
Rita Gunther McGrath

Associate Professor, Columbia Business School

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ACADEMIC AFFILIATIONS

- 1998-present Associate Professor, Columbia University Graduate School of Business, New York, New York.
- 1993-1998 Assistant Professor, Columbia University Graduate School of Business, New York, New York.
- 1989-1992 Senior Research Associate, Sol C. Snider Entrepreneurial Center, The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania.

EDUCATION

- 1988-1993 The Wharton School, University of Pennsylvania. Ph.D., May, 1993.
- 1980-1982 The School of International and Public Affairs, Columbia University
Master of Public Administration, 1982
- 1977-1981 Barnard College, Columbia University
Bachelor of Arts in Political Science, 1981
Graduated Magna cum laude, Phi Beta Kappa

RESEARCH INTERESTS

Transient advantage; strategy under uncertainty; innovation strategies; learning from failure

PUBLICATIONS - REFEREED JOURNALS

Published or accepted for publication

McGrath, R. G. (2014). "The Academic Entrepreneur: A Biographical Sketch of Ian C. MacMillan's Contributions to Establishing the Field of Entrepreneurship." Strategic entrepreneurship journal (e-published paper publication forthcoming)

Keil, T., et al. (2013). "Is A Counterattack The Best Defense? Competitive Dynamics Through Acquisitions." Long Range Planning **46**(3): 195-215.

Keil, T., McGrath, R. and Tukiainen. 2009. Gems from the Ashes: Capability Creation and Transformation in Internal Corporate Venturing. *Organization Science*. 20 (3) pp. 601-620.

McGrath, R. G. 2007. No longer a stepchild: how the management field can come into its own. *Academy of Management Journal*. 50 (6) 1365-1378.

McGrath, R. G. and Boisot, M. 2005. Options Complexes: Going beyond real options reasoning. *Emergence: Complexity and Emergence*. 7(2) pp. 2-12.

McGrath, R. G., W. Ferrier and A. Mendelow. 2004. Real options as engines of choice and heterogeneity. *Academy of Management Review*. Vol 29, No. 1.

McGrath, R. G. and A. Nerkar. 2004. "Real Options Reasoning and a new look at the R&D Investment Strategies of Pharmaceutical Firms." *Strategic Management Journal* 25(1): 1.

Child, J. and McGrath, R. G. 2001. Organizations Unfettered: Organizational Form in an information-intensive economy. Editorial introduction to the *Academy of Management Journal* Special Research Forum on New and Evolving Organizational Forms. NOTE: order of authorship is alphabetical - both authors contributed equally to the essay and to the special issue. *Academy of Management Journal* 44 (6) pp. 1135-1148.

McGrath, Rita Gunther. 2001. Exploratory Learning, Innovative Capacity and Managerial Oversight. *Academy of Management Journal* 44(1) pp. 118-131.

McGrath, Rita Gunther. 1999. Falling forward: Real options reasoning and entrepreneurial failure. *Academy of Management Review*. 24 pp: 13-30 (lead article). NOTE: This paper received the *Academy of Management Review* "Best Paper" award for 1999.

McGrath, R. G., Chen, M-J, and MacMillan, I. C. 1998. Multi-market maneuvering in uncertain spheres of influence: Resource diversion strategies. *Academy of Management Review*, 23 (4) pp. 724-740.

McGrath, Rita Gunther. 1997. A Real Options Logic for Initiating Technology Positioning Investments. *Academy of Management Review*, 22 (4) pp. 974-996.

McGrath, R. G., Tsai, M-H, Venkataraman, S. and MacMillan, I. C. 1996. Innovation, Competitive Advantage and Rent: A Model and Test. *Management Science* 42(3) pp. 389-403

Koch, M. J, and McGrath, R. G. 1996. Improving Labor Productivity: Human Resource Management Policies Do Matter. *Strategic Management Journal* 17(5) pp. 335-354 (lead article)

McGrath, R. G., Nerkar, A. and MacMillan, I. C. 1996. Three facets of Satisfaction and their Influence on the Performance of Innovation Teams. *Journal of Business Venturing* 11 (3).

McGrath, R. G., Venkataraman, S., and MacMillan, I. C. 1995. Defining and Developing Competence - A Strategic Process Paradigm. *Strategic Management Journal* 16(4) pp. 251-276. (lead article)

McGrath, R. G. 1994. Advantage from Adversity: Learning From Disappointment in Internal Corporate Ventures. *Journal of Business Venturing* 10 (2) 121-142.

McGrath, R. G., Venkataraman, S., and MacMillan, I. C. 1994. The Advantage Chain: Antecedents to rents from internal corporate ventures. *Journal of Business Venturing* 9, pp. 1-19.

MacMillan, I. C. and McGrath, R. G. Technology Strategy. 1994. in M. W. Lawless & L. R. Gomez-Mejia, eds. *Advances in Global High-Technology Management*, Volume 4, Part A, Greenwich, CT: JAI Press Inc. pp. 27-65.

McGrath, R. G., MacMillan, I. C. and Tushman, M. L. 1992. The Role of Executive Team Actions in Shaping

Dominant Designs: Towards the Strategic Shaping of Technological Progress. 1992. *Strategic Management Journal* 13 (special Issue) pp. 137-162.

McGrath, R. G., MacMillan, I. C., Yang, E. A. and Tsai, W. 1992. Does Culture Endure, or is it Malleable? Issues for Entrepreneurial Economic Development. 1992. *Journal of Business Venturing* 7 (6) pp 441-458.

