

Thomas H. Davenport
Curriculum Vitae

Professional Experience

2024-2025	Darden School of Business, University of Virginia Bodily Centennial Professor of Analytics	Charlottesville, VA
2020 - 2023	Oxford University Saïd Business School Visiting Professor	Oxford, UK
1999 -	Babson College President's Distinguished Professor of Information Technology and Management	Wellesley, MA
2012-2013	Harvard Business School Visiting Professor Founded executive education program, "Competing on Analytics and Big Data," and taught it in 2013 and 2014.	Boston, MA
2010-	Deloitte Global Senior Advisor to Analytics and AI Practice	
2010-	MIT Sloan School of Business and Initiative on the Digital Economy Research Fellow and Lecturer Teach in MIT Sloan Executive Education Program on analytics, big data, and AI	Cambridge, MA
2009-2017	International Institute for Analytics Co-founder, Board Member and Director of Research	Portland, OR
2000	Amos Tuck School of Business, Dartmouth College Visiting Professor	Hanover, NH
1998 - 2003	Accenture Institute for Strategic Change Partner and Director	Cambridge, MA
1998- 2000	Boston University School of Management Professor , Management Information Systems Department (Adjunct Professor, 1992-94)	Boston, MA
1994 - 1998	The University of Texas McCombs Business School Professor and Director , Information Management Program	Austin, TX
1990- 1994	Ernst and Young Partner and Director of Research , Center for Business Innovation.	Boston, MA
1989 - 1990	McKinsey and Company Director of IT Research and consultant.	New York, NY
1988-1989	Harvard Business School Senior Research Associate.	Boston, MA
1983-1988	CSC Index Principal and Director of Research.	Cambridge, MA
1981-1983	Harvard University Lecturer , Department of Sociology and Manager , Office of Information Technology	Cambridge, MA
1980-1981	University of Chicago Assistant Professor , Social Sciences Department. Senior Study Director, National Opinion Research Center.	Chicago, IL

Education

1980	Harvard University M.A. (1979), Ph.D. in Sociology, Business Program for Ph.D.s (1982)	Cambridge, MA
1976	Trinity University B.A. in Sociology, Magna Cum Laude.	San Antonio, TX

Articles in Print--Academic or Management Publications

- "Case Study: How Aggressively Should a Bank Pursue AI," with George Westerman, *Harvard Business Review*, May-June 2024.
- "AI and the Future of Making Management Decisions," with A. Gumusay and T. Bohne, *Management and Business Review*, Summer 2023
- "We're All Programmers Now," with Ian Barkin and Kerem Tomak, *Harvard Business Review*, Sept-Oct. 2023
- "Harnessing Grassroots Automation," with Ian Barkin, *MIT Sloan Management Review*, Fall 2023
- "Generative artificial intelligence in marketing: Applications, opportunities, challenges, and research agenda," with N. Kshetri, Y.Dwivedi, N. Panteli, *International Journal of Information Management*, Fall 2023.
- "Hyper-Personalization for Customer Engagement with Artificial Intelligence," *Management and Business Review*, July 2023
- "Stop Tinkering with AI," with Nitin Mittal, Jan-Feb. 2023 *Harvard Business Review*
- "How to Design an AI Marketing Strategy," with Abhijit Guha and Dhruv Grewal, *Harvard Business Review*, July-August 2021.
- "Deployment as a Critical Business Data Science Discipline," with Katie Malone, *Harvard Data Science Review* 3:1, Winter 2021.
- "Enterprise Adoption and Management of Artificial Intelligence," *Management and Business Review*, first issue, Winter 2021.
- "Artificial Intelligence in Organizations: Current State and Future Opportunities," with Hind Benbya and Stella Pachidi, *MIS Quarterly Executive Special Issue Editorial*, December 2020.
- "How to Make Better Decisions About Coronavirus," *MIT Sloan Management Review*, Summer 2020. One of 2020 top articles.
- "Beyond Unicorns: Educating, Classifying, and Certifying Data Scientists," *Harvard Data Science Review*, May 2020.
- "How Artificial Intelligence Will Change the Future of Marketing," with Abhijit Guha, Dhruv Grewal, and Timna Bressfott, *Journal of the Academy of Marketing Science*, Dec. 2019.
- "Collaborate Smarter, Not Harder" with Rob Cross and Peter Gray, *MIT Sloan Management Review*, Fall 2019.
- "People and Machines: Partners in Innovation," with Senen Barro, *MIT Sloan Management Review*, Summer 2019.
- "The Future of Artificial Intelligence in Health Care," *Future Healthcare Journal*, UK Royal College of Physicians, Summer 2019.
- "Artificial Intelligence and the Augmentation of Health Care Decision-Making," with Wiljeana Glover, *NEJM Catalyst*, June 19, 2018.
- "From Analytics to Artificial Intelligence," *Journal of Business Analytics*, 2018
- "What's Your Cognitive Strategy?" with Vikram Mahidhar, *MIT Sloan Management Review*, Spring 2018.
- "Artificial Intelligence for the Real World," with Rajeev Ronanki, *Harvard Business Review*, Jan.-Feb. 2018 (included in *HBR 10 Must Reads 2019*)
- "When Jobs Become Commodities," *MIT Sloan Management Review*, Winter 2018.
- "The Emergence of Artificial Intelligence: How Automation Is Changing Accounting," with J. Kokina, *Journal of Emerging Technologies in Accounting*, April 2017.
- "What's Your Data Strategy?" with Leandro DalleMule, *Harvard Business Review*, May-June 2017.
- "Designing and Developing Analytics-Based Data Products," with Stephan Kudyba, *MIT Sloan Management Review*, Fall 2016.
- "Rise of the Strategy Machines," *MIT Sloan Management Review* Frontiers section, Fall 2016.
- "Just How Smart Are Smart Machines?" with Julia Kirby, *MIT Sloan Management Review*, Spring 2016.
- "The Future of Marketing Automation." *Applied Marketing Analytics*, with J. Phillips. (2016) 2(3), 213-224.
- "Beyond Automation: Strategies for Remaining Gainfully Employed in an Era of Very Smart Machines," with Julia Kirby, *Harvard Business Review*, June 2015. Included in *HBR's 10 Must Reads 2017*, Harvard Business Review Press.
- "Lessons from Sports Analytics," *MIT Sloan Management Review*, Summer 2014.
- "Analytics 3.0," *Harvard Business Review*, December 2013.
- "Keep Up with Your Quants," *Harvard Business Review*, July-August 2013.
- "Data Scientist: The Sexiest Job of the 21st Century," with D.J. Patil, *Harvard Business Review*, October 2012.
- "How Big Data Is Different," with Paul Barth and Randy Bean, *Sloan Management Review*, Summer 2012.
- "21st Century Skills: Digital Influencer," with Bala Iyer, *Harvard Business Review*, January 2012.
- "Know What Your Customers Want Before They Do," with J. Lucker and L. DalleMule, *Harvard Business Review*, Dec. 2011.
- "Putting Social Media to Work at Cognizant," with B. Iyer, S. Parise, and S. Rajagopal, *Ivey Business Journal*, July 2011.
- "How Fast and Flexible Do You Want Your Information, Really," with Jim Snabe, *MIT Sloan Management Review*, Spring 2011.

