

Stewart Thornhill

Stephen M. Ross School of Business
University of Michigan, Ann Arbor, MI, 48109
Phone (734) 615-4421 E-Mail: thorstew@umich.edu

Current Position

Eugene Applebaum Professor of Entrepreneurial Studies

Stephen M. Ross School of Business, University of Michigan, Ann Arbor, MI, USA

Past Academic Positions

- 2013-2024 *Executive Director, Zell-Lurie Institute for Entrepreneurial Studies*
Stephen M. Ross School of Business, University of Michigan
- 2007-2013 *Associate Professor*
Executive Director, Pierre .L. Morrissette Institute for Entrepreneurship
Richard Ivey School of Business, UWO, London, ON, Canada
- 2001-2007 *Assistant Professor*
Richard Ivey School of Business, UWO, London, ON, Canada
- 2010-2012 *Adjunct Professor*
Jacobs University, Bremen, Germany
- 2009-2011 *Adjunct Professor*
IEDC – Bled School of Management, Bled, Slovenia
- 2000-2007 *Adjunct Professor*
Institut d'Etudes Politiques de Paris, Paris, France
- 2002-2003 *Adjunct Professor*
Instituto Panamericano de Alta Dirección de Empresa d'Etudes, Mexico City
- 2000 *Karel Steuer Chair in Entrepreneurship*
Universidad de San Andreas, Buenos Aires, Argentina
- 1999-2001 *Assistant Professor*
Schulich School of Business, York University, Toronto, ON, Canada
- 1998-1999 *Lecturer*
Faculty of Commerce, University of British Columbia, Vancouver, BC, Canada

Education

- 1999 Doctor of Philosophy (Business Administration)
University of British Columbia, Vancouver, Canada
- 1993 Master of Business Administration
University of British Columbia, Vancouver, Canada
- 1987 Bachelor of Science - Engineering (Mechanical)
University of New Brunswick, Fredericton, Canada

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Publications

- Zhu, F., Thornhill, S. & Hsu, D.K. 2021. When owner, family and community roles intertwine: Examining entrepreneurs' persistence decisions for underperforming businesses and the gender effect. *Journal of Small Business Management*, 59(2): 1-32.
- Thornhill, S., White, R.E. & Raynor, M. 2021. Risky business: How strategy relates to survival. *Canadian Journal of Administrative Sciences*, 38(3): 245-256.
- Kabo, F., Thornhill, S. & Isele, E. 2020. Disruption as antecedent to new business startup: A study of entrepreneurship using the Understanding America Study. *Innovation in Aging* 12; 4(Supplement_1): 460-460.
- Wang, T., Zhao, B. & Thornhill, S. 2018. Pay-for-performance, employee participation, and SME performance. *Journal of Small Business Management*, 56(3): 412-434.
- Wang, T., Thornhill, S. & DeCastro, J.O. 2017. Entrepreneurial orientation, legitimation, and new venture performance. *Strategic Entrepreneurship Journal*, 11(4): 373-392.
- Wang, T., Zhao, B. & Thornhill, S. 2015. Pay dispersion and organizational innovation: The mediation effects of employee participation and voluntary turnover. *Human Relations*, 68: 1155-1181.
- Dutta, D. and Thornhill, S. 2014a. Venture cognitive logics, entrepreneurial cognitive style, and growth intentions: A conceptual model and an exploratory field study. *Entrepreneurship Research Journal*, 4(2): 147-166.
- Dutta, D. and Thornhill, S. 2014b. How do entrepreneurial growth intentions evolve? A sensemaking-sensegiving perspective. *Journal of Small Business Strategy*, 24(1): 61-76.
- Dutta, D. & Thornhill, S. 2013. The changing nature of intentions and performance in rapidly growing entrepreneurial firms: Evidence from an inductive study. *Journal of Business and Entrepreneurship*, 24(2): 1-19.
- Wang, T. & Thornhill, S. 2010. R&D investment and financing choices: A comprehensive perspectives. *Research Policy*. 10: 1148-1159.
- Dutta, D. K. & Thornhill, S. 2007. Evolution and change in entrepreneurial growth intentions: Developing a cognition-based model. *Journal of Business Venturing*, 23(3): 307-332.
- Thornhill, S. & White, R. E. 2007. Strategic purity: A multi-industry evaluation of pure versus hybrid business strategies. *Strategic Management Journal*, 28: 553-561.
- White, R. E., Thornhill, S. & Hampson, E. 2007. A biosocial model of entrepreneurship: The effect of testosterone and family business background. *Journal of Organizational Behavior*, 28: 451-466.
- Branzei, O. & Thornhill, S. 2006. From ordinary resources to extraordinary performance: Environmental moderators of competitive advantage. *Strategic Organization*, 4(1): 11-41.
- White, R. E., Thornhill, S. & Hampson, E. 2006. Entrepreneurs and evolutionary biology: The relationship between testosterone and new venture creation. *Organizational Behavior and Human Decision Processes*, 1: 21-34.

