Success: The Case for Radically New, High-Tech Products”, **Journal of Product Innovation Management**, Volume 32, Issue 4, pages 593-609. (Impact factor 2.109).
- 2015** Moore, Karl, “A Senior Scholar Interview with Denise Rousseau,” **The Journal of Management History**, Vol. 21, No 4, pp. 405-409.
- 2015** Moore, Karl, “A Senior Scholar Interview with Lyman Porter,” **The Journal of Management History**, Vol. 21, No. 1, pp. 8-14.
- 2015** Moore, Karl, “A Senior Scholar Interview with Lotte Bailyn,” **The Journal of Management History**, Vol. 21, No. 3, pp. 388-393.
- 2015** Moore, Karl, “A Senior Scholar Interview with Kathryn Harrigan,” **The Journal of Management History**, Vol. 20, No. 3, pp. 333-338.
- 2014** Moore, Karl, “A Senior Scholar Interview with Arthur Bedian,” **The Journal of Management History**, Vol. 20, No. 4, 2014, pp. 347-351.
- 2012** Karl Moore, “A Senior Scholar Interview with Michigan’s Jane Dutton,” **The Journal of Management History**, forthcoming.
- 2011** Karl Moore, “A Senior Scholar Interview with Harvard’s Joseph Bower,” **The Journal of Management History**, Volume 17, Issue 3, 2011, pages 249-253.
- 2010** Gopaul, Ishana and Karl Moore, “Managing the Postmodern Generation: New Perspectives by Exploring the Parallelism between Postmodern Management and Music,” **The International Journal of Knowledge, Culture and Change Management.**, Volume 10, 2010, December 2010.

- 2010** Moore, Karl "Globalization and the Cold War," *Management & Organizational History*, Volume 5, Number 1, Winter 2010, pages 5-17.
- 2008** Moore, Karl and Susan Reid, "The Birth of Brand," *Business History*, Vol. 50, Number 4, 2008, pages 419-432.
- 2006** Borsuk, Daniel, Karl Moore, Grace Tan and Teanoosh Hosseinzadeh, "Replantation surgery in Quebec: The bottlenecks to rapid care," *Canadian Journal of Plastic Surgery*, Volume 14, Number 3, Autumn 2006, pages 155-163.
- 2006** Moore, Karl, Salem Razack, Hema Patel, Linda Snell and Laurel Taylor, "Management and Leadership Development Programs for the Medical Community at McGill University," *McGill Journal of Medicine*, Volume 9, Number 1, 2006, pages 74-77.
- 2006** Razack, Salem, Hema Patel, Linda Snell, Laurel Taylor and Karl Moore, "The MD-Lead Study of Manager Role Training For Senior Residents: Evidence of Effectiveness From A Single-blind, Randomized, Controlled Trail," *Clinical and Investigative Medicine*, abstract.
- 2006** Gagnon, Sylvie, Monique Caron-Bouchard, Lise Renaud, Marie-Claude Lagacé, Laurette Dubé, Danielle Maisonneuve, Lyne Mongeau, Karl Moore, and Louise Getty, "Contribution des contenus télévisuels dans la formation de normes associées à la pratique d'activités physiques à l'adolescence. Quels messages pour quels jeunes?" *Canadian Journal of Public Health*, Winter, pages 58-65. (impact factor 1.82)
- 2005** Moore, Karl, "The First Era of Globalization: "Know World" Globalization in the Time of the Roman Empire," *AIB Insights*, Spring 2005.
- 2002** Worren, Nicolay, Karl Moore and Pablo Cardona, "Modularity, Strategic Flexibility and Firm Performance: A Study of the Home Appliances Industry," *Strategic Management Journal*, 23: 1123-1140. (Impact factor 3.92, ranked second among management journals)
- 2002** Worren, Nicolay, Karl Moore and Richard Elliot, "When Theories become Tools: Toward a Framework for Pragmatic Validity," *Human Relations*, 55 (10): 1227-1250. (Impact factor 1.04)
- 2001** Moore, Karl, "A Strategy for Subsidiaries: Centres of Excellence to Build Subsidiary Specific Advantages," *Management International Review*, Third Quarter, 275-290. (MIR is not ranked by JCR, but is on the *Financial Times* list of 40 most influential management journals)
- 2000** Worren, Nicolay, Keith Ruddle and Karl Moore, "A Response to Criticism of From Organizational Development to Change Management: The Emergence Of A New Profession," *Journal of Applied Behavioural Science*, 36, 3, September: 376-379.

- 2000** Moore, Karl and David Lewis, "The Triumph of American Capitalism: An Assyrian Perspective," ***Business Strategy Review***, 11 (1), Spring: 35-44.
- 2000** Moore, Karl and David Lewis, "Multinational Enterprise in Ancient Phoenicia," ***Business History***, Vol. 42, No. 2, April: 17-42. (Impact factor .932, ranked number 1 in Social History Category)
- 1999** Worren, Nicolay, Keith Ruddle and Karl Moore "From Organizational Development to Change Management: The Emergence of a New Profession," ***Journal of Applied Behavioural Science***, 35, 3, September: 273-286. The second most cited article in the +35 year history of *JABS*.
- 1998** Moore, Karl and Julian Birkinshaw, "Managing Knowledge in Global Service Firms: Centres of Excellence," ***Academy of Management Executive***, 12,3, November: 81-92. (Impact factor .0881) Won award as one of top three papers for the *AME* for 1998.
- 1998** Moore, Karl and David Lewis, "The First MNEs: Assyria Circa 2000 B.C.," ***Management International Review***, second quarter: 95-107. (On the Financial Times list of 40 most influential management journals)
- 1997** Moore, Karl, "A Globalization Strategy for Subsidiaries: Subsidiary Specific Advantage", [thesis abstract] ***Journal of International Business Studies***, First Quarter. (Impact factor 1.46)
- 1996** Moore, Karl and Ben Andradi, "Who Will Win On the Internet?" ***Journal of Brand Management***, Fall Issue: 47-54.
- 1995** Moore, Karl, Roger Heeler and Robert Burbach, "Using Neural Network Software To Analyse Qualitative Data," ***Marketing Research***, Winter Issue.

#### REFEREED JOURNAL ARTICLES UNDER WAY

Nicolay Worren and Karl Moore, Organizational Design Constrains, for submission to *Academy of Management Review*.

#### BOOKS

- 2021** Moore, Karl. *We're All Ambiverts Now*, under review with the Stanford University Press.
- 2020** Moore, Karl. *Effectively ~~Leading, Managing~~, Working With Millennials*. McGill Queens University Press.
- 2009** Moore, Karl and Niketh Pareek. *Marketing*. London: Routledge. Second edition with new chapters on web marketing, podcasts and videocasts.

- 2009** Moore, Karl and David Lewis. *Origins of Globalization*. London & New York: Routledge.
- 2009** Moore, Karl and Louis Hebert. *Strategy and Globalization: The Underlying Principles*. A Four Volume Series. London: Sage, January, 2009.
- 2006** Moore, Karl and Niketh Pareek. *Marketing*. London: Routledge, 269 pages, published May, 2006. According to *The Business Executive*, a monthly business newspaper published for the Southern Ontario and Metro Toronto region, Karl and Niketh Pareek's Book, *Marketing* was the 8<sup>th</sup> in a list of 10 business best sellers in October 2007.
- 2001** Moore, Karl and David Lewis, 2001. *Foundations of Corporate Empire*. London: Financial Times/Prentice Hall Publishing. 319 pp. Reviewed in the *Report of Business Magazine*, *The National Post*, *The Australian Financial Review*, *Montreal Gazette*, etc..
- 1999** Moore, Karl and David Lewis, 1999. *Birth of the Multinational: 2000 Years of Ancient Business History – from Ashur to Augustus*. Copenhagen: Copenhagen Business School Press. 341 pp. With a foreword by Professor John Dunning. Reviewed in *JIBS* (impact factor 1.460), the *Journal of Economic Literature* (impact factor 4.312, number one journal in economics), *The Economic Journal* (impact factor 1.134), *Transnational Corporations*, *International Business Review*, *Management Learning*, the *Asia Pacific Journal of Systems Management* and the *Times Literary Supplement*.
- 1998** Coveney, Patrick and Karl Moore, 1998. *Business Angels: Securing Start up Finance*. London: John Wiley and Sons.

