

## **Rick Dove – Brief Bio**

- Adjunct Professor, Stevens Institute of Technology, Hoboken, NJ  
- Founder/Partner, Kennen Technologies, NM  
- CEO, Paradigm Shift International, Box 289, Questa, New Mexico, 87556  
575-586-1536 (tel), -2430 (fax), [rick.dove@stevens.edu](mailto:rick.dove@stevens.edu), [dove@parshift.com](mailto:dove@parshift.com)



Rick Dove is an Adjunct Professor at Stevens Institute of Technology in the School of Systems and Enterprises, where he developed and teaches graduate courses in the engineering and design of agile systems, self organizing systems, systems of systems, and enterprise systems – with an emphasis on resilient response, innovative response, agile security, system interoperability, and self organization.

Rick is co-founder and partner of Kennen Technologies, LLC, which licenses semiconductor IP and SDK software for a breakthrough pattern recognition processor - potentially an engine to enable an era of semantic technology, this processor architecture eliminates the tradeoffs between speed, capacity, and cost for complex pattern recognition.

Rick founded Paradigm Shift International in 1991 as an agile enterprise research and guidance firm; providing interim executive management and thought leadership in agile enterprise architecture, infrastructure, and practices.

He is author of Value Propositioning - Perception and Misperception in Decision Making, Icen Books, 2005; author of Response Ability: The Language, Structure, and Culture of the Agile Enterprise, Wiley, 2001, and co-author of 21st Century Manufacturing Enterprise Strategy, Diane Pub Co, 1991.

He co-chaired the 1991 industry-led 21st Century Manufacturing Enterprise Strategy project conducted at Lehigh University that identified Agility as a principle competitive issue. He has facilitated partnership formation strategies, funding, and program management for major consortia projects such as the AIMS Agile Manufacturing Pilot project funded by ARPA (Lockheed, Texas Instruments, Rocketdyne).

In 2002 he accepted a full time change management assignment as President of the ProMetal division of Extrude Hone Corporation, a company with MIT-licensed layered-manufacturing technology that prints three dimensional objects from metal powders. In 12 months he took this R&D-locked organization into commercial operation, selling two different highly-complex machines and services from two shops that provided art-to-part production.

In 1999 he accepted a 7/8-time start-up management assignment at Silterra, a new semiconductor foundry near Penang, Malaysia. Over 2-1/2 years he served as the initial CIO/CSO where he architected and program managed the design and implementation of a unique highly adaptable enterprise IT infrastructure, a unique eBusiness capability featuring active service management and customer relationship interaction, an integrated factory planner/scheduler uniquely featuring continuous operation, and an on-line corporate strategic-project portfolio management system. He also planned a next-generation IT security program consistent with the high exposure and value of on-line information, and led a quarterly management/executive development program.

In 1994 he accepted a 3/4 time assignment at The Agility Forum at Lehigh University, as Director of Strategic Analysis and Chairman of the Strategic Analysis Working Group. Over a two year period he developed and managed the research agenda, organized and managed the industry participation strategy that carried out the agenda, chaired the Agile Operations and the Agile Business Practices focus groups, planned and managed the development of the Best Agile Practice benchmarking reference base, and designing and organized the Forum's acclaimed 1995 conference with over 100 technical papers presented on Agility.

In 1991 he accepted a DoD funded, NSF-channeled assignment at Lehigh University, as co-principle-investigator of the 21st Century Manufacturing Enterprise Strategy project, founding the concept of agile enterprise.

In 1989, as president of Flexis Controls, a manufacturing software firm, Rick chaired the National Center for Manufacturing Science's Technology Review Board, and led the development of this consortia's first research agenda. In adjacent years he also organized and implemented the structure and operating policies for industry participation groups, and chaired the Computer Integrated Operations group.

Rick was instrumental in developing initial USA relationships with the Japanese-initiated Intelligent Manufacturing Systems (IMS) international consortia on manufacturing research. His monthly essays on competitive manufacturing and enterprise were published in the USA, China, Korea, and India. He has done business in Malaysia, China, Japan, Italy, France, Germany, and the UK.

Prior to 1991 he was a principal in a variety of corporate start-up and turnaround ventures. He has raised venture funding, led companies, experienced all executive positions, and founded and fixed companies in the computer, office products, systems integration, software, food processing, and food service industries. Since 1985 he has focused on enterprise effectiveness strategies and organizational change management.

