

curriculum vitae

Christopher M. Barlow

Doctor of Philosophy in Organizational Behavior, Case Western Reserve University, Cleveland, Ohio, September 1982 - January 1990. Dissertation topic: Successful interdisciplinary ad hoc creative teams.

Masters of Science in Creative Studies, State University of New York College at Buffalo, Buffalo, New York, September 1980 - June 1982.

Graduate Work in education, mathematics, computer science, and business (entire MBA core) at University of Akron, Marquette University, University of Wisconsin-Milwaukee.

Bachelor of Arts in Psychology, University of Notre Dame, Notre Dame, Indiana, September 1966 - June, 1970. National Merit Finalist. Army ROTC Scholarship.

Professional History

University of Illinois - Chicago (2007-Present) Chicago, Illinois
Clinical Assistant Professor.

Teaching Strategic Management, Entrepreneurship, and Organizational Behavior as well as Cross Functional and Cross Cultural Team Leadership.

The Co-Creativity Institute (1995-Present) / Appleseed Associates (1980-1995)

Buffalo, New York; Beachwood, Ohio; Glen Ellyn, Illinois.

Consulting Partnership with Janet E. Finley

Nature of responsibilities: Developing, marketing, and delivering educational services and facilitative leadership services for cross functional team projects, including hiring of technical experts and editing of reports of complex technical recommendations. Projects in United States, Europe, and Asia developed improvements to the design of products, services, buildings, facilities, organizations, and business strategy.

Major accomplishments:

- Developed and delivered a workshop on Toolkit of a Changemaker to Aghan Fulbright Scholars
- Delivered session on Leadership in Crisis and Chaos to automotive company executives.
- Developed and delivered a comprehensive program in business fundamentals, business strategy, and leadership for engineering and technical professionals.
- Led a team that developed a way to save the City of New York \$100 million in new school construction costs
- Adapting methods and training to fit changed circumstances of leading teams from Germany, India, China, Poland, and South Africa
- Facilitative leadership projects including design of buildings and facilities such as waste water treatment plants, manufacturing plants, schools, training facilities, police stations; design of products such as radio microphones, pH meters, medical testing equipment, fitness equipment; organization building with nurse managers of manufacturing medical clinics and marketing executives of construction equipment manufacturer.
- Culturally tailored leadership and strategic planning training for marketing executives in Poland.
- Culturally tailored leadership and entrepreneurship courses in Chicago for members of the Young Entrepreneurs Association of China selected for intensive training in the United States.

University of Illinois at Chicago (2007-2011), Chicago, Illinois

Director of Experiential Learning

Supporting project work in courses across the curriculum with supplemental workshops on creative teamwork and facilitating availability of real world projects to colleagues.

University of Illinois at Chicago (2004-2007), Chicago, Illinois

Adjunct Professor delivering Graduate courses in Cross Functional Team Leadership, Ethics and Values Based Management, Project Leadership, and Organizational Leadership. Also delivered session on "Surviving Graduate Business Team Projects" as part of several MBA Orientations.

DePaul University (2005-2007), Chicago, Illinois

Visiting Assistant Professor

Delivering Graduate courses in Entrepreneurship, Organizational Behavior, Business Policy, Project Management, Negotiations, Human Resource Management. In Chicago, Bahrain, and Taiwan.

Stuart School of Business, Illinois Institute of Technology: Chicago

Assistant Professor of Organizational Behavior, 1996-2003

Visiting Assistant Professor of Organizational Behavior, 1994 -1996

Adjunct Assistant Professor, Nov 93-July 94

Nature of responsibilities: Teaching organizational behavior, leadership, statistics, strategy, business policy, and creative thinking to MBA and Ph.D. Students. Dissertation committee for students in Design, Computer Science, and Construction Management.

Adjunct Graduate Management Professor, Loyola University, Illinois Institute of Technology (1993-1996)

Delivering graduate and undergraduate courses in: Entrepreneurship, Business Strategy, Business Policy, Business Simulation, Organizational Leadership, Organizational Behavior, Organizational Design, Project Management, Ethics and Values Based Management, Cross Functional Team Leadership

The University of Findlay, Findlay Ohio, 1991-1993

Director of MBA Program and Assistant Professor of Management

Nature of responsibilities: Lead and manage MBA program development through accreditation. Teach courses in management, marketing, economics, business statistics.

