

ROBERT M. TOMASKO

Curriculum Vitae
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Hurst Senior Professorial Lecturer
Director of the Social Enterprise Program
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School of International Service

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<http://www.american.edu/sis/socialenterprise>
<http://www.american.edu/sis/faculty/tomasko.cfm>

Robert Tomasko is the founding Director of the Social Enterprise Masters Program at American University's School of International Service. Launched in 2010, he developed its cohort-based sequential curriculum and recruited its faculty, practitioner-partners and students. Its curriculum has been recognized by researchers from Seaton Hall and University of Nebraska as providing the missing "social" in social enterprise education in the US. In a 2017 study of how SE is being taught in US graduate schools, published in the *Journal of Public Affairs Education*, its authors said: "Among the programs studied, American University's Master in Social Enterprise in the School of International Service seemed the most comprehensive and socially and critically engaged."

He is also a Hurst Senior Professorial Lecturer at American University, with a teaching appointment at the School of International Service where he has developed new courses and has taught since 2008. At SIS he also leads the school-wide Social Innovation and Impact Graduate Concentration. Before joining American University he was a management consultant, partner in one large international consulting firm and practice leader in another; author of four management books; and teacher in executive education programs and speaker at management conferences throughout the world.

AREAS OF SPECIALIZATION

- Social innovation, intrapreneurship, corporate social responsibility, and alternatives to traditional capitalism
- Linkages between growth and organization, strategy, and leadership
- Synthesis, packaging, and application of behavioral science research to management practice
- Application of private sector management best practices to nonprofit, social enterprise, and activist organizations
- Development of practitioner-oriented curricula for executive education and graduate programs

GRADUATE COURSES DEVELOPED AND TAUGHT AT AMERICAN UNIVERSITY (2008-PRESENT)

SIS 638 Social Entrepreneurship: Private Sector Skills (2008, 2009, 2010, 2011)

SIS 639 Running an NGO (2008)

SIS 635 Corporate Social Responsibility (2009, 2010)

SIS 635 NGO Management: Best Practices (2009, 2010, 2011, 2012)

COMM 596 Strategic Communication for Activists (2009, 2010)

SIS 303/603 Managing Human Rights NGOs (2009)

SIS 303/603 Effective Human Rights NGOs (2010)

SIS 619 Techniques of Social Enterprise (2010)

SIS 639 Effective NGO Activism (2010)

SIS 696 Professional Competences I, II, and III (2011, 2012, 2013, 2014)

SIS 635 NGO-Private Sector Engagement (2011)

SIS 638 Consulting for NGOs and Social Enterprises (2012)

SIS 638 Corporate Social Responsibility 2.0 (2013)

SIS 793 Social Enterprise Practicum (2013, 2014)

SIS 619/635/696 Leading Social Innovation (2010, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020)

SIS 619/635/696 Social Enterprise: Context and Best Practices (2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020)

SIS 419 Alternatives to Traditional Capitalism: Senior Capstone (2016, 2018, 2019)

SIS 635 Private Sector Engagement with Societal Challenges (2019, 2020)

SIS 750 Organizational Effectiveness for International Service (2020)

TEACHING EVALUATIONS AT AMERICAN UNIVERSITY

Semester	Course	A	B	C
Fall '19	419-008	7.00	7.00	7.00
Fall '19	619-011	6.36	5.91	6.00
Spring '19	635-006	6.54	6.54	6.46
Spring '19	696-001	6.20	6.20	6.20
Spring '18	419-017	6.80	6.40	6.60
Spring '18	635-010	6.18	5.83	6.00
Fall '17	696-004	6.00	5.64	5.57
Spring '17	635-001	6.62	6.38	6.46
Fall '16	635-004	6.62	6.64	6.69
Spring '16	419-014	6.50	6.33	6.83
Spring '16	635-001	6.78	6.78	6.78

A = Overall, the instructor was ...

B = Satisfaction with what learned

C = Overall, the course was ...

