

**Roger L. Martin**  
**Curriculum Vitae**

**Address**

Rotman School of Management  
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**Education**

Honoris Causa, Doctor of Laws, Royal Military College of Canada, 2018  
MBA, Harvard Business School, 1981  
AB, Harvard College, 1979

**Professional Experience**

Present	Premier's Research Chair in Productivity and Competitiveness, Academic Director, Martin Prosperity Institute Academic Director, Michael Lee-Chin Family Institute for Corporate Citizenship Rotman School of Management, University of Toronto
1998 – 2013	Dean, Rotman School of Management, University of Toronto
1986 – 1998	Monitor Company 1991 – 1998 Member, Global Executive Committee Chairman, Monitor University
	1995 – 1996 Co- CEO
	1987 – 1991 Managing Director, Monitor Company Canada Limited
1981 – 1985	Canada Consulting Group, Toronto, Ontario

**Public Services Roles**

Ontario Task Force on Competitiveness, Productivity and Economic Progress (Chair)  
Tennis Canada (Past Chair)

Skoll Foundation (Board Member and Chair of Audit Committee)

Canadian Credit Management Foundation (Board Member)

Bridgespan Knowledge Advisory Board (Past Chair)

## **Awards**

1<sup>st</sup> Top Management Thinker in the World, The Thinkers50, 2017

Order of Canada, 2017

Poets & Quants' 2013 Dean of the Year

3<sup>rd</sup> Top Management Thinker in the World, The Thinkers 50, 2013

20 Most Influential Business Professors Alive Today, Top Business Degrees, 2013

Foreign Policy Top 100 Global Thinkers, Foreign Policy Magazine, 2010

The 25 Most Influential People in Business, Canadian Business Magazine, 2009

B-school All Star, BusinessWeek.com, 2007

Innovation Guru, BusinessWeek, 2005

McLuhan International Festival of the Future, Commerce Visionary Award, 2004

## **Publications**

### ***Books***

Creating Great Choices, with Jennifer Riel, Harvard Business Review Press, 2017.

Getting Beyond Better, with Sally Osberg, Harvard Business Review Press, 2015.

Playing to Win: How Strategy Really Works, with A.G. Lafley, Harvard Business Review Press, 2013.

Canada: What It Is, What It Can Be, Jim Milway and Roger Martin, Rotman-UTP Publishing, 2012

Fixing the Game: Bubbles, Crashes and What Capitalism Can Learn From the NFL, Harvard Business Review Press, 2011.

Diaminds: Decoding the Mental Habits of Successful Thinkers, Mihnea Moldoveanu and Roger Martin, University of Toronto Press, 2010.

The Design of Business: Why Design Thinking is the Next Competitive Advantage, Harvard Business Press, 2009.

The Future of the MBA, Mihnea C. Moldoveanu & Roger L. Martin, Oxford University Press, 2008.

The Opposable Mind: How Successful Leaders Win Through Integrative Thinking, Harvard Business School Press, 2007.

The Responsibility Virus: How Control Freaks, Shrinking Violets – And the Rest of Us – Can Harness the Power of True Partnership, Basic Books, 2002.

### *Chapters & Editions*

Rotman on Design, co-edited with Karen Christensen, Rotman-UTP Publishing, 2013.

“Best Practices in Corporate Social Responsibility” with Alison Kemper, QFinance 2009.

“Jurisdictional Advantage” with Maryann Feldman, in Innovation Policy and the Economy, Volume 5, National Bureau of Economic Research, The MIT Press, 2005.

“What Canada Could be for Education in the 21st Century,” in Memos to the Prime Minister: What Canada Could be in the 21st Century, ed. Harvey Schachter, John Wiley & Sons Canada, Ltd., 2001.

“Board Governance and the Responsibility Virus,” in Boards and Governance – The New Agenda, ed. Nagendra V Chowdary, ICFAI Press, 2003.

“Breaking the Code of Change: Observations and Critique,” in Breaking the Code of Change, by Michael Beer and Nitin Nohria, Harvard Business School Press, 2000.