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Publications (continued)

- Thornhill, S. 2006. Knowledge, innovation and SME performance: Contrasts between high- and low-technology regimes. *Journal of Business Venturing*, 21(5): 687-703.
- Thornhill, S. & Gellatly, G. 2005. Intangible assets and entrepreneurial finance: The role of growth history and growth expectations. *International Entrepreneurship and Management Journal*, 1(2): 135-148.
- Thornhill, S., Gellatly, G. & Riding, A. 2004. Growth history, knowledge intensity and capital structure in small firms. *Venture Capital*, 6(1): 73-89.
- Thornhill, S. & Amit, R. 2003. Learning about failure: Bankruptcy, firm age and the resource-based view. *Organization Science*, 14(5): 497-509.
- Taggar, S & Thornhill, S. 2002. The impact of performance-based pay, firm strategy and firm size on firm performance. *HRM Research Quarterly*, 6(4): 1-2.
- Thornhill, S. & Amit, R. 2001. A dynamic perspective of internal fit in corporate venturing. *The Journal of Business Venturing*, 16(1): 25-50.

Books

- Thornhill, S. 2021. *The Personal Sanity Index*. Sierra Tango. Ann Arbor, MI

Book Chapters

- Thornhill, S. 2007. Organizational mortality. In S. Clegg & J. R. Bailey (Eds.) *International Encyclopedia of Organization Studies*. Sage.
- Thornhill, S. & Amit, R. 2000. Young firm growth: An analysis of strategy and context. In R. Bresser et al. (Eds.), *Winning Strategies in a Deconstructing World*. Sussex, UK: John Wiley & Sons, pp. 289-308.

Working Papers

- Kabo, F., Thornhill, S. & Isele, E. 2022. Gender and Sectoral Effects on Side Hustles in the United States: Evidence from the UAS. Submitted to the Strategic Entrepreneurship Journal.
- Kabo, F., Thornhill, S. & Isele, E. 2022. Lifetime associations between business start-up activity, financial literacy and household income in the United States.

Popular Press

- Kabo, F., Thornhill, S. & Isele, E. Race and government aid. JH Economics. December 28, 2020.
- Zell, S. & Thornhill, S. America's start-up engine is spluttering: Here's how to rev it up. *Forbes*, October 19, 2015.
- Thornhill, S. Aspiring entrepreneurs must learn to understand the importance of getting it wrong. *Financial Times*. April 7, 2014
- Thornhill, S. The Wrong Way to Judge an Entrepreneurship Course. *Business Week*. February 5, 2014.

