

Dr. DONALD N. SULL
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London Business School
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EDUCATION AND ACADEMIC APPOINTMENTS:

2004-present	Assoc. Professor of Management Practice. Faculty Director of the Global Business Consortium. London Business School
2000-2004	Asst. Professor of Business Administration, Harvard Business School
1996-2000	Asst. Prof. of Strategy and International Management, London Business School
1996	D.B.A., Business Policy, Harvard Business School
1992-1996	Resident Tutor, Winthrop House, Harvard University
1992	M.B.A., with highest distinction. Baker Scholar. Harvard Business School
1985	A.B., with honors, Government, Harvard University

NON-ACADEMIC EMPLOYMENT:

Summer 1991	Advisor to Board of Directors of Swiss conglomerate Gebrüder Sulzer.
1988-1990	Investor and executive in Clayton & Dubilier \$1 billion leveraged buyout of the Uniroyal-Goodrich Tire Company.
1986-1988	Consultant, McKinsey & Company focused on corporate restructuring.

AWARDS AND HONORS:

2005	<i>Made in China</i> selected as one of best business books of 2005 by the <i>Financial Times</i> and the Public Forum Institute.
2005	<i>Success Against the Odds</i> short-listed for the Prêmio Jabuti, Brazil's most prestigious book award (Economy, Administration and Law category)
2004	<i>Revival of the Fittest</i> selected finalist for Academy of Management George R. Terry Award for most outstanding contribution to the advancement of management knowledge.
2003	<i>Revival of the Fittest</i> designated "Best of the Business Books 2003" by the Magazine Publishers of America.
2003	<i>Revival of the Fittest</i> selected as one of top ten business books of 2003 by <i>The National Post</i> , <i>Toronto Globe and Mail</i> (Canada), <i>Expansion Directo</i> (Spain) and <i>Commonwealth</i> (Taiwan). Number two non-fiction bestseller in Taiwan.
2003	David Rockefeller Center for Latin American Studies Research Grant
2001	Paper selected for Academy of Management Best Paper Proceedings.
1999	Newcomen Award for best article published in <i>Business History Review</i> in 1999.
1999	Best Junior Teacher Award, London Business School
1997	Paper selected for Academy of Management Best Paper Proceedings
1996-1999	Anderson Research Fellowship, London Business School
1995	George S. Dively Award for outstanding dissertation, Harvard Business School
1995	Finalist, Levenson Prize for Distinction in Teaching
1992-1996	Dean's Fellowship for promising business scholar, Harvard Business School

1992

George F. Baker Scholar, Harvard Business School
Dr. Donald N. Sull

BOOKS:

- 2007 **A User's Guide to an Uncertain World.** Planned publication date Spring 2007.
- 2005 **Made in China: What Western managers can learn from trailblazing Chinese entrepreneurs.** Harvard Business School Press. Favorable reviews in *Financial Times*, *Barrons*, *New York Times* and the *Wall Street Journal Europe*. Selected as one of the top business books of 2005 by the *Financial Times* and the Public Forum Institute. Translated into six languages.
- 2005 With Martin Escobari. **Success against the Odds: What Brazilian champions teach us about thriving in unpredictable markets.** Elsevier/Campus. Published in English and Portuguese. Short-listed for Prêmio Jabuti, Brazil's most prestigious book award.
- 2003 **Why Good Companies Go Bad and How Great Managers Remake Them.** Harvard Business School Press (May 2003, second edition May 2005). Best of the Business Books by the Magazine Publishers of America. Finalist, Academy of Management George R. Terry award for outstanding book on management. Favorable reviews in the *Economist*, *Financial Times*, *International Herald Tribune* and *Toronto Globe and Mail*. Selected as one of top ten business books by *The National Post* (Canada), *Expansion Directo* (Spain), *Exame* (Brazil) and *Commonwealth* (Taiwan). Translated into nine languages with paperback edition.
- 1998 With Ki-Chan Kim and Jin-Young Sirh. **Strategic Transformation through Quality.** Seoul National University Press. In Korean and English.

