

SARAH KAPLAN

Rotman School, University of Toronto
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ACADEMIC APPOINTMENTS

Rotman School of Management and Graduate Department of Management, University of Toronto

- Professor of Strategic Management (2015-present)
- Associate Professor of Strategic Management with tenure (2009-2015)

Sloan School of Management, Massachusetts Institute of Technology

- Visiting Scholar (2013-2014)

The Wharton School, University of Pennsylvania

- Assistant Professor of Management (2004-2009)
- Senior Fellow, Mack Institute for Innovation Management (2009-present)

EDUCATION

Ph.D. in Management

Massachusetts Institute of Technology, Sloan School of Management, 2004

- Thesis: "Framing the Future: Cognitive Frames, Strategic Choice and Firm Response to the Fiber-Optic Revolution"
- Thesis committee: Charles Fine, Rebecca Henderson (chair), Wanda Orlikowski

M.A. in International Relations and International Economics (with distinction)

Johns Hopkins University, Nitze School of Advanced International Studies (SAIS), 1990

B.A. in Political Science (with departmental highest honors, *summa cum laude*, *Phi Beta Kappa*)

University of California, Los Angeles, 1986

TEACHING

Rotman School of Management, University of Toronto

- Strategic Change and Implementation (RSM 2023), MBA elective
- Corporation 360° (RSM 2019), MBA elective
- Corporate Strategy (RSM 2021), MBA elective
- Strategy Process and Practice: Theory and Methods (RSM 3009), PhD seminar
- Strategy and Organizations/Organization Theory (RSM 3002), PhD Seminar
- Strategy Proseminar (RSM 3005), PhD Seminar

Wharton School, University of Pennsylvania

- Competitive Strategy (MGMT 654), MBA core course (Course Head, 2008)
- Proseminar: Qualitative and Field Methods (MGMT 932), PhD seminar (also taught in a shortened version at the London Business School)
- Business Policy and Strategy (MGMT 223), undergraduate elective

RESEARCH AND PUBLICATIONS

Research interests

My research focuses on how organizations participate in and respond to the emergence of new technologies and fields. In particular, I explore the role of interpretive processes in shaping the evolution of technologies and fields, managerial responses to change, and strategy making inside organizations. I look at how interpretation interacts with incentives and capabilities at the macro and micro levels to produce organizational and field-level outcomes. Citations to this work available in Google Scholar: <http://scholar.google.ca/citations?user=zfydj70AAAAAJ&hl=en>

Published research articles

- [1] Kaplan, Sarah, Jonathan Milde & Ruth Schwartz Cowan (forthcoming). Interdisciplinarity in Practice: A Sociomaterial Perspective on Boundary Spanning. *Academy of Management Journal*.
- [2] Kaplan, Sarah & Keyvan Vakili (2015). The Double-Edged Sword of Recombination in Breakthrough Innovation. *Strategic Management Journal*. 36(10), 1435-1457.
 - Earlier version published in *Academy of Management Best Paper Proceedings 2012* (as “Identifying Breakthroughs: Using Topic Modeling to Distinguish the Cognitive from the Economic”)
- [3] Kaplan, Sarah (2015). Truce Breaking and Remaking: The CEO’s Role in Changing Organizational Routines. *Advances in Strategic Management (Cognition and Strategy)*, Vol. 32, 1-45.
- [4] Jarzabkowski, Paula & Sarah Kaplan (2015). Strategy Tools-in-Use: A Framework for Understanding ‘Technologies of Rationality’ in Practice. *Strategic Management Journal*. 36(4), 537-558.
 - Earlier version published in *Academy of Management Best Paper Proceedings 2008* (as “Using Strategy Tools In Practice: An Exploration of ‘Technologies Of Rationality’ In Use”)
- [5] Kaplan, Sarah & Wanda Orlikowski (2013). Temporal Work in Strategy Making. *Organization Science*, 24(4), 965-995.
- [6] Eggers, JP & Sarah Kaplan (2013). Cognition & Capabilities: A Multi-Level Perspective. *Academy of Management Annals*, Vol. 7, 295-340.
- [7] Kaplan, Sarah & Joanna Radin (2011). Bounding an Emerging Technology: Para-Scientific Media and the Drexler-Smalley Debate about Nanotechnology. *Social Studies of Science* 41(4), 457-486.
 - Earlier version published in *Academy of Management Best Paper Proceedings 2009* (as “Bounding Nanotechnology: Deconstructing the Drexler-Smalley Debate”)
- [8] Kaplan, Sarah (2011). Cognition and Strategy: Reflections on Two Decades of Progress and a Look to the Future. *Journal of Management Studies*. 48(3) 665-695.
 - Reprinted in *JMS Classic Articles: Celebrating 50 Years of Groundbreaking Research, Part 2* (2015)
- [9] Kaplan, Sarah (2011). Strategy & PowerPoint: The Epistemic Culture and Machinery of Strategy Making. *Organization Science* 22(2), 320-346.
- [10] Jarzabkowski, Paula & Sarah Kaplan (2010). Taking Strategy-as-Practice Across the Atlantic. *Advances in Strategic Management (Globalization of Strategy Research)*, 27, 51-71.
- [11] Kaplan, Sarah & Fiona Murray (2010). Entrepreneurship and the Construction of Value in Biotechnology. *Research on the Sociology of Organizations (Technology and Organization: Essays in Honour of Joan Woodward)*, 29, 107-147.
- [12] Eggers, JP. & Sarah Kaplan (2009). Cognition and Renewal: Comparing CEO and Organizational Effects on Incumbent Adaptation to Technical Change. *Organization Science*, 20(2), 461-477.
- [13] Kaplan, Sarah (2008). Framing Contests: Making Strategy Under Uncertainty. *Organization Science*. 19(5), 729–752.
- [14] Kaplan, Sarah (2008). Cognition, Capabilities and Incentives: Assessing Firm Response to the Fiber-Optic Revolution. *Academy of Management Journal*. 51(4), 672-695.
 - Earlier version published in *Academy of Management Best Paper Proceedings 2005* (as “Seeing the Light: Cognitive Frames and Firm Response to the Fiber-Optic Revolution”)

