**PATRICIA (TRISH) GORMAN**

* Educator with proven track record of effective delivery of high impact executive learning programs, needs assessments, curriculum design, and impact measurement
* Uniquely positioned subject matter expert in strategic leadership, growth, and innovation from both academic and practitioner perspectives
* Accomplished team leader with extensive experience in developing and applying strategy concepts and tools to address real world challenges in diverse organizations
* Skilled at working virtually and collaboratively with professionals from varied backgrounds on research projects, strategy development, and implementing for results

**AREAS OF SPECIFIC EXPERTISE:**

· Building Strategic Competence in Individuals and Organizations · Generating and Evaluating Growth Options · Strategy Development · Innovation Architecture ·Designing Effective Learning Programs · Stimulating Profitable Growth · Implementing Dynamic Strategies · Linking Learning to Results ·

**PROFESSIONAL EXPERIENCE:**

**Managing Director, Goff Strategic Leadership Center, Eccles School of Business at University of Utah and Professor, Entrepreneurship and Strategy,** Salt Lake City, Utah 7/17 to present

* Establish and execute thought leadership agenda on Strategic Leadership
* Develop and oversee undergraduate, masters and executive level programming
* Establish systems, processes and marketing for new Strategic Leadership Center
* Develop and teach Competitive Strategy, Strategic Leadership and other courses

**Faculty and Program Lead, Corporate and Executive Education Programs**, various locations, 3/93 to present

* Consulting Program Director, Faculty, and Lead Facilitator for courses including “Mastering Corporate Entrepreneurship” at Columbia University Executive Education
* Develop, design and deliver custom and open enrollment Executive Education Programs for Wharton Business School, London Business School, Duke Executive Education, McKinsey & Company, Ohio State, Medtronic, Heinz International, Heineken, BOC, Maersk, Samsung, DirecTV, Blue Cross Blue Shield, John Deere, SwissRE, Georgia Tech, Irish Management Institute, Columbia Business School, and numerous other universities & organizations

**Managing Principal, Trish Gorman Ventures** (DBA Clifford Strategic Services)Wilton, CT, 8/99 to present

Develop strategies and provide support for competitive positioning and growth to professional service firms, not-for-profit organizations, manufacturers, and other clients

* Build long term individual and team competencies in critical strategy and organizational skills through innovative executive education
* Deliver workshops to generate and evaluate viable strategies and management options
* Creator of KEASkills software for strategic skills assessment (patent pending)

**Senior Lecturer in Strategy, Fisher College of Business, Ohio State University**, Columbus, Ohio, 9/16 to 7/17

* Taught in-person and online versions of core strategy course for over 1000 undergraduates while contributing to various University Centers and MBA re-design deliberations

**Director, Stevens Alliance for Innovation and Leadership and Stevens MBA Field Study Program, Stevens Institute of Technology** Hoboken, NJ, 1/15 to 10/16 (part time commitment)

* Rebranded and expanded programming for the former Howe School Alliance for Technology Management (HSATM) maintaining strong Partner relationships throughout transition
* Developed and executed engaging roundtables, workshops and conferences on topics of critical interest to academic, industry and government partners
* Expanded and formalized the Stevens School of Business MBA Field Study Program

**Director, Growth Eminence Theme Leader, Deloitte Services, US,** Chicago, IL10/12 to 6/14

* Conceived and executed thought leadership agenda for Deloitte across its US consulting, accounting, advisory, and tax service lines
* Collaboratively supported and shaped colleagues’ thought leadership related to growth, innovation and performance
* Led internal efforts to improve publication quality and to prioritize high impact research
* Promoted Deloitte’s perspectives on growth in high profile external meetings and conferences

**Academic Dean, Jack Welch Management Institute (JWMI) at Strayer University** Herndon, Virginia, 12/11 to 10/12

* Led rapid integration of acquisition, conversion of course materials, and retention of faculty after Strayer’s acquisition of JWMI; Matriculated all students on time and under budget
* Collaborated with SMEs to create high value content; recruited and directed faculty, designed and developed curriculum and enacted academic policies for Jack Welch MBA program

**Faculty/Dean/Dean of Faculty, Jack Welch Management Institute** 11/10- 10/12

* Recruited by Jack Welch to design and build a fully online MBA program and Certificate offerings (with Steve Kerr)
* Established faculty recruiting team and scalable training and evaluation processes and metrics
* Authored and served as subject matter expert for Strategy course; highest rated MBA course

