

Currently Cleghorn Professor of Management Studies
Faculty of Management
McGill University
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See also www.mintzberg.org

Current work focuses on the development of a family of programs for educating practicing managers, as well as a book called *Managing* and an electronic pamphlet entitled *Getting Past Smith and Marx... Toward a Balanced Society*.

Personal Born September 2, 1939
husband of Sasha Sadilova and father of Susie and Lisa (ages 36 and 34)

Interests: bicycling (long trips especially), canoeing, cross-country skiing (off-trail), hiking, writing short stories, collecting beaver sculptures

Education

Ph.D.	Sloan School of Management, M.I.T., 1968 Thesis: The Manager at Work—Determining his Activities, Roles and Programs by Structured Observation Fields: Policy (major), Organizational Studies, Information and Control Systems, minor in Political Science Awards: Ford Fellowship, M.I.T. Fellowship
S.M.	Management, M.I.T., 1965 Awards: Quebec Fellowship, M.I.T. Fellowship Activities: Student Government
B.A.	General Arts, Sir George Williams (now Concordia) University (evening), 1962 B.Eng. Mechanical Engineering, McGill University, 1961 Honors Societies: ØEA, Scarlet Key Activities: Student Council Representative, McGill Daily Sports Editor, Student Athletic Council Chairman, etc.

Awards

Officer of the Order of Canada, 1998

Officier de l'ordre national du Québec, 1998

Distinguished Scholar Award for Contributions to Management, Academy of Management, 2000

Named to Who's Who in the World, from 1999; Who's Who in America, from 1982

Prix du Québec (in Social Science), December 1996

George R. Terry Award for the best book of the year, Academy of Management, 1995 (*The Rise and Fall of Strategic Planning*)

Named to Cleghorn Chair in Management Studies at McGill University, 1996; Bronfman Chair in McGill Faculty of Management, 1982-1996

Elected Fellow: Royal Society of Canada, 1980 (first from a management faculty), International Academy of Management, 1985, Academy of Management, 1987; World Academy of Productivity Sciences, 1997

Honorary Degrees: University of Venice 1983, University of Lund 1989, Université de Lausanne 1991, Université de Montréal 1992; Université de Geneva, 1995; Université de Liège, 1996; Simon Fraser University, 1997; University of Ghent, 1998; Lancaster University, 1998; Université Paris IX (Dauphine); 2001; Concordia University, 2001; Memorial University, 2002; McMasters University; 2002

McKinsey Prize for best article in the *Harvard Business Review*, 1975, for second best, 1987

Academy of Management, Organization and Management Theory Division, Distinguished Scholar Award, 1996

American Society for Training and Development, Lifetime Achievement Award in Workplace Learning and Performance, 2003

Batten Fellow, Darden School, University of Virginia, 2003

Economist de l'année (Categorie: Organisation et management) *Le Nouvel Economiste* (Paris), 1993

AMOD (The Association for the Management of Organizational Design) Special Award for Contribution to the Field, 1993

"Laureat du Merit Annuel pour le Réalisations Exceptionnelles dans le domaine des Ressources Humaines," 1991, from L'Association des Professionnelles en Ressources Humaine du Québec

First Honorary Member of the Institute of Management Consultants of Quebec, 1986

“Grand Prix des Meilleurs Livres de Management” 1983, *Harvard L’Expansion* for *Structure et dynamique des organisations*

Gold Medal, Canadian Operational Research Society, for best publication by a member in 1980

Experience

Director of International Masters Program in Practicing Management, 1995-2000

President of Strategic Management Society, 1988-1991

Director of the Joint Doctoral Program in Administration (of the four Montreal universities), 1976-1978

Visiting Professorships: Carnegie-Mellon University, Spring 1973; Université d’Aix-Marseille, 1974-1976; Ecole des Hautes Etudes Commerciales (Montreal), 1977- 1978; London Business School (part time), 1990-91; INSEAD (part time) 1991-1999

Consulting: for wide variety of organizations, mainly in Canada, Europe, U.S.A., also executive seminars, public and in-house

Full time work experience: Operational Research Branch, Canadian National (1961-1963), PPBS studies with Peat, Marwick, Livingston (1968), summers at P.S. Ross and Partners (1964), IAESTE student exchange in Netherlands (1960), Steinberg’s Ltd. (1959), Bathurst Power and Paper (1958), etc.

(I belong to no political party, and never have)

Publications: Books

Forthcoming Books:

Managing: (in preparation)—*a return to the subject of my first book, in this case based on 29 days in the lives of managers*

Getting Past Smith and Marx: Toward a Balanced Society (electronic pamphlet, in preparation)—*a call for a balance in society between the economic, the political, and the social*

Organizing Coherently: Structure in 7s—*revision of Structure in Fives*

Published Books:

[Strategy Bites Back](#) with Bruce Ahlstrand, and Joseph Lampel (Pearson, 2005)—*fun bytes and bites about strategy, shown to be a lot more-and less-than you ever imagined*

[Managers not MBAs](#) (Berrett Koehler, 2004)—*a hard look at the soft practice of managing and the development of managers*

[Why I Hate Flying](#) (Thompson, 2000)—*spoof of the flying and the managing businesses, and of commercialization in general; to be revised in paperback in 2006*

[Strategy Safari](#) with Bruce Ahlstrand and Joe Lampel (Free Press and Prentice-Hall International, 1998)—*as the subtitle says, “A Guided tour Through The Wilds Of Strategic Management”*

[The Rise and Fall of Strategic Planning](#) (Free Press and Prentice-Hall International, 1994)—*historical review of the process, very critical, though ends on a positive note*

[Mintzberg on Management: Inside Our Strange World of Organizations](#) (Free Press, 1989)—*an effort to draw together my main material for practitioners*

[Managing Publicly](#) (with Jacques Bourgault; Institute of Public Administration of Canada, 2000)—*based on study I did of 8 Canadian public sector managers, published with commentaries*

[The Canadian Condition: Reflections of a “Pure Cotton”](#) (Stoddart [en français: Les Propos d’un “Pur Coton”: Essai sur la Prombématique Canadienne, Québec/Amérique] 1995)—*expression of some personal feelings about Canada and what it goes through*

[The Strategy Process](#): (with J. Lampel, S. Ghoshal, J.B. Quinn);.second edition, Prentice Hall, 1991)—*selected readings and cases, all heavily edited*

[Structure in 5's: Designing Effective Organizations](#) (Prentice Hall, 1983)—*condensed version of The Structuring of Organizations*

[Power In and Around Organizations](#) (Prentice Hall, 1983)—*attempt to draw together the literature of power around the notion of configuration*

[The Structuring of Organizations: A Synthesis of the Research](#) (Prentice-Hall, 1979)—*attempt to draw together the empirical literature on structuring, using five configurations as integrating devices—my most integrated book*

[The Nature of Managerial Work](#) (Harper and Row, 1973, reissued by Prentice-Hall, 1983)—*roles and characteristics of managerial work, based on my doctoral thesis (study of five managers)*

Publications: Articles, Monographs, Reviews, etc.

