

Ted Baker
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ACADEMIC EMPLOYMENT

Associate Professor, Department of Management, Innovation and Entrepreneurship, North Carolina State University, Raleigh, NC 2005-present. Faculty lead: Technology Entrepreneurship and Commercialization (TEC) program, 2008-present. Assistant Professor 2005-2008.

Assistant Professor, Management Department, University of Connecticut, Storrs, CT, 2002-2005.

Assistant Professor, Department of Management and Human Resources, Director, Weinert Applied Ventures in Entrepreneurship Program, University of Wisconsin, Madison, WI, 1999-2002.

EDUCATION

- Ph.D. University of North Carolina, Department of Sociology, Chapel Hill, North Carolina, May, 1999.
- MA University of North Carolina, Department of Sociology, Chapel Hill, North Carolina, December, 1995.
- MBA University of Chicago, Graduate School of Business, Chicago, Illinois, March, 1985.
- BA University of Massachusetts, Department of Sociology, Amherst, Massachusetts, January, 1981.

PUBLICATIONS

Journal Publications

Timothy S. Pollock, Bret Fund and Ted Baker. 2009. *Dance with the one that brought you? Venture Capital Firms and the Retention of Founder-CEOs*. Strategic Entrepreneurship Journal, 3: 199-217.

Steve Barr, Ted Baker, Steve Markham & Angus Kingon. 2009. *Bridging the Valley of Death: Lessons learned from 14 years of commercialization of technology education*.

Academy of Management Learning & Education, 8(3): 370-388.

Johan Wiklund, Ted Baker & Dean Shepherd. 2009. *The age-effect of financial indicators as buffers against the liability of newness*, Journal of Business Venturing, In Press.

Ted Baker & Timothy S. Pollock. 2007. *Making the Marriage Work: The Benefits of Strategy's Takeover of Entrepreneurship for Strategic Organization*. Strategic Organization, 5(3): 297-312.

Ted Baker. 2007. *Resources in Play: Bricolage in the Toy Store(y)*. Journal of Business Venturing, 22: 694-711.

Ted Baker & Reed E. Nelson. 2005. *Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage*. Administrative Science Quarterly, 50:329-366.

Ted Baker, Eric Gedajlovik & Michael Lubatkin. 2005. *A Framework for Comparing Entrepreneurship Processes Across Nations*. Journal of International Business Studies, 36: 492-504.

Reprinted in International Entrepreneurship, edited by Benjamin M. Oviatt and Patricia Phillips McDougal, Edward Elgar Publishing, 2007.

Ted Baker, Anne S. Miner & Dale Eesley. 2003. *Improvising Firms: Bricolage, Retrospective Interpretation and Improvisational Competencies in the Founding Process*. Research Policy, 32: 255-276.

Howard E. Aldrich, Michele Kremen Bolton, Ted Baker, & Toshihiro Sasaki. 1998. *Information Exchange and Governance Structures in U.S. and Japanese R&D Consortia: Institutional and Organizational Influences*. IEEE Transactions on Engineering Management, 45(3): 263-275. (*First Runner-up, IEEE Transactions Best Paper Award*)

Ted Baker, Howard E. Aldrich, & Nina Liou. 1997. *Invisible Entrepreneurs: The Neglect of Women Business Owners by Mass Media and Scholarly Journals in the USA*. Entrepreneurship and Regional Development, 9: 221-238.

Book Chapters

Fund, B.R., Pollock, T.G., Baker, T. & Wowak, A. 2008. Who's the new kid? The process of becoming central in venture capitalist deal networks. In J.A.C. Baum & T.J. Rowley (Eds.) *Advances in Strategic Management*, 25: 565-596.

Howard E. Aldrich & Ted Baker. 2001. *Learning and Legitimacy: Entrepreneurial Responses to Constraints on the Emergence of New Populations*. In Claudia Bird Schoonhoven and Elaine Romanelli, (eds.), The Entrepreneurship Dynamic: Origins of

Entrepreneurship and its Role in Industry Creation and Evolution, Stanford University Press.

Howard E. Aldrich and Ted Baker. 1997. *Blinded by the Cites? Has There Been Progress in Entrepreneurship Research?* Pp. 377-400 in Donald L. Sexton and Raymond W. Smilor (eds.), Entrepreneurship 2000. Chicago: Upstart.

