

## KARL JAMES MOORE

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

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### 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.*"

University of Southern California, Los Angeles  
Master of Business Administration  
Major in Managerial Decision Systems.  
Dean's Honour List  
Graduated Magma Cum Laude

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

Member

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

Taught/research

Stanford MBA (2020, 2021,2022), Harvard MBA (2019), IMD (2019) LBS, Cambridge, INSEAD, Rotterdam, Technical University of Helsinki, Stockholm School of Economics, Copenhagen Business School, ENPC (Paris), Sorbonne, Manchester, Nottingham, Lancaster, Imperial College, LSE, IIM Bangalore, Renmin (Beijing), Keio (Tokyo), University of Hawaii, USC, Duke, Dartmouth, etc..

#### REFEREED ARTICLES + 3300 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**

- 2024** Moore, Karl and Devin Bigoness, *Taking It To The Next Level: How to slow down game of business for higher performance*, under review with the Cornell University Press.
- 2023** Moore, Karl. *We're All Ambiverts Now*, under review with the Stanford University Press.
- 2022** Moore, Karl. *Ok Boomers: Working With Millennials/Generation Zs*. 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**

- 2021** Moore, Karl and Lauren Kirigin, "Generation Z and the COVID Crisis", *Leadership in Crisis*, Routledge, editor, Morgan Witzel.

- 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 Médias et le Façonnement des Normes En Matière de Santé*. Montreal : Presses de L'Université du Québec.
- 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

- 2021** Moore, Karl, we are All Ambiverts Now, Duke University **Dialogue Magazine**, First Quarter, 2021.
- 2021** Colantuoni, Fran, Rajbhandari, Shaibyaa Toulub, Gila, Diome-Deer, Wahi and Moore, Karl. A Fresh Look at Paternity Leave: Why the Benefits Extend Beyond the Personal, **McKinsey Publication**, March 2021.
- 2021** Moore, Karl and Willing Liu, Can Introverts Survive in "Extroverted Careers?", **Harvard Business Review Ascend**, January, 2021.
- 2020** Moore, Karl and Kat Garcia and Marie Labrosse, How Can Introverts and Extroverts Work in Isolation, **Wharton Leadership Digest**, April-May 2020.
- 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 Booze 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 295,000 views and over 7,500 social media mentions. An estimated over +3,000,000 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.

### **2021**

Ola Käellenius, Executive Chairman Daimler & CEO Mercedes Benz worldwide.

Kat Tchernavskikh, Co-founder & CTO Shoott.

Peter Simons, President La Maison Simons.

Adrian Woolridge, Political Editor The Economist.

Susan Black, CEO Conference of Board of Canada

Vito Piazza, Global CEO Sid Lee

Raefer Wallis, Founder & CEO GIGA

Mark Shapiro, CEO Toronto Blue Jays

Pierre Boivin, CEO Claridge & former CEO of Montreal Canadiens

Penny Wise, Managing Director & President of 3M Canada

Conrad Sauvé, CEO Canadian Red Cross

Michael Denham, former CEO Development Bank of Canada

Phil Cutler, Founder & CEO Paper

John McCall MacBain, McGill University's new Chancellor

Vince Guzzo, CEO Cinemas Guzzo

Christiane Germain, Co-President of Germain Hotels

Jay Hewlin, CEO Hewlin Group and Patricia Hewlin, McGill's Ombudsperson

Monika Ille, CEO Aboriginal Peoples Television Network

Henry Mintzberg, Prof. of Management Studies at McGill University

Patrick Coveney, CEO of Greencore

Jose Boisjoli, CEO Bombardier Recreational Products

### **2020**

Mitch Garber, Chairman of Cirque du Soleil.

Helge Seetzen, General Partner & CEO TandemLaunch Inc.

Dominique Anglade, Member of the National Assembly of Québec and candidate in the race for the leadership of the Quebec Liberal Party.

Brian Bronfman, President of the Brian Bronfman Family Foundation.

Gabriel Curtis, Minister of Investment in the Republic of Guinea.

John McCall MacBain, founder McCall MacBain Foundation.

Alain Bellemare, CEO Bombardier.

David Segal, co-founder DAVIDs TEA and Mad Radish.

Indigenous Student Roundtable.

Louis Vachon, CEO National Bank of Canada.