1. [Developing Theory about the Development of Theory](#), to appear in *Oxford Handbook of Management Theory* (Michael Hitt and Ken Smith, editors)—asked to write about how I developed theory, I ended up doing that about how I was doing that in this paper
2. [Enough Leadership](#) *Harvard Business Review* commentary (November 2004)—time for less leadership, quieter management

3. Reflect yourself: take time out of your busy day to reflect on yourself and where your team is headed (with Jonathan Gosling) *HR Magazine* (September 2004)—on the role of reflection in managerial work (Available through [EBSCO](#) and [FindArticles](#) [html format])
4. [Developing Leaders? Developing Countries?](#) *Development in Practice* (forthcoming February 2006)—*Do we do either? A visit to Ghana raises the questions*
5. [The Invisible World of Association](#) (with Rick Molz, Emmanuel Raufflet, Pamela Sloan, Chahrazed Abdallah, Rick Bercuvitz, and Cheng HUA Tzeng) *Leader to Leader* (Spring 2005)—an effort to clarify the labeling of the social sector and categorize the types of associations found there (labeled mutual, benefit, activist, and protection)
6. Time for Design (with Jeanne Liedtka: submitted for publication)—making the case for design in management, in four approaches: formulaic, visionary, conversational, and evolving
7. Juxtaposing Doers and Helpers in Development (with Nidhi Srinivas: submitted for publication)—mapping the interplay of the key players in economic development
8. "The Magic Number Seven--plus or minus a couple of managers" *Academy of Management Executive* (forthcoming)—response to seven reviews of *Managers not MBAs*
9. The M, The B, and the A (with Pierre Batteau and Jonathan Gosling: submitted for publication)—time to trifurcate the MBA?
10. Management Education as if Both Matter (with Jonathan Gosling: submitted for publication)—lessons from our management developers programs
11. [The Education of Practicing Managers](#) (with Jonathan Gosling) *Sloan Management Review* (Summer 2004)—*on our new approach to management education*
12. [Analysis: Framing and Frame Breaking](#) (with Kunal Basu) *Mindsets for Managers* (web book, 2004) *about the McGill module of the IMPM program*
13. [Third Generation Management Development](#) *Training and Development* (March 2004)—*first was lectures and cases, second was action learning and Work-Out, third is learning from own experience*
14. [The Five Minds of a Managers](#) (with Jonathan Gosling), *Harvard Business Review* (November 2003)—*on the framework used in our programs for practicing managers: reflective, analytic, worldly, collaborative, action* (Available through [ProQuest](#))

15. Strategic Management Upside Down: A Study of McGill University from 1829 to 1980 (with Janet Rose), *Canadian Journal of Administrative Sciences* (December 2003)—*strategic management looks very different in this place of knowledge workers* (Available through [EBSCO](#), [ProQuest](#), and [FindArticles](#) [html format]) (winner of the Journal's best paper award in strategy for 2003)
16. [The Rhythm of Change](#) (with Quy Huy) *Sloan Management Review* (summer, 2003)—*another perspective on the change process*
17. [Beyond Selfishness](#) (with Robert Simons and Kunal Basu) *Sloan Management Review* (Fall, 2002): shorter version appeared as "[Memo to CEO](#)" in *Fast Company* (June, 2002)—*questioning the house of cards that is economic man, shareholder value, heroic leadership, lean and mean organization, and the rising tide of prosperity*
18. [The Economist Who Never Came Back](#) *Scandinavian Journal of Management* (2002)—*revisiting "Learning In and From Eastern Europe" (below)*
19. Managing to Innovate, in [Leading for Innovation](#) (Volume II of the Drucker Foundation Wisdom to Action Series, 2002)—*low key approach to stimulating innovation*
20. Educating Managers Beyond Borders (with Jonathan Gosling) *Academy of Management Learning and Education* (1, 1, 2002)—*looks beyond conventional business education (workers)* (Available through [EBSCO](#) and [ProQuest](#))
21. Managing Health and Disease - Up and Down, In and Out *Health Science Management Research* (2002)—*a day in the lives of seven health care connected and disconnected managers*
22. [Researching the Researching of Walking](#) *Journal of Management Inquiry* (2002)—*following the practicing managers of our masters program on assignment* (Available through [ProQuest](#))
23. [Do MBAs Make Better CEOs?](#) (with Joseph Lampel) *Fortune* (February 19, 2001)—*not how they get there but how they perform there: not impressively!*
24. [The Yin & Yang of Managing](#) *Organizational Dynamics* (Spring 2001)—*a day in the life of the male head of Médecins sans frontières and the female head of Paris's fashion museum*
25. [Decision-Making: It's not what You Think](#) (with Frances Westley) *Sloan Management Review* (Spring, 2001)—*Seeing First and Doing First as compared with Thinking First*
26. [Thoughts on Schools](#), in *Rethinking Strategies* (Volderda and Elfring, eds., 2001)—*responding to two proposed new schools on strategy*

27. [Managing Exceptionally](#) *Organizational Science* (2001) - *a day in the lives of two Red Cross managers at refugee camps*

28. [Managing the Care of Health and the Cure of Disease: Part 1: Differentiation, Part II: Integration](#) (with Sholom Glouberman) *Health Care Management Review*, (Winter, 2001)—*a broad framework to think and rethink about the field of health*

29. [Re-viewing the Organization](#) (with Ludo Van der Heyden) *Ivey Business Journal* (September/October, 2000)—*different ways to conceive processes in organizations*

30. [Sustaining the Institutional Environment](#), (with Frances Westley), *Organizational Studies* (Issue 0, 2000) - *a day in the life of two Greenpeace managers*

31. [Organigraphs: Drawing How Companies Really Work](#) (with Ludo Van der Heyden) *Harvard Business Review* (September-October 1999)—*mapping processes in organizations*

32. [Reflecting on the Strategy Process](#) (with Joseph Lampel,) *Sloan Management Review* (Spring 1999) - *ten schools of strategy, and beyond* (Available through [ProQuest](#))

33. [Managing Quietly](#), *Leader to Leader* (Spring, 1999) - *enough hype, time for low key managing*

34. [Covert Leadership: The Art of Managing Professionals](#) *Harvard Business Review* (November-December, 1998) - *a day in the life of an orchestra conductor, questioning the myths*

35. A Day in the Life of John Cleghorn, *Decision* (Fall, 1997)—*following the CEO of the Royal Bank of Canada*

36. [Toward Healthier Hospitals](#), *Health Care Management Review* (Fall 1997)—*another perspective on managing hospitals, based on a consulting study*

37. A Guide to Strategic Positioning, in [The Strategy Process](#), (Mintzberg and Quinn, Prentice Hall, 1997)—*a fancy framework to think about positioning*

38. [Managing on the Edges](#), *International Journal of Public Sector Management* (1997)—*a day in the lives of three managers in hierarchical succession in the western Canadian Parks who must manage on all kinds of physical, administrative, and political edges*

39. Whining and Dining: Une table de joyeuses lamentations, ou une soirée, québécoise parfaitement canadienne, in M. Briere (ed.) [Le Gout du Québec](#) (Editions Hurtubise, 1996)—*an evening on the Quebec debate*

40. [Customizing Customization](#) (with Joe Lampel) *Sloan Management Review*, (Fall, 1996)—*the concept of customization is too standardized; an effort to nuance it*
41. [The “Honda Effect” Revisited](#), *California Management Review* (Summer, 1996)—*a set of writings I drew together, some old, some new, including a couple of my own commentaries, to revisit Richard Pascale’s Honda story*
42. [Some Surprising Things About Collaboration](#), with (Deborah Dougherty, Jan Jorgensen, and Frances Westley), *Organizational Dynamics* (Summer, 1996)—*some additional thoughts about collaboration*
43. Une journée avec un dirigeant, *Revue française de gestion* (nov-dec, 1996)—*following the president of a high technology French company*
44. [Musings on Management](#), *Harvard Business Review* (July/August 1996)—*ten points of the superficiality of management and my thinking*
45. [Managing Government, Governing Management](#) *Harvard Business Review*, (May-June, 1996)—*a critique of the customer is everything, business is smarter, management has all the answers, capitalism has triumphed, and suggestions for an alternative perspective*
46. Mirroring Canadian Industrial Policy: Strategy Formation at Dominion Textile from 1873 to 1990 (with Barbara Austin) *Canadian Journal of Administrative Sciences* (13, 1996) - *study of tracking strategy research* (Available through [ProQuest](#) and [FindArticles](#) [html format])
47. Opening up Decision Making: The View From the Black Stool (with Ann Langley, Pat Pitcher, Elizabeth Posada, and Jan Saint-Macary) *Organization Science*, (May-June 1995) - *extensive paper critiquing conventional views of decision making* (Available through [JSTOR](#), [ProQuest](#), and [EBSCO](#))
48. Case Study Research, in N. Nicholson (ed.) [The Blackwell Dictionary of Organizational Behaviour](#) (Blackwell, 1995) - *brief comments on case-type research method*
49. Some Fresh Air for Management - in *Collected Papers of Mary Parker Follett* (Harvard Business School Press, 1995) - *introduction to Follet's wonderful chapter on cooperation*
50. [Diversifiction and Diversifact](#) (with Sumantra Ghoshal), *California Management Review*, (Fall 1994) - *grew out of joint effort to rethink how to organize multi-business enterprise* (Available through [ProQuest](#))

