


# ROBERT CHAPMAN WOOD

SCHOOL OF MANAGEMENT  
COLLEGE OF BUSINESS  
SAN JOSÉ STATE UNIVERSITY  
BUSINESS TOWER 357  
ONE WASHINGTON SQUARE - 0070  
SAN JOSÉ, CALIF., 95192-0070

TEL. 408 924-3573  


EMAIL [robert.wood@sjsu.edu](mailto:robert.wood@sjsu.edu)

## **PROFESSOR OF STRATEGIC MANAGEMENT**, 2001-present.

Research examines 1) large-scale innovation and creation of reliable, useful large technology systems;  
2) comprehensive, neuroscience-based analysis of human motivation for strategic management.

**ACADEMIC ADVISOR, XYNTÉO, LTD.** (LONDON AND OSLO) – consultancy focused on large-scale innovation and leadership.

## **Post-Doctoral Research Fellow, Harvard Business School**

2000-2001

Working under Prof. Michael Tushman in Harvard/Stanford program on organizational change, studied companies that simultaneously manage incremental and radical innovation. Research was basis for four cases and academic papers.

## **Doctoral student, Boston University School of Management**

1993-2000

**Granted degree of DOCTOR OF BUSINESS ADMINISTRATION** in May, 2000. Major field: Management policy and strategy. Minors: East Asian business, International Business. *Dissertation: Strategy Innovation Processes in Highly Entrepreneurial Large Firms: Innovation Routines and their Emergence and Management*. Case studies in six large companies developed a new grounded theory of how complex companies start innovating and how leaders effectively guide continuous strategy innovation. *Dissertation committee*: N. Venkatraman, chair, Kenneth J. Hatten, Y.S. Chang (Boston University), Peter J. Williamson (INSEAD).

## **Research director, Strategos Institute**, Menlo Park, Calif.

1998-2000

Worked with Gary Hamel (London Business School and Harvard) and Peter Williamson (INSEAD) on major study of processes of strategy innovation in large firms, sponsored by 14 U.S. and European companies. Developed research methodology and carried out interviews in 18 firms to develop grounded theory. Integrated data from other researchers. Research was the basis for doctoral dissertation and papers in Harvard Business Review, Handbook of New Approaches to Management, and Strategy and Leadership and for Hamel's book Leading the Revolution (Harvard Business School Press, 2000) .

## **Researcher, Center for Quality of Management**, Cambridge, Mass.

1993-1999

Worked with Thomas H. Lee (M.I.T.) and Shoji Shiba (M.I.T. and Tsukuba University). Identified successful and unsuccessful organizations in radical TQM-like change in five sectors (manufacturing, for-profit service companies, education, health care, military). Case studies were basis for the book Integrated Management Systems (1999).

## **Free-lance business writer and consultant**, Boston, Mass.

1983-1997

Articles in Forbes, High Technology Business, Policy Review, etc., had national impact on U.S. understanding of Japan and on the quality movement.

## **Associate editor, Inc. magazine**, Boston, Mass.

1981-1983

## **Freelance writer based primarily in Tokyo**

1974-81

Served as acting bureau chief for the Financial Times, London.

### **PRE-DOCTORAL EDUCATION:**

Language school: Modern Japanese Language School, Tokyo, Japan (1974-1977)  
(Read and speak JAPANESE, SPANISH, some FRENCH)

Bachelor of Arts: Williams College, Williamstown, Mass., U.S.A. (1971) (dean's list)  
Major field: economics (teaching assistant in economics)  
Junior year at Sarah Lawrence College, Bronxville, N.Y., U.S.A.

**TEACHING RESPONSIBILITIES** include the graduate capstone, "Strategic Thinking" (Bus 290), the graduate "Managing in the Global Economy" (Bus 202), the senior undergraduate capstone course, "Strategic Management" (Bus 189), and the undergraduate "Global Dimensions of Business" course (Bus 187).