### *Journal Articles*

“Creating Great Choices: A Leader’s Guide to Integrative Thinking,” in Rotman Magazine, with Jennifer Riel, Winter 2018.

“An integrative methodology for creatively exploring decision choices”, with Jennifer Riel, Emerald Insight, 2017, Vol. 45 No, 5, pp.3-9

“Management Is Much More Than a Science”, with Tony Golsby-Smith, Harvard Business Review, September-October 2017.

“Customer Loyalty is Overrated”, with A.G. Lafley, Harvard Business Review, January 2017.

“M&A: The One Thing You Need to Get Right”, Harvard Business Review, June 2016.

“The Overvaluation Trap”, with Allison Kemper, Harvard Business Review, December 2015.

“Creativity, clusters and the competitive advantage of cities” with Richard Florida, Melissa Pogue, Charlotta Mellander, Competitiveness Review, 2015, Vol. 25 Iss: 5, pp.482 - 496

“Design for Action: How to use design thinking to make great things actually happen”, with Tim Brown, Harvard Business Review, September 2015.

- "Two Keys to Sustainable Social Enterprise", with Sally Osberg, Harvard Business Review, May 2015.
- "The Rise (and Likely Fall) of the Talent Economy", Harvard Business Review, October 2014.
- "The Public Corporation is Finally in Eclipse", Harvard Business Review, April 2014.
- "The Big Lie of Strategic Planning", Harvard Business Review, January 2014.
- "Rethinking the Decision Factory", Harvard Business Review, October 2013.
- "Instituting a company-wide strategic conversation at Procter & Gamble", Strategy & Leadership, Vol. 41, Iss: 4, 2013.
- "Target the Right Market", with Jill Avery, Thomas Steenburgh, and Mike Volpe Harvard Business Review, October 2012.
- "Bringing Science to the Art of Strategy", Harvard Business Review, September 2012.
- "The Price of Actionability," Academy of Management Learning & Education, Vol. 11 No. 2, 2012.
- "Saving the Planet: A Tale of Two Strategies", with Alison Kemper, Harvard Business Review, April 2012.
- "The Innovation Catalysts", Harvard Business Review, June 2011.
- "Don't Get Blinded By the Numbers", Harvard Business Review, March 2011.
- "The Execution Trap", Harvard Business Review, July/August 2010.
- "After the Fall: The Global Financial Crisis as a Test of Corporate Social Responsibility Theories," with Alison Kemper, European Management Review, 2010, Vol. 7 Issue 4.
- "The Age of Customer Capitalism", Harvard Business Review, January 2010.
- "Two Leading Researchers Discuss the Value of Oddball Data", a conversation with Stephen Scherer and Roger Martin, Harvard Business Review, November 2009.
- "How Successful Leaders Think", Harvard Business Review, June 2007.
- "Design and Business: Why Can't We Be Friends?", Journal of Business Strategy, Volume 28, Number 4, Emerald, 2007.
- "Social Entrepreneurship: The Case for Definition," with Sally Osberg, Stanford Social Innovation Review, Spring 2007.
- "Design Thinking and How It Will Change Management Education: An Interview and Discussion," with David Dunne, Academy of Management Learning & Education, 2006, Vol. 5 No. 4.
- "Directing for All the Wrong Reasons," Harvard Business Review, June 2006.
- "Constructing Jurisdictional Advantage", with Maryann Feldman, Research Policy 34 (2005) 1235-1249, March 2005.
- "Reliability versus Validity," Harvard Business Review, February 2005.
- "The Coming Corporate Revolt," The ICFAI Journal of Corporate Governance, January 2005.

- “Aligning the Stars: Using Systems Thinking to (Re)Design Canadian Healthcare” with Brian Golden, Healthcare Quarterly, Fall 2004.
- “To the Rescue: Beating the Heroic Leadership Trap,” Stanford Social Innovation Review, Winter 2003.
- “The Coming Corporate Revolt,” Compass Journal, John F. Kennedy School of Government, Harvard University, Fall 2003.
- “Talent vs. Capital,” AFR (Australian Financial Review) Boss, September 2003.
- “Capital versus Talent: The Battle That’s Reshaping Business,” with Mihnea Moldoveanu, Harvard Business Review, July 2003.
- “Taking Stock,” Harvard Business Review, January 2003.
- “The Virtue Matrix: Calculating the Return on Corporate Responsibility,” Harvard Business Review, March 2002.
- “Changing the Mind of the Corporation,” Harvard Business Review, 1993.

