

# Steven F. Freeman – Complete Curriculum Vitae

Philadelphia, PA

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## OVERVIEW

**Scholarship:** Author of more than one hundred articles, two books, and many research reports --some with worldwide impact. Recipient of five national research awards and the Project Censored award for most important research of 2006.

**Teaching:** Innovative courses take a uniquely broad perspective on management issues. Award-winning teaching cases, exercises, trips, teaching notes and curricula lead to critical insight and student accomplishment. Customized to individual needs at all levels from high school to CEOs and university faculty.

**Public Outreach:** Many published essays, public opinion pieces, radio and TV interviews; widely cited in newspapers and national publications. Extensive public talks; expert testimony before state and national committees including the US Congress

### **Business Experience:**

- Entrepreneurship: Initiated six new business ventures (including two non-profit ventures)
- Management: Helped build an international contract research firm comprising 500 professionals
- Knowledge Applications: Rigorous approaches to acquiring organizational knowledge and developing dynamic capabilities
- Crisis Preparedness: Systemic/ Resiliency-based approach not only protects against catastrophe, but promotes innovative intelligence and a uniquely valuable lens for identifying and seizing opportunity.

## ACADEMIC POSITIONS

### **Philadelphia University**

**Beginning fall 2015**

Develop research methods curriculum and practicum for new doctoral program designed for senior executives to address current problems and issues in industry. Teach research methods courses.

### **University of Pennsylvania**

**2000-present**  
Philadelphia, PA

Faculty appointments at the Wharton School, School of Arts and Sciences, the Center for Organizational Dynamics, the Wharton Entrepreneurial Center, and the Ackoff Collaboratory for Advancement of Systems Approach

Developed and taught a broad array of distinctive courses often rated among the highest at the University. Noted for innovative teaching materials, exercises and experiences, including innovation tours and award-winning business cases.

Sponsored research on organizational resiliency, employee ownership, and a broad range of other topics including election fraud. Recipient of multiple research grants and awards. Papers have been among the most downloaded in the history of the Scholarly Commons Digital Library.

### **Rutgers University**

**2011-2012**

School of Management and Labor Relations

New Brunswick, NJ

Louis O. Kelso Fellowship for employee ownership research

### **Sabanci University Executive Development**

**December, 2009**

Visiting Professor

Istanbul, Turkey

Crisis preparedness and Organizational Resilience

**INCAE (Central American Institute of Business Administration)** 1998-2003  
 Professor of Management Alajuela, Costa Rica; Managua, Nicaragua

INCAE was founded by the Harvard Business School and Organization of American States to serve as what is still Latin America's only international business school, attracting top students from throughout the region and interchange students from around the world. The executive education program is among the world's largest, training regional leaders from all professions.

**Universidad de San Andrés** 2002  
 Karel Steuer Chaired Professor (Visiting) in Entrepreneurship Buenos Aires, Argentina

Courses, research and public lectures on Entrepreneurship and Resilience. The Karel Steuer chair is the only chaired professorship of entrepreneurship in Latin America.

**Massachusetts Institute of Technology, Sloan School of Management** 1994-1998  
 Cambridge, MA

Teaching Assistant (*Eric Von Hippel*); *New Enterprises* course  
 Research Assistant (*Tom Malone*), *MIT Center for Coordination Science*  
 Research Assistant (*Peter Senge*), *MIT Organizational Learning Center*

## CONSULTING AND COMMISSIONED RESEARCH

**Ally Financial Inc.:** a study of Organizational Culture to aid in the transition from General Motors Acceptance Corp to new entity

**Academy of Vocal Arts** (Philadelphia) Idealized design of academic programs and student services

**Anheuser Busch:** helped company design their own corporate university.

**Bolivian Controlaría** (National Audit Agency): Conducted training seminar on understanding organizations and organizational change; developed organizational mechanisms to promote integrity, transparency, and incorruptibility focusing on aspects of organizational culture.

**Bolivian Superintendencia de Bancos** (National Banking Regulatory Agency): Analyzed the organization's culture to explain aspects of behavior management believed to be maladaptive. Helped elaborate the agency's primary responsibilities and develop methods to best fulfill them.

**EARTH** (La Escuela de Agricultura de la Región del Trópico Húmedo - the world's leading school of tropical agriculture): Advised on the development of new tropical agricultural and environmental products including banana leaf paper, and a banana with the flavor of local varieties but the durability of exports.

