

# ROD WHITE

## INTERESTS

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General Management Practice, Teaching and Research.

Applying evolutionary theorizing to behaviour in and around organizations. Understanding how our biology affects business related behavior; as well how evolution explains social behaviours; in particular the origins of social structures.

Exploring how members of organizations learn, or fail to learn, and how social processes and structures contributes to learning, organizational excellence and strategic renewal.

## EXPERIENCE

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2009–2014      Richard Ivey School of Business      London, CANADA  
*Associate Dean – Faculty Development and Research*

2007–2008      Richard Ivey School of Business      London, CANADA  
*Faculty Director – Honors Business Administration (undergraduate) Program*

1979–present      Richard Ivey School of Business      London, CANADA  
*Associate Professor (current rank)*

- Taught the required Strategic Analysis and Action course to Masters and Honors students.
- Taught elective courses on Corporate (multibusiness) Strategy and Organizational Renewal.
- Taught doctoral special field courses and foundation (general field) courses.
- Research conducted in the following areas: the strategic management of large diversified companies, specifically how to implement business unit strategies; the strategic management of foreign-owned subsidiaries; the strategic management of crown corporations; top management teams and managerial cognition and organizational learning; specifically how teams of managers learn, or fail to learn, and how this process contributes to organizational excellence and strategic renewal.. Currently exploring the link between evolution and social structure, and biology and business behaviours.
- Co-ordinated the Business Policy Doctoral Program (1984-1988)
- Co-ordinator for the Business Policy Course. (1988-1992)
- Member of P&T Committee (1990-1993; 2005-2006)
- Faculty Director of the Doctoral Program (1992-1996).
- General Management Area Group Co-ordinator. (1997- 2002)

1996 (April-Dec.)      INSEAD      Fontainebleau, FRANCE  
*Visiting Professor*

- Taught the required Corporate Strategy course during the May-June period.

1977–78 Harvard Business School Boston, MA  
*Research Associate*

- Research and casewriting exploring the different organizational relationships used to implement different business strategies.

1976 (summer) Harvard Business School Boston, MA  
*Research Assistant*

- Field work and casewriting in the manufacturing policy area.

1974–75 Richard Ivey School of Business London, CANADA  
*Research Associate*

- Field work and casewriting in the business policy area.

## EDUCATION

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1978–1981 Harvard Business School Boston, MA  
■ D.B.A. in general management.

1975–1977 Harvard Business School Boston, MA  
■ M.B.A. Graduated Baker Scholar, with high distinction.

1970–1974 The University of Western Ontario London, ON  
■ Honor Bachelor of Arts (Business Administration) GSW Gold Medallist.

## AFFILIATIONS

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Strategic Management Society Lafayette, IN  
■ Member of editorial board, 1994–2011.

Journal of Organizational Behavior  
■ Co-editor for the Special Issue: Darwinian Perspectives on Behavior in Organizations, 2003–2005.

Sandvik Canada, Inc. Mississauga, ON  
■ Member of board of directors, 1993–1999.

Strategic Management Society Toronto, ON  
■ Co-chair of the 11th Annual International Conference of the Strategic Management Society, 1990–1991

Administrative Sciences Association of Canada  
■ Member of the National Executive, Member-at-large, 1985–1987  
■ Division Chair, Policy Division, 1984-1985  
■ Program Chair, Policy Division. 1984-1985

Academy of Management  
■ Member of the Teaching Committee, Business Policy and Planning Division, 1986–1989

## SELECTED PUBLICATIONS: ARTICLES

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- Reflections on the 1999 AMR Decade Award: Do We Have a Theory of Organizational Learning (with Mary Crossan and Cara Maurer) *Academy of Management Review* (July 2011) 36, #3, 446-460.