- [15] Kaplan, Sarah & Mary Tripsas (2008). Thinking about Technology: Applying a Cognitive Lens to Technical Change. *Research Policy*, 37(5), 790-805.
- [16] Kaplan, Sarah & Rebecca Henderson (2005). Inertia and Incentives: Bridging Organizational Economics and Organizational Theory. *Organization Science*, 16(5), 509-521.
- [17] Kaplan, Sarah, Fiona Murray & Rebecca M. Henderson (2003). Discontinuities and Senior Management: Assessing the Role of Recognition in Pharmaceutical Firm Response to Biotechnology. *Industrial and Corporate Change*, 12(4), 203-233.
 - Earlier version published in *DRUID Nelson and Winter Conference Proceedings 2001*

Articles for practitioners

- [18] Kaplan, Sarah & Natassia Walley (2016). The Rhetoric of Female Risk Aversion. *Stanford Social Innovation Review*, Spring 2016, Vol. 14(2), 48-54.
- [19] Kaplan, Sarah (2015). Meritocracy: From Myth to Reality. *Rotman Magazine* (Spring: 48-53)
 - Reprinted in the *Education Post* (South China Morning Post), July 14, 2015
- [20] Kaplan, Sarah & Jackie VanderBrug (2014). The Rise of Gender Capitalism. *Stanford Social Innovation Review*, Fall 2014, 36-41
- [21] Kaplan, Sarah & Wanda Orlikowski (2014). Beyond Forecasting: The Importance of Constructing Strategic Narratives. *Sloan Management Review*. Fall 2014, 23-28.
 - Reprinted as “Más allá de las predicciones: crear nuevas narrativas estratégicas,” *Harvard Deusto Business Review*, March 2015, 6-14.
- [22] Kaplan, Sarah & Eric D. Beinhocker (2003). The Real Value of Strategic Planning. *Sloan Management Review*, 44(2), 71-76.
 - Reprinted as “El objetivo del planeamiento estratégico,” *Gestión*, Vol. 8, Nº. 4, 2003, 44-49
 - Reprinted as “Os heróis do planeamento estratégico,” *HSM Management*, Nº. 40, September-October 2003, 40-45.
- [23] Beinhocker, Eric D. & Sarah Kaplan (2002). Tired of Strategic Planning? *The McKinsey Quarterly*, Special Edition on Strategy, 48-57 (authors listed alphabetically).
- [24] Foster, Richard N. & Sarah Kaplan (2001). Creative Destruction. *The McKinsey Quarterly*, Nº. 3, 41-51.

Essays, book reviews, reports

- [25] Jarzabkowski, Paula, Sarah Kaplan, David Seidl & Richard Whittington (forthcoming 2016). If you aren't talking about practices, don't call it a practice-based view: Rejoinder to Bromiley and Rau. *Strategic Organization*.
- [26] Jarzabkowski, Paula, Sarah Kaplan, David Seidl & Richard Whittington (forthcoming 2016). On the Risk of Studying Practices in Isolation: Linking What, Who and How in Strategy Research. *Strategic Organization*.
- [27] Arora, Ashish, Michelle Gittelman, Sarah Kaplan, John Lynch, Will Mitchell, & Nicolaj Siggelkow (2016). Question-Focused Innovations in Research Methods. *Strategic Management Journal*, 37(1), 3-9.
- [28] Kaplan, Sarah (2015). Mixing Qualitative and Quantitative Research Methods, *Handbook of Qualitative Organizational Research: Innovative Pathways and Methods*, K. Elsbach and R. Kramer, eds., Taylor & Francis, pp. 423-433.
- [29] Kaplan, Sarah (2014), Cognition and Strategy, in David Teece and Mie Augier, eds. *Palgrave Encyclopedia of Strategic Management*.
- [30] Kaplan, Sarah (2014), Cognition and Technical Change, in David Teece and Mie Augier, eds. *Palgrave Encyclopedia of Strategic Management*.
- [31] Kaplan, Sarah (2014), biographical entry on Joan Woodward, in David Teece and Mie Augier, eds. *Palgrave Encyclopedia of Strategic Management*.