**Eastman Kodak:** strategic redesign of research laboratories.

**Federal Express:** Documented activity and thoughts (using verbal protocols) of top salespeople

**Hospital of the University of Pennsylvania:** exploring a resiliency-based program for avoiding catastrophes, i.e., rather piling on protocols with 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> etc... checks, we explored "incidents" — potentially catastrophic situations — to learn how, in fact, catastrophes are averted.

**McKinsey & Co:** exploratory research on decision processes and decision modeling

**Metropolitan Life:** Crisis preparedness audit

**Philadelphia University:** Idealized Design of new doctoral program

**University of Pennsylvania Catering Service:** Redesign of operations, structure, strategy.

**TRIAD:** Research on the organizational impacts of the September 11<sup>th</sup> (2001) attacks; extended to conduct a case study explaining the extraordinary resilience of one hard-hit firm, **Sandler O'Neill and Partners**

**UNC Analytical & other defense contractors:** throughout the early 1990s, I did extensive consulting to many defense contractors on adopting accounting systems to meet with new standards of the US Government Accounting Office. At UNC Analytical, a division with \$100 million annual revenue, I additionally served as interim accounting manager for four months.

**United Way:** strategic redesign exploration to maximize percentage spent on services delivered

**Fortune 500 company:** using broad systemic analysis of vulnerabilities to Crisis, we have been both developing means for inoculating the firm against catastrophe and simultaneously exploring opportunities to exploit systemic vulnerabilities/

**Fortune 500 company:** conducting pre- and post-move survey for firm adopting an open office plan

## MANAGEMENT

**Election Integrity** (Founder, Director, 2004-13) Founded to help protect the integrity of election vote counts through techniques of verification and analysis –exit polling, election data forensics and education. Conducted major exit polls in the 2006 and 2008 US elections. Developed election protection wiki and discussion groups. Published many op-eds, articles, and a book on threats to election integrity. Testified before many national and state groups and the US Congress.

**Puente/ Verlos** (Founder, Director, 2000-03) Provided modern communications to Hispanic foreign nationals in the US: Worked with Hispanic community groups obtain grants to provide computer training and Internet access. Internet-based videoconferencing reunited family members visually, often for the first time in years – or decades.

**Applied Research Associates**, Albuquerque, NM (1988-90) Managed corporate office. Direct responsibilities included financial management, MIS, budgeting, policy development, and marketing support. Over-saw accounting, contract administration, and personnel functions. Helped put systems in place that enabled growth from 50 to 500 professionals and from 6 to 30 locations.

### Pre-PhD Consulting Positions

**MIT Organizational Learning Center**, Cambridge, MA (1993-96): Worked for Peter Senge, author of *The Fifth Discipline*, to apply principles of Organizational Learning and System Dynamics to improve corporate performance.

**Institute for Interactive Management**, Philadelphia, PA (1987-88): Worked with Wharton faculty founders including Russell L. Ackoff (author of *Creating the Corporate Future* and 18 other books) to facilitate major organizational redesign projects.

### Other Pre-PhD Work Experience

**National Hybrid**, Inc. Designed Electrical Circuits.

**Club Méditerranée:** Installed and programmed computers in vacation villages

**Friends World College:** all purpose aid.

**Portland Oregonian:** Features writer and AP re-writer

**Portland Half-Way Homes:** Live-in juvenile rehabilitation help

**Philadelphia University City HS:** Taught English and Writing while still an undergraduate

## EDUCATION

### **Massachusetts Institute of Technology, Sloan School of Management**

Ph.D., June 1998, Organization Studies  
American Association of Collegiate Schools of Business Scholarship Award (1994-98)

### **University of Pennsylvania, Wharton School**

M.S., June 1987, Social Systems Sciences,

Anheuser Busch Fellowship, Research Assistant in the *Wharton Entrepreneurial Center*

### **University of Pennsylvania, Arts & Sciences**

B.A., June 1985 Concentrations in Electrical Engineering, Systems, Politics, Philosophy (University and Departmental Honors)

**Additional Formal Education:** SUNY-Stony Brook, Electrical Engineering, Physics; Columbia University, Writing/Public Speaking