- "Helping Organizations Create Better Judgment," HBR Agenda 2011, *Harvard Business Review*, January 2011.
- Rethinking Knowledge Work: A Strategic Approach," *McKinsey Quarterly*, Issue 1, 2011. Reprinted in *McKinsey on Business Technology*.
- "Competing on Talent Analytics," (with Jeanne Harris and Jeremy Shapiro), *Harvard Business Review*, October 2010.
- "Business Intelligence and Organizational Decisions," *International Journal of Business Intelligence Research*, January 2010.
- "Make Better Decisions," *Harvard Business Review*, November 2009.
- "The Rise of Strategic Analytics," *Analytics*, Fall 2009.
- "What People Want, and How to Predict It" (with Jeanne Harris), *MIT Sloan Management Review*, Winter 2009.
- "The Prediction Lover's Handbook," (with Jeanne Harris), *MIT Sloan Management Review*, Winter 2009.
- "How to Design Smart Business Experiments," *Harvard Business Review*, Feb. 2009.
- "Should You Outsource Your Brain?" (with Bala Iyer), *Harvard Business Review*, Feb. 2009.
- "Governance of Knowledge and Learning," with B. Strong and L. Prusak, *Knowledge and Process Management*, April 2008.
- "Reverse Engineering Google's Innovation Machine," with Bala Iyer, *Harvard Business Review*, April 2008.
- "Managing Knowledge: One Size Doesn't Fit All," with L. Prusak and B. Strong, *MIT Sloan Management Review/WSJ*, March 2008.
- "Guiding and Capturing Decisions at Partners HealthCare" with Tonya M. Hongsermeier, *Inside Knowledge*, January 2008.
- "Business Intelligence and the Business Experiment," *Business Intelligence Review*, December 2007.
- "Analytics, Humans and Black Boxes," *Business Intelligence Review*, June 2007.
- "Competing with Multi-Channel Marketing Analytics" (with Jeanne Harris), *Advertising Age*, 78:14, April 2, 2007, p16-17.
- "Ideas for Better Governing," *Ripon Forum*, Feb./March 2007.
- "IT for Analytical Competition" with Jeanne Harris, *Architecture and Governance* 3:1, January 2007.
- "The Dark Side of Customer Analytics," (case study) with Jeanne Harris, *Harvard Business Review*, May 2007.
- "How to Prevent a Knowledge Loss Crisis," with Sal Parise and Rob Cross, *MIT Sloan Management Review*, Winter 2006.
- "How Much Knowledge Should a Business Give Away?" with Larry Prusak, *European Business Forum*, Spring 2006.
- "Competing on Analytics," *Harvard Business Review*, January 2006. Best-selling reprint for 2006. Also included in "Ten Must-Reads from Harvard Business Review" from entire history of the journal.
- "Integrating Business Intelligence and Knowledge Management at Intel," with Charles P. Seeley, *Knowledge Management Review* 8:6, January-February 2006, 10-15.
- "Automated Decision-Making Comes of Age," with Jeanne Harris, *MIT Sloan Management Review*, Summer 2005, 46:4, 83-89.
- "The Coming Commoditization of Processes," *Harvard Business Review*, June 2005.
- "Enterprise Systems and the Supply Chain," with Jeff Brooks, *Journal of Enterprise Information Management* (Vol. 17:1), 2004 (winner of best article for that journal in 2004).
- "Enterprise Systems and Ongoing Process Change," with Jeanne Harris and Sue Cantrell, *Business Process Management Journal* (Vol. 10:1), 2004 (winner of best article for that journal in 2004).
- "After the Internet, What Will Be the Next Big Thing?" *European Business Forum*, Winter 2003/4.
- "Who are the Gurus' Gurus?" with Larry Prusak, *Harvard Business Review*, December 2003.
- "The Social Side of Performance," with Rob Cross and Sue Cantrell, *MIT Sloan Management Review*, Fall 2003.
- "Toward an Innovation Sourcing Strategy," with Jane Linder and Sirkka Jarvenpaa, *MIT Sloan Management Review*, Summer 2003, 43-49.
- "Reusing Intellectual Assets," with Bob Thomas and Kevin DeSouza, *Industrial Management*, May 1, 2003.
- "Who's Bringing You Hot Ideas (and How Are You Responding)?" with John C. Beck, *Harvard Business Review*, February 2003.
- "The Mysterious Art and Science of Knowledge Worker Performance" with Robert Thomas and Susan Cantrell, *MIT Sloan Management Review*, Fall 2002.
- "Just-in-Time Delivery Comes to Knowledge Management," with John Glaser, *Harvard Business Review*, July 2002.
- "Data to Knowledge to Results: Building an Analytical Capability," with Jeanne G. Harris et al, *California Management Review*, Winter 2001, 117-138.
- "How Do They Know Their Customers So Well?" with Jeanne G. Harris and Ajay Kohli, *Sloan Management Review*, Winter 2001.
- "Commanding Attention: A New Leadership Challenge," with John C. Beck, *Leader to Leader*, Winter 2001.
- "General Perspectives on Knowledge Management: Fostering a Research Agenda," with Varun Grover, *Journal of Management Information Systems*, Summer 2001, 5-21.
- "Getting the Attention You Need," with John C. Beck, *Harvard Business Review*, Sept.-October 2000.
- "Rigor vs. Relevance Revisited," with L. Markus, *MIS Quarterly*, Spring 1999
- "Putting the Enterprise in the Enterprise System," *Harvard Business Review*, July-August 1998.
- "Building Successful Knowledge Management Projects," with D. DeLong and M. Beers, *Sloan Management Review*, Winter 1998.
- "Two Cheers for the Virtual Office," with K. Pearlson, *Sloan Management Review*, Summer 1998, 51-65.
- "Managing Customer Support Knowledge," with P. Klahr, *California Management Review*, Summer 1998.
- "The Second Information Revolution," *DataBase*, Fall 1996, pp. 85-91.
- "Improving Knowledge Work Processes," with S. Jarvenpaa and M. Beers, *Sloan Management Review*, Summer 1996.