- [32] Kaplan, Sarah (2012). Review of Instrumental Community: Probe Microscopy and the Path to Nanotechnology, by Cyrus C.M. Mody. *Administrative Science Quarterly*, 57, 348-352.
- [33] Kaplan, Sarah (2009). Review of Knowledge, Options and Institutions, by Bruce Kogut. *Contemporary Sociology*, 38(4), 377-379.
- [34] Choi, Hyungsub, Sarah Kaplan, Cyrus C. M. Mody & Jody A. Roberts (2008). *Setting an Agenda for the Social Studies of Nanotechnology: A Summary of the Joint Wharton-Chemical Heritage Foundation Symposium on Social Studies of Nanotechnology*. Wharton-CHF joint publication.
- [35] Kaplan, Sarah (2007). Review of Strategy as Practice: An Activity-Based Approach, by Paula Jarzabkowski. *Academy of Management Review*, 32(3), 986-990.
- [36] Kaplan, Sarah (2004). *Framing the Future: How Worldviews Affect Technology Strategies*. MIT Microphotonics Center, Communications Technology Roadmap Whitepaper.
- [37] Kaplan, Sarah (2003). The Seduction of Best Practice: Commentary on "Taking Strategy Seriously." invited commentary in *Journal of Management Inquiry*, 12(4), 410-413.
- [38] Kaplan, Sarah, Andrew Schenkel, Georg von Krogh & Charles Weber (2001). Knowledge-Based Theories of the Firm in Strategic Management. MIT Sloan Working Paper 4216-01.

Edited volumes/special issues

- [39] *Strategic Management Journal*, Special Issue on Question-Focused Innovations in Research Methods (2016, Volume 31, Issue 1), eds. Ashish Arora, Michelle Gittelman, Sarah Kaplan, John Lynch, Will Mitchell, Nicolaj Siggelkow

Books

- [40] Foster, Richard N. & Sarah Kaplan (2001). *Creative Destruction: Why Companies that are Built to Last Underperform the Market -- And How to Successfully Transform Them*. New York: Currency (Doubleday). (Also in Chinese, Dutch, German, Italian, Japanese, Polish, Portuguese, Russian, & UK editions.)
- [41] Gans, Joshua & Sarah Kaplan, eds., *Existential Business Threats: What Keeps You Up at Night and How to Take Action*, (in preparation).

Working papers

- [42] Kaplan, Sarah. The gender diversity challenge: how to make progress and avoid risky pitfalls. *Existential Business Threats: What Keeps You Up at Night and How to Take Action*, Joshua Gans & Sarah Kaplan, eds.
- [43] Briscoe, Forrest & Sarah Kaplan. How to be an Ally.
- [44] Kaplan, Sarah. Studying the Emergence of a New Field: Transforming Finance By Re-Valuing Gender.

Work in progress

- Cognition and technology in new industry emergence: the case of the PDA's (with Mary Tripsas, BC)
- Organizational design for innovative breakthroughs (with Keyvan Vakili, LBS)
- Professional associations and the contestation over field-level frames (with Jillian Chown, Kellogg)
- Emergence of a new field: a field-level ethnography of the gender lens investing movement (book project)
- Gender effects of entrepreneurship accelerators (with Peter Roberts, Emory)
- Text analysis of newspaper coverage of gender and finance

CONFERENCE AND SEMINAR PRESENTATIONS (* indicates refereed conference)

2016

- Academy of Management Annual Meeting, Anaheim, CA, August 2016*
- Strategy and Entrepreneurship Seminar, London Business School, London, UK, May 2016
- Organization Studies Seminar, University of Edinburgh Business School, Edinburgh, UK, May 2016
- Qualitative Methods Mini-Conference, Ivey School, London, ON, April 2016
- Pluralism Project Conference, Pierre Trudeau Foundation, Rotman School, Toronto, ON, April 2016
- Toronto Theory Workshop, Sociology Department, University of Toronto, Canada, February 2016