### ***Papers***

- Confidence Control and Compensation in the Modern Corporation, background paper prepared for The Ditchley Foundation Conference, 2003.
- The Problem with Corporate Governance, prepared for the International Academy of Management, 2003.
- Why do People and Organizations Produce the Opposite of What they Intend, with M.A. Archer and L. Brill, prepared for The Walkerton Inquiry, 2002.
- Canadian Competitiveness: A Decade After the Crossroads, with Michael Porter, C.D. Howe Working Paper Series, 2001.
- Board Governance and The Responsibility Virus, prepared for the Joint Committee on Corporate Governance, 2001.
- Agency Theory and the Design of Efficient Governance Mechanisms, with Mihnea Moldoveanu, prepared for the Joint Committee on Corporate Governance, 2001.
- Strategic Choice Structuring, 1997.

### ***Other Articles***

- “Why the U.S. Trade Deficit Can Be a Sign of a Healthy Economy”, HBR.org, July 27, 2018.
- “GE’s Fall Has Been Accelerated by Two Problems. Most Other Big Companies Face Them, Too.”, HBR.org, June 29, 2018.

- “It’s Time to Make More Jobs Good Jobs”, [HBR.org](#), December 4, 2017.
- “CEOs Should Stop Thinking that Execution is Somebody Else’s Job; It Is Theirs”, [HBR.org](#), November 21, 2017.
- “In the Workplace of the NFL, the Players Hold the Upper Hand”, [HBR.org](#), October 31, 2017.
- “The UK’s Snap Election Reminds Us That Proposing a Change Forces People to Ask New Questions About You”, [HBR.org](#), June 13, 2017.
- “Bold Bets for Social Change”, [Stanford Social Innovation Review](#), April 27, 2017.
- “What If Investors Who Held Their Shares Longer Got More Voting Power?”, [HBR.org](#), April 27, 2017.
- “Strategic Choices Need to Be Made Simultaneously, Not Sequentially”, [HBR.org](#), April 3, 2017.
- “The 3 Simple Rules of Managing Top Talent”, [HBR.org](#), February 24, 2017.
- “A Little Competition Could Improve Your HR, IT, and Legal Departments”, [HBR.org](#), February 21, 2017.
- “How the Attacks on Trump Reinforce His Strategy”, [HBR.org](#), January 12, 2017.
- “Use Design Thinking to Build Commitment to a New Idea”, [HBR.org](#), January 3, 2017.
- “Are Americans Enamored with the Wrong Kinds of Entrepreneurs?”, [HBR.org](#), November 11, 2016.
- “The False Premise of the Shareholder Value Debate”, [HBR.org](#), September 26, 2016.
- “Creativity, Clusters and Why Your Barista Has Mixed Feelings About You”, [Rotman Magazine](#), Fall, 2016.
- “Overhead Sounds Useless, So Stop Calling it That”, [Stanford Social Innovation Review](#), Summer, 2016.
- “Social Entrepreneurship by the Billions”, [Strategy + Business](#), March 30, 2016.
- “The World has Changed – We asked Roger Martin”, [BizEd](#), February 23, 2016.
- “Strategy and Execution Are the Same Thing”, [HBR Blog Network](#), January 12, 2016.
- “How Social Entrepreneurs Make Change Happen”, [HBR Blog Network](#), October 14, 2015.
- “Strong Dollar, Weak Thinking”, [HBR Blog Network](#), October 13, 2015.
- “Yes, Short-Termism Really is a Problem”, [HBR Blog Network](#), October 09, 2015.
- “Why talking about Strategy “Execution” is Still Dangerous”, [HBR Blog Network](#), September 15, 2015.
- “What Economists get Wrong About Measuring Productivity”, [HBR Blog Network](#), September 14, 2015
- “How Talent Pulls One Over on the Capitalists”, [HBR Blog Network](#), August 4, 2015
- “What is Social Entrepreneurship?”, [Indian Management](#), July 2015.
- “Action to Achieve Inclusive Capitalism”, [Inclusive Capitalism, Thoughts from the 2015 Conference on Inclusive Capitalism](#), June 26, 2015
- “For retailers, expensive lawsuits focus the mind wonderfully”, [The Globe and Mail](#), May 14, 2015.
- “The First Question to Ask of Any Strategy”, [HBR Blog Network](#), May 5, 2015.
- “Life Lessons from a Beloved Mentor”, [Rotman Magazine](#), Spring 2015.