Senator Tony Loffreda, Independent Canadian Senator.

Dick Pound, Chairman of the Olympic Broadcasting Services.

Dr. Joanne Liu, former International President Doctors Without Borders.

Carlos Leitão, Member National Assembly Quebec.

Leading a business through a pandemic: Frank Kollmar, President & CEO L'Oréal Canada; Lester

Fernandes, Executive Chairman StradigiAI; Craig Buntin, CEO Sportlogiq.

How can boards help businesses navigate COVID-19: Emma Griffin and Dick Evans.

Ethan Brown, Founder and CEO Beyond Meat.

3 Montreal entrepreneurs battling the pandemic: Jordan Owen, co-founder Bien Aller; Vera

Gavizon, co-founder Workhoppers; Marty Algire co-founder Fix Me Stick.

3 restaurant owners fighting to survive the pandemic: Antonio Park, owner Park; Lenny Lighter, manager Moishes; Dennis Stevens, owner Nostos.

Tony Tyler, former CEO Cathay Pacific and IATA.

Heather Chalmers, CEO GE Canada.

Jean-Christophe Bedos, CEO Maison Birks.

3 young Black leaders : O'Neil Agossa, Jemark Earle, Torie Williams.

Byron and Dexter Peart, co-founders Goodee.

Helen Antoniou, Chair Board of Governors Concordia University.

Susan Cain, author "Quiet."

Michael Denham, CEO BDC.

Nadine Renaud-Tinker, President Quebec Headquarters RBC.

Christopher Manfredi, Provost and Vice-Principal (Academic) McGill.

MGen Jennie Carignan, Commander NATO Mission to Iraq.

Rob Bernshteyn, CEO Coupa.

Alexandre Taillefer & Jean-François Ouellet, co-authors Underneath the failure of Teo Taxi.

Zoe Yujnovich, EVP Conventional Oil and Gas Shell.

Shundrawn Thomas, CEO Northern Trust Asset Management.

Fabienne Colas, founder MBIFF.

Mirko Bibic, CEO Bell Canada.

Tabatha Bull, CEO and president Canadian Council for Aboriginal Business.

## 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 Cevet, 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 Cesvet, 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, Claridge  
Yona Shtern, CEO, Beyond the Rack

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Jennifer Reynolds, February 20

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Sheila Watt-Cloutier, February 7  
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Teara Fraser, March 21  
Jaqueline Ottman, April 4  
Jolain Foster, May 23  
Bob Joseph, July 4  
Sarain Fox, July 18  
Jeff Cyr, August 8  
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Tabatha Bull, December 6  
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**2021**

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*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: Mettez 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. »

*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. »

*Les affaires*, January 29, 2020, interview with Lorenzo Della Foresta : Le leadership selon un aumônier et coach de vie.

*Les affaires*, February 4, 2020, interview with Phillip Crawley : L'avenir des médias vu par Philipp Crawley du Globe & Mail.

*Les affaires*, February 11, 2020, interview with Valérie Pisano : Un bon gestionnaire connaît ses préjugés inconscients.

*Les affaires*, February 18, 2020, interview with Bilan Bolouri : Faites du sport pour être performant au boulot, dit Bijan Bolouri.

*Les affaires*, February 29, 2020, interview with Alain Bellemare : Bombardier: les explications d'Alain Bellemare.

*Les affaires*, March 10, 2020, interview with Jennifer Heil : 10 ans après les Jeux de Vancouver, Jennifer Heil se souvient.

*Les affaires*, March 17, 2020 article : Introverti? Voici comme interagir avec vos supérieurs.

*Les affaires*, March 24, 2020, interview with Sam Watts : COVID-19: l'aide aux personnes en situation précaire s'adapte.

*Les affaires*, March 31, 2020, article : Guide de survie de l'extraverti en confinement.

*Les affaires*, April 7, 2020, article : Introvertis, voici comment s'adapter à la distanciation sociale.

*Les affaires*, April 14, 2020, interview with Karen White and Gavin Megaw : La réputation, une boussole en temps de crise.

*Les affaires*, April 21, 2020, interview with David Freiheit : David Freiheit, l'avocat YouTubeur.

*Les affaires*, April 28, 2020, article : La COVID-19 façonnera le leadership de la génération Z.