McGrath, R. G. and MacMillan, I. C. 1992. More Like Each Other Than Anyone Else? A Cross-Cultural Study of Entrepreneurial Perceptions. *Journal of Business Venturing* 7 (5), pages 419-429.

McGrath, R. G., MacMillan, I. C. and Scheinberg, S. 1992. Elitists, Risk-Takers and Rugged Individualists? An Exploratory Analysis of Cultural Differences between Entrepreneurs and Non-entrepreneurs. 1992. *Journal of Business Venturing* 7 (2), pages 115-135.

NOTE: This paper is to be included in a volume to be entitled the *History of Management Thought*, intended to "bring together the most significant published journal essays in historical and contemporary management studies" to be published by Ashgate Publishing, Ltd.

PUBLICATIONS – NOTES AND COMMENTARY IN REFEREED JOURNALS

Only Fools Rush In? Using real options reasoning to inform the theory of technology strategy: Response to Garud, Kumaraswamy and Nayyer. 1998. *Academy of Management Review* 23 (2) pp. 214-216.

PUBLICATIONS - BOOKS

McGrath, R. G. 2013. *The End of Competitive Advantage: How to keep your strategy moving as fast as your business*. Harvard Business Review Press. This book won the *Strategy + Business* "best book" award for 2013. It was shortlisted for the *Financial Times* best book award.

McGrath, R. G. and MacMillan, I. C. 2009. *Discovery-Driven Growth: A Breakthrough Process to Reduce Risk and Seize Opportunity*. 2009. Harvard Business Publishing.

McGrath, R. G. and MacMillan, I. C. 2005. *MarketBusters: 40 Strategic Moves that Drive Exceptional Business Growth*. 2005. Harvard Business School Press. Selected as one of the 30 best business books by the editors of *Strategy + Business*; selected as one of the ten best business books of 2005 in Argentina.

McGrath, R. G. and MacMillan, I. C. 2000. *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty*. Boston, MA: Harvard Business School Press.

PUBLICATIONS – PRACTITIONER ORIENTED

[Rita Gunther McGrath](#), (2013) "Continuous reconfiguration in the transient advantage economy", *Strategy & Leadership*, Vol. 41 Iss: 5, pp.17 - 22

McGrath, R. G. (2013). "Transient Advantage." *Harvard Business Review* **91**(6): 62-70.

McGrath, R.G. (2012) "How the Growth Outliers Do It". *Harvard Business Review*, 2012. **90**(1): p. 110-116.

Sargut, G. and R.G. McGrath, (2011) "Learning To Live with Complexity." *Harvard Business Review*, 2011. 89(9/10): p. 68-76.

McGrath, R. G. (2011). Finding Opportunities in Business Model Innovation. *The European Financial Review*(June-July, 2011): 14-17.

McGrath, R. G. (2011). Failing By Design. *Harvard Business Review*, 89(4): 76-83.

Cliffe, S. (2011). When Your Business Model Is in Trouble: An Interview with Rita Gunther McGrath. *Harvard Business Review*, 89: 96-98.

Sargut, Gökçe and Rita Gunther McGrath. (2010). Managing under Complexity: Where is Einstein when you really need him? *Ivey Business Journal*, 74(3): 4-4..

McGrath, R.G., (2009) *A Better Way to Plan Your Next IT Innovation*. Ivey Business Journal Online, 2009:

McGrath, R. G. & MacMillan, I. C. (2009). How To Rethink Your Business During Uncertainty. *Sloan Management Review*, 50 (3) pp. 24-30.

McGrath, R.G. (2009), *Business Models: A Discovery Driven Approach*. Long Range Planning. **43**(2/3): p. 247.

Leavy, B. (2009). Surviving the recession and thriving beyond it: Rita McGrath explains how to deliver discovery-driven growth, *Strategy & Leadership*, Vol. 37: 5-12.

McGrath, R. G. & MacMillan, I. C. (2009). How to Get Unstuck. *Harvard Business Review*, May, 2009.

Pall, G. S. & McGrath, R. G. (2009). Institutional Memory Goes Digital. *Harvard Business Review*, 87(2): 27.

McGrath, R. G. (2009). The Trap of Conventional Thinking: Obvious, Intuitive and Wrong. *IESE Business Insight*, First Quarter 2009(1): 12-16.

McGrath, R. G. & Keil, T. (2007). The Value Captor's Process: Getting the Most Out of Your New Business Ventures *Harvard Business Review*, 85(5).

McGrath, R. G. (2007) Off the Shelf Q & A - The Unsung Heroes of Corporate Growth. *Ideas at Work*, Spring 2007.

McGrath, R. G., Keil, T. K. and Tukiainen, T. (2006). Extracting Value from Corporate Venturing. *Sloan Management Review*. 48 (1) pp. 50-57.

MacMillan, I. C., Van Putten, A., McGrath, R. G. and Thompson, J. D. (2006) Using Real Options Discipline for Highly Uncertain Technology Investments. *Research-Technology Management*. January-February 2006, pp. 29-37.

McGrath, R.G. and I.C. MacMillan, (2005) "MarketBusting." *Harvard Business Review*, 2005.

McGrath, R. G. (2005). "How Business Schools Lost Their Way", *Harvard Business Review*, Vol. 83: 150-151: Harvard Business School Publication Corp.

MacMillan, I. C. and R. G. McGrath. (2004) "Nine new roles for technology managers." *Research-Technology Management* **47**(3): 16-26.