Rick's experience base includes the automotive, aerospace/defense, semiconductor, computer, software, and metal-working industries. He has done graduate work in preparation for a Ph.D. in Computer Science at UC Berkeley, and holds a BSEE from Carnegie-Mellon University with a minor in economics. His publication list numbers in excess of 175 and is available upon request.

## **Career Activities**

2009- Adjunct Professor, STEVENS INSTITUTE OF TECHNOLOGY, Hoboken, New Jersey.  
2006-2008 Industry Professor, STEVENS INSTITUTE OF TECHNOLOGY, Hoboken, New Jersey.  
2005- Partner, KENNEDY TECHNOLOGIES, Albuquerque, New Mexico, Co-Founder.  
1991- CEO, PARADIGM SHIFT INTERNATIONAL, Questa, New Mexico, Founder.  
2002-2003 Assignment--PROMETAL Division of Extrude Hone Corp, Irwin, PA, President (Full time).  
1999-2002 Assignment--SILTERRA, Kulim, Malaysia, Strategic Programs and Acting CIO (7/8 time contract position).  
1994-1995: Assignment--AGILITY FORUM, Lehigh University, Director Strategic Analysis (3/4 time contract position).  
1991-1991: Assignment--IACOCCA INSTITUTE, Lehigh U., co-PI of 21st Century Manufacturing Enterprise Strategy.  
1989-1991 Member--NATIONAL CENTER FOR MANUFACTURING SCIENCES, Ann Arbor, MI, TRB Chair.  
1987-1991: CEO--FLEXIS CONTROLS (nee SAVOIR), Hayward, CA, President/CEO, and Chairman.  
1982-1987: CEO--THE MARKETING FORUM, Oakland, CA, Founder.  
1977-1981: VP--FRIDEN-ALCATEL, Hayward, CA, Director of Engineering, Director of Marketing.  
1975-1985: CEO/Winemaker--MONTCLAIR WINERY, Oakland, CA, Founder.  
1971-1977: VP--BALL COMPUTER PRODUCTS, Sunnyvale, CA, Director of Marketing.  
1969-1971: Staff--BERKELEY COMPUTER CORPORATION, Berkeley, CA, Systems Developer, Mgr of Support.  
1965-1969: Staff--CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA, Computer Science, Systems Developer.  
1961-1965: Staff--WESTINGHOUSE RESEARCH LABS, Churchill Boro, PA, Computer Science, Systems Developer.