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Refereed Conference Proceedings

- Zhu, F. & Thornhill, S. 2013. To Leave or to Stay? The Decision Context, Self-image and Owner-managers' Persistence Decisions. In A. Zacharakis et al (Eds.) *Frontiers in Entrepreneurship Research*: 187-201. Wellesley, MA: Babson College.
- Wang, T. & Thornhill, S. 2012. "Employee turnover and innovation in SMEs: The contingent role of cross-functional integration. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, (Entrepreneurship Division) Boston, MA.
- Wang, T. & Thornhill, S. 2008. Paying Right or Paying High: The Role of Compensation in Improving SME's Entrepreneurial Action. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, (Entrepreneurship Division) Anaheim, CA
- Branzei, O. & Thornhill, S. 2006. R&D networks and innovation capabilities: A context contingency perspective. *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, **Best Paper Finalist**, (TIM Division), Atlanta.
- Thornhill, S. & Gellatly, G. 2004 Unraveling the capital structure puzzle in small firms: Matching instruments to investments. In W. During, R. Oakey & S. Kauser (Eds.), *New Technology Based Firms in the New Millennium, Volume 2*. Netherlands: Elsevier.
- White, R. E., Thornhill, S. & Hampson, E. 2003 Entrepreneurs and evolutionary biology: The relationship between testosterone and new venture creation. In W. D. Bygrave, C. G. Brush, P. Davidson, J. Fiet, P. G. Greene, R. T. Harrison, M. Lerner, G. D. Meyer, J. Sohl, & A. Zacharakis (Eds.), *Frontiers in Entrepreneurship Research*: 201-215. Wellesley, MA: Babson College.
- Thornhill, S. & Amit, R. 2000. Learning from failure: A firm-level analysis of the liability of newness. *Best Paper Proceedings of the Annual Meeting of the Academy of Management* (Entrepreneurship Division), Toronto.
- Thornhill, S. & Amit, R. 1999. A dynamic perspective of internal fit in corporate venturing. *Best Paper Proceedings of the Annual Meeting of the Academy of Management* (Entrepreneurship Division), Chicago.
- Belcourt, M. & Thornhill, S. 1999. Growing from the inside out: Human resource practices for growth strategies. *Proceedings of the Administrative Sciences Association of Canada*, v20n9: 26-37.
- Thornhill, S. & Amit, R. 1998. Growth management of emergent firms in Canada. *Frontiers of Entrepreneurship Research*, P. Reynolds et al. (Eds.), pp. 381-392. Babson Park, MA: Babson College.
- Thornhill, S., Amit, R., & Belcourt, M. 1998. Determinants of corporate venture performance: An empirical study of firm and industry effects. *Proceedings of the Administrative Sciences Association of Canada*, v19n21: 80-90. (**Best Paper Award** - Entrepreneurship Division).
- Belcourt, M. & Thornhill, S. 1997. Human resource issues in corporate venturing. *Proceedings of the Administrative Sciences Association of Canada*, v18n9: 1-11. (**Best Paper Award** - Human Resources Division).