Major accomplishments:

Designed, developed, and gained State of Ohio accreditation for new MBA program.

Convened a joint academic/practitioner conference on Creative Leadership and Manager Graduate Education.

Departed when administration refused to honor commitments to hiring required number of qualified faculty

Case Western Reserve University, Cleveland Ohio, 1983-1985.

Graduate and teaching assistant in the Management Information and Decision Systems department.

Nature of responsibilities: Research support for faculty. Teaching assistant entirely responsible for full courses.

Major accomplishments: Organized and delivered an educational program to teach all MBA's how to use IBM PC's when they were acquired for the school. Taught computer programming to undergraduate business students.

Medical Mutual Blue Cross/Blue Shield of Ohio. Cleveland Ohio, 1982-83

EDP Training Coordinator

Nature of responsibilities: Select and train experienced insurance operations managers to serve as business systems analysts for software development. Also assisted strategic planning department.

Major accomplishments: Designed and delivered intensive development program for people with no systems background.

State University of New York College at Buffalo, Buffalo, New York 1980-82

Graduate teaching assistant in the Management Information Systems department.

Nature of responsibilities: Teaching assistant with full course responsibility.

Major accomplishments: Teaching introductory courses in FORTRAN programming.

Johnson Controls, Milwaukee, Wisconsin

Manager of Corporate Value Management, 1978-1980

Nature of responsibilities: Reported to the Corporate Vice President of Research, leading innovation teams redesigning products and organizational structures

Major accomplishments: Established program and position from within the systems department. Conducted six major cross functional team projects per year, increasing profits from products and operations, and assisting the development of new organizational structures.

Senior Systems Analyst, 1976-1978

Nature of responsibilities: Designing and developing business software systems.

Major accomplishments: Leading program to place computers in all branch offices. Introduced basics of database approach to department. Also led two Value Engineering projects for corporate to improve design of new networking hardware for building control systems and pneumatic damper motors.

J. C. Penney Catalog Division, Milwaukee, Wisconsin, 1975-76

Systems Analyst

Nature of responsibilities: Developing COBOL and JCL for catalog business operations

J. C. Penney Corporate Information Management, New York, New York, 1973-75

Point of Sale Installation Team

Nature of responsibilities: Supporting the initial installation and continuing operations of electronic registers and backroom computers in retail stores. Developing ways to increase capacity and reliability of software systems.

St. Vincent's High School, Akron, Ohio, 1970-1972

Mathematics Teacher

Nature of responsibilities: Teaching algebra and geometry.

Conference Leadership

Organized National Science Foundation funded international conference: *Collaborating Across Professional Boundaries: From Education to Practice*, November 2000 at Illinois Institute of Technology. Individually recruited all presenters and papers to fit the theme and organized on-line collaborative website for publishing proceedings.

Grants

Co-Principal Investigator at Illinois Institute of Technology for National Science Foundation Grant Number DUE-9850064 for establishment and expansion of undergraduate program for Inter-Professional projects. Grant was used to fund faculty and student development, data gathering, faculty committee to improve program, and international conference on interprofessional education.

Publications.

Books

Value Engineering Text and Reference. Appleseed Associates, 1992. Textbook for engineering or technology course in Value Engineering.

Conducting a Value Management Study: A Basic Guidebook. Appleseed Associates, 1982.

Why and How: An Introduction to the Concepts of Function Analysis. Appleseed Associates, 1981.

Team Leaders Guidebook. Published by Johnson Controls and other clients as text material, 1979.

Book Chapters

"Selecting and Adapting Facilitation Tools for Deliberate Creativity" in Rajah, Kanes. *Business Creativity* Greenwich University Press 2007

"Creativity and Complexity in Cross Functional Teams" In Reddy, S. *Effective Teamwork: Key Insights*, The ICFAI University Press, Hyderabad India.