- "In the Know: A Call for the Redesign of Our Knowledge Infrastructure", Rotman Magazine, Spring 2015.
- "A Creativity Imperative for the Future of Capitalism", Catalyst Review, Spring 2015.
- "Strategy is About Both Resources and Positioning", HBR Blog Network, April 27, 2015.
- "There are Still Only Two Ways to Compete", HBR Blog Network, April 21, 2015.
- "Stop Distinguishing Between Execution and Strategy", HBR Blog Network, March 13, 2015.
- "Strategic Transformation at Tennis Canada", The European Business Review, January - February 2015
- "Two Words that Killed Innovation", HBR Blog Network, December 9, 2014.
- "Capitalism Needs Design Thinking", HBR Blog Network, with Tim Brown & Shoshana Berger, December 8, 2014.
- "Creating a better mix of rewards for capital, labour and talent", The Hindu Business Line, October 22, 2014
- "The Dark Side of Efficient Markets", HBR Blog Network, October 15, 2014.
- "Cities are businesses' best allies in the battle against climate change", with Alison Kemper, Guardian's Sustainable Business, with Alison Kemper, October 14, 2014.
- "Why Monopolistic Pension Funds Undermine Capitalism", HBR Blog Network, October 6, 2014.
- "When Talent Started Driving Economic Growth", HBR Blog Network, September 30, 2014.
- "We Can't Talk About Inequality Without Talking About Talent", HBR Blog Network, September 23, 2014
- "A Brief History of America's Attitude Toward Taxes", HBR Blog Network, September 16, 2014.
- "When Star Talent Grew More Powerful than Capital", HBR Blog Network, September 9, 2014.
- "Corporate Social Responsibility", Effective Executive India Special Issue on Corporate Social Responsibility, September 1, 2014
- "Moving the World Forward: The Quest for a New Equilibrium", with Sally Osberg, Rotman Magazine, Fall 2014
- "In America, Labor Is Friendless", HBR Blog Network, August 28, 2014.
- "Strategy Isn't What You Say, It's What You Do", HBR Blog Network, June 18, 2014.
- "Why Smart People Struggle with Strategy", HBR Blog Network, June 12, 2014.
- "Strategy Is Iterative Prototyping", HBR Blog Network, June 6, 2014.
- "How to Win the Argument with Milton Friedman", HBR Blog Network, June 2, 2014.
- "Strategize First, Analyze Later", HBR Blog Network, May 29, 2014.
- "Self-fulfilling Prophecies and Inclusive Capitalism", 2014 Conference on Inclusive Capitalism, May 27, 2014.
- "Adaptive Strategy Is a Cop-Out", HBR Blog Network, May 23, 2014.

