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**Education**

Ph.D. in Organizational Behavior, Department of Industrial Engineering and Engineering Management, Stanford University, 1998.

M.S. in Mechanical Engineering - Product Design, Stanford University, 1990.

B.S. in Engineering - Product Design, Stanford University, 1986.

**Academic Positions**

- 2009 - present Professor of Technology Management, Graduate School of Management, University of California, Davis.
- 2007 - present Associate Director, Energy Efficiency Center  
University of California, Davis
- 2006 - 2007 (Founding) Director, Energy Efficiency Center  
University of California, Davis.
- 2006 - present (Founding) Director, Center for Entrepreneurship  
Graduate School of Management, University of California, Davis.
- 2005 - present Chancellor's Fellow, University of California, Davis
- 2004 - present Visiting Professor, Imperial College
- 2003 - 2009 Associate Professor of Technology Management, Graduate School of Management, University of California, Davis.  
  
Director, Technology Management Programs,  
Graduate School of Management, University of California, Davis.
- 2001 - 2003 Assistant Professor of Technology Management, Graduate School of Management, University of California, Davis.
- 1998 - 2001 Assistant Professor of Management, Department of Management, Warrington College of Business Administration, University of Florida.
- 1997 - 1998 Instructor, Department of Industrial Engineering and Engineering Management, Stanford University.
- 1992 - 1994 Instructor, Department of Mechanical Engineering, Stanford University.

## Publications

1. Committee on Assessing the Impact of Changes in the Information Technology Research and Development Ecosystem (2009) Assessing the Impacts of Changes in the Information Technology R&D Ecosystem: Retaining Leadership in an Increasingly Global Environment, Committee on Assessing the Impact of Changes in the Information Technology Research and Development Ecosystem, The National Academies Press, Washington, D.C. 32
2. Cross, R., Hargadon, A. B., Parise, S. & R. J. Thomas (2007) "Together We Innovate." *WSJ/Sloan Management Review*, R6.
3. Hargadon, A. B. (2007) "Creativity that Works," in Cameron Ford (Ed.), The Handbook of Organizational Innovation, Lawrence Erlbaum Associates, Inc.
4. Hargadon, A. B. and B. A. Bechky (2006). "When collections of creatives become creative collectives: A field study of problem solving at work." Organization Science, 17: 484-500.
5. Elsbach, K. D. and A. B. Hargadon, (2006) "Enhancing Creativity through 'Mindless' Work: A Framework of Workday Design," Organization Science.
6. Hargadon, A. B. (2006) "Bridging and Building: Towards a Microsociology of Creativity," in Leigh Thompson (Ed.), Creativity and Innovation in Groups and Organizations, Lawrence Erlbaum Associates, Inc, pp 199-216.
7. Navis, C., Glynn, M. A. & Hargadon, A. B. (2006). Stay Tuned: Knowledge Brokering via Inter-firm collaboration in Satellite Radio. In Kazanjian, R. & Hess, E. (Eds.). *The Search for Organic Growth*. Cambridge University Press.
8. Hargadon, A. B. (2005) "Leading with Vision: The Design of New Ventures" Design Management Review, 16(1): 33-39.
9. Cross, R., A. B. Hargadon and S. Parise (2005) "Critical Connections: Driving Rapid Innovation with a Network Perspective." Network Roundtable White Paper, University of Virginia.
10. Elsbach, K. D., P. S. Barr, and A. B. Hargadon (2005) "Identifying Situated Cognition in Organizations" Special Issue of *Organization Science*, "Frontiers of Organizational Science" Vol. 16, No. 4, July–August 2005, pp. 422–433 29.
11. Hargadon, A. B. and B. Bechky (2005) "The Politics of Knowledge Work in a Software Development Group," Qualitative Organization Research, pp 15-35.
12. Hargadon, A.B. (2005) "Technology Brokering and Innovation: Linking Strategy, Processes and People," Strategy & Leadership, 33(1): 32-36.