**Adjunct Professor of Management, School of International and Public Affairs,**

**Columbia University,** New York, NY, 12/09 to 6/11

* Developed and delivered strategic management course fulfilling core requirement for Masters Degree candidates in Public Affairs and International Affairs
* Rated top 10% on inspiring interest, making complex material easy, attitude towards students

**Director of Global Strategy Learning, McKinsey & Company, Inc.,** Stamford, CT, 11/05 to 1/08

* Core team leader instrumental in evaluating content and setting knowledge priorities
* Led virtual global teams to design, develop and deliver suite of strategy training programs for consultants under significant time and resource constraints
* Leveraged in-person and distance formats to serve 1800+ new hires across 80 offices
* Developed core concepts and durable learning architecture used across tenure bands and with external clients

**Core Faculty and Curriculum Specialist, Columbia Executive Education, Columbia University,** New York, NY**,** 6/04 to 11/05

* Negotiated and networked with clients and potential clients to secure new business
* Revamped and taught open enrollment programs, e,g,; ‘Executing Breakthrough Strategies’
* Designed and taught custom learning programs for high potential executives in US, Europe and Asia using tailored cases, experiential exercises and interactive lectures; average rating >4.5/5

**Program Director and Adjunct Professor of Marketing, Wharton Graduate School of Business, University of Pennsylvania,** Philadelphia, PA, 11/02 to 6/04

* Academic Director for Wharton’s Global Consulting Practicum, integrating entrepreneurial marketing, business & consulting skills with >8 faculty, >10 TAs and 10-15 teams/year
* Recruited and trained faculty, practitioner coaches and TAs in hard and soft skills
* Expanded scope of program to 6 additional countries, while upgrading processes and materials

**Instructor, Global Consulting Practicum, Wharton Graduate School of Business**

**University of Pennsylvania,** Philadelphia, PA, 9/01 to 11/02

* Supervised international student teams to conceptualize & deliver new product ideas and strategy options for clients from various industries
* Translated academic concepts for use in applied consulting teamwork

**Assistant Professor of Management,** **University of CT**, Stamford 8/99 to 9/01

* *MBA:* Capstone Course in Strategy; Management of Technology; Global Management
* *Undergraduate:* Dynamics of Organizations; Small Business Consulting

**Strategy Specialist/Consultant, McKinsey & Company, Inc.,** New York, NY, 7/95 to 7/99

* Core Group Member of Strategy Theory Initiative and First Alert for Global Strategy Practice
* Expert team member on numerous client service engagements in a variety of industries, specializing in application of new techniques and approaches to complex strategic challenges
* Developed and executed thought leadership on innovation, inter-firm relationships and growth

**Instructor, Weatherhead School of Business, Case Western Reserve University,** Cleveland, OH 9/92 to 5/96

* *MBA Instructor or Co-instructor:* Capstone M.B.A. Strategy courses, Spring, 1996; Fall 1995
* *MBA Teaching Assistant:* Executive M.B.A. Strategy Course 1992, Ph.D. Research Methodology Seminar 1994, Capstone Undergraduate Strategy course 1993-94
* *Undergraduate Instructor:* Capstone Undergraduate Strategy course, Policy 399, Spring, 1996

**Manager, Corporate Development, TCG Materials, Inc.,** Rochester, NY 5/90 to 5/92

* Led strategic planning process and execution of successful acquisition program
* Restructured London (Ontario) operations as interim General Manager

**Consultant, The LEK Partnership,** Boston, MA, 8/88 to 5/90

* Identified growth opportunities, evaluated competitive threats, initiated product redesign, and reorganized operations for diverse global client organizations

**General Manager, Westex Mills,** Los Angeles, CA, 10/84 to 10/86

* Expanded physical plant and customer base over 30% while improving profits

**Associate Consultant, Inland Steel Co.,** Chicago, IL 6/83 to 10/84

* Coordinated cross functional teams generating significant efficiencies in Sales and Operations

**EDUCATION:**

**PhD, Business Policy & Strategy and Economics**

Case Western Reserve University, Weatherhead School of Business, Cleveland, OH 1999

**M.B.A., Strategy, Not for Profit Management and Operations Management**

University of California at Los Angeles, John E. Anderson School of Management, LA, CA 1988

**B.A., Honors Program in Mathematical Methods in the Social Sciences and Economics**

Northwestern University, College of Arts and Sciences, Evanston, IL 1983

**SELECTED PROJECTS AND SERVICE:**

**Sr Advisor, Goff Strategic Leadership Center, Eccles School of Business, University of Utah,** Salt Lake City, Utah (9/16 to 6/2017)