**GRADUATE CURRICULUM COMMITTEE CHAIR, 2014-15. MBA CURRICULUM COMMITTEE CHAIR, 2015-2017.**

### ***SCHOLARLY PUBLICATIONS***

"Visionary Customers: Source of Long-term Competitive Advantage," sole author, *Strategy and Leadership*, May-June 2018.

"Bringing Large Technology Systems to Economic Maturity: The role of technology management. In *Proceedings of the 2017 IEEE Technology & Engineering Management Society Conference*. New York: Institute of Electrical and Electronics Engineers.

"Evolutionary Neuroscience and Human Motivation in Organizations," first author with Daniel S. Levine (University of Texas Arlington), Gerald A. Cory Jr. (International Technological University), and Daniel R. Wilson (University of Florida Medical College, Jacksonville), in David A. Waldman and Pierre A. Balthazard, eds., *Organizational Neuroscience*, Bingley, UK: Emerald, 2015.

"To nurture transformational technology, build a community like Sam Walton's," with Osvald M. Bjelland (Xyntéo; authors in alphabetical order), *Strategy and Leadership*, March-April 2015.

"Evolutionary neuroscience and human motivation in organizations," first author with Daniel S. Levine (University of Texas Arlington), Gerald A. Cory Jr. (International Technological University), and Daniel R. Wilson (University of Florida Medical College, Jacksonville). *Academy of Management Proceedings*, 2013.

"Five Alternative Approaches to the Strategic Reorientation Process," first author with Osvald M. Bjelland (University of Leeds and Xyntéo), in F.W.Kellermanns & P. Mazzola (eds.), *Handbook of Strategy Process*, Northampton, Mass.: Edward Elgar. 2012.

"Brain Science and the Tasks of the Manager," first author with Gerald A. Cory Jr. (International Technological University) and Osvald M. Bjelland (University of Leeds and Xyntéo). *European Business Review*, July-August 2011, pp. 17-22.

"Organizational Designs and Innovation Streams.," with Michael Tushman (Harvard Business School), Wendy K. Smith (University of Delaware), George Westerman (M.I.T.), and Charles O'Reilly III (Stanford Business School). *Industrial & Corporate Change*, 2010, pp. 1-36.

"How does this successful turnaround specialist rate as a manager," (Review of *The Turnaround Kid*, by Steve Miller), *Strategy and Leadership*, Jan-Feb. 2009.

- “An inside view of IBM’s Innovation Jam,” with Osvald Bjelland (University of Leeds and Xyntéo; authors in alphabetical order), M.I.T. Sloan Management Review. Fall 2008.
- “Managers who can Transform Institutions within their Firms: Activism and the Practices that Stick,” first author with Liisa Valikangas, (Woodside Institute and Helsinki School of Economics), in D. Barry and H. Hansen, eds., Handbook of New Approaches to Organization Studies. London: Sage. 2008.
- “Five Ways to Transform a Business,” with Osvald M. Bjelland (University of Leeds and Xyntéo; authors in alphabetical order), Strategy and Leadership, May-June 2008.
- “How Strategic Innovation Really Gets Started,” sole author, Strategy and Leadership, January 2007.
- “The Board and the Next Technology Breakthrough,” with Osvald Bjelland, European Management Journal, June, 2005.
- “Best Practice: The World Bank’s Innovation Market,” first author with Gary Hamel (London Business School), Harvard Business Review, November, 2002.
- IBM Network Technology (A) (first edition published Nov. 2001; revised Oct. 2004) first author, with Michael Tushman (Harvard Business School). Published by Harvard Business School.
- IBM Network Technology (B) (Nov. 2001) first author, with Michael Tushman. Published by Harvard Business School. **IBM Network Technology (A) and (B) were named a part of the core curriculum at Harvard Business School.**
- IBM Software Solutions (A) (published Nov. 2001, revised, June, 2002) with Michael L. Tushman and Charles O’Reilly III. Published by Harvard Business School. Authors listed in alphabetical order.
- IBM Software Solutions (B) (published Nov. 2001, revised June, 2002) with Michael L. Tushman and Charles O’Reilly III. Published by Harvard Business School. Authors listed in alphabetical order.
- “The Five Styles of Strategy Innovation,” with Pierre Loewe (Strategos Institute) and Peter J. Williamson (INSEAD), European Management Journal, April 2001.
- "Total Quality and the Renovation of Basic Education," Parts One and Two, with Thomas H. Lee and Shoji Shiba, Center for Quality Management Journal, Vol. 3, Nos. 3 and 4, 1994.
- "The Real Meaning of Japan's Fifth Generation Project," sole author, Technology Review (Massachusetts Institute of Technology), January 1988.
- "The Prophets of Quality," sole author, Quality Review, Fall/Winter 1988.
- "Micro Economics: Japan's Leading Import Barriers Are Its Tiny Houses and Stores," sole author, Policy Review, Fall 1987.
- “Japan’s Industrial Vision,” sole author, Asia, January/February, 1982.
- "Discipline of Cartels Sharpens Japan's Competitive Edge," sole author, Financier, June 1981.
- "Anatomy of the Ataka Collapse," sole author, Asian Finance, March 1977.