- General Electric: An Outlier in CEO Talent Development. (with W. Glenn Rowe, Derek Lehmborg and John Philips) Ivey Business Journal, January/February 2009.
- The GE Paradox: Competitive Advantage Through Fungible NonFirm-Specific Investment. (with Derek Lehmborg, W. Glenn Rowe and John Phillips) Journal of Management. (October 2009) 35, #3, 1129-1153.
- Know-How Transfer: The Role of Social and Economic/Competitive and Firm Boundary Factors. (with Ariff Kachra\*) The Strategic Management Journal. (April 2008) 29, 425-445.
- A Biosocial Model of Entrepreneurship: The Combined Effects of Nurture and Nature. (with Stewart Thornhill and Elizabeth Hampson) Journal of Organizational Behavior. (January 2007) 28, 451-466.
- Strategic Purity: A Multi-Industry Evaluation Of Porter's Generic Strategies. (with Stewart Thornhill) Strategic Management Journal. (May 2007) 28, 553-563.
- Resource Context Contestability and Emergent Social Structure: An Empirical Investigation of an Evolutionary Theory. (with Barbara Pierce), Journal of Organizational Behavior, Special Issue (March 2006) 27(2), 221 – 240.
- Darwinism – A New Paradigm for Organizational Behavior? (with Nigel Nicholson), editors' introduction, Journal of Organizational Behavior, Special Issue (March 2006) 27(2), 111 - 119.
- Entrepreneurs and Evolutionary Biology: The Relationship between Testosterone and New Venture Creation., (with Stewart Thornhill and Elizabeth Hampson) Organizational Behavior and Human Decision Processes, (May, 2006) 100 (1) 21 - 34.
- On Maslow, Monkeys, and Evolution, (with B. Pierce) Academy of Management Review, 25(4), October 2000, 697 - 699.
- The Evolution of Social Structure: Why Biology Matters, (with B. Pierce) Academy of Management Review, 24(4), October 1999, 843 - 853.
- From Apes to Academics: A bridge under construction, (rebuttal) (with B. Pierce) Academy of Management Review, 24(4), October 1999, 857 - 858.
- An Organizational Learning framework: From intuition to institution, (with M. Crossan & H. Lane) Academy of Management Review, 24(3), July 1999, 522-537. Reprinted in Organizational Learning and Knowledge Management edited by William H. Starbuck, 2007. Received the 2009 Decade Award from the Academy of Management Review (most highly cited article).

- The Improvising Organization: Where Planning Meets Opportunity, Organizational Dynamics, spring 1996, 20-35. (with M. Crossan H. Lane & L. Klus). Reprinted in special summer issue (1997) on strategy.
- Educating for Change, Business Quarterly, Winter 1994 (with J. Rush & B. Pierce).
- Organizational Learning: Dimensions for a Theory, The International Journal for Organizational Analysis, 3, #4, 1995 (October), 337-360. (with M. Crossan, H. Lane & L. Djurfeldt).
- Making the Horizontal Organization Work, Business Quarterly, Winter 1990, 73-77. (with T.A. Poynter).
- Achieving Worldwide Advantage with the Horizontal Organization, Business Quarterly, Autumn 1989, 55-61. (with T.A. Poynter).
- Organizing for Worldwide Advantage, Business Quarterly, Summer 1989, 84-89. (with T.A. Poynter). Reprinted in Organization Theory and Design, 3e, authored by Richard L. Daft and Ann Armstrong, Nelson Education Ltd., 2014.
- Top Management Teams and Organizational Renewal, Strategic Management Journal, special edition edited by Hambrick, D.; summer 1989, 87-106. (with Hurst, D.K.; & Rush J.C.) Reprinted in Creative Management, edited by Jane Henry, London: Sage Publications, 1991; and Historical Evolution of Strategic Management (Vol. I) edited by Peter McKiernan, Dartmouth: Ashgate, 1996.
- Generic Business Strategies, Organizational Context and Performance: An Empirical Investigation, Strategic Management Journal, 7, May-June 1986, 217-231.
- Managing to Make Business Unit Strategies Work, Planning Review, 14, May 1986, 32-36. (with C.K. Bart).
- How Much Autonomy Should Business Units Have?, PIMS Letter, The Strategic Planning Institute, Cambridge Ma., 1985.
- Strategies of Foreign Subsidiaries in Canada: Responses to Organizational Slack, International Studies of Management and Organizations, winter 1984-85, 4, 91-106. (with T.A. Poynter).
- Strategies for Foreign-Owned Subsidiaries in Canada, Business Quarterly, Summer 1984, 59-70. (with T.A. Poynter).
- Handicapped Gamesman, Policy Options, May 1984, 3, 33-36. Reprinted in a special edition of Policy Options entitled "Remixing the Economy", 1985 and also excerpted for a guest editorial in Canadian Aviation.
- Manage Beyond Portfolio Analysis, Harvard Business Review, January-February 1984, 103-109. (with R.G. Hamermesh); Also reprinted in Strategic Planning Comes of Age, Boston, Ma: Harvard Business Review, 1986.; Marketing Strategy: Planning , Implementation and Control by B.A. Weitz and R. Wensley.; and The Strategic Planning Process edited by P. Lorange, London: Dartmouth Publishing Co.