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Conference Presentations

- Thornhill, S., Steckler, E., Magnant, E. & Laszlo, C. 2021. Bridging curriculum with community: Lessons in innovation, business ethics and transformational impact. 10th Annual Deshpande Symposium on Innovation and Entrepreneurship in Higher Education
- Kabo, F., Thornhill, S. & Isele, E. 2020. Disruption as antecedent to new business startup: A study of entrepreneurship using the Understanding America Study. GSA Annual Scientific Meeting Online
- Thornhill, S. 2020. The personal sanity index. Presented at the Virtual Solutions for Substance Use Care Conference.
- Zhu, F. & Thornhill, S. 2014. Making sense of decisions about underperforming ventures. Babson College Entrepreneurship Research Conference, London, Canada.
- Branzei, O. & Thornhill, S. 2010. Innovation ambidexterity, firm size, and performance. Presented at the Academy of Management Annual Conference, Montreal, PQ.
- Wang, T. & Thornhill, S. 2010. Entrepreneurial intention, orientation and action. Presented at the Babson College Entrepreneurship Research Conference, Lausanne, Switzerland.
- Zhu, F. & Thornhill, S. 2009. Journey away and return: Using analogical problem solving in persuasive organizational storytelling. Presented at the Academy of Management Annual Conference, Chicago, IL.
- Branzei, O. & Thornhill, S. 2008. Innovation Purity: The Size Contingency to Ambidexterity. Presented at the Academy of Management Annual Conference, Anaheim, CA.
- Branzei, O. & Thornhill, S. 2007. Innovation Purity: Revisiting the Exploration-Exploitation Debate. Presented at the AGSE International Entrepreneurship Research Exchange, Brisbane
- Wang, T. & Thornhill, S. 2007. From Entrepreneurial Orientation to Entrepreneurial Action: The Role of High-Performance Work Systems. Presented at the Academy of Management Annual Conference, Philadelphia, PA
- Branzei, O. & Thornhill, S. 2006. Heterogeneous R&D Networks as Short-term Bridges to Competitive Advantage. Presented at North American Association for Computational Social and Organization Sciences Workshop on Strategic Entrepreneurship, Amsterdam
- Branzei, O. & Thornhill, S. 2006. Knowledge networks, innovation and firm performance: A contingency perspective. Presented at the Strategic Management Society Annual Conference, Vienna
- Thornhill, S. & Celly, N. 2006. What is the dependent variable in entrepreneurship research? Presented at the Babson College Entrepreneurship Research Conference
- Thornhill, S., White, R.E., and Raynor, M. 2006. Strategic purity and firm survival: Risk and return revisited. Presented at the Strategic Management Society Annual Conference, Vienna

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Conference Presentations (continued)

- Wang, T. & Thornhill, S. 2006. Revisiting innovation and capital structure: The moderation effect of related diversification. Presented at the Academy of Management Annual Conference, Atlanta, GA
- Branzei, O. & Thornhill, S. 2005. Ordinary resources to extraordinary performance: Environmental moderators of competitive advantage. Presented at the Academy of Management Annual Conference, Honolulu, HI
- Branzei, O. & Thornhill, S. 2005. Configurational advantage: Innovation capabilities in their competitive and relational contexts. Presented at the Carnegie Bosch Institute International Conference on Innovation and the Growth of the International Firm, Stuttgart
- Dutta, D. K. & Thornhill, S. 2005. A sensemaking-sensegiving perspective on the evolution of growth intentions in entrepreneurial firms: Evidence from an inductive study. Presented at the Academy of Management Annual Conference, Honolulu, HI
- Thornhill, S., White, R.E., and Raynor, M. 2005. Strategic purity and firm survival: Risk and return revisited. Presented at the Conference on the Evolving Workplace, Ottawa
- Branzei, O. & Thornhill, S. 2004. The adoption of external information technologies: A logic of deliberate capability leverage in stable and dynamic environments. Presented at the Annual Conference of the Strategic Management Society, San Juan. **(Best Paper Honorable Mention)**
- Dutta, D. & Thornhill, S. 2003. From entrepreneurial intention to firm performance: A learning-based model. Presented at the ASAC Annual Conference, Halifax, NS
- Dutta, D. & Thornhill, S. 2003. Next stop, mezzanine: Intentions and strategies of rapidly growing entrepreneurial firms. Presented at the Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA
- Thornhill, S. 2003. The Workplace and Employee Survey: Recommendations for research directions to improve organizational effectiveness. Presented at the ASAC Annual Conference, Halifax, NS.
- Thornhill, S. & White, R. E. 2003 Performance implications of strategic focus: An empirical evaluation of Porter's generic strategies. Presented at the Academy of Management Annual Conference, Seattle, WA
- White, R. E., Thornhill, S. & Hampson, E. 2003 Entrepreneurs and evolutionary biology: The relationship between testosterone and new venture creation. Presented at the Babson-Kauffman Entrepreneurship Research Conference, Wellesley, MA
- Thornhill, S., Gellatly, G., & Riding, A. 2002. Growth history, knowledge intensity and capital structure in small firms. Presented at the Annual Meeting of the Academy of Management (Entrepreneurship Division), Denver.
- Thornhill, S. & Taggar, S. 2002. Results from the Workplace and Employee Survey. Presented at the Society for Industrial and Organizational Psychology Annual Conference, Toronto.

