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Columbia Business School, New York (2001-)

Corporate Innovator

I teach this subject as a graduate-level course, based on my book of the same name (2024).

Strategic Intuition

I published six books on strategic intuition at Columbia: *The Art of Ideas* (2019, co-author Amy Murphy), *The Seventh Sense* (2015), *Creative Strategy: A Guide for Innovation* (2012); *Strategic Intuition: The Creative Spark in Human Achievement* (2007); *The Art of What Works: How Success Really Happens* (2003); and *Napoleon's Glance: The Secret of Strategy* (2002). I taught the subject as elective courses in our MBA and Executive MBA programs, and as shorter sessions in custom and open Executive Education programs. *Strategy + Business* magazine named *Strategic Intuition* the best Strategy book of 2007. In 2013 I received the Dean's Award for Teaching Excellence.

Other Teaching

I occasionally taught the core MBA and EMBA core courses on strategy formulation; helped pioneer Master Classes with courses on education, economic development, and strategic intuition; helped Professor Trevor Harris develop a school-wide core curriculum on General Motors; founded New York City immersion courses; helped the Vice Dean for Teaching to develop and implement best practices in core courses.

I co-developed with Professor Sheena Iyengar a new course, Think Bigger, to apply strategic intuition in workshop form. We co-wrote two books on the subject: *Think Bigger* (2023) and *The Think Bigger Workbook* (forthcoming 2025).

Ideas at Work

I wrote and co-wrote more than 60 pieces on other faculty's research for *Ideas at Work*, the School's online magazine for practitioners across all our disciplines.

Speaking

I have spoken many times on strategic intuition for extra-curricular School audiences, such as recruiters, visiting families, admitted students, and alumni groups around the country and overseas. I also speak on the same subject at corporate events.

Economic Development

In 2009 I co-authored a book with Dean Glenn Hubbard of Columbia Business School on local business vs. aid in poor countries, *The Aid Trap: Hard Truths About Ending Poverty*.

Ford Foundation

New York (1993-2001)

I was an internal innovation advisor to the global grant-making staff of the Ford Foundation. I pioneered the first organization-wide innovation methods across all fourteen offices around the world, for a global budget of \$500 million per year.

West Africa (1987-1993)

After a year as a Program Officer in Ford's West Africa office, I became Representative, with overall

responsibility for grant-making and management. Our annual budget was just over \$5 million and a staff of fifteen reported to me. I helped establish the West Africa Rural Foundation, West Africa's first grant-making organization wholly run and governed by Africans.

Economist / consultant (1983-1986)

I consulted as an economist in Africa for the World Bank, USAID, the United Nations Development Program, and Winrock International, as a specialist in modifying economic plans to take account of local economic systems.

Secondary school teacher, Botswana (1975-6)

For two years after college, I taught secondary school in a village in Botswana.

EDUCATION

Columbia University: B.A. 1974, M.A. 1979, Ph.D. 1985 (Economic History)

LANGUAGES

English, French

PUBLICATIONS

Books

Corporate Innovator (2024)

The Art of Ideas (2019, co-author Amy Murphy)

The Seventh Sense: How Flashes of Insight Change Your Life (2015)

Creative Strategy: A Guide for Innovation (2012)

The Aid Trap: Hard Truths About Ending Poverty (2009, co-author Glenn Hubbard)

Strategic Intuition: The Creative Spark in Human Achievement (2007)

The Art of What Works: How Success Really Happens (2003)

Napoleon's Glance: The Secret of Strategy (2002)

Lovers of the African Night (novel, 1987)

An Economic Analysis of Southern African Agriculture (1986)

The Great Thirst (novel, 1985)

Monograph

Coup d'Oeil: Strategic Intuition in Army Planning (U.S. Army War College, 2005)

Chapters

"Creative Choices," co-author Sheena Iyengar, in *Behavioral Economics Guide* 2023.

"Improvisation in Management," co-author Paul Ingram, in G. Lewis and B. Piekut, *Oxford Handbook of Critical Improvisation Studies*, Oxford University Press, 2015

"Intuition in Strategic Thinking," in L. Osbeck and B. Held, *Rational Intuition*, Cambridge University Press, 2014

"Strategic Intuition in Army Training," in H. Wolters *et al.*, *Enhancing the Army's Strategic Thinking Capability*, U.S. Army Research Institute, 2012

"Strategic Intuition," co-author Malia Mason, in M. Sinclair, *Handbook of Intuition Research*, Edward Elgar, 2011

Op-Ed

"Why Africa Needs a Marshall Plan," co-author Glenn Hubbard, *Financial Times*, June 4, 2007

"Religious Fervor and Guns," *Huffington Post* online, December 12, 2015

"Harriett Tubman vs. Abraham Lincoln," *Huffington Post* online, April 21, 2016

"The Ancient Greeks Warned us About Trump," *Daily Beast* online, December 10, 2016