*Les affaires*, May 12, 2020, article : L'art de communiquer avec ses supérieurs.

*Les affaires*, May 19, 2020, article : Soyez sensible aux objectifs de vos supérieurs.

*Les affaires*, May 26, 2020, interview with Joanne Liu : La gestion d'une crise sanitaire vue par Dre Joanne Liu.

*Les affaires*, June 2, 2020, interview with Craig Buntin and Edgar Brown : La COVID-19, une épée à double tranchant pour l'industrie du sport.

*Les affaires*, June 9, 2020, interview with Jordan Owen : L'avenir prometteur du fabricant de masques Bien Aller.

*Les affaires*, June 16, 2020, interview with Yasunari Shimizu : Yasunari Shimizu: je me suis demandé «que puis-je faire pour aider?»

*Les affaires*, June 23, 2020, interview with Dennis Stevens, Lenny Lighter, and Antonio Park : Les restaurateurs s'adaptent, entre mesures sanitaires et pertes.

*Les affaires*, June 30, 2020, article : Pour plaire à votre gestionnaire, trouvez des solutions.

*Les affaires*, July 6, 2020, article : Un nouveau projet? Informez-en rapidement votre patron.

*Les affaires*, July 31, 2020, interview with Henry Shi : COVID-19: comment Snaptravel a remonté la pente.

*Les affaires*, August 6, 2020, interview with Frantz Saintellemy : Défier le racisme systémique grâce à l'entrepreneuriat.

*Les affaires*, September 1, 2020, interview with Rosamund Lewis : L'OMS s'attaque à la désinformation.

*Les affaires*, September 17, 2020, interview with Jon Cercone : De copropriétaire de taverne à sommelier privé.

*Les affaires*, September 24, 2020, article : Étudiants, voici comment jongler avec ce semestre virtuel.

*Les affaires*, September 29, 2020, interview with Fred Jalbout : La pandémie, un exercice d'humilité pour les entrepreneurs selon Fred Jalbout.

*Les affaires*, October 15, 2020, interview with Val Desjardins : Numériser ses activités à la manière de Val Desjardins.

*Les affaires*, October 21, 2020, interview with Mark Bowden : Devenez un as de la communication en vidéoconférence.

*Les affaires*, October 27, 2020, interview with MGen Jennie Carignan : Crise: faites preuve du même leadership qu'une générale.

*Les affaires*, November 3, 2020, interview with young TikTok : Trouver sa niche, ou l'art de devenir un influenceur sur TikTok.

*Les affaires*, November 17, 2020, interview with Manas Fuloria : Il n'y a pas de chef dans la firme d'ingénierie numérique Nagarro.

*Les affaires*, November 24, 2020, interview with Inez Jabalpurwala : Mettre l'humain au coeur des entreprises du secteur de la santé.

*Les affaires*, December 2, 2020, article : Gestionnaires, n'oubliez pas d'accompagner vos critiques de compliments.

*Les affaires*, December 8, 2020, article : S'adapter malgré l'adversité, parole de professeur.

*Les affaires*, December 28, 2020, interview with Elizabeth Gomery : Crise financière ou pandémie, le monde de la philanthropie doit s'ajuster.

*Les affaires*, January 20, 2021, interview with Jordan Owen : Les cofondateurs des masques Bien Aller se lancent dans l'intelligence artificielle.

*Les affaires*, January 26, 2021 : Aucun regret, vraiment?

*Les affaires*, February 3, 2021 : La COVID-19, une leçon d'adaptation.

*Les affaires*, February 9, 2021 : Définissez votre marque personnelle comme un pro.

*Les affaires*, February 17, 2021 : Ce que la pandémie a appris à Pfizer.

*Les affaires*, March 2, 2021 : Faites du commerce électronique comme les grands avec EMERGE.

*Les affaires*, March 9, 2021 : La recette du succès selon le président du CA de Daimler AG, Ola Källenius.

*Les affaires*, March 16, 2021 : Trois leçons fondamentales de gestion à tirer de la COVID-19.

*Les affaires*, March 24, 2021 : Les quatre clés pour devenir un as de l'adaptation au changement.

*Les affaires*, April 9, 2021: L'école à distance a ses avantages.

*Les affaires*, April 13, 2021 : Prendre des risques à la manière de Dan Bilefsky.

