

JOHN SEELY BROWN - CURRICULUM VITAE

Summary:

John Seely Brown was the Chief Scientist of Xerox Corporation until April 2002 as well as the director of the Xerox Palo Alto Research Center (PARC) until June 2000—a position he held for fifteen years. While head of PARC, Brown expanded the role of corporate research to include such topics as organizational learning, complex adaptive systems, micro electrical mechanical system (MEMS) and NANO technology. He is currently the Independent Co-Chairman for Deloitte's Center for Edge Innovation and a visiting scholar and advisor to the Provost at the University of Southern California. His personal research interests include digital culture, ubiquitous computing, service oriented architectures, global innovation networks and learning ecologies.

John, or as he is often called—JSB— is a member of the American Academy of Arts and Sciences as well as the National Academy of Education and a Fellow of the American Association for Artificial Intelligence, the AAAS, and a Trustee of the MacArthur Foundation. He serves on numerous boards of directors (Amazon, Corning, Varian Medical Systems) and advisory boards. He has published over 100 papers and was awarded the Harvard Business Review's 1991 McKinsey Award for his article, "Research that Reinvents the Corporation" and again in 2002 for his article (with John Hagel) "Your Next IT Strategy." In 1997 he published the book *Seeing Differently: Insights on Innovation* (Harvard Business Review Books). He was an executive producer for the award winning film "Art • Lunch • Internet • Dinner," which won a bronze medal at Worldfest 1994, the Charleston International Film Festival. He received the 1998 Industrial Research Institute Medal for outstanding accomplishments in technological innovation and the 1999 Holland Award in recognition of the best paper published in Research Technology Management in 1998. He was presented with a 2002 Visionary Award by the Software Development Forum and was inducted into the Industry Hall of Fame in November 2004. With Paul Duguid he co-authored the acclaimed book *The Social Life of Information* (HBS Press, 2000) that has been translated into 10 languages with a second addition in April 2002. His latest book, *The Only Sustainable Edge: Why Business Strategy Depends on Productive Friction and Dynamic Specialization*, written with John Hagel, was published in the spring of 2005 by Harvard Business School Press.

JSB received a BA from Brown University in 1962 in mathematics and physics and a PhD from University of Michigan in 1970 in computer and communication sciences. He has received five honorary degrees including: May 2000, Brown University awarded him an honorary Doctor of Science Degree; July 2001, the London Business School conferred an Honorary Doctor of Science in Economics; May 2004, Claremont Graduate University granted him an Honorary Doctor of Humane Letters; May 2005, University of Michigan awarded him an Honorary Doctor of Science Degree, and May 2009, North Carolina State University awarded him an Honorary Doctor of Science Degree. He is an avid reader, traveler and motorcyclist. Part scientist, part artist and part strategist, JSB's views are unique and distinguished by a broad view of the human contexts in which technologies operate and a healthy skepticism about whether or not change always represents genuine progress.

Books

The Power of Pull, John Hagel III, John Seely Brown, and Lang Davison. To be published Spring 2010.

The New Culture of Learning, Douglas Thomas and John Seely Brown. To be published September 2010.

The Only Sustainable Edge – Why Business Strategy Depends on Productive Friction and Dynamic Specialization, John Hagel III and John Seely Brown, Harvard Business School Press, March 2005

Storytelling in Organizations – Why Storytelling Is Transforming 21st Century Organizations and Management, John Seely Brown, Stephen Denning, Katalina Groh and Laurence Prusak, Elsevier Butterworth-Heinemann, 2005

The Social Life of Information, John Seely Brown and Paul Duguid, Harvard Business School Press, February 2000

--Italian edition: La Vita Sociale dell'Informazione: Miti e Realtà nell'Era di Internet, with preface by Carlo Formenti, (trans. Giovanni Negro) Bologna: Segretariato Europeo per le Pubblicazioni Scientifiche (SEPS), 2001

--Brazilian edition: A Vida Social da Informação (trans. Celso Roberto Paschoa) São Paulo: Makron Books Ltda, 2001

--Dutch edition: De Waarde van Informatie, Amsterdam: Financial Times/Prentice Hall, 2000.