### **Refereed and invited presentations**

- “Re-Creating Economic Growth with Today’s Technology,” keynote presentation, IEEE Technology and Engineering Management Annual Conference, Santa Clara, Calif., June 9, 2017.

“The Evolutionary Neuroscience of Motivation: Implications for Management and Economics,” University of San Francisco economics research colloquium, October 20, 2016.

“Re-Inventing Growth with Today’s Technology: Toward Empirically Based Understanding,” with Osvald M. Bjelland (first author), Silicon Valley Center for Entrepreneurship Research Colloquium, San Jose State University, April 29, 2016

“Evolutionary Neuroscience and Human Motivation in Organizations,” first author with Daniel S. Levine, University of Texas at Arlington, Gerald A. Cory Jr., academic vice president of International Technological University, Daniel R. Wilson, dean of the University of Florida College of Medicine-Jacksonville, and Syeda Noorein Inamdar of San José State. Academy of Management, 2013.

“Economic Systems, Institutional Theory, and Asia.” The Pacific Roundtable/Stanford/San José State Conference on the Future of Industry and Innovation in Asia at Stanford University, Palo Alto, Calif., June 2010.

“Alternative Approaches to Transforming Organizations,” Academy of Management, 2008.

“Case Study Research: The Trade-off Between Intensiveness and Diversity of Coverage,” Symposium on Strategy as Practice, Lancaster University, 2008.

“The IBM Innovation Jam: A Methodology for Mobilizing Intellectual Capital?” Strategic Management Society annual meeting, 2007.

“Organizational Learning and the Ambidextrous Organizational Form: The Case of IBM Microelectronics,” Academy of Management annual meeting, 2007.

“Managing Opportunism and Conflict in Alliances and Exchanges,” session facilitator, Strategic Management Society annual meeting, Fall 2006

“Scientific Method and the Emergence of Successful Improvement Programs,” Strategic Management Society annual meeting, Fall, 2005.

“Explaining Improvement in Institutional Environments through Multi-case Research at the Organizational Level,” International Society for the New Institutional Economics Annual Meeting, 2004.

“The New Institutionalism, Strategy Process, and Firm Performance,” Strategic Management Society annual meeting, 2003, semi-finalist for McKinsey Best Paper Award.

“IBM WebSphere: The Emergence of Transforming Strategy Innovation,” Strategy Process Sub-Group Miniconference, 2003.

“Case Study: The World Bank; Liberating the Internal Innovation Market,” INFORMS National Meeting, with Gary Hamel, 2002.

“Innovation Streams and Ambidextrous Organizational Forms,” Academy of Management meetings, with Wendy Smith, George Westerman, and Michael Tushman, 2002.