*Les affaires*, April 20, 2021 : Les «HENRY», la nouvelle clientèle du luxe.

*Les affaires*, April 27, 2021 : Raefer Wallis veut sortir l'immobilier de l'âge médiéval.

*Les affaires*, May 5, 2021 : Voici comment surmonter votre bégaiement interne.

*Les affaires*, May 18, 2021 : Apprivoisez la technologie pour servir vos clients.



*Les affaires*, May 26, 2021 : Bidgala, le marchand virtuel d'art émergent.

*Les affaires*, May 31, 2021 : Cadres introvertis, écoutez plus activement vos employés.

*Les affaires*, June 8, 2021 : Pour flairer les tendances, demandez à Laura Saunter.

*Les affaires*, June 23, 2021 : Grant McCracken, l'analyste qui détecte les tendances avant leur arrivée.

*Les affaires*, June 29, 2021 : La recette du succès du chef Park.

*Les affaires*, July 5, 2021 : L'importance d'un système d'éducation fort pour une société en santé.

*Les affaires*, July 12, 2021 : Aurélie Hélouis défend la place des femmes en technologie.

*Les affaires*, July 21, 2021 : Selfbook : relier les voyageurs à leur gîte.

*Les affaires*, August 5, 2021 : Kamal Munir, le champion de l'inclusion.

*Les affaires*, August 16, 2021 : Mark de Rond, s'immerger dans des situations extrêmes.

*Les affaires*, August 25, 2021 : Voici de quoi sera fait le bonheur post-pandémique au travail.

*Les affaires*, September 9, 2021 : La gestion ascendante, ou l'art d'être dans les bonnes grâces du patron (1)

*Les affaires*, September 17, 2021 : La gestion ascendante, ou l'art d'être dans les bonnes grâces du patron (2)

*Les affaires*, September 27, 2021 : Introvertis et extravertis, tirez profit du télétravail (1)

## **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 Recherché 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 Recherché 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

**2021** Hashemi, Se, Kelly, L, and Moore K., "Authentic Leadership and the Stages of Career Development: A Diverse Perspective", *Academy of Management Proceedings*, Annual Conference, August.

- 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**

- 2021** *Indigenous Leadership: Based on +25 in depth Interviews*, Academy of Management Annual Conference, August, 2021.
- 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 Trail." 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

## EXECUTIVE TEACHING

University in strategy development and strategy development, globalization, international business, strategy, high tech marketing, marketing, product management, and sales management.

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

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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

2021, gold medal from the Council for the Advancement and Support of Education (CASE) at the District I Excellence Awards for our work on One Expert, Unlimited Audiences: A Global, Branded Webinar Series: A budget-friendly webinar series hosted by Professor Karl Moore topped the *Alumni Engagement on a Shoestring* category

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.

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**IBM Canada – 9 years**

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.

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 Non Exhaustive**

**Opinion Page**

*Globe and Mail* Columnist, with Wahi Diome-Deer, starting November 2020, do a biweekly column, Indigenous Leaders for Canada's National Newspaper:

*Globe and Mail*, November 8, 2020, Pause, think, listen: National Bank Financial's Sean St. John on using Indigenous approaches to leadership.

*Globe and Mail*, November 22, 2020, For APTN chief executive Monika Ille, leadership means honouring her Nation's history.

*Globe and Mail*, December 6, 2020, We must prioritize economic reconciliation, Canadian Council for Aboriginal Business CEO Tabatha Bull says.

*Globe and Mail*, December 20, 2020, For Tracy Bear, leadership begins with accountability, service and connection to the land.

*Globe and Mail*, January 10, 2021, Trust is the foundation of leadership, says Chief Terry Paul of Membertou First Nation.

*Globe and Mail*, January 24, 2021, For Senator Murray Sinclair, leadership is defined by humility.

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*Globe and Mail*, February 21, 2021, For Mi'kmaw educator Marie Battiste, inner growth is essential to be a leader.

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*Globe and Mail*, March 21, 2021, Teara Fraser says leaders should ask: 'What really matters?'

*Globe and Mail*, April 4, 2021, Jacqueline Ottman believes acknowledging the past is important to lead for the future.

*Globe and Mail*, May 23, 2021, Deloitte partner Jolain Foster on leadership, reconciliation and what it means to be Gitksan

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*Globe and Mail*, July 18, 2021, For Sarain Fox, kindness, honesty are central to leadership.