## BOOK CHAPTERS

- 2017** Moore, Karl, "Management in Antiquity", *Oxford Bibliographies in Management*, Oxford University Press, revised entry.
- 2012** Moore, Karl, "Strategies for Change" In Eric Kessler, the *Encyclopedia of Management Theory*, Sage.
- 2012** Moore, Karl, and Alexandra Klein "John Kotter." In Morgen Witzel, the *Oxford Handbook of Management Theorists*, Oxford University Press.
- 2010** Moore, Karl, "Elements in Fighting Obesity." In L. Dubé, A. Bechara, A. Dagher, A. Drewnowski, J. LeBel, P. James, & R. Y. Yada (eds) (2010) *Obesity Prevention: The Role of Brain and Society on Individual Behavior*. New York, NY: Elsevier, Inc.
- 2010** Chen, Xioye, Moore, Karl and Lisa Renaud, "Partnerships in Fighting Obesity." In L. Dubé, A. Bechara, A. Dagher, A. Drewnowski, J. LeBel, P. James, & R. Y. Yada (eds) (2010) *Obesity Prevention: The Role of Brain and Society on Individual Behavior*. New York, NY: Elsevier, Inc, pp. 661-671.

- 2008** Moore, Karl, "The Transcultural Manager." In Karl Moore and Louis Hebert (editors), *Contemporary Issues in Business and Globalization*. London: Sage, forthcoming November 2008.
- 2008** Moore, Karl and Julian Birkinshaw, "Centres of Excellence in Global Service Firms." In Karl Moore and Louis Hebert (editors), *Contemporary Issues in Business and Globalization*. London: Sage, forthcoming November 2008.
- 2008** Moore, Karl, "The Transcultural Manager." In G.P Sudhakar and Sumati Reddy (editors) *The Global Manager*. Hyderabad: Icfai University Press, pp. 22-29.
- 2008** Chen, Xioye, Karl Moore, Lise Renaud and Laurette Dube, "From Corporate Social Responsibility of Social Alliances: A Case of Childhood Obesity Prevention." In Lise Renaud (editor), *Les Medias et le Faconnement des Normes En Matiere de Sante*. Montreal : Presses de L'Universite du Quebec.
- 2004** Moore, Karl, "Great Global Managers." In Stuart Crainer and Des Dearlove (eds) *Financial Times Handbook of Management*. London: Financial Times.
- 2000** Moore, Karl, "John H. Dunning." In Morgen Witzel, *Biographical Dictionary of Management*. Bristol, England: Thoemmes Press.
- 2001** Moore, Karl and Keith Ruddle, "Organising For E-Commerce in MNE's." In Leslie Willcocks and Chris Sauer (eds.) *Moving to E-Business: 99-123*. London: Random House.
- 1999** Moore, Karl, "Centres of Excellence and Competence Development of the MNC: The Emergence of Subsidiary Specific Advantages." In Ulf Holm and Torben Pedersen (eds.) *Centres of Excellence in MNCs, London: MacMillan*.
- 1998** Moore, Karl, "Thinking Beyond Borders: Strategies for Subsidiaries in a Global Business World." In George Bickerstaffe (ed) *Mastering Global Business*, London: FT/Pitman Publishing: 125-130.
- 1997** Worren, Nicolay, Karl Moore and Peter Collett, "When Theories Become Tools: The Pragmatic Validity of Conceptual Models." In *Centre for Research into Industry, Enterprise, and the Firm*. St. Andrews: University of St. Andrews.
- 1997** Worren, Nicolay, Keith Ruddle and Karl Moore, "From Organizational Development to Change Management: The Emergence of a New Global Profession." In *Centre for Research into Industry, Enterprise, and the Firm*. St. Andrews: University of St. Andrews.
- 1997** Moore, Karl and Roger Heeler, "A Competency Based View of the Subsidiary." In Peter Buckley and J.L. Mucchielli (eds.) *Globalization and Regionalization in International Trade and Investment*. London: International Business Press.

## EXECUTIVE AND OTHER PUBLICATIONS

- 2019 Moore, Karl, "Five Types of Extrovert Breaks", **Wharton Leadership Digest**, Summer 2019.
- 2015 Moore, Karl, "Why Leaders Should Channel Their Inner Introverts", **Wharton Leadership Digest**, Summer 2015.
- 2011 Moore, Karl and Kaylann Knickle, "The Importance of Steve Jobs", **Policy Options**, December 2011/January 2012.
- 2011 Moore, Karl, "The Emergent Way: How to Achieve Meaningful Growth in An Era of Flat Growth", **Ivey Business Journal**, November/December, 2011.
- 2010 Moore, Karl and David Lewis, "The Future of Europe and the Future of Globalization", **FD Outlook**, October, 2010.
- 2010 Troy, Gil and Karl Moore, "From The President to the President: Leading from the Center in Business." **Ivey Business Journal**, September 2010.
- 2010 Moore, Karl and David Lewis, "The New Face of Globalization" **Policy Options**, June 2010.
- 2010 Moore, Karl, "Regrets: I Have Had More Than A Few." **The Conference Board Review**, Winter 2010.
- 2009 Moore, Karl and William Polushin, "The Six Types of Canadian SMEs." **Policy Options**, September 2009.
- 2009 Moore, Karl and David Lewis, "Known World Globalization in the Roman Empire." **Ivey Business Journal**, May 2009.
- 2008 Polushin, William and Karl Moore, "Creating Globally Competitive Canadian Manufacturing Enterprises." **Ivey Business Journal**, September, 2008. 15 pages.
- 2008 Moore, Karl and David Amer, "Does National Identity Still Matter?" **European Business Forum**, Summer 2008.
- 2007 Moore, Karl, "Canadian Business Leaders Must Pick Up the Challenge, **Policy Options**, Vol. 28, No. 7, Fall, 2007, 47-49.
- 2006 Moore, Karl, "Transcultural Managers," **World Business**, Vol. 6, Issue 1, October, 2006.
- 2006 Mintzberg, Henry and Karl Moore, "Global or Worldly?", **World Business**, Vol. 1, Issue 1, April 2006, p. 17. Journal published by INSEAD and Haymarket.
- 2006 Moore, Karl, "Developing a Worldly Mindset," **Business World**, India's leading Business Weekly, with over 5 million readers, April 2006