--Korean edition, Seoul, South Korea: Keorum Publishing, 2001

--Chinese edition (complex characters), Taiwan: Prophet Press, 2001

--Japanese edition, Tokyo: Nihon Keizai Shimbun Sha, Inc., 2001

--Turkish edition, Istanbul: BZD Yayincilik, 2001

--Spanish edition, Argentina: Pearson Educacion, 2001

--Chinese edition (simplified characters), Beijing: Commercial Press, 2002

Ergebnis Innovation: Die Welt mit anderen Augen sehen, John Seely Brown and Bolko v. Oetinger (Eds.), Munich, Germany: Carl Hanser Verlag, 1998.

Seeing Differently: Insights on Innovation, J.S. Brown (Ed.), Boston, MA: Harvard Business School Publishing, 1997.

Intelligent Tutoring Systems, D. Sleeman and J.S. Brown (Eds.), London, England: Academic Press, Ltd., 1982. (Japanese translation 1987)

Book Forewords/Introductions:

Opening Up Education: The Collective Advancement of Education Through Open Technology, Open Content, and Open Knowledge. Foreword by John Seely Brown. Edited by Toru Iiyoshi and M.s. Vijay Kumar. (Carnegie/MIT Press), 2008.

109 Ideas for Virtual Learning: How Open Content will help close the Digital Divide. Judy Breck. Foreword by John Seely Brown.

Creating a Learning Culture: Strategy, Technology, and Practice, Marcia L. Conner and James G. Clawson (editors). Introduction by John Seely Brown and Estee Solomon Gray, Cambridge University Press, April 2004

Organizations as Knowledge Systems , Haridimos Tsoukas and Nikos Mylonopoulos (eds), foreword by John Seely Brown, Palgrave, Houndmills, UK, 2003.

Web Services: A Manager's Guide, Anne Thomas Manes, foreword by John Hagel III and John Seely Brown, Addison Wesley Professional; 1st edition, June 2003.

Open Innovation, Henry Chesbrough, foreword by John Seely Brown, Harvard Business School Press, 2003.

Out of the Box: Strategies for Achieving Profits Today and Growth Tomorrow through Web Services, John Hagel III, foreword by John Seely Brown, Harvard Business School Press, 2002.

Understanding Silicon Valley : The Anatomy of an Entrepreneurial Region, Martin Kenney, ed., foreword by John Seely Brown, Stanford University Press, 2000.

Honorary Doctorates

North Carolina State University, Honorary Doctor of Science, May 9, 2009.

University of Michigan, Honorary Doctor of Science, April 30, 2005.

Claremont Graduate University, Honorary Doctor of Humane Letters, May 15, 2004.

London Business School, University of London, Honorary Doctor of Science in Economics, July 5, 2001.

Brown University, Honorary Doctor of Science, May 29, 2000.

Honors

Fellow, American Academy of Arts and Sciences – April 2009

Champion of Workplace Learning and Performance Award by ASTD (American Society for Training & Development) – April 2009

University of Michigan, College of Engineering, Alumni Society Award – October 2008

Chancellor's Distinguished Fellow, University of California, Irvine – 2006-2007

Visiting Scholar, University of Southern California – 2004, 2005, 2006, 2007, 2008

Industry Hall of Fame – Inducted November 2004

Citation of Excellence, Emerald Management Review, for authoring one of the top fifty management articles of 2003: "Local Knowledge: Innovation in the Networked Age" Management Learning, Vol. 33, No.4, 2003.

National Associate of the National Academies, 2003

Software Development Forum Visionary Award, 2002

Harvard Business Review 2001 McKinsey Award for the article "Your Next IT Strategy."