## ACADEMIC AWARDS

- Employee Ownership Foundation, 2011** Louis O. Kelso Fellowship, employee ownership research
- Most Important Research, 2006**, awarded by Sonoma State University's *Project Censored*
- CASE Association Fellow's Award for Outstanding Field Based Case Research, 2004** for *Vegetales Cortados, SA Start-up Strategy*
- Organizational Development & Change, 2003** Academy of Management Best Practice Paper
- Showcase Symposium, 2000** Academy of Management annual meeting
- Managerial & Organizational Cognition, 1998** Academy of Management, Best Student Paper
- Organizational Development & Change, 1997** Best Overall Research Paper, Academy of Management annual meeting
- American Association of Collegiate Schools of Business Award (1994)** tuition and stipend for doctoral study at institution of student's choice

## RESEARCH GRANTS

- CASE Centre Case writing award 2016** for business case writing (*Mastitis at Lácteos Pacificos*)
- Beyster Institute Employee Ownership (2012-13)** Develop bibliographic Database
- Employee Ownership Foundation (2011-12)** Kelso Fellowship for employee ownership research
- Rohm and Haas Sustainability Grant (2010-11)** Systematic review on practices drive innovation for sustainable business
- The Grace Institute for Democracy and Election Integrity (2009)** Exit poll and election analysis of California November 2008 results
- Center for Media and Democracy (2008)** Establish *SourceWatch* Election Protection Wiki
- The Silicon Valley Foundation (2008)** Grants to conduct election verification exit polls and research to help ensure election integrity
- Employee-Owned S-Corporations of America (2008)** Cost-Benefit Analysis of ESOP Legislation

- Alliance Holdings (2006-08)** Grants to conduct research on employee ownership and ESOPs.
- Vital Sparks Foundation (2006-10)** Grants to conduct election verification exit polls
- Velvet Revolution (2006-10)** to conduct election verification exit polls and related research
- Intrepid Equity (2004)** Grant to conduct research on Employee Stock Ownership Plans (ESOPs).
- Rochester Printing Industry Project (2003- 2006)** Grant to study printing industry responses to adverse economic and technological conditions
- High Performance Systems, Inc. (2003)** Grant for work to develop quantitative models of organizational resilience using HPS iThink/STELLA systems dynamics software
- TRIAD (2001-02)** Grant to study the organizational consequences of the September 11th attacks; extended to conduct a case study explaining the astounding recovery of one hard-hit firm
- Centro Latinoamericano para la Competitividad y el Desarrollo Sostenible (1999-2003):** Regional case study research sponsored by the Harvard Institute for International Development and the Avina Foundation
- International Motor Vehicle Project**, an MIT Sloan industry consortium (1996-99) PI managing projects on organizational change in the US auto industry; and organizational effects of adversity.

## Professional Affiliation

- Academy of Management: Research Methods Division, Organizational Development & Change, Organization Management Theory
- American Association for Public Opinion Research keynote speaker 2008 national conference
- Systems Thinking in Management: Organizer for 3<sup>rd</sup> International Conference: "Transforming Organizations to Achieve Sustainable Success"
- Past:** American Assoc for the Advancement of Science, American Sociological Assoc, American Statistical Assoc.

## COURSES TAUGHT

### Organization and Strategy

- *A Systems Perspective on Crisis Preparedness and Organizational Resilience:* <http://cpor.org/>
- *Creativity and Innovation in Work and Organizations:* <http://ciow.org/>
- *Planning and Managing Organizational Change*
- *Perspectives on Organizations (three "lenses" to understand organizations strategic design, politics, and culture)*
- *MBA Consulting Project (MBA capstone course: a consulting project involving field research)*

### Research Methods

- *Applied Research Methods I, II for doctoral students (Quantitative and Qualitative)*
- *Foundations of Research and Scholarship*
- *Knowledge Work in the 21<sup>st</sup> century: Becoming the Authority in your Field* <http://k21.co/>
- *Applied Research Basics for Managers and Professionals*

## RESEARCH

### Current Research Working Papers/Projects

#### *Literature Review on Open Office Plans*

What they are, why they've become popular, and what we know about them (not much). potential benefits, potential risks and key conceptual issues. what we ought to learn to make an office plan decision, and to mitigate problems/maximize benefits.

#### *A Resiliency Based Approach to Crisis Preparedness*

CP is currently practiced almost exclusively using 'Predict and Prepare' protocols. But most crises, especially the most serious crises are unforeseen; many are unforeseeable. Our alternative develops skills, practices and structural characteristics to *deal with the unexpected*. The resultant resiliency not only dramatically improves the ability to deal with the unforeseen, but also broadens the range of what can be foreseen, and even paints a path from crisis to creative opportunity.