MacMillan, I. C., van Putten, Alexander B., and McGrath, R. G. (2003). Global Gamesmanship. *Harvard Business Review* 81 (5) pp. 62-71.

MacMillan, I. C. and McGrath, R. G. (2002). Crafting R&D Project Portfolios. *Research-Technology Management*. 45.5. 48-59.

McGrath, R. G. (2009). 'The Entrepreneurial Mindset: Synopsis' to be published in Bloomsbury Publishing, Business Encyclopedia.

Kyeong Seok Han, Jae Bum Hong, Rita Gunther McGrath, Ian C. MacMillan, and Mee Hyun Noh, (2001) Study on Revenue Determinants of Investing for New Technologies in SMEs and Venture Enterprises," Journal of Small Business (ISSN:1226-6345), Korean Association of Small Business Studies, Vol.23, No.1, March, 2001, pp.35-58.

Jae Bum Hong, Kyeong Seok Han, Rita Gunther McGrath, Ian C. MacMillan, and Mee Hyun Noh, (2001) "A Study on Cost Determinants of Investing for New Technologies in SMEs and Venture Enterprises," Journal of Venture Management, Korean Association of Small Business Studies, Vol.4, No.2, September, 2001, pp.117-139

McGrath, R. G. and MacMillan, I. C. (2000). Assessing technology projects using Real Options Reasoning. *Research-Technology Management* 43(4) pp. 35-49. NOTE: This paper won the Maurice Holland "best paper" award from the Industrial Research Institute for the best paper published in the journal this year.

MacMillan, I. C. and McGrath, R. G. (2000). Corporate Ventures: Maximising Gains. *Financial Times Mastering Management* 13. Monday, October 16, 2000.

MacMillan, I. C. and McGrath, R. G. (1997). Discovering new points of differentiation. *Harvard Business Review* 75 (July-August)

Comments on Michael Porter's "What Is Strategy?" (1997). *Harvard Business Review* 75 (January-February) pp. 154-155.

McGrath, R. G. (1997) The Parsimonious Route to Profits. Part of the "Mastering Enterprise" Series, *Financial Times* of London.

McGrath, R. G. and MacMillan, I. C. (1996). Seihin no Senzai Kyououryoku wo Hatsukennsuru ACE Matorikkusu (Discover your products' hidden potential) (in Japanese). *Diamond Harvard Business Review*, Tokyo, Japan.

MacMillan, I. C. and McGrath, R. G. (1996). Discover your products' hidden potential. *Harvard Business Review* 74 (May-June), pp. 58-73.

MacMillan, I. C. and McGrath, R. G. (1996) 10 Harhaluuloa ("10 Myths"). *Fakta* No 3, pp. 31. March issue (original article in Finnish, Helsinki, Finland)

Rita Gunther McGrath and Ian C. MacMillan. (1995). Discovery Driven Planning. *Harvard Business Review* 73 (July-August) pp. 44-54.

McGrath, R. G. and MacMillan, I. C. (1995). Michi no bunya wo seihassuru kasetu no manajimennto (Management by assumptions to control for uncertainty) *Diamond Harvard Business Review*. October-November, 1995. Pp. 75-86. Tokyo, Japan.

McGrath, R. G. (1994) Briefings from the Editors "Corporate Venturing: The Problems of Success" 1994. *Harvard Business Review* 72 (July-August) pp. 10-11.

McGrath, R. G. (1993). Briefings from the Editors "Corporate Venturing: Make Your Failures Work for You" *Harvard Business Review* 71 (November-December) pp. 11-12.

Rita Gunther McGrath and Ian C. MacMillan. (1993) "Technology and the CEO: Seeking Tomorrow's Edge" *Chief Executive* 82 (January, February, 1993) pp. 64-67.

PUBLICATIONS – ARTICLES AND BLOGS

2013 to present: Regular column in *Inc Magazine*. See this link for access:

<http://www.inc.com/author/rita-gunther-mcgrath>

2009 to present: Regular blog on Harvard Business Review Online. See this link for access:

<http://blogs.hbr.org/rita-mcgrath/>

For a summary of articles that have appeared in the popular press and for links to articles that quote McGrath, see this link:

<http://ritamcgrath.com/press/>

PUBLICATIONS – CHAPTERS IN BOOKS

McGrath, R. G. (2012) Learning from the Unexpected. Chapter in Bodde (editor) *Chance and Intent*, book supported by the Kaufman Foundation. Routledge.

Sargut, G. and McGrath, R. G. (2011) Invasion of the Industry Snatchers. Chapter in Markman and Phan (Eds) *The Competitive Dynamics of Entrepreneurial Market Entry*.

McGrath, R. G. and Desai, S. (2011) Revision of chapter Connecting the study of entrepreneurship and theories of capitalist progress: An Epilogue. Chapter in Acs, Z. J. and Audretsch, D. B. (Eds). *Handbook of Entrepreneurship Research* Kluwer Law International.

McGrath, R. G. (2009). Early Warnings of a Pending Disruption in an Existing Business Model: A Leader's Responsibility. In D. Dotlich & P. Cairo & S. Rhinesmith & R. Meeks (Eds.), The 2009 Pfeiffer Annual Leadership Development: 264-276. San Francisco, CA: John Wiley & Sons.

McGrath, Rita Gunther. (2008). Rita McGrath: The Entrepreneurial Mindset and Discovery Driven Planning. In Richard J. Goossen (Ed) *Entrepreneurial Excellence: Profit from the best ideas of the experts*. Franklin Lakes, NJ: The Career Press. Chapter 5 pp. 97-109.

