

Richard R. Smith, Ph.D. 薛宏志

Professor of Practice/ Faculty Director/ Executive Advisor
Johns Hopkins Carey Business School
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ACADEMIC EXPERIENCE:

JOHNS HOPKINS UNIVERSITY – CAREY BUSINESS SCHOOL

A top university with a vibrant, young business school making global impact in the business of health.

- Professor of Practice** 2020- present
Furthering research and teaching approaches in the areas of Human Capital, Strategic Management and Organizational Effectiveness.
- Faculty Director, Human Capital Development Lab** 2023- present
Leading this academic focus area across various disciplines centered on research, practice outreach, and global impact.
- Executive Advisor to the Dean, JHU Carey** 2023- present
Serve as a special advisor and leader on matters of strategic importance to the future of the Carey Business School.
- Vice Dean, Education and Partnerships** 2020- 2023
Led the efforts across the portfolio of programs, student engagement, and global partnerships for Carey Business School.

SINGAPORE MANAGEMENT UNIVERSITY

One of the top business schools in Asia with most business programs ranked in the global top 50 (FT).

- Professor, Strategic Management** 2017- 2020
Leveraged cross-disciplinary view in teaching and research in the areas of strategy execution and human capital for competitive strategic advantage.
- Deputy Dean, Programs** 2017- 2020
Led the business school education portfolio of programs at the undergraduate, masters, and doctorate levels with 4,000 students delivered by 170+ faculty and adjuncts.
- Associate Dean, General Management Programs** 2016- 2017
Managed a portfolio of master's degree programs in specialized areas with several global partnerships involving more than 60 faculty members
- Academic Director, MS in Management (MiM)** 2015- 2018
Relaunched and revamped curriculum to grow a dynamic program to serve as an anchor in the suite of post-graduate offerings.
- Academic Director, Master of Human Capital** 2013- 2018
Founded the program, developed the curriculum and launched this specialized program in conjunction with Wharton. Created industry advisory group to guide program outreach.
- Director, Executive Education and Development** 2012- 2013
Led the international revamp executive education services to secure new clients, improve delivery capability, and engage faculty support in serving MNC clients.
- Senior Lecturer, Strategic Management** 2012- 2017
Designed and delivered courses on business models, leadership, and strategy execution for undergraduate and masters students. Developed new business capstone course.
- Adjunct Faculty** 2010- 2012
Designed and taught a course on Human Capital and Global Business Strategy in the MBA program for the business school. The course became the basis for a Cambridge text.

VILLANOVA UNIVERSITY

The Business School was recently ranked as one of the top undergraduate business schools in the USA by Bloomberg and US News and World Reports.

Adjunct Professor - EMBA

2001-2005

Designed and delivered courses and seminars on Global Strategic Alliances and Outsourcing for the EMBA program. Led a research project on the Human Capital Trends in India.

INDIAN SCHOOL OF BUSINESS

ISB is a highly ranked school in Asia and one of the most well-respected research-based business schools in India.

Research Fellow

2019-Present

Serve as a contributor to the plans and initiatives related to human capital and leadership with a focus on India and the immediate region.

OTHER ACADEMIC SERVICE:

- **Conference Co-Chair, SMS Special Conference** – Proposed, organized and managed a special global conference in Washington, D.C. on Sustainable Human Development. (2022-2024)
- **Academic Fellow, Singapore Academy of Continuing Education** – Served as an advisor for the launch and growth of this new university capability. (2017- 2020)
- **Strategic Management Society (SMS)** - Elected to serve as a representative by the global academy in the Strategic Management Society for the teaching community. (2017-2019)
- **SEC Member** – Serve as a member of the school evaluation committee to review promotions, tenure, and renewals to be presented to the university. (2017 – 2020)
- **Academic Advisor, Case Writing Centre** – Serve as a faculty advisor to the SMU case-writing center for the planning and the review of selected cases prior to publication. (2016-2020)
- **FOME Alliance Representative**– Facilitated the SMU and JHU participation in FOME, an alliance of business schools around the world. (2018-present)
- **Undergraduate Business Capstone Course Coordinator** – Re-designed and developed a project-based learning experience as a capstone to the curriculum. (2013-2015)
- **Center for Teaching Excellence Blended Learning Pedagogy Group** – Conducted pilots and research to improve the use of technology. (2015-2017)
- **Singapore Government Appointment** - Executive Task Force for Talent Development in the Social Services Sector (in service to the Minister of Social Services). (2014-15)