Ted Baker and Howard E. Aldrich. 1996. *Prometheus Stretches: Building Identity and Cumulative Knowledge in Multiemployer Careers*. Pp. 132-149 in Michael B. Arthur and Denise M. Rousseau (eds.), The Boundaryless Career. New York: Oxford.

Refereed Proceedings

Yan Gong, Ted Baker & Anne S. Miner. 2006. *Failures of Entrepreneurial Learning in Knowledge-Based Startups*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Timothy Pollock, Ted Baker & Bret Fund. 2005. *Much Ado About Nothing: Learning from Experience by Venture Capital Firms*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Yan Gong, Ted Baker & Anne S. Miner. 2005. *Dynamics of Routines and Capabilities in New Firms*, in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker & Reed E. Nelson. 2003. *Making Do with What's at Hand: Bricolage as Resourcefulness in Two Contexts*. Academy of Management Best Paper Proceedings.

Ted Baker & Reed E. Nelson. 2003. *Making that which is Old New Again: Entrepreneurial Bricolage*. Pages 330-343 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker, Ramon Aldag & Eden Blair. 2003. *Gender and Entrepreneurial Opportunity Evaluation*. Pages 689-702 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker, Anne S. Miner & Dale Eesley. 2001. *Fake It Until You Make It: Improvisation and New Ventures*. *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Ted Baker & Howard E. Aldrich. 1999. *The Trouble with Gurus: Responses to Dependence and the Emergence of Employment Practices in Entrepreneurial Firms*. Pp. 1-14 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA. (Winner, National Federation of Independent Business Best Paper Award)

Ted Baker & Howard E. Aldrich. 1994. Friends and Strangers: Early Hiring Practices and Idiosyncratic Jobs. Pp. 75-87 in *Frontiers of Entrepreneurship Research*, Babson College, Wellesley, MA.

Books & Monographs

Ted Baker. 1999. Doing Well by Doing Good: The Bottom Line on Workplace Practices. Washington, D.C., The Economic Policy Institute.

Ted Baker. 1999. *Corporate Organizational Practices and Firms' Financial Performance*. Technical Paper No. 232. Washington, D.C., The Economic Policy Institute, January, 1999.

Book Reviews

Ted Baker. 2001. Review of To Profit or Not to Profit: The Commercial Transformation of the Nonprofit Sector, edited by B.A. Weisbrod. *Contemporary Sociology: A Journal of Reviews*, 30: 361-363.

Ted Baker. 2000. Review of Contingent Work: American Employment Relations in Transition," by Kathleen Barker and Kathleen Christenson. *Contemporary Sociology: A Journal of Reviews*, 29,1:250-251.

PAPERS UNDER REVIEW AND WORKING PAPERS (partial list)

Ted Baker & William Gartner. *No cash, no fear: Pursuit of opportunities with(out) regard to resources controlled*.

Ted Baker, Tim Pollock & Harry Sapienza. *Winning an Unfair Game: How a Resource-constrained Player Uses Bricolage to Maneuver for Advantage in a Highly Institutionalized Field*.

Yan Gong, Ted Baker & Anne S. Miner. *Responses to Organization Surprises in Startups: The Impact of Organizational Memory, Strategic Assessment and Improvisation*.

Yan Gong, Ted Baker & Anne S. Miner. *Capabilities and Routines in Organizations: Evidence from the Field*.

Ted Baker and Tim Pollock. *Reaching for the brass ring and falling? Institutionalized Resource Models and the Death of Resourcefulness in Entrepreneurial Firms. (Design and pilot data gathering stage)*.

PRESENTATIONS (partial list)

Ted Baker. "What is boring and useless about entrepreneurship research?" Plenary presentation for the Society for Entrepreneurship Scholars meeting, Washington, D.C., 2009.

Ted Baker. "Look to your left, look to your right: Getting the most out of your doctoral consortium experience." Plenary presentation to the Academy of Management Entrepreneurship Division Doctoral Consortium, Chicago, 2009.

Ted Baker. "Theory-building in entrepreneurship: Some reasons to consider ignoring the usual disciplinary role models." Distinguished speaker presentation for the research committee of the Academy of Management Entrepreneurship Division, Chicago, 2009.

