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Darden Graduate School of Business Administration
University of Virginia
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February 2019

ACADEMIC POSITIONS

- 2007 – Present **Darden Graduate School of Business Administration**
Professor of Business Administration and Batten Executive-in-Residence
- 2002 – 2007 **Goizueta Business School, Emory University**
Adjunct Professor of Organization and Management
Founder and Executive Director of The Center for Entrepreneurship and Corporate Growth
Founder and Executive Director of The Values-Based Leadership Institute
Distinguished Executive in Residence

EDUCATION

- 1975 **New York University**
LL.M. (Taxation) (Top 5% of Class - Estimate)
- 1971 **University of Virginia**
J.D. (Top 25% of Class - Estimate)
- 1968 **University of Florida**
B.S. (Magna Cum Laude)

PROFESSIONAL POSITIONS

- 1992 - 2002 **Andersen Corporate Finance, LLC, Washington, D.C. & Atlanta**
Worldwide Partner
- 1988 - 1991 **Jones Lang Wootton, Washington, D.C.**
Managing Director
- 1985 - 1988 **Robert M. Bass Group, Fort Worth, Texas and Washington, D.C.**
Vice President
- 1984 - 1985 **Boettcher, Inc., Denver, Colorado**
Senior Vice President and Member of the Investment Committee

Chief Operating General Partner
Member of the Executive Committee of Boettcher Properties, Ltd.

- 1982 - 1984 **Hess Properties, Inc., Washington, D.C.**
President
- 1981 - 1982 **Warburg, Paribas, Becker, New York, New York**
Managing Director
- 1975 – 1980 **Carwile & Hess, Charlottesville, Virginia**
Partner
- 1971 – 1975 **Atlantic Richfield Corporation and Wender, Murase & White, New York, New York**
Associate

EXECUTIVE EDUCATION

- 2002 **University of Chicago Business School**
The Directors' Consortium
- 1999 **INSEAD**
Advanced Strategy
- 1998 **Harvard Business School**
Creating Corporate Advantage
- 1997 **Amos Tuck Business School**
Hypercompetition Strategy
- 1996 **Wharton Business School**
Wharton 2000
- 1995 **Harvard Business School**
Creating Value Through Corporate Restructuring

PEER REVIEWED BOOKS

Learn or Die: Using Science to Build a Leading-Edge Learning Organization (Columbia Business School Publishing, 2014)

The Physics of Business Growth: Mindsets, System & Processes, Hess & Liedtka, (Stanford University Press 2012)

Grow to Greatness: Smart Growth for Entrepreneurial Businesses (Stanford University Press 2012)

Growing An Entrepreneurial Business: Concepts & Cases (Stanford University Press 2011)

Smart Growth: Building an Enduring Business by Managing the Risks of Growth (Columbia Business School Publishing 2010)

The Search For Organic Growth, Hess & Kazanjian, eds., (Cambridge University Press 2006)

Leading With Values: Positivity, Virtue & High Performance, Hess & Cameron, eds., (Cambridge University Press 2006)

BOOKS

Humility Is the New Smart: Rethinking Human Excellence In the Smart Machine Age (Berrett-Koehler, 2017)

The DNA of Growth v. The Myths of Growth (Darden Business Publishing 2012)

So, You Want To Start A Business? 8 Steps To Take Before Making The Leap (Free Press 2008)

The Road To Organic Growth: How Great Companies Consistently Grow Marketshare From Within (McGraw-Hill 2007)

The Successful Family Business: Proactively Managing Both the Family and the Business (Praeger/Greenwood 2005)

Make It Happen! Six Tools For Success (EDH Ltd. 2001)

PUBLICATIONS

Articles

["Fear: The Big Inhibitor of Innovation and Transformation"](#) Darden Ideas to Action (29 November 2018)

["Human Flourishing in the AI Age – We Need A New Story"](#) Medium (27 November 2018)

["The digital age requires a new way of working"](#) Forbes India (India) (12 October 2018)

["The Digital Age Requires a New Way of Working"](#) Darden Ideas to Action (31 August 2018)

[“The Power of an Idea Meritocracy”](#) Forbes India (India) (25 May 2018) Republishes the Ideas to Action article “The Power of an Idea Meritocracy”

["The Power of an Idea Meritocracy"](#) Darden Ideas to Action (26 April 2018)

["Transforming School Education for the Smart Machine Age"](#), published by the Secretary of Education NSW Australia

["Becoming a Hyper Learning Community: The Future of Business"](#) Darden Ideas to Action (25 Jan 2018)

[The Smart Machine Age Will Require a New Story About Leadership Leader to Leader \(United States\) – January 2018](#)

["The Future of Work Predictions for 2018"](#) Marginalia (29 December 2017)

["How Humility Can Outsmart the Smart Machines"](#) IESE Insight (Fourth Quarter, 2017)

["Why We Need to Raise Taxes, Not Reduce Them"](#) Huffington Post (18 October 2017)

["The Why of Business"](#) Darden Ideas to Action (2 October 2017)

["Will Your Ego Be the Death of Your Career?"](#) Vault (11 July 2017)

["Beating the Robot"](#) Daily News & Analysis (6 July 2017)

["Humility - The Key to Success in the Smart Machine Age"](#) Marginalia (30 June 2017)

["Artificial Intelligence at Law Firms: The New Standard for 'Smart' Lawyers"](#) The Ethical Investigator (27 June 2017)

["In the AI Age, “Being Smart” Will Mean Something Completely Different"](#) Harvard Business Review (19 June 2017)

["Book Review: 'Humility Is the New Smart: Rethinking Human Excellence in the Smart Machine Age'"](#) San Francisco Review of Books (15 June 2017)

["Dire or Rosy? Dueling Views on Automation's Impact on Employment"](#) Society For Human Resource Management (30 May 2017)

["Five Big Conversations We MUST Have About Jobs and the Next Generation"](#) Pittsburgh Better Times (27 May 2017)

["What to Look for in a College Today ... To Survive Tomorrow"](#) CBS Money Watch (22 May 2017)

["Surviving the Digital Age: 4 Corporate Transformations"](#) Darden Ideas to Action (27 April 2017)

["The Skills Humans Need to Stay Relevant in the Smart Machine Age"](#) AMA Playbook (24 April 2017)

["Will Robots Replace Human Drivers, Doctors and Other Workers?"](#) Voice of America (15 April 2017)