13. Hargadon, A. B. (2004) "Clean Energy & Fuel Cells: Implications for Innovation Strategies from Historic Technology Transitions," White Paper, Public Fuel Cell Alliance, September 2004
14. Hargadon, A. B. (2004) "Tapping the Networks of Innovation," Business at Oxford, 5 (Summer): 20-22.
15. Hargadon, A. B. (2004) "Organizations in Action: Book Review," Administrative Science Quarterly.
16. Hargadon, A. B. (2004) "Tapping the networks of innovation: Lessons from the past," The Focus.
17. Hargadon, A. B. (2003) "Retooling R&D: Technology Brokering and the Pursuit of Innovation," Ivey Business Journal, November/December.
18. Hargadon, A. B. (2003) "Are you looking in all the wrong places?" Darwin, IDG Publications.
19. Hargadon, A. B. (2003) How Breakthroughs Happen: The Surprising Truth About How Companies Innovate. Harvard Business School Press.
20. Hargadon, A. B. (2002) "Knowledge brokering: A network perspective on learning and innovation," Research in Organizational Behavior, B. Staw and R. Kramer (Eds), JAI Press, 21: 41-85.
21. Hargadon, A. B. and A. Fanelli (2002) "Action and Possibility: Reconciling Dual Perspectives of Knowledge in Organizations," Organization Science, 13(3): 290-302.  
  
Reprinted as Hargadon, A. B. and A. Fanelli (forthcoming, 2008) "Action and Possibility: Reconciling Dual Perspectives of Knowledge in Organizations," in (ed.) William H. Starbuck, Organizational Learning and Knowledge Management. Elgar Publishing: Cheltenham, UK.
22. Heath, C., Hargadon, A. B. and V. Chang (2002) "Edison and the Electric Light (A)" and "Edison and the Electric Light (B)." Case study M-301, Stanford Graduate School of Business, February 2002.
23. Hargadon, A. B. and J. Y. Douglas (2001) "When Innovations meet Institutions: Edison and the Design of the Electric Light," Administrative Science Quarterly, 46: 476-501
24. Hargadon, A. B. (2001) "Transitory Interactions: Fieldwork on the Phenomenology of Groups in Organizations." In Sondak, H. and M.A. Neale (Eds), Groups in Context, v4.
25. Hargadon, A. B. (2001) "Manufacturing Rationality: The Engineering Foundations of the Managerial Revolution." Book review, Administrative Science Quarterly, 46: 358-361

26. Douglas, Y. and A. B. Hargadon (2001) "The Pleasures of Immersion and Interaction: Schemas, Scripts, and the Fifth Business." SIGGRAPH 2001 Electronic Art and Animation Catalog, Los Angeles, CA.
- Reprinted as Douglas, Y. and A. B. Hargadon (2001) "The Pleasures of Immersion and Interaction: Schemas, Scripts, and the Fifth Business." Digital Creativity 12 (3), 2001: 153-166.
- Reprinted as Douglas, Y. and A. B. Hargadon (2003) "The Pleasures of Immersion and Engagement: Schemas, Scripts, and the Fifth Business." First Person: New Media as Story, Performance, and Game. Noah Wardip-Fruin and Pat Harrigan (eds), MIT Press.
27. Hargadon, A. B. (2001) "The Knowledge Bazaar," 2001 Academy of Management Proceedings, Washington DC.
28. Hargadon, A. B. and R. I. Sutton (2000) "Building the Innovation Factory." Harvard Business Review, May-June.
29. Reprinted as Hargadon, A. B. and R. I. Sutton (2001) "Building the Innovation Factory," in Harvard Business Review on Innovation, Cambridge, MA: HBS Press.
- Reprinted as Hargadon, A. B. and R. I. Sutton (2001) "Building the Innovation Factory," in Continuous Innovation: No Genius Required, HBR OnPoint Collection, Harvard Business School Press, Cambridge, MA: HBS Press.
30. Douglas, Y. and A. B. Hargadon (2000) "The Pleasure Principle: Immersion, Engagement, and Flow." Proceedings of the 2000 Hypertext Conference, San Antonio, TX: Association of Computer Machinery (ACM). Englebart Award Nominee (Best Overall Paper); Nelson Award Nominee (Best Paper by a Newcomer).
31. Hargadon, A. B. (1999) "Group Cognition and Creativity in Organizations." In Wageman, R, M. A. Neale, and B. Mannix (Eds.), Groups in Context, v2: 137-155.
32. Fanelli, A. and A. B. Hargadon, (1999) "Mediatori della Conoscenza." Sviluppo & Organizzazione, 175: 77-92.
33. Hargadon, A. B. (1998) "Knowledge Brokers: A field study of organizational learning and innovation." 1998 Academy of Management Proceedings. San Diego, CA.
34. Hargadon, A. B. (1998) "Firms as Knowledge Brokers: Lessons in Pursuing Continuous Innovation." California Management Review. 40 (3): 209-227.