EDUCATION:

PURDUE UNIVERSITY: B.S. Industrial Management/Engineering

PENNSYLVANIA STATE UNIVERSITY: M.S. Organizational Behavior

SINGAPORE MANAGEMENT UNIVERSITY: Ph.D. General Management

TEACHING REGONITION:

- Most Outstanding Faculty Award, Singapore Management University – EMBA (2019, 2020)
- Dean’s Teaching Honor List – Top Post-Graduate Faculty (2017, 2018, 2019, 2020)
- Dean’s Teaching Honor List – Top 20 Faculty Members (2014-2016)
- Teaching Excellence Award Nominee, Innovative Undergraduate Teaching (2014)
- Teaching Excellence Award, Innovative Postgraduate Course Development (2013)
- Best Instructor Award, Singapore Management University MBA Program (2011)
- Best Instructor Award, Singapore Management University MBA Program (2010)

TEACHING:

Designed, developed, and delivered courses for programs at all levels:

- **Strategic Management** – designed new Flex MBA core course to address key areas of business strategy including internal and external analyses, competitive advantage, industry interactions, and the quest for sustainable competitive advantage.
- **Strategy Execution** – EMBA and MBA course to address the challenges of strategy execution in the context of Asia by exploring the management approaches needed for success. This course is the highest ranked course in the program.
- **Navigating Organizational Crises** – redesigned this experiential learning course that is conducted during an immersion week in London.
- **Mosaic of Leadership** – advanced elective exploring current leadership topics and preparing undergraduate leaders for the future. Leveraged new mobile app technology to create ongoing discussions outside the classroom to explore experiences in leadership.
- **Business Capstone: The Design of Business** – redeveloped final year undergraduate course to provide an interdisciplinary experience. This project-based capstone takes a consulting approach to planning for growth projects with actual clients.
- **Leadership in Organizations** – redesigned the core MBA leadership course to create an application-based experience for students.
- **Organization Strategy** – designed MBA elective to address the organizational considerations in strategy formulation and execution.
- **Innovation through People and Organizations** – designed and developed this course for the Master of Science in Innovation program to highlight the human capital systems in support of innovation.
- **Human Capital Strategy** – advanced elective focused on the application of human capital concepts with an actual consulting engagement. Used blended learning approaches to create on-line lessons and the use of animated video content.
- **Business Study Mission: Indonesia** – leveraged personal network to create an MBA student experience in Indonesia by meeting with top business and government leaders.
- **Asian Business Management** – designed a new core course to address the contextual challenges and opportunities for business in the region bringing together the disciplines of IB, social sciences, and economics to enhance regional business knowledge.
- **Human Capital and Global Business Strategy** – designed and developed this course to address the human capital as a competitive resource of the firm and the links with strategy (the basis of the co-authored textbook).

EXECUTIVE EDUCATION:

Led the development of a variety of custom and open enrollment programs.

- **Strategic Human Capital** – Developed a new online and blended learning course for managers and executives seeking to address organizational effectiveness in light of the future of work.
- **Competitive Advantage with Human Capital** – Designed and conducted as an open enrollment program for senior executives. This course has been offered as both an open enrollment as well as a custom course across Asia.
- **Change Management Academy** – Co-designed and conducted an open enrollment program for mid-level executives dealing with change. Jointly offered with Accenture, this popular course became an integrated part of the curriculum for organizations in ASEAN.
- **Business Model Innovation** – Developed custom programs to help organizations understand the power of business model innovation and develop actions towards re-thinking the business

model plans for the future. Clients included: government agencies, major logistics firm, Asian telecommunication company, global services firm, etc.

- **Strategic Change Leadership** – Developed custom programs to help organizations address leadership during times of change by assessing strengths and styles, understanding stress behaviors, and developing leadership team action plans. Clients included: global bank, global services company, large MNC, government ministry, regional bank, etc.
- **Human Capital and Global Business Strategy** – Following the success of the book, these program sessions help organization leaders take stock of their human capital in light of business strategies and plans. Clients included: European industrial group, American investment firm, Japanese consumer products firm, a global chemicals company, etc.
- **Asian Business Management** – Designed modules to help multi-national leaders in Asia better understand the challenges and environment of business in Asia where East meets East. The courses provide business leaders with the foundational elements for success. Clients included: multi-national industrial group, Japanese electronics firm, European chemical company, European business school, American technology firm, etc.