Fellow, The Batten Institute, Darden Graduate School of Business Administration, University of Virginia, 2002

Director's Award for exemplary service to the Central Intelligence Agency and the Intelligence Community as a member of the In-Q-Tel Board of Trustees from 1999 to 2001, awarded by Director of Central Intelligence, December 2001

Fellow, American Association for the Advancement of Science, 2001

Fellow, International Leadership Forum, 2001.

Senior Fellow, The Design Futures Council, December, 2000.

Brown University 100 most distinguished alumni of the 20th century.

Teleos and Work Frontiers International Ten Most Admired Knowledge Leaders, 2000.

Fellow, International Academy of Management, June 1998.

Distinguished Service Award, New School University, June 1998.

Harvard Business School Service Award, 1998.

Winner of the 1998 Industrial Research Institute Medal for outstanding accomplishments in technological innovation.

Winner of the Holland Award in recognition of the best paper published in Research Technology Management Magazine in 1998 (“Seeing Differently: A Role for Pioneering Research”).

Fellow, World Economic Forum, 1994 - 1998.

Bronze Medal: Ethnic/Cultural Film and Video Production 1994, Worldfest ‘94, The Charleston International Film Festival, for the videotape “Art * Lunch * Internet * Dinner.”

Harvard Business Review 1991 McKinsey Award for the article “Research that Reinvents the Corporation.”

Fellow, American Association for Artificial Intelligence, 1990.

Professional Experience

Independent Co-Chairman, Deloitte Center for Edge Innovation, 2006- present (part time)

Visiting Scholar and Advisor to the Provost, University of Southern California, 1996 - present

Chief Innovation Officer, 12 Entrepreneurship, Inc., 2000 – 2001 (half time)

Chief Scientist, Xerox Corporation, 2000 – 2002 (half time)

Corporate Vice President, Xerox Corporation 1990 - 2002

Chief Scientist, Xerox Corporation, 1992 – 2000

Director, Xerox Palo Alto Research Center, 1986 - 2000

Vice President, Advanced Research, Xerox Palo Alto Research Center, 1986 - 1990

I was responsible for setting the long-term research directions at PARC and for establishing a congruence between corporate strategy and research. I created a new research focus involving the structure and use of documents and redirected many of the research programs. I was engaged in the strategic repositioning of basic research within Xerox.

Associate Director, Institute for Research on Learning, 1986 -1990

I played a major role in the founding of this non-profit institute, which is intended to provide a scientific basis for addressing the problems of lifelong learning.

Director, Intelligent Systems Laboratory, Xerox Palo Alto Research Center (PARC) 1984 - 1986

I established this multidisciplinary laboratory of approximately 75 researchers in order to build robust intelligent systems informed by a serious study of both natural and artificial intelligence. I also started the AI business unit for Xerox and helped direct its software and hardware efforts. I expanded my personal research into the development of a qualitative calculus for problem solving in physics with Johan de Kleer and the development of new technologies for enhancing collaborative work with Richard Burton.

Principal Scientist, Cognitive and Instructional Sciences, Palo Alto Research Center 1978 - 1984

I founded a research group to investigate how people understand and use complex systems. In collaboration with Kurt van Lehn, I developed Repair Theory, a formal theory for prediction and explanation of bugs in children’s arithmetic. In collaboration with Johan de Kleer, I developed a computational framework for the representation of mental models, qualitative reasoning and envisioning.

Senior Scientist, Bolt Beranek and Newman 1973 - 1978

I established the ICAI Group. This group developed novel learning environments using AI techniques for hypothesis evaluation, diagnosis and question answering. With Richard Burton I designed and constructed SOPHIE, a system for teaching electronic troubleshooting, WEST, the

first computer-based coach, and BUGGY, a system for diagnosing procedural errors in elementary mathematics. Each of these systems turned on inventing efficient computational mechanisms for logical inference.

Assistant Professor, University of California, Irvine, joint appointment in the Departments of Computer Science and Psychology 1969 - 1973

I developed a graduate program that focused on AI, formal models of Computer Science, and Cognitive Science. I developed a technique for qualitatively modeling physical processes using finite state machine theory.