35. The Theory and Practice of Knowledge Brokering: Case Studies of Continuous Innovation, Dissertation, UMI No. AAT 9901521, Bell & Howell Company: Ann Arbor MI.
36. Hargadon, A. B. and R. I. Sutton (1997) "Technology Brokering and Innovation in a Product Development Firm." Administrative Science Quarterly, 42: 716-749.  
  
Reprinted as Hargadon, A. B. and R. I. Sutton (2004) "Technology Brokering and Innovation in a Product Development Firm." In Tushman, M. and P. Anderson (Eds) Managing Strategic Innovations & Change, 2<sup>nd</sup> Edition. Cambridge: Oxford University Press.
37. Hargadon, A. B. and K. M. Eisenhardt (1997) "Speed and quality in new product development: An experiential approach to continuous organizational adaptation." In R. E. Cole and W. R. Scott (eds.), The Quality Movement in America: Lessons for Theory and Research.
38. Hargadon, A. B. (1997) "Diffusion of innovations: The current model and directions for future research." In R.C. Dorf (ed.), The Handbook of Technology Management. Boca Raton, FL: CRC Press, Inc.
39. Hargadon, A. B. and R. I. Sutton (1996) "Technology Brokering and Innovation: An Ethnographic Study of a Product Design Firm." 1996 Academy of Management Proceedings, 229-233.
40. Sutton, R. I. and A. B. Hargadon (1996) "Brainstorming Groups in Context: Effectiveness in a Product Design Firm." Administrative Science Quarterly, 41: 685-718.
41. Hargadon, A. B. (1994) "Cross-Functional Innovation in Product Development Teams." 1994 Portable by Design Conference Proceedings: ME1-ME9. Hasbrouck Heights, NJ: Penton Publishing.

### **Working Papers**

1. Whyte, J. and A. B. Hargadon "Technological Change as a Process of Inquiry: Episodes in the History of Structural Glass." Working paper, Reading College, UK.
2. Hargadon, A. B. and J. Whyte "What do experts do in dynamic environments: Innovation and expertise in structural glass." Working paper, University of California, Davis.
3. Hargadon, A. B. and R. Lacey. "The Institutional Origins of Innovation at the Ford Motor Company, 1908-1914." Working paper, University of California, Davis.
4. Hargadon, A. B. and B. A. Bechky. "The Firm as Knowledge Bazaar." Working paper, University of California, Davis.

5. Dacin, T. and A. B. Hargadon. "Beyond leaders and managers: The neglected role of players in organizational change." Working paper, Queen's School of Business, Kingston, Canada.
6. Hargadon, A. B. and Y. Douglas, "Domesticating the Revolution: Robust Design Strategies for Radical Innovations," working paper, University of California, Davis.