PUBLICATIONS:

Books

- Smith, R. (2022). *Strategic Human Capital Development in Asia: Building Ecosystems for Business Growth*. Routledge; London. ISBN: 9781003184607
- Peters, K., Smith, R., and Thomas, H. (2018). *Rethinking the Business Models of Business Schools: A Critical Review and Change Agenda for the Future*. Emerald Group Publishing; Bingley. ISBN: 9781787548756
- Thomas, H., Smith, R., and Diez, F. (2013). *Human Capital and Global Business Strategy*. Cambridge University Press; London. ISBN: 9781139519380

Book Chapters

- Smith, R. & Tan, P. (2020). Experiential Learning in Teaching Strategy Formulation. In S. Bauman (Ed.), *Teaching Strategic Management* (pp. 91-112). Elgar Publishing, Cheltenham, UK.
- Smith, R. & Perchthold, G. (2020). Building Global Organizations: Developing Cross-Border Leaders. In C. Sripada (Ed.), *Human Capital and Leadership: Perspectives for 2020's* (pp. 34-46). ISB Publishing, India.
- Doh, J., Smith, R., Stumpf, S., & Tymon, W. (2014). Emerging Markets and Regional Patterns in Talent Management: The challenge of India and China. In P. Sparrow, H. Scullion, and I. Tarique (Eds.), *Strategic Talent Management: Contemporary Issues in International Context* (pp. 224-253). Cambridge University Press, London.

Refereed Journal Articles

- Goh, K., Smith, R., Tan, C., & Dhevarajulu, D. (2020). Healthcare Innovation from the Inside-Out. *Asian Management Insights*, Emerald, Vol 7-2, 52-58.

- Smith, R., & Tan, S.C. (2019). Managing Across Borders in Asia. *Asian Management Insights*, Emerald, Vol 6-1, 32-37.
- Smith, R. & Wong, A. (2017). Skyscanner: Globalising a Business Model. *Asian Management Insights*, Emerald, Vol 4-1, 48-52.
- Gan, B., Menkhoff, T., and Smith, R. (2015). Enhancing students' learning process through interactive digital media: New opportunities for collaborative learning. *Computers in Human Behavior*, Vol 51, 652-663.
- Gandhok, T. and Smith, R. (2014). Rethinking Cross-Border Talent Management: The Emerging Markets Perspective, *Asian Management Insights*, Emerald, Vol 1-2, 18-25.
- Stumpf, S., Tymon, W., Favorito, N., and Smith, R. (2013). Employees and change initiatives: intrinsic rewards and feeling valued. *Journal of Business Strategy*, Vol 34-2, 21-29.
- Doh, J., Smith, R., Stumpf, S., and Tymon, W. (2011). Pride and Professionals: Retaining Talent in Emerging Economies. *Journal of Business Strategy*, Vol 32-5, 35-42.
- Tymon, W., Stumpf, S. and Smith, R. (2011). Manager Support Predicts Turnover of Professionals in India. *Career Development International*, Vol 16, 293-312.

Refereed Conference Papers

- Yoshikawa, T., Uchida, D., & Smith, R. (2023). Female CHRO Appointments: A Crack in the Glass Ceiling? Academy of Management 83rd Annual Meeting, August, Boston.
- Uchida, D., Smith, R., & Yoshikawa, T. (2021). Gender Diversity in the Executive Suite: How Much is Enough? Strategic Management Society Annual Conference, Toronto.
- Smith, R., Jules, C., & Tambe, H. (2020). Responsible Leadership in the AI Era: New Decisions, Dilemmas, and Dimensions. Academy of Management 80th Annual Meeting, August, Vancouver.
- Kryscynski, D., Smith, R., Morris, S., Jules, C., & Van Schalkyck, M. (2017). Developing a human capital theory in response to real world problems. Strategic Management Society Annual Conference, Houston.
- Smith, R., Kannan, S., & Thomas, H. (2017). Regional Management Structures for Global Firms: The Challenge of Human Capital Heterogeneity. Strategic Management Society Special Conference, Milan.
- Smith, R. (2016). Who Makes a Great Place to Work? Creating the Human Capital Resource of the Firm. Strategic Management Society Annual Conference, Berlin.
- Smith, R. and Inamdar, N. (2015). Design Thinking and Business Model Innovation: Preparing Management Students to Challenge Convention. Academy of Management Teaching and Learning Conference, Vancouver.