- “Three Quick Ways to Improve Your Strategy-Making”, [HBR Blog Network](#), May 22, 2014.
- “Help Leaders Be Less Useless at Strategy”, [HBR Blog Network](#), May 16, 2014.
- “A Simple Nuance that Produces Great Strategy Discussions”, [HBR Blog Network](#), May 8, 2014.
- “All business leaders should consider the source of their electrical power”, with Alison Kemper, [Guardian's Sustainable Business](#), May 7, 2014
- “Which Strategy “Comfort Traps” Are You Falling Into?”, [HBR Blog Network](#), May 3, 2014.
- “Are You Confusing Strategy with Planning?”, [HBR Blog Network](#), May 2, 2014.
- “The rush for new oil and gas sources is pushing us towards extreme actions”, [Guardian's Sustainable Business](#), with Alison Kemper, March 27, 2014.
- “The big lie of strategic planning”, [Financial Review](#), March 17, 2014.
- “Oil and trains make for a volatile combination in North America”, [Guardian's Sustainable Business](#), with Alison Kemper, March 13, 2014.
- “How Do You Compete?”, [Strategy + Business](#), February 14, 2014.
- “The Unexpected Benefits of Rapid Prototyping”, [HBR Blog Network](#), February 11, 2014
- “Strategy in a World of Constant Change”, [HBR Blog Network](#) February 3, 2014.
- “Do middle-managers and finance block progress towards sustainability”, with Caroline Holtum and Alison Kemper, [Guardian's Sustainable Business](#), January 24, 2014.
- “A lack of trust is standing in the way of sustainable collaborations”, with Caroline Holtum and Alison Kemper, [Guardian's Sustainable Business](#), January 23, 2014.
- “Top tips for overcoming short-termism”, with Caroline Holtum and Alison Kemper, [Guardian's Sustainable Business](#), January 22, 2014.
- “New research points to risk peak oil presents to business”, with Alison Kemper, [Guardian's Sustainable Business](#), January 9, 2014.
- “Integrative Thinking 2.0: A User's Guide to your Opposable Mind”, [Rotman Magazine](#), with Jennifer Riel, Winter 2014
- “The Gaming of Games and the Principle of Principles”, [Palgrave Macmillan UK](#), 2014.
- “For Ontario’s economy, good is not good enough”, [Toronto Star](#), November 27, 2013.
- “Climate talks will fail unless parties agree to a carbon price” with Alison Kemper, [Guardian's Sustainable Business](#), November 25, 2013.
- “Denialism: the shifting relationship between science and industry”, with Alison Kemper, [Guardian's Sustainable Business](#), November 11, 2013.
- “Setting the Record Straight” [Huff Post Blog](#), November 8, 2013.



- “New York, London and Mumbai: major cities face risk from sea-level rises”, with Alison Kemper, [Guardian's Sustainable Business](#), November 4, 2013.
- “The Five Rules Every New CEO Should Follow”, [HBR Blog Network](#), October 14, 2013.
- “The Cure for Self-Inflicted Complexity”, [HBR Blog Network](#) October 4, 2013.
- “Are governments’ trade policies harming the growth of renewables”, with Alison Kemper, [Guardian's Sustainable Business](#), September 25, 2013.
- “Thought Leader Interview: Roger Martin” [Rotman Magazine](#) Fall, 2013.
- “We are underestimating climate change and underfunding innovation” with Alison Kemper, [The Guardian's Sustainable Business](#), September 9, 2013.
- “Our Self-Inflicted Complexity”, [HBR Blog Network](#), September 6, 2013.
- “Why Bother Doing Strategy?”, [The Conference Board Review](#), Summer, 2013.
- “Should Barnes & Noble Turn into a Mini-Mall?”, [HBR Blog Network](#), July 15, 2013.
- “Climate change puts the value of countless companies at risk”, with Alison Kemper, [The Guardian's Sustainable Business](#), June 26, 2013.
- “Memo to JC Penney: Execution Is Not Strategy”, [HBR Blog Network](#), June 13, 2013.
- “Coaching High Performance: Lessons from Veterans in Two Arenas”, [Rotman Magazine](#) Spring, 2013.
- “Leading with Intellectual Integrity” with A.G. Lafley, [Strategy + Business](#), May 28, 2013
- “Infrastructure and Hernando De Soto”, [Toronto Star](#), May 17, 2013.
- “The pioneering thinking of Chris Argyris”, [The Financial Times](#), May 12, 2013.
- “Dhaka factory collapse: who will prevent another tragedy?” with Alison Kemper, [The Guardian's Sustainable Business](#), May 10, 2013.
- “Six Ways to Tell if your Strategy is a Trap, or a Winner”, [The Globe and Mail](#), April 17, 2013.
- “Disruption of the line” interview with B.R, [The Economist](#), April 9, 2013.
- “Volatile fossil fuel prices make renewable energy more attractive”, with Alison Kemper, [The Guardian's Sustainable Business](#), March 21, 2013.
- “Get to Know your Planetary Boundaries”, with Alison Kemper, [The Guardian's Sustainable Business](#), March 19, 2013.
- “The Best Companies Combine Marketing and Strategy”, [HBR Blog Network](#), March 14, 2013.
- “J.C. Penney Desperately Needs a Strategy”, [HBR Blog Network](#), March 11, 2013.
- “The Winning Plan”, [Business Standard](#), February, 24, 2013.
- “Strategy Is All About Practice”, [HBR Blog Network](#), February 20, 2013.
- “What P&G Learned from the Diaper Wars”, [Fast Company](#), February 8, 2013.