2015

- California Theory Workshop on Organizations and Organizing, USC, Los Angeles, CA, November 2015
- Strategic Management Society workshop, "Stakeholder Theory at a Crossroads," Zion, UT, October 2015
- Academy of Management Annual Meeting, Vancouver, BC, August 2015*
- Joint Princeton-Columbia-NYU "Texts Analysis Conference II," Princeton University, Princeton, May 2015
- Montreal-Ontario Qualitative Research Symposium, Montreal, QC, May 2015
- Strategy seminar, Ross School of Business, University of Michigan, Ann Arbor, MI, February 2015

2014

- "Innovation, Organizations and Society" conference, Dartmouth/Tuck, Hanover, NH, November 2014
- "Capitalizing on Performativity" conference, Mines ParisTech, Paris, France, October 2014
- American Sociological Association Annual Conference, San Francisco, CA, August 2014*
- NSF-Mack Institute Workshop on Knowledge Creation and Transfer, Philadelphia, PA, August 2014
- Academy of Management Annual Meeting, Philadelphia, PA, August 2014*
- European Group on Organization Studies (EGOS), Rotterdam, The Netherlands, July 2014*
- International Symposium on Process Organization Studies, Rhodes, Greece, June 2014*
- CCC Faculty Research day, Boston University, Boston, MA, April 2014
- Strategic Management Society Conference, Tel Aviv, Israel, March 2014*
- Organizations & Markets seminar, Booth School, University of Chicago, Chicago, IL, February 2014
- Management & Organization Department seminar, Boston College, Chestnut Hill, MA, February 2014
- Organization Science Winter Conference, Steamboat Springs, CO, February 2014

2013

- Strategy seminar, Wharton School, University of Pennsylvania, Philadelphia, PA, December 2013
- Organization Studies Group seminar, MIT Sloan School, Cambridge, MA, November 2013
- Organizational Behavior seminar, Yale School of Management, New Haven, CT, November 2013
- Strategy & Entrepreneurship seminar, University of Illinois, Urbana-Champaign, IL, November 2013
- The College of Liberal Arts & Sciences, University of North Carolina, Charlotte, NC, September 2013
- Academy of Management Annual Meeting, Orlando, FL, August 2013*
- NSF Research Collaboration Network conference on "Facilitating the Creation and Transfer of Knowledge," Wharton School, Philadelphia, PA, July 2013
- Workshop on Attention, ETHZ, Zurich, Switzerland, June 2013
- Sumantra Ghoshal Conference on Managerially Relevant Research, LBS, London, UK, May 2013*
- UC Davis Conference on Qualitative Research, Davis, CA, March 2013
- AAAS Annual Meeting, Boston, MA, February 2013*
- Darden/McIntire CORE seminar, University of Virginia, Charlottesville, VA, February 2013

2012

- Strategic Management Society Conference, Prague, Czech Republic, October 2012*
- American Sociological Association Annual Conference, Denver, CO August 2012*
- Academy of Management Annual Meeting, Boston, MA, August 2012*
- DRUID conference, Copenhagen, Denmark June 2012*
- Strategy Seminar, Queen's School of Business, Kingston, ON, April 2012
- KITEs conference, Bocconi University, Milan, Italy, March 2012
- Wharton Annual Emerging Technologies conference, Philadelphia, PA, February 2012
- CMA-Beedie Innovation Conference, Simon Fraser University, Vancouver, BC, January 2012

2011

- Strategic Management Society Annual Conference, Miami, FL, November 2011*
- Chicago-Northwestern Conference on Innovation, Organizations and Society, Chicago, IL, October 2011
- West Coast Research Symposium, Seattle, WA, September 2011*
- Academy of Management Annual Meeting, San Antonio, TX, August 2011*
- European Group on Organization Studies (EGOS), Gothenburg, Sweden, July 2011*
- Wharton Annual Technology Conference, University of Pennsylvania, Philadelphia, PA, April 2011*
- MIT Sloan School 50th Anniversary Research Conference, Cambridge, MA, April 2011
- Saïd Business School Strategy workshop, Oxford University, Oxford, UK, March 2011
- Technology, Innovation, Entrepreneurship & Strat. seminar, MIT Sloan School, Cambridge, MA, Feb. 2011
- Social Science and Technology Seminar Series (SIEPR), Stanford University, Palo Alto, CA, Feb. 2011

2010

- Strategic Management seminar, HEC, Montréal, Canada, December 2010
- Strategic Management & Organization seminar, University of Alberta, Edmonton, Canada, Nov. 2010
- Strategic Management Society Annual International Conference, Rome, Italy, September 2010*
- Strategy and Business Policy seminar, HEC, Paris, France, June 2010.
- Workshop on the Emergence of Industries, Bocconi University, Milan, Italy, June 2010