- Smith, R. and Yoshikawa, T. (2015). The Escalation of Chief Human Resources Officers to Top Management Teams. Academy of Management Annual Meeting, Vancouver.
- Yoshikawa, T. and Smith, R. (2014). Chief Human Resources Officers: The Elevation of Human Capital Management to Top Management Teams, Strategic Management Society Annual Conference, Madrid.
- Smith, R., Jules, C., and Kang, J. (2014). What Makes the Words Work when Aligning Human Capital to Business Strategy, Academy of Management Annual Conference, Philadelphia.
- Gandhok, T. and Smith, R. (2013). International Talent Management Practices in Emerging Market Firms: The Indian Human Capital Paradox, Strategic Management Society, Delhi.
- Smith, R. and Jules, C. (2013). Leadership with Purpose: Developing Global Leaders with High Intent, Academy of Management Annual Conference, Orlando.
- Tymon, W. Stumpf, S. and Smith, R. (2011). Manager Support Impact on Retention in India. 15th Annual Association of Work and Organizational Psychology conference, Maastricht.

Case Studies

- Smith R., & Appasamy, L. (2019). *Grab: Building a Leading O2O Technology Company in Southeast Asia*. Case study and teaching note published by Singapore Management University. <https://hbsp.harvard.edu/product/SMU517-PDF-ENG>
- Smith R. (2013). *The Daily Times in Changing Times: The Hong Kong Daily Times*. Parts A, B-1, B-2). Case study and teaching note published by Singapore Management University. <https://hbsp.harvard.edu/product/SMU409-PDF-ENG>
- Smith, R. and Wong, A. (2016). *Skyscanner: Globalizing a Business Model for a One-Stop Travel Portal*. Case study and teaching note published by Singapore Management University. <https://hbsp.harvard.edu/product/SMU152-PDF-ENG>
- Smith, R. and Chan, C. (2016). *Human Capital: Enabling Transformation at Bank Negara Indonesia*. Case Study published by Singapore Management University. <https://hbsp.harvard.edu/product/SMU215-PDF-ENG>

Research Reports

- Kwek, E., Smith, R. & Thorpe, T. (2021). Trust Enables New Ways to Work. Published by Great Place to Work Institute, Asia. <https://greatplacetowork.com.sg/reports/trust-enables-new-ways-to-work-how-singapores-workplaces-navigated-covid-19-to-emerge-stronger-for-the-future/>
- Smith, R., Kwek, E. & Thorpe, T. (2019). *Building Great Places to Work for All: The untapped power of gender diversity in Asia*. Published by the Great Place to Work Institute, Asia. https://ink.library.smu.edu.sg/lkcsb_research/6417/

- Smith, R. & Tan, V. (2018). *The Making of Successful Teams: A study on psychological safety and great workplaces in Asia Pacific*. Published by the Great Place to Work Institute, Asia. https://ink.library.smu.edu.sg/lkcsb_research/5931/
- Smith, R. & Ho, B. (2017). *What makes a Great Place to Work in Singapore: An analysis of the Best vs. the Rest*. Published by the Great Place to Work Institute, Singapore. https://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=6379&context=lkcsb_research
- Smith, R., Switzer, C., and Craig, E. (2010). *Who is Taking your Business Across Borders? Harnessing Human Capital for Successful Regionalization in Asia*. Published by the Human Capital Leadership Institute and the Ministry of Manpower, Singapore. https://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=4760&context=lkcsb_research
- Bergstrom, R., DeVaughn, T, Brook, E., Tande, L, & Smith, R. (2014). *Creating a Value-Centered Culture to Drive High Performance*. Published report and executive summary by Accenture, New York. https://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=5465&context=lkcsb_research