["Why Humility is the New Smart"](#) Society for Human Resource Management (12 April 2017)

["More Than Managing, The Focus Has to be on Developing People: Edward Hess"](#) Business Standard (30 March 2017)

["6 Future-Proof Skills Your Next Hire Needs"](#) Tweak Your Biz.com (22 March 2017)

["Workplace of the Future: Mr. Spock Wouldn't Survive the Smart Machine Age - Will You?"](#) Bulldog **Reporter** (17 March 2017)

["In the Smart Machine Age, the So-Called Female Confidence Gap May be a Blessing in Disguise"](#) CEO World Magazine (9 March 2017)

["The Organization of the Future: 3 Essentials"](#) Darden Ideas to Action (7 March 2017)

["Human Excellence in the Smart Machine Age"](#) Developing Leaders Quarterly (Issue 25: 2017)

["Are You Smarter Than a Smart Machine? Why 'Old Smart' Is the New Stupid"](#) CEOWorld Magazine (23 February 2017)

["Coming Technology Will Likely Destroy Millions of Jobs. Is Trump Ready?"](#) The Washington Post (8 February 2017)

["The No.1 Job Skill Needed for the Smart Machine Age: Knowing How to Iteratively Learn"](#) Darden Ideas to Action (7 February 2017)

["Who Will Lead in the Smart Machine Age?"](#)© Forbes.com (7 February 2017)

["To Excel in the Smart Machine Age, We Need Others"](#) Darden Ideas to Action (24 January 2017)

["Here's Why Emotions are the Secret Sauce of Innovation"](#) Forbes.com (17 January 2017)

["The Rise of the Smart Machine Age and the Need for a New Story on the Purpose of Business"](#) Darden Ideas to Action (5 January 2017)

["The 4 ES: The CEO is the Chief Enabling Officer"](#) Darden Ideas to Action (20 October 2016) - republished as: "Why Being a CEO Today Means Something More than it Once Did" Fortune (31 October, 2016)

["Leadership in the Smart Machine Age: The 4 ES"](#) Darden Ideas to Action (20 September 2016) - republished as: "How to Lead in the Smart Machine Age" Fortune (24 September 2016)

["The Learning Launch: How to Grow Your Business With the Scientific Method"](#) Darden Ideas to Action (20 June 2016)

"Can You Outthink a Smart Machine?" CFA Institute Magazine (July 2016)

["The "Old Smart" Isn't Good Enough: Eight Qualities Your Kids Need to Master to Get Ahead in a Tech-Driven World"](#) Houston Style Magazine (9 January 2015)

["The "Old Smart" Isn't Good Enough: Seven 21st Century Learning Skills Every Adult Should Learn Now!"](#) OSP Magazine (12 January 2015)

"The AI Revolution Will Humanize Businesses" Forbes.com (12 January 2015)

["Is Your Six Sigma Stifling Innovation?"](#) RISMedia (13 January 2015)

"Will Smart Robots Take Your Job?" (3 February 2015)

"Three Steps to Turn Up Your Listening Skills" Society for Human Resource Management (1 March 2015)

["If You Can't Listen, You Will Become Irrelevant: Nine Career-Damaging Bad Listening Habits and What You Can Do About Them"](#) (4 March 2015)

["8 Reasons You're a Worse Listener Than You Think \(And How to Get Better\)"](#) INC. Magazine (5 March 2015)

"21st Century Smart: Staying Relevant in the Artificial Intelligence Age" Forbes.com (8 April 2015)

"Are Our Classrooms Preparing Kids for the 21st Century? Seven Things School Systems Need to Change Right Now" (15 May 2015)

"Humility: The No. 1 Job Skill Needed For the Smart Machine Age" Forbes.com (18 May 2015)

["Learn or Die: Every Business Will Be In the Business of Learning"](#) European Business Review (23 May 2015)

["Why a Big Ego Could Be Your Downfall \(and Seven Tips to Help You Hone Your Humility\)"](#) (17 June 2015)

["Darden's Ed Hess: How to Succeed in the 'Smart Machine Revolution'"](#) UVA Today (21 July 2015)

["Ideas to Action: Will Smart Machines Disrupt MBA Education?"](#) Edward D. Hess and Carlos Santos (9 September 2015)

["Focusing on Human Development as Part of the Business Plan"](#) Washington Post Case in Point (3 October 2015)

["How to Drive Business Growth and Innovation in Your Company"](#), Darden Ideas to Action (13 Jun 2014)

["When Robots Comes for Our Jobs, Will We Be Ready to Outsmart Them?"](#) Wired.com (28 Jul. 2014)

["Why is Innovation So Hard?"](#) Forbes.com (04 Aug. 2014)

["Is Your Business Ready for Smart Robots and Artificial Intelligence?"](#) Inc.com (20 Aug. 2014)

["Will Your Children Be Able to Get a Good Job in the Age of the Smart Machine?"](#) HuffingtonPost.com (22 Aug. 2014)

["Growing Your Business Requires LOVE"](#) Inc.com (8 Sept. 2014)

["The MBA of the Future Needs a Different Tool Box"](#) Forbes.com (1 Oct. 2014)

["To Get Ahead, You Need to Learn How to Learn"](#) The Washington Post (12 Oct. 2014)

["C-Suite Tsunami: The Skills That Could Sweep Women to the Top in a Tech-Dominated World"](#) Young Upstarts (17 November 2014)

["Innovation Requires Humility and Courage"](#) Forbes.com (19 Nov. 2014)

["In Today's Business Environment Learning is Not Optional"](#) Inc.com (19 Nov. 2014)

["The Learning Curve: Your Company's Only Sustainable Competitive Advantage and How to Develop It"](#) Exchangemagazine.com (20 Nov. 2014)

["Maybe HR's Focus Should Be Less Human"](#) HR Magazine (1 Dec. 2014)

["Does your Culture Reward the Lazy Brain?"](#) Industryweek.com (18 Dec. 2014)

["Overcoming Your Human-ness- To Succeed and Lead in 2015"](#) Franchising.com

"Growth to Greatness: Smart Growth for Entrepreneurial Business", Ivey Business Journal, November/December 2012

Moschella & Hess, "Fusing the Growth and Austerity Agendas via Information Technology", Leading Edge Forum, Computer Science Corporation, August 2012

“The Grow or Die Lie: Why Everything You Know About Growth Is Wrong”, April 2012 published or adapted by nineteen different media outlets including American Management Association, RIS Media, Hispanic Today, SCORE, Sales & Service Excellence, Arizona Business Gazette.