- 2006** Renaud, Lise, Monique Caron-Bouchard, Marie-Claude Lagacé, Danielle Maisonneuve, Lyne Mongeau, Laurette Dubé et Karl Moore. 2006. Comment le consommateur s'y retrouve-t-il dans l'ensemble des messages en matière d'alimentation et de santé? **Canadian Issues**, Hiver 2006, pages 39-45.
- 2006** Lagace, Marie Claude, Lyne Mongeau, Karl Moore, Lise Renaud, Danielle Maisonneuve, Monique Caron-Bouchard et Laurette Dubé. 2006. Alimentation, média et maintien du poids santé : ce que pensent des gestionnaires de l'industrie agro-alimentaire de leur rôle dans la balance, **Canadian Issues**, Hiver 2006, pages. 58-63.
- 2005** Moore, Karl, "As boas experiencias", **Economia Pura**, September/October, 2005. Portugal's leading business magazine.
- 2005** Moore, Karl and Alan Rugman, "Globalization is about Regionalization," **McGill International Review**, Vol. 6, Issue 1, Fall, 2005.
- 2005** Moore, Karl and Alan Rugman, "The Myth of Global Business," **European Business Forum**, Summer 2005.
- 2005** Moore, Karl, "Harnessing Global Learning: The Role of the Subsidiary," **European Business Forum**, Winter 2005.
- 2005** Moore, Karl, "The Best Source of Global Managers," **Harvard Business Review**, February 2005, Letter to the Editor.
- 2004** Moore, Karl, "De Que Lideres Precisam as Empresas?" **Economica Pura**, The Harvard Business Review translated in to Portuguese with a few additional articles, December 2004.
- 2004** Pound, Richard, and Karl Moore, "Volunteering To Be A Better Manager," **Strategy + Business**, Issue 35, Summer 2004: 12-13.
- 2004** Moore, Karl and Mark Smith, "Taking Global Brands to Japan," **Across the Board**, January /February 2004: 39-42.
- 2004** Moore, Karl and Alan Rugman, "US multinationals Are Regional Not Global," **Business Strategy Review**, published by The London Business School, Volume 14, Issue 4, Winter: 2.
- 2002** Moore, Karl. "Ancient Parallels: Fortune Favours the Global Business," **Horizon**, published by BP, December: 52.
- 2003** Moore, Karl and Joreg Vasconcellos, "Regional Sim, Global Nao, Nacional Talvez," **Gesto Pravta**, October.
- 2003** Moore, Karl, "Foundations of Big Business: An Interview with Karl Moore," **The Long Term View**, published by The Massachusetts



School of Law, Volume 5, Number 4, Spring: 72-73.

- 2003** Moore, Karl and Alan Rugman, "Canadian Multinationals are Regional Not Global," *Policy Options*, August: 44-47.
- 2003** Moore, Karl and Alan Rugman, "Does Globalisation Wear Mickey Mouse Ears?," *Across the Board*, published by The Conference Board, Volume 39, Issue 1, January/February: 11-13.
- 2003** Moore, Karl and Mark Johnson, "Le dilemme de l'innovateur," *Geston*, Volume 28, number 2, summer: 76-81.
- 2003** Moore, Karl, "Great Global Managers," *Across the Board*, published by The Conference Board, Volume 39, Issue 3, June: 20-43. This was picked up by Means Business an ezine which goes to over 80,000 subscribers as one of the top 10 business articles of the month.
- 2004** Moore, Karl and Alan Rugman, "Think Regional, Act Local, Forget Global," *Strategy + Business*, published by Booz Allen Hamilton, Summer: 18-19.
- 2004** Moore, Karl, "A Subsidiaria nao precisa ficar restrita a um papel coadjuva," *Gazeta Mercantil*, Leading Latin American Business Newspaper, August 4.

### On-line Publications

**Talking Management**, for the *Globe and Mail*, Canada's National Newspaper, a weekly videocast which commenced in June 2007 and ended in August 2016. It features my interviewing CEOs, well known academics, younger academics with interesting ideas and every couple of months myself discussing my latest thinking based on my research and executive education activities. It received an average of + 8,000 downloads a week.

**Rethinking Leadership**, for *Forbes*. A weekly blog which commenced in March, 2011. The best received entry received over 160,000 views and over 7,500 social media mentions. An estimated over +1,500,000 views.

### Radio Show

#### **The CEO Series on CJAD, a BellMedia station in Montreal.**

A one-on-one hour-long interview with CEOs and other leaders.

### 2019

Dan Park, CEO of Uber Eats Canada.

Susan DeVore, CEO of Premier.

Kareen Rispal, French Ambassador to Canada.

Jens Bischof, Managing Director of SunExpress.

Jean-François Gagné, Founder and CEO of Element AI.

Dani Reiss, CEO of Canada Goose.

Julian Giacomelli, CEO of RISE Kombucha.  
Ken Holland, GM and Exec. Vice-president of Detroit Red Wings.  
Hicham Ratnani, Co-founder and COO of Frank and Oak.  
Moya Green, Former CEO of Canada Post and Royal Mail.  
John Micklethwait, Editor-In-Chief of Bloomberg News.  
Mairead Lavery, president and CEO of Export Development Canada.  
Oliver Royant, Editor in Chief of Paris Match.  
Jean Todt, President of Fédération Internationale de l'Automobile  
Yona Shtern, CEO of Arrive.  
Kevin Lobo, CEO of Stryker.  
Marc Parent, President & CEO of CAE.  
Eileen Murray, co-CEO of Bridgewater Associates.  
Marcy and John McCall MacBain, Founders of the McCall MacBain Foundation.  
Scott McDonald, President & CEO of Oliver Wyman Group.  
Daniel Saks, President & co-CEO AppDirect.  
David Hopkinson, Global Head of Partnerships for Real Madrid.  
Allan Macdonald, EVP Canadian Tire Corporation.  
Valérie Pisano, President & CEO of Mila.  
Emmanuel Lulin, Chief Ethics Officer at L'Oréal.  
Dr. Daniel Borsuk, Chief of Plastic Surgery at Sainte Justine Hospital, performed the first successful human face transplant in Canada.  
Yves Daccord, Director General of the International Committee of the Red Cross.  
Jonathan Stent-Torriani, co-CEO of Newrest.  
Benjamin Smith, CEO of Air France-KLM.  
Generation Z roundtable with three McGill students.  
Eytan Bensoussan, co-founder & CEO of North One.

## **2018**

Tamara Roberts, CEO Ridgeview Vineyards.  
Jennifer Heil and Alex Bilodeau. Winter Olympics Games winners.  
The actresses Emma and Kat.  
Dean of Medicine of Harvard University.  
Sophie Brochu, CEO of Énergir.  
Sam Watts, CEO of welcome Hall Mission.  
Alain Bellemare, CEO of Bombardier.  
Narayana Murthy, Co-Founder and former CEO of Infosys.  
General Jonathan Vance, Head of the Canadian Military.  
Rob Khazzam, GM of Uber Canada.  
Henry Mintzberg, Professor of Management Studies at McGill University.  
Amy Edmonson, Harvard University Business Professor.  
Damon Williams, CEO of RBC Wealth Management.  
Nathalie Pilon, CEO of ABB Canada.  
Som Seif, CEO of Purpose Investment.  
David McMillan and Jon Cercone, Renowed Montreal Restaurateurs.  
Mark Hantho, Chairman of Global Investment Banking at Deutsche Bank.  
Laurent Beaudoin, Former et Chairman and CEO of Bombardier.  
Mohammad Yunus, Nobel Peace Prize Laureate.  
Bertrand Cesztet, CEO of Sid Lee.  
Angela Brown, President and CEO of Moneris Solutions.

David Eidelman, Dean of the Faculty of Medicine, McGill University.  
Zoe Yujnovich, Chairman of Shell Australia.  
Sri Sri Rovin Shankar, Founder of Art of Living Foundation.  
Adrian Woolridge, Political Editor of The Economist.  
Helen Antoniou, Author of “Back to Beer...and Hockey”.  
Edward Sims, CEO of WestJet.  
Frank Kollman, CEO of L’Oréal Canada.  
Benoît Robert, CEO of Communauto.  
Heimir Hallgrímsson, Former manager of the Icelandic men’s Football Team.  
Marie Josée Lamothe, President and founder of Tandem.  
Alexandre de Juniac, Director general and CEO of IATA.  
Mark Shapiro, CEO Toronto Blue Jays baseball team  
Amanda Lang, Leading Canadian Business Journalist  
Kent Nagano, Conductor MSO  
Monique Leroux, CEO Desjardins Group  
Phillip Crawley, CEO and Publisher of the *Globe and Mail*

## **2017**

David Bensadoun, CEO Aldo Group  
Adam Bryant, Corner Office Columnist of the *New York Times*  
Millennials Panel  
Andrew Torriani, CEO Ritz Carleton Montreal  
Mohammad Ashur, CEO of Aspire.  
Anna Chif and Francois Lafortune, entrepreneurs  
Alain Giguere, CEO Crop  
Angela Brown, CEO Moneris  
Elyse Allen, CEO GE Canada.  
Neil Bruce, CEO of SNC  
David Walmsley, Editor-in-Chief of the *Globe and Mail*  
Bob DeLuce, CEO Porter Airlines  
Michael Denham, CEO BDC  
Bertrand Cesztv, CEO Sid Lee  
Rima Qureshi, CEO Erickson, North America  
Jonathan Goodman, CEO Monitor Deloitte  
Brian Scudamore, CEO, 1-800-GOT-JUNK?