### **Conference Presentations**

1. Hargadon, A. B. "Design: Linking Technology and Institutions," 2008 Academy of Management meeting, Anaheim, California.
2. Hargadon, A. B. "How Breakthroughs Happen: The Surprising Truth About How Companies Innovate," 2008 NASA Ames Research Center, Mountain View, CA.
3. Hargadon, A.B. "Transforming Creativity into Commercial Success: from Edison to the iPod Touch" 2008 STIR Lecture Series, Imperial College and Royal College of Arts, London, UK.
4. Hargadon, A.B. "Innovation Networks" 2007 Network Roundtable, University of Virginia, Charlottesville, VA.
5. Hargadon, A.B. "Moving from ideas to impact" 2007 Behavior, Energy and Climate Change workshop, Sacramento, CA.
6. Hargadon, A. B. "Thick Description and the fins of the Sierra Madre," 2007 Academy of Management meeting, Philadelphia, PA.
7. Hargadon, A.B. "Advancing Energy Efficiency," 2007 IEPEC Conference, Chicago, IL.
8. Hargadon, A.B. "Exploring and exploiting the networks of innovation" 2007 Federal Reserve Board Conference on Community Development Finance, St Louis, Missouri.
9. Hargadon, A. B. "Advancing Clean Energy: Moving Innovations from the Lab to the market," 2006 CESA Fall Meeting , Yountville, CA.
10. Hargadon, A. B. "Emerging Technologies in Energy Efficiency: Seed and Early Stage Financing" (2006) Moderator and presenter, ACEEE Emerging Technology Conference, Long Beach, CA.
11. Hargadon, A. B. (2006) "Innovations, Institutions, and Design: Edison and the Electric Light," 2006 Sundance Strategy Conference, Provo, Utah, 2006.
12. Hargadon, A. B. (2005) "How Breakthroughs Happen: Lessons for Fuel Cells from Technologies Past and Present," 2005 Fuel Cell Summit, Connecticut, 2005.

13. Hargadon, A. B. (2005) "A backward glance into the future: Historic technology transitions and the pursuit of innovation in climate stabilization," Montreal Strategic Climate Change Workshop on Sub-National Strategies for Clean Energy Investment, Technology Deployment and Innovation, October, 2005
14. Hargadon, A. B. and J. Whyte (2005) "Brokering, innovation and the role of expertise in dynamic environments," Academy of Management Conference, Hawaii, August, 2005.
15. Hargadon, A. B. (2005) "How Breakthroughs Happen: The State of Creativity and Innovation Research in Management," 2005 American Marketing Association Conference, July, 2005.
16. Hargadon, A. B. (2005) "How Breakthroughs Happen: Networking the next revolution," MKF Research 2005 Executive Wine Summit, Napa, June, 2005.
17. Hargadon, A. B. and R. Cross (2005) "A Network Model for Organized Innovation," Social Network Analysis Network Roundtable, Babson College, April, 2005.
18. Hargadon, A. B. (2005) "Trust, Cost, and Food: The Return of the Long Tail in Branding," CIFAR Conference XX: In Foods We Trust?, Davis, CA April, 2005.
19. Hargadon, A. B. (2005) "On Making a Difference," National Voluntary Health Conference, American Cancer Society, Atlanta, February 2005.
20. Hargadon, A. B. (2005) "Technology Brokering: Implications for a National Innovation Policy," Government University Industry Research Roundtable, National Academies, Washington DC, February 2005.
21. Hargadon, A. B. (2005) "Understanding the Networks of Innovation," Institute for Social Network Analysis of the Economy Conference, San Francisco, February 2005.
22. Hargadon, A. B. (2004) "Tapping the Networks of Innovation," Leading in a Connected World Conference, Darden School of Business, University of Virginia, November 2004.
23. Hargadon, A. B. "Leading With Vision," Design Management Institute Conference, Cape Cod, October 2004.
24. Hargadon, A. B. "Innovation Networks" Foresight Forum, University of Minnesota, October 2004.
25. Hargadon, A. B. (2004) "Clean Energy & Fuel Cells: Implications for Innovation Strategies from Historic Technology Transitions," Public Fuel Cell Alliance, Washington DC, September 2004