Steve Barr, Ted Baker, Steve Markham & Angus Kingon. 2009. *Bridging the Valley of Death: Lessons learned from 14 years of commercialization of technology education*. Presented at the Kauffman-Georgia Tech Workshop on Graduate Education in Technology Education, Atlanta Georgia, April, 2009.

Ted Baker. *The Questions We Ask*. Distinguished speaker presentation for the research committee of the Academy of Management Entrepreneurship Division, Anaheim, August, 2008.

Ted Baker, Tim Pollock & Harry Sapienza. *Winning an unfair game*. Presented at the Academy of Management Annual Meeting, Anaheim, CA, August, 2008.

Ted Baker. *What are the Institutional Constraints that Bind?* Presented at the University of Cape Town School of Business, July, 2008, Cape Town, South Africa.

Ted Baker. *Gaps Between Theory and Practice in Technology Commercialization*. Presentation at the Academy of Management Annual Meeting, Philadelphia, PA, August, 2007.

Ted Baker. *Measuring Bricolage and Improvisation*. Invited faculty and graduate seminar. Universidade Nova de Lisboa, Lisbon Portugal, May, 2007.

Tim Pollock, Ted Baker & Bret Fund. "Learning to Govern? Venture Capitalists and the Replacement of Founder-CEOs in IPO Firms" Versions of this paper were presented at the Academy of Management Annual Meeting, Atlanta, GA, August, 2006; at the London Business School Entrepreneurship Conference, London, England, May, 2006; and at the Second Annual Smith Conference on Innovation and Technology, College Park, Maryland, April, 2006.

Yan Gong, Ted Baker & Anne S. Miner. *Learning from Failure in Knowledge-Intensive New Firms*. August, 2006, Academy of Management Annual Meeting, Atlanta Georgia.

Yan Gong, Ted Baker & Anne S. Miner. "Where Do Routines Come From in New Ventures?" August, 2004, Academy of Annual Meeting, New Orleans.

Zeki Simsek and Ted Baker. "Toward a Multilevel Theory of Entrepreneurial Alertness." August, 2004, Academy of Management Annual Meeting, New Orleans.

Ted Baker. "Resources in Play: Bricolage in the Toy Story." Fifth annual Greif Symposium on emerging enterprises, February, 2004, University of Southern California.

Ted Baker and Reed E. Nelson. "Making Do with What's at Hand: Bricolage in Two Contexts," August, 2003, Academy of Management Annual Meeting.

Ted Baker and Reed E. Nelson. "Making Do with the Resources at Hand: Entrepreneurial Bricolage," June, 2003, Babson-Kauffman Entrepreneurship Research Conference.

Ted Baker, Ramon Aldag & Eden Blair. "Gender and Entrepreneurial Opportunity Evaluation," June, 2003, Babson-Kauffman Entrepreneurship Research Conference.

Ted Baker, Anne S. Miner & Dale Eesley. *Fake it Until You Make It: Transitions Between Improvisation and Pre-planned Design in Knowledge-Intensive Start-Up Firms.* Presented at the 20th Annual Babson-Kauffman Entrepreneurship Research Conference, Jonkoping, Sweden, June 2001.

Ted Baker, Bob Pricer & Boris Nenide. *When Less is More: Undercapitalization as a Predictor of Firm Success.* Presented at the 19th Annual Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA, June, 2000.

Anne Miner and Ted Baker. *Improvising Knowledge Based Firms: Bricolage, Retrospective Interpretation and Improvisational Competencies in the Founding Process.* Presented at the 1st Technology Entrepreneurship Research Policy Conference, University of Maryland, College Park, MD, May 2000.

Ted Baker and Howard E. Aldrich. *Responses to Dependence: How Dependence on Key Employees Affects Employment Practices in Entrepreneurial Firms.* Presented at the 10th Annual Global Conference on Entrepreneurship Research, Imperial College, London, March 2000.

Ted Baker. *Responses to Dependence: Rational, Trust, and Ambivalence Effects on Employment Practices in Entrepreneurial Firms.* Presented at the Annual Meeting of the Academy of Management, Chicago, IL, August, 1999.