Scale = 1 to 7 7 = highest

For Fall '18 different questions and a scale of 1 to 5 were used. For 696-004 "Would you recommend this professor to other students": 4.63 out of 5.00

PRESENTATIONS, SPEECHES, EXECUTIVE EDUCATION WORKSHOPS

Executive education (1980-present)

Prepared and delivered course content and case studies for a wide variety of corporate executive education programs worldwide. These varied in length from a half to several days; content was generally based on ideas in Robert Tomasko's books. Examples include:

- American Management Association (New York and Washington DC)
- Arthur D. Little School of Management - now Hult International Business School (Cambridge, MA) MBA Program
- Arthur D. Little senior consultant training seminars (Brussels, Evian, Tokyo, Vevey)
- Athabasca University (Calgary, Edmonton)
- Bell Atlantic (Philadelphia)
- Canadian Centre for Management Development (Ottawa)
- Canadian President's Association (Toronto)
- Case Western Reserve University administrative staff management development program (Cleveland)
- Center for Creative Leadership faculty seminar (Greensboro)
- CETTA - Centro de Treinamento Tecnico e Assessoria Ltda. (Sao Paulo)

Edison Electric Institute (Salt Lake City, Tampa)
IBM Brasil (Rio de Janeiro)
Infosys Leadership Institute (Bangalore)
Institute for Management Studies (Atlanta, Hartford, Los Angeles, New Orleans, Philadelphia,
Pittsburgh, Seattle)
Management Centre Europe (Brussels and Buenos Aires)
National Rural Electric Cooperative Association (Hilton Head)
Singapore Institute of Management (Singapore)
Strategic Publishing Group/CFO'97 (Queensland)
TDC/Integris (Sao Paulo)
Top To Top Dialogue (Rio de Janeiro)
Treasury Executive Institute (Washington DC)
TRW Inc. management development program (Cleveland)
Wesley Theological Seminary (Washington DC)

Keynote speeches (1981-present)

UNITED STATES
Air Products & Chemicals
American Association of Equipment Lessors
American Association of Railroads
American Association of Retired Persons
American Management Association
Ameritech
Amoco
Arthur D. Little
Association of Outplacement Consulting Firms
Bankers Trust
Baptist Medical Centers
Baxter Healthcare
Bell Atlantic
Blue Cross/Blue Shield
Brown Brothers Harriman
California Grocers Association
Case Western Reserve University
Central & South West Power
Chesapeake Corporation
Citicorp
Coca-Cola
Conference Board
Council of Logistics Management
Deloitte & Touche
Digital Equipment
Employment Management Association
Environmental Industry Associations
Environmental Scanning Association
Ernst & Young
Farm Credit System
First Chicago Bank
First Data
First Interstate Bank
Food Marketing Institute
Forging Industry Association

General Motors
Grocery Manufacturers of America
Hartford Steam Boiler
Human Resource Planning Society
Hy-Vee
Johns Hopkins University
Marriott
Mental Health Corporations of America
National Association of Recording Merchandisers
National Grocers Association
National Professional Education Institute/Business Consolidation Update
Newspaper Association of America
Northern Telecom
P&C Foods
Pharmaceutical Manufacturers Association
Potomac Electric
Property Management Association
Public Relations Society of America
Planning Forum/Strategic Leadership Forum
Ralston Purina
Revlon
Right Associates
Schnucks Markets
Senior Executive Association
Society for Human Resources Management
Southern New England Telephone
Stanford Business School/Wharton Alumni Association
Sun Microsystems
Temple, Barker & Sloane (Mercer Management Consulting)
Texaco
Turnaround Management Association
U.S. Air Force
U.S. Navy
University of North Carolina
Veterans Hospital of New York
Zenith Insurance

CANADA

Alberta General Telephone
Arthur D. Little
Bank of Montreal
Canadian Association of Family Enterprises
Canadian College of Health Service Executives
Conference Board of Canada
Hewlett Packard
International Association for Human Resource Information Management
New Brunswick Healthcare Association
Nova Scotia Association of Health Organizations
Ontario Hydro
Price Waterhouse
Right Associates
Unitech Systems