## **Selected Professional Activities and Keynotes**

- Theme Editor, INCOSE INSIGHT July 2009 issue, Interplay of Architecture, Security, and Systems Engineering
- Co-Chair - INCOSE working group on Security Systems Engineering, 07Jan-current
- Principal Investigator – Hardware Assisted Security Platform, DHS S&T NBCHC070016, 07Apr-09Jun.
- Principal Investigator – Secure Security Monitor, DHS S&T NBCHC060044, 05Jun-06Jun.
- Keynote - "Agile Enterprise Cornerstones: Knowledge, Values, Response Ability ", IFIP 8.6 Conference, May 2005
- Director, INCOSE Enchantment Chapter, Albuquerque, New Mexico. 2005-current
- Monthly Column "Utility Agility", published by five subscription newsletters, circulation 250,000, 2004-2005
- Monthly Column "Agile and Otherwise" in Automotive Design & Production, GardnerHanzer, 1994-2001
- Keynote: "Business As Usual In Unusual Times", Northwest Manufacturing Expo, Portland, 6/99
- Chairman/Organizer, Workshop Series - Applying Business Engineering Principles For Adaptability, 1998
- Keynote: "Knowing Happens Until Somebody Learns Something", Knowledge Mgmt Conf, New York, 4/98
- Keynote: "Education in the Year 2020", CAM-I Educational Advisory Board, 8/97
- Keynote: "Business Practices in 2020", National Research Council, 3/97
- Keynote: "Higher Education Issues in the Agile Age", Univ of SW Louisiana, ISAM/ICAM Conference, 2/97
- Chairman/Organizer, Workshop Series - Discovering Business Engineering Principles For Adaptability, 1997
- Chairman, Change Management and Enterprise Reference Model Sessions, 6th An. Agility Conference, 3/97
- Keynote: "Business Change Proficiency", Centre for Exploitation of Science and Technology, UK, 7/96
- Chairman, Aerospace Industry and Business Practices Sessions, 5th Annual Agility Conference, 3/96
- Chairman, Agile Business Practices Industry Group, Agility Forum, 1995/96
- Chairman/Organizer, Agility Forum 4<sup>th</sup> Annual Conference, Atlanta, GA, March 1995
- Program Chair, Agility Forum 4th Annual Conference 1995, Atlanta, GA, March 1995
- Chairman, Strategic Analysis Working Group, Agility Forum, 1994/95
- Chairman, Agile Operations/Production Industry Group, Agility Forum, 1992/93/94/95
- Chairman/Organizer, Agile Maquiladora Conference, El Paso, TX, October, 1994
- Chairman, Agile Production Migration Strategies Session, IPC Conference, 4/94
- Chairman, Plenary Session: People, Partnerships, Technology; member Exec Comm., IPC Conference, 4/94
- Chairman, Plenary Session: Intelligent Manufacturing; member Executive Committee, IPC Conf, 4/93
- Chairman, DARPA MADE Agile Production Working Group, 1992/93
- Chairman for three sessions at Agility Forum's 2nd Annual Conference, Orlando, Florida, Dec 1992
- Chairman, Forum: Manufacturing Agenda in the '90s, SME Autofact Conference, November, 1992
- Chairman, Systems Architecture Session, SME Autofact Conference, November, 1992
- Chairman, Plenary Session: Enabling Flexibility; member Exec Committee, IPC Conference, 4/92
- Chairman, Automation Engineering Session, International Programmable Control Conference, 4/92.
- Chairman, Agile Manufacturing Session, International Programmable Control Conference, 4/92.
- Co-Chairman - Agile Manufacturing Conference, Orlando, Florida, Dec 91, Lehigh University
- Co-Principal Investigator, 21st Century Manufacturing Enterprise Strategy, Lehigh University, 1991
- Chairman/Organizer, IMS International Session, SME Autofact Conference, Chicago, 11/91
- Chairman (1990/91) of the Technical Review Board, National Center for Mfg. Sciences
- Chairman (1990/91) Computer Integrated Operations Strategic Initiative Group, NCMS
- Chairman, IMS International Session, '91 International Programmable Control Conference.

## **Rick Dove – Curriculum Vitae**

- Adjunct Professor, Stevens Institute of Technology, Hoboken, NJ  
- Partner/Founder, Kennen Technologies, Albuquerque, NM  
- CEO, Paradigm Shift International, Questa, New Mexico, 87556  
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### **Education**

Graduate work in preparation for a Ph.D. in Computer Science, UC Berkeley, 1/71-6/72.  
B.S. Electrical Engineering, 6/69, minor in Economics, Carnegie Mellon Univ., Pittsburgh, PA

### **Career Activities**

2006 – present: Industry Professor 2006-2008, Adjunct Professor 2009+, STEVENS INSTITUTE OF TECHNOLOGY, Hoboken, New Jersey. Rick developed and teaches graduate courses in the engineering and design of agile systems for the School of Systems and Enterprises. Emphasis is on architecture and design of agile systems, systems of systems, and enterprise systems – particularly resilient response, innovative response, agile security, system interoperability, and self organization.

2005 – present: Director, INCOSE (International Council on Systems Engineering), New Mexico Chapter, Albuquerque, NM. Also co-chair of Resilient Systems and Security Systems Engineering working groups since 2007.

2005 – present: Co-founder/Principal, KENNEN TECHNOLOGIES, LLC, Albuquerque, NM. This company licenses patented IP and SDK software for a breakthrough semiconductor pattern-recognition processor - expected to be the engine that enables an era of semantic technology, and removes obstacles to complex pattern recognition of all kinds.

1991 – present: Chairman/CEO--PARADIGM SHIFT INTERNATIONAL, Questa, NM, Founder. An agile enterprise research and guidance firm offering interim hands-on executive management when major technological, operational, and/or cultural change or innovation is needed; also providing services in strategy development and implementation, executive and management development, and competitive enterprise infrastructure and information technology architecture and implementation. Resources are thought leaders and experts practicing at the forefront of applied agility across all enterprise areas.