## **2016**

Daniel Lamarre, President and CEO, Cirque du Soleil  
Ben Smith, President, Passenger Airlines, Air Canada  
Yves Desjardins Siciliano, President and CEO of VIA Rail  
Daniel Saks, President and co-CEO, AppDirect  
Dax Dasilva, CEO, LightSpeed  
Patrik Frisk, CEO, ALDO Group  
Katherine Barr, Founding Partner, Wildcat Venture Partners  
Susan Cain, Chief Revolutionary and Co-Founder, Quiet Revolution; Author, *Quiet*  
Sue Paish, CEO, LifeLabs  
Ken Dryden, former Goaltender, Montreal Canadiens and politician  
John Wood, Founder, Room to Read  
Alain Bellemare, President and CEO, Bombardier

Michael Goldbloom, Principal, Bishop's University  
Joanne Liu, International President, Doctors Without Borders  
Muhammad Yunus, Nobel Peace Prize Laureate for microcredit  
Tony Tyler, former Director General, IATA  
Patrick Pichette, former CFO, Google  
Zoe Yujnovich, Executive Vice President, Heavy Oil, Shell Canada  
Olivier Royant, Editor in Chief, Paris Match  
Eric Friedman, Co-Founder and Chief Technology Officer, Fitbit  
Larry Rosen, CEO, Harry Rosen Inc.  
Alan Shepard, President and Vice-Chancellor, Concordia University  
Caito Maia, CEO, Chilli Beans Sunglasses  
Asheesh Advani, CEO, Junior Achievement Worldwide  
Paul Martin, former Canadian Prime Minister and Finance Minister  
Stephan Cretier, President and CEO, Garda World  
Alain Bouchard, Executive Chairman, Couche-Tard  
Bridget Firtle, Founder, The Noble Experiment

## **2015**

Justin Trudeau, 23<sup>rd</sup> Prime Minister of Canada  
Carlos Letiao, Minister of Finance, Quebec  
Geoff Molson, CEO of the Montreal Canadiens  
Peter Simmons, CEO Simmons  
Lieutenant General Christine Whitecross  
Henry Mintzberg, Management Guru  
Gregg Saretsky, CEO WestJet  
Heather Munroe-Blum, former Principal, McGill University  
Lino Saputo, Saputo Cheese  
Isabelle Hudon, Executive Chair, Quebec, Sun Life Financial Canada  
Martine Turcotte, Vice Chair, Quebec, BCE  
Samir Khullar, better known as Sugar Sammy, Comedian  
Michael Medline, President and CEO, Canadian Tire Corporation  
Jean-Nicolas Guillemette, General Manager, Montreal, Uber  
Peter Simons, President and CEO, La Maison Simons  
Christine Whitecross, Lieutenant General  
Mitch Joel, CEO Mirum  
Mitch Garber, Chairman of the Board, Cirque du Soleil  
Thierry Vandal, CEO Quebec Hydro  
Pierre Boivin, CEO Claridge

## **2014**

Brian Fetherstonehaugh, CEO Ogilvy One  
Melanie Joy, Minister of Heritage  
Phillip Crawley, Publisher *Globe and Mail*  
Hubert Lacroix CEO CBC  
John Micklethwaith, Editor-in-Chief, *The Economist*  
David Segal, Co-Founder, David's Tea  
Rupert Duchense, CEO Aimia  
Kathleen Weil, Minister of Justice, Quebec  
Allan MacDonald, COO, Canadian Tire

Andy Nulman, Just for Laughs  
Zoe Yujnovich, CEO IOC  
Stephen Bronfman, Chairman, Clardige  
Yona Shtern, CEO, Beyond the Rack

**Forbes** blog since 2011

## 2019

*Forbes.com*, January 14, 2019, Generation Z- Four things which are still true.

*Forbes.com*, April 15, 2019, Article: Iceland's Heimir Hallgrímsson: World Cup Soccer's Coaching skills have value in corporate leadership.

*Forbes.com*, April 24, 2019, Article: Mark Hantho, Deutsche Bank's Chairman of Global Investment Banking, is driven by one world.

*Forbes.com*, May 2, 2019, interview with Laurent Beaudoin former CEO of Bombardier. Article: Bombardier's Laurent Beaudoin on running and scaling a family business.

*Forbes.com*, May 8, 2019, Article: Lessons from the Valley: an interview with Daniel Saks, Cofounder of Unicorn Appdirect.

*Forbes.com*, May 31, 2019. Interview with Jean-François Gagné CEO of Element AI. Article : How Element AI CEO Jean-François Gagné built his Company and maintains a strong culture.

*Forbes.com*, June 5, 2019, interview with Ellis Jacob, CEO of Cineplex: Cineplex CEO Ellis Jacob On The Company's Efforts To Boost Audience Experience.

*Forbes.com*, July 11, 2019, article: Generation Z - Punctuality Is A Timeless Business Lesson.

*Forbes.com*, July 24, 2019, interview with Robby Hoffman, comedian: Robby Hoffman: From Drop Out To Stand-Up.

*Forbes.com*, September 13, 2019, interview with Davide Pisanu, senior VP Affiliated Business at Cirque du Soleil Entertainment Group: Cirque du Soleil's Davide Pisanu On Leading In The Age Of Constant Decision-Making.

*Forbes.com*, September 20, 2019, interview with Eileen Murraray, co-CEO of Bridgewater Associates: How Eileen Murray, Co-CEO Of Bridgewater Associates Encourages Risk-Taking.

*Forbes.com*, September 27, 2019, interview with Éve Laurier and Helena Oliveira, IWF fellows: Building Real Relationships To Empower Female Leaders.

*Forbes.com*, October 4, 2019, interview with Emmanuel Lulin, Chief Ethics Officer for L'Oréal: Emmanuel Lulin Puts The Ethics In Cosmetics At L'Oréal.

*Forbes.com*, October 11, 2019, interview with Jonathan Stent-Torriani, CEO of Newrest: Jonathan Stent-Torriani, CEO of Newrest Aligns His Responsibilities With His Skills.

*Forbes.com*, October 18, 2019, interview with David Hopkinson, Global Head of Partnerships for Real Madrid: David Hopkinson Is Taking Sports Marketing Global At Real Madrid.

*Forbes.com*, November 1, 2019, article: OK, Boomers—First We Make Fun Of Generation Z & Then We Want What They Want, Let's Skip The Mocking.

*Forbes.com*, November 8, 2019, interview with Yves Daccord, Director General of the International Committee of the Red Cross: Yves Daccord Takes Humanitarian Leadership To New Heights At The International Committee Of The Red Cross.

*Forbes.com*, November 16, 2019, interview with Alan Lau, Chairman and CEO of WeSure: Alan Lau's WeSure Is Bringing Insurance To Chinese Users Through Their Mobile Phones.

*Forbes.com*, November 22, 2019, interview with Sir Martin Sorrell, executive chairman S4 Capital: Sir Martin Sorrell: Speed And Agility Are Key.

*Forbes.com*, November 28, 2019, interview with Adam Waterous, CEO of the Waterous Energy Fund: Adam Waterous: "To Get Serious About Greenhouse Gas Reduction, Focus On The Consumer."

*Forbes.com*, December 6, 2019, interview with Edgar Brown, co-founder and CEO of FYT Technologies Inc.: Edgar Brown's FYT Brings The Valley Mindset To Canada.