LATIN AMERICA AND THE CARIBBEAN

Arthur D. Little (Mexico, Brazil)

ANTAD - Asociacion Nacional de Tiendas de Autoservicio y Departamentales (Mexico)

CIDES (Chile)

Consejo Nacional de Comercio Exterior (Mexico)

Grup Industrial Alfa (Mexico)

Mission Desenvolvimento Profissional (Brazil)

Neal & Massy (Trinidad)

Rhone-Poulenc (Brazil)

Royal Bank of Trinidad and Tobago (Trinidad)

EUROPE

Arthur D. Little (Belgium, Denmark, Germany, Netherlands, Spain, Switzerland, UK)

Daimler Benz (Germany)

Econ Verlag (Germany)

Egon Zehnder International (Belgium)

INSEAD Alumni Association and Harvard Club (Belgium)

Interlabor (Belgium)

KSB AG (Germany)

MOL Group (Hungary)

Nedlloyd (Netherlands)

Österreich Volkspartei (Austria)

Portugal Telecom (Portugal)

Right Associates (Belgium, Norway, UK)

Rittal Werk GmbH (Germany)

SCA/PWA (Germany)

Tetley (UK)

ASIA AND AUSTRALIA

Arthur D. Little (Japan, Singapore)

Confederation of Indian Industry (India)

Infosys (India)

NYK Line (Japan)

Singapore Institute of Management

Strategic Publishing Group/CFO '97 (Australia)

AFRICA

Institute of Personnel Management (South Africa)

Management Audit Partners (South Africa)

Sanlam (South Africa)

Volkswagen (South Africa)

Case Western Reserve University:

October 2007: Presented the keynote address at a university event to honor the 90th birthday and career of Dr. Herman D. Stein, University Professor and founding-Provost of Case Western Reserve University

January 2001: Presented a eulogy at the university's memorial service for Robert W. Morse, first President of Case Western Reserve University

IMD (Lausanne, Switzerland):

April 2000: Led a faculty seminar on the role of middle management growth champions in driving innovation within large, established corporations.

PUBLICATIONS

Books

Robert Tomasko is the author of four books about contemporary management issues. Over 100,000 copies of these have been sold, and they have been translated into Chinese, Dutch, German, Indonesian, Korean, Japanese, Portuguese and Spanish.

Bigger Isn't Always Better (HarperCollins/Amacom: American Management Association, 2006)

Go for Growth (John Wiley & Sons, 1996)

Rethinking the Corporation (HarperCollins/Amacom, 1993)

Downsizing: Reshaping the Corporation for the Future (HarperCollins/Amacom, 1986)

His most recent book is *Bigger Isn't Always Better*. It redefines growth, demonstrating that real and lasting business growth is more concerned with progress than bigness, and is about reaching full potential, not maximum size. It blends insights from economics and psychology to spotlight the seven hallmarks shared by leaders of successful and sustainable growth initiatives.

A *Washington Post* review calls this book "a powerful antidote to Wall Street's poisonous fixation with gigantism and growth." It says the book is "chock full of good tips and sound advice for managers of any sized operation." A Harvard Business School review said *Bigger Isn't Always Better* is "a useful counterpoint to those who favor the steroids approach to business." Jeffrey Sonnenfeld, Yale School of Management's senior associate dean, calls it: "an important, wise and practical book, free of glib jargon and business homilies." Babson College President Leonard Schlesinger calls it "a worthwhile read" that is "an insightful and useful antidote to the overly simplistic 'how-to' guides." Tom Peters says it is "marvelous."

He has written three other well-received business books. *Go For Growth*, challenges managers to commit their businesses to growth rather than endless cycles of cost cutting and restructuring. It identifies the five archetypical strategies for growth, shows what situations each are best suited for, and describes the types of organization each require. In *Downsizing: Reshaping the Corporation for the Future* he urges corporations to humanely eliminate bureaucracy and unneeded work. His *Rethinking the Corporation* shows managers how to be creators and designers of their organizations - not just operators and cutters. *Library Journal* called this "one of the best business books of the year."