- "Will Participative Process Makeovers Succeed Where Reengineering Fails?" *Planning Review*, Jan-Feb. 1995.
- "The Fad that Forgot People," *Fast Company*, inaugural issue, October 1995.
- "Some Principles of Knowledge Management," *Business and Strategy*, September 1995, 34-41.
- "Managing Information About Business Processes" with M. Beers, *Journal of Management Information Systems*, Summer 1995.
- "Managing in the New World of Process," *Public Productivity and Mgmt Review*, Winter 1994, 133-147.
- "Saving IT's Soul: Human-Centered Information Management," *Harvard Business Review*, March-April 1994, 119-131.
- "Reengineering: Business Change of Mythical Proportions?" with D. Stoddard, *MIS Quarterly*, June 1994, 121-127.
- "Case Management and the Integration of Labor" with N. Nohria, *Sloan Management Review*, Winter 1994, 11-23.
- "Integrate Process Reengineering and TQM," *Planning Review*, May-June 1993, 6-12.
- "Blow Up the Corporate Library," with L. Prusak, *International Journal of Information Management*, 1993, 405-412.
- "Information Politics," with R. Eccles and L. Prusak, *Sloan Management Review*, Fall 1992, 53-65.
- "The New Industrial Engineering: Information Technology and Business Process Redesign" with J. E. Short, *Sloan Management Review*, Summer 1990, 11-27. Winner of Edgar Schein Award for best article on planned change in 1990.
- "The Case of the Soft Software Proposal," *Harvard Business Review*, May-June 1989.
- "How Executives Can Shape Their Company's Information Systems," with M. Hammer and T. Metsisto, *Harvard Business Review*, April-May 1989, 130-134.
- "Systems Change: Organizational and Behavioral Impact," with C. Gibson; *Information Strategy*, Fall 1985.

Digital Articles in Practitioner-Oriented Publications

- Davenport, T., Tiwari, P. (2024) Is Your Data Ready for Generative AI? *Harvard Business Review*.
- Davenport, T. and Bean, R. Five Key Trends in AI and Data Science for 2024, *MIT Sloan Management Review*.
- Davenport, T. and Bean, R. (2024) Survey: GenAI Is Making Companies More Data-Oriented, *Harvard Business Review*.
- Davenport, T. and Bean, R. (2024) Mayo Clinic's Healthy Model for AI Success, *MIT Sloan Management Review*.
- Redman, T., Davenport, T. H. (2023). The Rise of Connector Roles in Data Science. *MIT Sloan Management Review*.
- Davenport, T., Moyano, J. P., Schmedders, K., Schulte, S. (2023). Use GenAI to Uncover New Insights into Competitors. *Harvard Business Review*
- Davenport, T., Bean, R. (2023). AI Ethics at Unilever: From Policy to Process. *MIT Sloan Management Review*.
- Hollweg, M., Davenport, T., Snyder, K. (2023). How AI Fits into Lean Six Sigma. *Harvard Business Review*.
- Reinkemeyer, L., Davenport, T. (2023). Transform Operations with Process Mining. *Harvard Business Review*).
- Davenport, T., Bean, R. (2023). Generative AI at Mastercard: Governance Takes Center Stage. *MIT Sloan Management Review*.
- Kumar, A., Davenport, T. (2023). How to Make Generative AI Greener. *Harvard Business Review*.
- Davenport, T., Alavi, M. (2023). How to Train Generative AI Using Your Company's Data. *Harvard Business Review*.
- Davenport, T., Bean, R. (2023). The Impact of Generative AI on Hollywood and Entertainment. *MIT Sloan Management Review*.
- Davenport, T., Hoerl, R., Redman, T., Kuonen, D. (2023). Your Data Strategy Needs to Include Everyone. *Harvard Business Review*.
- Davenport, T., Bean, R. (2023). How Northwestern Mutual Embraces AI. *MIT Sloan Management Review*.
- Davenport, T., Hollweg, M., Jeavons, D. (2023). How AI Is Helping Companies Redesign Processes. *Harvard Business Review*.
- Davenport, T., Bean, R. (2023). Action and Inaction on Data, Analytics, and AI. *MIT Sloan Management Review*.
- Davenport, T., Tiwari, P. (2023) Eight Strategies for Chief Data Officers to Create Value, *Harvard Business Review*.
- Davenport, T., Redman, T. (2022) How AI Is Improving Data Management, *MIT Sloan Management Review*.
- Davenport, T., Patil, DJ (2022) Is Data Scientist Still the Sexiest Job of the 21st Century? with DJ Patil, *Harvard Business Review*
- Davenport, T., Bean, R., Jain, S. (2022) Why Your Company Needs Data-Product Managers, *Harvard Business Review*
- Davenport, T., Bean, R. (2022) Clinical AI Gets Headlines, but Administrative AI May Be a Better Bet, *MIT Sloan Management Review*
- Libert, B., Davenport, T. (2022) Product-Led Growth Companies Find a New Way to Serve Customers, *MIT Sloan Management Review*
- Davenport, T., Miller, S. (2022) What Machines Can't Do (Yet) in Real Work Settings, *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2022) Becoming an AI Powerhouse Means Going All-In, *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2022) AI-Based Innovations at Mayo Clinic, with R. Bean, *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2022) Companies Are Making Serious Money with AI, with R. Bean, *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2021) Portrait of an AI Leader: Piyush Gupta of DBS Bank, *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2021) Catching Up Fast by Driving Value from AI, *MIT Sloan Management Review*
- Davenport, T., Bean, R., King, J. (2021). Why Do Chief Data Officers Have Such Short Tenures? *Harvard Business Review*.
- Davenport, T., Evgeniou, T., Redman, T. (2021). Your Data Supply Chains Are Probably a Mess. *Harvard Business Review*
- Davenport, T., Fitts, J. (2021). AI Can Help Companies Tap New Sources of Data for Analytics. *Harvard Business Review*
- Johannessen, C., Davenport, T. (2021). When Low-Code/No-Code Development Works. *Harvard Business Review*
- Redman, T., Davenport, T. (2021). Four Ways to Democratize Data Science in Your Organization. *Harvard Business Review*
- Davenport, T. (2021). Making the Case for a Broad View of AI. *Journal of AI, Robotics, and Workplace Automation*