Practice Articles

- Smith, R. (2023). AI Integration: Balancing Human Essentials. *People Matters*, December Issue. <https://www.peoplesmattersglobal.com/article/hr-technology/ai-integration-balancing-human-essentials-39828>
- Smith, R. (2023). From Pajamas to Pinstripes: The office return saga. *People Matters*, November Issue. <https://www.peoplesmattersglobal.com/article/others/from-pyjamas-to-pinstripes-the-office-return-saga-39496>
- Smith, R. (2023). Future of work and AI: The challenges shaping CHRO priorities. *People Matters*, October Issue. <https://www.peoplesmattersglobal.com/article/hr-technology/future-of-work-and-ai-the-challenges-shaping-chro-priorities-39484>
- Smith, R. (2023). Multimodal Management: Expectations in the hybrid workforce. *People Matters*, July Issue. <https://www.peoplesmattersglobal.com/article/strategic-hr/multi-modal-management-expectations-in-the-hybrid-workforce-34449>
- Smith, R. (2023). The AI Future: Can machines manage human capital? *People Matters*, June Issue. <https://www.peoplesmattersglobal.com/article/technology/the-ai-future-will-human-capital-be-managed-by-machines-37965>
- Smith, R. (2023). Layoffs: The questionable logic of the US Human Capital Orientation, *People Matters*, May, Issue. <https://www.peoplesmattersglobal.com/article/employee-relations/layoff-the-questionable-logic-of-the-us-human-capital-orientation-37728>
- Smith, R. (2022). Quiet Quitting: Trendy Topic or Fun Framing? *People Matters*, October Issue. <https://www.peoplesmatter.in/article/employee-engagement/quiet-quitting-trendy-topic-or-fun-framing-35488>

- Smith, R. (2022). New Work Arrangements: Will we see a shift from 'Days Off' to 'Days On?' *People Matters*, September Issue. <https://www.peplematters.in/article/employee-engagement/new-work-arrangements-will-we-see-a-shift-from-days-off-to-days-on-35148>
- Smith, R. (2022). Multimodal Management: Expectations in the Hybrid Workforce. *People Matters*, September Issue. <https://www.peplematters.in/article/strategic-hr/multi-modal-management-expectations-in-the-hybrid-workforce-34449>
- Smith, R. (2022). The Reality of the Talent Market Power Shift. *People Matters*, June Issue. <https://www.peplematters.in/article/employee-engagement/the-reality-of-the-talent-market-power-shift-34228>
- Smith, R. (2022). Rethinking the EVP Equation? Consider Mission, Values, and Purpose. *People Matters*, May Issue. <https://www.peplematters.in/article/strategic-hr/rethinking-the-evp-equation-consider-the-mission-values-and-purpose-mvp-33496>
- Smith, R. & Green, J. (2022). Shifting from defense to offence: Measuring DEI results. *People Matters*, March Issue. <https://www.peplemattersglobal.com/article/diversity/shifting-from-defense-to-offence-measuring-dei-results-33396>
- Smith, R. (2022). Productivity with a carrot or stick? Consider I-deals instead. *People Matters*, February Issue. https://www.peplemattersglobal.com/article/strategic-hr/productivity-with-a-carrot-or-stick-consider-i-deals-instead-32940?media_type=article&subcat=benefits-and-rewards&title=productivity-with-a-carrot-or-stick-consider-i-deals-instead&id=32940
- Smith, R. (2021). The Art and Science of Creating a Climate for Well-Being. *People Matters*, November Issue. <https://www.peplemattersglobal.com/article/wellness/the-art-and-science-of-creating-a-climate-for-well-being-31589>
- Smith, R. (2021). Winning the Post-Pandemic Hybrid Talent Race. *People Matters*, September Issue. <https://www.peplemattersglobal.com/article/talent-management/winning-the-post-pandemic-hybrid-talent-race-30917>
- Smith, R. (2021). Building a Digital Ready Culture. *People Matters*, July Issue. <https://www.peplemattersglobal.com/article/culture/building-digital-ready-culture-30129>
- Smith, R. (2021). Future of Work: Redefining the Employee Experience. *People Matters*, May Issue. <https://www.peplemattersglobal.com/article/life-at-work/future-of-work-and-employee-experience-29460>
- Smith, R. (2021). Inclusion and Belonging: Two sides of the same coin. *People Matters*, March Issue. <https://www.peplemattersglobal.com/article/diversity/inclusion-and-belonging-two-sides-of-the-same-coin-28871>
- Smith, R. (2021). CEO Agenda for 2021: The business of health. *People Matters*, January Issue, pp 63-65. <https://www.peplematters.in/article/c-suite/ceo-agenda-for-2021-the-business-of-health-28393>