Ted Baker and Howard E. Aldrich. *The Trouble with Gurus: Responses to Dependence and the Emergence of Employment Practices in Entrepreneurial Firms.* Presented at the 18th Annual Babson-Kauffman Entrepreneurship Research Conference, Charleston, SC, May, 1999.

Howard E. Aldrich and Ted Baker. 1997. *Blinded by the Cites? Has There Been Progress in Entrepreneurship Research?* Presented at the 4th State of the Art of Entrepreneurship Research Conference, Kansas City, KS, May, 1996.

Ted Baker and Howard E. Aldrich. *Born Unfinished: The Dynamics of Imprinting in Knowledge-Intensive Start Up Firms*. Presented at the American Sociological Association Meetings, Washington, D.C., August, 1995.

Ted Baker and Howard E. Aldrich. *Friends and Strangers: Early Hiring Practices and Idiosyncratic Jobs*. Presented at the 14th Annual Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA, June, 1994.

TEACHING EXPERIENCE

North Carolina State University. 2005-present.

I teach both graduate and undergraduate courses in entrepreneurship and serve as lead instructor in the Technology Entrepreneurship and Commercialization program that includes both MBA students and graduate students (M.S. and PhD) from a variety of science and engineering disciplines.

University of Connecticut. 2002-2005.

- Managerial Behavior (undergraduate): MGMT 201
- Managerial Behavior (MBA): MGMT 338

University of Wisconsin. 1999-2002.

- Venture Development Strategies (MHR 727).
- Weinert Applied Ventures in Entrepreneurship “WAVE” Program (MHR 765 – two course sequence).

International Teaching: I have taught seminars in entrepreneurship and technology commercialization in Portugal, South Korea, South Africa and Mexico.

Executive Education: Wide variety of courses and clients.

Instructor. University of North Carolina at Chapel Hill. 1995 to 1998.

- Social Relations at Work (Soc. 31)
- Formal Organizations and Bureaucracy (Soc. 110)

Teaching Assistant. University of North Carolina at Chapel Hill.

Served as Assistant to Professors Howard E. Aldrich, Arne L. Kalleberg, and Richard L. Simpson. 1993 to 1995.

Part-time Instructor. Northeastern University, Boston, MA. University College. 1986-1991. Taught a variety of evening courses in Finance, including Budgeting and Planning, Financial Control, Cost Accounting, Bank Management.

ACADEMIC RESEARCH AND ADMINISTRATIVE EMPLOYMENT

Director, WAVE Program (University of Wisconsin-Madison). Developed curriculum, student engagement with university scientists and local emerging growth businesses; created a program of student competition in national and international competitions and coached highly successful student teams; recruited faculty, faculty associates and board members and engaged in successful fundraising, 1999-2002.

Managing Director: Weinert Seed Fund. With the advice and consent of the Weinert Board, I directed a fund making seed stage investments in firms associated with the University and in student start-ups, 1999-2002.

Senior Research Assistant. Study of Diagnostic Medical Imaging Industry in U.S. funded by Sloan Foundation. Arne Kalleberg, Co-Principal Investigator, 1995-1997.

Deputy Director, Curriculum on Management and Society/Industrial Relations Curriculum (UNC-Chapel Hill), 1997-1999.

HONORS, AWARDS AND FUNDING (non-departmental)

10,000 Women: Increasing Entrepreneurial Capacity in Africa. Awarded subcontract from Brown University for participation in project to study and teach technology enabled entrepreneurship in South and Sub-Saharan Africa.

US Department of Education: Atlantis Grant. Awarded two year grant to develop "TECnet," an international network of technology commercialization educators (jointly with Brown University, Loughboro University (UK) and COTEC (consortium of universities in Portugal).

National Science Foundation. Awarded grant to support ongoing work with Anne S. Miner investigating planning and improvisation in high technology start-ups. 2001-2002.

University-Industry Relations Research Grant. Awarded grant (with Anne S. Miner) to support research mapping the network of entrepreneurs, service providers and sources of funding in Madison, Wisconsin. 2001-2002.

National Collegiate Inventors and Innovators Alliance (NCIIA). Awarded grant to support start-up expenses of "Fluent Solutions," an agricultural technology firm started (and later sold to a larger firm) by University of Wisconsin business and engineering student Chad Sorenson. 2001-2002.

Coleman Foundation. Awarded grant to support development and implementation of a training program for local women-owned businesses with high growth potential. 2001-2002.