PUBLISHED ARTICLES:

- 2006 With C. Spinosa "Delivering on the promise of innovation," **Harvard Business Review.** Forthcoming.
- 2006 With A. Ruelas-Gossi, "Strategic orchestration for innovation in emerging markets." **Harvard Business Review Latin America.** Forthcoming July.
- 2006 With Ben Bryant, "Conversations for strategic agility," **Financial Times Mastering Uncertainty.** 21 March.
- 2006 "Difficult decisions for an uncertain world," Invited lead article in **Financial Times Mastering Uncertainty.** 17 March.
- 2006 "Good things come to those who wait actively," **Financial Times.** 6 February.
- 2006 With Felipe Monteiro, "Case study: Emirates Airlines," **European Business Forum,** 23 (Winter).

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PUBLISHED ARTICLES (Continued):

- 2005 With C. Spinosa. "Using commitments to manage across units," **Sloan Management Review**. 47, (1).
- 2005 "Ingrained success breeds failure," **Financial Times**. 3 October 2005.
- 2005 "Emerging markets set the risk standard," **Financial Times Mastering Risk**. 16 Sept.
- 2005 "Emerging markets give flight to new industry champions," **Financial Times**, 5 August.
- 2005 "Strategy as active waiting." **Harvard Business Review**. September: 120-129. Reprinted in **Strategy despite uncertainty**, HBS Press 2005.
- 2005 "Strategy in uncertain markets." **European Business Forum**. 21 (Spring).
- 2005 "Dynamic partners." **Business Strategy Review**. 16 (2, Summer): 4-10. Lead article.
- 2005 "Globalizing out of Russia." **Harvard Business Review Russia**. June/July: 60-68.
- 2005 "Managing relationships dynamically." **Ivey Business Journal**. May-June.
- 2005 With F. Monteiro and S. Ghoshal. "The Hub of the World: The Emirates Airline story." **Business Strategy Review**. 16, (1): 35-40.
- 2005 With D. Houlder. "'Do your commitments match your convictions?'" **Harvard Business Review**. January. Reprinted in **Managing Yourself**. Bestseller.
- 2004 "Disciplined entrepreneurship." **Sloan Management Review**. 46,(1): 71-77.
- 2004 With M. Escobari. "Creating value in an unpredictable world." **Business Strategy Review**. 15, (3): 14-20.
- 2004 "Good to global." **The Smart Manager**. 3 (4): 29-35.
- 2004 "Going global out of China." **Harvard Business Review China**. October.
- 2004 With A. Ruelas-Gossi, "The Art of Innovating on a shoestring." **Financial Times Mastering Innovation**. 24 September, 10-11.
- 2004 With M. Escobari. "Good to global: Lessons from Latin America's emerging global competitors." **Harvard Business Review Latin America**. September.
- 2004 "The tunnel vision trap." **Financial Times**. August 4.

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PUBLISHED ARTICLES (Continued):

- 2004 With M. Escobari. "Lessons from Brazil: How to save a company from a sudden-death threat" **Harvard Business Review Latin America**. (February): 94-104.
- 2003 With A. Ruelas-Gossi and M. Escobari. "Innovating around obstacles" Harvard Business School Press **Strategy & Innovation** newsletter. November.
- 2003 "Managing by commitments." **Harvard Business Review**. June. Bestseller.
- 2003 "Active inertia in India: Why good companies go bad." **The Smart Manager**. April-June, 2003: 30-39. Reprinted in the **Financial Express** (25 September 2003).
- 2002 "A Strategy to Meet the Challenges of Entrepreneurship." **Mastering Management**. 12 August. Reprinted in R.W. Price (ed.), **Entrepreneurship**, (McGraw Hill, 2003).
- 2001 "From Community of Innovation to Community of Inertia: The Rise and Fall of the Akron Tire Cluster." **The Academy of Management Best Paper Proceedings**.
- 2001 With K. M. Eisenhardt. "Strategy as Simple Rules." **Harvard Business Review**. 79,1 (January): 107-116. Reprinted in **Harvard Business Review on Advances in Strategy**, Boston (2002). Harvard Business Review bestseller.
- 2001 "Success flows from business development." **Financial Times Mastering Management** (January 18).
- 2000 M. T. Hansen, H. W. Chesbrough, and N. Nohria. "Networked Incubators: Hothouses of the New Economy." **Harvard Business Review**. September. Bestseller.
- 2000 "Management through Commitment." **Leader to Leader**, Drucker Foundation. Spring.
- 1999 "The Dynamics of Standing Still: Firestone Tire & Rubber and the Radial Revolution." **Business History Review**, 73,3 (Autumn):430-464. Winner of Newcomen Award for most outstanding article published in the *Business History Review* in the year 1999.
- 1999 "The Rhetoric of Transformation." **Mastering Management Review**. December.
- 1999 "Why Good Companies Go Bad." **Harvard Business Review**. July/August. Reprinted in **Harvard Business Review on Culture and Change**, Boston (2002). Bestseller.
- 1999 "Spinning Steel into Gold: The Case of Ispat International N.V." **European Management Journal**, 17 (4):368-381. Reprinted in Sumantra Ghoshal et al. (eds.), **World Class in India** (New Delhi: Penguin Books India, 2001).