“Trial by Fire: Eight Ways to Fight Entrepreneurial Fires & Constantly Improve in the Process”, May 2012 published or adapted by eight media outlets including Smart Retailer, Small Business Chicago and Print Professional.

“Creating an Innovation Culture: Accepting Failure is Necessary”, Forbes, June 6, 2012

“3 Ways Successful People Prioritize Their To Do List “, Fast Company, July 2012

“Too Big To Innovate: How Scale & Efficiency Are Trumping Innovation at U.S. Companies”, July 2012 published or adapted by nineteen media outlets including IT Business Edge, Manufacturing & Technology Journal, Salt Lake Tribune.

Hess, Liedtka & Friedel “8 Ways to Coax New Ideas to the Surface”, Fast Company, August 2012

“The Growth Gamble: Why Business Leaders Need a Vegas-Mindset to Successfully Grow”, October 2012 published or adapted in nine media outlets.

“Innovation: Is the CFO an Enabler or Inhibitor, Financial Executive Magazine, November 2012

“Why Safe Growth Is the Real Key to Job Creation”, December 2012 published or adapted in 3 media outlets.

“Giving Growth Just Enough Gas to Go”, Washington Post, November 26, 2011

“Growth Ideas for Tough Times”, Baby Shop Magazine, September, 2011

“Thoughts on Servant Leadership”, Darden Executive Education, July, 2011

“The Business Revolution That’s Destroying the American Dream”, Forbes, February 25, 2011

“A Well-Run Company Can Weather the Storm”, *Washington Post*, February 19, 2011

“Growth Can Destroy Shareholder Value”, *OSP Magazine*, October 28, 2010

“Stark Lessons From The Dell Fraud Case”, *Forbes*, October 13, 2010

“Thinking Differently About Growth”, *Financial Executive*, October 2010

“Smart Growth: Building an Enduring Business by Managing the Risk of Growth”, *The European Financial Review*, August 16 2010

“Growth Can Destroy Shareholder Value”, *News Blaze*, August 6, 2010

“Three Growth Risks That Are Harmful to Your Business’s Health and How to Cure Them”, *American Management Association*, August 4, 2010

“BP's Behavior Deserves a US Lockout”, *Hurriyet Daily News*, July 20, 2010

“An Epidemic of Failing to Manage Growth”, *Forbes*, July 19, 2010

“BP's Sordid Behavior Deserves a U.S. Lockout”, *Bloomberg Businessweek*, July 16, 2010

“Does Your Company Have a “Healthy” Growth Strategy?” *News Blaze*, July 1, 2010

“Smart Growth-Creating Real Long-term Value”, *Journal of Applied Corporate Finance*, (July 2010) 22

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *American Surveyor*, June 25, 2010

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *Detroit Regional Chamber*, June 24, 2010

“The Four Gs of Smartly Growing Your Business in Good Times and Bad”, *News Blaze*, June 22, 2010

“Why Wall Street's Obsession with Short Term Results is Bad”, *News Blaze*, June 4, 2010

“Growing Too Fast?” *Executive Excellence*, May 1, 2010

“False Gods and Wall Street's Future”, *Forbes*, April 30, 2010

“What's Lost in the Debate Over Financial Regulation Reform? Real Reform”, *Huffington Post*, April 21, 2010

“Did Starbucks Outgrow Its Cozy Essence?” *The Street*, April 1, 2010

“Are You Growing Too Fast?” *American Surveyor*, March 19, 2010

“Greece's Problem Is Everyone's Problem”, *Bloomberg Businessweek*, March 10, 2010

“Are You Growing Too Fast? What Every Business Can Learn from Toyota’s Fall”, *American Surveyor*, February 18, 2010

“Bigger Is Not Always Better”, *Forbes*, February 3, 2010

“Make Loyalty Bloom”, *American Spa*, May 1, 2009

“Tricks of the Trade - 8 Ways to Show Employees the Love”, *Restaurant Hospitality*, March 1, 2009

“Growth is More Than a Strategy”, *Virginia Business*, October 30, 2008

“Surviving the Economic Times: Ten Ways to Safeguard Your Small Business (Because No One’s Bailing You Out!)” *Resource Nation*, October 27, 2008

“Family Businesses Face a Special Set of Challenges”, *Virginia Business*, July 2008.

“The Quest for Organic Growth”, *Corporate Finance Review*, July/August 2007

“The Leaders of Great Organic Growth Companies: The Few & The Humble”, *Leadership Excellence Magazine*, May 2007.

“Keeping the Family Business in Business”, *Gwinnett Business Journal*, April 2007

"The Silver Bullet of Leadership", *The Catalyst*, November 2004

"Corporate Social Responsibility: The Value of Business Stewardship", *The Catalyst*, October 2004

"The ‘Perfect’ Investment", *The Catalyst*, September 2004

"Entrepreneurs: Reality vs. Myth", *The Catalyst*, July 2004

"Managing VUCA", *The Catalyst*, June 2004

"Are Your Employees a Means To Your End?" *The Catalyst*, May 2004

"10 Keys To Raising Growth Capital", *The Catalyst*, April 2004

"When Should Your Business Stop Growing", *The Catalyst*, March 2004

"The Family Business Succession: The Duality Principle", *The Catalyst*, February 2004

"The Family Business: The Unintended Consequences of Gifts of Stock", *The Catalyst*, January 2004

"Blocking and Tackling", *The Catalyst*, December 2003

"What Do Good Leaders Actually Do? (Part II)", *The Catalyst*, November 2003

"What Is The Meaning Of Business?" *The Catalyst*, October 2003

"What Do Good Leaders Actually Do? (Part I)", *The Catalyst*, September 2003

"Global Investing: Study Touts Value of Organic Growth", *The Financial Times*, August 2003

"Do You Have A Broken Arrow Plan?" *The Catalyst*, August 2003

"Rapid Growth: Be Careful What You Ask For", *The Catalyst*, July 2003

"Entrepreneurial Leadership: Why Should Anyone Follow You?" *The Catalyst*, June 2003

"Managing The Family Business: The Golden Goose and The Sandbox", *The Catalyst*, May 2003