### Entrepreneurship

- *New Venture Initiation (for MBAs)*
- *Entrepreneurial Decision Making*

### Workshops

- *Systems Thinking for Creativity and Innovation*
- *Systems Thinking for Resilience*
- *Basic Tools of Resilience*
- *Experiential Exercises from the Arts: fostering team and organizational innovation, Coordinated Improvisation, Leading and Following*
- *Research Methods - Survey Design*
- *Writing a Research Paper*
- *Choosing a Topic; Formulating a Research Question*
- *Conducting a Research Literature Review*
- *Integrating qualitative and quantitative data. Incorporating quantitative measures into qualitative research. Enriching quantitative research with qualitative methods.*
- *Avoiding Bias in Qualitative Research*
- *Case Study Research/Writing for University Faculty*

#### *Riding the Waves: Seeing and Seizing Opportunity in the Midst of a Sea Change*

CP as currently practiced entails tiresome protocols one hopes to need never enact; in contrast, a resiliency approach offers a means for understanding changes, trends and vulnerabilities, suggesting opportunities to match the corresponding dangers. Here we show how it's done, illuminated by examples of this approach.

### Research Books

#### *Was the 2004 Presidential Election Stolen? Exit Polls, Election Fraud, and the Official Count* with Joel Bleifuss, Foreword by U.S. Representative John Conyers, Jr. (Seven Stories Press, 2006)

Employing a wide variety of election fraud forensic tools, we estimate extent and impact of fraud. Independently, we examine alternative indicators of how people actually voted including telephone polls, exit polls, surveys, vote change analysis, comparisons/ correlations with past and down-ticket elections. We conclude that had votes been counted as cast, John Kerry would have convincingly won the electoral and popular vote. We develop the concept of "within precinct disparity (WPD)"- i.e., the difference between the exit poll results and reported vote tallies in the sample precincts used

by the pollsters, and show that wide WPDs are consistent with explanations of fraud, but irreconcilable with other posited explanations. The book explains and details:

- contemporary methods of election fraud, especially the *carte blanche* with which “results” can be and apparently have been produced on electronic voting machines
- exit polls: how they work, why they have been so accurate historically, and the evidence of continuing accuracy.
- cooptation of the press and Democratic Party leaders.

The book draws widely on statistical inference methodologies, but great care was taken to fully explain findings and methods to lay readers. A statistical primer is included as an appendix.

### **The 1987 Pennsylvania New Firm Survey with Paul D. Reynolds (Appalachian Regional Commission 1987)**

- Volume 1: Executive Summary, State of New Firms in Pennsylvania (43 p)
- Vol 2: New Firm Contributions to Pennsylvania (138 p)
- Vol 3: Enterprise Development Companies Compared with Typical New Firms (83 p)
- Vol 4: Methodological Appendix (68 p)

Widely cited as a [methodological Research Prototype](#)  
Complete electronic [Methodological Appendix](#) (537 pages) and [Data Set](#).

This work was the prototype for the [Global Entrepreneurship Monitor, the world's foremost study of entrepreneurship](#).

### **Dissertation (Massachusetts Institute of Technology, Sloan School of Management 1998)**

***The long decline of the North American automobile industry 1963-87: How and why it took so long to adopt design and manufacturing advances***

*Committee Members:* John Carroll (chair), Lotte Bailyn, Maureen Scully, and John Van Maanen

From the early 1960s to the late 1980s the North American auto industry declined from the pinnacle of power and performance to bankruptcy and disrepute. Why did it take so long to respond to Japanese advances in design and production? Attention patterns over three decades indicate concern about public threats and disregard of trends that had been quietly transforming their industry. Once the threats were finally acknowledged, other impediments to change ensued, similar to those documented in individuals and on other levels of analysis.