*Forbes.com*, December 16, 2019, interview with Sally Armstrong, 2019 CBC Massey Lecturer, journalist, and author: Gender Equality Is Within Reach in Sally Armstrong's Power Shift.

*Forbes.com*, December 21, 2019, interview with Sam Watts, CEO of Welcome Hall Mission: Ending Homelessness And Hunger In Montreal—The Big Vision Of Sam Watts At The Welcome Hall Mission.

*Forbes.com*, December 27, 2019, interview with Henry Mintzberg, professor at McGill's Desautels Faculty of Management: Henry Mintzberg Doesn't Mind Being The Rebel Of Management Theory.

**Les Affaires** weekly interview/opinion – in French

*Les Affaires*, August 20, 2018, interview with Laurent Beaudoin, Former CEO and Chairman of Bombardier. Article : Bombardier: un départ «difficile» pour Laurent Beaudoin

*Les Affaires*, August 27, 2018, interview with Heather Reisman, CEO of Indigo. Article: Comment les produits affiliés ont contribué à la survie d'Indigo.

*Les Affaires*, September 3, 2018, interview with Jonathan Vince, General of Canadian Army. Article: Le rôle « d'établissement d'enseignement » de l'armée canadienne

*Les Affaires*, September 10, 2018, interview with Calin Rovinescu, CEO Air Canada. Article: Crise financière: le coup de fouet dont avait besoin Air Canada.

*Les Affaires*, September 17, 2018, interview with Conrad Sauvé, President and CEO of the Canadian Red Cross. Article : Croix-Rouge Canadienne: mobiliser des gens pour en aider d'autres.

*Les Affaires*, September 24, 2018, interview with Sophie Brochu, CEO of Énergir. Article: La métamorphose de Gaz Métro signée Sophie Brochu.

*Les Affaires*, October 2, 2018, interview with Daniel Franklin, Journalist of The Economist. Article : L'importance d'un journalisme indépendant en période trouble.

*Les Affaires*, October 8, 2018, interview with Sam Watts, CEO of Welcome Hall Mission. Article : Les PDG ne travaillent pas tous dans de hautes tours.

*Les Affaires*, October 16, 2018, interview with Robert Cutler, President and General manager of Delmar International. Article: Une relève qui avait beaucoup à prouver chez Delmar International.

*Les Affaires*, October 23, 2018, interview with Henry Mintzberg, Dean of Harvard Business School. Article: Le secret d'une bonne gestion: éviter les oeufs brouillés.

*Les Affaires*, November 01, 2018, interview with David Eidelman, Dean of Harvard Medical School. Article: Il n'est pas nécessaire d'avoir « réponse à tout ».

*Les Affaires*, November 06, 2018, interview with Frank Kollmar, president and CEO of L'Oréal Canada. Article: L'Oréal, un géant qui s'efforce d'agir en jeune pousse.

*Les Affaires*, November 19, 2018, interview with Mark Hantho, chairman of Global Investment Banking at Deutsche Bank. Article: Faire de la mondialisation son credo.

*Les Affaires*, December 11, 2018, interview with Benoît Robert, CEO of Communauto. Article: Certains entrepreneurs rêvent de sauver le monde, d'autres agissent.

*Les Affaires*, December 11, 2018, interview with Rob Khazzam, General Manager of Uber Canada. Article: Uber Canada: Une entreprise en Croissance.

*Les Affaires*, December 18, 2018, interview with George Daley, Dean of Harvard Medical School. Article: Le combat du doyen de la Faculté de médecine de l'Université Harvard contre l'intimidation.

*Les Affaires*, January 15, 2019, interview with Jean-François Gagné, Président-Directeur Général d'Element AI. Article: Les interactions « en personne » encouragées chez Element AI.

*Les Affaires*, January 29, 2019, interview with Ed Sims, Président-Directeur Général de WestJet. Article: « On n'obtient rien sans effort », Ed Sims, PDG de WestJet.

*Les Affaires*, February 12, 2019, interview with Ellis Jacob, Président-Directeur Général de Cineplex. Article: Le PDG de Cineplex mise sur les « effets spéciaux » pour séduire la clientèle.

*Les Affaires*, February 27, 2019, interview John et Marcy McCall MacBain- Fondateur- Trader Classified Media . Article: Un don record à McGill.

*Les affaires*, March 12, 2019, Article: Un des secrets du PDG de Got Junk : s'entourer de gens heureux.

*Les affaires*, March 19, 2019, Article: Sid Lee : comment diriger un groupe d'experts

*Les affaires*. March 27, 2019. Interview with Nathalie Pilon PDG ABB Canada. Article: ABB Canada: la force des gens.

*Les affaires*, April 09, 2019, Article: Porter se prépare à une hausse du trafic aérien.

*Les affaires*, April 16, 2019, Article: L'entrepreneuriat ne passe pas toujours par un diplôme en gestion.

*Les affaires*, April 23, 2019, Article: Le PDG d'Aldo veut prouver qu'il n'est pas que le fils du patron.

*Les affaires*. April 30, 2019, interview with Dani Reiss PDG Canada Goose. Article: Canada Goose, une marque fière d'être canadienne.

*Les affaires*, May 05, 2019, interview with Marc Parent CEO of CAE. Article: CAE, le Uber de son industrie, souhaite Marc Parent .

*Les affaires*, May 15, 2019, interview with Julian Giacomelli, CEO of Rise Kombucha. Article: Rise Kombucha vise les États-Unis.

*Les affaires*, May 25, 2019, interview with Olivier Royant directeur de la rédaction du magazine français Paris Match. Article : L'inegalité, l'un des principaux enjeux des élections européennes, dit olivier Royant du Paris Match.

*Les affaires*, June 07, 2019, article: Voici ce que vous devez éviter de faire avec les Y au travail.

*Les affaires*, June 08, 2019, interview with Jean Todt. Article : Jean Todt, de copilote de rallye à président de la FIA

*Les affaires*, June 25, 2019, interview with Moya Greene former CEO of Post Canada and Royal Mail. Article: Moya Greene: savoir ouvrir les bonnes portes.

*Les affaires*, July 16, 2019, Trois comportements wui peuvent faire de l'introverti un meilleur patron aux yeux de l'extraverti.

*Les affaires*, July 23, 2019, interview with Robby Hoffman, comedian: Robby Hoffman, de la comptabilité au prix Emmy.



*Les affaires*, August 6, 2019, interview with Lenny Lighter, manager of Moishes : Lenny Lighter, un homme d'affaires de la restauration.

*Les affaires*, August 20, 2019, interview with Davide Pisanu, senior VP Affiliated Business at Cirque du Soleil Entertainment Group : Cirque du Soleil : « on recherche ce qui nous fait plaisir »

*Les affaires*, August 27, 2019, interview with Eileen Murray, co-CEO Bridgewater Associates: D'un logement social à la tête de Bridgewater Associates

*Les affaires*, September 5, 2019, interview with Ève Laurier and Helena Oliveira, IWF fellows: Les équipes hétéroclites sont les plus novatrices.

*Les affaires*, September 10, 2019, interview with Emmanuel Lulin, Chief Ethics Officer at L'Oréal: Gommer les faux pas éthiques des lois.

*Les affaires*, September 18, 2019, interview with Catherine Dagenais, president and CEO SAQ: Catherine Dagenais, la première femme à la tête de la SAQ.

*Les affaires*, September 24, 2019, interview with Jonathan Stent-Torriani, co-CEO and co-founder of Newrest: Dirigeants, trouvez un partenaire d'affaires qui vous complète.

*Les affaires*, October 1, 2019, interview with David Hopkinson, Global Head of Partnerships for Real Madrid: Misez sur la confiance dans vos relations d'affaire.

*Les affaires*, October 8, 2019, interview with Yves Daccord, Director General of the International Committee of the Red Cross: On n'apprend pas à être un bon dirigeant sur les bancs d'école.