"Going Public To Get Rich: Reality Therapy", *The Catalyst*, April 2003

"Independent Directors: Private Companies Need Them", *The Catalyst*, March 2003

"Why Successful Companies Often Fail", *The Catalyst*, February 2003

"Managing Execution", *The Catalyst*, January 2003

"The Capital Markets 2001 – Normalcy v. Lunacy", *Arthur Andersen*, 2001

"The dotcom Shakeout↓ First Seller Advantage", *Arthur Andersen*, 2000

"The dotcom Shakeout", *Arthur Andersen*, 2000

"Why Do Most Entrepreneurial Ventures Fail?" *Arthur Andersen*, 2000

"eBusinesses - How Do You Evaluate These Opportunities", *Arthur Andersen*, 1999

"The eWorld - What Does It Mean To An Established Company?" *Arthur Andersen*, 1999

"eCommerce - Back to Customer Basics", *Arthur Andersen*, 1999

"eCommerce - Web Enabled Restructurings", *Arthur Andersen*, 1999

"eValues: Are We Double Counting?", *Arthur Andersen*, 1999

"eValuations - Here Today, Gone Tomorrow", *Arthur Andersen*, 1999

"The U.S. Public Real Estate Capital Markets", *Australian Property Council Journal*, 1999

"Succeeding in Public", *Journal of Property Management*, 1998

"REITs – An Industry at a Crossroads", *Real Estate Forum*, 1997

"The Role of Real Estate in Maximizing Shareholder Value", *Capital Sources for Real Estate*, 1996

"How to Access Growth Capital", *Arthur Andersen*, 1995

"Profile, Edward Hess", *Real Estate Finance & Investment*, 1995

"The Role of REITs in the Competition for Growth Capital", *Urban Land Institute*, 1995

"REITs: The Real Competition Now Begins", *Arthur Andersen*, 1994

Interviews – Audio, Video, and Print

["078 – Human Innovation, Smart Machines with Ed Hess"](#) Podcast Innovation Ecosystem (United States) (11 September 2018)

Four Webinars for S&P Global on Innovation

["How to Create a Culture of Learning in Your Organization"](#) CMSWire (Silicon Valley) (11 July 2018)

["Innovating In the Age Of Humility"](#) Forbes (United States) (3 April 2018)

["A Real-World Example Of The Power Of AI In Agriculture"](#) Business Intelligence Info (Netherlands) (7 March 2018)

["Hack the CIO"](#) Digitalist Magazine (United States) (21 February 2018)

["What MBA Students Need to Know About the Smart Machine Age"](#) Clear Admit Blog (United States) (15 February 2018)

[Experts Answer: Who Is Actually Going to Suffer From Automation?"](#) Futurism (United States) (1 February 2018) Also in: [Impact Lab \(United States\)](#) , [Zedie Wordpress \(United States\)](#)

[人工智能的未来也许属于女性](#) bschool.edu.cn (China)(25 January 2018)

[数字技术时代的优化创新: 把人放在机器之前](#) yeeyan (China) (25 January 2018)

["Choosing The Right MBA Program"](#) Poets and Quants (United States) (19 January 2018)

["An MBA student's toolkit for the smart machine age"](#) Financial Times (United Kingdom) (15 January 2018)

["The future of AI will be female"](#) QUARTZ (January 10, 2018)

["Prof. Ed Hess Interview"](#) Dov Baron's Full Monty Leadership (Video) (22 November 2017)

["Human Excellence in the Smart Machine Age"](#) Dov Baron's Leading and Loyalty Tips for Executives Podcast (21 September 2017) [Pippa version](#)

["Humility is the New Smart"](#) The Matt Townsend Show, BYU Radio (19 September 2017)

["Can Technology Humanize the Workplace?"](#) The Vermont Conversation With David Goodman (22 August 2017)

["Taking Corporate Learning to the Next Level"](#) IESE Business School, University of Navarra (18 August 2017)

["Redefining 'Smart' in the Smart Machine Age"](#) Keeping Democracy Alive with Burt Cohen (18 July 2017)

Guy Rathbun of IdeaSphere [talks with Ed Hess](#) about *Humility Is the New Smart* (3 July 2017)

["IESE Expert Series: Taking Corporate Learning to the Next Level"](#) IESE Business School (12 June 2017)

["The New Smart Machine Age with Edward Hess"](#) Everyday MBA With Kevin Craine (June 3 2017)

["Rethinking Excellence in the Smart Machine Age"](#) Skip Prichard (May 4 2017)

["The New CEO"](#) UVA: Illimitable (17 April 2017)

["Edward Hess Talks Smart Machine Age"](#) AMA Talks [video] (March 27 2017)

["Edward D. Hess Reflects on Previous Managers"](#) AMA: My Favorite Manager [video] (March 24 2017)

["Edward D. Hess' Career Advice"](#) AMA Sound Advice [video] (March 24 2017)

["Edward Hess on Finding a Role for Humanity"](#) American Management Association Podcast (March 24 2017)

["Coffee in the Clouds: Humility is the New Smart"](#) New York Distance Learning Association Podcast (March, 2017)

["Humility is the New Smart"](#) The Matt Townsend Show (6 March 2017)

["Artificial Intelligence & Healthcare Simulations"](#) WGN Radio (1 March 2017)

["Why Smart Machines Will Boost Emotional Intelligence,"](#) Knowledge @ Wharton (24 January 2017)

2015: 14 different interviews with media for practicing managers including:

Leadership & Innovation Strategy, January 19, 2015

BBC Media, January 27, 2015

HR Magazine; Knowledge at Wharton March 6th and September 22, 2015

Independent Banking May, 2015

CKGBS Knowledge on November, 9, 2015

<http://ldrlb.co/2015/01/0602-edward-hess/> Interview with Dave Burkus

["Ed Hess on Building the New Age of Learning Organization"](#) Bennett Voyles from *CKGSB Knowledge* 22 Oct 2014

[Smart People Podcast](#) 13 Oct 2014 ^[L]_[SEP]

["Rising Executives Flex Learning Muscles; Be a Scholar"](#) Sonja Carberry from *Investor's Business Daily* 3 Oct 2014

["The Importance of Making Mistakes"](#) and ["Overcoming Ego Defensives"](#) ^[L]_[SEP]
CNBC's *Squawk Box* 1 Oct 2014

["Will Robots Take Your Job?"](#) ^[L]_[SEP] Maria Bartiromo from *Fox Business* 30 Sept 2014