- "Don't Let Strategy Become Planning", [HBR Blog Network](#), February 5, 2013.
- "Trending Again: Emoting at the World Economic Forum", [HBR Blog Network](#), January 28, 2013.
- "Roger Goodell's Balancing Act", [Washington Post](#), January 30, 2015.
- "Two inventions that have the power to transform energy use", with Alison Kemper, [The Guardian's Sustainable Business](#), January 23, 2013.
- "Placing Strategic Bets in the Face of Uncertainty", [HBR Blog Network](#), January 22, 2013.
- "Will a new US secretary of state finally close a climate change deal?", with Alison Kemper, [The Guardian's Sustainable Business](#), January 15, 2013.
- "Strategy and the Uncertainty Excuse", [HBR Blog Network](#), January 8, 2013.
- "The 5 essential questions at the heart of any winning strategy - Part 1", [Financial Post](#), January 8, 2013.
- "The 5 essential questions at the heart of any winning strategy - Part 1", [Financial Post](#), January 7, 2013.
- "A Wall Street Resolution: Stop Giving Earnings Guidance", [Bloomberg Businessweek](#), January 2, 2013.
- "A Playbook for Strategy", [Rotman Magazine](#), Winter 2013.
- "The Message From Doha: Time's Running Out", with Alison Kemper, [The Guardian's Sustainable Business](#), December 5, 2012.
- "Leaders look to US energy policy to signal sustainability is back in business", with Alison Kemper, [The Guardian's Sustainable Business](#), November 29, 2012.
- "The Tide was Turning Already", [The New York Times](#), November 28, 2012.
- "The Gaming of Games & the Principle of Principles", [Keynote Address to the Global Peter Drucker Forum](#), November 15, 2012.
- "On Leadership: Mitt Romney, a symbol of the 'talent economy'", [The Washington Post](#), October 19, 2012.
- "The Gaming of Games", [Drucker Society Europe Blog](#), October 17, 2012.
- "Why I Decided to Rethink Hiring Smart People", [HBR Blog Network](#), October 17, 2012.
- "Should executives comment on politics?", [The Financial Times](#), Oct. 17, 2012.
- "Understanding cause and effect are vital to progress on sustainability", with Alison Kemper, [The Guardian's Sustainable Business](#), October 17, 2012.
- "Seven Steps to Solid Strategy", [Australian Financial Review](#), [BOSS Magazine](#), October 12, 2012.
- "Talent Shows", [The New York Times](#), September 29, 2012.
- "What the 2011 census says about Canada's 'prosperity gap' - and how to bridge it", with Jim Milway, [The Vancouver Sun](#), September 19, 2012.