- Miller, S. and Davenport, T. (2021). AI and the Future of Work: What We Know Today. *The Gradient*.
- Davenport, T., Bean, R. (2021). Catching Up Fast by Driving Value from AI. *MIT Sloan Management Review*
- Davenport, T., Bean, R. (2021). Portrait of an AI Leader--Piyush Gupta of DBS Bank. *MIT Sloan Management Review*.
- Davenport, T., Bean, R. (2021). The Pursuit of AI-Driven Wealth Management. *MIT Sloan Management Review*.
- Davenport, T., Bean, R. (2021). Embracing AI When Your Industry Is in Flux. *MIT Sloan Management Review*.
- Davenport, T., Zhang, R. (2021). Achieving Return on AI Projects. *MIT Sloan Management Review*.
- Davenport, T., Redman, T. (2021). Experiments and Data for Post-COVID-19 Work Arrangements. *MIT Sloan Management Review*.
- Davenport, T., Westerman, G. (2021). How HR Leaders Are Preparing for the AI-Enabled Workforce. *MIT Sloan Management Review*.
- Davenport, T., Bean, R. (2021). Execs Bullish on AI But Wary of Data Leadership. *MIT Sloan Management Review*.
- Davenport, T. and Schaefer, G. (2021) "How to Establish an Automation Center of Excellence," *MIT Sloan Management Review*.
- Davenport, T. and Seseri, R. (2020) "What Is a Minimum Viable AI Product?" *MIT Sloan Management Review*.
- Davenport, T. (2020) "How Large Companies Can Grow Their Data and Analytics Talent," *MIT Sloan Management Review*.
- Redman, T., and Davenport, T. (2020) "Getting Serious About Data and Data Science," *MIT Sloan Management Review*.
- Davenport, T., Redman, T. and Godfrey, B. (2020) "To Fight Pandemics, We Need Better Data," *MIT Sloan Management Review*.
- Camm, J. and Davenport, T. (2020) "Data Science, Quarantined," *MIT Sloan Management Review*.
- Camm, J., Bowers, M., and Davenport, T. (2020) "Recession's Impact on Analytics and Data Science," *MIT Sloan Management Review*
- Davenport, T. and Ammanath, B. (2020) "Redefining AI Leadership in the C-Suite," *MIT Sloan Management Review*.
- Davenport, T., Mittal, N. and Saif, I. (2020) "What Separates Analytical Leaders from Laggards?" *MIT Sloan Management Review*
- Davenport, T. and Bean, R. (2020) Are You Expecting Too Much of Your Chief Data Officer? *Harvard Business Review*.
- Davenport, T. and Mittal, N. (2020) How CEOs Can Lead a Data-Driven Culture. *Harvard Business Review*.
- Davenport, T. and Redman, T. (2020) Your Organization Needs a Proprietary Data Strategy. *Harvard Business Review*.
- Redman, T. and Davenport, T., (2020) Digital Transformation Comes Down to Talent in Four Key Areas, *Harvard Business Review*.
- Davenport, T. (2019). Building a Culture that Embraces Data and AI. *Harvard Business Review*.
- Libert, B., Beck, M., Davenport, T. (2019). Self-Driving Companies Are Coming. *MIT Sloan Management Review*.
- Davenport, T. (2019). How to Tame 'Automation Sprawl'. *Harvard Business Review*.
- Davenport, T., Spanyi, A. (2019). What Process Mining Is, and Why Companies Should Do It. *Harvard Business Review*.
- Davenport, T. (2019). Is HR the Most Analytics-Driven Function? *Harvard Business Review*.
- Beck, M., Davenport, T., Libert, B. (2019). The AI Roles Some Companies Forget to Fill. *Harvard Business Review*.
- Bean, R., Davenport, T. (2019). Companies Are Failing In Their Efforts to Become Data-Driven. *Harvard Business Review*.
- Davenport, T., Dasgupta, S. (2019). How to Set Up an AI Center of Excellence. *Harvard Business Review*
- Davenport, T., Spanyi, A. (2019). Digital Transformation Should Start with Customers. *MIT Sloan Management Review*.
- Davenport, T. (2019). What Does An AI Ethicist Do? *MIT Sloan Management Review*.
- Davenport, T. (2019). Can We Solve AI's 'Trust Problem'? *MIT Sloan Management Review*.
- Davenport, T., Glover, W. J. (2018). Artificial Intelligence and the Augmentation of Health Care Decision-Making. *NEJM Catalyst*.
- Davenport, T., Hongsermeier, T., Mc Cord, K. (2018). Using AI to Improve Electronic Health Records. *Harvard Business Review*.
- Davenport, T., Katyal, V. (2018). Every Leader's Guide to the Ethics of AI. *MIT Sloan Management Review*.
- Mahidhar, V., Davenport, T. (2018). Why Companies That Wait to Adopt AI May Never Catch Up. *Harvard Business Review*.
- Davenport, T., Guscza, J., Schwartz, G. (2018). Using Behavioral Nudges to Treat Diabetes. *Harvard Business Review*.
- Davenport, T., Foutty, J. (2018). AI-Driven Leadership. *MIT Sloan Management Review*.
- Davenport, T., Libert, B., Beck, M. (2018). How B2B Software Vendors Help Their Customers Benchmark. *Harvard Business Review*.
- Davenport, T. H., Bean, R. (2018). The Problem with AI Pilots. *MIT Sloan Management Review*.
- Davenport, T., Brain, D. (2018). Before Automating Your Company's Processes, Improve Them. *Harvard Business Review*.
- Davenport, T., Dreyer, K. (2018). AI Will Change Radiology, but It Won't Replace Radiologists. *Harvard Business Review*.
- Davenport, T., Westerman, G. (2018). Why So Many High-Profile Digital Transformations Fail. *Harvard Business Review*.
- Davenport, T., Bean, R. (2018). Big Companies Are Embracing Analytics, but Most Still Don't Have a Data-Driven Culture. *Harvard Business Review*.
- Davenport, T., Kudyba, S. (2018). Machine Learning Can Help B2B Firms Learn More About Their Customers. *Harvard Business Review*
- Davenport, T., Libert, B., Beck, M. (2018). Robo-Advisors Are Coming to Consulting and Corporate Strategy. *Harvard Business Review*.
- Davenport, T., (2017). To Robo or Not to Robo? The Rise of Automated Financial Advice. *Journal of Financial Transformation* (46)
- Davenport, T. (2017). The rise of cognitive work (re)design. *Deloitte Review* (21).
- Davenport, T., Bean, R. (2017). "How Machine Learning Is Helping Morgan Stanley Better Understand Client Needs." *Harvard Business Review*.
- Davenport, T. (2017). How Analytics Has Changed in the Last Ten Years—and How It's Stayed the Same. *Harvard Business Review*.
- Davenport, T., Bean, R. (2017). How P&G and American Express Are Approaching AI. *Harvard Business Review*.
- Davenport, T. (2017). Why Trump Doesn't Tweet About Automation. *Harvard Business Review*.
- Davenport, T. (2017). "When Jobs Become Commodities". *MIT Sloan Management Review*.