["Bridgewater: Inside the Secretive World of the World's Biggest Hedge Fund"](#) ^[L]_[SEP]
Joanna Campione from *Yahoo! Finance* 30 Sept 2014

["Nearly Half of American Jobs Risk Being Automated: How to Fight Back"](#) *Yahoo! Finance* 29 Sept 2014 ^[L]_[SEP]

https://archive.org/details/ALJAZAM_20140925_090000_Real_Money_With_Ali_Velsh_i#start/3240/end/3300 "Real Money With Ali Velshi" Ali Velshi from Al Jazerra 25 Sept 2014 ^[L]_[SEP]

["A New Approach to Business: Learn or Die"](#) ^[L]_[SEP] Simon Constable from the *Wall Street Journal* 23 Sept 2014

"The Hays Advantage" ^[L]_[SEP] Kathleen Hays on Bloomberg Radio 23 Sept 2014

Financial Times 2014

Wharton Business Radio 2014

Institutional Investor Alpha 2014

Investor Business Daily 2014

Farnam Street 2014

INC Magazine 2013

CFO Magazine 2013
NY Times 2013
BizEd 2013
CFO Magazine, November, 2012
Bank of America Small Business, September, 2012
Minneapolis Finance & Commerce, August, 2012
Expert Access Radio, August, 2012
The Street.com, July, 2012
Business Talk Radio, July, 2012
Wall Street Shuffle, June, 2012
Business Talk Radio, June, 2012
KGNU (NPR) Radio, June, 2012
St. Louis Business Monthly, June, 2012
Entrepreneur Magazine, April, 2012
Central Valley Business Times, April, 2012
Entrepreneur Magazine, March, 2012
The Arizona Republic, October, 2011
TOMI Magazine, September, 2011
Investor's Business Daily, July, 2011
CFO Magazine, June, 2011
Investor's Business Daily, June, 2011
Finance and Commerce, June, 2011
BIZ Talk Radio, June, 2011
Monster.com, May, 2011
BigThink.com, February, 2011
Fox Business News, December 9, 2010
"Understanding the Relationship Between Wall Street and Main Street", *Big Think*,
December 2010
"One on One with Ed Hess, Part Two", *Consulting Magazine*, July 16, 2010
Moneytalk with Bob Brinker - Citadel Media, a National Radio Network, June 13, 2010
"One on One with Ed Hess, Part One", *Consulting Magazine*, July 6, 2010
RIS Media, "3 Growth Risks That are Harmful to Your Business's Health and How to
Cure Them", *RIS Media*, July 6, 2010

Alster, Norm, “Companies Face The Dark And Light Sides Of Business Growth”, *Investor’s Business Daily*, May 7, 2010

Gardella, Adriana, “Will your Company Grow Itself to Death”, *BNET*, April 19, 2010

Bloomberg Radio, Interview with Kathleen Hays, April 14, 2010

SpokenWord, April 5, 2010

Business Insider, April 2, 2010

Dow Jones Radio, Interview with Simon Constable, April 2010

MSNBC, Interview with Dylan Ratigan, April 2010

The Wall Street Journal This Morning, March 27, 2010

Business Insider, March 26, 2010

Hoffman, Damien, “Exclusive: Darden Professor Ed Hess Shares Case Studies in Smart Growth”, February 11, 2010

“Ed Hess Explains Why ‘Grow or Die’ Is a Myth”, *Wall St. Cheat Sheet*, February 10, 2010

YouTube, “So You Want to Start a Business” presentation, January 12, 2009

Businessweek “Smart Answers” Podcast, January 7, 2009

RTT News, March 7, 2008

CNBC, March 5, 2008

SELECTED ADDITIONAL MEDIA MENTIONS

2017: Research was featured in over 110 media outlets in the United States and 21 other countries, including China, India, the United Kingdom, Belgium, Holland, Germany, Spain, and Australia

2016: 47 media mentions in the United States, Singapore, China, Canada, the United Kingdom

2015: Research was mentioned or featured in over 100 media outlets in the United States, Canada, Brazil, the United Kingdom, and China

2014: Research was mentioned or featured in over 115 media outlets in the United States, China, France, India, United Kingdom and Canada. Some examples are:

Harvard Business Review
Financial Times China
CEIBS Business Review
USA Today
Richmond Times Dispatch

Poets & Quants
Knowledge.CKGSB.edu
Manufacturing & Technology eJournal
Communication World Magazine
Ethical Corporation
International Finance News (China)
Industry Week
Yahoo! News

2013: Research was mentioned or featured in more than 38 media outlets including Inc. magazine, Washington Post, American Management Association Leaders Edge, Entrepreneur magazine, BizEd, NY Times and CFO magazine (2013).

CFO Magazine (November, 2012)
Financial Times (October, 2012)
CNNMoney/Fortune (October, 2012)
Investor's Business Daily (August, 2012)
Business Excellence (June, 2012)
American Management Association Leader's Edge (April, 2012)
MSNBC (April, 2012)
SCORE (April, 2012)
CFO Magazine (September, 2011)
Expert Access (September 28, 2011)
Investor's Business Daily (August 19, 2011)
Providence Business News (August 1, 2011)
Investor's Business Daily (July 15, 2011)
Business Know How (July 22, 2011)
IT Business Edge (June 23, 2011)
Finance and Commerce (June 16, 2011)
Bull & Bear Financial Report (June 11, 2011)
The Washington Post (January 27, 2011)
KUAM News (Guam) (January 24, 2011)
Yahoo Finance (January 24, 2011)
Fast Company (December 30, 2010)
The Globe and Mail (Canada) (December 10, 2010)
Inc Magazine (December 9, 2010)

