

Terri L. Griffith Ph.D., ICD.D

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Education

Institute of Corporate Directors

ICD.D ICD-Rotman Directors Education Program 2024

Carnegie Mellon University

Graduate School of Industrial Administration (now the Tepper School of Business)
PhD Organizational Psychology & Theory (Focus: Technology Management) 1989
MS Organizational Psychology & Theory 1986

University of California, Berkeley

BA Psychology (Focus: Industrial/Organizational) 1983

Professional Experience

Simon Fraser University - Beedie School of Business

Keith Beedie Chair in Innovation and Entrepreneurship 2019-pres
Professor of Innovation and Entrepreneurship

Santa Clara University – Leavey School of Business

Professor of Management & Entrepreneurship 2001-2019
Associate Dean, Leavey School of Business 2015-2018
Chair, Department of Management & Entrepreneurship 2013-2015
Chair, University Coordinating Committee 2013-2014
Entrepreneurship Leadership Team, Leavey School of Business 2010-2017
Chair-Elect, University Coordinating Committee 2012-2013
Chair, University Taskforce on Communication & Collaboration 2011-2012

Washington University, St. Louis - John M. Olin School of Business

Associate Professor of Org. Behavior & Technology Management 1998-2000
Assistant Professor of Org. Behavior & Technology Management 1996-1998

University of Arizona - College of Business and Public Administration

Assistant Professor of Management and Policy 1989-1996

Hughes Aircraft Company, El Segundo, CA

Systems Support Engineer – Systems Analyst 1983-1984

Boards & Steering Committees

[New Ventures BC Society](#): Member, Board of Directors (2023-Present)

[GeoPogo](#): Member, Advisory Board (2014-Present)

Expert Group supporting the [European Commission on High Tech Skills for Industry - Fostering New Services and Jobs Creation](#) (2019-2020)

[Centre for Research on Self-Employment](#) (2016-2019)

[Organization Science Social Media Advisor](#) (2014-2017)

[MentorNet](#) (2013-2015)

Center for Nanostructures: Member, Steering Committee (2007-2011)

Center for Science, Technology, & Society: Member, Steering Committee (2001-2010)

Visiting Positions & Affiliations

Center for Effective Organizations, USC: Affiliated Faculty	2018-Pres
Constellation Research, Inc.: Affiliate	2014-Pres
Hyperloop Transportation Technologies, Inc. Crowd Advisor and Contributor	2015-2023
University of California, Berkeley, Haas School of Business	2000-2001
Purdue University - Krannert School of Management	1995-1996
University of Melbourne - Melbourne Business School, Australia (1 month/year)	1995-1999
Chulalongkorn University - Sasin Graduate Institute, Thailand	8/92-9/92
Northwestern University, Kellogg Graduate School of Management	1/92-6/92

Courses

- Technology & Innovation Management^{2,3}
- Entrepreneurship²
- Organizational Behavior^{1, 2, 3, 4, 5}
- Organizational Design^{2, 3}
- Groups/Teams in Organizations²
- Negotiation and Conflict Management³

¹Undergraduate, ²MBA, ³Executive-MBA, ⁴MBA - Agribusiness, ⁵Ph.D.

Teaching Recognition

- TD Canada Trust Distinguished Teaching Award Nomination - 2021
- UC Berkeley 6pt Recognition – 2001, 2002
- EMBA-Health Services Management Faculty of the Year Recipient - 1999
- MBA Faculty of the Year Nomination - 1995
- University of Arizona Five Star Teaching Award Nomination - 1991
- Teaching Distinction List - 1990, 1991, 1993

Personal Honors

- *The SustainabilityX® Magazine* 4th Annual Global 50 Women In Sustainability Awards™ - 2025 Honoree
- *Leavey School of Business Service Award* (2002-2017)
- *Organization Science Service Award*. Deputy Editor and Social Media Advisor (2015, 2017)
- *Silicon Valley Business Journal* - Silicon Valley Woman of Influence for 2012

Editorial Positions

Senior Editor: *Organization Science* (1997-2005, 2014-2017)

Special Issue: *Organization Science*: Remote and Hybrid Work: Transforming People and Organizations in a New Era (in preparation for 2026, with Ellen Ernst Kossek, Bradley J. Alge, Jennifer L. Gibbs, N. Sharon Hill)

Special Issue: *Small Group Research*: AI in Groups & Teams (2025, with Kate Bezrukova)

Special Issue: *Organization Science*: Information Technology and Organizational Form and Function (2007, with Ray Zammuto, Ann Majchrzak, Deborah Dougherty, and Samer Faraj)

Special Issue: *Journal of Engineering and Technology Management*: Beyond Sociotechnical Systems (2001, with Deborah Dougherty)

Advisory Board to Editor-in-Chief: *Research-Technology Management* (2025-pres)

Associate Editor:

Academy of Management Annals (2025-2028)

Professional Development Workshops for Authors (Dec 2026)

Group Decision & Negotiation (1996 to 2021)

MIS Quarterly (2000-2002)

ICIS (2000, 2010)

Communication, Digital Technology and Organization (CTO) Division, Academy of Management Meetings 2022-2026

Guest Editor:

Academy of Management Journal (2000)

Panel Member:

National Science Foundation (multiple years)

Editorial Boards:

Organizational Psychology Review (2023-present)

RRBM Dare to Care Dissertation Scholarship (2022-present)

Organization Science (2019-2023)

IEEE: Transactions on Engineering Management (2010-2017)

Journal of Engineering and Technology Management (1990-2011)

Journal of Managerial Issues (Past Board Member)

Ad Hoc Reviewing (Recent):

Academy of Management Annual Meetings

Academy of Management Review

California Management Review

Communications of the ACM

Hawaii International Conference on Systems Sciences

Human Relations

Information Systems Research

International Conference on Information Systems

MITACS

MIS Quarterly

MIT Press
MIT Sloan Management Review
Organization Studies
SSHRC
CRC Tier 1 Chair
Swiss National Science Foundation

Research In Progress

Griffith, T.L., Kaligotla, C.K., MacLeod, A., et al. (2026). Systems savvy and worker sentiment: Large-scale methods for studying individual responses to work. Under revision.

Bezrukova, K., Griffith, T., Yang H.E., Spell, C. (2026). Faultlines and AI: Similarity vs. complementarity-based alignments in teams. Under review.

Nouri, E. & Griffith, T.L. (2026). Situational awareness through cyber-physical systems: Facilitating sensemaking for physical tasks. Under revision.

Nouri, E., Saraf, N. & Griffith, T.L. (2026). Technology-enabled social knowledge and physical awareness: Theory for emergent groups engaged in physical work. Under review.

Yang, H., Bezrukova, K., Griffith, T. & Spell, C. (2026). Gendered AI: A systematic and interdisciplinary review. In preparation.

Publications

Bezrukova, K., & Griffith, T.L. (2025). Post-public AI: Research in groups and teams. *Small Group Research*, 56(5), 799-820.

Rieder, A., Pappas, I.O., Griffith, T.L. (2025). Trajectories of artificial intelligence: visions from the art world. *Journal of information Technology Case and Application Research*.
<http://dx.doi.org/10.1080/15228053.2025.2594932>

Griffith, T.L. (2025). [The hidden skills gap in Canada's innovation strategy](#). *The Hill Times*. February 3, 2025.

Griffith, T.L., & Majchrzak, A., & Giustiniano, L. (2023). Hyperloop Transportation Technologies: Practices for open organizing across VUCA contexts. *Journal of Organizational Design*. <https://doi.org/10.1007/s41469-023-00141-1>

Organizational Design Community-Accenture Annual Prize for Best Practice-oriented Paper

Gibson, C.B., Gilson, L., Griffith, T.L., & O'Neill, T.A. (2023). Should employees be required to return to the office? *Organizational Dynamics*,
<https://doi.org/10.1016/j.orgdyn.2023.100981>

Bezrukova, K., Griffith, T., Spell, C., Yang, H., & Rice, V. (2023). Artificial intelligence and groups: Effects of attitudes and discretion on collaboration. *Group & Organization*

Management. <https://journals.sagepub.com/doi/10.1177/10596011231160574>

Griffith, T.L. & Mangla, U. (2023). Virtual collaboration: Human foundations augmented by intelligent technology. In L.L. Gilson, T. O'Neill, & M.T. Maynard (Eds.), *Handbook of Virtual Work*. Edward Elgar Publishing.

Griffith, T.L. (2023). [Using "5T" thinking to optimize the application of artificial intelligence tools](#). *China Social Science Network - Chinese Journal of Social Sciences*, March 7.

Griffith, T.L. (2023). [Why using AI tools like ChatGPT in my MBA innovation course is expected and not cheating](#). *The Conversation*.

Painter, B. & Griffith, T.L. (2023). Making sociotechnical systems thinking stick. Proceedings of the 56th Hawaii International Conference on System Sciences, 1342-1344.

Samuel, A. & Griffith, T. (2022). [Six signs your hybrid workplace plan isn't working](#). *Wall Street Journal*. December 13.

Griffith, T.L. & Alpert, D. (2022) Creating concrete visions with augmented reality, *Research-Technology Management*, 65(5), 34-43, DOI: 10.1080/08956308.2022.2093081

Scholarly Impact of the Week Award - Simon Fraser University, March 7, 2023

Griffith, T.L., Mangla, U. Rayes, A., & Yurko, H. (2022). Introduction to the practitioner research insights minitrack. Proceedings of the 55th Hawaii International Conference on System Sciences, pp. 1832-1833.