Conference Presentations (continued)

- Thornhill, S. & Taggar, S. 2001. Competencies or computers: An examination of human resource and technology investment strategies. Presented at the Babson-Kauffman Entrepreneurship Research Conference.
- Thornhill, S. & Gellatly, G. 2000. Knowledge investments and entrepreneurial finance: The challenge of matching hard capital and soft assets. Presented at the 20th Annual Conference of the Strategic Management Society, Vancouver.
- Thornhill, S. 2000. The knowledge-based view of the firm: Reinventing the wheel? Presented at the Annual Conference of the Western Academy of Management, Kona, HI.
- Thornhill, S., Gellatly, G. & Riding, A. 2000. Relationships among capital structure, industry membership, and firm growth: Evidence from Canada. Presented at the Babson-Kauffman Entrepreneurship Research Conference, Babson Park, MA.
- Thornhill, S. & Amit, R. 1999. Growth strategies in the new economy: A structural analysis of strategic configurations. Presented at the 19th Annual Conference of the SMS, Berlin.
- Thornhill, S. & Amit, R. 1998. Why do firms fail: An empirical evaluation of the determinants of business bankruptcy. Presented at the 18th Annual Conference of the SMS, Orlando.
- Thornhill, S. & Amit, R. 1998. Young firm growth: An empirical study of industry and firm specific determinants. Presented at the Academy of Management, San Diego.
- Thornhill, S. & Amit, R. 1997. Growing businesses within businesses: The role of strategic fit. Presented at the 17th Annual Conference of the SMS, Barcelona.
- Thornhill, S. & Amit, R. 1997. Young firms in Canada: An exploratory study of competitive practice. Presented at the 7th Annual Global Entrepreneurship Research Conference, Montreal.

Research Grants

Kauffman Foundation Grant 2018	\$ 495,280
SSHRCC Standard Research Grant 2005-2008	\$ 75,231
International Development Research Centre 2007	\$ 50,000
SSHRCC MCRI Research Grant 2002-2005	\$ 129,473
SSHRCC MCRI Research Grant 1999-2002	\$ 86,623

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Teaching

Stephen M. Ross School of Business, University of Michigan, Ann Arbor, MI

Courses: Entrepreneurship (EMBA)
Building Healthy Businesses (MBA, BBA)
Global Family Business (MBA)
Innovation Residency (OMBA)
Introduction to Entrepreneurship (MBA)
Zell-Lurie Commercialization Fund (MBA)
Multidisciplinary Action-learning Project (MBA)
Businesses and Leaders (BBA)

Richard Ivey School of Business, UWO, London, ON

Courses: Strategic Analysis and Action (HBA, MBA, EMBA)
New Venture Project (HBA, MBA)
Entrepreneurship and New Venture Creation (HBA, MBA, EMBA)

IEDC – Bled School of Management, Bled, Slovenia

Courses: Strategy (EMBA)

Jacobs University, Bremen, Germany

Courses: Entrepreneurship (EMBA)

Institut d'Etudes Politiques de Paris, Paris, France

Courses: Entrepreneurship (MBA)

Instituto Panamericano de Alta Dirección de Empresa d'Etudes, Mexico City

Courses: Strategy (MBA)
Entrepreneurship (MBA, EMBA)

Universidad de San Andreas, Buenos Aires, Argentina

Courses: Entrepreneurship (B. Comm.)

Schulich School of Business, York University, Toronto, ON

Courses: Strategic Management (MBA)
Entrepreneurship and New Venture Creation (B.Comm.)