The Alberta Broker (Canada) (October/November 2010)
The Globe and Mail (Canada) (October 26, 2010)
IT World (October 14, 2010)
Bristol Press (October 12, 2010)
Futures Magazine (October 1, 2010)
Industrial Engineer (October 1, 2010)
The Daily Star (Bangladesh) (September 14, 2010)
Hispanic Business (August 25, 2010)
Strategy + Business (August 24, 2010)
Bloomberg Businessweek (August 24, 2010)
Insurance Journal (August 16, 2010)
Supply & Demand Chain Executive (August 13, 2010)
Pitney Bowes Innovation (August 13, 2010)
CMS Wire (August 11, 2010)
Computer Currents (August 6, 2010)
Stitches (August 2, 2010)
Choice (August 1, 2010)
New Equipment Digest (August 2010)
Hurriyet Daily News (Turkey) (July 20, 2010)
Consulting Magazine (July 19, 2010)
Turkish Daily News (Turkey) (July 19, 2010)
Bloomberg Businessweek (July 16, 2010)
National Public Radio (July 16, 2010)
India Times (India) (July 16, 2010)
Inland Empire Business Journal (July 14, 2010)
Consulting Magazine (July 6, 2010)
St. Louis Small Business Monthly (July 1, 2010)
Project Management World Today (June 24, 2010)
Economist Intelligence Unit (June 17, 2010)
PRMIA (McKinsey Presentation to Professional Risk Managers International Association) June 7, 2010
USA Today (June 4, 2010)
Small Business Monthly (June 2010)

Investor's Business Daily (May 10, 2010)
CFO Magazine (May 1, 2010)
BNET (April 19, 2010)
Yahoo Group (HR India) (April 7, 2010)
Chief Learning Officer (March 29, 2010)
Supply & Demand Chain Executive (March 25, 2010)
Reliable Plant (March 19, 2010)
Fox Business (February 23, 2010)
Khaleej Times (United Arab Emirates) (February 10, 2010)
International Business Times (Australia) (February 10, 2010)
Reuters (February 10, 2010)
BDNews 24 (Bangladesh) (February 10, 2010)
Vancouver Sun (Canada) (February 9, 2010)
Fox Business (February 8, 2010)
TheStreet (February 8, 2010)
Fox Business (December 21, 2009)
Businessweek (March 24, 2009)
Nova Scotia Business Journal (Canada) (March 1, 2009)
Businessweek (February 10, 2009)
Practical Accountant (February 1, 2009)
Businessweek (February 10, 2009)
Money Magazine (February 2009)
Investor's Business Daily (November 7, 2008)
FTPress (October 22, 2008)
FTPress (October 15, 2008)
Investor's Business Daily (October 10, 2008)
IT World (October 8, 2008)
FTPress (October 1, 2008)
Indian Express Newspapers (India) (June 30, 2008)
CNBC (March 5, 2008)
Kasturi & Sons Ltd./The Hindu (India) (September 17, 2007)
Organization Management Journal (September 1, 2007)

TEACHING MATERIALS

UVA-Darden MOOC: Grow to Greatness: Smart Growth for Private Businesses, Parts 1 & 2, www.Coursera.org (2013)

Cases and Teaching Notes

Altamar Brands, LLC: A Growth Journey (UVA-ENT-0197)

Barbara Lynch Gruppo: An Entrepreneurial Journey (UVA-ENT-0189)

Best Buy Co., Inc. (UVA-S-0142, 2007)

Best Buy Co., Inc. Teaching Note (UVA-S-0142TN, 2007)

Dell Inc. with Cassy Eriksson (UVA-S-0185, 2011)

Dell Inc. Teaching Note (UVA-S-0185TN, 2011)

The Coca Cola Company (UVA-S-0145, 2007)

The Home Depot, Inc. (UVA-S-0144, 2007)

The Home Depot, Inc. Teaching Note (UVA-S-0144TN, 2007)

McDonald's Corporation with Shizuka Modica (UVA-S-0147, 2008)

Starbucks Corporation (A) with Cassy Eriksson (UVA-S-0175, 2010)

Starbucks Corporation (A) Teaching Note (UVA-S-0175TN, 2011)

Starbucks Corporation (B) with Cassy Eriksson (UVA-S-0176, 2010)

Starbucks Corporation (B) Teaching Note (UVA-S-0176TN, 2011)

Starbucks Corporation: The New S-Curves with Katherine Ludwig (UVA-S-0239, 2014)

Starbucks Corporation (Abridged) with Cassy Eriksson (UVA-S-0258, 2015)

Stryker Corporation with Cassy Eriksson (UVA-S-0174, 2010)

Sysco Corporation (UVA-S-0140, 2007)

Sysco Corporation Teaching Note (UVA-S-0140TN, 2007)

Tiffany & Company (UVA-S-0141, 2007)

Tiffany & Company Teaching Note (UVA-S-0141TN, 2007)

The United Parcel Service of America, Inc. (UVA-S-0143, 2007)

The United Parcel Service of America, Inc. Teaching Note (UVA-S-0143TN, 2007)

United Parcel Service, Inc.: The Challenge of Protecting Organizational DNA with Katherine Ludwig (UVA-S-0238, 2014)

3 Fellers Bakery (UVA-ENT-0137, 2009)

3 Fellers Bakery Teaching Note (UVA-ENT-0137TN, 2010)

Appalachian Commercial Cleaners: Family Dynamics Versus the Business (UVA-ENT-0126, 2009)

Better World Books with Gosia Glinska (UVA-ENT-0146, 2010)

C.R. Barger & Sons, Inc. (A) with Shizuka Modica (UVA-ENT-0106, 2008)

C.R. Barger & Sons, Inc. (B) with Shizuka Modica, (UVA-ENT-0107, 2008)

C.R. Barger & Sons, Inc. (A) and (B) Teaching Note (UVA-ENT-0106TN, 2010)

Cordia Harrington: The Rise of the Bun Lady with Gosia Glinska (UVA-ENT-0129, 2009)

Defender Direct, Inc.: A Business of Growing Leaders (UVA-ENT-0115, 2009)

Defender Direct, Inc.: A Business of Growing Leaders Teaching Note (UVA-ENT-0115TN, 2010)

Demandforce: Pursuing Entrepreneurial Dreams with James R. Freeland (UVA-ENT-0198, 2013)

Edens & Avant (UVA-S-0146, 2007)

Edens & Avant Teaching Note (UVA-S-0146TN, 2008)

Enchanting Travels with Monidipa Mukherjee, and Sanju Jacob (UVA-ENT-0144, 2009)

Enchanting Travels Teaching Note (UVA-ENT-0144TN, 2010)

Eyebobs Eyewear, Inc. with Gosia Glinska (UVA-ENT-0139, 2009)

Freedom Technology Services (UVA-ENT-0127, 2009)

Global Medical Imaging, LLC with Gosia Glinska (UVA-ENT-0143, 2009)

Green Copier Recycling (UVA-ENT-0125, 2009)

Hass Shoes (UVA-ENT-0142, 2009)

Impact Makers with Jenny Mead and Patricia H. Werhane (UVA-E-0342, 2009)