- “Sustainable businesses need to think beyond their supply chain”, with Alison Kemper, [The Guardian's Sustainable Business](#), September 13, 2012.
- “Why business is locked into unsustainable and carbon-heavy cycles”, with Alison Kemper, [The Guardian's Sustainable Business](#), September 7, 2012.
- “User-Driven Innovation: Putting an End to Inventing in the Dark”, [Rotman Magazine](#), Fall 2012.
- “Why saving the planet is no longer the work of political leaders”, with Alison Kemper, [The Guardian](#), August 13, 2012.
- “Nexen deal: The only standard is reciprocity”, [The Globe and Mail](#), July 27, 2012.
- “Wanted: Stronger Canadian management talent”, with Jim Milway, [The Globe and Mail](#), July 11, 2012.
- “Before You Take a Risk, Lay Out the Logic”, [HBR Blog Network](#), June 19, 2012.
- “Is it Worthwhile to advise the Government”, with Brian Millar and Andrew Hooke, [Financial Times](#), May 29, 2012.
- “Roger Martin: Maximise Customer Value”, [Forbes India Magazine](#), May 22, 2012.
- “The Message From Doha: Time’s Running out”, with Alison Kemper, [The Huffington Post](#), May 12, 2012.
- “On Leadership: Why we can’t seem to cure CEO Pay”, [The Washington Post](#), April 17, 2012.
- “Integrative Thinking Three Ways: Creative Resolutions to Wicked Problems”, [Rotman Magazine](#), Spring 2012.
- “Wanted: Financial Regulators with Backbone”, [HBR Blog Network](#), March 22, 2012.
- “The U.S. Needs to Make More Jobs More Creative”, [HBR Blog Network](#), February 27, 2012.
- “Getting Canada innovating”, [The Ottawa Citizen](#), February 23, 2012.
- “Does a Trade-off Need to Stay a Trade-off?”, [The Huffington Post](#), January 18, 2012.
- “Little Sally Learns About the Toxicity of Shareholder Value Maximization”, [The Huffington Post](#), January 18, 2012.
- “Earning a Real Return on Real Investment” [The Huffington Post](#), January 17, 2012.
- “Why Chasing Expectations Is a Fool's Errand”, [The Huffington Post](#), January 16, 2012.
- “The Circus in Which the Modern CEO Lives”, [The Huffington Post](#), January 15, 2012.
- “What CEOs and Hedge Funds Don't Want the 99% to Understand”, [The Huffington Post](#), January 14, 2012.
- “Opening Up the Boundaries of the Firm”, [Rotman Magazine](#), Winter 2012.
- “Canada, like Steve Jobs, should zero in on innovation”, [The Globe and Mail](#), November 21, 2011.
- “The limits of the scientific method in economics and the world Part 2”, [Reuters](#), November 11, 2011.
- “The limits of the scientific method in economics and the world Part 1”, [Reuters](#), November 10, 2011.

"What Occupy Wall Street got right", with Jennifer Riel, [Fortune](#), November 9, 2011.

"Key to productivity", [The Windsor Star](#), October 22, 2011.

"Capitalism is not as smartly managed as cricket", [DNA](#), October 8, 2011.

"Imagining the Future: Science, the Arts and Integrative Thinking", [Rotman Magazine](#), Fall 2011.

"Bank CEOs and the infinite pile of cash", [Reuters](#), October 5, 2011.

"Steve Jobs' biggest contribution? He made us bolder", [The Globe and Mail](#), October 8, 2011.

"How To Make Companies Think Long-Term", [HBR Blog Network](#), October 3, 2011.

"Growing Productivity Starts at Birth", [The Vancouver Sun](#), September 29, 2011.

"CEOs Must Model the Behavior for Creating Societal Value", [HBR Blog Network](#), September 26, 2011.

"You Can't Analyze Your Way to Growth" [HBR Blog Network](#), September 12, 2011.

"Education and Productivity", [Toronto Star](#), September 2, 2011.

"Can Apple Survive Without Steve Jobs?" [HBR Blog Network](#), August 29, 2011.

"The Realities of the HST", with James Milway, [The Globe and Mail](#), August 26, 2011.

"Breaking the Government-Stock Market Feedback Loop", [Reuters](#), August 17, 2011.

"Market Bull vs. Reality", [Toronto Star](#), August 16, 2011.

"Why does anyone take S&P seriously?", [Reuters](#), August 9, 2011.

"Economist, heal thyself", [Reuters](#), July 27, 2011.

"Are You Ready for Some Football?" [HBR Blog Network](#), July 25, 2011.

"Plausible deniability's not lack of responsibility", [The Globe and Mail](#), July 22, 2011.

"Rupert's Willful Ignorance", [The Daily Beast](#), July 21, 2011.