Organizational identity, structural niches, and group identifications illuminate attention patterns, decision-making, change and resistance to change. Under stress, organizational identity seems to decay and congeal into a loosely coupled collection of conflicting impulses. Hence the original title: The problem of identity in organizational behavior and human decision processes

## **Research Articles**

### Abbreviations in Publications & Presentations:

**AoM:** *Academy of Management*. AoM presentations refer to the Academy's large international annual meeting.

**Avina:** *Avina Foundation*, Panama City, Panama

**EI:** *Election Integrity*, Columbus, Ohio

**MIT:** *Massachusetts Institute of Technology* (Cambridge, Ma)

**OD:** *Organizational Dynamics Program* (School of Arts & Sciences), University of Pennsylvania, Philadelphia

**PSC:** *Penn Scholarly Commons*, University of Pennsylvania

**w:** with for joint author/presenter

“Creating a Career” w Patricia McInerney (*American Creativity Association: Innovation by Design* Oct-12)

“Corporate Practices that Inhibit and Drive Innovation for Sustainability” with Alan Barstow, Steven Finn, Frank Nuessle (*Eastern AoM 49<sup>th</sup> Proceedings* May-12)

“Exit polls still reliable where votes are cast on paper and counted manually in public view” (EI, Jan-11)

“Did California Voters Really Ratify Prop 8?” (EI, Aug-09)

“Starting a business in Latin America” Chap 7 in Jauhari & Griffy Brown (eds.) *Women, Technology and Entrepreneurship: Global Case Studies* p. 151-170 (Dec-08)

“Results from the Kentucky Democratic Primary Election Verification Exit Poll” with Ken Warren (EI, May-08)

“Election Results from Notamerica” (EI, Feb-08). How US election results would be understood if they were from some other country, i.e., *not* America

“Hillary Clinton awarded 2008 New Hampshire Democratic primary despite apparent eight percentage point defeat” (EI, Jan-08)

“Is the US a Democracy?” (EI, Feb-07). How the US rates on standard measures of democratic practice.

“Analysis of S Corp ESOP Legislation Benefits and Costs” with Michael Knoll, *University of Pennsylvania Law School (PSC)*, Aug-07)

“Effects of ESOP Adoption and Employee Ownership: Thirty Years of Research and Experience” (*PSC*, Jan-07). As of Dec 2011, this was the most downloaded paper in the history of the Penn Scholarly Commons.

“Results from the First Election Verification Exit Poll” with Ken Warren, Stephanie Singer (EI, Dec-06)

“Quantification of the Benefits and Costs of ESOPs and Employee Ownership” (OD, Aug '06)

“Polling for Errors? Do Pre-Election Telephone Polls Track—and Legitimize—Corrupted Election Tallies through Flawed Methodologies? A historical look at pre-election polls and election results (OD, Aug '05)

“An Examination of Exit Poll Accuracy and Discrepancies with Official Counts in U.S. Elections” (OD, Apr '05).