“The Punctuated Equilibrium Model and the Dynamics of Continuous Change,” Strategic Management Society annual meeting, with N. Venkatraman, finalist for McKinsey Best Paper Award, 2000.

“How Companies Begin Innovating,” Academy of Management meetings, with Kenneth J. Hatten and Peter J. Williamson, 2000.

"Strategy Innovation Routines and Organizational Change Processes that Generate Them," Strategic Management Society annual meeting, 1999.

"Choosing an Alternative to 'Simple-minded' Search: Can Leaders Manage the Selection of a Standard Decision-Making Routine for an Organization?" Academy of Management meetings, 1997.

### **Books and Other Research Contributions**

**Integrated Management Systems: A Practical Approach to Transforming Organizations**, with Thomas H. Lee and Shoji Shiba, John Wiley & Sons, 1999.

**Managing Customer Value** (co-author with Bradley Gale), The Free Press, 1994.

**Small Business: Foundation of Japan's Best-Known Successes**, Small Business High Technology Institute, 1985. (Research sponsored by the U.S. Small Business Administration. Subject of a day-long seminar sponsored by the Small Business High Technology Institute, Washington D.C., October 1984).

**Dialogue facilitator, Strategic Management Society Strategy Process sub-group meetings**, 2003, 2006.

**Reviewer, Business Policy and Strategy Division, Organization & Management Theory Division, and Management History Division, Academy of Management**, 1999-2017.

**Managing editor, Center for Quality of Management Journal**. 1991-1995. Co-founder of journal.

Winner, **Highly Commended Award, Emerald Literati Network, Strategy and Leadership 2008**, for the paper, "How Strategic Innovation Really Gets Started."

### **Management Consulting Activity**

Advises Xyntéo Ltd. and Xyntéo clients on large-scale innovation, leadership, strategic management of motivation, and emerging trends in economics. Bring academic research knowledge to bear at business events.

Xyntéo is a consultancy based in London and Oslo, Norway, focused on long-term development of very large firms, primarily in Europe and India. Organizations whose senior executives Wood has worked with include Shell, British Petroleum, Tata Group, DNV GL, and Statoil.

### **Mass Media**

Interview on the potential economic impact of Amazon/Whole Foods food delivery by Scott Budman, KNTV, Feb. 8, 2018. <https://www.nbcbayarea.com/news/national-international/Kale-to-Go-Amazon-to-Roll-Out-Delivery-at-Whole-Foods-473355203.html>

Interview on the meaning of Tesla's business expansion by Chris Ng, KGO-TV, Feb. 1, 2018

Interview, San Jose Mercury News, in "Whole Foods, Amazon Lower Prices at Bay Area Stores," by Annie Sciacca, August 28, 2017.

Interview on the likely effect of Amazon's ownership of Whole Foods by Scott Budman, KNTV, August 28, 2017. <http://www.nbcbayarea.com/on-air/as-seen-on/Now-Official-Amazon-Bay-Area-442061163.html>

Interview on Amazon's opening of brick-and-mortar stores by Chris Ng, KGO-TV, August 24, 2017. <http://abc7news.com/shopping/amazon-opens-new-brick-and-mortar-bookstore-in-san-jose/2339298/>

Interview on how Donald Trump's presidency would be likely to change the U.S.-China relationship, KRON4-TV, December 16, 2016.

Interview on management challenges at Yahoo, KGO-TV, October 2016.

“The New Silicon Valley,” article published in Japanese, Forbes Japan, March, 2015.

“New Business Models and the Next Transformations from Silicon Valley,” article published in Japanese, Forbes Japan, January 2016

### ***TEACHING AT SAN JOSE STATE UNIVERSITY***

**2004-2017** **Business 202**, “Managing in the Global Economy.” Masters of Business Administration course in international and global relationships.

**2010-2016** **Business 290**, capstone course for Masters of Business Administration program. Students learn strategic management to integrate prior courses and prepare the launch of a business or strategic initiative.