Harries, A., Newton, J., & Griffith, T.L. (2022). Clio: Digital transformation of legal practice - At COVID-19 speed. Proceedings of the 56th Hawaii International Conference on System Sciences, 1838-1840.

Griffith, T.L. (2020). Work crafting with automation by thinking in 5T. Technical Report for The Advanced Practices Council of the Society of Information Management. Dec. 16p.

Griffith, T.L. & Morelli, M. (2020). People, technologies and processes during the pandemic. in A. Prencipe (ed.), *Pandemic knowledge: Managing the crisis, planning the future*. Luiss University Press, 25-33. Also in Italian: Persone, tecnologie e processi durante la pandemia. In A. Prencipe (ed.), *Saperi pandemici: Gestire la crisi, programmare il futuro*. Luiss University Press, 27-35.

Applegate, L.M., Griffith, T.L., Majchrzak, A., & Panda, A. (2020). Hyperloop Transportation Technologies: Catalyzing High Impact Innovation to Transform Global Transportation. Boston, MA: Harvard Business School Publishing. 817134-PDF-ENG

Majchrzak, A., & Griffith, T.L., (2020). The new wave of digital innovation: The need for a theory of sociotechnical self-orchestration. In S. Nambisan, K. Lyytinen, and Y. Yoo (Eds.), *Handbook of Digital Innovation*. Edward Elgar Publishers, 17-39.

Griffith, T.L., (2020). Helping workers help themselves with AI: Thinking in 4T. In Y.

Moghaddam, H. Yurko, H. Demirkan, N. Tymann & A. Rayes (Eds.), *The future of work: How artificial intelligence can augment human capabilities*. New York: Business Expert Press, 55-67.

Giustiniano, L., Griffith, T.L., & Majchrzak, A. (2019). Crowd-open and crowd-based collaborations: Facilitating the emergence of organization design. In Jörg Sydow & Hans Berends, *Managing interorganizational collaborations - Process views*, (Research in the Sociology of Organizations Series, M. Lounsbury, ed., Volume 64. Bingley, UK: Emerald Group Publishing Limited, 271-292.

Griffith, T.L., Gudergan, G., Moghaddam, Y., & Spohrer, J. (2019). The future of work: Digital workers helping people get things done. In [International perspectives and research on the "future of work."](#) Stuttgart, Germany: Fraunhofer-Institut für Arbeitswirtschaft und Organisation IAO, 42-58.

Griffith, T.L., Spell, C., & Bezrukova, Y. (2019). [The Impact of artificial intelligence on self-employment: A think piece](#). London: Center for Research on the Self-Employed.

Majchrzak, A., Griffith, T., & Giustiniano, L. (2019). Visible collective and self-management along with secret gardens: The landscape for distributed innovation organizations in competitive environments. In SocioTechnical Systems Roundtable Proceedings (pp. 1-46).

Griffith, T.L., Sawyer, J.E., & Poole, M.S. (2019). Systems savvy: Practical intelligence for transformation of sociotechnical systems. *Group Decision & Negotiation*, 28(3), 475-499. <https://doi.org/10.1007/s10726-019-09619-4>

Majchrzak, A., Griffith, T.L., Reetz, & D., Alexy, O. (2018). Catalyst organizations as a new organization design for innovation: The case of Hyperloop Transportation Technologies. *Academy of Management Discoveries*, 4(4), 472-496. <https://doi.org/10.5465/amd.2017.0041>

Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (2018). Field study of complements to supervisory leadership in more and less flexible work settings. *Journal of Organization Design*, 7(10), 26p. <https://doi.org/10.1186/s41469-018-0034-5>

Griffith, T.L., (2018). It's in our control: Review of conquering digital overload. *Work&Place*, August, 17-19.

Applegate, L.M., Griffith, T.L., & Majchrzak, A. (2017) Hyperloop Transportation Technologies: Building breakthrough innovations in crowd-powered ecosystems. HBS No. 817134-PDF-ENG. Boston, MA: Harvard Business School Publishing.

Peters, C.; Maglio, P.; Badinelli, R.; Harmon, R. R.; Maull, R.; Spohrer, J. C.; Tuunanen, T.; Vargo, S. L.; Welsch, J. J.; Demirkan, H.; Griffith, T. L.; and Moghaddam, Y. (2016) [Emerging digital frontiers for service innovation](#), *Communications of the Association for Information Systems*: 39(8). <https://doi.org/10.17705/1CAIS.03908>

Griffith, T.L. (2016). [Revisiting open innovation: Lead by letting go](#). *CIMS Innovation Management Report*, March-April, 4-7.

- Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (2015). [Back to basics: Facilitating engagement in modern work environments](#). Proceedings: HICSS-48. Kauai, Hawaii (1829-1838).
- Griffith, T. (2014). [Help your employees find flow](#). *Harvard Business Review Digital*. April 17, 2014.
- Griffith, T. (2014). [Are companies ready to finally kill email?](#) *MIT Sloan Management Review Digital*. September 8, 2014.
- Griffith, T. (2013). [Tools to help employees work together](#). *Wall Street Journal*. October 20.
- Certified Equity Professionals Institute (2013). [GPS: Participant education and communication: Case studies](#). Main contributor to Section 4 - Frameworks for Communication.
- Griffith, T. (2013). [Leadership Is more than interpersonal skills](#). *Harvard Business Review Digital*. May 3, 2013.
- Griffith, T.L. (2012). [The Plugged-In Manager: Get in Tune with Your People. Technology, and Organization to Thrive](#). San Francisco: Jossey-Bass.
- Silver Medal winner in the Business Technology category of the 2013 Axiom Business Book Awards.
- Top Five in the Technology category of the 2012 Small Business Book Awards
- Griffith, T.L. (2012). Tapping into social media in the supply chain. *Inside Supply Management*.
- Griffith, T.L. (2012). [Lead through resources](#). *Leadership Excellence*, February, 7.
- Contributing writer for *GigaOM WebWorkerDaily* (2011-2012).
- Griffith, T.L. (2012). [Teams and technology – The next ten years](#). In Mannix, E.A. & Neale, M.A. (Eds.) *Looking Back, Moving Forwards: A Review of Group and Team-Based Research*, Emerald Group Publishing Limited, Bingley, UK, 245-278.
- Griffith, T.L. (2011). [Are you a 'Plugged-In Manager' - Book offers new CEO survival skills](#). Guest post for CNBC.
- Griffith, T.L. (2011). [Tapping into social media smarts](#). *Wall Street Journal*. April 25, R6.
- Griffith, T.L., & Sawyer, J.E. (2010). Multilevel knowledge and team performance. *Journal of Organizational Behavior*, 31(7), 1003-1031. [Nominated for Best Paper, 2010.]
- Griffith, T.L., & Sawyer, J.E. (2010). Research team design and management for centralized R&D. *IEEE – Transactions on Engineering Management*, 57(2), 211-224.

Delbecq, A.L., Griffith, T.L., Madsen, T., & Wooley, J.L. (2010). [A decision process model to support timely organizational innovation](#). In P. Nutt & David C. Wilson (Ed.) Handbook of decision making. John Wiley & Sons, pp. 197-230.

Cadiz, D., Sawyer, J.E., & Griffith, T. L. (2009). Developing and validating field measurement scales for absorptive capacity and experienced community of practice. *Educational and Psychological Measurement*, 69, 1035-1058.

Allan, M.B., Korolis, T.A., & Griffith, T.L. (2009). [Reaching for the Moon: Expanding transactive memory's reach with wikis and tagging](#). *International Journal of Knowledge Management*. 5(2), 51-63.

Northcraft, G.B., Griffith, T.L., & Fuller, M.A. (2009). [Leaving nothing to chance: Modeling the proactive structuration of a new technology](#). University of Illinois at Urbana-Champaign, College of Business Working Papers. 09-0102.

Griffith, T.L., & Sawyer, J.E. (2008). [Changing perceptions – and triggering innovation](#). *Ivey Business Journal*, November/December.

Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (2008). [Borgs in the org? Organizational decision making and technology](#). In G. Hodgkinson & W. Starbuck (Eds.) Handbook of Organizational Decision Making. Oxford: Oxford University Press, 97-115.

Zammuto, R.F., Griffith, T.L., Majchrzak, A., Dougherty, D.J., & Faraj, S. (2007). Information technology and the fabric of organization. *Organization Science*, 18(5), 749-762.

Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (2007). Neither here nor there: Knowledge sharing and transfer with proactive structuration. Proceedings of the 40th Annual Hawaii International Conference on System Sciences (HICSS'07), 8 pages.

Griffith, T.L., Yam, P.J., & Subramaniam, S. (2007). Silicon Valley's "One-Hour" distance rule and managing return on location. *Venture Capital: An International Journal of Entrepreneurial Finance*, 9(2), 85-106.

Griffith, T.L., & Sawyer, J.E. (2006). Supporting technologies and organizational practices for the transfer of knowledge in virtual environments. *Group Decision and Negotiation*, 15, 407-423.

Cadiz, D, Griffith, T.L., Sawyer, J.E., (2006). Experienced community of practice and knowledge transfer in a science/technology company. Proceedings of the 39th Annual Hawaii International Conference on System Sciences (HICSS'06), 9 pages.