Articles

- “How to Unleash Creative Thinking,” co-author Amy Murphy, *Strategy+Business*, Jan 2020
“What’s Old is New,” *Youngupstarts.com*, Dec 2019
“Your Seventh Sense,” *European Business Review*, Aug-Sep 2015
“Design vs. Discovery,” *European Business Review*, Nov-Dec 2013
“Creative Strategy,” *European Business Review*, Nov-Dec 2013
“How Aha! Really Happens,” *Strategy + Business*, Winter 2010
“Roots of Prosperity,” co-author Glenn Hubbard, *Strategy+Business*, Autumn, 2009
“Strategic Intuition: East Meets West in the Executive Mind,” *Peking University Business Review*, January 2008
“The Forgotten Lessons of the Marshall Plan,” co-author Glenn Hubbard, *Strategy+Business*, 51, 2008
“Le merveilleux mystère de l'intuition stratégique,” co-author Manuel Barbero, *l'Expansion*, 130, September 2008

Columbia Executive Education Sessions

- Advanced Management Program
- African Business School (Morocco)
- Atlantic Philanthropies (Ireland)
- Aviva (UK)
- Bank of America
- Bassett Healthcare
- Bristol-Myers Squibb
- BRITE
- Center for Curatorial Leadership
- Cheung Kong GSB: CEO + EMBA (China)
- China Construction Bank (China)
- China Eastern Airlines (China)
- CIO Institute
- Columbia Essentials of Management
- Columbia Management Institute
- Columbia Senior Executive Program
- Columbia Senior Leaders Program
- Creating and Executing Breakthrough Strategies
- Creative Strategy
- Deloitte (US, Mexico)
- Deutsche Bank (Germany)
- Developing Leaders Program
- Development Bank of Japan
- ECLA
- Emeritus CEO Program
- Emerging Leader Development Program
- Ericsson (Sweden)
- Eruditis (India)
- Executive Development Program
- Exxon-Mobil
- FIA University
- First Eagle
- General Management Leadership Program
- Global Account Manager Program
- KAIST (Korea)
- Kering (France)
- LATAM
- LendLease (Australia)
- Mastering Management
- Museum of Modern Art
- New York Life
- Novartis (Switzerland)
- Otsuka (Japan)
- Panasonic
- Proskauer
- Reinventing Innovation
- Sabanci (Turkey)
- Santander (Spain)
- Senior Leaders Program
- Siam Cement (Thailand)
- Skadden
- Sun Yat Sen Business School (China)
- Trend (Brazil)
- United Jewish Appeal
- Virgin Mobile (UK)
- Wounded Warrior Project
- Strategic Intuition
- Stryker
- WHU EMBA (Germany)

Outside Activities 2006-2023: Speaking and Consulting

United States

- Aethos Consulting Group
- Alcoa
- American Express
- Association for Strategic Planning
- Bank of America
- BearingPoint
- Becton Dickinson
- Bibby Financial Services
- Bloomberg Studio
- Booz + Co.
- CFA Institute
- Chicago Graduate School of Business
- Chick-fil-A
- Columbia Center on Chinese Education
- Defrag 2008
- Eckerd Family Foundation
- Entrepreneurs' Organization
- Ernst + Young
- Executive DBA Conference
- Executive MBA Council
- Federal Home Loan of Seattle
- Federal Judicial Center
- Finance Development Training Institute
- Gartner
- Grant Thornton
- Haas School of Business, Berkeley
- Marketing Executives Networking Group
- Metropolitan Museum of Art
- Microsoft
- Navigant Consulting
- National Black MBA Association
- New York Association of Training and Education Professionals
- New York City Department of Education
- New York Needs You
- New York Alliance for Inclusion and Innovation
- NIDEC Motors
- Ogilvy & Mather
- Ohio Banker's League
- One Day University
- Panasonic

- Pension Real Estate Association
- Pepperidge Farm
- Research Affiliates
- RF Binder
- Special Libraries Association
- SquareSpace
- TEDxEast
- Truliant
- Trump Group
- UCF-IST
- US Army Research Institute
- US Army War College
- US Circuit Court First District
- UN Federal Credit Union
- Washington Mutual
- Winston-Salem Chamber of Commerce
- Wounded Warrior Project
- Young Presidents' Organization
- Ziff Brothers Investments

International

- Abdul Latif Jameel (Saudi Arabia)
- AKEPT (Malaysia)
- Amgen (Columbia)
- AVE (Venezuela)
- Capitaland (Singapore)
- Clariden (Singapore)
- Coppel (Mexico)
- CNAM (France)
- Department for International Development (UK)
- The Economist (UK)
- Eisai (Japan)
- EMBA Council (France)
- GIBS (South Africa)
- HEC (France)
- Hudson's Bay Company (Canada)
- IIPM (India)
- Interdisciplinary Center (Israel)
- Investment Industry Association (Canada)
- Lonza (Switzerland)
- Marketing and Innovation in China (China)
- MILE (Saudi Arabia)
- NADAV Fund (Israel)
- Nokia (Finland)
- Novartis (Switzerland)

- Novozymes (Denmark)
- OCBC Bank (Singapore)
- OCP (Morocco)
- Seminario (Mexico)
- Siemens (Germany)
- StatoilHydro (Norway)
- Tsinghua University (China)
- TUM (Germany)
- Vestas (Denmark)
- Vlerick Business School (Belgium)
- World Economic Forum (Switzerland)

Financial Interest/Ownership

- principal, Creative Strategy Group LLC, which managed most of the outside engagements