*Les affaires*, October 17, 2019, interview with Geoffrey Moore, founder and CEO of Impact AND: L'investissement responsable, le combat d'Impact ET.

*Les affaires*, October 21, 2019, interview with Adam Waterous, CEO of the Waterous Energy Fund: La réduction des émissions de GES doit passer par le consommateur.

*Les affaires*, October 29, 2019, interview with Alan Lau, Chairman and CEO of WeSure: Convaincre les sceptiques, c'est possible.

*Les affaires*, November 5, 2019, interview with Martin Sorrell, Executive Chairman of S4 Capital: Lancer et maintenir en vie des idées, comme Martin Sorrell.

*Les affaires*, November 26, 2019, interview with Edgar Brown, co-founder and CEO at FYT Technologies: Rapprocher les start-up anglos et francos.

*Les affaires*, December 3, 2019, interview with Sally Armstrong, 2019 CBC Massey Lecturer and journalist: La collaboration, l'arme fatale contre l'inégalité des sexes.

*Les affaires*, December 10, 2019, interview with Henry Mintzberg, professor in McGill's Desautels Faculty of Management: Gestionnaires, soyez en contact direct avec ceux que vous dirigez.

*Les affaires*, December 17, 2019, interview with Rajah Augustinraj, principal at BCG Chennai, India: Voici comment les années 2010 ont marqué la mondialisation.

*Les affaires*, January 8, 2020, interview with Sam Watts, CEO of Welcome Hall Mission: Lutter contre l'itinérance chronique.

*Les affaires*, January 23, 2020, article managing Boomers for Gen Y and Z: Gérer une équipe intergénérationnelle à l'ère du « OK Boomer. »

## **OTHER EDITORIAL RESPONSIBILITIES**

**2011-2016** Associate Editor, *Academy of Management Perspectives*.

**2010-2016** Editorial Board of *Management International Review*.

**2007-2017** Editorial Board of *Journal of Management History*.

**2007-now** Editorial board of *Revue Gestion*, the journal of HEC.

**2005-2010** Editorial advisory board of the *European Business Forum*, I am one of the founding members of the board. It is the quarterly international publication of the Community of European Management Schools (CEMS).

**2004** Advisory Board of the *International Directory of Business Biographies* (IDBB), published in 2004 by Thomson Gale Publishing.

**2005** Advisory Board of the *Biographical Dictionary of Management*, Published by Theommes Press, in 2001, edited by Morgen Witzel. I wrote a couple of the entries.

**1996-1998** Associate Editor for the *International Journal of Organizational Analysis*.

**On-going** Occasional reviewer for *ASQ*, *JIBS*, *MIR*, *European Business Forum* and various other journals and presses.

## **GRANTS**

Application under review at SSHRC with Susan Reid of Bishops' University, An Investigation Into How Product-Market Visions Are Born, for 2019-2021, \$ 75,000. We will hear in June 2019.

SSHRC for doctoral research.

*Templeton College, Oxford University*, various grants for a number of research projects.

*Canadian Institute for Research in Health*, 2004, \$ 100,000 with Lisa Renaud, et al, Mechanisms underlying the influences of media on social norms related to physical activity, healthy eating and healthy body weight.

*Royal College of Physicians and Surgeons*, 2004, \$24,500, with L. Taylor, H. Patel and S. Razack, CanMEDS Management Skills Primer – A Cross-over Trial of Effectiveness.

*Fond de la Recherche en Santé*, 2005-2009, \$ 150,000 a year for 4 years for a total of \$600,000 with L. Renaud, et al.

*Fond de la Recherche en Santé*, 2005-2009, \$ 200,000 a year for 4 years for a total of \$800,000 with L. Renaud, et al.

*Royal College of Physicians and Surgeons*, 2006, \$70,940, with L. Taylor, H. Patel, L. Snell and S. Razack, Growing Future Physician Leaders: A 3-year randomized controlled trial of a leadership development program.

*Royal College of Physicians and Surgeons*, 2010, \$ 5,000, with Steinert, Y., Boillat, M., Razack, R., Snell, L., Wiseman, J., Eidelman, D., Israel, M., Guyda, H., Meterissian, S., Ouellet, M. and Moore, K. Assessing the Impact of a Leadership Development Program for Health Care Professionals.

## **PUBLISHED CONFERENCE PROCEEDINGS**

- 2012** Moore, Karl and Ishana Gopaul, "Teaching Leadership to Graduate Students: Using the Power of Narratives" *Proceedings of the 2012 Annual Southern Management Association Conference*.
- 2007** Karl Moore, "Globalization .5: "Known World" Globalization in the Roman Empire." *Proceedings of the 2007 Academy of International Business*, Indianapolis.
- 2001** Moore, Karl and David Lewis, "The Role of Government in Ancient Rome and Legionary Capitalism." *Proceedings of the 2002 ASAC conference*, Washington, June.
- 1999** Worren, Nicolay and Karl Moore, "Modularity, Strategic Flexibility and Firm Performance: A Study of the Home Appliances Industry." *Conference proceedings of the 4<sup>th</sup> International Manufacturing Symposium, Cambridge Centre of International Manufacturing*, Cambridge University, September.
- 1998** Moore, Karl and Peter Mason, "Performance Effects of Adopting Global Strategies." *Conference proceedings of the EIBA 1997 Conference*, Germany, May.
- 1996** Coveney, Patrick and Karl Moore, "A Typology of Angels: A Better Way of Examining the Informal Investment Phenomena." *Proceedings of the RentX conference on Entrepreneurship*, Brussels, EIASM, November.
- 1996** Moore, Karl, "An Additional Source of MNE Advantage: Subsidiary-Specific Advantages." *Proceedings of the AIB UK Annual Conference*, March.
- 1994** Moore, Karl and Roger, Heeler, "A New Level of MNE Advantage - Subsidiary Specific Advantages." *Proceedings of the Academy of Business Administration International Conference*, London, June.

- 1994** Moore, Karl and Roger Heeler, "The Use of Neural Network Software to Analyse Semi-structured Textual Data." *Proceedings of the 1994 Annual Conference, Marketing Division, Administrative Sciences Association of Canada*, Halifax, June.
- 1994** Moore, Karl and Andrew Grenville, "How Credible are Pharmaceutical Marketing Tools? Source Use and Credibility for Physicians." *Proceedings of the 1994 Annual Conference, Marketing Division, Administrative Sciences Association of Canada*, Halifax, June.
- 1993** Moore, Karl and Roger Heeler, "Capturing Global Responsibilities in Subsidiaries of U.S. MNEs." *Proceedings of the 1994 European Marketing Academy*, Maastricht, The Netherlands, May.
- 1993** Moore, Karl, "New Themes in Environmental Consumer Behaviour." *Proceedings of the 1993 Marketing and Public Policy Conference*, Michigan State University, June.
- 1993** Moore, Karl, "A Model of Consumer Response to Green Marketing." *Proceedings of the 1993 European Marketing Academy Conference*, Barcelona, Spain, May.
- 1992** Moore, Karl, "International Joint Ventures: An Entry Mechanism Into Strategic Groups? A Research Proposal." *Proceedings of the 1992 Annual Conference*, International Business Division, Administrative Sciences Association of Canada, Quebec City, June.
- 1992** Moore, Karl and Roger Heeler, "Knowledge Of and Rationale For Quantity Surcharges: A Theoretical and Supply Side Perspective." *Proceedings of the 1992 European Marketing Academy Conference*, Aarhus, Denmark, May.

#### **CONFERENCE PRESENTATIONS SINCE 2004**

- 2017** *Introverts in the C-Suite*, Academy of Management Annual Conference, August 5 2017
- 2016** *Leading Change Initiatives in the Health Care System*, Simnovate Summit Montreal, May 6, 2016.
- 2013** "*Globalization in the Roman Empire*", Academy of International Business, Istanbul, Turkey, July 6, 2013.
- 2012** "*Teaching Leadership to Graduate Students: Using the Power of Narratives*" Southern Management Association Conference, with Ishana Gopaul.
- 2007** "*From corporate social responsibility to social alliances: Can firms build corporate brand while being core partners in societal interventions,?*" Chen, Xiaoye, Laurette Dube, Karl Moore and Lise Renaud, for ACR 2007 conference.