Rick is author of Value Propositioning - Perception and Misperception in Decision Making, Icen Books, 2005; author of Response Ability: The Language, Structure, and Culture of the Agile Enterprise, Wiley, 2001; and co-author of 21st Century Manufacturing Enterprise, Diane Pub Co, 1991. He created the Change Proficiency Maturity Model for analyzing corporate adaptability, the Ten Principles of Highly Adaptable Systems for designing response-able business practices and processes, the Response Ability Analysis process for defining opportunities and problems in uncertain dynamic environments, and the Agile Enterprise Reference Model. He is currently providing thought leadership in Utility Agility, with concepts and transformations strategies for the Energy and Utility sector, and consulting on the subject to the industry through UtiliPoint International, an Albuquerque-based leader in research and multi-client studies for the Energy and Utility sector.

He co-chaired the 1991 industry-led 21st Century Manufacturing Enterprise Strategy project conducted at Lehigh University that identified Agility as a principle competitive issue. He has facilitated partnership formation strategies and activities for major consortia projects such as the AIMS Agile Manufacturing Pilot project funded by ARPA (Lockheed, Texas Instruments, Rocketdyne). He is a prolific author and frequent magazine columnist.

2002 – 2003: President (Assignment)--PROMETAL DIVISION EXTRUDE HONE CORPORATION, Irwin, Pennsylvania, President – ProMetal provides advanced rapid production equipment and production services with MIT-developed technology that prints a three dimensional object one layer at a time from proprietary formulations of metal and ceramic powders and binders. Change management was the assignment. In 12 months he took this R&D-locked organization into commercial operation and production of both highly-complex machines and art-to-part production services: staffed engineering management, a sales department, and a service department; established operating procedures, financial reporting, and business processes for two operational part-production shops, a machine production capability, and development engineering; completed process stabilization and two commercial machine development projects; established a unique and leadership value proposition; identified and opened negotiations with a dominant (confidential) market supplier for 1000+ machines over a 5-year period; and took the first commercial machine order.

1999 – 2002: CIO/CSO (Assignment)--SILTERRA, a semiconductor foundry start-up near Penang, Malaysia. Developed strategic programs and served as acting CIO. Program Manager and architect/strategist for design and implementation of: (1) a highly adaptable enterprise IT infrastructure with Oracle 11i, PeopleSoft HRM, and a BEA enterprise bus, (2) a unique eBusiness capability providing active service management and customer relationship interaction built on Oracle 8i, an Epicentric portal, and MicroStrategy Web Server, (3) an integrated Adexa factory planner/scheduler uniquely featuring continuous operation, and (4) an on-line corporate strategic-project portfolio management system. Also provided strategy planning and development for a unique rolling responsibility service

practice, an IT process-management organizational structure, and a push-the-state-of-the-art IT security program; and planned and led quarterly management/executive meetings, learning programs, and corporate cultural development.

1994 – 1995: Director Strategic Analysis and Chairman Strategic Analysis Working Group (Assignment)--AGILITY FORUM, Lehigh University, Bethlehem, PA. Responsible for developing the research agenda and analytical framework for the Agility Forum; organizing the activities and structures necessary to carry out the agenda, developing the Forum's "self-sufficiency" business plan, chairing the Agile Operations Focus Group and the Agile Business Practices Focus Group, defining all industry-participation Focus Group mechanisms, organizing the development of the Best Agile Practice benchmarking reference base, program-managing the benchmarking of the first 80 cases, and designing and organizing the Forum's acclaimed 1995 conference with over 100 technical papers presented on Agility.

1991 – 1991: Co-Principal Investigator (Assignment)--IACocca INSTITUTE, Lehigh University, Bethlehem, PA, co-principal investigator of 21st Century Manufacturing Enterprise Strategy. Consulted to the DoD on formative nature and location for this strategic program, then partnered with the Director of the Iacocca institute as co-principal investigator, recruited blue-ribbon industry workshop participants, guided the conclusion toward agility as a focus, and authored various sections of final report.

1988 – 1991: Volunteer--NATIONAL CENTER FOR MANUFACTURING SCIENCES, Ann Arbor, MI, member and chairman ('89) of the Technology Review Board and Computer Integrated Operations group ('89-91). Developed and implemented new organizational structure and operating policies for industry participation groups, led the development of first research agenda as Chair of the Technology Review Board. Initiated relationship with international IMS program.