Chapters in Books

"The End of Growth" in *Business: The Ultimate Resource* (Basic Books, 2006)

“Den Unternehmen den Prozess machen – von der Hierarchie zum Zweck” in *Management der Lernprozesse Im Unternehmen* (Gabler Verlag, 1995)

“Map of the Strategic Staff Officer” in *The Next Generation Company* (Diamond, 1991, in Japanese)

“Lehren von innovativen Unternehmen in den USA, in Japan und in Europa” in *Management der Geschäfte von Morgen* (Gabler Verlag, 1986)

Client Reports (selected)

World Class Leadership Development: Benchmarks for Discussion by Infosys (2001)

Organization Study for The US Federal Aviation Agency (1998), with Paul Brenner

Organization Study for the US Naval Air Systems Command Depot Corporation (1997), with Arthur Radford

Coca-Cola Retailing Research Council Study of Strengthening Your Relationships With Store Employees: Increase Customer Loyalty By Becoming a Preferred Employer (1992)

Organization Study and Development Planning of the Petroleum Authority of Thailand (1986)

Survey of the Customer Service Measurements and Compensation Practices of Leading Companies (1985), with Marshal Noecker

Report on the Signatory Companies to the Sullivan Principles (1980, 1981, 1982, 1983, 1984, 1985, and 1986), with D. Reid Weedon

Black, Coloured and Asian Managers in the Sullivan Signatories (1985)

Coca-Cola Retailing Research Council Study of Managing the Large Food Store of the Future (1984)

Diagnostic Review of PetroPeru’s Organization Structure (1982), with Richard Stephan

Lessons for the US Federal Government from Private Sector Approaches to Strategic Planning (1981)

Survey of Reward and Recognition Practices of Selected Major Research, Development, and Engineering Organizations (1981), with Ladd Greeno

Innovative Compensation Schemes: Report to Exxon Task Force on Alternative Forms of Compensation (1980), with Ladd Greeno

Assessment of the Political Implications of Toyota Investment in the United States (1980), with Christopher Krebs

Strengthening the Law Library of Congress (1980) with Susan Crooks and Martin Ernst

Patterns in the Evolutionary Development of Seattle City Light (1980)

Research Paper Two “Socioeconomic Aspects of Employment Opportunities in Puerto Rico’s Pharmaceutical Industry” in *Studies on the Impact of Sophisticated Manufacturing Industries on the Economic Development of Puerto Rico* (1980)

Negotiating Agreements to End World Hunger, concept paper for The Presidential Commission on World Hunger (1979)

Articles (selected)

Robert Tomasko's articles and op-ed pieces have appeared in *Newsweek*, *The New York Times* and *The Wall Street Journal*, and he has been quoted in *Business Week*, *Fortune*, *Forbes*, *Washington Post* and many other business periodicals in the US and abroad. His April 21, 1996 New York Times op-ed called for a Ron Brown Award for Businesses practicing exemplary social responsibility. On May 17, 1996 President Clinton announced the establishment of the "Ron Brown Corporate Citizenship Award," which has been awarded annually since.

He also has written several dozen articles in publications oriented toward management practitioners about the ideas in his books and consulting assignments. These include *22 Common Growth Myths*, a business brief published by the American Management Association (2007).

His most recent article is "Cause for Reflection", co-authored with Michael Cobb, Caitlin Rosser, and Andreas Vailakis which appeared in Spring 2015 *Stanford Social Innovation Review*.

CONSULTING EXPERIENCE

Robert Tomasko's experience as a management consultant on strategy and organization has included 20 years with Arthur D. Little, Inc. and a partnership at another major international consulting firm, now part of Mercer Management Consulting. He has been an external advisor to Bain & Co and Roland Berger Strategy Consultants GmbH.