Northcraft, G.B., Griffith, T.L., & Fuller, M.A. (2006). Virtual study groups: A challenging centerpiece for "working adult" management education. In S.P. Ferris (Ed.), *Teaching and learning with virtual teams*. Hershey, PA: Idea Group. 131-157.

Jelinek, M., & Griffith, T.L. (2005). Organizational Science and the NSF: Funding for Mutual Benefit. *Organization Science*, 16(5), 537-549.

Olk, P., & Griffith, T.L. (2004). Creating and disseminating knowledge among organizational scholars: The role of special issues. *Organization Science*, 15(1), 120-129.

Griffith, T. L., & Meader, D. (2004). Prelude to virtual groups: Leadership and technology in semi-virtual groups. In D. Pauleen (Ed.), *Virtual teams: Projects, protocols and processes*. Hershey, PA: Idea Group. 231-254.

Griffith, T. L. (2004). Social and technical aspects of electronic monitoring: To protect and to serve. In J. F. George (Ed.), *Computers in Society: Privacy, Ethics & the Internet*. Upper Saddle River, NJ: Prentice Hall. 121-130.

Griffith, T.L., Sawyer, J.E., & Neale, M.A. (2003). Virtualness and knowledge: Managing the love triangle of organizations, individuals, and information technology. *MIS Quarterly*, 27, 265-287.

Griffith, T.L., Mannix, E.A., & Neale, M.A. (2003). Conflict and virtual teams. In C.B. Gibson and S.G. Cohen (Eds.), *Virtual teams that work*. San Francisco: Jossey-Bass. 335-352.

Liao-Troth, M.A., & Griffith, T.L. (2002). Software, shareware and freeware: Multiplex commitment to an electronic social exchange system. *Journal of Organizational Behavior*, 23, 635-653.

Griffith, T.L., Tansik, D.A., & Benson, L. III (2002). Negotiating successful technology implementation: An empirical investigation of World Wide Web use. *Group Decision and Negotiation*, 11, 1-22.

Mannix, E.A., Griffith, T.L., & Neale, M.A. (2002). The phenomenology of conflict in virtual work teams. In P. Hinds and S. Kiesler (Eds.), *Distributed work*. Cambridge, MA: MIT Press. 213-233.

Griffith, T.L., & Dougherty, D.J. (2002). Beyond socio-technical systems: Introduction to the special issue. *Journal of Engineering and Technology Management*, 19, 205-216.

Griffith, T.L., & Neale, M.A. (2001). Information processing in traditional, hybrid, and virtual teams: From nascent knowledge to transactive memory. In B. Staw and R. Sutton (Eds.) *Research in organizational behavior*, Vol. 23. JAI Press: Stamford, CT. 379-421.

Griffith, T.L., & Sobol, M.G. (2000). Negotiating medical technology implementation: Overcoming power and stakeholder diversity. *International Journal of Healthcare Technology and Management*, 2, 375-392.

Neale, M.A., Mannix, E.A., & Griffith, T.L. (Eds.) (2000). *Research on managing groups and teams: Technology*, Vol. 3. JAI Press: Stamford, CT.

Griffith, T.L. (1999). Technology features as triggers for sensemaking. *Academy of Management Review*, 24, 472-488.

- Griffith, T.L., Zammuto, R.F., & Aiman-Smith, L. (1999). Why new technologies fail: Overcoming the invisibility of implementation. *Industrial Management*, 41, 29-34.
- Griffith, T.L. (1999). [Review of *Research in organizational change and development*, Volume 10. W.A. Pasmore & R.W. Woodman (eds)]. *Administrative Science Quarterly*, 44(1), 187-188.
- Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (1998). Software and hard choices: Ethical considerations in the facilitation of a sociotechnical system. In M. Schminke (Ed.), *Organizations and ethics: Morally managing people and processes*. Mahwah, NJ: Lawrence Erlbaum. 177-195.
- Griffith, T.L. (1998). Cross-cultural and cognitive issues in the implementation of new technology: Focus on group support systems and Bulgaria. *Interacting with Computers*, 9, 431-447.
- Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (1998). Facilitator influence in group support systems: Intended and unintended effects. *Information Systems Research*, 9, 20-36.
- Bhappu, A.D., Griffith, T.L., & Northcraft, G.B. (1997). Media effects and communication bias in diverse groups. *Organizational Behavior and Human Decision Processes*, 70, 199-205.
- Griffith, T.L., & Northcraft, G.B. (1996). Cognitive elements in the implementation of new technology: Can less information provide more benefits? *MIS Quarterly*, 20, 99-110.
- Griffith, T.L. (1996). Negotiating successful technology implementation: A motivational perspective. *Journal of Engineering and Technology Management*, 13, 29-53.
- Griffith, T. L., & Vogel, D. R. (1996). A culturally sensitive model of technology and groups: Focus on group support systems. In B. C. Glasson et al. (eds.), *Information Systems and Technology in the International Office of the Future*. Boston, MA: Springer. 347-348.
- Pinkley, R.L., Griffith, T.L., & Northcraft, G.B. (1995). "Fixed pie" a la mode: Information availability, information processing, and the negotiation of sub-optimal agreements. *Organizational Behavior and Human Decision Processes*, 62, 101-112.
- Griffith, T.L. (1995). [Review of *Computing myths, class realities*]. *Contemporary Sociology*, 24(2) 228-229.
- Griffith, T.L. (1995). Using a sociotechnical approach as a matter of course: Comments on "Read me what it says on your screen...": The interpretive problem in technical service work," (B.T. Pentland), *Technology Studies*, 2(1), 80-82.
- Griffith, T.L., & Northcraft, G.B. (1994). Distinguishing between the forest and the trees: Media, features, and methodology in electronic communication research. *Organization Science*, 5, 272-285.
- Griffith, T.L., & Northcraft, G.B. (1993). Promises, pitfalls, and paradox: Cognitive elements

in the implementation of new technology. *Journal of Managerial Issues*, 5, 465-482.

Griffith, T.L. (1993). Monitoring and performance: A comparison of computer and supervisor monitoring. *Journal of Applied Social Psychology*, 23, 549-572.

Griffith, T.L. (1993). Teaching Big Brother to be a team player: Computer monitoring and quality. *Academy of Management Executive*, 7, 73-80.

Northcraft, G.B., Griffith, T.L., & Shalley, C.E. (1992). Building top management muscle in a slow growth environment: How different is better at Greyhound Financial Corporation. *Academy of Management Executive*, 6, 32-41.

Griffith, T.L. (1992). [Review of *Revolution in real time: Managing information technology in the 1990s*]. *Journal of Engineering and Technology Management*, 9, 355-362.

Goodman, P.S., & Griffith, T.L. (1991). A process approach to the implementation of new technology. *Journal of Engineering and Technology Management*, 8, 261-285.

Cantekin, E.I., McGuire, T.W., & Griffith, T.L. (1991). Antimicrobial therapy for otitis media with effusion ("secretory" otitis media). *Journal of the American Medical Association*, 266, 3309-3317.

Shapira, Z., & Griffith, T.L. (1990). Comparing the work values of engineers with managers, production, and clerical workers: A multivariate analysis. *Journal of Organizational Behavior*, 11, 281-292.

Goodman, P.S., Griffith, T.L., & Fenner, D.B. (1990). Understanding technology and the individual in an organizational context. In P. S. Goodman & L. Sproull (Eds.), *Technology and organizations*. San Francisco: Jossey-Bass.

Griffith, T.L., Fichman, M., & Moreland, R.M. (1989). Social loafing and social facilitation: An empirical test of the cognitive-motivational model of performance. *Basic and Applied Social Psychology*, 10, 253-271.

Tansik, D., & Griffith, T. L. (1990). [Review of *The human side of factory automation*]. *The Journal of Technology Transfer*, 15, 77-78.

Goodman, P.S., Devadas, R., & Griffith (Hughson), T.L. (1988). Groups and productivity: Analyzing the effectiveness of self-managing teams. In J. P. Campbell & R. J. Campbell (Eds.), *Productivity in organizations: New perspectives from industrial and organizational psychology*. San Francisco: Jossey-Bass.

Griffith (Hughson), T.L. & Goodman, P.S. (1986). [Telecommuting: Corporate practices and benefits](#). *National Productivity Review*, 5, 315-324.

Contributions to [Technology & Organizations](#) (TerriGriffith.com)

Contributions to [Women 2.0 Blog](#).

Contributions to GigaOm.

Academic Conference Presentations

Keskin, T., Griffith, T., Ing, D. & Qian, M.M. (2026). Practitioner Research Minitrack. To be presented at HICSS-58. Maui, HI.

Rieder, A., Griffith, T.L., & Pappas, I. (2025). Reconfiguring the Digital Art World. Presented at the Americas Conference on Information Systems, Montreal, Canada.

Bezrukova, K., Griffith, T., Yang, E. & Spell, C. (2025). A sensemaking perspective on faultlines in human-AI ensembles. Presented at the INGroup Conference, Rotterdam, The Netherlands.

Alge, B.J., Griffith, T.L., Hill, N.S., Gibbs, J.L., Elshaw, J.J. (2025). Relational Aspects of Remote and Hybrid Work. Presented at the Academy of Management Meetings, Copenhagen.