- Historical accuracy of exit poll survey results and explanations for discrepancies.
- "Analysis of the 2004 Presidential Election Exit Poll Discrepancies", with 10 co-authors, mostly statisticians, (*US Count Votes*: Salt Lake City, UT 23-Mar '05)
- "Exit Poll Report Suggests a Corrupted Election (despite what you may have heard)" with Josh Mitteldorf. *In These Times* (Feb '05). Most extensive comments and most hits of any article in the publication's history.
- "Response to Mitofsky-Edison Report" w10 co-authors, mostly statisticians (*US Count Votes* Jan '05)
- "Hypotheses for Explaining the Exit Poll-Official Count Discrepancy in the 2004 US Presidential Election" (*OD*, Jan '05). Used as the basis for the *US Congressional Report*, "Preserving Democracy: What Went Wrong in Ohio (Status Report of the House Judiciary Committee, Jan '05)
- "The Power of Moral Purpose: Sandler O'Neill & Partners in the Aftermath of September 11, 2001" with Larry Hirschhorn and Marc Maltz. *In Organizational Development Journal* (Dec-04)
- "The Unexplained Exit Poll Discrepancy", *Organizational Dynamics* (29-Dec-04). Observes a large, unexplained discrepancy between exit poll survey results and the official count in the 2004 Presidential Election. Widely read around the world. First draft (9-Nov-04) generated so much traffic that it brought down both Penn and Applied Research servers in November 2004.
- "Success under Adversity: Differentiating Leaders from Laggards during Hard Times in the Printing Industry" with Sandy Rothenberg, *Rochester Institute of Technology Printing Industry Center* (Oct-04)
- "Moral purpose and organizational resilience: Sandler O'Neill & Partners in the aftermath of September 11, 2001" with Larry Hirschhorn and Marc Maltz. In D. Nagao (Ed.) *AoM BEST PAPERS 2003*, Omnipress: Madison, WI, (Sep-03)
- "Comparing Out-Group Cooperation in Latin America with Out-Group Cooperation in the US", *Avina* (Jan-00). In contrast to received theory (Hofstede), evidence suggests that Latin Americans behave *less* cooperatively than North Americans.
- "Identity maintenance and adaptation: a multilevel analysis of response to loss." In B.M. Staw and R.M. Sutton (Eds.) *Research in Organizational Behavior* Vol. 21:247-294 Greenwich, CT: JAI Press (1999)
- "Estrategia y la Web: oportunidades en Latinoamérica" with C. Cortéz, *AVINA* (Nov-99). Opportunities for web-based business development in Latin America
- "Good decisions: reconciling human rationality, evolution, and ethics." In B. Keys and L.N. Dosier (Eds.) *AoM BEST PAPERS 1998*, Omnipress: Madison, WI (Sep-98)
- "Organizational loss." In B. Keys and L.N. Dosier (Eds.) *AoM BEST PAPERS 1997*, pp. 264-68, Omnipress: Madison, WI (Sep-97)
- "Quantifying Qualitative Data: Coding Techniques and Software to Measure Organizational Attention", *MIT Organization Studies Group* (Nov-97)
- "Reasoning Used in Important Life Decisions", *MIT Organization Studies Group* (Mar-97). Results of interviews designed to elicit the use of utilitarian and deontological reasoning processes in important individual decisions.
- "Toward A Handbook for Organizational Decision-Making," *MIT Center for Coordination Science* (Jun-96). Alternatives for representing decision-making processes, explores the gulf between prescriptive and descriptive decision making literatures.
- "Why Do They Call Them Salespeople Anyway?" *MIT Organizational Learning Center* (Jan-95). Report using ethnographic methods on the work of FedEx salespeople
- ### Research Summaries
- "Empresarialismo y Resiliencia," *Gestión*: Buenos Aires, Argentina (Jun-02)
- "Cómo manejar la pérdida y el cambio" *Revista INCAE* (2001)
- "Tres perspectivas para entender las organizaciones" *Percepción Gerencial* 3(2)
- "Entendiendo Organizaciones," in Kettlehorn, (ed.) *Forjando el Futuro* p. 159-176, Prensa *INCAE*: Alajuela, Costa Rica (Jun-00)
- "Emerging Visions in Organization Studies: An Introduction for Colleagues and Collaborators" (*AVINA* Oct-98)
- ### Cases
- "Contamination crisis at Lácteos Costeños," (2017). Entrepreneurs inevitably face threatening crises, but few are prepared. A Central American entrepreneur, faces the crisis of his career -- when he learns that the dairy products his nine-month-old business has distributed are dangerously contaminated.
- Notes and supplementary readings explain what happens in a crisis and how to:
- better cope with the resultant stressors, emotions, and other pressures;
  - define priorities;
  - prepare – so as to avert crises in the first place or mitigate one that occurs anyway; and, ultimately
  - learn and grow stronger from crisis.
- Winner of CaseCentre casewriting grant.
- "Vegetales Cortados, SA Startup Strategy" (2004): (A) Differences in marketing and development strategy

between a new enterprise and an established firm, and (B) The small firm as counter-puncher: What to do when a powerful new competitor enters your market niche (Selected as the Best Business Teaching Case for 2004, by The CASE Association)

“Jugos Tropicales,” (2002). The importance of market segmentation and focusing on *under-served* markets

“Datatex,” with L.M. Garcia (2001). Compares startup experiences in the US and Nicaragua

“Comercializadora de Madera Costarricense,” w C. Cortéz (2000). Making a sustainable development business vision in the tropics a reality

### Education / Teaching Notes

*Numerical Presentation* (2014): Basics of numeracy: what you need to understand about the numbers you use; how to present and explain numerical analysis for your readers

*Guide to Developing and Writing a Research Paper* (2014)

*A Rubric for Evaluating Research Papers* (2014)

*How to Give a Course Project Presentation* (2013)

*Meaningful Introductions* (2012)

*A Guide to Evaluating Class Discussion* (2007)

*The Variety of New Ventures* (2004): For use with *Vegetales Cortados*

*How to Come up with Good Business Ideas* (2001)  
Wharton Press

*How to Research a New Venture Opportunity* (2001)

