

Ryan Armstrong

HELPING TEAMS PERFORM · MANAGEMENT RESEARCH
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Education

Faculty of Economics and Business, University of Barcelona

Barcelona, Spain

PHD IN BUSINESS

September 2014 - 2018

- Areas: Performance management, philosophy of science, methodology, soft systems methodology, causal mapping
- Thesis: Building knowledge in performance measurement and management: A critical realist approach

Faculty of Economics and Business, University of Barcelona

Barcelona, Spain

MSC IN BUSINESS RESEARCH

September 2013 - June 2014

- Thesis: Life Cycle Assessment in Supply Chain Management: Applications and limitations for practitioners

Faculty of Law, University of Barcelona

Barcelona, Spain

MSC IN INTERNATIONAL STUDIES

September 2012 - June 2013

University of Kansas

Lawrence, Kansas, USA

BA IN ENGLISH LITERATURE

Fall 2004 - Spring 2008

Experience

HireMojo, Inc.

San Francisco, California (Distance)

CONSULTING ANALYST

September 2012 - Present

- Conceptualization and creation of high-level financial analysis with MS SQL Server, Excel, Salesforce, and other tools
- Creation of performance dashboards based on visualization principles, participatory techniques, and applied management theory
- Ad-hoc strategic analysis projects, e.g. regression analyses to better understand effective job marketing practices and how these differ by context. Combined qualitative and quantitative investigatory techniques.

Accolo, Inc.

Dallas, Texas

CONSULTING ANALYST

June 2011 - Present

- Proactively conceptualized, scoped, developed, and ran an automated invoicing system using MS SQL Server with MS Access front-end to replace manual process. Substantially reduced time to completion and error-rate, while providing new levels of data availability to leadership.
- On-going maintenance of the infrastructure of the above as well as change management in the human processes around it
- Automated payment system for private contractor network. Identification of substantial prior errors allowed for recuperation of more than \$50,000 of errant payments over a six month period.
- Creation of related financial reports, including drill-down dashboard, largely based on the infrastructure created above

Self-employed

Madrid, Spain

ENGLISH TEACHER

September 2008 - August 2010

- Developed and followed customized lesson plans based on need
- Imparted classes to students aged 10 to 60 in a variety of settings: universities, secondary schools, camps, businesses, and private residences.

Publications and Research Activity

Elaborating a critical realist approach to soft systems methodology

SYSTEMIC PRACTICE AND ACTION RESEARCH

2018

- Explores implications of adopting a critical realist position for soft systems and explores via an illustrative case study.

Revisiting strategy mapping for performance management: A realist synthesis

INTERNATIONAL JOURNAL OF PRODUCTIVITY AND PERFORMANCE MANAGEMENT

2019

- Considers the theory and evolution of strategy mapping within performance management and offers practical steps for getting the most from the tool

Critical realism and performance management: Addressing challenges for knowledge creation

MANAGEMENT RESEARCH REVIEW

2019

- Discusses how a critical realist approach can contribute to the study of performance management through emergence and approach.

Realist syntheses: Towards criteria for evaluation

WORKING PAPER

- Realist syntheses are growing in popularity as a means for systematic literature review.

Abduction, retroduction, retrodiction, induction, and deduction: Reconciling approaches to discovery

RESEARCH IN PROGRESS

- Conceptual work based on recent discussions on abduction as a process to knowledge building. This paper argues that the approaches are compatible, and considers them within a Kuhnian-inspired knowledge creation process

Well-being in PhD Programs: An interdisciplinary response to a growing crisis

RESEARCH IN PROGRESS

- Interdisciplinary project examining factors contributing to mental health issues in PhD programs. Examines the societal, organizational, and psychological factors in an collaborative action research project using causal mapping and other modeling techniques.

Conferences and Workshops

British Academy of Management: 2018 Conference

Bristol, UK

PRESENTER

September, 2018

- Revisiting alignment and its relation to performance measurement through cognitive mapping

European Academy of Management

Reykjavik, Iceland

PRESENTER

June, 2018

- Implications of adopting a critical realist approach for soft systems methodology
- Strategic responsiveness and adaptive organizations (Discussant)

British Academy of Management: 2017 Conference

Coventry, UK

PRESENTER

September, 2017

- Performance measurement interventions: Stages and characteristics
- Best Developmental Paper Award, Performance Management Track

University of Barcelona: PhD in Business Workshop

Barcelona

PRESENTER

February 21, 2017

- Strategic maps in performance measurement interventions: A realist synthesis

British Academy of Management: Doctoral Symposium

Newcastle upon Tyne, UK

PRESENTER

September 2017

- Perceived social impact, role clarity, and performance measurement: Action research with mixed methods

Skills

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|------------------------------------|--|
| | Quantitative methods: (regression, hypotheses testing, principle component analysis, path analysis), philosophy of science, cognitive mapping, interviewing, soft systems methods, action research, thematic coding, systematic literature reviews |
| Research | Financial analysis, strategy, strategic control, performance management, soft systems methods, organization and management theory, evidence-based management, information systems, agile |
| Organization and Management | |
| Tech | R, Python, Ruby, SPSS, Linux, grep, Javascript, T-SQL, Excel, other MS tools including VBA, git |
| Languages | English (Native), Spanish (Fluent), French (Working proficiency), Catalan (Working proficiency) |

Extracurricular Activity

Scientists Dating Forum

Barcelona

TREASURER

June 2017 to Present

- Developing and contributing to a program of organizational learning and profound positive change—defining achievable and desirable goals, setting objectives, and fomenting team engagement and involvement
- Change management: assisting and consulting around the implementation of strategic change at all levels
- Strategic guidance for leadership team in transition
- Administration: Implementation of accounting system, budgeting, receivables, etc.

Project: Business Researchers in Development

Barcelona

PROJECT LEAD

Fall 2016 to Spring 2017

- Created and managed group of more than 50 PhD students in Business.
- Conceptualized and served as lead editor for development seminars, which allow early-career researchers an opportunity to practice and receive feedback from their peers
- Organized academic events, writing groups, workshops, and social events

British Academy of Management

Barcelona

PHD REPRESENTATIVE, PERFORMANCE MANAGEMENT SIG

Jan 2016 - Present

- Promoted Academy activities and participation in events
- Steering committee, Research Methodology group.

Other Academic Activities

Since 2016 **Reviewer**, Measuring Business Excellence

Since 2017 **Reviewer**, International Journal of Productivity and Performance Management

Since 2018 **Reviewer**, Systemic Practice and Action Research

2017 **Certification**, Microsoft Professional Program: Data Science Track