Books and Book Chapters

- All In on AI: How Smart Companies Win Big with Artificial Intelligence* with Nitin Mital, Harvard Business Review Press, 2023.
- Working with AI: Real Stories of Human-Machine Collaboration* with Steven Miller, MIT Press, 2022.
- Advanced Introduction to Artificial Intelligence in Healthcare* with J. Glaser and E. Gardner, Edward Elgar, 2022.
- "Artificial Intelligence in Healthcare: Promise and Reality," in Stephan Kudyba, ed, *Healthcare Informatics*, Taylor & Francis, 2021.
- "When to Stop Deliberating and Make That Decision," in *Decision-Making: Insights You Need from Harvard Business Review*, 2020.
- "Introduction" in *Artificial Intelligence: The Insights You Need from Harvard Business Review*, 2019.
- The AI Advantage: How to Put the Revolution in Artificial Intelligence to Work*, MIT Press, 2018.
- "The Analytics Team" in *The Analytics Book of Knowledge*, edited by James Cochran, INFORMS, 2018.
- Competing on Analytics: Revised and Updated 2nd edition*, with Jeanne G. Harris, 2017, Harvard Business Review Press.
- Only Humans Need Apply: Winners and Losers in the Age of Smart Machines*, with Julia Kirby, April 2016, Harper Business.
- "An Alternative Approach to Data Management," chapter in *Getting Data Right*, O'Reilly Media e-book, 2015.
- Big Data at Work: Dispelling the Myths, Discovering the Opportunities*, Harvard Business Review Press, 2014.
- Analytics in Health Care and the Life Sciences*, Pearson, 2014 (foreword and eight chapters)
- Keeping Up with the Quants: Your Guide to Understanding and Using Analytics*, with Jinho Kim, Harvard Business Review Press, 2013.
- Judgment Calls: Twelve Stories of Big Decisions and the Teams that Got Them Right*, with Brook Manville, 2012, Harvard Business Review Press.
- Enterprise Analytics: Optimize Performance, Process, and Decisions Through Big Data*, FT Press, 2012 (edited, wrote 10 chapters)
- "Prediction Logic: Analytics for Entrepreneurial Thinking," with Julian Lange, in *The New Entrepreneurial Leader*, Berrett-Koehler, 2011.
- Analytics at Work: Smarter Decisions, Better Results*, with Jeanne Harris and Robert Morison, Harvard Business Review Press, 2010.
- "Personal Knowledge Management and Knowledge Worker Capabilities," in David Pauleen and Gary Gorman, eds., *Personal Knowledge Management: Individual, Organisational and Social Perspectives*, Gower, 2010.
- "Process Management for Knowledge Work," in Jan vom Brocke and Michael Rosemann, eds., *Business Process Management Handbook*, Springer, 2009.
- Competing on Analytics: The New Science of Winning*, with Jeanne Harris, Harvard Business School Press, 2007. Revised and updated, 2017.
- "Information Technologies for Knowledge Management," in Kazuo Ichigo and Ikujiro Nonaka, eds., *Knowledge Creation and Management: New Challenges for Managers*, Oxford University Press, 2006.
- Strategic Management in the Innovation Economy* (textbook), with Sven Voelpel and Marius Leibold, Wiley, 2006.
- Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*, Harvard Business School Press, 2005.
- "Knowledge Management in Consulting," with Larry Prusak, in *The Contemporary Consultant: Handbook of Management Consulting*, edited by Larry Greiner and Flemming Poulfelt, Thomson Southwestern, 2004.
- What's the Big Idea?: Creating and Capitalizing on the Best Management Thinking*, with Laurence Prusak, Harvard Business School Press, 2003.
- The Attention Economy: Understanding the New Currency of Business*, with John C. Beck, Harvard Business School Press, 2001.
- Knowledge Management Case Book: Siemens* (edited, with Gilbert Probst), Wiley Publicis, 2001.
- "Knowledge Work and the Future of Management," in *The Future of Leadership: Speaking to the Next Generation*, Wiley, 2001.
- Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business School Press, 2000.
- Mastering Information Management*, edited (and six chapters authored or co-authored) with Donald Marchand, Financial Times Mastering Management Series, Prentice-Hall, 2000.
- "Digital Marketing and the Exchange of Knowledge," with Sirkka Jarvenpaa, in *Digital Marketing: Global Strategies from the World's Leading Experts*, Wiley, 2000.
- "Knowledge Management and the Broader Firm: Strategy, Advantage, and Performance," *The Handbook on Knowledge Management*, CRC Press, 1999.
- "Process Ecology: A New Metaphor for Reengineering-Oriented Change," with Miguel Perez-Guardado, *Business Process Engineering: Advancing the State of the Art*, Kluwer Academic Publishers, 1999.
- "Business Process Reengineering," *The Handbook of Technology Management*, CRC Press, 1998.
- Working Knowledge: How Organizations Manage What They Know* (with L. Prusak), Harvard Business School Press, 1998. Paperback edition with new introduction published in 2000.
- Information Ecology: Mastering the Information and Knowledge Environment*, Oxford University Press, 1997.
- Reengineering the Organization* (textbook) with S. Jarvenpaa, R. Nolan, D. Stoddard, Harvard Business School Press, 1995.
- "Reengineering: Where It's Been, Where It's Going," introductory chapter to Kettinger and Grover, eds., *Business Process Change*, Idea Group Publishing, 1995, pp. 1-13.
- Process Innovation: Reengineering Work through Information Technology*, Harvard Business School Press, 1993.