**2001-2017** **Business 189**, capstone course for undergraduate Bachelor of Science in Business Administration program. Course combines strategy theory and cases to give a wholistic understanding of the top manager’s challenge.

**2004-2013** **Business 187**, “Global Dimensions of Business.” Introduction to the elements of international management for undergraduate juniors and seniors.

### **Faculty Core Team member, Silicon Valley Center for Entrepreneurship (SVCE), 2004-present**

Developed Silicon Valley Center for Entrepreneurship/Xyntéo Research Initiative on Crossing Organizational Boundaries with Information Technology. Secured funding

**Chair, San José State University Campus Planning Board, 2005-2007.** Leading in effort to create secondary signage policy that enable students, faculty, and visitors to find schools and colleges more easily.

**Founding faculty advisor, Persian Entrepreneurs Assn.** Club founded by former Business 189 student has allowed networking for students and faculty with some of Silicon Valley’s leading entrepreneurs. Students have found internships and permanent jobs with leading entrepreneurs and a leading venture capital organization. A successor organization, the Persian Tech Entrepreneurs, now plays an important role in Silicon Valley.

### ***TEACHING AT BOSTON UNIVERSITY AND HARVARD BUSINESS SCHOOL***

**Spring 2001** **“Technological Change, Senior Teams and Organizational Evolution,”** doctoral seminar, Harvard Business School. Teaching assistant. Work included tutoring senior executive participant and leading class discussion.

**Summer 1997** **“Management as a System” (4-credit general management seminar for executives)**  
Boston University Korean Executive MBA program  
Teaching assistant. Work included lecturing and leading discussions for 60 executives for whom English was a second language.

#### **Introduction to Accounting**

Boston University Korean Executive MBA program  
Teaching assistant. Work included lecturing to 60 executives.

**Spring 1996** **International Management Environment**

**Spring 1995** Boston University School of Management  
Instructor. Large-class (50 students) case-based course for juniors and seniors

**Fall 1995** **Management Policy**

Boston University School of Management  
Instructor. Large-class (50 students) case-based capstone course

## ***NON-ACADEMIC PROFESSIONAL EXPERIENCE***

Co-producer of the management education CD-ROM Learning to Lead Industry Revolution, Strategos Institute, October 1998.

JapanWatch columnist, High Technology Business, 1989-91.

Writer and editorial consultant, American Quality Foundation and American Society for Quality Control, 1986-89.

### *Writing and editorial work for other authors from 1983 to 1996 included:*

Ghostwriter/editorial consultant on **Customer-Driven Growth** by Richard C. Whiteley and Diane Hessian (Addison-Wesley), 1996.

Ghostwriter/editorial consultant on **The Customer-Driven Company** by Richard C. Whiteley (Addison-Wesley - called one of the four "best management books of 1991" by Fortune), 1991.

Ghostwriter/editorial consultant on **Decision Traps** by J. Edward Russo and Paul Schoemaker (Doubleday Currency), 1989.

Co-author **The Donoghue Strategies** (with William E. Donoghue, Bantam Books, adapted into a top-rated TV series on Financial News Network) 1989.

Editorial consultant, **William E. Donoghue's How to Find Money to Invest** (Harper & Row, 1985).

Editorial consultant to **Inc. Magazine's DataBasics: Your Guide to OnLine Business Information** (by Doran Howitt and Marvin I. Weinberger, 1984).

### *Major work in consulting and international trade from 1983 to start of doctoral studies included:*

Agent for **Telebase Systems Inc.** in establishment and marketing of "InfoCue," providing easy-to-use Japanese access to U.S. databases, 1985-93. This system achieved sufficient penetration in Japan that it survived competition from free Internet-based systems in the mid-1990s.

Also represented Telebase Systems in Korea, Hong Kong, Singapore, and Taiwan. Work in Korea and Taiwan led to establishment of separate on-line access systems for those countries.