2009

- Israel Strategy Conference, Be'er Sheeva, Israel, December 2009*
- Workshop on Capacity Building for Translational Research, MIT, Cambridge, MA, November 2009
- Strategy seminar, Harvard Business School, Cambridge, MA, September 2009
- Academy of Management Annual Meeting, Chicago, IL, August 2009*
- Strategy and International Management seminar, London Business School, London, UK, June 2009
- Judge School seminar, Cambridge University, Cambridge, UK, June 2009
- Sumantra Ghoshal Conference on Managerially Relevant Research, LBS, London, UK, May 2009*
- Wharton Bowman Brownbag seminar, University of Pennsylvania, Philadelphia, PA, April 2008

2008

- Strategy Seminar, Rotman School, University of Toronto, Toronto, Canada, December 2008
- Conference on Nanotechnology & Society, University of Massachusetts, Amherst, MA, October 2008
- University of Southern California, Marshall School Greif/MOR seminar, Los Angeles, CA, Sept. 2008
- Academy of Management Annual Meeting, Anaheim, CA, August 2008*
- Society for the Advancement of Socio-Economics (SASE) Conference, San Jose, Cost Rica, July 2008
- McGill-Cornell Conference on Institutions and Entrepreneurship, Montreal, Canada, June 2008*
- Workshop on Cognitive Framing & Strategy, Helsinki School of Economics, Helsinki, Finland, May 2008
- Sumantra Ghoshal Conference on Managerially Relevant Research, LBS, London, UK, May 2008*
- History and Sociology of Science seminar, University of Pennsylvania, Philadelphia, PA, Feb. 2008

2007

- Kellogg School, Northwestern University, Chicago, IL, December 2007
- Society for the Social Studies of Science Annual Meeting, Montreal, Canada, October 2007
- Workshop on Uncertainty, Columbia University, New York, NY, September 2007
- American Sociological Association annual conference, New York, NY, August 2007*
- European Group on Organization Studies (EGOS), Vienna, Austria, July 2007*
- Joan Woodward Memorial Workshop, Imperial College, London, UK, June 2007*
- MIT Sloan School junior faculty conference, Cambridge, MA, May 2007
- SPRU (Science Policy Research Unit), University of Sussex, March 2007
- Imperial College, London, UK, March 2007
- Saïd Business School, Oxford University, Oxford, UK, March 2007

2006

- Academy of Management Annual Meeting, Atlanta, GA, August 2006*
- European Group on Organization Studies (EGOS), Bergen, Norway, July 2006*
- Organization Studies Summer Workshop, Mykonos, Greece, June 2006*
- Organization Learning and Knowledge Conference, University of Warwick, UK, March 2006*

2005

- Wharton School Strategy Seminar, Philadelphia, PA, November 2005 (joint with R. Henderson)
- Harvard Business School, Strategy Seminar, Boston, MA, September 2005
- Academy of Management Annual Meeting, Honolulu, HI, August 2005*
- European Group on Organization Studies (EGOS), Berlin, Germany, July 2005*
- INSEAD joint Strategy and Entrepreneurship Seminar, Fontainebleu, France, April 2005
- Universitat Pompeu Fabra Strategy Seminar, Barcelona, Spain, April 2005
- Institute of International Business, Stockholm School of Economics, Stockholm, Sweden, April 2005
- BYU/University of Utah Winter Strategy Conference, March 2005

2004

- Strategic Management Society Annual International Conference, San Juan, Puerto Rico, November 2004*
- Prince Bertil Symposium, Stockholm, Sweden, June 2004
- Job talks: Harvard Business School (Technology & Operations Management, Organizational Behavior, Entrepreneurship Units), London Business School, New York University (Stern School), University of California (Irvine), University of Minnesota (Carlson School), University of Pennsylvania (Wharton School), University of Toronto (Rotman School), January-February 2004

2003

- NBER Productivity Seminar, Cambridge, MA, December 2003
- SPRU Conference in Honor of Keith Pavitt, Brighton, UK, November 2003*
- INFORMS/Organization Science dissertation proposal competition, Philadelphia, PA, Nov. 2003*
- Academy of Management Annual Meeting, Seattle, WA, August 2003*
- European Group on Organization Studies (EGOS), Copenhagen, Denmark, July 2003*
- Society for the Advancement of Socio Economics, Aix en Provence Conference, France, June 2003*
- CCC conference, Toronto, Canada, April 2003

2001

- NBER Productivity Seminar, Cambridge, MA, December 2001
- Strategic Management Society Annual International Conference, Vancouver, BC, October 2001*
- Academy of Management Annual Meeting, Washington DC, August 2001*
- European Group on Organization Studies (EGOS), Lyon, France, July 2001*
- DRUID Nelson & Winter Conference, Aalborg, Denmark, June 2001*

1999

- Keynote speech, Strategic Management Society Annual International Conference, Berlin, Germany, October 1999 (joint with Richard Foster)