Faculty of Commerce, University of British Columbia, Vancouver BC

Courses: Strategy (MBA)
New Venture Creation (MBA)

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Teaching Cases (Ivey Publishing)

- Beer, H., Gamble, E., Moroz, P. & Thornhill, S. 2012. Beans vs. Starbucks: Personality in a Cup!
- MacVane, A., Gamble, E., Moroz, P. & Thornhill, S. 2012. Canadian Police Knowledge Network
- Mayne, P., Moroz, P., Gamble, E. & Thornhill, S. 2012. United Church Housing Corporation
- Squair, S. & Thornhill, S. 2012. Sawstop
- Brown, E. & Thornhill, S. 2011. Lumismart
- Langford, C. & Thornhill, S. 2011. Triumph Motorcycles
- Gamble, E., Moroz, P. & Thornhill, S. 2011. Shutout Solutions
- Gandz, J. & Thornhill, S. 2011. Aligning Culture and Strategy at A.P. Nichols
- MacDougall, C & Thornhill, S. 2011. Thunderball!
- Zhu, F. & Thornhill, S. 2011. Zero, Brammo and the Electric Motorcycle Industry
- Mark, K. & Thornhill, S. 2009. WestJet in 2009: The Fleet Expansion Decision.
- Branzei, O. & Thornhill, S. 2008. StormFisher: Power with Purpose.
- Mark, K. & Thornhill, S. 2008. Dell Inc. in 2009.
- Mark, K. & Thornhill, S. 2008. General Electric: From Jack Welch to Jeffrey Immelt.
- Rosenberg, T. & Thornhill, S. 2008. OPK Capital Corporation.
- Rosenberg, T. & Thornhill, S. 2008. RSS Works Inc. – An Early Stage Investment.
- Little, R. & Thornhill S. 2007. Hudson Nuptials.
- Christ, B. & Thornhill, S. 2006. Activplant: The European Opportunity.
- Harvie, J. & Thornhill, S. 2005. Pro Organics.
- Mark, K. & Thornhill, S. 2005. Cartridge World.
- Mark, K. & Thornhill, S. 2005. NewAd Media.
- Wang, T. & Thornhill, S. 2005 TPV Technology Ltd.
- Sturbie, C. & Thornhill, S. 2004. Kraves Kandy.
- Jessop, D. & Thornhill, S. 2003. Police Prep.
- Dutta, D., Friedman, D. & Thornhill, S. 2002. VanCity Credit Union
- Mark, K. & Thornhill, S. 2002. Extreme CCTV.
- Mark, K. & Thornhill, S. 2002. Finning International Inc. in the United Kingdom.
- Phillips, J. & Thornhill, S. 2002. TechPark Inc.
- Roll, R. & Thornhill, S. 2002. Alpha Legal Systems Inc.
- Zietsma, C. & Thornhill, S. 2002. Frontier Adventure Racing

On the Case Series (Financial Post Magazine)

To Deal Or Not To Deal?; You've Found An Investor Interested In Taking Your Company To The Next Level. Before You Do The Deal, Be Sure You've Got The Right Investor, October 7, 2008

Where Do You Want To Go?; Setting Up A Foreign Plant Means Making Tough Choices. Choosing A Location Can Be The Toughest; Small Business., November 4, 2008

How Sweet Is This, Really?; Rogers' Chocolates Has Two Options To Support Its Growth. The Problem: Setting Its Priorities, December 2, 2008

Are You Ready To Rumble?; When A CRA Audit Ruling Threatens Your Business, You Have To Know When To Deal And When To Fight, January 6, 2009

What's Around This Corner?; You You Don't Know All The Details Behind The Deals You're Making, You're In For Some Scary Surprises, February 3, 2009

One Company, Two Courses; Ondine Biopharma Is Launching Its First Product. Can It Afford To Stay Focused On R&D?, April 9, 2009