26. Hargadon, A. B. (2004) "R&D and the Design of Technological Revolutions," 2004 Hydrogen Demand Workshop, Institute for Transportation Studies, Davis, CA.
27. Hargadon, A. B. (2004) "Exploring the Networks of Innovation," University of British Columbia/Simon Fraser University Distinguished Speaker Series, Vancouver, BC.
28. Hargadon A.B. and M.A. Glynn (2003) "Pragmatic Creativity and Corporate Growth," Conference on Entrepreneurship and Corporate Growth, Goizueta Business School, Emory, Atlanta, GA.
29. Hargadon, A. B.(2003) "Knowledge Brokering in Health Services," 5th International Conference on the Scientific Basis of Health Services, Washington D.C.
30. Hargadon, A. B. (2003) "Bridging and Building: Towards a Microsociology of Creativity," The 2003 KTAG Creativity and Innovation in Groups and Organizations, Kellogg Business School.
31. Hargadon, A. B. (2003) "Knowledge in Organizations: The Current State and Future Directions of Research," 2003 Knowledge and Organizations, University of California at Irvine, Irvine, CA.
32. Hargadon, A. B. (2003) "How Breakthroughs Happen: The Surprising Truth about How Companies Innovate," Sacramento Business Forum, Sacramento, CA.
33. Hargadon, A. B. (2003) "When Innovations meet Institutions: Robust Design and the Electric Light. Interdisciplinary Center for Organizational Studies. University of Michigan, Ann Arbor, MI.
34. Hargadon, A. B. and C. Pugnetti (2002) "Technology Introduction and User Acceptance in Claims Systems," September 2002, American Insurance Association, Claims Administration Committee. Huntington Beach, CA
35. Elsbach, K. D. and A. B. Hargadon (2002) "Enhancing Creativity through Mindless Work: An Expanded Model of Job Enrichment," The 2002 Academy of Management Conference, Denver, CO.
36. Hargadon, A. B. (2002) "Collections of Creatives and Creative Collectives: A Field Study of Creativity at Work" The 2002 Academy of Management Conference, Denver, CO.
37. Dacin, T. and A. B. Hargadon (2002) "Beyond leaders and managers: The neglected role of players in organizational change." The 18<sup>th</sup> annual EGOS conference, Barcelona, Spain.

38. Hargadon, A. B. and Y. Douglas (2002) "Robust Design and the Electric Light: Design Strategies for Technological Innovation." The 11<sup>th</sup> International Forum on Design Management Research and Education, Boston, MA.
39. Hargadon, A. B. (2001) "The Knowledge Bazaar" 2001 Academy of Management Conference, Washington, DC.
40. Hargadon, A. B. and S. Moore (2001) "Continuity and Discontinuity in Technological Innovation: Lessons from the Ford Motor Company, 1908-1914." 2001 Academy of Management Conference, Washington, DC.
41. Hargadon, A.B. and B. Bechky (2001) "The Politics of Knowledge Work," 2001 Davis Conference on Qualitative Research, Davis, CA.
42. Hargadon, A. B. "Furthering the Social Perspective: Field Studies of Creativity." The 2000 Organizational Behavior Conference, The Wharton School.
43. Hargadon, A. B. and Michael Preitula "Locating the Balance between Exploration and Exploitation," The 2000 Computational Analysis of Social and Organizational Systems Conference, Carnegie Mellon University.
44. Hargadon, A. B. "Creativity at Work." The 2000 Academy of Management Conference, Toronto.
45. Douglas, Y. and A. B. Hargadon (2000) "The Pleasure Principle: Immersion, Engagement, and Flow." The 2000 ACM Conference, San Antonio, TX.
46. Hargadon, A. B. "Transitory Interactions: Fieldwork on the Phenomenology of Groups in Organizations." The 2000 Conference on Managing Groups and Teams, Stanford University.
47. Fanelli, A. and A. B. Hargadon. "Knowledge and Knowing: A Complimentary approach to knowledge." The 1999 Conference on Knowledge and Knowing in Organizations, Warwick, England.
48. Hargadon, A. B. "The Hedgehog and the Fox: Institutions, Identities, and Innovation." The 1999 CCOR Workshop on Interorganizational Relations, University of Texas at Austin.
49. Hargadon, A. B. "Knowledge Brokers: A Field Study of Organizational Learning and Innovation." The 1998 Academy of Management Meeting, San Diego, CA.
50. Hargadon, A. B. and R. I. Sutton. "Creativity in groups: Analogic thinking and interpersonal cognition in new product development projects." The 1998 Workshop on Empirical Research on Groups, Stanford University.
51. Hargadon, A. B. "Technology Brokering and Innovation in New Product Development." The 1997 INFORMS Meeting, Dallas, TX.