At Arthur D. Little he was a member of the steering committee of a multi-year investigation of the management mechanisms, processes, and leadership most effective at driving innovation from vision to reality in organizations in the US, Europe, and Japan. The study resulted in several books, dozens of articles and interviews in the international business press, and a package of consulting methodologies to help Arthur D. Little's clients better manage innovation. He helped organize and lead a series of seminars held around the world to disseminate the results of this research.

He has advised companies in ways to organize their businesses to be more competitive. Mr. Tomasko's clients include Coca-Cola, Exxon, Ford, Marriott, Mitsubishi, chemical manufacturers in France and Japan, national oil companies in Peru and Thailand, CANTV in Venezuela, four of the "Baby Bell" regional telephone companies, and Telstra, Australia's largest telecommunications firm. He has helped businesses downsize by redeploying surplus talent, and was part of the consulting team that advised Toyota to initiate manufacturing in the U.S. He surveyed the state-of-the-art in executive education and used this to assist Infosys, one of India's leading software developers, create a program to develop its next generation of business leaders.

In the public sector he has worked with the Auditor General of Canada, Library of Congress, Presidential Commission on World Hunger, UNICEF, US Department of Education, US Federal Aviation Administration, and the US Navy, His nonprofit organization clients include the Baptist Medical Center, Edison Electric Institute, Food Marketing Institute, National Rural Electric Cooperatives, National Urban Coalition, and US Conference of Catholic Bishops.

Tomasko's consulting frequently straddled the worlds of business strategy and corporate social responsibility. For seven years he graded the American companies in South Africa on how well they implemented the Sullivan Principles, a program that organized business opposition to apartheid in the

1980s. He also evaluated efforts the pharmaceutical industry in Puerto Rico made to improve the island's socioeconomic well being in exchange for tax incentives.

REPRESENTATIVE CONSULTING ASSIGNMENTS (2000-2010)

Bain & Co. (Tokyo)

Provided assistance to this strategy consulting firm's Tokyo staff to identify best practices most relevant for a large Japanese manufacturer concerned with managing a diverse mix of businesses.

Brown Brothers Harriman (Boston and Napa)

Assisted this investment banking firm develop an approach to marketing technology-based services to senior financial service industry executives.

Grocery Manufacturers of America (Dallas, New York and Washington)

Helped this trade association develop programs to stimulate its members to better deal with revenue growth and talent shortage challenges.

Infosys (Bangalore)

Surveyed the worldwide state-of-the-art in executive education and used this to assist one of India's leading software developers create the Infosys Leadership Institute to develop its next generation of business leaders in anticipation of the retirements of its founders.

Institute of Leadership and Institutional Development (Bangalore)

Advised the managing director of this nonprofit consulting firm founded by former Indian software executives to improve the management of Indian social enterprises in consulting methodologies.

KSB Group AG (Frankenthal)

Identified the key management issues related to sustainable growth for this German Mittelstand manufacturer and its foundation owner.

Mitsubishi Research Institute (Tokyo)

Helped identify consulting and academic partnership possibilities in the U.S. for the first Japanese think tank.

MOL Group (Budapest)

Assisted Hungary's largest corporation successfully resist a hostile take-over attempt by Austria's largest corporation.

National Rural Electric Cooperatives (Baton Rouge and Washington)

Researched and reviewed best practices in growth management for this association's regional leadership.

NYK Line (Tokyo)

Advised the head of strategic planning of Japan's largest shipping firm on issues related to growth and corporate governance.

Parma Group (The Hague)

Helped its managing partner, and former President of RAND Europe, develop an approach to teaching leadership of professional services in cooperation with Rotterdam School of Management.

Sony (Tokyo)

Reviewed worldwide leading thought on management approaches to stimulate innovation and internal revenue growth, and identified barriers to sustainable growth most relevant to Sony.

StartingBloc (New York)

Prior to joining the board of directors of this fellowship program for future social entrepreneurs advised its CEO on ways to adapt business school executive education programs to the needs of its fellows.

Toyota (Nagoya)

Advised a partner of a leading German management consulting firm on ways Toyota could make best use of open innovation approaches to R&D and new product development.