McGrath, R. G. (2008). And the winner takes it all? Necessary conditions and entry strategies in Winner-Take-All Markets. In R. Galavan & J. Murray & C. Markides (Eds.), Strategy, Innovation and Change: 57-68. Oxford: Oxford University Press.

MacMillan, I. C. and McGrath, R. G. (2007). Managing Growth through Corporate Venturing. In Mark P. Rice and Timothy G. Habbershon (Eds). *Entrepreneurship: The Engine of Growth*, Volume 3 Place. Westport, CT; Greenwood Publishing. Pp. 21-48.

McGrath, R. G. (2006). The Misunderstood Role of the Middle Manager in Driving Successful Growth Programs. In Hess and Kazanjian (Eds.) *The Search for Organic Growth*. Cambridge, U.K., Cambridge University Press. pages. 147-171,

McGrath, R. G. (2005). 'Beyond contingency: From structure to structuring in the design of the contemporary organization'. Chapter forthcoming in *Handbook of Organizations*. Stewart Clegg, Cynthia Hardy, Walter Nord and

Tom Lawrence (Eds) Blackwell press.

McGrath, R. G. (2004). 'Real Options'. Chapter in Hitt, M. and Ireland, D. (Eds) *Blackwell Encyclopedic Dictionary of Entrepreneurship*.

McGrath, R. G. and Boisot, M. (2003). Real options reasoning and the dynamic organization: Strategic insights from the biological analogy. In R. Peterson and E. Mannix (Eds) *Understanding the Dynamic Organization*. New Jersey: Lawrence Erlbaum Associates Press. pp: 201-226.

McGrath, R. G. (2002). Connecting the study of entrepreneurship and theories of capitalist progress: An Epilogue. Chapter 19 in Acs, Z. J. and Audretsch, D. B. (Eds). *Handbook of Entrepreneurship Research* Kluwer Law International, published in Great Britain. pp. 515-531.

McGrath, R. G. (2001). Entrepreneurship, Small Firms, and Wealth Creation: A Framework Using Real Options Reasoning. Chapter 14 in Pettigrew, A. Whittington, R. and Thomas, H. (Eds) *Handbook of Strategy*, Sage Publications.

McGrath, B. and McGrath, R. G. (2000). Competitive Advantage From Knowledge Spillovers: Implications of the Network Economy. One of only 15 papers accepted for publication in Hitt, Bresser, Heuskel, Nettesheim and Nixon (Eds.) 1999 Strategic Management Society / Wiley Best Papers Conference Proceedings.

MacMillan, I. C. and McGrath, R. G. (2000). Strategic technology options on lumpy market landscapes. Chapter in George Day (Ed) *Wharton on Emerging Technology*, a collection of writings by Wharton professors and their collaborators.

McGrath, R. G. (2000). The Parsimonious Path to Profit. Chapter in Birley and Muzyka (Eds). *Mastering Entrepreneurship*. Financial Times, Prentice-Hall. pp. pp 42- 46.

McGrath, R. G. and Dubini, P. (1999). Salient Options: Strategic resource allocation under uncertainty. Chapter 14 in Hitt, M.A., Clifford, P. G., Nixon, R. D. and Coyne, K. P. (Eds) *Dynamic Strategic Resources: Development, Diffusion and Integration*, New York: John Wiley and Sons, pp. 347-372. Chapter selected as one of the best papers from the 1998 Strategic Management Society Conference.

McGrath, R. G. (1998). Discovering Strategy: Competitive Advantage from Idiosyncratic Experimentation. Chapter 18 in Hamel, G., Prahalad, C. K., Thomas, H. and O'Neal, D. (Eds) *Strategic Flexibility: Managing in a Turbulent Economy*, John Wiley & Sons, 1998, pp: 351-370.

McGrath, R. G. (1997). The Parsimonious Path to Profits. Chapter in S. Birley and D. Muzyka (Eds). Mastering Enterprise: London, UK: Financial Times.

McGrath, R. G., Venkataraman, S. and MacMillan, I. C. (1996). Global dimensions of new competencies: Creating a review and research agenda. In S. Birley and I. C. MacMillan (Eds.) International Entrepreneurship Amsterdam, North Holland: Elsevier Science Publishers, V. B., pp. 79-108.

S. Venkataraman, Scott Shane, Rita Gunther McGrath and Ian C. MacMillan. (1993). Some Central Tensions in the Management of Corporate Venturing. in Birley, S. and MacMillan, I. C. (Eds) Entrepreneurship Research: Global Perspectives. Amsterdam, North Holland: Elsevier Science Publishers, B. V., pp. 177-199.

M. H. Tsai, Ian C. MacMillan and Rita Gunther McGrath. (1992) Interplay Among Strategy, Environment, Competitive Behavior and Performance on Entering Industrial Markets. in S. Birley and I. C. MacMillan (Eds)

International Perspectives on Entrepreneurship Research. Amsterdam, North Holland: Elsevier Science Publishers, B.V. p. 203-227.

S. Venkataraman, Ian C. MacMillan and Rita Gunther McGrath. (1992) Progress in Research on Corporate Venturing. Chapter 19 in Sexton and Kasarda (eds.), State of the Art in Entrepreneurship Research, Boston, MA: PWS-Kent Publishing Company.