51. Parting Shots: Our Real Ridge, in [Building the Strategically Responsive Organization](#) (Wiley, 1994) - *bringing practitioners and academics together*
52. "That's Not `Turbulence,' Chicken Little, It's Real Opportunity", *Planning Review*, (Nov-Dec. 1994) - *excerpt from my planning book*
53. [Rounding Out the Manager's Job](#), *Sloan Management Review*, (Fall 1994) - *a more integrated framework than my earlier work to consider the manager's job*
54. [Managing as Blended Care](#), *Journal of Nursing Administration*, (September 1994) - *based on a day observing the head nurse of a hospital ward*
55. [Rethinking Strategic Planning: Parts I and II](#) *Long Range Planning* (June 1994) - *summary of my planning book* (Available through [ProQuest](#))
56. Une polémique en appelle une autre *Revue Française de Gestion* (janvier-février 1994) - *my response to an article criticizing my critique of Henri Fayol*
57. [The Fall and Rise of Strategic Planning](#) *Harvard Business Review* (January-February, 1994) - *summary of my planning book (title change from my book "Rise and Fall" done without my advice or consent)*
58. [The Pitfalls of Strategic Planning](#), *California Management Review* (Fall 1993) - *excerpt from my book on Rise and Fall of Strategic Planning* (Available through [ProQuest](#))
59. Globalization: Separating the Fad from the Fact, in D. Wong-Reiger and F. Reiger (eds.) [International Management Research: Looking to the Future](#) (de Gruyter, 1993)- *summary comments at conference*
60. [25 Years Later...The Illusive Strategy](#), in A. Bedeian *Management Laureates: A Collection of Autobiographical Essays, Vol. II* (Grennwich, Ct., JAI Press, 1993) - *autobiography of my working career, a detailed, ordered review of my research and writing*
61. Cycles of Organizational Change (with Frances Westley) *Strategic Management Journal*, (13, 1992)—attempt to draw dimensions of process together (Available through [JSTOR](#) and [ProQuest](#))
62. [Learning In \(and from\) Eastern Europe](#) *Scandinavian Journal of Management* 1992; - *more learning at grass roots level and fewer planners/economists might help*
63. Commentary on "MBA: Is the Traditional Model Doomed?" *Harvard Business Review* (November-December, 1992) - *a shot at the dysfunctions of the MBA* (Available through [EBSCO](#))

64. [Managing the Form, Function, and Fit of Design](#) (with Angela Dumas) *Design Management Journal* (Summer 1991)—*adding fit to form and function and discussing models of cooperation*
65. Learning 1, Planning 0 (Reply to Igor Ansoff) *Strategic Management Journal* 1991 - *is strategy making deliberate or emergent* (Available through [JSTOR](#) and [ProQuest](#))
66. Strategic Thinking as "Seeing," in Juha Nasi (editor) [Arenas of Strategic Thinking](#) (Helsinki, Finland, Foundation for Economic Education) 1991 - *comment on papers and theme of a Finnish conference, different ways to "see" strategically*
67. A Letter to Marta Calàs and Linda Smircich *Organization Studies*, (1991) - *my reply to their to "deconstruction" of The Nature of Managerial Work (which is not about rape!)* (Available through [EBSCO](#))
68. Managerial Work: Forty Years Later, in Sune Carlson [Executive Behavior](#), Textgruppen i Uppsala, 1991 (book originally published in 1951) - *revisiting my thesis subject, to celebrate Carlson's 80th birthday*
69. Strategies in the Financial Services Industry (with Maria Gonzalez) *McKinsey Quarterly* (1991) - *framework of strategies that grew out of a consulting experience* (Available through [EBSCO](#))
70. [The Effective Organization: Forces and Forms](#) *Sloan Management Review* (Winter, 1991) - *beyond configuration, playing "LEGO" with the dimensions*
71. Does Decision Get in the Way? (with James Waters) *Organization Studies* (1990) - *"decision" is a construct* (Available through [EBSCO](#))
72. Strategy Formation: Schools of Thought, in J. Frederickson (ed.) [Perspectives on Strategic Management](#) (Harper & Collins, 1990) - *extensive piece (half the book) on different viewpoints in the field*
73. The Design School: Reconsideration of the Basic Premises of Strategic Management *Strategic Management Journal* (1990) - *criticising the dominant Harvard view of strategy making* (Available through [JSTOR](#) and [ProQuest](#))
74. [Managing Design, Designing Management](#) (with Angela Dumas) *Design Management Journal* (Fall, 1989) - *stages in managing the design process*
75. Positioning the Positioning School: A Framework for Strategy Content Research (Working Paper, 1989) - *trying to pin down so-called content side of strategy*

76. Visionary Leadership and Strategic Management (with Frances Westley) *Strategic Management Journal* (1989) - *probing beyond, and into vision* (Available through [JSTOR](#) and [ProQuest](#))
77. Profiles of Strategic Vision: Levesque and Iacocca (with Frances Westley), in J. Conger and R. Kanungo (eds.) [Charismatic Leadership: the Elusive Factor in Organizational Effectiveness](#) (Jossey-Bass, 1988) - *comparative study of visionaries' autobiographies*
78. Strategy of Design: A Study of "Architects in Co Partnership" (with Jamal Shamsie, Susann Otis, and James Waters), in J. Grant (ed.) *Significant Developments in Strategic Management* (JAI Press, 1988) - *tracking strategy research*
79. Generic Strategies: Toward a Comprehensive Framework, in R.B. Lamb and P. Shivastava (eds.) [Advances in Strategic Management](#) (JAI Press, 1988; shorter version in *The Strategy Process*, Prentice-Hall, 1991) - *foray into Porter territory, an exhaustive/ing typology*
80. Society Has Become Unmanageable as a Result of Management, in [Mintzberg on Management](#) (Free Press, 1989) - *cerebral style management is destroying our organizations and our social fabric*
81. Training Managers, Not MBAs in [Mintzberg on Management](#) (Free Press, 1989) - *why we need to rethink degree management education*
82. Analysis and Intuition in Management, in [Mintzberg on Management](#) (Free Press, 1989)—*some correspondence with Hebert Simon and other thoughts*
83. Emergent Strategy for Public Policy (with Jan Jorgensen) *Canadian Public Administration* (Summer, 1987) - *applying notion of emergent strategy to public sector* (Abstract available through [ProQuest](#))
84. [Another Look at Why Organizations Need Strategies](#) *California Management Review* (June 1987) - *various reasons delineated*
85. [Five Ps for Strategy](#) *California Management Review* (June 1987) - *ideas to open up the definition*
86. [Crafting Strategy](#) *Harvard Business Review* (September - October, 1987; winner of second McKinsey Prize for that year) - *main summary piece out of tracking strategy research*
87. Does Planning Impede Strategic Thinking? Tracking the Strategies of Air Canada from 1937 to 1976 (with Pierre Brunet and James Waters), in R.B. Lamb and P. Shivastava (eds.) [Advances in](#)

[Strategic Management](#) (JAI Press, 1986) - *tracking strategy research*

88. Spinning on Symbolism: Imaging Strategy (with Frances Westley) *Journal of Management* (1985) - *just a fun page, strategy as images* (Available through [EBSCO](#))