52. Eisenhardt, K. M. and A. B. Hargadon. "Speed and quality in new product development: An experiential approach to continuous organizational adaptation." The 1997 National Research Council Workshop on Improving Theory and Research on Quality Enhancement in Organizations, University of California at Berkeley.
53. Hargadon, A. B. and R. I. Sutton. "Technology Brokering and Innovation: An Ethnographic Study of a Product Design Firm." The 1996 Academy of Management Meeting, Cincinnati, OH.
54. Sutton R. I., Hargadon, A. B., and D. Owens. "Brainstorming as Status Auctions." The 1996 Stanford Conference on Power, Politics and Influence in Organizations, Stanford, CA.
55. Hargadon, A. B. "Technology Brokering in Innovation: Organizational Routines and the Technological Environment." The 1996 Organizations Conference at Asilomar, hosted by the Stanford Center for Organizational Research, Asilomar, CA.
56. Hargadon, A. B. and R. I. Sutton. "Exploration, Exploitation, and Expectations in Routine Innovation: The Case of a Product Design Firm." The 1995 Academy of Management Meeting, Vancouver, BC.
57. Sutton, R. I. and A. B. Hargadon "Bringing Brainstorming Groups into the Organizational Context: The Case of a Product Design Firm." The 1995 Academy of Management Meeting, Vancouver, BC.
58. Hargadon, A. B. "Cross-functional Innovation in Product Development Teams." The 1994 Portable by Design Conference, San Jose, CA.

## Symposia

1. Co-chair (with Beth A. Bechky) "Tapping the community in qualitative research: A collective approach to research and writing." 2005. Professional development workshop presented at the annual meeting of the Academy of Management, Honolulu, HI.
2. Co-Chairperson (With Beth Bechky), "Grounded Views of Knowledge Work," 2000 Academy of Management Meetings, Toronto.
3. Co-chairperson (with Robert Sutton), "Organizational designs for routine innovation: Lessons from the product development process." Presented at the 1995 Academy of Management Meetings, Vancouver, BC.

## Invited Talks

*NASA Ames Research Center  
Portland State University  
Jump Associates  
GoingGreen 2007  
Golden Valley Network*

*Genentech  
McNeill Pharmaceuticals  
Sauder School of Business, University of  
British Columbia  
General Electric*

*Rhode Island BIF*  
*Imperial College*  
*Design London*  
*The Wharton School*  
*Carnegie-Mellon University*  
*Massachusetts Institute of Technology*  
*Kellogg Graduate School of Management*  
*Johnson Graduate School of Management,*  
*Cornell*  
*Warrington Business School, University of*  
*Florida*  
*RAND*  
*University of Texas, Austin*  
*ICOS, University of Michigan*  
*University of Michigan Business School,*  
*Ann-Arbor*  
*Harvard Graduate School of Business*  
*SABRE Labs*  
*Hewlett-Packard*  
*Edge Alliance, Queen's University*  
*Business School*  
*Stanford University Graduate School of*  
*Business*  
*Institute for Transportation Studies,*  
*University of California, Davis*  
*Sacramento Business Forum*  
*American Insurance Association*  
*2<sup>nd</sup> Edison, Inc.*  
*Cisco Systems*  
*Sun Microsystems*  
*Stanford Alliance for Innovative*  
*Manufacturing*  
*Silicon Valley Intellectual Property Society*  
*University of California, Davis Extension*  
*Seminar*  
*Saïd Business School, Oxford University*  
*CliffordChance, London*