- Smith, R. (2020). Humanity re-discovered in 2020: Reflections for human capital leadership in 2021. *People Matters*, December Issue. <https://www.peplematters.in/blog/life-at-work/humanity-re-discovered-in-2020-reflections-for-human-capital-leadership-in-2021-27830>
- Smith, R. (2020). The COVID-19 Challenge: An Update from Singapore. *EFMD Global Focus*, Issue 2 Vol. 14, pp 76-81. <https://blog.efmdglobal.org/2020/04/16/the-covid-19-challenge-an-update-from-singapore/>
- Smith, R. (2020). COVID-19 HR Challenge: Lessons from Vigilant Singaporeans, *People Matters*, April Issue, pp 95-97. https://issuu.com/people-matters/docs/talent_in_times_of_crisis/94
- Smith, R. (2020). A Dispatch from Singapore. *Inside Higher Education*, February <https://www.insidehighered.com/views/2020/03/10/how-universities-singapore-which-previously-dealt-sars-epidemic-are-handling>
- Smith, R. (2020). Gender equality in Asia: It might get uncomfortable, *People Matters*, March Issue. <https://www.peplematters.in/article/diversity/gender-equality-in-asia-it-might-get-uncomfortable-25142>
- Smith, R. (2020). Managing talent in the gig economy: Human capital implications, *People Matters*, February. <https://www.peplematters.in/blog/talent-management/managing-talent-in-the-gig-economy-human-capital-implications-24758>
- Smith, R. (2019). Life-long Learning: A tri-sector responsibility for ensuring relevance. *People Matters*, December. <https://www.peplematters.in/article/training-development/lifelong-learning-a-tri-sector-responsibility-for-ensuring-relevance-24124>
- Smith, R. (2019). Authentic Leadership in the Digital Age. *People Matters*, September. <https://www.peplematters.in/article/leadership/authentic-leadership-in-the-digital-age-23063>
- Smith, R. (2019). Building Trust for an overall Positive Employee Experience. *People Matters*, June. <https://www.peplematters.in/article/life-at-work/building-trust-for-a-positive-employee-experience-22155>
- Smith, R. (2019). Taking Stock of the Chief Human Resource Officer in Asia. Special Report in *HRM Asia*, 19-7, pp 36-37. https://issuu.com/hrmasia/docs/hrm_july-august2019
- Smith, R. (2019). Revisiting the Human Capital System. *People Matters*, May. <https://www.peplematters.in/article/talent-management/revisiting-the-human-capital-system-21836>
- Smith, R. (2019). Explore Alternatives Now: Performance Management in the Multi-Dimensional Digital World, *People Matters*, April. <https://www.peplematters.in/article/performance-management/explore-alternatives-now-performance-mgmt-in-the-multi-dimensional-digital-world-21377>

- Smith, R. (2019). Balance Machine and Human Skill Sets. *People Matters*, February. <https://www.peoplematters.in/article/skilling/balancing-machine-and-human-skillsets-20769>
- Smith, R. (2018). Is HR developing future CHROs effectively? *People Matters*, April. <https://www.peoplematters.in/article/life-at-work/is-hr-developing-future-chros-effectively-18000>
- Peters, K., Smith, R. & Thomas, H. (2018). The Business of Business Schools. *Global Focus*. Issue 1 Volume 12, pp 6-11. https://media.globalfocusmagazine.com/wp-content/uploads/2018/10/04152801/Issue_1_2018_business_bschoools.pdf
- Smith, R. (2015). Navigating an HR Career: Create your own plan for personal impact and success. *HRM Asia* 15-12, pp 65-66. https://issuu.com/hrmasia/docs/hrm_15.12_main_mag_e-zine
- Smith, R. (2015). Developing a Global Mindset for Leadership Success in Asia, *HeadHunt Magazine*, Issue 176, pp 10-11.
- Smith, R. (2014). Nurturing High Performance Teams, *HRM Asia* Vol 14.5. pp16-21. https://issuu.com/keymedia/docs/hrm_14.05_main_mag_e-zine
- Smith, R. and Wang, T. (2014). "Making Big Change in Small Sizes: Critical success factors for managing change in SMEs." *Perspectives Magazine*. https://ink.library.smu.edu.sg/cgi/viewcontent.cgi?article=5460&context=lkcsb_research
- Smith, R., Switzer, C., and Craig, E. (2011). Leading in Global Asia, *HQ Asia Magazine* Issue 01/2011 pp 16-23.
- Smith, R. (2011). How India Moved Its Cheese. *The Smart Manager* Vol 10 Jan-Feb pp 53-58.
- Smith, R. (2011). Collaboration for Regionalization: Lessons from the MNCs, *The Malaysian Business Times*, January 16, pp 65-68.
- Smith, R. (2011). Capitalizing on Diversity in the Asia Pacific Region, *The Malaysian Business Times*, February 16, pp 69-71.
- Smith, R. (2011). Working Across Borders in Asia with Positive Impact, *The Malaysian Business Times*, March 16, pp 70-72.
- Smith, R. (2010). Changing Dynamics in Asia in the New Economy, *The Malaysian Business Times* December 16, pp 55-59.