*Globe and Mail*, September 19, 2021, How Inuit tradition shapes life and work for the CEO of land-claim organization Nunavut Tunngavik.

*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 did a weekly CEO interview for one of Canada's two national newspapers. From October 2016 to December 2018.

*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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*Financial Post*, November 30, 2016, "The war stops at the entrance of our hospitals': Joanne Liu, international president of Médecins Sans Frontières.

*Financial Post*, November 28, 2016, “Former Prime Minister Paul Martin speaks about business, issues he’s passionate about and Donald Trump”.

*Globe and Mail*, November 14, 2016, “Eric Friedman: ‘I’ve always had trouble disconnecting from my work’”.

*Globe and Mail*, September 5, 2016, “Patrick Pichette: ‘When work starts feeling too comfortable, fire yourself’”.

*Financial Post*, May 17, 2016. “‘Reinvent things and push the boundaries’: Patrick Pichette, Google advisor and former CFO”.

*Globe and Mail*, May 6, 2016, “Why Canada Should be Happy With Bombardier under Family Control”.

*Financial Post*, May 2, 2016. “‘Up until recently I was a rock star’s agent, now I’m a true CEO’: Cirque du Soleil’s Daniel Lamarre”.

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*Globe and Mail*, April 30, 2016, “Even With the Delta Deal Bombardier Will Need Help from Ottawa”.

*Financial Post*, March 17, 2016. “Air Canada boss speaks about learning from WestJet and fighting Porter”.

*Globe and Mail*, March 2, 2016, “Creativity No Laughing Matter at the Cirque”.

*Financial Post*, February 29, 2016. “Via Rail boss speaks about a \$1 billion investment, high-speed trains and what it takes to be successful”.

*Financial Post*, February 9, 2016. “Susan Cain: ‘Introverted leaders often deliver better outcomes than extroverted leaders’”.

*Financial Post*, January 9, 2016. “John Wood: ‘I had to get out of Microsoft and make education for the world’s poorest children my job’”.

*Financial Post*, December 18, 2015. “Bombardier CEO Alain Bellemare says CSeries is en route for success”.

*Financial Post*, December 3, 2015. “‘Uber is part of the transportation cocktail’: Jean-Nicolas Guillemette”.

*Financial Post*, November 12, 2015. “Carlos Leitão: ‘You need to jump in if you want to change things’”.

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*Globe and Mail*, November 15, 2013 with Sienna Zampio, “Young leaders’ focus on career leaves kids out of the mix”.

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*Montreal Gazette*, June 4, 2012, “For My Family a Car Free Summer”.

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*Montreal Gazette*, August 17, 2011, “Luxury, Poverty, A Learning Moment: Transformed by Travel”.

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*Globe and Mail*, September 9, 2011, with Devin Bigoness, "Lessons for Business From the NFL".

*Globe and Mail*, December 28, 2010, with Alan Rugman and Mike Ross, "Peak Oil Will Not Spell the End of Globalization."

*La Presse*, August 17, 2010, with Daniel Novak, "Montreal-Toronto: des opportunités équivalentes".

*Globe and Mail*, August 13, 2010, with Daniel Novak, "Montreal vs Toronto: Which Is Better for A Global Career".

*Montreal Gazette*, January 2, 2010, with Abigail Lawrence, "Come On, the past decade wasn't as bad as all that!"

*Ottawa Citizen*, December 24, 2009, with David Lewis, "The Decline of America."

*National Post*, September 29, 2009, with David Lewis, "What is Old Is New Again".

*Vancouver Sun*, June 8, 2009, with David Lewis, "What can ancient economics teach us?".

*Ottawa Citizen*, May 30, 2009, with David Lewis, "Ancient Economies".

*Globe and Mail*, December 2, 2008, with Art Durnev and Pat Akey, "What's Ahead for BCE".

*Montreal Gazette*, January 24, 2008, "Out of the darkness, a bit of illumination; Resto serves up look at how consumerism is evolving".

*Montreal Gazette*, July 16, 2008, "Did Bombardier Wait Too Long to Launch the C-Series?"

*Ottawa Citizen*, October 15, 2007, "Microsoft's World Isn't Flat", with Alan Rugman.