Alge, B.J., Gibbs, J.L., & Griffith, T.L. (2025). Knowledge and learning in the remote and hybrid work era: Coming together before we work apart. Presented at the *Organization Science* Winter Conference, Los Angeles, CA.

Keskin, T., Griffith, T., Reineke, N., & Qian, M.M. (2025). Practitioner Research Minitrack. Presented at HICSS-58. Hawai'i, HI.

Nouri, E., Saraf, N., & Griffith, T.L. (2024). Collaboration Technologies for Emergent Groups Engaged in Physical Work: A Theoretical Model. Presented at the Academy of Management Meetings, Chicago, IL.

Kaligotla, C.K., Griffith, T.L., & MacLeod, A. (2024). Large Scale ML-Based Methods for Studying Individual Responses to Work using Systems Savvy Measures. Presented at the Academy of Management Meetings, Chicago, IL.

Bezrukova, K., Griffith, T., Rice, V, Yang H.E., Spell, C., & Grijalva, E. (2024). Faultlines and AI: Similarity vs. Complementarity-Based Alignments in Teams. Presented at the 2024 IACM annual meetings in Singapore.

Griffith, T.L. (2024). AI from the Bottom Up: Can Work Crafting Save Jobs? Presented at Digitalization of Work & Life: Managing People and Organizations Up Close and at a Distance (Purdue). West Lafayette, IN

Painter, B. & Griffith, T.L. (2023). Making Sociotechnical Systems Thinking Stick. Presented at HICSS-56. Maui, Hawai'i

Gilson, L.L., Easton, N.D., Maynard, M.T., O'Neill, T.A., Hughes, J., Golden, T., , Chamakiotis, P., Gibbs, C., Griffith, T.L., Larson, B.Z., Litchfield, R., Mangla, U., Navick, N., Panteli, N., Parker, S., Rico, R., Sivunen, A., Thatcher, S.M.B., Treem, J., Wang, B., Zaggl, M., & Van Zoonen, W. (2022). Understanding Virtual Work. Professional development

workshop presented at the Academy of Management Meetings, Seattle, WA.

Rice, V., Yang, E., Bezrukova, K., Griffith, T., & Spell, C. (2022). Faultlines and AI: Similarity vs. Complementarity-Based Alignments in Teams. Presented at WAIM-22, Washington, D.C.

Yang, E., Rice, V., Gunia, B., Bezrukova, K., Rees, L., Griffith, T., Spell, C., Friedman, R. (2022). Perspectives on AI and Negotiation. Presented at IACM, Ottawa, Canada.

Harries, A., Newton, J., Griffith, T.L. (2022). Clio: Digital Transformation of Legal Practice - At COVID-19 Speed. Presented (online given COVID-19) at HICSS-55. Maui, Hawai'i.

Foster, W., Eby, L., Davis, J., Griffith, T., Laroche, M., & Seidel, M-D. (2021). Exploring the future of research and publishing. Panel presentation at the Administrative Sciences Association of Canada annual conference (online given COVID-19).

Majchrzak, A., Kallinikos, J., Boland, R.J., Griffith, T., Markus, M.L., & Swanson, E.B. (2020). Opening up the black box of technology when studying organizations and people. Symposium accepted for the Academy of Management Meetings, Vancouver, B.C. (Cancelled given COVID-19)

Rice, V., Spell, C.S., Griffith, T.L., Bezrukova, K., & Yang, H.E. (2020). AI in collaborative groups. Presented at the Industry Studies Association Annual Conference, Boston MA.

Rice, V., Spell, C.S., Griffith, T.L., Bezrukova, K., & Yang, H.E. (2020). Bringing intragroup processes back to social psychology. Presented at the SPSP Annual Convention in New Orleans, Louisiana.

Spell, C.S., Griffith, T.L., Bezrukova, K., Yang, H.E., & Rice, V. (2019). Faultlines, self-employment, and AI. Symposium on "Faultlines Within and Outside Group Boundaries and Their Cross-Level Effects." Presented at the Academy of Management Meetings. Boston MA.

Moghaddam, Y., Akkiraju, R., Yurko, H., & Griffith, T. (2019). The role of artificial intelligence and intelligence augmentation in defining the future of work. Symposium presented at HICSS-52. Hawai'i.

Griffith, T.L. (2018). A positive view of the future of work: If we think in 4T. Presented at the Fraunhofer Institute for Industrial Engineering — Virtual World Tour.

Griffith, T.L., & Sawyer, J.E. (2018). Thinking in 4T: Target, talent, technology, and technique for innovation. Presented at the Open & User Innovation Conference. New York University.

Griffith, T.L. (2018). Journals, AI, and broader impact. Presented at the Open & User Innovation Conference. New York University.

Zyontz, S., Karp, R, Boudreau, K., Forman, C., Frederiksen, L., Shah, S., Griffith, T. (2018). The right tool for the task? Using different methodological approaches to understand open innovation. Professional Development Workshop presented at the Academy of

Management Annual Meetings, Chicago, IL.

Griffith, T.L., Spell, C., & Bezrukova, Y. (2018). Artificial Intelligence and team faultlines. Presented at the Boston College Digital Organization Workshop, Brookline, MA.

Majchrzak, A., Griffith, T.L., Giustiniano, L. (2018). Hyperloop Transportation Technologies, Inc.: A startup using the gig economy for its core. Presented at the *Organization Science* Winter Conference, Park City, CO.

Yurko, H., Sarin, J., Griffith, T., & Moghaddam, Y. (2018). IT as the driver of innovation for digital transformation across the enterprise. Symposia presented at HICSS-51. Hawai'i.

Majchrzak, A., Griffith, T.L., Reetz, & D., Alexy, O. (2017). An emergently wicked large-scale crowd-based collaborative startup: What's new about HTT? Presented at the Harvard Open and User Innovation Conference, Cambridge, MA.

Majchrzak, A., Griffith, T.L., Reetz, & D., Alexy, O. (2017). Organizations designed for grand challenges: Generative dilemmas and implications for organization design theory. Presented at the Unknowables Conference: Innovation and Teams. Irvine, CA.

Moghaddam, Y., Yurko, H., & Griffith, T.L. (2017). Human-centered digital transformation & service orientation. Symposia presented at HICSS-50. Hawai'i.

Majchrzak, A., Griffith, T.L., & Giustiniano, L. (2016). A tale of two trains. Presented at the Global Workshop on Freelancing & Self-Employment Research, Brighton, United Kingdom.

Griffith, T.L. & Majchrzak, A. (2016). Hyperloop. Presented at the Digital Innovation Workshop, Boston College, Boston.

Majchrzak, A., Griffith, T.L., La Mendola, A., Gresta, B., & Ahlborn, D. (2016). An emergently wicked large-scale crowd-based collaborative "startup" for a mega-scale industrial project. Presented at the Harvard Open and User Innovation Conference, Cambridge, MA.

Bezrukova, K., Griffith, T.L., Spell, C., Mathieu, J., Stuster, J., & Contractor, N. (2016). Panel discussion: Team chemistry in outer space: Getting along with your crew when you know you can't quit. Presented at INGroup, Helsinki, Finland.

Griffith, T.L. (2015). Tighter ties: The future of work, higher education, and professional development. Presented at the Third Annual Global Workshop on Freelancing and Independent Professional Research, London, UK.

Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (2015). Work design and engagement in modern organizational environments. Symposium Presentation: Technology at Work: Opportunities and Challenges. Presented at the Academy of Management Annual Meetings, Vancouver, Canada.

Bogers, M, Griffith, T.L., Kane, G., Kastle, T., Lohrke, F.T., & Murphy, P.J. (2015). Professional development workshop: "Opening governance" in academia through social

media for research, teaching, and outreach. Presented at the Academy of Management Annual Meetings, Vancouver, Canada.

Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (2015). Back to basics: Facilitating engagement in modern work environments. Presented at HICSS-48. Kauai, Hawaii.

Griffith, T.L. (2015). Leadership and modern service systems. Presented at HICSS-48. Kauai, Hawaii, as part of the panel: The role of technology and automation in modern service systems.

Griffith, T.L. (2014). Using situational judgment tasks to assess tacit knowledge: Example of systems savvy. Presented at the Researcher Workshop: Studying new ways of working: different research methods, Aalto University. October 23, 2014.

Griffith, T.L., Sawyer, J.E., & Poole, M.S. (2014). Systems savvy: Theory, measurement, and impact. Presented at the Academy of Management Annual Meetings, Philadelphia, PA.

Lamond, D., Burkus, D., Murphy, P.J., Bogers, M., Griffith, T.L., Harquail, C.V., & Simons, B. (2014). "The power of words" in 140 characters or less: Using Twitter and other social media for research, teaching and service. Presented at the Professional Development Workshop. Presented at the Academy of Management Annual Meetings, Philadelphia, PA.

Griffith, T.L., Nordbäck, E., Sawyer, J.E., & Rice, R.E. (2014). Back to basics: Facilitating engagement in modern work environments. Boston College Workshop on Social Media and Digital Innovation. May 9, 2014. *Supported by the NSF*.

Griffith, T.L. (2014). Lead by letting go: Create a mosaic of education. Presented at the Mazatlán Forum on "Technology and the Future(s) of Education: U.S. and Mexican Perspectives." Invited.

Griffith, T.L. (2012). Researching the informal economy: Opportunities and challenges of social media research. Co-presenter on Practical Social Media Research. Professional Development Workshop. Presented at the Academy of Management Annual Meetings, Boston, MA.