89. Strategy Formation in an Adhocracy (with Alexandra McHugh) *Administrative Science Quarterly* (1985) - *tracking strategy research* (Available through [JSTOR](#) and [EBSCO](#))

90. Of Strategies, deliberate and emergent (with James Waters) *Strategic Management Journal* (1985) - *summary piece, out of tracking strategy research, especially with regard to deliberate/emergent strategy* (Available through [JSTOR](#) and [ProQuest](#))

91. The Organization as Political Arena *Journal of Management Studies* (1985) - *out of my Power book, another configuration*

92. Tracking Strategies in the Birthplace of Canadian Tycoons: The Sherbrooke Record 1946 1976 (with William Taylor and James Waters) *Canadian Journal of Administrative Sciences* (June, 1984) - *tracking strategy research*

93. [Strategy Formation in the University Setting](#) (with Cynthia Hardy, Ann Langley and Janet Rose) *The Review of Higher Education* (Summer, 1983); also in J. Bess (ed.) *College and University Organization* (New York University Press, 1984) - *think piece on how strategy making is different in professional organizations*

94. Who Should Control the Corporation? *California Management Review* (Fall, 1984) - *out of my Power book, eight perspectives, left meets right and center differs* (Available through [EBSCO](#) and [ProQuest](#))

95. Power and Organization Life Cycles *Academy of Management Review* (1984) - *out of my Power book on power-driven life cycles* (Available through [JSTOR](#) and [ProQuest](#))

96. Researching the Formation of Strategies: The History of Canadian Lady, 1939 1976 (with James Waters), in R.B. Lamb (ed.) [Competitive Strategic Management](#) (Prentice Hall, 1984) - *tracking strategy research*

97. The Case for Corporate Social Responsibility *Journal of Business Policy* (Fall, 1983) - *out of my Power book, summary of arguments for and against social responsibility*

98. The Mind of the Strategist(s) (with James Waters) in S. Srivasta (ed.) [Executive Mind](#) (Jossey Bass, 1983) - *summary material on tracking strategy research*

99. [Why America Needs, But Cannot Have, Corporate Democracy](#) *Organizational Dynamics* (Spring, 1983) - *out of my Power book, on democratization of the corporation*
100. A Note on the Unionization of Professionals from the Perspective of Organization Theory *Industrial Relations Law Journal* (now known as *Berkeley Journal of Employment and Labor Law*) (1983) - *out of my Power book, reflecting concern about unions in professional organizations*
101. The case for Configuration (with Danny Miller), in G. Morgan (ed.) *Beyond Method* (Sage, 1983); also in Miller and Friesen *Organizations: A Quantum View* (Prentice Hall, 1984) - *advantages of taking configurational approach to theorizing*
102. If You're Not Serving Bill and Barbara, then You're Not Serving Leadership, in *Hunt, Sekaran, and Schriesheim* (eds.) [Leadership: Beyond Establishment Views](#) (Southern Illinois University Press, 1982) - *sounding off on useless leadership research, plus speculations about how two managers might have reacted to conference papers, followed by their actual reactions*
103. Commentary, in Ungson and Braunstein (eds.) [Decision Making: An Interdisciplinary Inquiry](#) (Kent Publishing, 1982) - *comments off on decision making*
104. Tracking Strategy in an Entrepreneurial Firm (with James Waters) *Academy of Management Journal* (1982) - *tracking strategy research* (Available through [JSTOR](#) and [ProQuest](#))
105. [A Note on that Dirty Word Efficiency](#) *Interfaces* (October, 1982) - *out of my Power book, on problems of quantification*
106. What is Planning Anyway? *Strategic Management Journal* (1981) - *reply to critique of my views of POSDCORB* (Available through [JSTOR](#) and [ProQuest](#))
107. [Organization Design: Fashion or Fit](#) *Harvard Business Review* (January February, 1981) - *practitioner-oriented summary of Structuring book*
108. Configurations of Organizational Structure, in Meltzer and Nord [Making Organizations Humane and Productive: A Handbook for Practitioners](#) (Wiley, 1981) reprinted in modified form as A Typology of Organization Structure, in Miller and Friesen *Organizations: A Quantum View* (Prentice-Hall, 1984) - *practitioner-oriented summary of Structuring book*
109. Structure in 5's *Management Science* (March, 1980) - *summary of Structuring book* (Available through [JSTOR](#))

110. Organizational Power and Goals, in Schendel and Hofer [Strategic Management](#) (Little Brown, 1979) - *summary of material in my Power book* (Available through [JSTOR](#) and [ProQuest](#))
111. An Emerging Strategy of "Direct" Research Administrative Science Quarterly (December, 1979). *inferring my own research methodology* (Available through [JSTOR](#) and [EBSCO](#))
112. Beyond Implementation: An Analysis of the Resistance to Policy Analysis (Proceedings of the 1978 IFORS Conference) in Haley (ed.), [Operational Research '78](#) (North Holland, 1979: 106-162) shorter version appeared in *INFOR* (May, 1980) - *extensive paper on why analysis is resisted*
113. Patterns in Strategy Formation *Management Science* (May, 1978) also guest editor of grouping of four articles in that issue) - *first paper on "tracking strategy" research* (Available through [JSTOR](#) and [ProQuest](#))
114. Ten Years Later: Some Personal Reflections on Management and Methodology (Working Paper, 1978) - *reflections based on series of talks at business school*
115. Team Teaching General Management: Theoretically, Experientially, Practically (with Walter Balke and James Waters) *Exchange: The OB Teaching Journal* (June 1978) - *the theory/field study course at McGill coupled to the skill development course*
116. Mintzberg's Final Paradigm, letter to *Administrative Science Quarterly* (1978) - *enough of that word* (Available through [JSTOR](#) and [EBSCO](#))
117. *The Joint Doctoral Program in Administration* (working paper, with Jean-Marie Toulouse, 1978; presented at ASAC Conference) - *statement of program we designed for four Montreal universities, mid-way between European and American approaches*
118. Policy as a Field of Management Theory *Academy of Management Review* (January, 1977) - *view of the field in general* (Available through [JSTOR](#) and [EBSCO](#))
119. Strategy Formulation as an Historical Process *International Studies of Management and Organization* (Summer, 1977) also Introduction to the Conference (same issue) and guest editor of the Summer and Fall Winter issues of ISMO - *research on strategy as historical pattern* (Available through [EBSCO](#))
120. Review of the "New Science of Management Decision," by Herbert Simon *Administrative Science Quarterly* (June 1977) - *follows correspondence with him (see Chapter 4 of my 1989 book), beginning of my questioning of his view of intuition* (Available through [JSTOR](#) and [EBSCO](#))

121. [Planning on the Left Side and Managing on the Right](#) *Harvard Business Review* (July August, 1976; also in French in *La revue internationale de gestion*, Novembre 1976) - *impulsive piece about two hemispheres of the brain related to managing*
122. The Structure of "Unstructured" Decision Processes (with Duru Raisinghani and André Théoret) *Administrative Science Quarterly* (June, 1976) - *empirical study of 25 decision processes* (Available through [JSTOR](#) and [EBSCO](#))
123. [Le manager, le planificateur et le cerveau](#), *Revue Internationale de Gestion* (November, 1976)—*planning on the left side and managing on the right, adapted in French*
124. [The Manager's Job: Folklore and Fact](#) *Harvard Business Review* (July August, 1975), winner of the McKinsey award for the best HBR article of 1975 - *roles and characteristics of managerial work*
125. Making Management Information Useful, *Management Review* (May 1975)—*summary of the monograph below*(Available through [EBSCO](#))
126. *Impediments to the Use of Management Information* (monograph of the National Association of Accountants (U.S.) and Society of Industrial Accountants (Canada, 1975 - *summary of literature on impediments to MIS*
127. *Normative Models in Managerial Decision Making* (monograph of the National Association of Accountants (U.S.) and Society of Industrial Accountants (Canada, 1975, with Larry Gordon and Danny Miller) - *on various models*
128. A National Goals Hierarchy Optimum (1974) - *Maslow's needs-hierarchy theory adapted to government activity*
129. Strategy Making in Three Modes *California Management Review* (Winter, 1973) - *recurrent theme re planning, adapting, entrepreneurship* (Available through [ProQuest](#) and [EBSCO](#))
130. A New Look at the Senior Manager's Job *Organizational Dynamics* (Winter, 1973) - *summary of thesis findings for practitioners* (Available through [EBSCO](#))
131. Policy as a Field of Management Theory *Journal of Business Policy* (Summer, 1973) - *a way to research and teach it in the theory-oriented business school*
132. Jeu des influences et buts organisationnels *Commerce* (juin, 1973) - *first shot at power material*