*Toronto Star*, "Ich Bien Eine Quebecios, June 24, 2007.

*Ottawa Citizen and Edmonton Journal*, "What Business Can Learn from Government" February 26, 2007, with Paul Tellier.

*National Post*, "Marketing Wars", May 12, 2006, Karl was one of three experts who appeared in the first of an occasional series in the *Financial Post*, where a panel of



experts weigh in on the marketing and advertising strategies of two business competitors. The first column was about XM V. SIRIUS.

*Globe and Mail*, "Welcome to the Experience Economy, December 27, 2005, with Matt Hertz.

*La Presse*, "Globalization in Context", December 28, 2005.

*Kauppalehti*, Millaisena Suomi kokee kokemustalouden?, December 7, 2005.

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*Kauppalehti*, "Onko uskonto amerikkalaisen politiikan sielu?" March 2, 2005.

*Montreal Gazette*, "How Wal-Mart Jumped the Shark," February 27, 2005.

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*Kauppalehti*, "Mitä popidoleista voi oppia?," June 8, 2004.

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*National Post*, "A Two-Way Street," with Alan Rugman, November 29, 2003.

*Globe and Mail*, "Mea Culpa: We Marketers Helped Make Yours Kids Fat," with Laurette Dubé, August 13, 2003.

*Expansion*, "Regional Si, Global No, Nacional Talvez," Spain's Leading Financial Paper, with Jorge Vasconcellos July 2003.

*National Post*, "A Real Food Fight," with Stacey Caney, May 10, 2003.

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*Globe and Mail*, "Globalisation Takes Back Seat," with Alan Rugman, November 21, 2001.

*Montreal Gazette*, "Quebec Should Support Tremblay's Focus," with Alan Rugman, November 12, 2001.

*Calgary Herald*, "Globalisation is Just a Myth," with Alan Rugman, April 19, 2001.

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*Montreal Gazette*, "Globalization has been around for a While," with David Lewis, March 31, 2001.

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"The E-volving Organisation."

*Financial Times Mastering Management*, “How Global Is Globalisation?,” with Alan Rugman, September 2001.

*Globe and Mail*, Book review, December 15, 2001.

## Interviews

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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 *Kaupplehti*, Holland’s *Het Financieel Dagblad*, Spain’s *Expansion*, 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*.

### Select Media interviews in 2020 many are missing

*Le Devoir*, January 3, 2020, mentioned in the article: Bombardier, cinq ans après le changement de garde.

*BNN Bloomberg*, January 16, 2020, TV interview about Bombardier rethinking Airbus A220 deal.

*Bloomberg Wire Service*, January 16, 2020, mentioned in the article: Bombardier Back to Brink After Rethinking Airbus A220 Deal.

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*Montreal Gazette*, January 17, 2020, mentioned in the article: Bombardier could fetch triple its current valuation if sold, CIBC analyst suggests.

*Montreal Gazette*, January 18, 2020, mentioned in the article: Analyst says slashed forecast may spur Bombardier to explore sale.

*National Post*, January 18, 2020, mentioned in the article: Sell, Suggests Analyst; Stock Plunging.

*The Vancouver Sun*, *The Calgary Herald*, January 18, 2020, mentioned in the article: Bombardier may explore sale in wake of slashed forecast: report.

*Métro*, January 31, 2020, mentioned in the article: Le milliardaire Québécois Lawrence Stroll s’installe chez Aston Martin.

*BNN Bloomberg*, February 6, 2020, mentioned in the article: SNC subsidiaries barred from public contracts in Quebec for five years.

*BNN Bloomberg*, February 7, 2020, mentioned in the article: Bombardier’s Shaky Future Puts Novice Premier in Dicey Déjà vu.

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*CTV News*, February 26, 2020: appeared on: Coronavirus continues to spread worldwide.

*La Presse*, March 11, 2020, mentioned in : Le président d'Hydro passe chez Bombardier.

*CTV News Montreal*, March 12, 2020, appeared on segment about aviation industry and coronavirus.

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*CBC News Network*, March 17, 2020, appeared on: Airlines grounded over COVID-19.

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*CTV Montreal News*, March 17, 2020 appeared in segment about impact of coronavirus on airlines.

*Forbes*, March 17, 2020, mentioned in: Global Leadership 101: Bridging The Gap Between Academia And Real Life.