VIDEO AND MULTIMEDIA

For a guide to video assets featuring Rita McGrath, please use this link:

<http://ritamcgrath.com/videos/>

- 2012 Webinar, How the Growth Outliers Do It (Harvard webinar, I think)
- 2011 Webinar, Learning to Live with Complexity
- 2011 Webinar, Failing By Design
- 2011 Webinar, Finding Opportunities in Business Model Innovation
- 2009 YouTube video of Ideaslab session: <http://www.youtube.com/watch?v=l1hwz0gggHQ>
- 2008+ Discussion leader at Harvard Business Publishing: <http://discussionleader.hbsp.com/mcgrath/>
- 1999 Discovery Driven Planning: Turning conventional planning on its head. Article written especially for DeepCanyon, a Hewlett Packard e-publishing service.
- 1995 "Discovery Driven Planning" Harvard Business Review Video.

CASES WRITTEN

Klein, Louanne and Rita Gunther McGrath. 2001. 'Desperately Seeking Elegance: The Case of the Innovative Claims System Solution.'

Klein, Louanne and Rita Gunther McGrath. 2001. "The case of the innovative claims systems solution" case developed for the IT for non-IT executives course for the Allianz Group.

GRANTS

- 2000 Kauffman Foundation grant for a major study of entrepreneurship in the Greater Princeton area.
- 2000 Sonera Management Science Visiting Scholarship.
- 1999 Principal Investigator, DuPont Strategic Technology Options Research Project. This is a significant funded program sponsored by the Corporate New Business Development Division of DuPont. It is intended to identify promising arenas for the company to invest in real technology options.

PROFESSIONAL REPORTS

- 2004 'Ahead of the Curve' Report of the Enterprise Strategy Group, Ireland. Recommendations for the

economic development policy in Ireland over the next ten years.

1999 Columbia – DuPont Collaborative Research Report – Phase I: Identification of Potential New Business Concepts

1999 DuPont Corporate New Business Development: 4. Refining Macro Trends findings through application of strategic technology options and external perspectives. Report ID: 1999-CRD-66. Issued August 19, 1999.

1993 “Citiventures” final report. Final report of 3-year study of corporate venturing in Citibank.

AWARDS AND RECOGNITION

#1 achievement award in the Strategy Category by global management award Thinkers50 (2013)

#6 ranked management thinker in the world by global management award Thinkers50 (2013)

Winner of the Emerald Highly Commended Paper Award (2014) for *Continuous Reconfiguration in the Transient Advantage Economy*

<http://www.emeraldinsight.com/doi/abs/10.1108/SL-05-2013-0039>

HR Most Influential International Thinkers list by readers of HR magazine

Invited faculty, subject matter expert, World Economic Forum Annual Meeting in Davos, Switzerland (frequently)

Named one of the 25 smartest women to follow on Twitter by *Fast Company* Magazine (2012)

Named one of the top business school professors to follow on Twitter

<http://ldrlb.co/top-professors-on-twitter/>

Listed at #19 in the Thinkers50 global management award (2011)

Elected Deputy Dean of Strategic Management Society Fellows (2010)

Elected a Fellow of the Strategic Management Society. This recognition is reserved for those few people who have made the most significant lifetime contribution to the field of Strategic Management (2009)

Academy of Management Review Best Reviewer award (2007)

Business Policy and Strategy Division best reviewer award (2007)

Business Policy and Strategy Division best reviewer award (2006)

Business Policy and Strategy Division best reviewer award (2004)

Honorable mention (top 4 finalists) for the Strategic Management Society McKinsey “best paper” award for

McGrath, Peteraf and Zhou, Real options, corporate investment and the volatility construct (2004)

Business Policy and Strategy Division best reviewer award (2003)

Business Policy and Strategy Division best reviewer award (2002)

Winner of the McKinsey 'best paper' award from the Strategic Management Society for McGrath and Nerkar, Real options reasoning and a new look at the R&D strategy of pharmaceutical firms (2001)

Maurice Holland "Best Paper" award from *Research-Technology Management* for McGrath, R. G. and MacMillan, I. C. 2000. Assessing technology projects using Real Options Reasoning. *Research-Technology Management* 43(4) pp. 35-49 (2001)

"Best Paper" in the *Academy of Management Review* for the year 1999, for Rita Gunther McGrath "Falling Forward: Real Options Reasoning and Entrepreneurial Failure" (2000)

Best reviewer awards, Entrepreneurship and Business Policy Divisions of the Academy of Management (2000)

"Best Paper Proceedings" award from the Organization Management and Theory Division of the Academy of Management for 'Globalization ain't what it's cracked up to be – and other dialectical insights from the new science of complexity' (with Gökçe Sargut) (1998)

Nominated for & elected to the Executive Committee of the Business Policy and Strategy Division of the Academy of Management (1998)

Academy of Management Journal award for excellence in reviewing, 1996-1997 academic year. (1997)

Entrepreneurship Theory and Practice award for the best conceptual paper submitted to the 1996 Academy of Management Meetings in the Entrepreneurship Division. Cincinnati, Ohio, August, 1996.

EFER (European Foundation for Entrepreneurship Research) award for the best paper presented at the 6th Conference in Gent, Belgium, November, 1995.

Recipient of the inaugural Kauffman Foundation fellowship in Entrepreneurship. Ewing Marion Kauffman Foundation, Center for Entrepreneurial Leadership, Kansas City, Missouri. (1992)

Entrepreneurship Theory & Practice award for the best conceptual paper submitted to the 1992 Academy meetings, Entrepreneurship Division, Las Vegas, Nevada (1992)

Phi Beta Kappa (1981)

REFEREED CONFERENCE PROCEEDINGS & PRESENTATIONS

Numerous.