133. The Myths of MIS *California Management Review* (Fall, 1972) - *thesis findings on information systems* (Available through [ProQuest](#) and [EBSCO](#))
134. A Framework for Strategic Planning *Canadian Forum* (January February, 1972) - *toward a National Industrial Strategy for Canada*
135. Research on Strategy Making, *Proceedings of the Academy of Management Conference* (1972) - *first notions of strategy as pattern*
136. Managerial Work: Analysis from Observation *Management Science* (October, 1971) - *summary of thesis findings* (Available through [JSTOR](#) and [ProQuest](#))
137. Making a Science of Management *Canadian Business* (March, 1970) - *brief review of early ideas for practitioners*
138. Structured Observation as a Method of Study Managerial Work *The Journal of Management Studies* (February, 1970) - *thesis methodology*(Available through [EBSCO](#))
139. The Planning Dilemma, (with James Hekimian), *The Management Review* (May, 1968)—*first paper, recurrent theme, biblical vs. Darwinian approaches*
140. The Science of Strategy-Making, *Industrial* (now *Sloan*) *Management Review* (Spring 1967)—*managers versus planners*

Publications: Newspaper Articles

1. [Extremism in the Defense of Liberty is No Use](#) *Globe and Mail* (27 August 2004)
2. [Last Thought on the Olympics...a sort of Canadian triumph?](#) On *Globe and Mail.com* (9 September 2004)
3. [Marching Off to Postwar](#) *Globe and Mail* (April 29, 2003)
4. [But Mr. Bush, Why now?](#) *Globe and Mail* (February 20, 2003)
5. [Africa's "Best Practices"](#) *Kazakhstan Monitor*, November 2003; *Bangkok Post* (October 29, 2003), *Daily Times of Pakistan* (March 9, 2004)

6. [Productivity is a Time Bomb](#) *Globe and Mail* (13 June 2002)
 7. There's no compensation for hypocrisy, *Financial Times* (October 29, 1999)
 8. Softly, softly over blood and thunder, *Financial Times* (October 1998)
 9. Greedy Workers Mimic Managers, *Globe and Mail* (October 1998)
 10. The time is right, *Montreal Gazette* (March 17, 1998)
 11. The campaign begins today, *Globe and Mail* (June 24, 1997)
 12. O Canada, who will stand on guard for thee? *Globe and Mail* ,(February 10, 1997)
 13. Chief Electoral Officer's Logic shows dangers of Nationalism, *Montreal Gazette* (July 30, 1996)
 14. Readers should have larger say in running newspapers, *Montreal Gazette* (August 3, 1996)
 15. Federalists, show some backbone, *Globe and Mail* (October 5, 1996)
 16. The 'Yes' and the 'Yes,' published in Canadian newspapers in English and French (1996)
 17. Decentralization Means Centralization, published in Canadian newspapers in English and French (1996)
 18. Etat de droit et capitalisme sauvage, *La Tribune* (Paris), (17 février 1995)
 19. [Le management: victime des "business schools"](#), *Le monde* (novembre 1989)
 20. Tenure Itself Threatens Freedom of Expression, *McGill Reporter* (March 15, 1989)
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Speeches, Conferences, Presentations, etc.

1963: Society of Paper Box Manufacturers of Quebec

1967: M.I.T. Sloan School of Management

1969: Federal Financial Officers Institute

1970: TIMS XVII in London

1971: Office of Telecommunications Policy, Washington, D.C., Harvard Conference on the Teaching of Policy, Canadian Operational Research Society (CORS) Conference, Institut conjoint hospitalier de Montréal, Financial Officers Institute of Montreal, Montreal Chapter of North American Society for Corporate Planning, Carleton University, École des Hautes Études Commerciales de Montréal, Université de Montréal.

1972: Séminaire Internationale de Planification (Toulon, France), Academy of Management Conference, Association of Canadian Schools of Business Conference, Canadian Institute of Bankers Meetings

1973: IREX Conference in Hungary, TIMS XX in Israel, CORS Conference, Academy of Management Conference, Carnegie-Mellon University

1974: Canadian Association of Administrative Sciences Meeting, Academy of Management Conference, McGill Associates, Canadian Institute for Training and Development (Ottawa Branch), Université de Sherbrooke

1975: Free University of Amsterdam, Stockholm School of Economics, Copenhagen School of Economics, University of Upsala, University of Gothenburg, Scandinavian Institutes for Administrative Research, International Institute of Management (West Berlin), IMEDE (Lausanne), INSEAD/CEDEP, Academy of Management Conference

1976: Director, Joint Doctoral Program in Administration and Chairman, McGill Ph.D. Program, 1976-1980; Harvard Business School, Ecole des Mines (Paris), Oxford Management Centre, University of Aston, London Business School, Tel Aviv University, Canadian College of Health Service Executives, IBM Canada, Second Annual Workshop of Radical Approaches to Organizational Design (Quail Roost, North Carolina), ORSA/TIMS Conference (Miami Beach), Canadian Operational Research Society (Montreal Chapter); Chairman, European Conference on "Strategy Formulation: Different Perspectives", St. Maximin, France, May 1976; guest editor, issue of *International Studies of Management and Organization*

1977: Yale University, Columbia University, Cornell University, H.E.C. Montreal, Ecole nationale d'administration publique (Montreal), Canadian Association of Administrative Sciences (Fredericton), Conference on Policy and Planning Research (Pittsburgh), OB Teaching Conference (Toronto), Association for Systems Management (Montreal Chapter)

1978: Stanford University, UCLA, University of British Columbia, ASAC Conference, IFORS Conference (Toronto), CORS/ASA (Montreal), TIMS Conference (New York), Academy of Management Conference, Montreal Personnel Association, Participation Quebec, Hebrew University, Ruppin Institute (Israel), Business Week Conference on Strategy Planning (New York)

1979: Georgia State University (Franklin Foundation Lecture Series), University of Western Ontario, York University Conference on Strategy, Association for Systems Management, Planning Executives Institute Conference, Ecole Nationale d'Administration Publique Conference on the Future of Public Administration, CORS Conference

1980: Harvard Business School, M.I.T. Sloan School, Ecole Polytechnique (Paris), Penn State University, Columbia Business School, Ecole nationale d'administration publique, Bradford

Management Centre, Southern Illinois University Leadership Symposium, ESSEC Conference on Strategic Management (Paris), Wenner-Gren Conference on The Exercise of Power in Complex Organizations (Burg Wartenstein, Austria), Institute of Chartered Secretaries and Administrators (Montreal), first of executive briefing for Management Centre Europe

1981: Executive Seminars in Argentina (Estudio Perel), Royal (Kent) Commission on Newspapers (invited), Eastern Academic of Management (Distinguished Management Speaker), University of Buenos Aires, University of Toronto, UCLA, Concordia University, Université Laval, H.E.C. (Montreal), CORS-TIMS-ORSA Joint National Meeting (Toronto), Southern Illinois University Sixth Biennial Leadership Symposium, University of Oregon Conference on Decision Making, Nontraditional Approaches to Policy Research Conference (University of Southern California), New York University, first conference of Strategic Management Society (London), Gouvernement du Québec