- 2007**      *"Known World Globalization in the Roman Empire"*, Academy of International Business Annual Conference, June 2007.
- 2006**      *"Can Business Help Curb The Obesity Epidemic? Interviews with CEOs and Top Managers In Canadian Food Manufacturing And Food Services Companies"*, Karl Moore. Presentation at the Congres de l'acfas (association francophone pour le savoir), May 16, 2006, Montreal.
- 2006**      "Cognitive Neuroscience and Marketing: Latest Trends in Neuromarketing", Karl Moore. Presentation at the RGD Ontario conference, May, 15, 2006, Queens's University.
- 2006**      "A Randomized, Controlled, Single-Blind Trial of an Educational Intervention in Postgraduate Trainees." Hema Patel, Saleem Razack, Laurel Taylor, Karl Moore, and Linda Snell. Presentation at the 2006 *Canadian Association for Medical Education Conference*, London, Ontario, The Association of Faculties of Medicine of Canada, May 2006. We won the Best R&D presentation for the
- 2006**      "Time Management Essentials for Academic Pediatricians." Hema Patel, Karl Moore, Salem Razack, Laurel Taylor. Presentation at the Pediatric Academic Societies, 2005 Annual Meeting, San Francisco, April 29, 2006.
- 2005**      "The MD-Lead Study of Manager Role Training for Senior Residents: Evidence of Effectiveness from a Single-blind, Randomized, Controlled Trial." Salem Razack, Hema Patel, Linda Snell, Laurel Taylor, and Karl Moore. Presentation at the RCPSC 2005 Annual Meeting, Vancouver, September 23, 2005.
- 2005**      "Like Water from Stone: Time Management Essentials for Academic Pediatricians." Hema Patel, Karl Moore, Salem Razack, Laurel Taylor. Presentation at the Pediatric Academic Societies, 2005 Annual Meeting, Washington D.C., May 14, 2005.
- 2005**      "Like Water from Stone: Time Management Essentials for Busy Pediatricians." Hema Patel, Karl Moore, Salem Razack, Laurel Taylor. Presentation at the Canadian Pediatric Society, 2005 Annual Meeting, Vancouver, B.C., June 25, 2005.
- 2004**      "The manager role: Preparing trainees for leadership and career development in academic practice." Salem Razack, Hema Patel, Laurel Taylor and Karl Moore. Presented by Hema Patel and Salem Razack at the Royal College of Physicians and Surgeons of Canada Annual Conference, Ottawa, Ontario, October 2, 2004.

## RESEARCH INTERESTS

My primary research streams are various aspects of leadership, strategy and globalization.

Leadership in my work on in Quiet or Introverted Leaders and on subsidiaries earning global responsibilities. Globalization is part of my work on business history it is also reflected in my work on modular architectures, subsidiary specific advantages, and centres of excellences.

## **GRADUATE SUPERVISION**

Oxford:  
Four doctoral students, five masters students.

McGill:  
Member of Thesis Committee for McGill PH.D. student.  
Member of Thesis Committee for HEC PH.D. student.  
Supervision of 5 MD/MBA students independent studies  
Supervision of 19 MBA students independent studies  
Supervision of 5 IMPM student's masters project  
Supervision of 4 MBA3 masters' student projects.  
Supervision of 7 MBA Japan masters' student projects.  
Elsewhere:  
External Examiner for thesis at universities in Canada, and Australia.

## **TEACHING EXPERIENCE (Non Exhaustive)**

### **Medical**

Leadership and Management Program for Residents in Psychiatry, May and June, 2016, four half day sessions McGill Faculty of Medicine the program was repeated in March 2017 and Fall 2018.

Leadership Development Program, at the McGill Faculty of Medicine with a 4 day program I do with 3 Associate Deans on leadership, change and strategy every two years, 2010, 2012, 2014, 2016, 2018, 2020.

International Master's in Health Leadership (IMHL), I have been co-module director of the 2 week module on change, the program chair is Henry Mintzberg. Taught every year since the founding the program. In 2020 on Millennials and Generation Z.

MD Lead Program, 2003-04, 2004-05. In conjunction with Dr. Hema Patel and Saleem Razack of the Faculty of Medicine and Dr Laurel Taylor of Management, I have taught an innovative new course teaching management to later year residents at McGill University.

Teaching MD/MBAs at McGill for the since 1995.

## **M.B.A/ MPhil**

McGill University CEO Insights Class with Paul Tellier, former CEO of Bombardier and CN, Dick Evans former CEO of Alcan and Zoe Yujnovich, CEO of Iron Ore Company of Canada, we have two CEOs a class visit us, 2019, 2018, 2017, 2016, 2015, 2015 2013, 2012, 2011, 2010.

McGill University, Implementing Strategy, 2013.

McGill University, Leadership in the Broader Context, 2011, 2012, 2013.

Reykjavik University, Leadership and Change, 2017, 2018, 2019.

Reykjavik University, Leading the Generations, 2019.

Rotterdam School of Management, EMBA, Globalization elective 2008.

McGill University, Globalization Elective course, 2004, 2005, 2006, 2007, 2008.

McGill University, Core Organisational Strategy course, 2000-2020/

McGill University, Core Marketing course, 2000, 2001, 2002. 2003, 2004, 2005, 2006.

University of Hawaii, International Marketing, summer 2005, Globalization, summer 2006.

Oxford University, International Business course, M.B.A. Programme, with Alan Rugman, Hilary and Trinity Terms, 1997-1998, 1999, 2000.

Cambridge University, Advanced Topics in Strategy, with Stephen Tallman, M.B.A. Programme, Spring Term, 1999. With George Yip, Spring 2000.

Drucker School of Management, Claremont Graduate University, Claremont, California. MBA Programme, taught high tech marketing, Advanced marketing and core marketing courses. At various times 2001, 2002, 2004.

Oxford University, Strategy course, M.B.A. Programme, Hilary and Trinity Terms, 1996-1997.

Erasmus Graduate School of Business, Organizing for Global Advantage, M.B.A Programme, Fall 1996 and Spring 1997.

Erasmus Graduate School of Business, Marketing High Tech Products, M.B.A. Programme, Fall 1996, Fall 1997, Spring 1999, Spring 2000, Fall 2003.

## **UNDERGRADUATE TEACHING**

I have/will be this year teaching/taught Undergraduate courses at McGill and York University in strategy development and strategy development, globalization, international business, strategy, high tech marketing, marketing, product management, and sales management.

## **EXECUTIVE TEACHING**

Co-Director with Henry Mintzberg of the Advanced Leadership Program (ALP).

Module Director of our Global ALP done with Lancaster University, and the Indian Institution of Management in Bangalore. Catalytic or change module.

Module Director of our International Masters in Practicing Management done with INSEAD, Lancaster University, and the Indian Institution of Management in Bangalore. I look after the Analytic mindset.

Module Director of the new McGill International Masters in Health Leadership which started June 2006. I have co-directed the fifth and final module, the catalytic or change mindset.

My teaching responsibilities during my five years at Templeton College, Oxford University were largely in executive education, I was program director for executive programs for companies including: Volvo, Royal Sun Alliance, United Biscuits, HP, P&O and Logica. I also taught on executive programs for firms including: Accenture, Bell, ViaRail, Domtar, Aeroplan, *The Globe and Mail*, PWC, Kingfisher, Reed Elsevier, KPN, and P&O. I also taught on Oxford's flagship program, the Advanced Management Program.

Duke University, I teach with Duke's Executive arm programs for IBM and other programs.