James Abrams @ Clockwork Home Services, Inc.: Lessons from a Serial Entrepreneur with Gosia Glinska (UVA-ENT-0117, 2009)

Jeff Bowling at the Delta Companies: From Baseball Coach to CEO with Gosia Glinska (UVA-ENT-0114, 2009)

Jonathan Virginia, Inc. (UVA-ENT-0135, 2009)

Leaders Bank: Creating a Great Place to Work with Gosia Glinska (UVA-ENT-0128, 2009)

Leaders Bank: Creating a Great Place to Work Teaching Note (UVA-ENT-0128TN, 2010)

Levy Restaurants with Shizuka Modica (UVA-S-0155, 2008)

Levy Restaurants Teaching Note (UVA-S-0155TN, 2010)

LG Investments, LLC: A Family Business in Generational Transition (A) (UVA-ENT-0123, 2009)

LG Investments, LLC: A Family Business in Generational Transition (B) (UVA-ENT-0124, 2009)

LG Investments, LLC: A Family Business in Generational Transition (C) (UVA-ENT-0133, 2009)

LG Investments, LLC: A Family Business in Generational Transition (D) (UVA-ENT-0134, 2009)

LG Investments, LLC: A Family Business in Generational Transition (A) - (D) Teaching Note (UVA-ENT-0134TN, 2010)

Mellace Family Brands, Inc.: Building a Socially Responsible Enterprise with Gosia Glinska (UVA-ENT-0118, 2009)

Mellace Family Brands, Inc.: Building a Socially Responsible Enterprise Teaching Note (UVA-ENT-0118TN, 2010)

Motor City: A Disruptive Business Model (A) (UVA-ENT-0130, 2009)

Motor City: A Disruptive Business Model (B) (UVA-ENT-0131, 2009)

Octane Fitness, Inc: The Power of Focus with Gosia Glinska (UVA-ENT-0141, 2009)

Octane Fitness, Inc: The Power of Focus Teaching Note (UVA-ENT-0141TN, 2010)

Room & Board (UVA-S-0150, 2008)

Room & Board Teaching Note (UVA-S-0150TN, 2010)

Sammy Snacks (B) (UVA-OM-1350, 2008)

Sammy Snacks (C) (UVA-OM-1398, 2009)

Sammy Snacks (D) (UVA-OM-1399, 2009)

Sammy Snacks (A) - (D) Teaching Note (UVA-OM-1177TN, 2010)

SecureWorks with Gosia Glinska (UVA-S-0140, 2009)

SecureWorks Teaching Note (UVA-S-0140TN, 2010)

Students Helping Honduras (UVA-ENT-0105, 2009)

Students Helping Honduras Teaching Note (UVA-ENT-0105TN, 2010)

Trilogy Health Services, LLC: Building a Great Service Company with Gosia Glinska (UVA-ENT-0122, 2009)

Valley-Wide Health Systems, Inc. (UVA-ENT-0145, 2009)

Technical Notes

Creating a Growth Portfolio (UVA-S-0199, 2011)

Learning Launches: Growth Results From Experimental Learning (UVA-S-0198, 2011)

Growth Is Much More Than a Strategy: It's a System (UVA-S-0197, 2011)
Growth Is the Dynamic Confluence of Strategy, Entrepreneurship & Values (UVA-S-0196, 2011)
Why Everything You Know About Growth Is Probably Wrong (UVA-S-0172, 2010)
Designing Learning Launches with Jeanne M. Liedtka (UVA-BP-0529, 2009)

WORKING PAPERS, MODELS, AND TEACHING MATERIALS

Learning System Diagnostic (2016)
Innovation System Diagnostic (2016)
Innovator's Diagnostic (2016)
Critical Thinking questions (2016)
Purposes of Critical Thinking (2016)
Collaboration Checklist (2016)
Meeting Management Checklist (2016)
Reflective Listening Checklist (2016)
Rapid Experimentation Model (2016)
NewSmart Organizational Diagnostic (2016)
NewSmart Behaviors Diagnostic (2016)
Learning Launch Lite (2013)
The "Secrets" of Enduring Business High Performance (2011)
A Growth Planning Template (2010)
A Growth Decision Template (2010)
A Growth Risks Audit (2009)
A Growth System Audit (2009)
People Centric Leadership, Good Intentions Are Not Enough (2009)
The Darden Growth/Innovation Model with Professor Jeanne Liedtka (2009)
Organic Growth: Lessons From Market Leaders (2007)

RESEARCH THEMES

The Organic Growth Index
The Characteristics of High Organic Growth Companies

Managing the Risks of Growth
The Challenges of Managing High Growth Private Companies
The Myths of Growth
Smart Growth: Building Enduring Businesses
Humanizing the Capital Markets
Growth Systems
Growth Processes
Growth Is Behavioral
Learning Cultures
High Performance Learning Organizations
NewSmart Model
NewSmart Behaviors
Innovation Systems
Learning Processes
Human Excellence - Innovation

RECENT SPEECHES AND SEMINARS

Cargill Global Leadership Forum, October, 2016

State of Alaska Small Business Development Corporation, July, 2016

Leading Edge Forum, Washington DC, May, 2016

W.R. Berkley & Company, January, 2016

Virginia Episcobel School, January, 2016

FinCen, Department of Treasury, 2016

**State of Alaska Small Business Development Corporation, Anchorage Alaska for
Community Leaders, July 28, 2015**

Alaska Small Business Development Corporation for Entrepreneurs, July 28, 2015

Leading Edge Forum of CSC Corporation, November 11, 2015

Waste Management, Inc. - January, 2014

ISES HR Global Think Tank, June, 2014

Anchorage Economic Development Commission – July, 2014

W.R. Berkley & Company – September, 2014

W.R. Berkley & Company – January, 2013

Grant Thornton CEO Growth Forum Atlanta – May, 2013

Grant Thornton CEO Growth Forum Philadelphia – September, 2013

Grant Thornton CEO Growth Forum San Francisco – October, 2012

Smart Growth: Innovation & Operational Excellence

CSC Leading Edge Forum, London – September, 2012

Grant Thornton CEO Growth Forum Dallas – May, 2012

“Smart Growth: Technology as an Enabler of Growth”

CSC Leading Edge Forum, Washington, D.C. – March, 2012

Enduring Excellence

Pitney Bowes – December, 2011

Grant Thornton CEO Growth Forum Charlotte – November, 2011

The "Secrets" of Enduring Business High Performance

Genworth Financial ALM - January, 2011

The "Truth" About Growth

NIRI (National Investor Relations Institute) Senior Roundtable - December 10, 2010

INNOVATION: A Path to Growth in Executive Education

UNICON (The International University Consortium for Executive Education) November, 2010

Thinking Differently About Growth

The 5th Annual CFO Rising Conference & Expo, Las Vegas - October 25, 2010

What Do Customers Want?