Board of Directors – Public Companies

Amazon.com, 2004 - present

Varian Medical Systems, 1999 - present

Corning Incorporated, 1995 – present

Board of Directors – Private Companies

CBRITE Solutions, 2005 - present

Acuitus, 2003 – present

Cassatt Corporation, 2003 – 2009

Beck Construction, 1999 – 2008

Board of Trustees - Not-for-Profit Organizations

Brown University, 2001 – 2007

The John D. and Catherine T. MacArthur Foundation, 2000 – present

In-Q-Tel, (Founding Trustee), 1999 – 2006

Founder

Institute for Research on Learning

Founding Co-Director, MEMS Industry Group

Advisory Boards – Companies

Nanostellar, Advisory Board, 2004 – present

Ambient Devices, Advisory Board, 2004 – present

Samsung Advanced Institute of Technology's Science Advisory Board (SAB), 2004 - present

Board of Directors, FX Palo Alto Laboratories, 1995- present.

E. M. Warburg Pincus & Co, Inc., Technical Advisory Board, 1989 – 2009

Advisory Boards – Institutions

Barcelona, the Government of Catalonia's Minister for Innovation, Universities and Enterprise International Advisory Panel on Research and Innovation, 2007 - 2008

Singapore Ministry of Education's International Review Panel for R&D Programme on Digital Media in Education, 2007- present

Singapore Ministry of Education's, Media Development Authority , International Advisory Panel, 2007 – present

California Institute for Telecommunications and Information Technology (Calit2)

University of California, San Diego, 2006 - present

Singapore Management University, School of Information Systems, Advisory Board, 2006- present

Singapore's Scientific Advisory Board of the National Research Foundation, 2006 - present

Humanities, Arts, Science, and Technology Advanced Collaboratory (HASTAC), Advisory Board, 2004 – present

Stanford Project on Regions of Innovation and Entrepreneurship (SPRIE), Advisory Board, 2004 - present

Brown University Advisory Council on Computing & Information Technology, 2004 – present

National Center for Atmospheric Research, Advisory Council, 2003 – present

University of California at Santa Barbara, Center for Information and Technology in Society, Advisory Board, 2003 - present

Berkeley Institute of Design, Executive Board, 2002 – present

Banco Bilbao Vizcaya Argenteria Foundation, 2001 – present

Santa Clara University, Center for Science, Technology and Society Advisory Board, 1999 - [on leave, 2001 – 2004], 2004 - present

University of California at Berkeley, Industrial Advisory Board (IAB) - Dept. of Electrical Engineering and Computer Sciences, Berkeley, CA. 1997 - present

Massachusetts Institute of Technology Corporation, Corporation Visiting Committee for Architecture and Media Arts and Sciences, Cambridge, MA. 1995 - present

Special Activities

National Academy of Engineering, Committee on Lifelong Learning Imperative, 2008 - present

Lincoln Center Institute's Imagination Awards Panel: 2007, 2008, 2009

ACM Newell Award Committee, 2000 - 2006

Judge, Merrill Lynch Forum's Innovation Grants Competition, 1998, 1999, 2000.

Judge, Harvard Business Review McKinsey Award, 1998.

Congressional Testimony, "Capitalizing on the Nation's Knowledge: Making Use of What We Know," before the Subcommittee on Science, Technology, and Space of the Committee on Commerce, Science, and Transportation, United States Senate, Washington, DC, 15 September 1989.

Congressional Testimony, "The Impact of the Information Age on the Conduct and Communications of Science," before the Committee on Science and Technology, Washington, DC, September 1985.

Member of Research Briefing Panel for White House Science Advisors on Cognitive Science and Artificial Intelligence, National Academy of Sciences, Washington, DC, June 27 - 28, 1983.

Co-chairman, Research Briefing Panel on Information Technology in PreCollege Education, National Academy of Sciences, Washington, DC, August 1984.

Guest on MacNeil-Lehrer Report: Computers in the Classroom, July 8, 1982.