Spell, C.S., Bezrukova, K., Griffith, T.L. (2012). Meetings that suck! The ultimate price of collaboration process bias. Presented at the INGroup Conference, Chicago, IL.

Griffith, T.L., McGrath, R.L., Poole, M.S., & Sawyer, J.E. (2011). Systems savvy and the evolution of effective virtual teams. Presented at the Academy of Management Annual Meetings, San Antonio, TX.

Griffith, T.L. (2011). Funding Opportunities for Academy of Management Scholars (NSF). Presented at the Academy of Management Annual Meetings, San Antonio, TX.

Griffith, T.L., McGrath, R.L., Poole, M.S., & Sawyer, J.E. (2011). Formalizing systems savvy. Boston College Social Media Workshop, Brookline, MA.

Griffith, T.L. (2011). Teams and technology – The next ten years. Presented at the

Research on Managing Groups and Teams Final Conference. Evanston, IL.

Griffith, T.L., McGrath, R.E., & Poole, M.S. (2011). Systems savvy and organizational memory. Presented at the 17th Organization Science Winter Conference, Steamboat Springs, CO.

Griffith, T.L., Cooper, L.P., & Milbourn, T. (2010). Mobile communication and innovation: More than convenience. Presented at the 9th International Conference on Mobile Business, Athens, Greece.

Griffith, T.L., & Sawyer, J.E. (2008). Research team design and management in a post "Golden Era" world. Presented at the Academy of Management Annual Meetings, Anaheim, CA.

Northcraft, G.B., & Griffith, T.L. (2008). Leaving nothing to chance: Modeling the proactive structuration of a new technology. Presented at the Academy of Management Annual Meetings, Anaheim, CA.

Cooper, L.P., Croasdell, D., & Griffith, T.L. (Workshop Chairs) (2008). Doing knowledge management research in organizations: Establishing and maintaining relationships. Presented at the Hawaii International Conference on System Science, Waikoloa, Big Island, Hawaii.

Sawyer, J.E., & Griffith, T.L. (2007). The knowledge ecosystem: A multilevel model of team performance in a Fortune 100 tech company. Presented at the Academy of Management Annual Meetings, Philadelphia, PA.

Griffith, T.L. (2007). Panelist for multi-level Issues for the study of organizational creativity and innovation professional development workshop (C. Shalley & J. Zhou, Chairs). Presented at the Academy of Management Annual Meetings, Philadelphia, PA.

Griffith, T.L., Sawyer, J.E., & Shapira, Z. (2007). Identification and measurement of innovation. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Griffith, T.L., Fuller, M.A., & Northcraft, G.B. (2007). Neither here nor there: Knowledge sharing and transfer with proactive structuration. Presented at the Hawaii International Conference on System Science, Waikoloa, Big Island, Hawaii.

Sawyer, J.E., & Griffith, T.L. (2006) Transactive memory systems and innovation in new product development teams. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Cadiz, D., Griffith, T.L., & Sawyer, J.E. (2006). Experienced community of practice and knowledge transfer in a science/technology company. Presented at the Hawaii International Conference on System Sciences, Poipu, Kauai Hawaii, 2006.

Sawyer, J.E., & Griffith, T.L. (2005). Location and impact of learning in global innovation companies: Individuals, teams, and communities. Presented at the Genentech Conference on Innovating Strategic Frameworks for Learning Processes, South San Francisco, CA, 2006.

Griffith, T.L., & Sawyer, J.E. (2005). Supporting technologies for the transfer of knowledge in

virtual environments. Presented at Group Decision and Negotiation 2005, Vienna, Austria.

Griffith, T.L., Sawyer, J.E., Cadiz, D. (2004). Knowledge sharing through sociotechnical systems: Mingling and measuring the impacts of more and less virtual work. Presented as a Symposium at the Academy of Management Annual Meetings, New Orleans, LA.

Delbecq, A., Griffith, T.L., Kalyanam, K., Madsen, T. (2004). Deepening the spiritual foundation of the scholar-teacher calling in Jesuit business education. Presented at the 7th Annual Colleagues in Jesuit Business Education Conference, Fairfield, CT.

Zammuto, R.F., & Griffith, T.L. (2004). Has technology left the organization sciences? Implications for OS in an IT-intensive world. Presented at the *Organization Science* Winter Conference, Steamboat Springs, CO.

Griffith, T.L., & Mittleman, D. (2003). Using collaboration technology to mitigate negative subgrouping. Presented at Collaboration2003, Annapolis, MD.

Young, J., Duda, A., Griffith, T.L., Holmlund, B., & Heale, D. (2003). Is distributed meeting technology ready for prime time? Panel discussion presented at Collaboration2003, Annapolis, MD.

Chellappa, R. Griffith, T.L., & El Sawy, O. (2003). IDM [Identity Management] initiatives for business value. Presented at the SIM/APC Fall Meetings, Philadelphia, PA.

Griffith, T.L. (2002). Who? Where? The Situation of Saliency: Core/Tangential and Concrete/Abstract participation in virtual teams. Presented at the INFORMS National Meetings, San Jose, CA.

Griffith, T.L. (2001). Triggers for sensemaking in virtual teams: The dynamics of subgroups. Presented at the Academy of Management Annual Meetings, Washington, D.C.

Griffith, T.L., Neale, M.A., Mannix, E.A. (2001). Conflict in the design and management of virtual teams. Invited presentation hosted by the Center for Effective Organizations, University of Southern California, Los Angeles, CA.

Mannix, E.A., Griffith, T.L., & Neale, M.A. (2000). The Phenomenology of conflict in virtual work teams. NSF/Stanford sponsored conference on Distributed Work, Carmel, CA.

Griffith, T.L., Sawyer, J.E., & Neale, M.A. (2000). Information technology as a jealous mistress: Competition for knowledge between individuals and organizations. *MIS Quarterly* Invited Conference.

Griffith, T.L., & Sobol, M.G. (1997). Negotiating medical technology implementation: Overcoming power and stakeholder diversity. Presented at INFORMS, Dallas, TX.

Griffith, T.L. (1997). Healthcare technology and information systems. Presented at Decision Sciences Institute Meetings, San Diego, CA.

Griffith, T.L., & Meader, D. (1997). Managing technology for internationally distributed groups: Roles in groups that work together, apart. Presented at the Academy of

Management Annual Meetings, Boston, MA.

Griffith, T.L. (1997). Blurred lines: an extended theory of role ascription to include technological agents. Presented at INFORMS, San Diego, CA.

Bhappu, A., Griffith, T.L., & Northcraft, G.B. (1996). Media effects in the reduction of intergroup communication bias. Presented at the Conference of the Organization for the Study of Communication, Language and Gender, Monterey, CA.

Bhappu, A., & Griffith, T.L. (1996). Media effects in the reduction of intergroup communication bias. Presented at the Academy of Management Annual Meetings, Cincinnati, OH.

Griffith, T.L. (1995). Negotiating change processes. Presented at INFORMS, New Orleans, LA.

Griffith, T.L., & Tansik, D. (1995). Negotiation as a technique for the implementation of new technology. Presented at TIMS XXXIII, Singapore.

Griffith, T.L., & Zammuto, R.F. (1995). Perceptions and realities of technology implementation. Presented at TIMS/ORSA, Los Angeles, CA.

Troth, M.A., & Griffith, T.L. (1995). Three-way altruism and institutional commitment: A voluntary association example. Presented at the Academy of Management Annual Meetings, Vancouver, British Columbia.

Griffith, T.L. (1994). Duality, sensemaking, and features: The complex nature of new technology. Presented at the Academy of Management Annual Meetings, Dallas, TX.

Griffith, T.L. (1993). Cross-cultural and cognitive issues in the implementation of new technology. Presented at ORSA/TIMS, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1993). Distinguishing between the forest and the trees: Media, features, and methodology in electronic communication research. Invited paper presented at ORSA/TIMS, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1993). Cognitive elements in the implementation of new technology: Testing whether less is more. Presented at the Academy of Management Annual Meetings, Atlanta, GA.

Griffith, T.L., & Zammuto, R.F. (1993). Overconfident and misguided: The lot of technology implementers. Presented at the Third Biennial High Technology Management Conference, Boulder, CO.

Griffith, T.L. (1992). The transfer of group decision techniques to Bulgaria. Presented as part of a panel, "The transfer of science and technology to post-communist Eastern Europe: The Bulgarian case," at the American Association for the Advancement of Slavic Studies National Convention, Phoenix, AZ.

Griffith, T.L., & Northcraft, G.B. (1992). Promises, pitfalls and paradox: Cognitive elements in the implementation of new technology. Presented at the Academy of Management Annual Meetings, Las Vegas, NV.

Griffith, T.L., Northcraft, G.B., & Fuller, M.A. (1992). The introduction of GDSS in Bulgaria. Presented at CHI '92, Monterey, CA.

Fuller, M.A., Griffith, T.L., & Northcraft, G.B. (1992). The basic facilitator role: A beginning for research on the design of the "Group" in Group Decision support Systems. Presented at the 12th International Conference on Decision Support Systems, Chicago, IL.

Griffith, T.L., & Northcraft, G.B. (1991). Effects of communication features and media in electronic communication system research. Presented at the Academy of Management Annual Meetings, Miami, FL.