Virtuous Pagans, Garland Publishing, 1992, "Outstanding Harvard Dissertations" series.
The Information Imperative, with C. Gibson and B. Jackson; Lexington Books, 1988, Chapters 2 and 7.

Columns, Commentaries, or Article Series

Weekly or monthly Forbes blog post, 2017-
Weekly columnist for *Wall Street Journal* Business Technology site, 2012-2017
Member of "The Experts" in Wall Street Journal Special Reports, 2013-
"Discussion Leader" (blogger) for Harvard Business Review Online, 2009-
Blog series, "Masters of Business Analytics," International Data Group, May-September 2010.
"The Next Big Thing," Blog for Harvard Business School Publishing, 2007-2009
Monthly columnist ("Davenport on...") for *CIO* magazine, 1995-2003; occasional columns thereafter
Monthly columnist ("Higher Order") for *Darwin* magazine, 2000-2002
Financial Times "Mastering Information Management" series:
"Putting the I in IT," February 1, 1999
"Attention: The Next Information Frontier," February 8, 1999
"Enterprise Systems and Process Change: Still No Quick Fix,": February 22, 1999
"Is Knowledge Management Just Good Information Management?" with Don Marchand, March 8, 1999
"One Cheer for the Virtual Office," March 22, 1999
Author of 8 articles and cases in *Knowledge Inc.* newsletter
Response to "Making Local Knowledge Global" case study, *Harvard Business Review*, May-June 1996, 10-11.
Triweekly "Management Agenda" column in *Information Week.*, June 1994-October 1995.
"Transforming the CIO," *Computerworld* Leadership Series, May 15, 1995.

Case Studies and Teaching Notes

Miller, S., Davenport, T. H., Bhattacharya, L. (2023). DBS Bank: A Tech Company Going All In on AI. Singapore Management University.
"ShotSpotter in 2020: AI and the Future of Law Enforcement Technology," with Donna Stoddard and G. Shankar, Babson College case study, 2022.
"ROSS Intelligence," Babson College case study, 2017
"Caesars Entertainment and Mu Sigma," Babson College case study, 2015
"Analytics at Capital One," Babson College case study, 2014
"Recorded Future: Analyzing Internet Ideas About What Comes Next," Harvard Business School case study, 2013.
"Managing with Analytics at Procter & Gamble," (with Marco Iansiti and Alain Serels), Harvard Business School case study, 2013.
"Cognizant 2.0: Embedding Knowledge and Community into Work Processes," with Robert Eccles, Harvard Business School case study, 2010.
"Knowledge Management at Accenture", Ivey School of Management case study, with Darren Meister, 2005.
"Welch's Foods, Inc.," Babson College case study, updated and rewritten, 2004.
"Knowledge Management at Andersen Consulting," Harvard Business School case study, with Morten Hansen, May 1997.
"Order Management Reengineering at Heatway," Harvard Business School case study and teaching note, August 1995.
"The Past, Present, and Possible Future of Business Process Reengineering," Harvard Business School note, August 1995.
"Reengineering a Business Process," Harvard Business School note, August 1995.
"Reengineering Course Overview and Syllabus," Harvard Business School note, August 1995.
"Rank Xerox U.K." Harvard Business School case study--A and B cases and teaching notes, 1992.
"Managing Information Technology: Organization and Leadership," "...Communications Networks," "...Computer Systems," "...System Development," Harvard Business School notes with J.I. Cash and J. Simon, 1989.

Academic Presentations, Editorial Roles, and Affiliations

2019	AI in Biopharma Summit, "Robotic Process Automation in the Life Sciences," Harvard Medical School, Boston. (
2019	"The State of Enterprise AI," MIT Initiative on the Digital Economy Annual Meeting, MIT.
2019	"Enterprise AI and Enterprise Data," MIT Chief Data Officer and Information Quality Summit,
2018	"Digital Transformation," Monterrey Executive Summit, University of Monterrey, Monterrey, MX.
2018	"Four Eras of Analytics," Tampere Executive Summit, University of Tampere, Tampere, Finland.
2018	"Business Analytics: The Revolution That Changed the Relationship Between Business and Academia," AACSB Co-Lab, AACSB, Philadelphia, PA.