1982: Strategic Management Society Conference "Explaining the Strategy Making Process" (co-organizer and presenter), International Management Symposium (St. Gallen, Switzerland), Doctoral Consortium and Special Symposium, Academy of Management, ASAC Conference, Memorial University (Innotech Distinguished Lecturer), Center for Creative Leadership (Research Sponsor Conference), Midwest Planning Association, American Statistical Association (Montreal Chapter), Management Centre Europe, Polysar, Auditor General's Office (Annual Meeting of Principals), Senior Executive Seminar (Government of Canada), Hickling Johnson annual partners meeting, Touche Ross and Partners 25th Anniversary, Ohio State University, Case Western Reserve University ("Functioning of the Executive Mind" Conference)

1983: Wharton School; Strategic Management Society Conference (Paris); McGill Advancement Program; Senior Forum, Canadian Association of Management Consultants (Ottawa); Human Resource Planning Society Conference (Denver); Strategic Management/Business Policy International Symposium (Arlington, Texas); Association for System Management (Montreal); American Educational Research Association Conference (Montreal)

1984: Ecole Polytechnique/ESSEC (Paris); University of St. Gallen; IMEDE (Lausanne); International Management Institute (Geneva); Postacademisch Onderwijs (Holland); Strategic Management Society Conference (Philadelphia); Université du Québec à Abitibi-Témiscamingue; Strategies in Global Competition Conference (Stockholm School of Economics)

1985: Royal Military College (St.Jean), National Science Foundation Design Theory and Methodology Workshop (Aspen), Barry University, Columbia University, Symposium on Strategic Decision-Making (Carleton University), M.I.T. Sloan School, McGill Management Forum, McGill Associates, University of Toronto, ASAC Conference (Montreal), Ecole nationale d'administration publique (Université du Québec-Chicoutimi), Organization and Management Council, Conference Board, Academy of Management (Junior Faculty Consortium and Conference sessions), Strategic Management Society Conference (Barcelona), Séminaire Maurice Boisvert (HEC Montréal), McGill Faculty Research Seminar Series, J.J. Carson Lecture Series (University of Ottawa)

1986: Royal Military College (St. Jean), Harvard Business School, Planning Forum (Conference in Montreal), Council of Corporate Planning Executives, Conference Board of Canada, EMF Conference (Davos, Switzerland), International Symposium on Management (Kobe, Japan), Leadership Day McGill University, Shaar Hashamayim Synagogue (Montreal), Academy of Management Conference (session and Co-chairman, doctoral consortium in Policy), Strategic Management Society Conference (Singapore), HEC (Montreal) Conference on Nouvelles tendances en gestion, Institute of Public Administration of Canada, Conference on Best Practices in the Management of Complex Operational Departments, Beijing University and Chinese State Planning Commission, Lund University, Young

Adults Division (Allied Jewish Community Services, Montreal), Institute of Management Consultants of Quebec, Leadership Day (McGill), Wharton S3 Review

1987: Stanford Business School, University of the Yucatan, Strategic Management Society (Boston), University of Minnesota, McGill International Symposium on Charismatic Leadership in Management, Federation des CEGEPS (Montreal), McGill Faculty Research Seminar, Seminar on Business and Strategy and Technological Innovation (Japan), International Communication Association Conference (Montreal), Canadian Hospital Association Conference (Montreal), Academy of Management Conference and Doctoral Consortium, ASAC Conference (Toronto), Conference of Association of University Programs in Health Administration (Montreal), Canadian Federation of Deans of Management, Scandinavian Management Symposium (Bergen), Institute of General Management (Ottawa), HEC Diversification Seminar (Val David, Quebec). Canadian Management Centre (first program).

1988: Thirteenth Annual Design Management Conference (Martha's Vineyard), Strategic Management Society Conference (Amsterdam), Columbia University Colloquium on Strategic Leadership, Academy of Management Conference, Planning Forum (Montreal), Conference on Research for Relevance in International Management (University of Windsor), Workshop on Strategy and Organization (EIASM, held in Holland), Stanford Organizations Conference (at Asilomar), L'entreprise de demain (Montreal), Alkemi (New Zealand), Survey Research Center (University of Michigan), McGill MBA Speaker Series, Harvard Conference on MIS,

1989: Sigma Xi and NSF conference On Improving the Nature and Quality of Undergraduate Education in Science, Mathematics, and Engineering (Johnson Foundation, Wingspread, Wisc.); Strategic Planning Society (London); King's Fund (London); London Business School; Design Centre Group (London); Planning Forum (Montreal chapter); Regroupement professionnels des psychologues industriels et organisationnels (Montreal), ASAC Conference (Montreal) Keynote Speaker; University of Uppsala (in honor of Sune Carlson's eightieth birthday), Lund University; Planning Forum (Ottawa chapter, twice); INTERMAN Conference of Deans (Montreal); Conference on Socio-Economics (Harvard), CIDA (Ottawa), Trent University, TRIAD Conference (Boston), McGill Associates, New York University, Strategic Management Society (San Francisco), Ecole Polytechnique (Paris), INSEAD (Paris), Ecole des Hautes Etudes Commerciales (Montreal), English College Administrators (Montreal).

1990: Arenas of Strategic Thinking (Finland); Strategic Management Society Conference (Stockholm); CCMD Seminars; Leadership and Strategy in Collegial Institutions (McGill); Institute of Internal Auditors (Montreal); Association for Systems Management (Montreal); Managing the High Technology Corporation (Boulder, Co.); Seminaire Condor (with Michel Crozier, Paris); Association France-Amerique (Paris); Brookhaven (New York); Centre des dirigeants d'entreprises (Montreal); Design Management Conference (Montreal); Canadian Psychological Association; Alec Rodger Memorial Lecture (Birkbeck College, London); International Symposium on Forecasting (Greece); Strategic Change Processes Workshop (Cambridge); McGill Leadership Day; University of Padova; King's Fund (London); London Business School; European Management Congress "East Meets West" Conference (Prague); University of Warwick; Cranfield Institute of Technology; Université de Montpellier; Advisory Committees: PS2000 (Canadian Federal Government), CCMD Research Group, Auditor General's values studies

1991: Canadian Club of Montreal; Colloque Jean-Yves Richard (Montreal); Templeton College, Oxford; Irish Management Institute; INSEAD; London Business School; McGill MBA Alumni; Ecole Supérieure de Commerce (Paris); ISC International Symposium (St. Gallen); Strategic Management Society;

CASE; Condor (Ecole Polytechnique, Paris); British Institute of Management; Eastern Canadian Library Association

1992: Queen's University (150th Anniversary); Strategic Management Society; EFMD Deans' Meeting (INSEAD); New York University; Minnesota Conference on Strategic Change; Université de Paris-Dauphine; HEC (Paris); Université de Montréal (Santé); Kings Fund College retreat; London Business School Women's Alumni; Conseil Supérieur de l'Éducation (Quebec); Université de Lausanne; Quebec Health Directors; London Business School Debating Club; HEC (Montreal); Canadian College of Health Service Executives; Academy of Corporate Governance panel (New York); University of Havana

1993: CONDOR Séminaire (Paris); INSEAD; Strategic Management Society Conference (Chicago); McGill Faculty of Medicine; McGill Alumni Society (Toronto); York University; World Economic Forum (Davos); Erasmus University (Rotterdam) Symposium on Electronic Commerce; Canadian Centre for Management Development Conference on Governance in a Changing Environment; Lancaster University Conference on Management Education; Université de Paris-Dauphine; XII Journées nationales des I.A.E. (Montpellier, France)

1994: McGill-INSEAD Workshop on Rethinking Management Development (co-organizer); King's Fund College Workshop on Health Care and Disease Cure (co-organizer); EFMD (MIL, Sweden), Lund University; Planning Forum Annual Conference (New York); ITP Conference (INSEAD); Les défis et les enjeux de la performance (Ste. Adele, Quebec); Université de Paris I (ATOM); Young Presidents' Organization (Montreal); Strategic Management Society Conference; Planning Forum (Montreal)

1995: World Economic Forum (Davos); Erasmus University Conference on Schools of Thought in Strategy; Address to Deputy Ministers of Canada (Ottawa); Canadian Centre for Management Development (Ottawa); Royal Victoria Hospital (Montreal); CONDOR Seminar (Ecole Polytechnique, Paris); M.Phil. class (University of Lancaster), Université de Genève; Entreprises et Sociétés (HEC Montreal); Corporate-Higher Education Forum (Montreal); Distinguished Speaker, Public Sector, Academy of Management; La Conférence de Montréal.