"Following and Accelerating The Design Evolution Curve in Health Care" In Geisler, E. Et al *Technology, Healthcare, and Management in the Hospital of the Future*, Quorum Books; ISBN: 1567206239; (March 2003)

"National Culture and the Design of Complex Medical Systems" In Geisler, E. Et al *Technology, Healthcare, and Management in the Hospital of the Future*, Quorum Books; ISBN: 1567206239; (March 2003)

Following and Accelerating the Design Evolution Curve in Telecommunicated Multimedia, with Dr. George Kraft, in *Multimedia Information Systems in Practice* Wing S. Chow, Editor. Singapore, Springer-Verlag, 1999. pages 173-191.

"Value Engineering" section in A. B. VanGundy. *Techniques of Structured Problem Solving*, Revised Edition. New York: Van Nostrand Reinhold, 1988. pages 312-317.

Articles and Papers

"The Complexity of Creativity and Leadership in Entrepreneurship." Keynote paper for *International Conference on Creativity and Leadership in Entrepreneurship* July 2002 University of Greenwich Business School, London, England. July 2002.

"Exploring a human centered perspective on collaboration and knowledge management systems." SSGRR 2001 International Conference on Advances in Infrastructure for Electronic, Business, Science, and Education on the Internet (Invited Paper) L'Aquila – Italy, July 2001

"What would educationalists and students expect within an educational framework at master's level?" Special academic conference of SAVE - The Value Society: Towards a Value Management and Value Engineering Educational Framework at Masters Level. May 2001. Fort Lauderdale, Florida.

"Following and Accelerating the Design Evolution Curve in Health Care," Hospital of the Future Conference April 2001, Enschede Netherlands

"Insight or Ideas: Escaping the Idea Centered "Box" Defining Creativity," Hawaii International Conference on Systems Science (IEEE) January 2001.

"Creativity and Complexity in Cross Functional Teams," Collaborating Across Professional Boundaries: From Education to Practice, November 2000.

"Deliberate insight in team creativity," *Journal of Creative Behavior* 2nd qtr 2000 pages 101-117.

"Following and Accelerating the Design Evolution Curve in Telecommunicated Multi-Media" CoAuthored. *Multimedia Information Systems in Practice*, Wing S. Chow, Ed. Singapore: Springer-Verlag, 1999.

"An Alternate Perspective on Team Creativity." Proceedings of 1994 International Creativity and Innovation Networking Conference, Quebec.

"Teaching creativity to construction technology students" with David J. Hanna. International Proceedings of the Associated Schools of Construction, 1994.

"A comparison of underground storage tank site assessment efficiency and effectiveness using immunoassay and methods for 418.1," Co-authored. *Proceedings of the Third International Field Screening Symposium, February 24-26, 1993.*

"The Role of Shifting Models in Systems Creativity" in Lasker, George E. *Advances in Systems Research and Cybernetics*, Windsor, Ontario: International Institute for Advanced Studies in Systems Research and Cybernetics, 1989

"Problem Solving, Creativity, and General Systems: Some Relevant Research," *Proceedings of the Society for General Systems Research*, 1983

Professional Papers

"Thinking More Effectively about Deliberate Innovation," *Current Issues in Technology Management*. Howe School Alliance for Technology Management, Stevens Institute of Technology, Spring 2007, Volume 11, Issue 1.

"Why They Don't Listen to Your Creative Ideas," *Innovative Leader*, Winston J Brill & Associates January 2002, #544.

"Resolving the definition of Value Engineering," *Annual Proceedings of the Society of American Value Engineers* (SAVE), Northbrook, Illinois, 1990.

"Key Ingredients of Value Study Success: A preliminary report to value practitioners," *Proceedings of the National Conference of the Society of Indian Value Management*, Bangalore, India: Society of Indian Value Management, 1990.

"Learning Style and Value Leadership Style," *Annual Proceedings of the Society of American Value Engineers* (SAVE), Northbrook, Illinois, 1986.

"Why Value Management Works: Some Relevant Research," *Annual Proceedings of the Society of American Value Engineers* (SAVE), Northbrook, Illinois, 1981.

"Value Management: Definition and Model," *Annual Proceedings of the Society of American Value Engineers* (SAVE), Northbrook, Illinois, 1980.