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PUBLISHED ARTICLES (Continued):

- 1999 “easyJet: The \$500 Million Gamble.” **European Management Journal**, 17 (1):20-38.
Featured case in **Mastering Management Review**, April 1999: 44.
- 1998 “After the chainsaw.” **Director**. 51 (10), May.
- 1997 With R. Tedlow and R. Rosenbloom. “Managerial Commitments and Technological Change in the U.S. Tire Industry. **Industrial and Corporate Change**, 6,2:461-501.
- 1997 “No Exit: Overcapacity and Plant Closure in the U.S. Tire Industry.” **The Academy of Management Best Paper Proceedings**, 1997: 45-49.
- 1997 With S. Ghoshal. “The Courage to Dream.” **Financial Times**, 2 April.
- 1997 With S. Ghoshal. “Loss of Faith in Managers?” **Financial Times**, 6 June.
- 1997 “Blinded by Science.” **Financial Times**, 3 February.

CHAPTERS IN EDITED BOOKS:

- 2006 “How to get lucky,” in the “Best Practice” section of *BUSINESS: The Ultimate Resource*, (Cambridge, MA: Perseus).
- 2005 “No Exit: The Failure of Bottom-up Strategic Processes and the Role of Top-down Disinvestment.” J. L. Bower and C. Gilbert (eds.), **From Resource Allocation to Strategy**. (New York: Oxford University Press): 135-175.
- 2005 “When the Bottom-up Resource Allocation Process Fails” J. Bower and C. Gilbert (eds.), **From Resource Allocation to Strategy**. (New York: Oxford University Press): 93-98.
- 2001 “Success Flows from Business Development.” In James Pickford (ed.), **Mastering Management 2.0**, (London: Pearson Education): 115-121.
- 2000 With Jonathan West. “The New Economy as a Values Shift.” In Stuart Crainer and Des Dearlove (eds.), **Handbook of Management**, (London: Pearson Education).
- 1997 With Sumantra Ghoshal. “A Crisis of Faith in Management?” Lead chapter in James Pickford (ed.), **Financial Times Mastering Management Review**. (London: Pearson Education): 1-10.

- 1996 With Nitin Nohria “Managing the Hidden Cost of Distrust in Downsizing.” In A. Raj Joshi and Greg Nelson (eds.) **Downsizing**. (Boston: Harvard Business School Press): 73-84.

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WORKING PAPERS:

- With Dominic Houlder, “Can Your Company Survive Its Midlife Crisis?” Under review at the *Sloan Management Review*.
- With Silke Otrembe, “Make outsourcing work with commitment based management.” For the *Financial Times*.
- “The co-evolution of technology and industrial clusters: The rise and fall of the Akron tire cluster.” Under preparation for submission to *Industrial and Corporate Change*.
- With Ben Bryant, “Conversations for strategic agility.” Under preparation for submission to the *Academy of Management Learning & Education*, Special issue on executive education.
- With Neil Mullarkey, “Building situation awareness: Lessons from improvisation.” Under preparation for submission to *California Management Review*.

TEACHING CASE STUDIES AND TEACHING NOTES:

- BT Technology Scouting: Bringing open innovation inside (In progress)
- Diageo: Building an execution culture (In progress)
- UTStarcom: Maintaining the momentum (LBS CS-05-042)
- UTStarcom Teaching Note (LBS TN-05-05)
- Kidd & Company: Funding a better mousetrap (LBS case 04-012)
- Emirates Airline: Hub of the World (LBS case 04-013-001)
- Emirates Airline Teaching Note (LBS TN-05-001)
- Brahma versus Antarctica: Reversal of Fortune in Brazil’s Beer Market (LBS CS04-015-001)
- Brahma versus Antarctica Teaching Note (LBS TN-05-002)
- Conor Medsystems (HBS case 804-180)
- AsiaInfo: The IPO decision (HBS case 804-179)
- America Latina Logistica: (HBS case 804-139)
- Samsung and Daewoo: Two Tales of One City. (HBS case 804-055).
- BEA Systems: Constant Reinventions to Cope with Market Waves. (HBS case 803-118)
- Natura: The Magic Behind Brazil’s Most Admired Company. (FDC case).
- Weg: Adapting Family Capitalism for a Global Market. (FDC case 0204 in Portuguese).
- The Entrepreneurial Manager: A Conceptual Note. (HBS case 802-209).
- Siebel Systems: Partnering to Scale. (HBS case 802-029).
- Siebel Systems: Partnering to Scale Teaching Note. (HBS case 802-210).
- Dancing with Elephants: The Smartix Saga. (HBS case 902-156).
- Royal Dutch/Shell: Retail Transformation in Hungary. (LBS case and note).
- Driving Ambition: Samsung’s Entry into the Automotive Market. (LBS case and note).
- Firestone Tire & Rubber (A), (B), (C), (D), and Teaching Note. (HBS note 801-477).
- Duck Yang Industries: (Seoul National University Case study. In Korean and English)
- Pepsi’s Regeneration, 1990-1993. (HBS case 395-048).

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INVITED RESEARCH PRESENTATIONS:

“Transforming China’s collective enterprises,” School of Oriental and African Studies.
London (November 2005).

“Exit and the internal selection environment,” IMD, Lausanne, CH (November 2003).

“Strategy as iterative resource allocation,” Academy of Management Annual Meeting.
Seattle, WA (August 2003).

“The Co-evolution of Technology and Industrial Clusters,” London Business School Strategy
and International Management Seminar (May 2003).

“The lifecycle of commitments,” Harvard Business School, Entrepreneurial Management
Seminar (September 2002).

“Entrepreneurship as risk management,” Harvard University Division of Engineering and
Applied Science, Technology and Entrepreneurship Seminar (September 2002).

“Disinvestment and the Failure of the Resource Allocation Process,” Harvard Business School,
Resource Allocation Process Workshop (August 2002).

“The Dynamics of Standing Still: Active inertia,” Wharton Business School, Strategy Process
Seminar (January 2002).

“Dynamics of innovation,” Academy of Management Annual Meeting. Washington, DC
(August 2001).

“Knowledge based view of the firm,” Discussant. Academy of Management Annual Meeting.
Washington, DC (August 2001).

“Entrepreneurship, uncertainty and experimentation,” London Business School (November
2000).

“Entrepreneurship and history,” Harvard Business School, Business History Seminar (October
2000).

“Incubators, knowledge transfer and entrepreneurship,” All Academy Symposium, Academy of
Management Annual Meeting. Toronto, Canada (August 2000).

“Industrial clusters and organizational inertia,” Harvard Business School Strategy Conference,
(October 1999).

“Industrial clusters as communities of shared values,” Irish Management Institute, Dublin, Ireland (October 1999).

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INVITED RESEARCH PRESENTATIONS (CONTINUED):

“Administrative Science Quarterly Forum on Change,” All Academy Symposium, Academy of Management Annual Meeting, Chicago, IL (August 1999).

“No exit: Overcapacity and plant closure in the U.S. tire industry,” Academy of Management Annual Meeting, Boston, MA (August 1998).

“The ties that bind: Managerial commitments and exit,” Academy of Management Annual Meeting, Boston, MA (August 1998).

“Inertia and transformation in South Korea,” SLRP Corporate Transformation Conference, Tylney Hall (July 1998).

“Shell’s transformation in Central and Eastern Europe,” SLRP Corporate Transformation Conference, Tylney Hall (July 1998).

“Inertia and organizational transformation,” Queens College, Cambridge (September 1998).

“The sources of corporate inertia,” Seoul National University, Seoul, Korea (May 1998).

“Industrial economics and strategy: Where do we go from here?” British Academy of Management, London (September 1997).

“Overcoming inertia in Europe,” British Academy of Management, London (September 1997).

“The evolution of strategic domain,” Harvard University Process Research Conference, Boston, MA (August 1997).

“The future of strategy process research,” All Academy Symposium, Academy of Management Annual Meeting, Boston, MA (August 1997).