Agent in marketing MasterType and other software for **Mindscape Inc.** in Japan, 1985-88.

International public relations for the **Society of American Value Engineers**, 1983-84. Introduced Larry Miles, the developer of value engineering, to Western media on the establishment of the Miles Award in Japan for leading companies that practiced comprehensive value engineering.

Established supply system for **Audio-Video International** (consumer electronics importer) in Korea, 1984-85.

**Free-lance writing principally from Tokyo**, Sept. 1974-July, 1981, led to work appearing in Forbes, The New York Times, The Washington Monthly, and The Financial Times of London. Reprinted in Best of Business and Atlas World Press Review.

Special Tokyo correspondent, Financial Times, 1977-78. Served as acting bureau chief during 1978 Japan-China trade negotiations.

Tokyo correspondent, Depth News Service (Hong Kong and Manila), 1975-78.

Editor, The Japan Times Weekly, Tokyo, Japan, Dec. 1974-June 1976. Increased circulation more than 40 per cent.

**Wire editor, Waterbury, Conn, Republican**, Nov. 1972-Aug. 1974. Handled all non-local news, designed p. 1.  
**Reporter-photographer, Torrington, Conn., Register**, Aug. 1971-Sept. 1972.

### **Selected Non-Academic Publications** (English only)

"A Hero Without a Company," Forbes, March 18, 1991. (Article showed that first U.S. winner of Deming Prize had been fired for poor performance.)

"Junking Nuclear Power Plants: Japan's Long View Gives It the Lead in a New Industry," High Technology Business, September 1989.

"A Lesson Learned and a Lesson Forgotten," Forbes, February 6, 1989.

"New Look at the Office: Deliberate Approach Smooths Path to Change," High Technology Business, October 1988.

"The Knowhow Drain: Japan is Systematically Sucking Up Technology from M.I.T. And Using It," Boston Business, Fall, 1988.

"Ceramic Engines: Japan Leads Research on Car Materials," High Technology Business, September 1988.

"Japan's Economic Mess," National Review, July 8, 1988.

"Lost in the Translation: Computer Translation has Broken a lot of Promises, But Times are Changing," PC Computing, April 1988.

"Memory for Microwaves: Better Computer Chips Create Smarter Appliances," High Technology Business, March 1988.

"Japan's Economic Masochism," Forbes, September 21, 1987. Subject of separate commentaries by Malcolm and Steve Forbes.

The MSX Standard, TAB Books, 1985.

"Squaring Off on Quality Circles," Inc. magazine, August 1982.

"Small Business in Japan: A Special Report," Inc., November 1982.

"Right From the Start: The Japanese Use Seven Simple Tools so that Workers can Ensure Product Quality. Do the Same Methods Apply in the United States?" Technology magazine, November/December 1981.



"Ten Ways to Take Back What We Gave the Japanese," Washington Monthly, October 1981.

"Japan: True Home of the Supply Side," The New York Times, May 3, 1981.

"How Japanese Small Businesses Help the Poor," The Christian Science Monitor, January 7, 1981.

"Japan's Multitier Wage System," Forbes, August 18, 1980.

"How Japan Rescues Companies," The New York Times, September 9, 1979.

"Japan and China: An Inscrutable Alliance of Historical Proportions," Financial Times (London), August 14, 1978.  
(Largest feature on page 2. Reprinted, Atlas World Press Review)

"Japanese Leaders Seek to Triple Emergency Imports," Financial Times (London), August 14, 1978. (lead, page 1)

"Japanese Businessmen Happy With Treaty," Financial Times (London), August 14, 1978. (lead story on back page)

"Japan in the 80s," (survey, co-author), Financial Times (London), July 17, 1978. "South Korea," (survey, co-author), Financial Times, May 3, 1978.

"Asian Diary: A Sad Departure," (commentary on resignation of Tokyo police chief to take responsibility for a rape by a policeman), distributed by DepthNews, March 17, 1978.



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