## **ACADEMIC HONOURS**

2017 Principal's Prize for Public Engagement Media, Outstanding Achievement.



Faculty Award for Excellence in Alumni Activities  
 From the McGill Alumni Association – 2012  
 GOLD Medal at the 2012 Canadian Council for the  
 Advancement of Education (CCAEE) Prix d'Excellence in  
 the category “Best Use of Social Media” for Hot Cities India  
 2011 – June 2012  
 Senior Fellow of the Canada School of Public Service.  
 Best presentation award at the 2006 *Medical Education  
 Conference*, London, Ontario, The Association of Faculties  
 of Medicine of Canada, May 2006.  
 Visiting Scholar, Pacific Asian Management  
 Institute, University of Hawaii, Summer 2005. 2006.  
 Appointment as an Associate Member Department of  
 Neurology & Neurosurgery, Faculty of Medicine, McGill  
 University, 2005, ongoing.  
 McGill Faculty Distinguished Teaching  
 Award, 2002.  
 Book of the Year, 1999, CBS press.  
 Best Paper, Runner-up, *Academy of Management  
 Executive*, 1998.  
 Entry in the 2003, 2004, 2005, 2006 Canadian Who's Who.  
 One of the Best Books This Year, *Across the Board*, 2001.  
 Runner Up Teacher of the Year, York, and  
 RSM.  
 Honourary masters degree conferred by Oxford University,  
 1995.  
 Best Paper Runner-up, EGOS Conference,  
 1998.  
 Best Paper, ICAM conference, July 1997  
 Doctoral Scholarship, York University, 1990-  
 1992.  
 Research Fellowship, York University, 1990-  
 1992.  
 M.B.A. Scholarship, U.S.C., 1979.  
 Beta Gamma Sigma, U.S.C., 1979, honorary  
 Society for top business students.  
 Student Leadership Scholarship, Ambassador University,  
 1976 & 1977.

## **ADMINISTRATIVE POSTS**

Cycle Director, Module Director and Associate Director,  
 Advanced Leadership Program with Henry Mintzberg,  
 2003- Current.  
 Director CEO Speaker Series, 2002-Current.  
 Module Director IMPM.  
 Co-Module Director of the International Masters for Health  
 Leadership.  
 Module Director Chinese Masters for Practicing Managers,  
 2010 and 2012.  
 Co-Director McGill Management Training Program for  
 Young MDs at the Children's Hospital, 2003 – Current.

Member of the Operations Committee, Faculty of Management, 2003-2004.

Member of the McGill Senate, 2004-2006.

## COMMUNITY SERVICE

Human Capital Institute, Talent Strategy Board

Division Chair, PDW Chair, Academic

Reviewer, Management **History** Division,

Academy of Management, 2003-2008.

Division Chair, Program Chair and Academic

Reviewer, Business History Division, ASAC,

2002, 2003, 2004.

Track Chair, AIB Annual Conference 2007

Board of Directors Westmount Municipal Association.

Academic Reviewer, Business History Division, Academy

of Management, 2001, 2002, 2003, 2004, 2005.

Faculty Advisor for the team competing in the Economist

Challenge, a televised competition among 16 top US and

Canadian B-Schools, 2001, 2002.

Originator and Organizer for the CEO speaker's series.

Member of the McGill Senate, 2003-2006.

Member of the Beatty Memorial Lectures Committee,

McGill University.

Member of the McGill Rhodes Scholar Committee, 2001-on-going.

Member of the Operations Committee,

Faculty of Management, McGill University, 2003-2004.

Member of the Masters Committee McGill University.

Member of the McGill MBA in Tokyo

Committee.

Member of the Faculty Council, McGill

University.

Member of the Governing Body, Templeton College.

Player on the Oxford University Varsity Ice Hockey Team,

1995-1996 season, a blue sport, won "Player of the Match"

honours, March, 1996.

Founding Member of the Oxford Institute for Strategy and

International Management

Co-editor of a special edition of CORE, the newsletter of

the Centre for the Support of Teaching at York.

Member of the ISO committee of the Canadian Banking

Association for international standards development for

smart cards, 1989-1994.

## BUSINESS EXPERIENCE

1988-1990

### **Bull Canada**

*Manager - National Accounts*

Responsible for the major sales

efforts for a new technology introduced into Canada from France. Achieved considerable breakthroughs in the Canadian market.

**1986-1988**

**Unisys Canada**

Senior Account Manager  
Account Manager. Worked closely with headquarters marketing groups. Managed the relationship with two of the largest accounts in Canada, sold over \$3 Million in computer equipment and software. Also active in new business efforts.

**1978-1984**

**IBM Canada**

**1984**

Marketing Research Analyst

Directed a major research project on the PC market in Canada. Liaisoned closely with IBM's Americas and Far East organization on worldwide research activities.

**1978-1984**

Marketing Representative  
Associate Marketing Representative

Managed IBM's largest account in Western Canada and achieved excellent sales records, selling over \$5 Million in computer hardware, software and services. Responsible for directing the activities of a team of 8 staff.

Systems Engineer  
Handled one of the first installations of the 8100 distributed processing networks.

Trainee  
Graduated in the top three of class at Marketing School and Basic Systems Training.

**MEDIA  
INVOLVEMENT**

**Opinion Page**

*Globe and Mail* Columnist, for the summer of 2006 on leadership, produced 9 columns. Starting as of June, 2007, till August 2016, I did a weekly podcast for the *Globe* every Monday on leadership and management where I interview well known professors and CEOs. This series was being picked up on a regular basis by the *New York Times* Syndication service for syndication to their 2500 global media clients.

*National Post* weekly column, I do a weekly CEO interview for one of Canada's two national newspapers. Thus far have done over 35.

*Globe and Mail*, February 5, 2017, Alexandre Bilodeau, Olympic Gold Medalist, the Ladder, with Maria Power.

*Globe and Mail*, October 9, 2017, Eve Laurier, GM Edelman Montreal, the Ladder, with Aya Schechner.

*Globe and Mail*, November 20, 2017, Rita-Rose Gagne, EVP Ivanhoe Cambridge, the Ladder, with Aya Schechner.

*Globe and Mail*, September 11, 2017, Angela Brown, CEO Moneris, the Ladder, with Aya Schechner.

*Le Presse*, June 9, 2017, Cinq Conseils Pour Les Y Extravertis en Debut de Carriere, with Ariana Katsanis.

*Globe and Mail*, May 8, 2017, Rima Qureshi, SVP Ericsson North America, the Ladder, with Aya Schechner.

*Globe and Mail*, April 18, 2017, France Margaret Belanger, EVP, The Montreal Canadiens, The Ladder, with Aya Schechner.

*Globe and Mail*, January 9, 2017, Asheesh Advani, CEO, Junior Achievement, The Ladder.

*Globe and Mail*, December 5, 2016, Zeo Yujnovich, EVP Shell Canada, The Ladder, with Aya Schechner.

*Financial Post*, March 20, 2017, "Moneris CEO Angela Brown on a cashless world, innovation and why she likes Millennials: Angela Brown, CEO Moneris.

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I have done over 4,500 interviews with the press, with outlets such as: *The Wall Street Journal*, *Time*, *Newsweek*, *The New York Times*, *Financial Times*, *The Washington Post*, *The Los Angeles Times*, *Les Echos*, *The Economist*, *The Australian Financial Review*, *The Daily Telegraph*, *The Times of London*, *The Globe and Mail*, *La Presse*, *The National Post*, *MacLeans*, *ROB Magazine*, *Family Circle*, *Canadian Business*, Finland's *Kauppleti*, Holland's *Het Financieelle Dagblad*, Spain's *Expanison*, Portugal's *Diario Economico*, *The South China Post* and *Marketing Management*.

I also regularly appear on television and radio including *CNN*, *NPR*, *Bloomberg*, *BBC*, *CBC*, *Radio-Canada*, *CBC and Radio-Canada International*, *BNN T.V.*, *CTV* and *Global*.