1987 – 1991: Chairman/CEO--FLEXIS CONTROLS (nee SAVOIR), Hayward, CA., President, CEO, and then Chairman of the Board. This company was founded in 1984 to provide an integrated systems engineering environment for the specification, design, development, integration, and maintenance of computer-integrated manufacturing control systems. Dove secured the first two rounds of venture financing for this company and secured a patent on the firm's fundamental software technology.

1982 – 1997: Chairman/CEO--THE MARKETING FORUM, Oakland, California, Founder and President. This management consulting firm specialized in strategic planning and implementation of market-entry and business-development programs for technology-focused firms. Clients that served the manufacturing industries included systems integrators, controls manufacturers, material handling firms, CAD/CAM workstation companies, network systems companies, a super-computer company, and a cell-controller development firm.

1975 – 1985: Chairman/CEO--MONTCLAIR WINERY, Founder and winemaker. Founded and built this award-winning 2,000 case/year "boutique" winery in Oakland, California. Designed specialty processing equipment for small-volume-winery production, including automated 60/minute bottle labeler, raw material transport and handling systems, pressurized wine transfer systems, and cold fermentation facility. This winery made Zinfandel, Cabernet Sauvignon, and French Columbar from grapes grown in Sonoma County, California. Liquidated winery in 1985.

1977 – 1981: Vice President--FRIDEN-ALCATEL, Hayward, California; Director of Engineering and Development, and Director of Marketing. Dove was a member of the turn-around team that bought this organization from Singer Corporation and 2.5 years later sold it to CIT Alcatel. As Director of Engineering & Development he was initially responsible for developing the specifications of the company's electronic products and building the engineering and development departments. As Vice President of Marketing and Sales, he subsequently developed the product strategy and led the company's market introduction of the world's first electronic postage meter, and introduced a family of electronic postal and shipping computing scales.

1971 – 1977: Vice President--BALL COMPUTER PRODUCTS, a division of Ball Corporation, Sunnyvale, California. Director of Marketing and Sales. Originally Decision, Inc, sold to Ball Corporation in 1974. Assimilated two acquisitions. Company was engaged in OEM and end-user sales of disk drives, mini-computer systems, optical character recognition and mark-sense equipment, and remittance processing systems.

1969 – 1971: Technical Staff--BERKELEY COMPUTER CORPORATION, Berkeley, California, System Developer/Analyst and Manager of Systems Support. Involved early after formation of company. Responsible for design and implementation of compilers and portions of the operating system, and managed technical writing. Company pioneered machine architectures for large scale multi-tasking and time-sharing, and built the BCC-500, an early Internet resource at the University of Hawaii.

1965 – 1969: Technical Staff--CARNEGIE MELLON UNIVERSITY, Pittsburgh, Pennsylvania, Computer Science Department, System Developer/Analyst. This position was full-time between semesters and half-time during semesters, and was spent principally developing a compiler-compiler called CABAL and a system for developing artificial intelligence knowledge networks. Published four papers as an undergraduate.

1961 – 1965: Technical Staff--WESTINGHOUSE RESEARCH LABORATORIES, Pittsburgh, Pennsylvania, Computer Science Department, System Developer/Analyst. Developed a proprietary event-based simulation language and modeled the ingot processing area at the J&L Steel Rolling Mills. Developed testing programs for Westinghouse's Prodac line of process-control computers. Developed improved method for determining optimum valve cracking points in a power generation facility.

OTHER – Current/past Member of International Council on Systems Engineering, Society for Manufacturing Engineers, Institute of Electrical and Electronic Engineers, Instrument Society of America, Association for Computing Machinery, and American Society of Enology and Viticulture. Speaker, session chairman, and panelist at business, government, computer, and manufacturing conferences in the USA, China, Japan, and the UK.

### **Inventions**

- Electronic Postage Meter, Patent #4,484,307, 11/20/84, with Quatse and Dodge.
- Improved Valve Cracking Algorithm for Economic Power Generation, proprietary to Westinghouse Research Laboratories, 1965.