BUSINESS EXPERIENCE:

ACCENTURE (Singapore) 2009-2012
Accenture is a \$44 billion global professional services firm with more than 500,000 employees

Managing Director, Asia-Pacific

Led a business portfolio with teams around Asia-Pacific region. Worked across cultures to open new markets and establish long-term client relationships to sustain growth. Developed a pan-Asian growth model to support the developing markets from the network of well-established practices in the region. Retired from the firm in 2012.

SSI, ASIA PACIFIC LIMITED (Hong Kong) 2007- 2009
Strategic Solutions International is a private consulting firm focused on human capital solutions.

CEO and Managing Director

Founded firm with partners in China using license agreements from US and Australia. Created business model and unique offerings for market. Sold firm after several successful years.

MANPOWER/ RIGHT MANAGEMENT (Hong Kong) 2005- 2007
A niche leadership consulting firm with over 3,000 people operating in 38 countries as a wholly owned subsidiary of the Manpower Group.

Senior Vice President, Global Consulting Services

Managed consulting unit to drive growth, create new offerings, and global client relationship management. Integrated acquisitions in Europe and India to improve global footprint.

ACCENTURE, LLP (Philadelphia) 1989 – 2005
A professional services firm, with businesses in consulting, outsourcing, and technology.

Partner, Resources Industry

Led key accounts in Americas while managing a top global client account team.

Partner, Business Process Outsourcing

Led teams focused on finance, HR, IT, and procurement outsourcing services for clients.

Associate Partner, Chemicals/ Pharmaceutical Industry Unit

Managed teams in Northeast USA to develop new opportunities and meet business targets.

Senior Manager, Products Industry Group

Managed the integration of an acquired specialty-consulting firm in Paris, France.

Manager, Change Management Practice Leader

Led the Change Management consulting practice in the Mid-Atlantic region.

JOSTENS, INC. (Minneapolis) 1984 – 1989
Privately held, Minneapolis-based Company focused on Education Products.

Plant Manager

Led operations and integration of newly acquired profit center with 250 employees.

Production Manager

Led 10 department supervisors and 400 employees through shop floor reorganization.

Human Resource Manager

Managed all facets of HR for manufacturing site to address needs for a 600-employee plant.

Industrial Engineer

Authorized capex and shop-floor analyses to improve productivity and reduce opex.

BOARD ROLES:

- **Advisor, AACSB Council for Asia Pacific**, Singapore (2019-2020). Selected to serve in guiding the association efforts across Asia for business schools.
- **Director, Singapore Civil Service College**, Singapore (2017-2020). Appointed by the Prime Minister's Office, Public Service Division to serve as one of 4 independent directors (only foreign member) for this institution that educates 300,000 civil servants each year.
- **Director, International Consortium for Executive Development Research (ICEDR)**, Boston, MA (2015 – 2019). Served on this seven-member board anchored at MIT Sloan School that represents a collection of the top business schools and multi-national firms.
- **Advisor, QUEST** (Global Leadership Institute for Young Women), Boston, MA (2016- 2019). Serve as a board advisor and academic advisor for this non-profit organization.
- **Director, Singapore Sports Council – Rollersports Federation**, Singapore (2014 – 2018). Served on an eight-member board that oversees the use and application of the sport in Singapore as an extended arm of the national Olympic organization.
- **Director, Young Entrepreneurs Development Council**, Hong Kong (2007-2008). Served as an advisor and member to this social enterprise shaping young innovators.
- **Member, Global Leadership Center Advisory Board**, Philadelphia, PA (2007-2012). Served on the Villanova Business School Global Leadership Center Advisory Council.
- **Member and Director, Philadelphia Arts & Business Council**, Philadelphia, PA (1999-2002). Volunteered for this organization that brings artists together with business leaders.