DISSERTATION

Rita Gunther McGrath. *The Development of New Competence in Established Organizations: An Empirical Investigation*. Unpublished doctoral Dissertation, The Wharton School. Final defense February 24, 1993. Advisor: S. Venkataraman, Chairman: Ian C. MacMillan

Committee: Edward H. Bowman, George S. Day, Harbir Singh, Jitendra Singh; all of The Wharton School.

MBA / EXECUTIVE MBA TEACHING

- 1993-2001 *Strategic Management of the Enterprise*, part of the core MBA curriculum, Columbia Business School. Executive MBA program. Course ratings and professor ratings consistently above 6.0 on a 7 point scale.
- 1997-1999 *Management of Innovation*, elective course. Professor rating of 6.3 on a 7 point scale.
- Summer, 1996 Columbia Executive MBA Program, Core Strategy Course. Average professor rating of 6.6 on a 7.0 scale
- Summer, 1996 Doctoral course - Advanced seminar in strategic management

EDITORIAL BOARDS

Co-Editor, Special Research Forum on New and Emerging Organizational forms (with John Child) *Academy of Management Journal* (2001). Published In Volume 44 (no. 6).

Editorial Board, *Academy of Management Review* (2002 to present)

Editorial Board, *Strategic Management Journal* (2000 to present)

Editorial Board, *Journal of Management Studies* (2003 to 2010)

Editorial Board, *Academy of Management Journal* (1997 to 2002). Mean review performance rating of 4.7 (on a 5 point quality scale where 5.0 is the best possible, and average performance for the entire board is 3.8). Academy rules dictate a tenure of no more than 6 years.

Editorial Board, *Journal of Management and Governance Italy* (1997 to 2002)

Editorial Board, *Journal of Business Venturing* (1998 to 2006)

Ad-Hoc reviewer, *Administrative Science Quarterly*, *Academy of Management Review*, *Management Science*, *Organization Science*, *Journal of Management Studies*

BOARD MEMBERSHIPS

Board of Directors of the Strategic Management Society (2002 to 2005)

PROFESSIONAL SERVICE

Academic Co-Chair, Strategic Management Society 2003 Meetings (Baltimore, MD)

Coordinator, Professional Development Workshop on Research and Practice (Academy of Management Meetings,

2002)

Program Committee, Strategic Management Society (2002, 2003)

External Advisory Committee, University College Dublin Entrepreneurship Chair Search, 2001.

Committee to select best papers for the Year 2001 meetings of the Strategic Management Society.

New Faculty Consortium, Business Policy and Strategy Division, Academy of Management (2000 and 2001)

Committee to select best papers for the Year 2000 meetings of the Strategic Management Society.

Task force on the BPS Web, Business Policy and Strategy Division, Academy of Management (2000)

CCC Colloquium (Consortium on Competition and Cooperation) attendee, New York University (April, 1999)

New Faculty Consortium, Business Policy and Strategy Division, Academy of Management (1999 meetings)

Task force on doctoral education, Entrepreneurship Division, Academy of Management (1999)

Elected to Executive Committee, Business Policy and Strategy Division, Academy of Management (1998).

Committee to select Heizer and NFIB "Best Dissertation" Awards, Entrepreneurship Division, Academy of Management (1998)

Doctoral Consortium faculty, Entrepreneurship Division, Academy of Management (1997 and 1998)

Research Committee, Entrepreneurship Division, Academy of Management (1996-1997)

International Committee, Entrepreneurship Division, Academy of Management (1997 to present)

Reviewer, Academy of Management Entrepreneurship Division (1994 to present)

Reviewer, Academy of Management Business Policy and Strategy Division (1997 to present)

DISSERTATION COMMITTEES

James Thompson Planning Social Ventures (EFPL, 2011)

Atul Nerkar "The Development of Technological Competence Within Firms: An Evolutionary Perspective" Committee member, University of Pennsylvania, 1997

J. Peter Murmann "Knowledge and Competitive Advantage in the Synthetic Dye Industry, 1850-1914" Committee member, Columbia University, 1998

Annareetta Lumme "Nurturateness of the local environment and expectations for entrepreneurial rents: Determining the fitness of new, technology-based firms" Dissertation Board, External Examiner, Helsinki University of Technology, 1998.

Melissa Cardon "Organizational socialization and knowledge integration of newcomers: The role of anticipated tenure" Committee Member, Columbia Business School, 2001

Gökçe Sargut. "Structural change and content homogeneity during and after Hollywood's golden age" Committee Member, Columbia Business School, Proposal defended during 2001.

Greg Robbins "Titles and Tasks: New Jobs for New Media in Silicon Alley?" Committee Member, Columbia Business School. Proposal Defense, 2001.

Karl Kock "The Impact of Stock Price "Alerts" on Firm Behavior and Industry Evolution: When the Market Misleads" Dissertation proposal defense, The Wharton School, December, 2001.

Brian McGrath (University College, Dublin)

Tukiainen, T. 2004. *The Unexpected Benefits of Internal Corporate Ventures: An Empirical Examination of the Consequences of Investment in Corporate Ventures*. Helsinki University of Technology, Helsinki, Finland.

EXECUTIVE EDUCATION

Heavily involved in Columbia Business School Executive Education in roles as faculty director, faculty, facilitator and design team member for open-enrollment, custom and on-line programs. Ratings consistently score in the top bands of evaluations.