- 2017 "The Cognitive Corporation," MIT CIO Summit, Cambridge, MA
- 2017 "Four Eras of Analytics," Harvard Graduate School of Arts and Sciences, Harvard University
- 2017 "Analytics and Cognitive Technology in Health Care," IT Leadership in Health Care Program, Harvard School of Public Health.
- 2016 "Four Eras of Analytics," "Big Data, Better Decisions, Brighter Future," IFIP 8.3 Working Group, Cork, Ireland.
- 2016 "Artificial Intelligence and Strategy," Practice and Research in Strategic Management, IESE, New York.
- 2015 "Beyond Automation: How Humans Can Add Value to Very Smart Machines," International Conference on Information Systems, " Association for Information Systems, Fort Worth, TX.
- 2015 "Beyond Automation: How Humans Can Add Value to Very Smart Machines," ACS Thought Leaders Summit, " Australian Computer Society, Sydney. (November 2015).
- 2015 "Big Data and Analytics," Irish Management Institute/University College Cork, Cork, Ireland. (
- 2015 "Analytics and Automation in Accounting--The New AAA?," =American Accounting Association Annual Meeting, Chicago, IL.
- 2014 Dean's Lecture, Georgia Tech Scheller School of Business, Big Data Summit.
- 2013 Dean's Lecture, UC Berkeley School of Information
- 2012 Invited presentation on "Research on Big Data," BI Summit, Orlando, FL
- 2007-11 "Competing on Analytics" conference series in 38 cities and 8 countries with Harvard Business School Publishing
- 2011-2013 "Analytics in Health Care," Harvard School of Public Health Program in IT Leadership, Boston
- 2009 "Analytics at Work"—presentation at SIGDSS and International Conference on Information Systems, Phoenix.
- 2006 Keynote speaker, INFORMS Practice Conference, Miami
- 2003-2004 Faculty member, "Leveraging Knowledge in the 21st-Century Organization," Harvard Business School Exec.
- Pgms
- 2001 Guest Editor, Special Issue on Knowledge Management (with Varun Grover), *Journal of Management Information Systems*, Summer 2001.
- 2001 Keynote speaker, Association for Information Systems Americas Conference, Boston.
- 1997 Greene Honors Professor, Texas Christian University.
- 1997 Panel Leader, "The Role of Information Technology in Knowledge Management," International Conference on Information Systems, Atlanta, December 1997.
- 1996 "Practical Research: Academic IS Can Make a Difference," Paper presented to Academic Institutional Members of Society for Information Management, Cleveland, December, 1996.
- 1996 Panel Leader, "Will Mega-packages Transform Organizations and IS?" International Conference on Information Systems, Cleveland, December 1996.
- 1996 "Managing Knowledge," Keynote Address, World Conference on Integrated Design and Process Technology, Austin, TX, December 1996.
- 1995 Invited to deliver one of three plenary addresses at first meeting of the Academic Information Systems professional organization, Pittsburgh, PA.
- 1995 Editorial Board, *Journal of Management Information Systems*
- 1994 "Managing Information About Processes" (paper) and "Business Process Reengineering," (panel presentation), The Institute of Management Sciences, Anchorage, Alaska.
- 1994 "Is There A Theory of Reengineering?" panel presentation, International Conference on Information Systems, Vancouver, Canada.
- 1994 "Information Management Infrastructure: The New Competitive Weapon?" with Jane Linder, paper presented at Hawaii International Conference on the Systems Sciences, Maui, Hawaii.
- 1993-present Editorial Board, *Journal of Knowledge and Process Management*
- 1992-1998 Associate Editor, *MIS Quarterly* (appointed to second term in 1995)
- 2002-present Editorial Board, *MISQ Executive*
- 1992-present Invited presentations at Babson College, Harvard Business School, MIT, Wharton, Stanford, Cornell, Clemson, University of North Carolina, Trinity College Dublin, New York University, DePaul University, Loyola University, Johns Hopkins Medical School, University of Minnesota, University of California at Berkeley, University of California at Irvine, University of North Texas, Central Michigan University, University of Houston, Georgia State University, East Tennessee State, Hochschule St. Gallen (Switzerland), ITESM (Mexico), University of Chile, Stockholm School of Economics, London Business School, University of Melbourne, Australian Graduate School of Management, Nanyang Technological University (Singapore), Tsinghua University, Wharton School, Yale School of Management
- 1991 "Approaches to Business Process Redesign," presentation and panel discussion leadership, 11th International Conference on Decision Support Systems, The Institute of Management Sciences
- 1990 "Management Processes and Information Technology," panel presentation, Tenth International Conference on Decision Support Systems, Cambridge, MA, The Institute of Management Sciences

Executive Teaching and Speaking

- Between 1993 and present, conference presentations, executive seminar presentations, or case discussion teaching for customer executives or internal managers of A.T. Kearney, Alitalia, Allied Signal, Allergan, American Express, American Management Systems, Ameritech, Andersen Consulting, Bank of America, Baxter Healthcare, Bell Atlantic, Bellcore, Boeing, Bristol-Myers Squibb, CIA, Capital One, CSC Index, Canada Post, Case, Celonis, Ciba-Geigy, Citibank, Cincom, Clarica, Coca-Cola, Continental Bank, Citicorp, Deloitte, Delphi Automotive, Department of Defense, Digital Equipment, Dow Chemical, Dun & Bradstreet, DuPont, EDS, EMC, Eastman Chemical, Enel, Fiat, Ford, General Electric, Google, Hewlett Packard, Hughes Space and Communications, IBM, Inference Corp., Intel, J.D. Edwards, J.P. Morgan, Microsoft, Merck, Johnson & Johnson, Kodak, McDonald's, McKinsey & Co., Merrill Lynch, NASA, NationsBank, Nationwide Insurance, Northeast Utilities, Oracle, PDVSA, Perot Systems, PHH, Procter & Gamble, RJR Nabisco, Royal Insurance, Salesforce.com, Sandvik, SAP AG, Scudder Funds, Sequent Computer, Shell, Siemens, Software AG, Telia, Teltech, Texas Instruments, Texas Utilities, 3M, Time Warner, Towers Perrin, Travelers Insurance, U.S. Census Bureau, Union Carbide, Unisys, Volvo, W.L. Gore, Whirlpool, Wisconsin Gas, World Bank, Xerox, and many other organizations, some multiple times.
- Between 1990 and present, invited presentations (in North America, Europe, Latin America, Australia, and Asia) to such associations and conferences as the Society for Information Management, AICPA, American Accounting Association, American Management Association, American Productivity and Quality Center, CAUSE Annual Conference, CFO Magazine Performance Management Conference, CIO Annual Conference, Ernst & Young Knowledge Advantage Conference (four times), Grocery Manufacturers Association Conference, Workflow Conference, GIGA Workflow and Knowledge Management Conference, Gartner Group Symposium, Groupware Conference, Management Center Europe, *Forbes* CEO Summit, *Fortune* CIO Conference, Planning Forum, *Information Week* 500 Conference, Life Office Management Association, "CIO Survival Camp," Japanese Information Management Association, Tokyo U.S. Chamber of Commerce, Chilean National Computer Conference, U.K. Society of Internal Auditors, American Trucking Association, National Association of Accountants, Information Technology Association of America, Institute of Industrial Engineers, Computer Economics Conference, National Association of Government Financial Executives, Life Office Management Association (LOMA), Organizational Systems Designers Alliance, International Development Research Council, MIT Enterprise Forum, Canadian Information Processing Society, and senior management conferences in Atlanta, Boston, Charlotte, Chicago, Cleveland, Dallas, Detroit, Houston, Los Angeles, Louisville, New York, Philadelphia, Richmond, San Francisco, Seattle, Washington, Amsterdam, Johannesburg, London, Milan, Como, Ottawa, Rome, Rio de Janeiro, Sao Paulo, Santiago, Seoul, Singapore, Montreal, Toronto, Quebec City, Kyoto, and Tokyo (several cities multiple times).
- Between 1998 and 2003, gave executive briefings to or consulted with over 100 firms on knowledge management or enterprise systems on Accenture's behalf
- Between 1991 and 1994, gave executive briefings to or consulted with over 200 firms on process innovation or information management on Ernst & Young's behalf
- 1990-1993, Adjunct Faculty Member, IBM Advanced Business Institute, Palisades, NY. Case teaching and lecturing in the "Managing the Information Systems Resource" Program for IBM customer executives.