1996: Faculty of Engineering, McGill University; MBA for Journalists (Paris); INSEAD, London; McGill Graduate Business Conference; Centre d'études sur les médias, Université Laval; Off the Record Club of the St. James's Club, Montreal; Academy of Management (Cincinnati); Université Paris IX (Dauphine); Université de Liège; "The Music of Management," Centennial Concert Hall, Winnipeg; Canadian Healthcare Association (Hull, Quebec); McGill Graduate Business Conference, Formation MBA "journaliste et management de l'entreprise de press" (Montreal); EFI Executive Forum

1997: Institut d'Administration Publique du Canada (Quebec City); "Risks, Managers, and Options" in honor of Ned Bowman (at Wharton); Red Cross Federation (Geneva), IUT Fontainebleau; Institut du Management (EDF, Paris); La conduite du changement dans les institutions de formation à la gestion (FNEGE, France); Executive MBA Conference (Montreal); Ministère de la fonction publique (République française, Paris)

1998: Canadian Club of Montreal; Academy of Management (San Diego); Global Forum on Management Education (Chicago); Executive Development Network (Chicago); Insead Club of Canada; Lancaster University; McGill Graduate Business Conference; Queen's University EMBA; Risk, Managers, and Options in Organizations (Wharton); Wharton School; Association of MBAs (London); EFI Executive Forum; Star Alliance (Montebello, Quebec)

1999: Academy of Management (Chicago); Université du Québec à Montréal; EDN Conference (France); Kennedy School of Government (Harvard); The Development of the Balanced Leader—

Aspen Conference (Tarrytown, New York); Canadian Co-operative Association (Ottawa); Institut de Recherche et d'Enseignement pour les Coopératives de l'Université de Sherbrooke (Sherbrooke, Québec); Groupement des Ches d'Entreprise (Manoir Richelieu, Québec); 3rd International Conference on The Scientific Basis of Health Services (Toronto); 5th Annual Leadership Development Conference (Toronto); International Teacher's Program (New York); La Conférence de Montréal (Montreal); Chapters Library (Montreal); Salon du Livre (Paris); International Summit on Public Service Reform (Winnipeg); IIMB (Bangalore)

2000: EFMD (Helsinki, Finland); DATAR group (Government of France), Paris; Academy of Management (Toronto); Economics University (Prague); Health Care Commission (Government of Quebec); ASAC/IFSAM Conference (Montreal, Quebec); McGill's New York Meet (New York); CEEMAN Workshop (Bled School of Management, Slovenia) SDA Bocconi (Milano, Italy); James McGill Society (Montreal, Quebec); Academy of Management (Toronto)

2001: New York University Wagner School of Public Service; event in honor of Richard Norman (Stockholm); Dialogue Series (Vancouver); AACSB International (Chicago); Burning Questions Conference (Harvard Business Review); Academy of Management Meeting (Washington, DC); Executive Roundtable University of Boston; McGill Donor Night at the Bookstore (Montreal); Concordia University Spring Convocation (Montreal); Université Paris Dauphine

2002: Dean Berry Memorial Lecture (Insead); MBA Leadership Conference (GMAC, Florida); Senior Leadership Meeting (Florida); Symposium to honor James Brian Quinn (Dartmouth); University Club (Montreal); University of Costa Rica; Distinguished Speaker, Management Education and Development Division, Academy of Management (Denver); École Nationale d'Administration Publique (Montreal); European School for Management and Technology (Berlin); ARNOVA Conference (Montreal); AECA (Brussels); Towards a Balanced Society (Ghana); Health Challenge Workshop (Montreal); Symposium to honor Richard Norman (Stockholm); AACSB International 2002 Undergraduate program conference (Illinois); McGill re-viewing International Organization (Montreal);

2003: European School for Management and Technology (Munich); Milano School (New School University); New York Human Resource Planners; Academy of Management (Seattle); Darden School (University of Virginia); 3rd World Congress, Chambres de Commerce (Quebec City), CIRANP Leadership Forum

2004: SECOR (Montreal); Canadian Club of New York (New York)

Workshops held on "Getting Past Smith and Marx: Toward a Balanced Society" since 2001: Vancouver, New Zealand, Costa Rica, Ghana, Tuscany, Brittany, New York City, Virginia, London, Ottawa

Interviews or Articles on Work

La Presse (Jan. 15, 1971)

Montreal Star (Jan. 16, 1971)

Wall Street Journal (Sept. 20, 1972)

[*Montreal Gazette*](#) (October 5, 1973)

The Montreal Star (Nov. 20, 1973)

New York Times (October 29, 1976)

Playboy (June, 1977: 226)

Boardroom Reports (April 30, 1977: 17)

Bell Telephone Magazine (March-April, 1977: 12-15)
Planning Review (March, 1977: 8-11, 22)
Training (May, 1977: 48-50; October, 1977: 35-37)
International Management (June, 1981: 31-35)
News and Views (NTL, April 1982)
Conviccion (Buenos Aires, setiembre 15 de 1981)
Mercado (Buenos Aires, 10 de setiembre de 1981)
Management Totaal (Holland, March, 1985)
Sloan Management (M.I.T., Summer 1985)
Ledarskap Ekonomen (Sweden, December 1985)
Financial Times of London (July 28, 1986; also reprinted in *Boston Globe*)
Commerce (fevrier, 1987)
Courants (Hydro Québec, avril, 1987)
Financial Times of London (November 9, 1987)
Financial Times of London (November 21, 1988)
Business (London, Sept. 1988, 24 "Makers of Modern Management")
Times of India, November 26, 1988
Per Se (Holland, Winter, 1988)
Management Today (London, April, 1989)
[*Chicago Tribune*](#), August 6, 1989
Citation Classics, August 14, 1989
Financial Times of London, August 14, 1989
[*Newsday*](#), September 25, 1989
European Management Journal, Fall, 1989
[*Le Monde*](#), November 16, 1989
McGill Management, 1989/1990
Eurobusiness, January 1990
[*La Presse*](#), January 23, 1990
The Economist, January 27, 1990
Financial Times of Canada, February 19, 1990
Business Strategy Review, Spring 1990
Financial Post of Canada, May 21, 1990
InterMediare, May 22, 1990
World Link, May/June 1990
Makers of Management, Macmillan (London) 1990
Scanorama, September 1990
Prezeglad Organizacji (Polish) January 1991
Long Range Planning, April 1991
Canadian Business, May 1991
[*Management Review*](#), December 1991
Revue internationale P.M.E., 1991
The Whig Standard (Kingston, Ontario), January 31, 1992
Personal (Sweden) March 1992
The Whig Standard, March 21, 1992
Elan (Netherlands), May 1992
Valor (Portugal), May 29, 1992
Management Tänkarna (Stellan Bjöork) 1992
Der Spiegel (week 39, 1992)
Personal (Sweden) 3, 1992
Long Range Planning, No. 4, 1992
Ledelse I Dag (Denmark) 8, 1992