"Improving Profit: Taking Value Management Back to the Job," Society of Automotive Engineers, 1980.

"Organizing for Acceptance: Value Management as a Corporate Resource," *SAVE Proceedings*, 1979.

Professional Outreach

As part of cross-field efforts to increase the use of and research into complex collaboration tools:

Organized and co-delivered conference tutorial on complex creativity at IEEE's Hawaii International Conference on Systems Sciences (HICSS) 2001

Repeated tutorial on complex creativity at Hospital of the Future Conference 2001 at University of Twente Netherlands, and Conference 2002 IIT-Stuart School of Business.

Delivered tutorial on Complex Team Creativity to International Conference on Creativity and Leadership in Entrepreneurship, July 2002, University of Greenwich Business School, London, England. July 2002.

Delivered invited tutorial on Complex Team Creativity to senior Communist Party bureaucrats of Beijing Zhongxin Service Center at request of Deputy Director Wu Xiaoguang, Beijing, China December 1997

Delivered two day course on Complex Team Creativity and Entrepreneurship to study tour from Young Entrepreneurs Association of China, Chicago 2001

Presented keynote on "Teaching versus developing entrepreneurs" as part of *Co- Creativity and Sharing Best Practice in Entrepreneurship Education: "Curriculum development, experiential learning and teaching, and assessment methods"* organized by The Centre for Entrepreneurship at University of Greenwich, December 2007.

Professional activities.

Consulting editor for the Journal of Creative Behavior since 1988

Visiting research fellow at The Centre for Entrepreneurship, University of Greenwich, London England, 2002-2003. Assisting in the development of the centre and its programs in London and in South Africa.

Served on review panel for ninth edition of *Behavior in Organizations: an Experiential Approach*, by A. B. (Rami) Shani and James B. Lau McGraw-Hill

Reviewed two book proposals on Teamwork for Southwestern Publishing.

Reviewed one book proposal on engineering creativity for Cambridge University Press.

Faculty member of the Annual Creative Problem Solving Institute, Buffalo. 1975-2001. Earned *Colleague* status and *Service and Commitment Award* from Creative Education Foundation.

Served six years on the Certification Board of the Society of American Value Engineers, developing new certification programs and evaluating credentials of individuals and organizations globally.

Served as Track co-chair for IEEE's HICSS 2002 Conference

Reviewed conference papers for Academy of Management's Management Cognition Division 2000 & 2001

Serve on editorial committee for "Creativity's Global Correspondents" an annually compiled report of ongoing activity and ideas about creativity from academics and practitioners around the world. Contributed reports annually since 1997.

Presented "Strategic Teams – Cross Cultural, Cross Functional" and "Networking – How to Effectively Network" As part of Marmon Group Global Trade Institute for Junior Achievement International, June 2002 at IIT.

Presented "Doing Business in Different Cultural Settings, Conflict Resolution, Negotiating, The Art of "Deal Making." As part of Marmon Group Global Trade Institute for Junior Achievement International, June 2001 at IIT.

Presented "The Value Engineering Approach" as part of PDMA conference in Madison Wisconsin May 10, 2006

Presented "South Metropolitan Higher Education Consortium" to workshop of *South Metropolitan Higher Education Consortium*, July 20, 2006

Presented "Hidden Opportunities in Diversity" for Professional Development Conference of *Resources for the Education of Adults in the Chicago Area* (REACH) April 25, 2007.

Presented and discussed "Developing Global Competencies" for Global Leadership Advancement Center, San Jose State University, April 23-24, 2009.

Presented "Black Swans, Outliers, and the Strategy Paradox: Creating for an irrational, unpredictable future" for American Creativity Association Annual Conference Philadelphia, PA. March 21-24, 2010

Presented Plenary workshop: "Innovation Leadership across Differences" and paper session: "Co-Creating Sustainable Innovation across Cultures and Technological Levels" for UIC's Subsistence Marketing Conference, July 9-11, 2010

Presented three hour workshop "Toolkit of a Changemaker: Project Management and Social Entrepreneurship for Afghanistan Foreign Fulbright program Leadership Workshop, September 22, 2010