- Toward a Model of Business Unit Performance: An Integrative Approach, Academy of Management Review, 6, 1981, 213-223. (with R.G. Hamermesh).

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SELECTED PUBLICATIONS: BOOKS, CHAPTERS AND REVIEWS

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- Evolution and Cooperation: Implications for Organizational Behavior and Management Theory (with B. Decker Pierce) appearing in The Biological Foundations of Organizational Behavior, Chicago University Press, 2015. ISBN: 9780226127293
- Strategic Management: A Casebook. Pearson/Prentice Hall: Toronto, 2008. (with M.M. Crossan, P. Bansal, J.P. Killing, Charlene Zietsma)
- Strategic Management: A Casebook. Pearson/Prentice Hall: Toronto, 2005. (with M.M. Crossan, P. Bansal, J.N. Fry, J.P. Killing, C.L. Nicholls-Nixon)
- Strategy Process: Forming, Implementing and Changing Strategies, (with B. Chakravarthy) a chapter in Handbook of Strategy and Management, Sage Publications: London, 2002.
- Strategic Management: A Canadian Casebook. Prentice Hall Inc.: Scarborough, 2000. (with M.M. Crossan, J.N. Fry, J.P. Killing, A.J. Morrison)
- Dangerous Ideas, a review of Staying Human in Organizations and Emotions in Command appearing in Managerial and Decision Economics, John Wiley & Sons, Inc., 19, Nov/Dec 1998, 537-539. (with B. Pierce).
- Business Policy: A Canadian Casebook. Prentice Hall Inc.: Scarborough, 1997, 1992, 1989. (with M. M. Crossan, J.N. Fry and J.P. Killing)
- Building the Strategically Responsive Organization (selected, edited proceedings from the 11th Annual International Strategic Management Society Conference). John Wiley & Sons, Ltd.: Sussex, England 1994. (with H. Thomas, D. O'Neal and David Hurst)
- Drawing Meaning from Vision, appearing in Strategic Thinking: leadership and the Management of Change. J. Wiley: New York, 1993. (with M. Maznevski and J. Rush).
- Organizing to Make Business Unit Strategies Work, a chapter appearing in Handbook of Business Strategy, 2<sup>nd</sup> edition, Warren, Gorham & Lamont: New York, 1991.

## CONFERENCE PROCEEDINGS

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- Entrepreneurs and Evolutionary Biology: The Relationship between Testosterone and New Venture Creation, Frontiers of Entrepreneurship Research selected proceedings from the 2003 Babson Kauffman Entrepreneurship Research Conference. Wellesley, MA. (referred)
- Commentary on Competition and Antitrust: Towards a Productivity-based Approach to Evaluating Mergers and Joint Venture by Michael Porter; Canadian Competition Policy Conference, Toronto, June 2001. (invited)

## RECENT CASES

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- Harlequin Enterprises: Assessing E-books, 9B14M027 (with Tony Frost).
- Research in Motion: Managing Explosive Growth 9B08M046 (with Paul Beamish and Daina Mazutis) Appears in C.A. Bartlett and P.W. Beamish, 2011, Transnational Management: Text, Readings and Cases in Cross Border Management, 6/E, Burr Ridge, Illinois, Irwin McGraw-Hill; and Arthur A. Thompson, Jr., Margaret A. Peteraf, John E. Gamble and A.J. Strickland III, 2011, Crafting & Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases, Global Edition, 18<sup>th</sup> Edition.
- Closing the Gap – The Changing Home Care Environment (A), 9B10M051 (with Rida Elias).
- Closing the Gap – Facing the Future (B)
- ING Insurance Asia/Pacific 9B06M083 (with Andreas Schotter and Paul Beamish)
- Jacques Kemp: Toward Performance Excellence 9B06M084 (with Andreas Schotter and Paul Beamish)
- Apple's iPod System: iPod, iTunes and Fairplay 9B06M080 (with Ken Mark). Appears in *Strategic Management*, 1st Edition, authored by Mason A. Carpenter and John Rice, 2009.
- Bell Canada: The VoIP Challenge 9B06M009 (with Daniel Day and Michael Raynor)
- Bell Canada: Implementing VoIP (with Daniel Day and Michael Raynor)
- Lonrho: An African Conglomerate 9B05M067 (with Derek Lehmborg)
- WestJet: The Pearson Decisions 9B05M054 (with Derek Lehmborg) Appears in Strategic Management: Cases for Competitiveness & Globalization, Revised, 2nd Edition, authored by Hitt, Ireland, Hoskisson, Sheppard and Rowe.
- CGI Group Inc. (with Ken Mark).
- Research in Motion: The Acquisition of Slangsoft (A) 9B03M009 (with K. Mark).