“Inertia, commitments and technological change in the U.S. tire industry,” Stanford Strategy Conference, Palo Alto, CA (February 1997).

“The disinvestment process,” Harvard University Process Research Conference, Boston, MA (August 1996).

“The probability of plant closure in a declining industry,” European Industrial Organization Conference, Warwick University (July 1996).

“Slow exit: Factors influencing the timing and probability of plant closure in a declining industry,” Harvard University Department of Economics Industrial Organization seminar (February 1996).

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MBA TEACHING AND COURSE DEVELOPMENT:

The New Rules of Strategy (London Business School, 2004)

Developed and taught second-year elective on strategy in unpredictable markets.

The Entrepreneurial Manager (Harvard Business School, 2000-2004)

First-year required MBA course on entrepreneurship. Member of team that developed the required curriculum version of the course.

Leading Strategic Transformation (London Business School, 1998-2000, 2005)

Developed and taught second-year elective on overcoming corporate inertia.
Most popular elective at London Business School.

Understanding General Management (London Business School, 1996-1999)

Developed and taught first-year required MBA course on general management.

Strategic Management (London Business School, 1997).

Taught first year required MBA course on business unit strategy

EXECUTIVE EDUCATION:

Faculty director of Driving Strategic Agility open enrollment programme:

- Designed, direct and teach a one week open enrollment course on achieving strategic agility to succeed in unpredictable markets.
- Online version of the course offered jointly with the *Financial Times* can be found at <http://news.ft.com/cms/5dcdbe7e-9346-11da-ab7b-0000779e2340.html>.

Faculty director of the Global Business Consortium:

- London Business School’s premiere executive education offering designed to accelerate firms’ ability to create and sustain radical performance improvement.
- The GBC brings together senior executives from six world-class companies (Oracle, Emirates Airline, BT, Mars/Masterfoods, SKF, and Standard Chartered Bank)
- Modules are run in Shanghai, Dubai, Silicon Valley, New York, London and Sweden.
- The three week program combines academic inputs, benchmarking visits, panel discussions with business leaders, case studies on the participating firms, local and regional expertise and a day with the CEOs of each company.
- Designed, lead and teach on programme and integrate into the strategic agenda of the CEOs of the participating companies

Core team member of the Senior Executive Programme:

- The SEP is London Business School's senior-most open enrollment programme designed for executives who are at or near the top of their organizations and are directly concerned with leading their businesses.
- Teach strategy in unpredictable markets and leading strategic transformation.

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OUTSIDE ACTIVITIES:

Keynote speaker at various management symposia around the world including:

- World class in the Middle East for leading executives and politicians (Dubai)
- Harvard Business School Press Burning Questions (New York and Paris)
- Commonwealth CEO Symposium (Taiwan)
- Scandinavian International Management Institute (Denmark)
- Vedomosti CEO Forum (Russia)
- Exame Magazine CEO Forum (Brazil)
- Institute of Business Distinguished Speaker 2005 (Trinidad)
- Hurriyet Business Leader Forum (Istanbul)
- Deloitte & Touche Global CFO Conference (US)
- Chartered Institute of Personnel and Development (UK)
- Industrial Asset Management Conference (US)
- American Magazine Conference (US)
- Irish Management Institute Leaders' Forum
- Young Presidents Organization (various locations).

In-company executive education and consulting. Have designed and taught executive education programs and consulting services for clients including:

- Telecommunications: Nokia, Ericsson, UTStarcom, Samsung Electronics, BT, TDC
- Financial services: CSFB, Standard Chartered, RBC, Actis, Investcorp, UBS
- Consumer products: Procter & Gamble, Mars/Masterfoods, Danone, Coca Cola
- Pharmaceuticals: Roche, GlaxoSmithKline, Millenium Pharmaceuticals
- Professional Services: PricewaterhouseCoopers, KPMG, AccentureW

Advisory services. Serve as advisor to start-up and established firms in Asia, Europe, Latin America and North America. Advisory board member of emerging market private equity funds.

Media and business press:

- Regular contributor to the *Financial Times*.
- Frequently interviewed by leading media outlets including the BBC, CNN, CNBC, National Public Radio, *Wall Street Journal*, *Financial Times*, *Economist*, etc.
- Have written monthly series on managing in emerging markets for *Capital* (Turkey) and *China Business Weekly*.