*Honda America*  
*Public Fuel Cell Alliance*  
*Chancellor's Retreat, UC Davis*  
*Mars/Masterfood USA*  
*Design Management Institute*  
*GUIRR, National Academies*  
*American Cancer Society*  
*Smith College of Business, University of*  
*Maryland*  
*Institute for Social Network Analysis of the*  
*Economy*  
*Wine Industry Summit 2005, Napa*  
*Grant & Sons, Ltd*  
*American Marketing Association*  
*Human Resources Roundtable, UCLA*  
*Social Network Analysis Network*  
*Roundtable, Babson College*  
*Center for International Food &*  
*Agiricultural Research, UC Davis*  
*Montreal Conference on Climate*  
*Stabilization*  
*2005 Fuel Cell Summit*  
*Tudor Capital Group*  
*Mattel*  
*Batten Institute, Darden School, UVA*  
*Copenhagen Business School*  
*Imperial College, London*  
*National Energy Symposium, Sacramento*

## **Editorial Service**

### **Past Editorial Boards**

*Administrative Science Quarterly*  
*Academy of Management Review*  
*Organization Science*  
*Organization Studies*

### **Ad hoc reviewer for:**

*Administrative Science Quarterly*  
*Academy of Management Review*  
*Organization Science*  
*Organization Studies*  
*Academy of Management Journal*  
*Strategic Management Journal*  
*California Management Review*

## Research and Teaching Grants

1. Co-PI (With Kurt Kornbluth)  
**Program on International Energy Technologies (\$47.5k)**  
Develop and implement a 2-course curriculum on the design, development and selective implementation of energy solutions for developing communities.
2. Co-PI (With Dan Chang)  
**Superfund Business Development Intensive (\$49.9k)**  
Developed and will implement a Superfund Business Development Intensive scheduled for June 25-29 at the Tahoe Center for Environmental Sciences.
3. Principal Investigator  
**West Village Energy Efficiency Study (\$40k)**  
Organized a series of workshop and studies to develop and compare alternative technical, financial, and organizational solutions that would enable UC Davis campus housing project (West Village) to approach providing net-zero energy homes to new home buyers without adding to the initial purchase price of the homes.
4. Co-PI (With Dan Chang)  
**Superfund Research Translation (\$35k)**  
Developed process to investigate the commercial potential of Superfund research conducted on campus.
5. Principal Investigator  
**Green Technology Entrepreneurship Academy 2007 (\$120k)**  
The Green Technology Entrepreneurship Academy develops and offers a one-week intensive combining coursework and hands-on training in the development of business models for launching science and engineering based start-ups. The primary audience comprises doctoral students, post-docs, and faculty researchers working in areas of green technology.
6. Co-PI (with Dan Sperling)  
**UC Davis Energy Efficiency Center (\$2.5M)**  
The Energy Efficiency Center focuses on understanding and supporting technology transfer and the commercialization of energy efficient technologies. The Center was established with a \$1M grant from CalCEF, and in its first year also received additional support from UC Davis and industry totaling another \$3M.
7. Principal Investigator (with Steve Velinsky)  
**CalTrans/AHMCT Business Development (\$165k)**  
This research investigates the commercial potential of CalTrans-funded engineering projects with the objective of developing tools for identifying and guiding future research programs based on expected commercial benefits.
8. Principal Investigator (with Beth Bechky)

9. **Knowledge Flows in Organizations (\$25k)**

This research considers the problem-solving process in organizations, using ethnographic observation, network measures, and survey tools to identify and characterize why, when facing problems in organizations, individuals and groups choose the organizational search paths they do.

10. Investigator

11. **The Theory and Practice of Knowledge Brokering: Case Studies in New Product Development.**

This research entailed case studies of eight organizations routinely involved in innovative problem solving, using interviews, observation, and archival data to test and refine an emerging theory of innovation through technology brokering.

12. Investigator (with Robert I. Sutton)

13. **Creativity in product design teams**

Extensive interviews with members of a design firm and longitudinal case studies of two design teams at the firm were used to build theory about creativity in the design process.

## **Honors**

Chancellor's Fellow, University of California, Davis.