- Research in Motion: Slangsoft in the Jerusalem Post (B) 9B03M007 (with K. Mark).
- Harlequin Enterprises: The MIRA Decision 9B03M007 (with K. Mark and Mary Crossan). Appears in *Understanding Business Strategy* by Hitt, Ireland and Hoskisson, Thompson Business and Professional Publishing, Cincinnati: OH, 2005 and in *Strategic Management and Competitive Advantage: Concepts & Cases, 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> Edition* by Barney and Hesterley, Pearson Education: Upper Saddle River, NJ, 2005, 2007, 2010.
- BC Gas Inc.
- Procter & Gamble Canada (A): The Febreze Decision (with Ken Mark).
- Procter & Gamble Canada (B): The Canadian MDO (with Ken Mark).
- Westjet Looks East 9B00M036 (with J.N. Fry) Appears in *Strategic Management: An Integrated Approach, 6th Edition*, by Charles Hill of University of Washington and Gareth Jones, of Texas A&M University.
- Hutchison Whampoa Ltd. (with A. Morrison)
- Surgery Futures (with Charlene Nichols-Nixon)
- Note on the Hongs of Hong Kong, 9A99M039 (with A. Morrison)
- AB Sandvik Saws & Tools: The Ergo Strategy, 9-97-M005 (with J. Birkinshaw & R. Teiglund).
- Sandvik AB (A) & (B), 9A98M0012, 9A98M0013 (with J. Birkinshaw & R. Teiglund).
- Sandvik (B) Abridged, 9A99M027 (with H. Posen)

#### THESES SUPERVISED

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- Elias, R.; *Learning During the Transition Period: How Identifying Executives as Designate CEOs Affects their Learning*, 2014.
- Lehmberg D.; *Options under Uncertainty: An empirical investigation of patterns of commitment in the flat panel TV set industry*, 2010
- Kachra, A.; *Reciprocity & Knowledge Transfer: Social & Economic Factors*, 2002.
- Pierce, B.D.; *An Evolutionary Link – Resource Context and Social Structure*, 2000.
- Paul-Chowdhury, K.; *Bank Learning from Sector-specific Loan Losses*, 1999
- Blunden, R.; *Financing Patterns, Resource Scarcity and New Venture Performance*, 1993.
- Crossan, M.; *Organizational Learning: A Sociocognitive Approach*, 1991.

## RECENT PRESENTATIONS

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- Prenatal Exposure to Testosterone Increases Financial Risk Taking and Reduces the Gender Gap, presentation at a plenary session of the Boulder Summer Conference on Consumer Financial Decision Making, May 2013 (by Ale Previtro, with Henrik Cronqvist and Stephan Siegel).
- Sustaining Scholarship Excellence in a Global Academy Scholarship in Global Academy, Professional Development Workshop at the Academy of Management Conference, Montreal, Canada, August 2010.
- Questions We (Don't) Ask: Human Physiology and Management, Professional Development Workshop at the Academy of Management Conference, Anaheim, CA., August 2008.
- No Free Lunch: How Strategy Position Relates to Profitability and Failure. Or, Is There a Market for Strategies at London Business School, London, UK, February 2008.
- The GE Effect: Myth or Reality (with Derek Lehmborg and Glenn Rowe) at The Academy of Management Conference 2006.
- Entrepreneurs and Evolutionary Biology: The Relationship between Testosterone and New Venture Creation at The College of Business Administration, Northeastern University, Boston, MA., May 2006.
- A Process View of Instability in Cooperative Ventures: The Role of Reciprocity (with Ariff Kachra) at The Academy of Management Conference 2005.
- Strategic Purity: A Multi-Industry Evaluation Of Porter's Generic Strategies. (with Stewart Thornhill) at Strategic Management Society Conference 2004.
- Know-How Transfer: The Role of Social and Economic Factors. (with Ariff Kachra\*) at Academy of Management Conference , Seattle WA., August 2003.
- Strategic Focus and Performance : An Empirical Evaluation of Porter's Generic Business Strategies (with Stewart Thornhill\*) at Academy of Management Conference , Seattle WA. August 2003.
- Entrepreneurs and Evolutionary Biology: The Relationship between Testosterone and New Venture Creation. (with Stewart Thornhill and Elizabeth Hampson) at Babson Kauffman Entrepreneurship Conference, Wellesley, MA. June 2003.
- Biology and Behavior: Of Androgens and Entrepreneurs. To INSEAD OB Research Colloquium Series, Fontainebleau , France. February 2003.