[La Tribune](#) (Lausanne) 9 juin 1993
[La Presse](#) (Montreal) 18 novembre 1993
[Capital](#) (Paris) 3, 1993
[Le Monde d'Education](#) (Paris) 12, 1993
[Manageris](#) (Paris newsletter) November 1993
The MBA Newsletter, November 1993
Wirtschafts Woche (Germany), December 12, 1993
Strategic Management Society Conference Book (The Greening of the Business Schools)
Management Learning Journal, 25,1, 1994
Financial Times (London) March 15 and June 8, 1994
[L'Expansion Management Review](#) (Paris) Été, 1994
[Report on Business](#) (Toronto Globe and Mail) April 1994
[The Toronto Star](#) April 3, 1994
The Observer April 13, 1994 and June 12, 1994
Tom Peter's column (*The Independent*, London), April 24, 1994
Canadian Business Magazine, May 1994
Lederne (Denmark) June 1994
Management Today (London) July 1994
Academy of Management Executive, August 1994
Le Nouvel Economiste (Paris) August 19, 1994
La Tribune (Paris) August 29, 1994
[Le Monde](#) (Paris) August 30, 1994
Revue Française de gestion, sept-oct., 1994
VB Magazine (Holland) September 1994
[Les Echos](#) (Paris) September 6, 1994
[Le Devoir](#) (Montreal) September 6, 1994
Journal de Genève March 2, 1995
World Link Magazine, March-April 1995
[The Gazette](#) (Montreal), April 12, 1995
Acumen (Canadian Airlines Int.) May-June 1995
[La Presse](#) (Montreal) June 10, 1995
[Le Devoir](#) (Montreal) June 10, 1995
The Gazette, June 13, 1995
Academy of Management Executive (Book review) August 1995
Revue française de Gestion, mars-avril 1995 et septembre-octobre 1995
[Report on Business Magazine](#) (Toronto Globe and Mail) October 1995
Academy of Management Review (Rise and Fall book review), January, 1996
\$ <http://www.ctv.ca/generic/generated/static/CorpTranscripts/transcripts.html> - You can purchase the transcript.
[W5](#), February 20, 1996
[L'Expansion Management Review](#), March 1996
Commerce, April 1996
[Toronto Globe and Mail](#), April 18, 1996
Tendances, May 23, 1996
[Montreal Gazette](#), June 14, 1996
[Montreal Gazette](#), August 3, 1996
INSEAD Quality Journal, October, 1996
Report on Business Magazine (Toronto Globe and Mail) October 1996
Canadian Business Magazine, October 1996
[Le Devoir](#), Dec. 9, 1996

“Comprendre les organisations, H. Mintzberg, à l’épreuve
 des faits” (Editions Gaëton Marin, 1996)
[Le Monde](#), Jan. 15, 1997
[Toronto Globe and Mail](#), February 25, 1997
[Leader to Leader](#), Spring 1997
 Family Business Review, Summer 1997
 Healthcare Management Forum, Summer 1997
 Organization and *Management Theory Newsletter* (Academy of Management)
 7 jour a la fois, Radio Canada, October 1997
The Financial Post, November 22, 1997
 Peter Gzowski show (CBC Radio) 1997
Sciences humaines (March-April 1998)
En Route (Air Canada; December 1998)
[La Presse](#) (October 6, 1998)
[Globe and Mail](#) (October 12, 1998)
Across the Board (January 1999)
[La Presse](#) (April 23, 1999)
[University Affairs](#) (May 1999)
The Canadian Forum (June 1999)
L’Actualité (June 15, 1999)
[Les Affaires](#) (September 4, 1999)
[The Globe and Mail](#) (September 20, 1999)
FTdynamo (September 28, 2000)
Canadian Business (October 29, 1999)
Financial Times (October 29, 1999)
European Management Journal (18,4, 2000)
Academy of Management Executive (August 2000)
Ivey Business Journal (September/October 2000)
[Fast Company](#) (November 2000)
Wirtschaftswoche (2000)
FT dynamo-rankings of management thinkers worldwide (7th; January 2001)
[Fortune](#) (February 19, 2001)
[The Economist Global Executive](#) (15 November 2001)
Scotsman (2002)
Strategy of Business (1st quarter, 2002)
Costco Comments (May/June 2002)
[McGill News](#) (Fall 2002)
[Australian Financial Review](#) (6 December 2002)
Scandinavian Journal of Management (December 2002)
Outlook (Accenture Magazine—The 50 Top Business Gurus, January 2003)
[Les Affaires](#) (25 January 2003)
[The Observer](#) (26 January 2003)
[Globe and Mail](#) (8 May 2003)
Commerce (June 2003)
FT.com (August 4, 2003)
Financial Times (5 August 2003)
Financial Times (16 September 2003)
[Leadership in Action](#) (September/October 2003)
[Canadian Business](#) (9 November 2003)
[HR.com](#) (February 2004)
[CNN International](#) (Business, June 29, 2004)

Videos and Audios on Work

[The Cult of Management and the Culture of Management](#), *Ideas* (2 hours, CBC radio one, May 1999)
Clues to Executive Time Control, AMACOM Cassette Program (1978), one tape reissued in Successful Management: The Experts' Way
The Manager's Job: Folklore and Fact, produced as half-hour video in Harvard Business Review series by WGBH (Boston), 1987
British Airways *Business World* program (September, 1989)
Two Faces of Management, Melrose Production Video, 1992
AMOD video on Organization Design, 1993
[Prix du Quebec television show](#) (Télé Québec, 1998)

[This Morning-The Sunday Edition](#) (radio September 12, 1999)
[Scully/The World Show](#)

Doctoral Programs Supervised

Danny Miller	Strategy Making in Context (1976)
Roger Gosselin	A Study of the Interdependence of Medical Specialists in Quebec Teaching Hospitals (1978)
Peter Wade	Some Factors Affecting Problem Solving Effectiveness in Business: A Study of Management Consultants (1981)
Laurent Lapierre	(1984)
Mihaela Firsirotu	Strategic Turnaround as Cultural Revolution (1985; Winner of Kearny Prize for best thesis in General Management, Academy of Management)
Joseph Lampel	Strategy in Thin Industries: Essays in the Social Organization of Industry (1990; ASAC Award for Best Canadian Dissertation in Administrative Sciences)
Christiane Demers	La Diffusion Strategique en Situation de Complexité (1990)
Jamal Shamsie	The Context of Dominance: A Cross-Sectional Study (1992)
Patricia Pitcher	Character and the Nature of Strategic Leadership: Artists, Craftsmen, and Technocrats (1992)
Vincent Sabourin	Strategic Groups and Technological Change: A Comparative Analysis of the Textile and Steel Industries (1993)
Lise Lamothe	La structure professionnelle de facto d'un hôpital de soins ultraspécialisés (1996)

Robert Richardson	The Entry of Canadian Small Business into International Markets (1997)
Quy Huy	Anatomy of a Radical Change, (1999)
Pablo Martin de Holan	The Dynamics of Knowledge in International Strategic Alliances: A Longitudinal Study of Service Firms (2000)
Denise Fleck	The Dynamics of Corporate Growth (2001)
Nidhi Srinivas	Conflicting Consensus in the Third World: Strategy Formation in the Third Sector (2001)

On Committee:

Francine Harel-Giasson	Perception et actualisation des facteurs de promotion chez les femmes cadres des grandes entreprises québécoises francophones du secteur privé (HEC 1981)
Michel Paquin	L'intégration d'unités administratives dispersés géographiquement: le pouvoir des administrateurs publics en région (HEC 1982)
William Taylor	Strategic Adaptation in Low Growth Environments (HEC 1982)
Allan Noel	Un mois dans la vie de trois P.D.G.: Préoccupations et occupations stratégiques (McGill 1984)
Robert Simons	An Investigation of the Relationship Between Management Control Systems and Organizational Strategies (McGill 1984)
Pierre Brunet	Strategic Groups: An Emergent Taxonomy (HEC 1985)
Ann Langley-Laporte	The Role of Formal Analysis in Organizations (HEC 1986)
Francis Reiger	The influence of National Culture on Organization Structure, Process, and Strategic Decision Making: A study of International Airlines (1986): winner of first Richard Farmer Best Dissertation Award, Academy of International Business, 1987)
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