Core team member supporting the launch of a new center, including establishing foundational programs, convening advisory board, communicating vision, and setting specific goals

**Subject Matter Expert, Executive Discovery Series and SMS Teaching Track,** **Strategic Management Society (SMS),** (2015 – present)

Play boundary spanner role for Strategic Management Society conferences to engage thoughtful practitioners in relevant activities; Active in developing and delivering panels and research on teaching strategy and related topics. Featured Panelist Denver 2016 and Chair of Featured Panel Rome 2016

**Advisory Board Member, Trulaske College of Business, ExecMBA Program, University of Missouri** (2016 – 2018)

Recruited to evaluate current program and contribute innovative ideas to improve professional advancement activities, leadership course, and overall program impact

**Affiliated Faculty, Steinbeis University, Berlin, Germany** (2015-present)

Co-developed programming for Steinbeis University and deliver selected courses to high potential managers in Germany and the United States with emphasis on practical applied knowledge

**Innovation Expert, Center for Innovation and Entrepreneurship, Fisher College of Business, The Ohio State University,** Columbus, Ohio(2015- 2017)

Recruited to design and deliver content in executive programs for the Center. Launching practitioner focused translations of academic research and considering other new initiatives

**Lead Facilitator, Land O Lakes Annual Executive Summit** (2014), Naples, Florida.

Worked collaboratively with teams from consulting, OD and client firms to design and execute an ambitious multi-day learning and strategy development summit. Facilitated senior leader event

**Co-Chair, Strategic Management Society Conference** (2005-06), San Juan, Puerto Rico.

Developed and coordinated traditional and innovative programming and led speaker recruitment resulting in record attendance (with Steve Floyd)

**Core Team Member**, **“MMD” (Managing Multiple Dimensions) Project** (1999-01)

Investigated complex, multidimensional firms to understand critical organizational processes and practices and their relationship to firm strategies in consortia of academics and consultants (with Danny Miller and Jay Galbraith)

**Assistant Chair, Strategic Management Society Conference** (1997-98), Orlando, Florida.

Implemented innovations to the program including McKinsey/SMS Best Conference Paper Prize, Master Lecturer Series, and long term rotating sponsor program

**Research Team Member**, **“Evergreen” Project** (1998-99), Boston, MA

Core team member of consulting-academic endeavor investigating firm performance in industry groups; Research findings contributed to publications including What Really Works (Harper Business, 2003) with Bill Joyce, Nitin Nohria, and Bruce Roberson

**Affiliate Researcher, International Motor Vehicle Program at MIT**(1995-98), Boston, MA

Contributed to collaborative benchmarking research in the second /third tiers of the auto supply chain focusing on trust in the supply chain with Susan Helper (now U.S. Commerce Dept Chief Economist)

**Research Coordinator, Regional Economics Institute at CWRU** (1996), Cleveland, OH

Researched waste management for the Environmental Protection Agency (EPA) with Dr. Susan Helper

**SELECTED PUBLICATIONS AND PRESENTATIONS:**

*Note: Trish* ***Gorman Clifford*** *and Trish* ***Gorman*** *are one and the same*

Gorman, P. (2015) “Why Study Business Management?” in Business Management for the Curious; K. Vaidya, Editor

Levine, S.S., Gorman, T. and Prietula, M.J. (2014) “The Benefits and Liabilities of Interacting for Innovation: A quantitative model” in *Smarter Innovation: Using Interactive Processes to Drive Better Business Results*, Edited by K. Pugh, Ark Group, pp 111-121

Gorman, P. (2014) “What Kind of Disruptor Are You?” Presented at the ‘World of Business Ideas’ World Innovation Forum; New York, New York

Gorman, P. (2014) “Bigger, Better, Bolder: The Three Paths to Growth” Keynote presented at the All Island Innovation Summit; Dublin, Ireland

Benko, Cathy, Gorman, Trish, and Steinberg, A.R. (2014) “Disrupting the CHRO: Following in the CFO’s Footsteps” *Deloitte Review,* Deloitte University Press*,* Issue 14, January

Gorman, Trish and McGrath, Rita (2013) “Contested Arenas: Competing for Transient Advantage” Presented at the 33th *Annual International Conference of the Strategic Management Society (SMS)*; Atlanta, Georgia

Gorman, P. (2012) “True Strategists” Keynote Presented at the World Business Forum, World of Business Ideas, Milan, Italy

Gorman, P. (2012) “Strategic Priorities for Growth” Keynote Presented at the World Business Forum, World of Business Ideas, Mexico City, Mexico