Go Team! Pretty Please?; News From Head Office Is Threatening Your Staff's Morale. As A Manager, You Have To Stop The Slide, May 5, 2009

Will They Read; Sabina Manji Wants To Bring Her Small Magazine To The Big City. The Risk May Not Match The Reward, June 2, 2009

Sometimes, You Have To Let Go; One Of Your Firm's Businesses Is Underperforming. But Its Market Is Growing. Can Your Still Keep It?, July 14, 2009

For Services Rendered; Can A Spa Owner Reinvent The Traditional Model For Paying His Staff?, September 8, 2009

Go Big Or Go Boutique?; Jane Walter Says She's Developed A Better Baby Bottle. How She Has To Choose Her Sales Channel, October 6, 2009

The Right Help Is Hard To Find; Melanie Kau Needs A Senior Executive. Can Her Family Business Succeed With A New Helmsman?, November 3, 2009

Who's Catching This Pitch?; A Company May Have A Terrific Product, But Success Rests On Knowing Who To Sell To And How, December 1, 2009

A Builder's Dilemma; Can You Renovate Your Business Plan When You're Halfway Through Implementing It?, March 2, 2010

This Shouldn't Be About Me'; Melanie Risdon-Betcher Is A Master At Selling Her Products. Can She Pass That Skill Along?, April 6, 2010

To Sell, Or Not To Sell; Daniel Martindale Has An Offer For His Year-Old Business. But There Are Risks To Cashing Out Early; Small Business, May 4, 2010

Run Fast. Now Run Faster; When Your Business Starts Taking Off, You Should Hire Staff. But How Do You Know You Can Afford It?, June 1, 2010

Too Much Information?; In Calgary, Investor Demands For Disclosure Put An Investment Firm Between A Rock And A Hard Place, July 27, 2010

On the Case Series (Financial Post Magazine)

Doing Business With Mr. Big; How Much Clout Can A Small Firm Wield When It Disagrees With A Much Larger Partner?, September 7, 2010

Meet The New Neighbours; For One Vancouver Real-Estate Developer, They Turned Out To Be A Very Tricky Surprise, October 5, 2010

Bigger Isn't Always Better; Kmaster Electronics Has Spotted A Business Opportunity. Can It Afford To Jump?, November 16, 2010

Deal Or No Deal; Buying Into A Company Only Works If The Current Owner Is Fully On-Board, February 1, 2011

Is Honesty Really The Best Policy?; An Integration Manager On His First Merger Wonders Just How Much Info He Should Give Out, February 4, 2011

Learning To Let Go; With Great Power Comes Great Responsibility, But Entrepreneurs Still Feel Accountable Even When They Begin Delegating Tasks To Others, March 1, 2011

The Trouble With Patents; Court Battles Take Time And Money, Two Things Entrepreneurs Often Have In Short Supply, April 5, 2011

Caught In The Middle; A Chocolate Maker Clashes With A New Distributor Over Consumer Price Expectations, September 13, 2011

Judge And Jury; When Should You Tell Your Boss About A Co-Work's Less-Than-Sparkling Past?, October 4, 2011

Siding with the Enemy; Turning to a competitor for help in times of trouble can solve a problem, but at what cost? November 1, 2011

Dialing up a growth plan; A cellphone parts and repair shop mulls three very different expansion options. December 6, 2011

Breaking up is hard to do; A business owner tries to figure out when to tell her employee she's leaving. February 7, 2012

To tell the truth. March 13, 2012

Brother to brother. April 10, 2012

Should I sell a piece of my business? May 1, 2012

The Risky Business of Trading Secrets. September 4, 2012

Change is Never Easy. October 2, 2012

Other Employment

1987-91 Michelin Tires (Canada) Ltd., Kentville, NS
Senior Engineer – Manufacturing Division

1986-88 Canadian Broadcasting Corporation, Fredericton, NB
Journalist – Radio News Division