### **Publications and Presentations**

- "On How Agile Systems Gracefully Migrate Across Next-Generation Life Cycle Boundaries," Rick Dove and Garry Turkington, *Global Journal of Flexible Systems Management*, 10(1):17-26, 2009, Global Institute of Flexible Systems Management.
- "Pattern recognition without tradeoffs: scalable accuracy with no impact on speed," in proceedings Cybersecurity Applications and Technology Conference for Homeland Security, IEEE Computer Society, March 3-4, 2009.
- "On detecting and classifying aberrant behavior in unmanned autonomous systems under test and on mission," Live Virtual Constructive Conference, ITEA, El Paso, TX, January 12-15, 2009.
- "Agility and the Combat System," Ken Kott, Ken Adams and Rick Dove, *Naval Engineers Journal* 120(4):67-78, 2008.
- "Agility and the Combat System," Ken Kott, Ken Adams and Rick Dove, Proceedings of The Road to CG(X) – ASNE Day 2008, The American Society of Naval Engineers, Arlington, VA., June, 2008.
- "On How Agile Systems Gracefully Migrate Across Next-Generation Life Cycle Boundaries," Rick Dove and Garry Turkington, Conference of Global Institute of Flexible Systems Management and Technology (GLOGIFT), Stevens Institute of Technology, June 2008.
- "Relating Agile Development to Agile Operations." Rick Dove and Garry Turkington, Conference on Systems Engineering Research (CSER), University of Southern California, Redondo Beach, April, 2008
- "The Manifesto of the Working Group on Systems Security Engineering: A Declaration of Responsibility," Rick Dove and John Wirsbinsky, *INCOSE INSIGHT*, Vol. 11, No. 2, April 2008, pp 47-49.
- Engineering the Structure and Strategy of Agile Systems and Enterprises, Proceedings of, Rick Dove, One-Day Tutorial for INCOSE Enchantment Chapter, March 12, 2008.
- "Reducing Risk Vulnerability with Enterprise Response Ability," Rick Dove, Proceedings: Enterprise Risk World 2008, March 19-20, 2008, Tampa Florida (presentation).
- "Semantic Interoperability Research Opportunities," Semantic Interoperability Symposium, Working Presentation, Stevens Institute of Technology, Apr 11, 2007.
- "Leveraging the Information Infrastructure: Critical Foundation for Business Strategy – Critical Foundation for Business Strategy," *Align Journal*, Mar-Apr 2007.
- "On Agility and Governance in Security Systems," Invited Talk, 54th Annual Conference on Systems Engineering Research (CSER), Hoboken, NJ, Mar 2007.
- "Wicked Complex Systems of Systems," Invited Panel on Complex Systems, Wicked Systems, and Systems of Systems, Sandia National Laboratories, Jan 31, 2007.
- "Operational Risk Management – An Agile Enterprise and Systems Approach," *Enterprise Risk World*, Houston, Nov 2006.
- "Agile Enterprise Cornerstones: Knowledge, Values, and Response Ability," *Business Agility and Information Technology Diffusion*, Springer, pp 313-330, June 2006 (originally IFIP 8.6 May 2006 Conference Keynote).
- "Engineering Agile Systems: Creative-Guidance Frameworks For Requirements and Design," 4th Annual Conference on Systems Engineering Research (CSER), Los Angeles, CA, Apr 7-8, 2006.
- "New Data Content Analysis Engine – DHS Application Tests and General Business Applicability," Proceedings Delphi ii2006 Information Intelligence Summit, Delphi Group, Boston, MA, Apr 06.
- "New Semantic Technology Coprocessor Engine – DHS Application Tests and General Business Applicability," Semantic Technologies 2006 Conference, San Jose, CA, March 2006.
- "Enterprise Agility - What Is It and What Fuels It?" Chapter in *Agile Enterprise - An Introduction*, Institute of Chartered Financial Analysts of India, ICFAI University Press, Jan 2006.
- "Leveraging The Information Infrastructure - A New Foundation for Business Strategy at Utilities," *Paradigm Shift International*, Jan 2006.
- "Enterprise Agility - Managing Risk with Agility," Chapter in *Agile Enterprise - An Introduction*, Institute of Chartered Financial Analysts of India, ICFAI University Press, Jan 2006.
- "Enterprise Agility - SOX and Enterprise Information Integration," Chapter in *Agile Enterprise - An Introduction*, Institute of Chartered Financial Analysts of India, ICFAI University Press, Jan 2006.