University of Wisconsin-Madison Graduate School Research Award. Awarded funding (including support for a research assistant) for project titled “Strategic Human Resource Management in Entrepreneurial Firms.” 2000.

National Federation of Independent Business Best Paper Award. Won award for best paper presented (with Howard E. Aldrich) at the Babson College-Kauffman Foundation Entrepreneurship Research Conference. 1999.

IEEE Transactions on Engineering Management First Runner-Up. Won award (with Aldrich, Bolton, and Sasaki) for second best paper published during the year. 1998.

W.R. Kenan Dissertation Fellowship. Won competitive award based on quality of my dissertation proposal as evaluated by a Graduate School faculty panel. 1998.

Technology Award. Won competitive grant from UNC Graduate School for plan I wrote to make innovative use of communication and information technology to enhance the education of the undergraduate students. 1998.

Coleman Scholarship. Awarded funding to attend annual USASBE (United States Association for Small Business and Entrepreneurship) conference and Coleman Scholars Evaluation Session. 1998.

Pass With Distinction. Doctoral written exam in Race, Ethnicity, Gender, and Stratification. 1996.

Cato Center for Applied Business Research, Kenan-Flagler School of Business, University of North Carolina at Chapel Hill. Received financial support for research with Howard E. Aldrich on HR practices in start-ups. 1994.

University of Chicago, Graduate School of Business. Awarded academic scholarship. 1983.

OTHER ACADEMIC AND SERVICE ACTIVITIES

Academic:

Editorial Board Member, Administrative Science Quarterly, 2007-present
Editorial Board Member, Academy of Management Review, 2008-present
Editorial Board Member, Strategic Entrepreneurship Journal, 2009-present
Editorial Board Member, Journal of Management Studies, 2009-present
Editorial Board Member, Journal of Business Venturing, 2009-present

Ad Hoc Reviewer for Academy of Management Journal
Ad Hoc Reviewer for American Journal of Sociology
Ad Hoc Reviewer for Industrial Relations
Ad Hoc Reviewer for Organization Science
Ad Hoc Reviewer for Small Business Economics
Ad Hoc Reviewer for Journal of International Business Studies
Ad Hoc Reviewer for Entrepreneurship Theory & Practice
Ad Hoc Reviewer for Contemporary Sociology
Ad Hoc Reviewer for Small Business Economics
Ad Hoc Reviewer for Academy of Management Entrepreneurship Division.

Co-organizer, Academy of Management Entrepreneurship Division Doctoral Consortium, 2008 & 2009.

Member of Research Committee, Academy of Management Entrepreneurship Division, 2005-present.

Volunteer, Academy of Management Organization and Management Theory Division Doctoral Consortium and/or New Faculty Consortium, 2003-2007.

Co-chair, American Sociological Association Organizations, Occupations and Work membership committee (2000-2001).

Other:

Member of Advisory Board, SBTDC, Raleigh, NC, 2008-present.

Invited speaker: *What is Venture Capital?* Council for Entrepreneurial Development, Durham, NC, December, 2007

Invited speaker: *University Entrepreneurship Programs*, Council for Entrepreneurial Development, Durham, NC, May, 2007.

Member of organizing committee, Institute for Emerging Issues, Raleigh, NC, 2007.

Member of Review Committee: Proposal for a standardized way to assess the impact of university engagement and outreach activities, KIETS, 2007-2008.

Founding Member of the Board, Chair of Academic Affairs Committee of “Accelerate Madison,” a high profile business support and networking organization with a strong commitment to bringing together promising area businesses and promising UW students, 2001-2002.

Advisor and Coach to MBA student teams that competed successfully into the finals of elite national and international Venture Capital and Business Plan competitions (1999-2002), including the team taking second place in International “Moot Corp” World Series of business plan competitions in 2001.

Member of Board, Chair of New Business Subcommittee of the Badger Chapter of the American Red Cross, 2000-2002.

Member, planning board for the Wisconsin Venture Fair, 2000 & 2001.

Invited speaker (“What’s wrong with the local approach to entrepreneurial human capital?”). Wisconsin Venture Capital Summit, 2002.

Invited speaker (“The entrepreneurial landscape and how our students are improving it”), Bascom Hill Society, 2001.