*CBC Radio Toronto*, March 18, 2020, appeared on segment about impact of coronavirus on airlines.

*L.A. Times*, March 18, 2020, mentioned in: Canada and U.S. close world's longest land border to 'nonessential' travel.

*Medium*, March 18, 2020, mentioned in: Real Productivity Comes from Making it Your Passion.

*CBC News Channel*, March 20, 2020 appeared on segment about Canadian airline industry.

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*CTV*, March 23, 2020, appeared on: Canadian airlines scaling back dramatically in response to COVID-19 pandemic.

*Le Devoir*, 28 March, 2020, mentioned in: Le Bureau de la concurrence défavorable à l'achat de Transat par Air Canada.

*La Presse, Canadian Press*, April 2, 2020, mentioned in: La COVID-19, un déclencheur de la diversification pour certaines entreprises ?

*CBC Here & Now, Let's Go, Homestretch, Mainstreet, Saskatchewan Afternoon Edition, Up To Speed, All In A Day, Up North, Airplay, All Points West, Radio Active, Kelowna Radio West*, April 8, 2020 appeared in segments about airline industry vs COVID-19.

*Mujerde10.com*, April 2020, mentioned in: Guía para sobrellevar la cuarentena si eres extrovertida (Spanish).

*AimAcademy.com*, April 2020, mentioned in: Có một gen Z khủng hoảng nghề nghiệp sau đại dịch, nhưng cũng có một gen Z đủ bản lĩnh để vượt qua (Vietnamese).

*RevistaCentral*, April 14, 2020: Personas extrovertidas en cuarentena: ¿Cómo soportar el aislamiento? (Spanish).

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*McGill Business Review*, April 20, 2020, mentioned in: Fight or Flight: COVID-19's Impact on the Airline Industry.

*Policy Magazine*, April 23, 2020: Canada's Airlines Are an Essential Service

*SiriusXM Radio*, April 29, 2020, appeared on Arlene Bynon's show about Canadian airline industry.

*Maclean's*, April 2020, mentioned in: The Bombardier autopsy: How the company's dream of global domination died, as told through six decades of annual reports.

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*BNN Bloomberg*, May 8, 2020, appeared on: 'Opportunity for innovation': What the future of air travel may look like.

*Radio-Canada*, May 15, 2020, mentioned in: Ottawa va-t-il résoudre le casse-tête Air Transat?

*CTV National News*, May 16, 2020, appeared on: Massive Layoffs At Air Canada.

*FARS News Agency*, May 16, 2020, mentioned in: Air Canada to Lay Off 20,000 Workers as Pandemic Collapses Travel Industry.

*Vansky.com*, May 17, 2020, mentioned in piece about airline travel and COVID-19 (Chinese).

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*Asia News Monitor*, May 18, 2020, mentioned in: Canada: Air Canada to Lay Off 20,000 Workers as Pandemic Collapses Travel Industry.

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*CTV National News*, May 23, 2020, appeared on: Future of the travel industry.

*CJAD800*, May 27, 2020, appeared on a show about introverts/extroverts/ambiverts during the lockdown.

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*Account Holder (blog)*, June 14, 2020, mentioned in: Davanand Ganessingh – M&A broker says business owners are confident in ability to recover from COVID-19 – Talk.

*CBC*, June 16, 2020, appeared on: Alberta At Noon with Judy Aldous.

*Global News*, June 27, 2020, appeared on: Global News segment “Canadian airline companies ending physical distancing measures.”

*CTV*, June 27, 2020 appeared on “Airline Industry Struggling to Survive” segment.

*Montreal Gazette*, June 28, 2020, mentioned in: How will Quebec Inc. survive and thrive as Canada reopens?

*SiriusXM*, July 2, 2020, appeared on: Work & Life.

*Skies*, July 15, 2020, mentioned in: “New co-operative airline plans Quebec launch.”

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*CTV News*, August 13, 2020, mentioned in: Air travel into Canada in early August highest since March: CBSA.

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*The Street*, August 18, 2020, mentioned and appeared in: How Businesses Should Prepare For Another Pandemic.

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*Global News*, December 17, 2020 appeared on: Global National about 737 Max.

*Global News*, December 24, 2020, mentioned in: Prime minister pleads with Canadians not to travel abroad, people do it anyway.

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