PRESS AND MEDIA COVERAGE

Extensive coverage and press mentions. See www.ritamcgrath.com for recent examples.

OUTSIDE ACTIVITIES (2010-2017, arranged alphabetically)

Client	Type of Relationship	Year
ABInBev	Speaking, workshops	2011
ABS Capital Partners	Teaching	2015
Accenture	Speaking, consulting	2012, 2015
Aftenposten	Speaking	2016
Alliance Boots	Teaching, workshops	2010
American Chemical Society	Keynote	2015
American Hospital Association	Keynote	2015
AMP	Teaching	2015
Analogic	Speaking	2016
Apparel Footwear	Speaking	2015
Association for Corporate Growth - Wisconsin	Speaking	2014
Assoc of Fundraising Professionals (AFP) Greater Toronto Chapter	Speaking	2014
Atmos Energy Corporation	Speaking, workshop	2014
Australian Business School	Webinar	2015
AXA Equitable Life Insurance Co	Workshop	2010
Bank Vontobel AG	Speaking, workshop	2014
Barnard	Teaching	2015
BizVision	Speaking	2015
Bose Corporation	Keynote, Workshop	2010
BP	Teaching	2013
Bristol-Meyers Squibb	Speaking	2015
California Institute of Advanced Mgmt	Webinar	2012, 2013
CFO Magazine	Speaking	2010
Chartered Institute of Personnel and Development	Speaking	2014
Cisco	Speaking	2015
Citibank	Speaking	2011
Colgate-Palmolive	Speaking	2016
Common Wealth Magazine Group	Speaking	2015
Covidien LP	Speaking	2013
Credit Union Executive Session	Speaking	2013
CREW Network	Workshop	2015
CustomerLab	Speaking, workshops	2014

David Rogers Course	Speaking	2015
Digital Business Strategy, Columbia Business School Executive Education Program	Speaking	2017
Digital Business Strategy, Columbia Business School Executive Education	Speaking	2017
DIRECTV	Speaking	2014
Drucker Forum	Speaking	2015
Drucker Forum	Speaking	2017
DS Consulting	Speaking	2014
DuPont	Speaking	2015
ECLA Program, Columbia University	Speaking	2017
Edison Ventures	Keynote	2012
Elisa Corporation	Teaching, workshops	2011
Ericsson	Speaking	2015
Fluor	Speaking	2015
Fujitsu	Speaking	2017
FUNDACIÓN ESADE	Teaching	2011
Fusion Productions	Keynote	2010, 2012
GDF SUEZ University	Seminar	2010-2014
GE Corporate	Speaking	2017
Gen Re		2015
General Electric GE	Various roles	2010-2014
Georgia Institute of Technology, College of Management	Speaking Teaching	2011, 2012,
2015		
Girl Scouts of the USA	Speaking	2017
Global 50	Speaking	2017
Goldman, Sachs & Co	Speaking, workshops	2010-2014
Gordon Institute of Business Science, University of Pretoria, for Nokia	Workshop	2012
Grace Kennedy Money Services	Workshops	2012
Grifols/Grey Consulting	Speaking	2014
GSB Global Speakers Bureau/Geodis	Speaking	2016
Halliburton		Speaking
Hartford Fire Insurance Company	Speaking	2010
Harvard Business Publishing Corporate Learning	Speaking	2016

Harvard Business Review	Webinar	2010
Harvard Kennedy School - Neighborhood Works program	Not for profit workshop	2014
Heidrick & Struggles	Speaking	2017
HiCue Speakers (Bancoldex 2016)	Speaking	2016
Holtzbrinck Publishing Group	Teaching	2012, 13, 14
Holtzbrinck/Macmillan GMMP	Speaking	2016
ILO	Speaking	2015
Implement Consulting Group	Speaking	2015
Informa Middle East	Keynote	2015
Innosight	Workshop	2016
Innosight / GS Shop	Speaking	2016
Innosight CEO Summit	Speaking	2016
Innovation Roundtable Summit	Keynote	2015
Institute of Electrical and Electronics Engineers, IEEE	Webinar	2010
IPS Learning	Speaking	2014
Jabil, Inc.	Speaking, workshops	2013
Kantar	Workshop	2013, 2012
Kaufman Hall	Speaking	2017
Kent State Women in Business Forum	Speaking	2017
KeyLogic Consulting Limited	Teaching	2013
La Araucana CCAF	Speaking	2014
Land O'Lakes	Speaking	2013
Leading Hotels of the World	Speaking	2013
LexisNexis	Workshop	2015
Lincoln Industries	Speaking, workshops	2014
LinkedIn	Speaking	2016
LSGC	Workshop	2015
Mach49	Speaking	2015
Managing Partners' Forum	Speaking	2014
Marketing & Innovation College	Speaking	2017
Marshall Goldsmith	Speaking	2016
Marshall Goldsmith Group	Speaking, workshops	2014
Maryland Association of Certified Public Accountants Inc.	Webcast	2014
Medtronic, Inc	Workshop	2010
Merck & Co., Inc.	Workshop	2010