Griffith, T.L., & Northcraft, G.B. (1991). Cognitive elements of the implementation of a new technology: Testing the paradox of value. Presented as part of a symposium, "Technology in organizations," at the Western Decision Sciences Institute, Kauai, Hawaii.

Griffith, T.L. (1990). The implementation of new technology: A three site, longitudinal study. Presented as part of a symposium, "New research on implementing technology, " at the Academy of Management Annual Meetings, San Francisco, CA.

Griffith, T.L., Northcraft, G.B., & Tansik, D. (1990). A dogged approach to teaching learning and motivation. Presented at the Organizational Behavior Teaching Conference, Richmond, VA.

Goodman, P.S., Griffith, T.L., & Shah, S. (1989). Teams and technology: Critical issues for research and practice. Presented as part of a symposium, "Putting teams in their places," at the Society of Industrial and Organizational Psychology meetings, Boston, MA.

Griffith (Hughson), T.L. (1988). The effects of electronic monitoring on social presence and subsequent individual performance. Presented as part of a symposium, "Impacts of electronic monitoring," at the Academy of Management Annual Meetings, Anaheim, CA

Griffith (Hughson), T.L., Fichman, M., & Moreland, R.M. (1986). Social loafing and social facilitation: An empirical test of Paulus' cognitive-motivational model of performance. Presented at the American Psychological Association Convention, Washington, DC.

Select Invited Academic Research Seminars

- Rethinking Work in an Unbounded World. San Jose State University (March 2026)
- Transforming All Our Work With AI. VINCI, SFU (March 2025)
- AI & Innovation. University of British Columbia, Okanagan (November 2024)
- AI from the Bottom Up: Can Work Crafting Save Jobs? SFU (March 2024)
- Panel on AI & Higher Education, SAIT (February 2024)
- Shifting Sands of AI in Business Education. Western Illinois University (Oct 2023)
- Systems Savvy or Thinking in 4T? Simon Fraser University (March 2019)

- Management and Organizations Seminar, USC (April 2016)
- Networks and Organizations Workshop, Stanford University (May 2015)
- Inter-University Seminar, Barcelona, Spain (May 2015)
- Ito International Research Center, University of Tokyo, Japan (March 2015)
- School of Science, Aalto University, Finland (October 2014)

Grants, Fellowships & Awards

MITACS - Exploring Optimal Radio Frequency (RF) and Electrical Muscle Stimulation (EMS) Frequency Ranges for Effective Non-Invasive Urinary Incontinence Treatment Devices. Haeri, F. & Griffith, T. \$60,000 CAD (2025-2027).

Social Sciences and Humanities Research Council (SSHRC) - Insight: Digital collaboration platforms for emergent groups doing physical work. Saraf, N., Griffith, T.L., & Kaligotla, C.K. \$89,630 CAD (2025-2027).

Negotiation and Team Resources Institute. Yang, H., Rice, V., Bezrukova, K., Spell, C., & Griffith, T. Negotiating Procurement in Human-AI Teams \$10,000 USD (2024).

Organizational Design Community-Accenture Annual Prize for Best Practice-oriented Paper (Griffith, Majchrzak, & Giustiniano, 2023).

Social Sciences and Humanities Research Council (SSHRC) - Insight: The future of work is hybrid: Engineering team success through leadership. O'Neill, T. (Principle Investigator), Behjat, L., Lefsrud, L. M., Grenier, S., Griffith, T., Gellatly, I. R., McLarnon, M. J. W., & Woodley, H. J. R. (Co-Applicants). \$196,200 CAD (2024-2029).

Homegrown Innovation Challenge (Weston Family Foundation): High intensity production system to deliver local off-season fresh blueberries at scale. Mattsson, J. (Principle Investigator), Niet, T., Griffith, T. (Co-Investigators). \$956,349 CAD (2023-2024).

Negotiation and Team Resources Institute. Yang, H., Rice, V., Bezrukova, K., Spell, C., & Griffith, T. Human-AI Teams \$10,000 USD (2023).

Social Sciences and Humanities Research Council (SSHRC) - Insight Development: Shifting to Large-scale Methods for Studying Bottom-up Work Crafting. Griffith, T.L., & Kaligotla, C.K. \$74,840 CAD (2022-2024).

Social Sciences and Humanities Research Council (SSHRC) - Insight: Buffering the Suffering & Driving the Thriving in the New World of Work: A study of how societal context affects capabilities, jobs, meaningfulness and key work-life outcomes around the globe. Cotton, R. (Applicant), Egri, C.P., Elangovan, A.R., Fitzsimmons, S., Griffith, T.L., Lazarova, M.B., Ollier-Malaterre, A., Yip, J.K.L. (Co-Applicants) \$295,020 CAD (2022-2024).

Negotiation and Team Resources Institute - NTR 22-10. Yang, H., Rice, V., Bezrukova, K., Spell, C., & Griffith, T. Gender stereotyping AI \$10,000 USD (2022).

Natural Sciences and Engineering Research Council of Canada (NSERC) #CREATE 554770-2021. Bahrami, M. (PI), Bahreyni, B., Canizares, C., Cruickshank, C.A., Griffith, T.,

Lau, A., Mallett, A., Palmer, P., Tezel, H., Venkatesh, B., & Zarrin, H. CREATE - Hybrid Thermal Electric Microgrid (HyTEM) \$1,650,000 CAD (2021-2027)

SIM-APC. Griffith, T.L. Leveraging Automation from the bottom up \$5000 USD (2018-2019)

Leavey Research Grants \$5,000 \$7,000 USD (2018-2020)

Leavey Research Grant. Collaborative designs for value creation beyond basic organizational boundaries. \$6,400 USD (2015-2016 in partnership with Aalto University in Finland)

Leavey Research Grant. Lead Like a Pro. \$6,300 USD (2014-2015)

[Silver Medal in the Business Technology category of the 2013 Axiom Business Book Awards for *The Plugged-In Manager*](#)

Leavey Research Grant. CityWorkLife: Smart and Flexible Work and Living in Metropolitan Areas \$6,000 USD (2013-2014)

Tekes grant to Aalto University: CityWorkLife, conducted in collaboration with Aalto University, University of California Santa Barbara and Santa Clara University. 2014

[Top Five in the Technology category of the 2012 Small Business Book Awards for *The Plugged-In Manager*](#)

Leavey Research Grant. Collaboration Process Bias: A Disease Model of Group Decision Making (2012-2013, with Katerina Bezrukova & Chester Spell)

Leavey Research Grant. Technology, Organization, and Systems Savvy: Model and Scale Validation (2011-2012)

Nominated for Best Paper in *JOB*, 2010: Griffith, T.L., & Sawyer, J.E. (2010). Multilevel knowledge and team performance. *Journal of Organizational Behavior*, 31(7), 1003-1031

Leavey School of Business Research Award (2003-2004, 2005-2006, 2008-2009, 2010-2011)

Leavey Research Grant. The Systems-Savvy Manager: Leading in the 21st Century (2010-2011)

University Research Grant. Pilot: Field-Appropriate Measure of Systems Savvy. (2010-2011)

Leavey Research Grant. Systems Savvy: Leading with People, Technology, and Practice (7/09-6/10)

Leavey Research Grant. Leaving Nothing to Chance: Modeling the Proactive Structuration of a New Technology (7/08-6/09)

Breetwor Fellow (2002-2004, 2006-2008)

Leavey Research Grant. Tools for Teaching Evidence Based Management (7/07-6/08)

Leavey Research Grant. Neither Here Nor There: Knowledge Sharing and Transfer with Proactive Structuration. (7/06-6/07)

Leavey Research Grant. Innovation Knowledge Transfer in Virtual Environments. (7/05-6/06)

National Science Foundation. [Collaborative Research: Knowledge, Innovation, and Virtual Work in Science and Engineering Organizations. Collaboration with John Sawyer, University of Delaware \(under separate award number\). Social and Economic Sciences -- Innovation and Organizational Change Program #SES-0422845. \\$202,988.00 USD](#) (7/04-12/07)

University Research Grant. Knowledge, Innovation, and Virtual Work in Engineering Organizations: Multilevel Analysis of Virtual Teams. (2004-2005)

SIM-APC. Chellappa, R. Griffith, T.L., & El Sawy, O. Inclusionary and Exclusionary Approaches to Identity Management: Creating Value from Security Initiatives. (2003-2004)

Leavey Research Grant. Knowledge Transfer in More or Less Virtual Teams. (7/02-6/03)

University Research Grant. Griffith, T.L., & Sarin, A. Selling Tools versus Mining for Gold: Type of Innovation and Start-Up Performance. (5/02-4/03)

National Science Foundation. Olk, P.M., & Griffith, T.L. (Consultant) [Organization Science Winter Conference: Exploring the Frontiers of Strategic Decision Making and Management in Chaotic Environments. NSF \(Decision, Risk and Management Science Program & Innovation and Organizational Change #35333\) \\$20,000 to the project \(7/99-3/00\)](#)

University of Arizona Foundation and Office of the Vice President for Research. Negotiating successful technology implementation: Perspectives from the field (6/94-5/96)

United States Information Agency. Program to develop an MBA program at the University of National and World Economics, Sofia, Bulgaria. Participant and contributor. William Welsh, Project Director (5/93-10/93)

United States Information Agency. Program to develop business management capabilities at the Janus Pannonius University in Pécs, Hungary. Participant and contributor. William Welsh, Project Director (1/93-8/93)