Invited speaker (“What does it take to get Venture Funding?”), Governor Tommy Thompson’s Venture Capital Summit, 2000.

Invited speaker (“How the University Helps Wisconsin Entrepreneurs”) for UW Chancellor’s statewide outreach program, 1999-2000.

Reviewer for research proposals submitted to the College of Agricultural and Life Sciences at UW-Madison, 1999-2002.

Co-President, Department of Sociology Graduate Student Association, 1995.

Conference Co-Organizer, “Time Matters: History in the Sociology of Work” First student organized and run conference in 75 year history of the UNC Sociology Department. Well-attended conference featured presentations by students selected through blind review from four universities, and by Andrew Abbott and Tamara Hareven, 1995.

ENTREPRENEURIAL AND MANAGEMENT EXPERIENCE

A partial list of consulting and training clients includes: Cascade Asset Management, Cash Management Association of New England, Comcast, ErrandSolutions, Freedom Digital Printing, General Motors, Genuity, IBM, Imago Scientific, Jones Dairy Farm, Madison Boy Choir, McCaw Cellular Communications, MeadWestvaco, Metromobile, Midwest Roofing Contractors Association, National Car Rental, OrderTrust, SouthWestern Bell, Stratatech, The Hartford Insurance Companies, US West, Webster Bank, Xerox Corporation.

1989-present. I have served on the boards of a wide variety of start-up firms.

8/97 – 3/99. OpTeServ Consulting. Founder. We provided operations, technology, and service consulting and research to entrepreneurial firms. Most of our work focused on firms engaged in providing infrastructure and transaction services to the Internet commerce market. For our largest engagement, we helped guide a relatively junior

operations management team in an E-Commerce infrastructure firm through a period of extremely rapid growth.

*10/88 - 7/93. EDS Personal Communications Corporation, Waltham, MA (Previously APPEX Cellular Information Management). EDS PCC provided an integrated line of products to the cellular telephone and personal communication industries. For 1989-1990, its predecessor firm, APPEX, was declared *the fastest growing high technology start up in the U.S.* by Business Week. During my tenure with Appex, revenues grew from under \$1 million to \$90 million, with a backlog of over \$1 billion. We grew from a handful of mainly contract employees to over 500 employees. In October of 1990, APPEX was sold to EDS Corporation of Plano, Texas.*

General Manager: 10/90 to 7/93. P&L responsibility, first for company's largest product line, then for all business units. Achieved first full quarter of profitability in firm's history, improved profits each quarter thereafter, while achieving substantial growth in market share. Redirected overall R&D and new product roll-out strategy. Built consulting organization. Negotiated customer and major vendor funding of development projects. Received highest score of 20 organizations participating in third party assessment against Baldrige Award Criteria. Managed transition from independent company to wholly-owned subsidiary.

Vice President of Operations and Service Management: 10/88-10/90. Member of General Management Committee setting strategic direction for company. Managed rapid growth in services while under severe financial constraints. Acted as senior company representative to industry groups and customer forums. Participated in acquisition of venture capital, angel, and bank funding. Developed strong customer relationships and helped to close major sales. Led diverse professional and technical staffs. Built efficient, reliable transaction processing environment, large-scale data processing capability, and customer-focused service functions. Successfully introduced several technological innovations. Provided operations and service management consulting to customers.

4/85 - 10/88. Bank of New England, Boston, MA. Vice President. Responsible for Cash Management, Proof and Transit, and Electronic Funds Transfer Operations. Built specialized customer service capabilities. Invented profitable corporate tax payment product, and negotiated with federal government and bank officials to overcome obstacles to rollout. Managed first successful high volume digital image processing system for lockbox operations in the U.S. Successfully consolidated cash management operations of 11 acquired banks. Led large, diverse staff in 24 hour by 7-day operation. Helped start mentoring program for new bank officers from under-represented groups. Created divisional work-planning system.

3/81 – 8/83. Safety Insurance Company, Boston, MA. Operations Manager for start up property and casualty insurance company focused on the challenging Massachusetts automobile insurance market. Managed all production employees and functions. Negotiated contracts with suppliers. Coordinated claims processing. Participated in design and rollout of new underwriting and claims systems using innovative IT

architecture. Created performance planning, review, and compensation system adopted company-wide.