Comstock's 2006 Vanguard Award for the Energy Efficiency Center

Professors of Manufacturing Fellow, Stanford Integrated Manufacturing Association, a joint program of the Stanford School of Business and School of Engineering.

Boeing Fellow, Future Professors of Manufacturing, Stanford Integrated Manufacturing Association.

## **Teaching:** (Evaluations available upon request)

### Business Development Intensive, University of California, Davis

The business development intensive is designed for PhD-level (advanced to candidacy) students and post-docs. The objective of the 5-day workshop is to increase the knowledge and skill base of research scientists regarding technology commercialization and new business development: navigating intellectual property and technology transfer, developing and validating potential opportunities for commercialization, and integrating scientific research and entrepreneurship.

### Business Development Program, University of California, Davis

This program involves a set of courses, taught to MBAs and a select set of doctoral students from across the campus' Life Science and Engineering programs, and combine theory and practice in which student teams learn to design and develop new business opportunities under the guidance of a network of faculty, entrepreneurs, and investors.

Technology and New Business Valuation, University of California, Davis

This course, taught to MBAs, provides a practicum in which student teams analyze over 100 University-owned technologies and generate and present new business opportunities to a teaching staff of academics and new venture professionals.

Technology and Management, University of California, Davis

This course, taught to undergraduates, covers concepts of Organizational Behavior, including motivation; creativity; power and politics; selection, socialization, and rewards; leadership; culture; and innovation.

Managing Technological Innovation, University of California, Davis

This MBA level course focuses on the managerial strategies and tactics involved in managing technological innovation, with emphasis on understanding the architecture of innovation and the industrial dynamics associated with the innovation process.

Managing Creativity and Innovation in Organizations, University of California, Davis

This MBA level course focuses on the managing creativity and innovation in organizations. Beginning with a focus on the individual's own creative process alone and in groups, this course then moves towards an understanding of how to manage creativity in organizations. Further emphasis is on turning creative ideas into innovations, from the requisite skills of selling ideas within organizations to understanding how the organizational dynamics of selection, socialization, rewards, power, leadership influence the creative process.

Managing Strategic Change, University of Florida

This MBA level course focuses on the managerial tactics necessary to enact new or alternative organizational strategies, with a particular emphasis on the relationship between strategy and tactics in organizational settings.

Managing Technology in Organizations, University of Florida

This MBA level course integrates the strategic, managerial, and behavioral issues surrounding technological innovation.

Organizational Behavior and Management, University of Florida

This course, taught to Executives, Masters students, and Undergraduates, covers concepts of Organizational Behavior, including motivation; creativity; power and politics; selection, socialization, and rewards; leadership; culture; and innovation.

Instructor in Organizational Behavior, Stanford University (Fall and Spring 1997)

Taught the introductory course in Organizational Behavior and Management for Masters students in Industrial Engineering and Engineering Management.

Organized Workshop on Manufacturing Education (1996)

Established the first of an annual series of workshops on manufacturing education, bringing faculty together from twelve manufacturing programs.

Instructor in Product Design, Stanford University (1992-94)

Prepared and taught introductory class for the Stanford Product Design program, covering the fundamental skills necessary for designers: drawing, mental imagery, prototyping, brainstorming and other creativity techniques, and teamwork.

## **Industry Experience**

### Consultant in Innovation Management, Product Design, and the Product Development Process

Worked with range of clients on new product development process and/or engineering design, including Briggs & Stratton, Hewlett-Packard, Nike, Praxis Product Design, Vivecon. Mars, Inc., Avery-Dennison, General Electric, Honda-America, and L'Oreal. Currently advising a number of early stage ventures.

### Product Designer & Project Manager, Apple Computer (1990-93)

Managed and participated in engineering design of computer products from portables to desktop computers and peripherals.

### Product Designer, David Kelley Design (now IDEO Product Development) (1988-90)

Participated in engineering design of consumer products ranging from computers to beach chairs. Developed and researched new product concepts.

### Rowing Coach, Dartmouth College (1986-87)

Freshman coach of Dartmouth College Rowing Team—placed 3rd in Nationals.

## **References (available upon request)**