*Entrepreneurship and Venture Initiation* (2001): Introductory material outlining the steps in developing a business plan: (1) identify an opportunity, (2) develop the concept, (3) determine the resources required, (4) determine how to acquire required resources, and (5) evaluate risks and planning for contingencies

*The 80-20 Rule of Entrepreneurship* (2001) Large, established firms go after mass markets; entrepreneurs must look for an underserved niche. For use with *Jugos Tropicales*

### White Papers

Establishing an Entrepreneurship Curriculum in Small Business Schools (Avina '02)

The Opportunity for Experimental Social Science Research in Latin America (Avina '01)

A Research Program on Work and Community (Avina '99)

### Other Publications / Popular Press

*Grid Down-101 Ways to Survive* with Bruce Hemming ([web novel](#) '10)

*Finding Connectedness in Buenos Aires: Argentine Tango as Antidote to the Human Condition* (OD '04)

*Notes to a friend who is planning to start a business* (Wharton Press: Philadelphia, 1988). Problems of marketing, financing and managing a start-up firm

**Op-Eds** published on a variety of subjects in the Boston Globe, In These Times, Newsday (Long Island, NY), Philadelphia Inquirer, Philadelphia Daily News, San Francisco Chronicle, South Florida Sun-Sentinel, AlterNet, Salon, and TomPaine.com.

**Work featured prominently** in [Rolling Stone](#), the [Washington Post](#), BusinessWeek, the Chicago Tribune, the New Yorker, the New York Times, Le Monde, Der Spiegel, the BBC, PBS, MSNBC, CNN-Español and hundreds of other publications, radio and TV stations around the world.

## PRESENTATIONS

### Research Presentations

Beyster Fellowship Symposium (La Jolla, Jun '15): *Asking the hard questions about Employee Ownership and EO research.*

Toulouse School of Economics (Toulouse, France, 28- Jun '13) *Changing World. Changing Attitudes?* Keynote talk for Interdisciplinary Conference on “Shifting Attitudes: Radical Upheaval and its Legacies.”

*American Creativity Association Innovation by Design* (Philadelphia Sep '12) “Creating a Career” w Patricia McInerney

Eastern AoM (Phila May '12) *Corporate Practices that Inhibit and Drive Innovation for Sustainability* w A Barstow, S Finn

West Chester University (West Chester, PA; Jan '12) *Polling Accuracy and Election Integrity*

Beyster Fellowship Symposium (La Jolla, CA, Dec '11): *The Employee Ownership Research Bibliographic Database and the Curriculum Library on Employee Ownership*

League of Women Voters, San Diego, CA, Jul '11): *Democracy in Crisis*

Beyster Fellowship (La Jolla, Jun '11): doing an Interdisciplinary Literature Review; Publishing Interdisciplinary Research

University of DC Law School Washington, DC, Jan '10); *US Elections: They're not just Broken, They're Fixed*

Beyster Fellowship (La Jolla, CA, Jun '10): Effects of ESOP adoption in the US and how ESOPs deal with adversity

*Rowan University:* (Glassboro, NJ, Jan '09) *Is the US a Democracy?* (later also at West Chester, PA;

Employee-Owned S Corporations of America National Meeting (Washington DC, Jul '08): *S Corp ESOP Legislation Benefits and Costs*

Public Schools throughout the US (2008-2012): Critical Thinking and Reasoning: How to Know what to Believe, How to Question, and how to analyze authoritative claims

National Latino Congreso Keynote (Los Angeles, California; Oct '07) *Losing the Right to Vote (and all our other rights too)*

Tour of Five Universities in Ontario, Canada (Sept '07) *Election Fraud in the US and international disenfranchisement through election privatization*