SWaMFest VI (Small- Women- and Minority-owned businesses) - October 13, 2010

People-Centric Leadership; Good Intentions Are Not Enough

Harris Corporation - 2009

Growth Is More Than a Strategy

Hanley Wood - 2009

Entrepreneurial Opportunities - Start-Ups & Growth Businesses
Southwest Virginia Technology Development Center- May 6, 2009

So, You Want to Start a Business?
Batten Institute and Charlottesville-Albemarle Chamber of Commerce - December 2,
2008

The Challenges of Organic Growth
ING Canada Leadership Institute - 2007

MBA COURSES TAUGHT

Managing Smaller Enterprises
The Challenges of Organic Growth in Public Companies
Innovation Excellence

DARDEN EXECUTIVE EDUCATION COURSES TAUGHT

Over 500 different Executive Education Classes on Innovation, Digital Transformation, Growth, Strategy, Servant Leadership and Entrepreneurial Leadership in Darden Open-Enrollment and Custom Programs including The Executive Program (TEP), Management Development Programs (MDP), Leading Organic Growth (LOG), and custom programs for Harris Corporation, Cigna, Pitney Bowes, Norfolk Southern, Genworth Financial, Unilever Russia, Westinghouse Nuclear, Timken, Alpha Natural Resources, Algeco-Scottsman, UTC, Dover Corporation, FTI Consulting and Glen Raven Corporation

RECENT DARDEN & COMMUNITY SERVICE

Faculty Executive Education Committee (2017)
Member, Search Committee, Darden Executive Education (2016)
Faculty Executive Education Committee (2016-2017)
Seminars for Leaders and Managers at UVA (2016)
Executive Education as Faculty Leader of LOG (2012 - Present).
Trustee, Mountaintop Montessori Charlottesville School, Charlottesville, Virginia. (2014 – 2015).
Pro bono Consultant to the Leadership Team of Albemarle County Schools System on Project XQ: The High School of the Future (2015 continuing)
UVA HackCville Student talk on September 23, 2015; “Will You Be Able to Outthink Smart Machines?”
Participated in Darden Academy on September 8, 2015
Talk to Darden Alumni during Alumni Weekend on impact on jobs of “The Coming of Smart Machines”
Darden Seattle Alumni Talk, July 26, 2015: “The Coming of Smart Machines”
UVA & Darden sponsored talk in Chicago on March 18, 2015: IDEA EVENT: “Why Is Innovation So Hard?”
UVA sponsored talk to the UVA Quality Core Network on the role of learning in operational excellence

Talk at UVA HackCville

Led broadcasted Alumni panel discussion on “The Challenges of Scaling a Private Business” during Alumni Weekend

Alumni talks in New York City, Boston, Washington, D.C., Atlanta, San Francisco & Palo Alto in 2014

Grow to Greatness MOOCs, Part 1 & 2 on Coursera.org.

Executive Education as Faculty Leader of SLP Open enrollment programs (2012 - 2014).

Special Assistant to the Dean for Executive Education

Executive Education Search Committee

Mission Statement Review Committee

D.C. Strategy Task Force

Faculty Executive Education Committee

Batten Institute Incubator Selection Committee

Batten Innovation Roundtable

Delegate, Jefferson Innovation Summit

Talks to Darden Alumni in Atlanta, Richmond, Denver, Dallas, and Boston

Batten Fireside Chat

Batten & Charlottesville Chamber of Commerce talk on entrepreneurship

Facilitated Darden Alumni Panels on Entrepreneurship & Servant Leadership

Speech to the Albemarle County Rotary Club

Speech to the public at the Southwest Virginia Technology Development Center and engaged its Board in a discussion of growth systems

Taught high school seniors a ½ day course on starting a business at Southwest Virginia Community College

Speech to Managers at the University of Virginia Housing Department

At the request of the University of Virginia delivered two seminars at the 2010 SWAMfest (Small- Women- and Minority-owned businesses) Conference in Richmond

Webinar for the not-for-profit National Arts Strategies

Speech at UNICON (The International University Consortium for Executive Education)

Speech at Georgetown University McDonough School of Business

Speech at the National Investor Relations Institute Executive Leadership Conference

Speech at CFO West Conference

RECENT CONSULTING ENGAGEMENTS

The Beach Company - Charleston, SC
Computer Science Corporation Leading Edge Forum – Washington, DC
Edens - Columbia, SC
Evans Construction Company – Orangeburg, SC
EnPro Industries, Charlotte, NC
Fairbanks Morse – Washington, D.C.
FinCEN, United States Department of Treasury
Genworth Financial - Richmond, VA
Glen Raven Corporation – Burlington, NC
Grant Thornton, LLC, Chicago, IL
Harris Corporation - Melbourne, FL
Hitchwood Capital, New York, NY
Hixon Properties - San Antonio, TX
Investure LLC - Charlottesville, VA
Jonathan Virginia, Inc. - Charlottesville, VA
Marriott International, Bethesda, MD.
McGraw-Hill Education – Columbus, Ohio
Nestle Purina – St. Louis, MO
Pitney Bowes - Stamford, CT
Ponderosa LLC - San Antonio, TX
Sequa Corporation - New York, NY
TugBoat Institute, Palo Alto, CA
Western Southern Financial - Cincinnati, OH
Wilkinson O’Grady - New York, NY
Winston-Salem Development Partners - Winston-Salem, NC
W.R. Berkley Corporation, Stamford, Conn

AWARDS

Learn or Die: Using Science to Build a Leading-Edge Learning Organization

Wells Fargo Award for a Significant Publication in Book Form, Wells Fargo (2015).

Smart Growth book was named a Top 25 Business Book of 2010 for Business Owners by Inc. Magazine

Smart Growth book was named a Top 10 Business Book for 2010 by Toronto Globe

Smart Growth book received the Wachovia Award for Research Excellence in 2010