- "Investment Decision-Quality at Utilities - An Examination of Downward Trends and Upward Leverage," Paradigm Shift International, Nov 2005.
- "Utility Agility -- An Oxymoron?" Conference Proceedings, UtiliPoint International, Albuquerque, NM, 9/19/05.
- "SOX Auditing at Utilities - Redundant-Data Tell-Tale Is Both Opportunity and Mandate," Paradigm Shift International, Jul 2005.
- "Enterprise Risk Management (ERM) - Myopically Ignoring Agile Enterprise Options," Proceedings Delphi Summit on Information Intelligence, Delphi Group, Boston, MA, Apr 05.
- "Utility Agility - In Search of Graceful Integration Migration - Part 8," Issue Alert, UtiliPoint International, 5/6/05
- "Utility Agility - SOX and Enterprise Information Integration - Part 7," Issue Alert, UtiliPoint International, 4/1/05
- "Fundamental Principles for Agile Systems Engineering." 2005 Conference on Systems Engineering Research (CSER), Stevens Institute of Technology, Hoboken, NJ, March 2005.
- "The Knowledge Worker", chapter of Managing Knowledge Workers, Institute of Chartered Financial Analysts of India, ICFAI University Press, 2005.
- "Utility Agility - Managing Risk with Agility - Part 6," Issue Alert, UtiliPoint International, 2/25/05
- Value Propositioning - Perception and Misperception in Decision Making, Icen Books, Jan 2005
- "Utility Agility - Modeling Response Proficiency - Part 5," Issue Alert, UtiliPoint International, 1/7/05
- "Decision Making, Value Propositioning, and Project Failures - Reality and Responsibility", *Projects and Profits*, IFCA University Press, Jan 2005.
- "Utility Agility - Culture, Language, and requirements Analysis - Part 4," Issue Alert, UtiliPoint International, 12/10/04
- "Utility Agility - Is Risk Management - Part 3", Issue Alert, UtiliPoint International, 11/12/04
- "Utility Agility - What is It and What Fuels It? - Part 2", Issue Alert, UtiliPoint International, 10/29/04
- "Utility Agility - What is It? - Part 1", Issue Alert, UtiliPoint International, 10/8/04
- "eXcellent Security Processes??", Delphi Summit on Business Process eXcellence, Delphi Group, Boston, 10/ 04
- "Decision Making, Value Propositioning, and Project Failures - Reality and Responsibility", 13th ICSE and INCOSE 2004 Region II Conference Proceedings, International Conference on Systems Engineering, Sep 04
- "Systems Engineering and the Security Imperative", 13th ICSE and INCOSE 2004 Region II Conference Proceedings, International Conference on Systems Engineering, Sep 04
- "On-Demand Application Integration for Agile Business Strategy", Enterprise On Demand Proceedings, Delphi, 3/04
- "Rapid Manufacturing - Delivering on the Promise of Those 'Impossible' Aims," Metal Powder Report, Elsevier, 1/04.
- "Knowledge Management and Agility: Relationship and Roles", Chapter 46 of Handbook on Knowledge Management, Editor: Clyde Holsapple, Springer, 2003.
- "Conformal Cooling With Solid Freeform Fabrication Technology: Issues and Opportunities", Proceedings SPE Automotive Composites Conference, Sep 2003.
- "Production Economics and Applications for 3D Printing of Metal Tools, Parts, and Finished Goods", (presentation) Proceedings SME/RPA Technical Forum, Aug 2003.
- "Breakthrough: Solid Freeform Metal at \$30/Pound", (presentation) Proceedings National Tooling & Machining Association, Jun 2003.
- "Rapid Production Economics, Mass Customization, and Agile Manufacturing: Issues, Examples, and Implications", SME RPA Rapid Prototyping and Manufacturing Conference proceedings, May 2003.
- "Evolving a Responsible Enterprise", with J.Ring and S.Pretzlaff, The Delphi Summit Proceedings, Feb 2003.
- "Rapid Freeform Production – Economics and Quality", (presentation) Proceedings Milwaukee School of Engineering Prototyping Consortium, Feb 2003.
- "Knowledge Management – Some Principles and Practices", Keynote: Pittsburgh Regional KM Association, 11/20/02.
- "Nurturing Knowledge Management Practice – The Natural Way", Chapter 25 of Knowledge Management: A New Dawn, Editor: R. Gogula, The Institute of Chartered Financial Analysts of India, 2002.
- "A System Framework for Intelligent Enterprise", Real-Time Chronicles, Paradigm Shift Press, Jan 02.
- "Exploring Concepts of Intelligent Enterprise: Thinking and Doing" Automotive Design & Prod., Gardner, Nov 01.
- "Exploring Concepts of Intelligent Enterprise: Processes, Practices, People" Automotive Design & Prod., Gardner, Nov 01.
- "Response-Able Structure", Automotive Design & Production, Gardner, Aug 01.
- "Systems Infrastructure in the Agile Enterprise", Brooks Automation, Worldwide Automation and Performance Symposium, Jun 2001.
- "Agile Production: Design principles for Highly Adaptable Systems", Chapter 9.1 of Maynard's Industrial Engineering Handbook 5th Edition, Editor: Kjell Zandin, McGraw-Hill, 2001.
- Response Ability: The Language, Structure, and Culture of the Agile Enterprise, John Wiley & Sons, 2001.
- "Response Able IT: Design, Implementation, Operation", Proceedings AMR Strategy 21 conf., Jan 01.
- "The Millennium Song – 'How High's the Water, Mama?'" Automotive Mfg & Production, Gardner, Dec 99.
- "1999: eCommerce, eBusiness, ePanic", Automotive Mfg & Production, Gardner, Nov 99.
- "Knowledge Work and Trust – Relationship Management", Automotive Mfg & Production, Gardner, Oct 99.