- AoM (Philadelphia Aug '07) *Effects of ESOP Adoption and Employee Ownership: Thirty Years of Research and Experience*
- American Association for the Advancement of Science (AAAS) Annual Meeting (San Francisco, CA; 16-Feb-07) *Are We a Democracy? Vote Counting in the United States*. Talk also presented for various groups in eight other western cities.
- Free Press National Media Reform Conference. (Memphis, TN; 16-Jan-07) *Failure to Report Evidence of Corrupted Vote Counts in US Elections and What Can be done about it*
- Congressional Black Caucus Annual Legislative Conference (Washington, DC; September 8, 2006) *Black Disenfranchisement in Contemporary US Elections*
- American Association of Public Opinion Research Annual Conference (Montreal, Canada; May '06) *Who Really Won -- and Lost the 2004 US Presidential Election?*
- Lehigh University panel on Electronic Voting (Bethlehem, PA; Mar '06) *Electronic Voting – Not Just a Hypothetical Problem*
- Organizational Dynamics alumni association (Phila, Nov '05) *Research review on effects of ESOP adoption and employee ownership: What we think we know and gaps in our knowledge* (Also presented in an interactive session with ESOP CEOs as part of the UPenn OD ESOP training program)
- American Statistical Association (Philadelphia, Oct '05) *Polling Bias or Corrupted Count? Accepted Improbabilities and Neglected Correlations in 2004 US Presidential Exit Poll Data*. Joint presentation with Warren Mitofsky, director of the National Election Pool and "father of the exit poll."
- U.S. House of Representatives Judiciary Committee Forum on Election Integrity ("Conyers' hearing" Washington, DC, Dec-'04); Testimony on the *The Unexplained Exit Poll Discrepancy in the 2004 US Presidential Election*.
- AoM (New Orleans; Aug '04) *The Role of Moral Purpose in Sandler O'Neil's Post-9/11 recovery*
- Improvisation in Management, 2<sup>nd</sup> Conference, INSEAD (Fontainebleau, France; Jul '04) *Organizational Leadership Lessons from the Improvisational Arts* with P.L. McLeod
- National Science Foundation/NASA Conference on Organization Design (New York University, June '04) *Resilience as a Strategy to Secure Safety for NASA's Next Generation Launch Technology (NGLT) Program*. Event sponsored by the NSF's Innovation and Organization Change Program
- Systems Thinking in Management 3rd International Conference (Phila May '04) *Beyond traditional systems thinking: Resilience as a strategy for security and sustainability*.
- The CASE Association (Providence, RI, May '04) *Cases -- Startup Marketing Strategy for Vegetales Cortados*. Best Business Teaching Cases Forum.
- Rochester Institute of Technology Printing Industry Center (Rochester; Nov '03) *Resilience in the Printing Industry*.
- Organizational Dynamics Keynote speech for the New Students Orientation: (Philadelphia, Sep '03) *The Art and Science of Organization: Resilience and Moral Purpose*.
- AoM Best Paper Award, Organizational Development and Change (Seattle, Aug '03). *Organizational Resilience and Moral Purpose: Sandler O'Neill* Also at Case Western Institute Organizational Behavior Dept (Cleveland, Nov '03)
- Keynote speech for Universidad de San Andrés conference: *"Oportunidades en la crisis"* (Buenos Aires, Argentina, April 11, 2002) *Entrepreneurship, Crisis, and Resilience*.
- University of Virginia (Charlottesville, VA Feb '02) *Individual and Organizational Resilience*
- AoM (Washington DC, Aug-01) *Patterns of Executive Attention in US Auto Industry Letters to Shareholders 1963-1987* (also presented at industry conference)
- AoM Showcase Symposium (Toronto, Aug '00) *Evolutionary theory and organization theory: parallels and cross-field contributions*.
- AoM (Toronto, Aug '00) *Biological bases for behavior in organizations: Human evolution and its implications for organization theory and management practice*.
- INCAE Research Colloquium (Costa Rica, Oct '99) *Experiments in culture and behavior*. Cross-cultural factors affecting cooperation & conflict, goals & values, and attitudes toward innovation
- Conference on Corporate Reputation, Identity, and Image (San Juan, Puerto Rico Jan '99) *Organizational identity and change*
- AoM (Boston Aug '98) Best Papers, Managerial and Organizational Cognition division (award for best student paper) *Good decisions: integrating behavioral decision research, evolutionary psychology, and ethics*. Also presented to the Society for Business Ethics (Boston Aug-98)
- INFORMS Int'l Conference (Tel Aviv, Israel; Jun '98) *Organizational Attention in US Auto Industry: How and why the US auto industry failed to address Japanese advances in production and design*.
- AoM Best Paper Award, Organizational Development and Change (Cincinnati, Aug '97). *Identity maintenance and adaptation: a multilevel analysis of response to loss*. (Industry version presented at the International Motor Vehicle Project Research Conference, Boston June '97)
- MIT Organization Studies Group Colloquium (Cambridge, MA; Apr-97) *Decision processes: exploratory research on reasoning used in important life decisions*. Results of interviews designed to elicit the use of utilitarian and deontological reasoning processes in important individual decisions.