Clifford, T.G., and Barney, J. (2010) “Play it Safe or Take a Stand?” Case Study, *Harvard Business Review*, Harvard Business School Press, November, pp 139-143

Barney, J., Clifford, T.G., (2010) What I Didn’t Learn in Business School: How Strategy Works in the Real World, Harvard Business School Press

Coyne, K.C., Clifford, P.G., and Dye, R. (2007) “Breakthrough Thinking from Inside the Box”, *Harvard Business Review*, Harvard Business School Press, December, pp 71-83

Clifford, P.G. (2007) “Where do Strategies Come from? Revisiting Strategic Option Generation”, Harvard Business School Invited Speaker Series, September

Clifford, P.G., Farran, J.H., & Lodish, L. (2005) *Wharton’s Global Consulting Practicum: Interdependence, Ambiguity, & Reflection* in Educating Managers through Real World Projects pp 3-23

Clifford, P.G. (2001) “IOR Performance: A Multidimensional Approach to Measuring Efficiency and Learning Outcomes in IORs.” CWRU Working Paper

Clifford, P.G. and Dye, R. (2000) “A Problem-Framing Approach for Continual Innovation”

Presented at the 20th *Annual International Conference of the Strategic Management Society*, Vancouver, B.C., Canada

Hitt, M. A., Clifford P.G., Nixon R.D, Coyne, K.P., Editors. (1999) Dynamic Strategic Resources: Development, Diffusion and Integration. John Wiley & Sons, Ltd.

Clifford, P.G. and Coyne, K.C. (1999) “Privileged Relationships: An Underleveraged Strategic Resource”. Presented at the 17th *Annual International Conference of the Strategic Management Society (SMS)*, Berlin, Germany

Clifford, P.G. "Trust, Commitment, and Transaction Costs in Customer-Supplier Relationships"; CWRU working paper (1999).

Clifford, P. G., Courtney, H. and Viguerie, P., (1997), “Strategy Under Uncertainty.” Presented at the 17th *Annual International Conference of the SMS*, Barcelona, Spain, October

Clifford, P. G. and Lieblein, M. (1997), “Contractual Form in Alternate Sourcing Relationships: Effects on Process Technology Adoption.” Presented at *Academy of Management National Meetings*, Business Policy and Strategy Division, Boston, MA, August 8-13

Helper, S., Clifford, P.G. and Raswadowski, H. (1997), “Can Lean Be Green?” Presented at the *Academy of* *Management National Meetings,* Joint Session Organizations and the Natural Environment and Social Issues in Management Divisions, Boston, MA, August 8-13

Coyne, K , Clifford, P. G., and Hall, S. (1997), “Is Your Core Competency a Mirage?” *McKinsey Quarterly*, Number 1, pp. 40-54

Clifford, P. G. and Clifford, D.A. (1996), "Academics, Business Practitioners and Consultants: Redundant, Complementary, or Divergent Perspectives?" Presented at the *16th Annual International* *Conference of the Strategic Management Society*, Phoenix, Arizona, November 9-11

Lieblein, M. and Clifford, P. G. (1996), "Location and Contractual Form in Alternate Sourcing Relationships: Effects on the Accumulation of Technical Knowledge." Presented at the *16th Annual* *International Conference of the Strategic Management Society*, Phoenix, Arizona, November 9-11

Clifford, P. G. (1995), "Dominant Logics: Managers' Conceptualizations of Strategic Alliances," Presented at the *Annual Interdisciplinary Students of Organizations Conference*, Chapel Hill, N.C., September 15-17

Clifford P.G. (1994), "Customer-Supplier Relationships: Alternative Views of the Collaborative Trend.” in *Proceedings of the Ninth Annual Texas Conference on Organizations,* pp. 44-48

**SELECTED HONORS:**

* Doctoral Fellowship, Department of Marketing and Policy Studies, Weatherhead School of

Management, Case Western Reserve University, 1992-1996

* Scholarship and Research Award for Doctoral Dissertation, IMVP, MIT, 1993-1996
* AOM Doctoral Consortium in Business Policy and Strategy, 1994
* Academy of Mgmt Doctoral Consortium in Operations Management, 1995
* UCLA Graduate Team Field Study Honors, 1988
* Beta Gamma Sigma, Graduate Business Honorary Society
* Alpha Lambda Delta, Phi Eta Sigma, Kappa Alpha Phi (President), and Mortar Board

(Secretary/Treasurer) Collegiate Honorary Societies

* National Merit & other collegiate scholarships; Presidential Scholar Finalist

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