PROFESSIONAL ACTIVITIES

University service

- Acting PhD Coordinator, Strategy Area, Rotman School (2016-2017)
- Rotman-University of Toronto Press Advisory Board (2016-present)
- Executive Committee, Graduate Department of Management (elected), University of Toronto (2014-2016)
- University Reader, Convocation, University of Toronto, Rotman School of Management (2015)
- Advisory Board, The Letters (LGBTQA student club) (2015-present)
- Michael Lee-Chin Institute grants review committee (2015)
- Speaker for the Faculty Council (elected), Rotman School, University of Toronto (2011-2013)
- Coordinator, MBA Consulting major, Rotman School (2011-present)
- Member, Connaught Review College, University of Toronto (assess applications for funding from Connaught grant programs for innovative research) (3-year term, 2010-13)
- Chair, PhD Final Oral Exam, U. of Toronto: C. Greensmith, OISE (2014); I. Dan, Economics (2011)
- Rotman Strategy Area PhD Advisory Committee (2013-present)
- Rotman Strategy Area PhD Admissions Committee, Chair (2012), Member (2013, 2015)
- University of Toronto Advisory Committee for the Appointment of a Dean, Rotman School (2010-11)
- Rotman School task force on new student orientation (2010)
- Rotman recruiting committees: Fell Chair in Health Sciences (2009, 2012), Strategy (2009)

- Faculty, Rotman Emerging Leaders and Back to Work programs (Initiative for Women in Business)
- Advisory Committee for establishment of University of Pennsylvania Master's degree in Nanoscale Science & Technology (2008-2009)
- Wharton Social Impact Consulting Group Faculty Advisory Board (2007-2009)
- Advisor and faculty member for Goldman Sachs 10,000 Women initiative joint between Wharton and American University of Cairo (2008-2009)
- Course head, Wharton MGMT 654 MBA strategy core course, coordinating 4 faculty, 12 sections (2008)
- Regular panelist or speaker at student events (Rotman: She-Biz, Student Orientation, Women In Management Association; Wharton: Women in Business Conferences; Management Club, Welcome Weekend, etc.)

Academic advising

- Doctoral students:
 - Jillian Chown, Strategy Area, Rotman School (advisor) (graduation 2016, placed at Kellogg School, Northwestern University)
 - Marzieh Rostami, Strategy Area, Rotman School (co-advisor, 2nd year paper)
 - Kenneth William Foster, Strategy Area, Rotman School (committee) (graduated 2015, placed at Dalhousie University, Rowe School of Business)
 - Keyvan Vakili, Strategy Area, Rotman School (committee) (graduated 2013, placed at London Business School)
 - Mikko Vesa, Hanken School of Economics (external examiner) (graduated 2013, placed at Aalto University Business School)
 - JP Eggers, Management Dept., Wharton (committee) (graduated 2008, placed at NYU Stern)
 - Sevil N-Marandi, Strategy Area, Rotman School (1st year advisor)
 - Michael Casaburi, Management Dept., Wharton (reader, 2nd year paper)
- Undergraduate students:
 - Lisa Jiang, Senior Thesis advisor in Wharton Research Scholars Program (graduated 2008)
 - Dan Axelsen, Mentor for the Penn Provost's Undergraduate Research Mentoring Program (2007)

Editorial leadership

- *Organization Science*, Senior Editor (2010-present)
- *Strategic Management Journal*, Guest Editor, special issue on new research methods (2016)
- *The Academy of Management Annals*, Associate Editor (3-year term, 2010-2013)

Reviewing and referee

- *Administrative Science Quarterly*, Editorial Board (2009-2013)
- *Organization Science*, Editorial Review Board (2006-2010)
- *Organization Studies*, Editorial Review Board (2006-present)
- *Strategic Management Journal*, Editorial Review Board (2013-present)
- Ad hoc for: *Academy of Management Journal*, *Industrial and Corporate Change*, *Social Studies of Science*, *Human Relations*, *Academy of Management Review*, *Management Science*, *Poetics*, *Advances in Strategic Management*
- Academic presses: Cambridge University Press, Oxford University Press
- Conference referee: Academy of Management; Strategic Management Society
- Review committees: INFORMS Organization Science Dissertation Proposal competition (2005, 2006, 2007, 2008, 2009); TIM Best Dissertation Award, Academy of Management (2006); BPS Blackwell Outstanding Dissertation Award, Academy of Management (2010); BPS best paper awards, Academy of Management (2011); Co-Chair, SMS Best Student Paper Awards (2012-2015); TIM best paper, Academy of Management (2013); George R. Terry Book Award Committee member (2014)
- Grants referee: ad hoc reviewer for Social Sciences and Humanities Research Council of Canada (SSHRC); Swiss National Science Foundation; Member, University of Toronto Connaught Review College (Social Sciences Review Panel) (2010-2013)