Telstra (Sydney)

Assisted the current chief executive of Australia's largest telecommunications company in the organizational restructuring of its operations that serve corporate and government customers.

DIRECTORSHIPS

He has been a director of two companies. One of these, Right Management Consultants (Philadelphia), now a division of Manpower Inc., is the world's largest career transition firm. He served on its board for seven years while it was a rapidly growing NASDAQ company, and chaired its Compensation and Finance and Succession Planning committees. During four of these years it was voted by *Forbes* as one of the "best small companies in America." The other, Lipton International (Toronto), was at that time the leading Canadian fashion retailer.

He has been a member of the advisory board of UnSectored and the Common Cause President's Council (Washington DC), the StartingBloc (New York) board of directors, and a trustee of School for Friends (Washington DC). He is a member of the Advisory Board of Aurore, a social venture launched by an SIS alumnae.

EMPLOYMENT HISTORY

2010-present	Director of the Social Enterprise Program and a Professorial Lecturer at American University's School of International Service.
1999-2010	Independent consultant, author, speaker; and Professorial Lecturer at American University (Washington DC)
1988-98	Advisor to Arthur D. Little, Inc. strategy and organization practice (Cambridge MA and Washington DC); and consultant (1990-96) to Right Associates (Philadelphia PA).
1986-87	Partner, Temple, Barker & Sloane (now Oliver Wyman/Mercer Management Consulting) (Lexington MA and Washington DC)
1978-86	Senior consultant and organization practice leader, Arthur D. Little, Inc. (Cambridge MA and Washington DC)
1978	Research assistant, Harvard Business School, and for Dr. Harry Levinson, Harvard Medical School (Boston MA) study of how purpose and ethics drive business strategy in the largest US corporations

- 1976-77 Advisor on organization and management to UNICEF, Office of the Executive Director (New York NY)
- 1974-75 Writer, American Psychological Association (Washington DC); and Research Assistant to Dr. Herman Stein, a fellow at the Center for Advanced Study in the Behavioral Studies (Palo Alto CA)
- 1973 Consultant to the National Urban Coalition (Washington DC)
- 1971-72 Assistant to the University Vice President and Chief Financial Officer, Case Western Reserve University (Cleveland OH)
- 1968-70 Urban Affairs Specialist and management development program staff member, TRW, Inc. Held one of the first corporate social responsibility positions in a major US corporation. Assistant (1969-70) to the Director of Public Utilities, City of Cleveland (Cleveland OH)

EDUCATION

- Ed.M Harvard Graduate School of Education, 1978

Concentrated in organizational diagnosis and learning in an interdisciplinary program involving study at HGSE, Harvard Business School, Kennedy School of Government, and MIT Sloan School of Management. Doctoral seminars with Chris Argyris, Harry Levinson, Edgar Schein, and Donald Schön; coursework with Paul Lawrence, Richard Neustadt, and Abraham Zaleznik. Participant in Kennedy School graduate seminar in the management of international development organizations. Conducted a year-long fieldwork studies of the Boston Consulting Group and Mount Auburn Hospital, and prepared business school case studies on the dynamics of change within a large management consulting firm.

- B.S. Case Institute of Technology, Case Western Reserve University, 1971

First student admitted to the university's Undergraduate Scholars Program, and first Case student elected to Omicon Delta Kappa. In a 5-year undergraduate program studied physics, urban studies, and did coursework in the doctoral program in organizational behavior. Elected by the undergraduate student body to lead student-initiated curriculum reforms including academic calendar change to allow for a January intersession and student input into teaching evaluation. Throughout senior year participated in an informal weekly breakfast seminar with the president and provost of CWRU on leading a new university in a time of crisis. Undergraduate thesis compared and contrasted the approaches to social change advocated by Saul Alinsky, Ralph Nader, and practitioners of organization development.

PROFESSIONAL ASSOCIATION MEMBERSHIPS

Academy of Management

Association for Psychological Science