"Cool Alone Won't Save Your Company" [HBR Blog Network](#), July 20, 2011.

"A Sporting Chance for Regulating Capital Markets", [Bloomberg Business Week](#), July 12, 2011.

"Integrative Thinking: A Key to Successful Leadership," [Developing Leaders](#), Issue 4, July 1 2011.

"The Logic of what Might Be", [FutureReadySLA.org](#), June 12, 2011.

"Hedge-fund investing model wrong choice for pension funds", [The Edmonton Journal](#), June 6, 2011.

"LinkedIn: A Blockbuster IPO, but a Big Payoff is Not a Lock", [The Washington Post](#), June 4, 2011.

"The Nasty Truth about CEO Pay" [HBR Blog Network](#), June 3, 2011.

"Reducing the Risk", [The Ottawa Citizen](#), June 1, 2011.

"Key to productivity is innovation, not invention", with James Milway, [The Toronto Star](#), May 31, 2011.

"On Leadership: The poor folks at LinkedIn", [The Washington Post](#), May 31, 2011.

"Overcoming the CEO's Dilemma: doing 'good' versus doing 'well'", [Critical Eye](#), May 19, 2011.

"Fixing the Game: The Dangers of Expectation", [The Huffington Post](#), May 10, 2011.

- "What Investors Should Learn from the NFL", [The Daily Beast](#), May 6, 2011.
- "It's only a Matter of Time Until the Next Crash", [Forbes.com](#), May 5, 2011.
- "Old CEO Pay Theories Die Hard – and Damagingly", [The Huffington Post](#), May 5, 2011.
- "The NFL: A Smarter Game with Better Business", [FastCompany.com](#), May 5, 2011.
- "Fixing the Game: The Problem with Expectations", [The Huffington Post](#), May 4, 2011.
- "CEOs Should Be More Like Quarterbacks" [HBR Blog Network](#), May 3, 2011.
- "Fixing the Game: What Capitalism Can Learn from the NFL", [The Huffington Post](#), May 2, 2011.
- "The Age of the Inauthentic Executive: How a Dysfunctional Community Encourages Bad Behaviour",  
[Rotman Magazine](#), Spring 2011.
- "Flawed Economic Theories are Destroying American Capitalism", [Globe & Mail](#), April 29, 2011.
- "Why are CEOs compensated Differently than Quarterbacks?", [Globe & Mail](#), April 28, 2011.
- "Fixing the Game: The Unintended Consequences of an Economic Theory", [The Huffington Post](#), April 27,  
2011
- "What Capitalism can learn from the NFL", [The Globe and Mail](#), April 27, 2011.
- "How an Economic Theory Changed the Way CEOs get paid" [The Globe and Mail](#), April 26, 2011.
- "Google Flips off Wall Street", [The Daily Beast](#), April 25, 2011.
- "The next financial crisis could be right around the corner", [Globe & Mail](#), April 25, 2011.
- "Fixing the Game: What the NFL Can Teach Us About Executive Compensation", [The Huffington Post](#), April  
25, 2011.
- "Think your Home is a Good Investment? Think Again", with John Kelleher, [The Toronto Star](#), April 7,  
2011.
- "The CEO's ethical dilemma in the era of earnings management" [Strategy & Leadership](#), Vol. 39 No6 2011,  
pg43-47.
- "Say goodbye to the National Franchise Co.", [Globe & Mail](#), February 24, 2011.
- "Finding the Hidden Gems in Your Business Model", [HBR Blog Network](#), February 22, 2011.
- "The Mash Up: Merging Ideas Takes More Than Wishful Thinking: It Takes Integrative Thinking", [Rotman  
Magazine](#), Winter 2011.
- "How to Successfully Manage Opposing Strategies", [HBR Blog Network](#), January 27, 2011.
- "The Integrative Strategic Move of "Doubling Down"", [HBR Blog Network](#), January 17, 2011.
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**Research and Teaching Interests**

Integrative thinking, Innovation, Business strategy, Country competitiveness, Global industries and competition, Strategic management, Leadership and motivation, corporate citizenship and Business design.