Convening conferences, seminars, research groups

- Co-organizer, Montreal-Ontario Qualitative Research Conference, Montreal, QC (2015)
- Co-organizer, 21st INFORMS *Organization Science* Winter Conference on “Projects and Organizations,” Park City, Utah (2015)
- Co-organizer, Montreal-Ontario Qualitative Research Conference, Queens U., Kingston, ON (2013)
- Co-organizer, Ontario Working Group on Qualitative Methods (60+ members from York, Western, Queens, Laurier, U of Toronto, OCAD) (2011-present)
- Co-organizer of PDW on “Rethinking the Role of Technology in Institutional Theory,” Academy of Management Annual Meeting, Anaheim, CA (2008)
- Co-convenor of track on “Institutions and Innovation” for EGOS conference, Vienna, Austria (2007)
- Co-organizer of the joint Wharton-Chemical Heritage Foundation Symposium on the Social Studies of Nanotechnology (2007)
- Co-organizer, Annual Wharton Technology Conference (2008, 2009)
- Co-organizer, Wharton Management Department Strategy Seminar series (2006-2008)
- Co-organizer, Philadelphia Area Nanotechnology and Society Reading Group (2005-2009)

Academic community service

- Academy of Management, Business Policy & Strategy (BPS) Awards Committee: chooses honorees for the Distinguished Scholar, Irwin Educator, and Emerging Scholar awards (2-year term, 2016-2018)
- Scientific Advisory Board, ISIGrowth: Innovation-fuelled, Sustainable, Inclusive Growth (European Union Horizon 2020 project) (2015-present)
- Academy of Management George R. Terry Book Award Committee member (2014)
- MIT Sloan Doctoral Research Forum, Thesis Prize Committee member (2014)
- Co-chair, Strategy Management Society Best Student Paper awards committee (4-year term, 2012-2015)
- Academy of Management, TIM division, Best Paper Award committee member (2013)
- Academy of Management, Business Policy & Strategy Division (BPS): Executive Committee (elected) (2010-2012); Research Committee (2009-2011), liaison to Strategizing Activities and Practice (SAP) Interest Group; BPS Program Track Chair for “Strategy Process” (2011, 2012)
- Faculty member for career development consortia: BPS “Managing Your Dissertation” Consortium, AOM (2006, 2010); BPS Doctoral Consortium, AOM (2008); CCC (Consortium for Cooperation and Competition) Colloquium (2008, 2009, 2010, 2011, 2012, 2014, 2015); Israel Strategy Conference Doctoral Consortium (2009); MOC “Cognition in the Rough” workshop, AOM (2011); OMT Doctoral Consortium, AOM (2011); West Coast Research Symposium PhD Workshop (2011); SMS Competitive Strategy Junior Faculty workshop (2012); SMS Strategy Practice Paper Development Workshop (2012); OMT Junior Faculty workshop, AOM (2013); TIM Doctoral Consortium, AOM (2013, 2016); SMS Annual Conference Doctoral Consortium (2013); SMS Tel Aviv Doctoral Consortium (2014); OMT Dissertation Proposal Workshop, AOM (2014); OMT Doctoral Student Consortium, AOM (2014); Montreal-Ontario Qualitative Methods Conference Master Class (2015); OMT Jr. Faculty Consortium, AOM (2015); BPS Mid-Career Development Consortium, AOM (2015)
- Regularly invited presenter and discussant in Practice Development Workshops, Symposia and Panels at Academy of Management, EGOS, Strategic Management Society and other conferences
- Visiting Fellow, CMA Centre at the Segal Graduate School of Business, Simon Fraser University (2012)
- AIM (UK Advanced Institute of Management) International Visiting Fellow, Imperial College (2007)

Professional affiliations and memberships

- Academy of Management
- American Sociological Association
- European Group on Organization Studies (EGOS)
- INFORMS
- International Association for Feminist Economics
- Society for Social Studies of Science (4S)
- Strategic Management Society

Major public speaking events or appearances

- TedXWomen, “Meritocracy: From Myth to Reality,” October 2016
- Rotman panel on “The Challenges and Opportunities of Being Out and a Leader at Work,” January 2016
- Rotman Women in Business Speaker Series, “Meritocracy: From Myth to Reality” October 2015
- Women in Capital Markets, Mentor Lunch, “Meritocracy: From Myth to Reality,” September 2015
- *Stanford Social Innovation Review* Webinar, “The Rise of Gender Capitalism,” July 2015,
- Inter-American Development Bank, “The Myth of Meritocracy,” June 2015
- Rotman Financial Services Advisory Board Speaker Series, “Diversity in Financial Services,” May 2015
- TVO’s The Agenda with Steve Paikin, “The Future is in the Past,” April 2015
- International Women’s Day Forum at the United Nations, March 2015
- TVO’s The Agenda with Steve Paikin, “Gender Capitalism,” February, 2015
- Investing Experts Speaker Series @ Rotman, “Gender Lens Investing,” January 2015
- TVO’s The Agenda with Steve Paikin, “Grocery Store Wars,” January 2015
- Root Capital webinar, “Women in Agriculture Initiative,” April 2014