RECENT SPEAKING ENGAGEMENTS

- Keynote Speaker (Corporate): Leadership Retreat for global multinational, Dallas (400 Leaders and CEO) (2023)
- Conference Keynote Speaker: SHRM Executive Network CHRO Conference, Washington, D.C. (300 CHROs – invitation only) (2023)
- Conference Speaker: Society of Medical Administrators Annual Conference, Tampa (200 Hospital Admin Leaders) (2022)
- Speaker (Corporate): How Managers address Workplace Burnout, Chicago (150 Division Directors) (2022)
- Conference Speaker: Corporate Learning and Development Conference, Miami (300 L&D Managers) (2022)
- Virtual Speaker (Corporate): Looking ahead as many Re-Consider the Future of Work (500 Managers) (2021)
- Keynote Speaker, Great Place to Work Asia Awards (800 participants, shared stage with government ministers), Singapore (2021)
- Virtual Speaker (Corporate), Talent Roundtable Workshop (200 firm directors) (2020)
- Keynote Speaker, AMBA Conference – Asia Pacific, Melbourne (150 higher education leaders) (2019)
- Workshop Facilitator (Corporate), Regional Bank Executive Leadership Retreat (25 C-level executives) (2019)
- Keynote Speaker (Corporate), Annual Partners Meeting, Delhi (300 Professional Service Firm Partners) (2019)
- Keynote Speaker (Corporate), Asia-Pacific Leadership Retreat, Thailand (130 Leaders from around the region) (2019)
- Keynote Speaker (Corporate), Asia Leaders Program, Kuala Lumpur (100 high potential leaders from business) (2019)

- Keynote Speaker, Great Place to Work Singapore Awards, Singapore (800 participants, shared stage with government ministers) (2018)
- Keynote Speaker, Human Capital Summit, ISB Hyderabad (80 Top CHROs from India) (2018)
- Workshop Facilitator, (Corporate), Leadership Development Workshop, Tokyo (60 high potential leaders) (2018)
- Invited Conference Speaker, HR Leader Network, Shanghai (750 HR professionals) (2018)
- Invited Conference Speaker, BPO Conference, Manila (2000 attendees) (2018)
- * Several Corporate Events from 2016-2018 following publications and TV coverage of my research in Asia
- Chairman and Host, Asia CEO Forum, invitation-only conference, Singapore (100 CEOs from across Asia) (2016 and 2017)
- Conference Speaker/Moderator, Singapore Human Capital Summit (1,000 Leaders from Asia) (2015, 2017)
- Invited Conference Speaker, India National HRD Conference, Mumbai (1,500 HR Leaders from India) (2017)

RECENT PRESS COVERAGE

- Interview with *The Hill*: Employees Love Remote Work. But for young workers, it poses risks (February 26, 2024). <https://thehill.com/changing-america/enrichment/arts-culture/4490123-employees-love-remote-work-but-for-young-workers-it-poses-risks/>
- Interview with CNBC: Decreasing Remote Work Opportunities for the Highly Skilled? (January, 2024).
- Interview with Gray Television Network: The Four Day Workweek: the challenges and opportunities (December, 2023).
- Faculty highlight on *JHU Hub*: What is Quiet Quitting (September, 2022): <https://hub.jhu.edu/2022/09/12/what-is-quiet-quitting/>
- Faculty Highlight on *JHU Hub*: Looking ahead as many return to office work (2021): <https://hub.jhu.edu/2021/08/11/richard-smith-return-to-office-work/>
- Interview on *Channel News Asia*, aired November 2016 regarding human capital in Asia
- Interview on *CNBC's "Squawk Box"* live broadcast on building leadership in Asia (2011)