United States Information Agency. Program to develop business management capabilities at the University of National and World Economics, Sofia, Bulgaria. Participant and contributor. William Welsh, Project Director (7/91-9/92)

Center for the Management of Technology, Carnegie Mellon University. Research Fellowship (8/87 - 9/89)

Center for Technology and Society, Carnegie Mellon University. Basic research in telecommuting, with Paul Goodman. (1/86 - 12/86)

Corning Glass Works Foundation Fellowship (8/85 - 7/86)

William Larimer Mellon Fellowship (8/84 - 7/85, 8/86 - 7/87)

Executive Education Programs

- Thinking in 5T: KPMG Digital University, Beedie School of Business
- The Future-Ready Workforce: Digital Transformation Leadership Program, Beedie School of Business
- AI-Empowered Leadership, Beedie School of Business

Past Programs:

Innovating and Collaborating for Digital Change: Digital Transformation Management Program, Beedie School of Business

Faculty Director: Negotiation Excellence Program (Fortune 100 Company), Leavey School of Business. *Includes discussion of negotiated change.*

[Leading Into the Future](#): Managing in a Changing World, Kellogg School of Management, Northwestern University (Program co-designer). *Topics: Damands, Design, Leadership, Execution. Teams design and test organizational changes using light-weight experiments.*

Program Dean, ESADE (Barcelona & Madrid) Executive MBA, Leavey School of Business

Program Dean, OracleClassOf [sic] program for the Leavey School of Business

Leavey School of Business Executive Programs (e.g., Cadence, Cypress, Abengoa, ESADE)

Graduate School of Business, Stanford University

Recanati Graduate School of Business, Tel Aviv University

High Tech Management School, Tel Aviv University

Olin School of Business Executive Programs

Melbourne Business School Executive Programs

University of Arizona Executive Programs

Krannert Graduate School of Management Executive Programs

Purdue Center for Agricultural Business Programs

Other customized sessions in both the public and private sector.

Topics:

Work Design with Artificial Intelligence
Leadership and the Future of Work
Innovation & Design Thinking
Origins of Innovation
Collaboration
Management of Teams (Distributed and Face-to-Face)
Negotiation & Conflict Management
Effective Change Processes

Selected Professional Presentations

The Role of AI in Sustainable Employment, REACH: Rutgers University, April 2025
AI and Innovation. SFU MBA Meetup. February 2025
AI from the Bottom-Up: Can Work Crafting Save Jobs? Maybe our Own. Intuit, April & June 2024
Using AR for innovation practices - IRI Digitalization Community Thought Leader Interview with Dave Alpert, Geopogo AR+, January 2023
Negotiating the New Workplace. Lancaster House, March 2022
What We Can Learn from Working During COVID: Shutdown & Beyond. Fraser Valley, Fraser Valley Certified Public Accountants Association, November 2021
Developing Crucial Tacit Knowledge in a Hybrid World. ISSIP Discovery Summit. Workshop on Future of Work & Learning, June 2021
Thinking in 5T: Insights from our global experience with work design, Renmin University of China, June 2021
Thinking in 5T: Crafting Your Work as We Transition, Again. Town Hall presentation for Zymeworks, April 2021
[Driving Student Engagement Across Face-to-Face, Hybrid & Remote Learning](#), sponsored by Ment.io and Microsoft, April 2021
What the Science Tells Us About How To Succeed With a Hybrid Remote Strategy. Webinar with Workplace Evolutionaries, February 2021
The State of Business Operations in 2021 and Beyond. Webinar with Tonkean, February 2021
Navigating Big Tech - Recruiting/Resilience/Reskilling in the era of COVID. Panel at Women in Technology Regatta, January 2021
Catalyzing High Impact Innovation through Digital Partnership Ecosystems. Data West, December 2020
Negotiating and Crafting Changes to Our Work and Organizations. ISSIP Discovery Summit. Workshop on Future of Work & Learning, December 2020
Bottom-Up Work Crafting and Automation. Society for Information Management Advanced Practices Council (SIM APC), October 2020
Bottom-Up Work Crafting and Automation. Collabworks Thought Leadership Team, October 2020
Organizational Design for a Movement. Hyperloop Transportation Technologies. May 2020
MasterClass: Is your new way of working working for you? Beedie School of Business Alumni. May 2020
Thought Leadership (Panel Member): KPMG Digital University, Beedie School of Business April 2020

Society for Information Management Advanced Practices Council (SIM APC). Leveraging Automation from the Bottom Up, October 2019

Pepperdine Organizational Development Alumni Conference. We're Not Alone: Triggering Work Crafting from The Bottom Up, June 2019

Helping Workers Help Themselves: Thinking in 4T for AI Applications. Cognitive Systems Institute Group Speaker Series, November 2018

Using All Your Resources, All the Time (Thinking in 4T). PeopleFWD Conference, October 2018

USC Center for Effective Organizations. Helping Workers Help Themselves With AI: Thinking in 4T. Workshop on the Future of HR, October 2018

ISSIP Discovery Summit. Helping Workers Help Themselves With AI: Thinking in 4T. Workshop on the Future of HR, September 2018

USC Center for Effective Organizations. Workshop on Crowd-Power: Engaging Outside Contributors for Real Work. Conference on The Digital Future: Organizations, Work, & HR, May 2018

Summit Chair, Panelist, Moderator: [Work Rebooted](#), February 2018

HRDisrupt San Francisco. Lose Your Job or Gain a Partner? What will be the role of AI in your organization? October 2017

Panel with Profs. Lynda Applegate and Ann Majchrzak: Leading Breakthrough Innovation. Society for Information Management Advanced Practices Council (SIM APC). Harvard Business School, June 2017

Webinar: Plugged-In Management and the Future of Work and Education. Aalto University, April 2017

Keynote: The Future of Work and Education. Council of Supply Chain Management Professionals (CSCMP) San Francisco Roundtable, April 2017

Panel: University Strategy in a Digital World: Leading, Lagging, Emerging, Diversifying. California Higher Education Innovation Council (CHEIC), February 2017

Panel: [Constellation Research Group Connected Enterprise](#), October 2016

Webinar: [IBM Social Business Book Club](#), March 2016

Webinar: [Carnegie Mellon University Professional Development](#), February 2016

[Leading Into the Future: Managing in a Changing World](#), December 2015

Keynote: [Lead by Letting Go: Are 20th Century Constraints Holding Open Innovation Back?](#) Center for Innovation Management Studies, North Carolina State University, October 2015

Plugging In To Your Supply Chain Career via Social Media. [CSCMP Spain Roundtable](#), May 2015

Facilitator, Keynote Panel: [The Future of the HR Professional. HR Symposium](#), May 2015

Panelist, State of the Region: Association of Bay Area Governments, March 2015

Leading Without Formal Authority -- With Data. Thermo Fisher Scientific, December 2014

Tweets, Posts, Pins - and Troubles... Social Media in the Work Place, with Dee Crosby, May 2014

Meetings that Kill, AgileCamp, September 2013

[Marketers: It's Time to Lead by Letting Go](#). Marketing Thought Leadership, August 2013, podcast

HBR Webinar: [Making the Leap: Creating the Next Generation CIO](#), July 2013

Keynote, Lead by Letting Go: SV Forum Tech Women, June 2013

Panel session E*Trade Directions 2013, La Costa, Carlsbad, CA, May 2013

Keynote speaker: 1st Annual Supply Chain Innovation Breakfast, San Francisco Roundtable of the Council of Supply Chain Management Professionals, April 2013

Workshop leader: Institute for Supply Management. "New Work." April 2013
Keynote speaker, Leavey Business Alumni Forum, May 2012
Keynote speaker, San Francisco Roundtable of the Council of Supply Chain Management Professionals, May 2012
Book talk and signing, South by Southwest, March 2012
Keynote speaker, PARC Forum, January 2012

Selected School & University Service

Simon Fraser University

- Panelist, GenAI in the Classroom (2024)
- Beedie Visting Fellows Committee (2024-2025)
- Beedie Appointments Committee (2022-present)
- Beedie Ph.D. Committee (2020-2024)
- SFU Provost Search Committee (2022-2023)
- HYTEM CREATE SFU Program - Steering Committee (2021-2022)
- Co-Chair Recruiting Com CRC Chair in Social Innovation & Entrepreneurship (2020-2021)
- Beedie Research Council (2020-2021)
- Graduate Programs Curriculum Committee (2019-2020)

Santa Clara University

- Faculty Liaison to The Table Group (2017 - 2019)
- Search Committee, Executive Director, Executive Development Center (2016/17)
- Search Committee, Assistant Dean of Marketing & Communications (2017)
- Chair, Search Committee, Senior Assistant Dean, Graduate Business Programs (2015, 2016)
- Chair, Organizational Behavior Search Committee (2012, 2015, 2016)
- Search Committee, Assistant Vice President, Human Resources (2015)
- University Technology Advisory Committee Member (2015 - 2017)
- Community Interview Team, Search for Chief Information Officer (2014)
- Managing Technology & Innovation Concentration Advisor (2007-2013)
- Faculty Senate Representative (2004-2012)
- University Technology Steering Committee (2009-2012)