AWARDS, GRANTS AND OTHER HONORS

Awards and honors

Research

- Folio Magazine Eddie Award to *Stanford Social Innovation Review* (B-to-B – Series/Single Article – Government / Public Sector / Education) for “The Rise of Gender Capitalism” (2015)
- Best Paper Award, UC Davis Conference on Qualitative Research (for “Interdisciplinarity in Practice”) (with Jonathan Milde and Ruth Schwartz Cowan) (2013)
- Best Paper Award, DRUID conference (for “Breakthrough Innovations”) (with Keyvan Vakili) (2012)
- Emerald Management Reviews Citation of Excellence (for “Cognition and Renewal”) (with JP Eggers) (2010)
- Best Paper Award, Atlanta Competitive Advantage Conference (for “Incumbent entry into a radical new product arena,” retitled “Cognition and renewal”) (with JP Eggers) (2006)
- Papers selected for Best Paper Proceedings, Academy of Management Annual Conferences: “Seeing the light” (2005), “Using Strategy Tools in Practice” (2008), “Bounding Nanotechnology” (2009); “Breakthrough Innovations” (2012)
- Award for extraordinary service to the Editorial Review Board, *Organization Science* (2008, 2009, 2010)
- Blackwell Outstanding Dissertation Award, Business Policy & Strategy Division, Academy of Management (2005)
- Finalist, Best Dissertation Award, Technology & Innovation Management Division, Academy of Management (2005)
- Finalist, Organization Science/INFORMS dissertation proposal contest (2003)
- Prize for Best Paper by an Upcoming Researcher, Conference in Honour of Keith Pavitt, SPRU, Sussex, UK (for “Framing Contests”) (2003)

Teaching

- Rotman School Excellence in Teaching Award, MBA program (2010, 2011, 2012, 2013)
- Wharton School Anvil award for outstanding teaching in the MBA program, finalist (2007, 2008)
- Wharton School MBA Core Teaching Award (2006, 2008)
- Wharton School Excellence in Teaching Award for the Undergraduate Division (2006)

Grants

- Ewing Marion Kauffman Foundation grant for “Examining Social Entrepreneur Acceleration through a Gender Lens” (joint with Peter Roberts, Emory University) (2015)
- Skoll Foundation grant for research on the emergence of a new field in gender and finance (2014)
- SSHRC (Social Sciences and Humanities Research Council of Canada) grant for research on the emergence of new technologies and markets: an exploration of the evolution of nanotechnology #410-2010-0219 (2010-2014)
- Rotman School Michael Lee-Chin Institute for Corporate Development, grants for research on building a new field in gender lens investing (2012, 2014)

- Center for Nanotechnology and Society at UC Santa Barbara (NSF funded), collaborating investigator grant (2012-2014)
- Rotman School Desautels Center for Integrative Thinking, course development grant (2009)
- Rotman School Michael Lee-Chin Institute for Corporate Development, course development grant (2009)
- Co-Principal Investigator (with R. Cowan), Nano-Bio Interface Center NSF grant on Nanotechnology & Society (4-year grant, full support for 1 doctoral student per year, NSEC DMR-0425780) (2009-2013)
- University of Pennsylvania Provost's Undergraduate Research Mentoring Program, research grant (2007)
- Wharton Center for Leadership and Change Management, grants for research on how managers project into the future (2005); CEO response to an industry crisis (2006)
- Wharton Mack Center for Technological Innovation, grants for research on firm strategies in the communications industry (2005); the emergence of the nanotechnology field (2006, 2008)
- MIT Industrial Performance Center (Sloan Foundation): Summer Research Grant (2001), Doctoral Fellowship (2002-2003)
- Research support from the MIT Communications Technology Roadmap (MIT Microphotonics Center) and the MIT Program on Internet and Telecoms Convergence (2002-2004)
- Society for Organizational Learning Research Grant (2001)
- Fellowship award from the MIT Special Provost's Fund (1999-2000)

Other honors

- "The Real Value of Strategic Planning" selected by *Sloan Management Review* as a top article in strategy and included in the *SloanSelect Strategy Collection*.
- *Creative Destruction* selected by *Harvard Business Review* as a "Top 10 Business Book" in 2001
- *Creative Destruction* selected by Amazon.com for "Editor's Choice" list of best business books in 2001

OTHER PROFESSIONAL WORK

Criterion Institute
 Advisor, 2013-present
 Haddam, CT

McKinsey & Company, 1990-1999
 New York, NY

Theodore Barry & Associates (strategy consultants), 1986-1988
 Los Angeles, CA