- What Next? Creating Opportunities for Growth and Finding The Next Big Thing. (with Michael Raynor, Deloitte's Research) presented to Fast 500 CEO Summit, Palm Beach, FL. May 2002.
- Commentary on Competition and Antitrust: Towards a Productivity-based Approach to Evaluating Mergers and Joint Venture by Michael Porter; Canadian Competition Policy Conference, Toronto, June 2001.
- The Evolution of Social Structure; Why Biology Matters: Theory and Evidence presented to Research Speaker Series, Norwegian School of Management BI, October 2000.
- Biological Bases For Behavior In Organizations: Human Evolution And Its Implications For Organization Theory And Managerial Practice, Academy of Management symposium, August 2000. (with Barbara Pierce)
- Expert Witness Testimony before the Standing Committee on Transport, House of Commons, Ottawa, October 28, 1999.
- Management, Organization and Human Nature Symposium, Academy of Management Conference, Chicago, August 1999.
- From Monkeys to Managers: A Socio-Evolutionary Link Between Resource Context and Emergent Social Structure invited presentation to Strategy Research Speaker Series, Carlson School of Management, The University of Minnesota, January 1999.
- Lending and Learning presented to the Knowledge Management Council of the Bank of Montreal, April 1999 (with Katy Paul-Chowdhury).

#### WORK-IN-PROCESS AND FORTHCOMING PUBLICATIONS

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- The Fetal Origins Hypothesis in Finance: Prenatal Environment and Financial Risk Taking (with Henrik Cronquist, Alessandro Previtiero, and Stephan Siegel) SSRN top downloads in behavioral finance for 12 May through 11 July 2014. Under review at the *Review of Financial Studies*.
- Market Adjacency and Competing Technologies: Evidence from the flat panel display industry (with Derek Lehmborg and Charles Dhanaraj). Under review at *Industrial and Corporate Change*.
- Strategic Purity and Firm Survival: Risk and Return Revisited (with Stewart Thornhill and Michael Raynor).
- Entrepreneurs as Altruists: A selfish societal meme explanation (with Charles Galunic).

#### OTHER ACTIVITIES

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- The Price Transparency Act: Wrong Problem, wrong solution, *IPOLITICS*, December 17, 2014.  
<http://www.ipolitics.ca/2014/12/17/the-price-transparency-act-wrong-problem-wrong-solution/>

- Commentary on the Air Canada Takeover of Canadian Airlines, CBC National Radio, November 1999.
- Past, Present and Future of Canada's Airline Industry, Expert Testimony before House of Commons Transport Committee, October 1999.

#### RECENT AWARDS AND RECOGNITION

- Decade Award from the Academy of Management Review for the highest cited article published in 1999. (August 2009)
- Research in Motion: Managing Explosive Growth recognized as one of Ivey Publishing's 10 best selling cases during 2008-9.

#### RECENT MAJOR SERVICE ACTIVITIES

- External Member of Quality Assurance Review for Haskayne School of Business, University of Calgary. (Winter 2013)
- Internal Elected Member of Decanal Selection Committee for Richard Ivey School of Business, Western University (2012-13).
- Chair (Dean's Designate) of Promotion and Tenure Committee for Richard Ivey School of Business, Western University (2010-14).
- Member of Social Sciences and Humanities Review Board (SSHRC) for Western University (2010 -2014).
- Member of Core Planning Group for Research Western (2011-2014).