- "Outsourcing Knowledge Work – Why Not", Automotive Mfg & Production, Gardner, Sep 99.
- "Seeking Response Able Solutions", Real-Time Chronicles, Paradigm Shift Press, Aug 99.
- "Design Guidelines for the *Response Able* Enterprise", 13th ICSE 99 Proceedings, International Conference on Systems Engineering, Aug 99.
- "Solutions Looking for Problems", Automotive Mfg & Production, Gardner, Jul 99.
- "Response Ability - Business as Usual in Unusual Times", Keynote presentation for the Northwest Manufacturing Automation Expo, Portland, OR, Jun 1999.
- "Implementing Stealth Knowledge Management", Automotive Mfg & Production, Gardner, Jun 99.
- "Corporate Agility = Knowledge Management + Response Ability", Focus on Change Management, LLP Limited, London, May 1999.
- "The Avoidance of Real Knowledge Management", Automotive Mfg & Production, Gardner, May 99.
- "Managing the Knowledge Portfolio", Automotive Mfg & Production, Gardner, Apr 99.
- "Agility = Knowledge Management + Response Ability", Automotive Mfg & Production, Gardner, Mar 99.
- "Knowledge Management, Response Ability, and the Agile Enterprise", Journal of Knowledge Management, 3/99.
- "Knowledge in a Flash...Cube", Automotive Mfg & Production, Gardner, Feb 99.
- "How to Transfer Knowledge", Automotive Mfg & Production, Gardner, Jan 99.
- "Where Is Your Group Intelligence (expanded version)", Real-Time Chronicles, Paradigm Shift Press, Dec 98.
- "Where Is Your Group Intelligence", Automotive Mfg & Production, Dec 98.
- "Collaboration: Are More Heads Better", Real-Time Chronicles, Paradigm Shift Press, Nov 98.
- "Intervention: Changing a Large Culture", Real-Time Chronicles, Paradigm Shift Press, Oct 98.
- "Learning: Now More Than Ever", Automotive Mfg & Production, Gardner, Oct 98.
- "Developing Effective Vision and Mission", Automotive Mfg & Production, Gardner, Sep 98.
- "Learning: An Idea Who's Time Has Come", Real-Time Chronicles, Paradigm Shift Press, Aug 98.
- "Visions of a Learning Society", Automotive Mfg & Production, Gardner, July 98.
- "The Knowledge Worker", Automotive Mfg & Production, Gardner, June 98.
- "How to Know", Automotive Mfg & Production, Gardner, May 98.
- "Knowthing Happens Until Somebody Learns Something", Keynote presentation at Facilitating Corporate Innovation Via Knowledge Management, ICM Conferences - New York, Apr 98.
- "Designing Robust Business Practices", Automotive Mfg & Production, Gardner, Apr 98.
- "Realsearch: A Framework for Knowledge Management and Continuing Education", IEEE Aerospace Cnf, 3/98.
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