Memberships/Affiliations

- Academy of Management
- Aircraft Owners and Pilots Association Airport Support Volunteer for 1RL
- Carnegie Mellon Alumni Association, Andrew Carnegie Society Member
- Experimental Aircraft Association #1010601
- Girl Scouts of America, Life Member
- Institute of Corporate Directors
- ISSIP: The International Society of Service Innovation Professionals
- Ninety-Nines, Inc.: International Organization of Women Pilots
- Northern California Business Aviation Association Mentoring Committee (2015-2018)
- [Responsible Research in Business & Management](#)

- UC Berkeley Alumni Association, Life Member
- Women in Aviation, International

Elected Offices and Other Academic/Professional Service:

International Society of Service Innovation Professionals (ISSIP) - Strategy Council & Executive Committee (2023-Present)

International Society of Service Innovation Professionals (ISSIP) - President (2022)

International Society of Service Innovation Professionals (ISSIP) - Vice President (2021)

Responsible Research in Business and Management - Social Media Advisor (2019-Present)

Organizational Communication and Information Systems Division, Academy of Management -- Representative-at-Large (1996-1997)

Technology and Innovation Management Division, Academy of Management - Representative-at-Large (1996-1998)

INFORMS College on Organization Science -- Information Director (1995-1997)

Chair/Convenor:

Organization Science Winter Conference 1997-2000, 2017

Panel Member:

- Mini-track Co-Chair: Practitioner Research Insights: Applications of Science and Technology in Work, HICSS, 2026, Maui
- Mini-track Co-Chair: Practitioner Research Insights: Applications of Science and Technology in Work, HICSS, 2025, Hawai'i
- Mini-track Co-Chair: Practitioner Research Insights: Applications of Science and Technology in Work, HICSS, 2022, Virtual
- Mini-track Co-Chair: Practitioner Research Insights: Applications of Science and Technology in Work, HICSS, 2021, Virtual.
- Meet the Editors, Doctoral Consortium, Western Academy of Management, 2019
- Co-organizer, Emerging frontiers for service innovation symposium, HICSS, 2015, Kaua'i.
- Program Committee, *Organization Science* Winter Conference 2007
- Junior Faculty Consortium, Organizational Communication and Information Systems Division, Academy of Management 1997
- Doctoral Consortium, Technology and Innovation Management and Organizational Communication and Information Systems Divisions, Academy of Management 1996, 1999

Students Advised

Dissertation Committee, Ehsan Nouri

Advisor to Fattah Haeri, Mitacs Accelerate – Entrepreneur

Advisor to Leili Abkar, Ph.D. Charles Chang Institute for Entrepreneurship Incubator.

Recent External Reviewer Roles

- Anissa Betayyeb Ph.D. Thesis. Alignment of Team Integration with Digital Transformation in the Higher Education Sector in the UAE. The British University in Dubai. 2021
- Silke Popescu Master's Thesis. Leading Canada's sustainable energy transition: Does gender matter? Carleton University Ottawa, Ontario. 2021
- Degree Program Review of the University Canada West proposal for a Master of Entrepreneurship degree. 2021
- Paul Woods Master's Thesis. Technology enabled mobile work and the porosity of work-life borders. Queensland University of Technology, Australia. 2019
- Teppo Raisanen Ph.D. Dissertation. All for one, one for all – Knowledge creation and utilization in web-based communities. Oulu, Finland. 2010
- David Cadiz Master's Thesis. Santa Clara University, US. 2008

Media, Commentaries, & Workshops

- Quoted in *Peace Arch News*: [B.C. cities balance security and efficiency as they blaze uncharted AI territory](#).
- Quoted in *CBC News*: An AI bot might be asking the questions at your next job interview. June 1, 2025
- Quoted in *The Globe and Mail*: The overachiever's guide to slacking off at work: Millennial and Gen Z workers are bending the rules of the traditional nine-to-five job, and challenging traditional ideas around workplace productivity and employee satisfaction. Apr 20, 2025
- Focus of [Tech skills gap widens as AI priorities increase in organizations: survey](#) April 1 2025 *HR Reporter*
- *Wired for Change* podcast: [An Innovation Skills Gap We Can't Afford to Ignore](#) April 1, 2025
- Quoted in *HR Reporter*: How to handle onslaught of AI-assisted job applications (and find real talent). March 17, 2025
- Quoted in *CBC News*: As federal workers slam office mandate, study finds remote work cuts emissions, October 24, 2024
- Quoted in *HR Reporter*: 60%: Hybrid work in Canada lowers greenhouse gas emissions, October 28, 2024
- Quoted in *Financial Post*: How companies can ready their teams to harness the power of AI, July 29, 2024
- Panelist: [Artificial Intelligence - Friend or Foe](#). The Conversation Live with Stuart McNish, October 3, 2023
- Quoted in the DailyHive: [No phones allowed: BC high school introducing tech-free classes](#), September 6, 2023
- Interview on BCToday, September 5, 2023
- Interview on CBC Vancouver, August 29, 2023
- Interview on CFAX with Adam Stirling, August 29, 2023
- Interview on Spice Radio, August 29, 2023
- Interview on Global News: [The future of work: The role of AI](#), April 10, 2023
- Interview on CBC Global: The Roy Green Show with David Peck, Feb 26, 2023
- Interview on CBC Vancouver: [AI tool raises cheating concerns](#), Feb 3, 2023
- Quoted in Vancouver is Awesome: [Here's how Coquitlam schools are using ChatGPT. Hint: not to cheat](#), Jan 26, 2023
- Quoted in National Post: [Forty per cent of Canadians would take less pay to work from home. survey finds](#), May 11, 2022

- Interview on CHQR, The Drive with Ted Henley, Feb 2, 2022
- Quoted in AmericanExpress Trends and Insights: [How Communication Policies Can Dictate the Success of Remote-First Companies](#), Oct 26, 2021
- Interview on Spice Radio. May 31, 2021
- Quoted in Vancouver Sun: [Will 'digital nomads.' grounded by pandemic. return to Vancouver?](#) May 16, 2021
- Quoted in Business in Vancouver: [What will work be like after the COVID-19 pandemic?](#) April 22, 2021
- Interview on Global News: [The Future of work: Work from home and remote working](#), April 12, 2021
- Interview on [Conversations about Collaborations](#) podcast, December 8, 2020
- Quoted in CBC's [Lockdown makes us even more vulnerable when the machine stops: Don Pittis](#), Aug 25, 2020
- Interview on Spice Radio. July 13, 2020
- [Interview on the Virtual Excellence Show](#). July 7, 2020
- Quoted in the Vancouver Sun: [COVID-19 and the open-concept office: Is it time to renovate?](#) May 20, 2020
- Interview on Global News: [The Future of Work: Remote working and working from Home](#), April 13, 2020
- Quoted in CBC's [Coronavirus lockdown has forced us into an economic trial and error experiment: Don Pittis](#), April 2, 2020
- [DisrupTV Podcast](#), March 6, 2020
- Interview for Educause: [The Gig Economy: What's the Role of Higher Ed?](#) (2018)
- Guest contributor for University of Queensland course: Design Thinking and Creativity for Innovation (May, 2018)
- Guest contributor for Digital Strength, Course 11
- Guest contributor for [Digital Strength, Course 6](#)
- Quoted in [Feds Come Hunting Tech Talent in Silicon Valley](#). *Mercury News*, June 1, 2018.
- AACSB Online Accreditation Volunteer Training, 2017 (participant)
- AACSB Marketing & Development Workshop, 2017 (participant)
- AACSB Assurance of Learning Workshop, 2017 (participant)
- [DisrupTV Podcast](#), February 17, 2017
- Focus Group Participant: Digital Workplace for Innovation and Participation (DigiWIP) funded by the Southampton Web Science Institute, 2017
- Guest, University of Illinois Coursera offering (2016, 2017)
- AACSB Online and Blended Learning Workshop, 2016 (participant)
- MarketWatch OpEd: [How to Lead People by Letting Go](#), 2014
- NBC Bay Area on social media and rape culture meme
- [SarderTV Author Series](#)
- [Making the Leap: Creating the Next Generation CIO](#). Harvard Business Review Webinar, 2013
- Women140: [Profiled in Silicon Valley Business Journal. 2012](#)
- IBM: Interviewed on AuthorTalk
- [Cranky Middle Manager Podcast](#)
- B901 Podcast
- [Wrike Podcast](#)
- Adaliente Podcast
- Ivestors.com: Interviewed for [Grasp Healthy Progress](#)

- Intuit Podcast: [Innovation Exchange](#)
- Mercury News: Interviewed 9/2011 on Coworking spaces.
- KGO810: Interviewed 9/2011 on [Social media policies for employers & employees](#).
- KGO810: Interviewed 7/2011 on [Smartphones and people watching](#).
- Podcast for Logistics Viewpoints (2011). [Social media and the Plugged-In \[Supply Chain\] Manager](#)
- Videocast interview for Ariba (2011), [Terri Griffith on Social Collaboration in the Enterprise](#).
- Podcast interview for Inmagic (2011), [Terri Griffith reveals one crucial skill your employees have but your company isn't using](#).
- Featured in Duan, M. (2009), "[Untangling the Gen Y Knot](#)," Silicon Valley/San Jose Business Journal, August 2, 2009.
- Invited Participant: Beyond Virtual: A Multidisciplinary Agenda for Designing, Building, and Evaluating Virtual Organizations (NSF: 2008)
- Invited Participant: Workshop To Discuss Future Directions For The National Science Foundation's Innovation And Organization Change Program (2006)