Expert Witness Activity

- 1996, expert testimony on behalf of PriceWaterhouse Coopers for Latham & Watkins LLP.

Honors and Awards

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| 1976 | Phi Beta Kappa, Blue Key, Trinity University. |
| 1976 | Graduate Fellowship, National Science Foundation. |
| 1980 | Post-Doctoral Fellowship, National Institute of Mental Health. |

- 1990 Richard Beckhard Award (with James Short) for best article on organizational change, *Sloan Management Review*.
- 1992 *Virtuous Pagans*, my Ph.D. dissertation, selected as one of “Outstanding Harvard Dissertations” and published by Garland Publishing.
- 1993 *Process Innovation* voted one of 10 best business books of 1993, *Library Journal*.
- 1993 Winner of Ernst & Young’s first “Value Creation Award” for work on reengineering.
- 1993 Commencement address, Boston University M.S. in Management Information Systems
- 1994 Judge, *CIO 100* (best 100 firms in IT management)
- 1995 Judge, Arthur D. Little Process Management Award.
- 1995 Invited to give “State of the Art” video presentation for Australian Association for Computing Machinery
- 1996 Board of Judges, McKinsey Prize (best article), *Harvard Business Review*.
- 2000 Named one of 10 “Masters of the New Economy” by *CIO* magazine.
- 2001 Named one of 25 “E-Business Gurus” by *Darwin* magazine.
- 2001 *Attention Economy* named one of 30 best business books of the year by *Publisher’s Weekly*.
- 2001 Invited to attend Fortune Magazine’s “Brainstorm 2001: The Smartest People We Know” conference in Aspen
- 2004 Best paper awards for *Business Process Management Journal* and *Journal of Enterprise Information Management*.
- 2004 Named one of the top 25 consultants in the world by *Consulting* magazine
- 2005 Named one of top 3 “business/technology analysts” in the world by *Optimize* magazine
- 2007 and 2008 Named one of the 100 most influential people in the information technology industry (and the most influential business academic) by editors of several Ziff-Davis publications
- 2009 “Competing on Analytics” named one of “Ten Must Reads” in the Harvard Business Review’s 90-year history
- 2010 Recipient of Babson College’s first faculty research award
- 2011 Named to the “Management A-List”—top ten management faculty in the world based on Google searches
- 2012 Named the fourth most productive information systems scholar in the world by the “h-index” of citation counts
- 2012 Named to the Top 50 Business Professors in the World list by Poets & Quants website and *Fortune* magazine
- 2012 “Putting the Enterprise in the Enterprise System” most-cited article in *Harvard Business Review* history on technology or innovation
- 2014 Recipient of NASSCOM Global Leadership Award for Thought Leadership, India Leadership Forum
- 2014 Recipient of C. Jackson Grayson Quality Pioneer Award, American Productivity and Quality Center
- 2014 One of “21 Thought Leader-Professors in Data Science,” Masters in Data Science website
- 2016 LinkedIn “Top Voice in Education”, #1 ranking
- 2018 LinkedIn “Top Voice in Technology”
- 2022 “Competing on Analytics” one of 12 articles selected by editors as best in 100-year history of *Harvard Business Review*

Public and University Service

- Presentations or *pro bono* consulting to the National Security Agency, CIA, US Office of the Director of National Intelligence, United Nations Dag Hammarskold Library, United Nations Development Program, American Red Cross, U.S. Government Accountability Office, Texas Department of Insurance, Austin Special Libraries Association, IC2 Institute, MIT Enterprise Forum, Greenville, S.C. Children’s Hospital, Urban Land Institute, Internal Revenue Service, Educational Testing Service, General Accounting Office, Internal Revenue Service, Austin City Manager’s Office, UT Chicago and Oklahoma City Business School Alumni Clubs, Austin Reengineering Special Interest Group, Harvard Business School Austin Alumni Club, Sarasota Harvard Club, Texas Business School Dean’s Associates, Texas Graduate Consulting Club, IBM Latin America, EDS, Amoco, Compaq, Deloitte and Touche, Federal Express, Insource Management Group, VTEL Corporation, Trilogy Development Corp., Sheshunoff Management Services, Ernst & Young, Intel, Hewlett Packard, HEB, Frito-Lay, Convex, J.C. Penney.
- Advisor to Vice-President Gore’s “National Performance Review.”
- Executive Council on Information Management, US General Accounting Office
- Graduate School of Arts and Sciences Alumni Council, Harvard University (2005-present)

Other Professional Activities

- Advisor to Activate Networks Inc., First Analytics, Mu Sigma, ContinuServe, DataRobot, Signals Intelligence Group, Medidata Solutions, Recorded Future, Tamr, NewVantage Partners 2012- present
- Board of Directors, Inference Corporation, Novato, CA., 1996-1998
- Board of Directors and Audit/Executive Committee, American Productivity and Quality Center, 1998-
- Editor at Large, *Knowledge Inc.*, a newsletter on knowledge management.
- Board of Advisors, Concours Group, Inc.
- Member, SAP Innovation Council, 2000-2008
- Trustee, Marketing Science Institute, 1999-2002
- Board of Sponsors, MIT Center for Information Systems Research, 1998-2002
- Fellow, University of Texas Center for Customer Insight