Metals Service Center Institute	Speaking	2014
Microsoft	Workshops	2010
Moen Faucets	Workshops	2012
Moodys Analytics	Speaking	2013
Navigant Consulting	Speaking	2011
Nike, Inc.	Workshop	2014
Nordea	Webinar	2015
Northeastern Illinois University	Workshop	2013
Norwegian University of Science & Technology	Speaking	2017
Oblong Industries	Speaking	2017
Pearson	Speaking, workshops	2014
Penn State University	Speaking, workshops	2013
PricewaterhouseCoopers	Speaking	2015
Project Management Institute	Speaking	2017
Providence St. Joes	Speaking	2017
Prudential Financial	Speaking	2017
PT Gunung Sewu Management Servis	Speaking	2014
Purdue	Speaking	2015
Qualcomm Incorporated	Speaking	2014
Robots & Pencils	Speaking	2016
Salesforce.org	Speaking	2016
SAS Institute Inc.	Speaking	2014
Scheller College of Business, Georgia Institute of Technology	Speaking	2016
Scheller College of Business, Georgia Institute of Technology	Speaking	2016
SHI	Speaking	2017
SHIFT	Speaking	2016
Siemens Healthcare Diagnostics	Workshop	2011
SLA New York (Special Libraries Association)	Speaking	2010
Smith College	Webinar	2014
Solving Efeso	Webinar	2015
St. Andrew's Leadership Training	Speaking	2017
Standard and Poors	Workshop	2011
Stans Foundation	Teaching	2012
State Farm	Speaking	2017

Statoil	Speaking	2015
StirlingBackcheck	Speaking	2014
Swedbank	Speaking	2015
Swiss Re	Speaking	2017
Swiss Re Master Class Strategic Thinking	Speaking	2016
Swiss Reinsurance Company Ltd.	Workshop, Webinar	2014, 2015
SwissRe Strategic assessments: Strategic Thinker Profile and Environmental Assessment	Speaking	2016
SwissRe Workshop with Thomas Wellauer	Speaking	2016
Synerggee Eventz	Speaking	2015
Temenos	Speaking	2016
The World Bank	Speaking (pro bono)	2014, 2015
Thinkers50		2015
Thinkers50 European Business Forum	Speaking	2017
Thomson Reuters	Speaking	2015
Thought-Leaders Speakers Series	Speaking	2015
Tuck / Smith Women's Executive Education Program	Teaching	2014
U.S. Chamber of Commerce	Speaking (pro bono)	2013
UBS AG	Teaching, workshops	2012-2014
UL ELP	Speaking	2016
UL Executive Leadership Program/Yale	Speaking	2017
Unilab	Speaking, workshops	2012-2014
UPM - Kymmene Oyj ("UPM")	Management Retreat	2013
Ventas, Inc.	Speaking, workshop	2013
Verizon, Inc.	Speaking	2014
Vienna Strategy Summit	Speaking	2016
Virginia Council of CEOs	Speaking	2014
W. Colston Leigh, Inc. – for nGenera	Speaking	2011
Waha Capital PJSC	Workshop	2010
WOBI Sydney	Speaking	2016
Wolters Kluwer – Innovation Board member	Board member	2010-2014
World Business Forum	Speaking	2014
World Economic Forum	Subject Matter Expert	2009-2015

Rita Gunther McGrath

X2 Innovation Center AS (Engage/Innovate)	Speaking	2017
Yahsat	Workshop	2015
Yale Executive Education	Speaking	2017
Yale School of Management, Yale Executive Leadership Program	Teaching, workshops	2011-2014, 2015
2015		
YapiKrediBank	Speaking	2015
Yum! Brands	Speaking, Workshop	2017

Non-profit Volunteer Service

- Alumni events for Columbia Business School
- Fundraising for Barnard College of Columbia University
- Moderator, World Economic Forum Technology Strategy Group retreat (pro bono)
- Keynote speaker, Greater Princeton Chamber of Commerce
- New organization kickoff, *Harvard Business Review*
- Participant, subject matter expert, World Economic Forum and Harvard Business Review “Breakthrough Ideas” summit (pro bono)
- Moderator, reunion panel of Columbia Business School Alumnae “Money, Mentoring and Motherhood”
- Member, West Windsor Bicycle and Pedestrian Alliance

Financial Interest/Ownership

- 15% owner of Cameron & Associates, LLP, a small consulting firm

PROFESSIONAL EXPERIENCE

1982-1990	CITY OF NEW YORK New York, New York
1988-1990	<i>Consultant</i> , Mayor's Office of Operations, Office of Computer Plans and Controls (the lead technology office for New York City). City's representative to Technology Task force of the Mayor's Private Sector Survey Project.
1985-1988	<i>Project Manager</i> , Department of General Services Office of Management Information Systems. Ran group which designed and implementing a major systems-development project.
1983-1985	<i>Executive Assistant to the Deputy Commissioner</i> , Department of General Services Division of Municipal Supplies. Equivalent to Chief of Staff position.
1982-1983	<i>Analyst</i> , Department of General Services Office of Management Information Systems.
1981-1983	Founder, Lawri Associates and Unworried Words, Inc.

COMMUNITY & CIVIC SERVICE

2005-present	Member, West Windsor Bicycle and Pedestrian Alliance
1999-present	Member, West Windsor Historical Society
1994-present	Sponsor, McCarter Theater, Princeton, New Jersey
1995-1997	Advisory Board, Families & Work Institute, Work/Family study for Colleges and Universities, New York, New York.
1996-1997	Public Relations coordinator, West Windsor Little League, West Windsor, New Jersey.
1983-1989	The Junior League: Member, Brooklyn, Manhattan and Delaware Valley Chapters. Manhattan League Computer Committee chair.
1982-1987	Long Island College Hospital Advisory Board Member
1982-1986	Co-founder and Coordinator, Brooklyn Women's Political Caucus
1980-1984	Campaign coordinator, Feldman for Assembly

OTHER

Languages: German and some Spanish