Congressional Testimony, "Computers in a Learning Society," before the Committee on Science and Technology, Washington, DC, October 1977.

Editorial Boards

International Journal of Management Concepts and Philosophy
Sloan Management Review

Patents

Document Copy Authentication. USP 5,157,726. October 1992.

Digital Imaging System using two-dimensional input sensor array and output light valve. USP 5,627,662. May 1997.

Method and apparatus for supplementing significant portions of a document selected without document image decoding with retrieved information. USP 5,748,805. September 1998.

Digital Highlight Color Copier. Patents pending.

Using fontless structured document image representations to render displayed and printed documents at preferred resolutions. USP 6,011,905. January 2000.

Relabeling of tokenized symbols in fontless structured document image representations. USP 6,275,301. August 2001.

Education

B.A. (Mathematics and Physics), Brown University	1962
M.S. (Mathematics), University of Michigan	1964
Ph.D. (Computer and Communication Sciences), University of Michigan	1972

Professional Societies

American Physical Society
American Association for Artificial Intelligence
American Association for the Advancement of Science
Association for Computing Machinery
International Academy of Management
National Academy of Education

Past Board Memberships

Board of Directors, Polycom, 1999-2007
Board of Directors, Groxis, 2003 – 2004
Board of Directors, eCatalystOne, 1999 – 2003
Board of Directors, The Idea Factory, 2000 - 2001
Board of Directors, General Instrument Corporation, 1993 – 2000.
Board of Directors, Varian Associates Inc., 1998 - 1999.
Board of Directors, Xerox Imaging Systems, 1992 - 1993.
Board of Directors, Wilson Learning Corporation, 1987 - 1988.
Board of Directors, WordStar International Corporation, 1983 - 1990.
Research & Development Board Member, John Wiley & Sons, Inc., 1987 - 1988.

Past Advisory Boards

Groxis, Technical & Strategy Advisory Board, 2004 - 2008
Forstmann Little & Co., Advisory Board, 2000 - 2006
General Motors, Science Advisory Committee, 1999 – 2005
iUniverse, Advisory Board, 2001 – 2004

Savantech, Inc., 2002 – 2003
BEA Systems, Strategic Advisor, 2000 - 2002
The Tech Museum of Innovation, Board of Directors, 2000 – [on leave, 2001 – 2002]
Questia Media, Inc. Advisory Council, 2000 - 2002
CriticalPoint Software, Science Advisory Board, July 2000 – 2002
Brown University Ad-Hoc Committee on Technology & the University, 2000 – present
The National Academies, Steering Committee for Exploratory Study on the Impact of Information Technology on the Future of the Research University, 2000 - present
Coactive Networks, Advisory Board, 2000 – 2002
Media Lab Europe, Board of Advisors, Dublin, Ireland, 2001
Viant, Advisory Board, 2000 – 2001
National College of Ireland, Business Advisory Board, 2000
NetLearn, Board of Advisors, 1999 – 2000.
AT&T, Technical Advisory Board, 1999 – 2000.
Viant Corporation, Advisory Board, 1999 – 2000.
Wharton School Information Management Initiatives (IMI) Advisory Board, 1999.
GoColor.com, 1999.
University of Michigan, Corporate Advisory Committee, College of Literature, Science & the Arts, 1998 – 2000.
Kent Ridge Digital Laboratories, International Review Board, Singapore, 1998 – 2001.
Stanford Learning Laboratory Advisory Board, 1998.
InfoWorld Futures Project (IFP) Advisory Board, San Mateo, CA. 1997 - 1998.
American Association for Higher Education, 1997 – 2002.
InfoWorld Futures Project (IFP) Advisory Board, San Mateo, CA. 1997 - 1998.
Animation Science Corporation, Technology Advisory Committee, Sunnyvale, CA. 1997 - 1999.
Digital Projects Lab (DPL), MIT Press, Cambridge, MA. 1997.
University of Virginia, Department of Computer Science Advisory Committee, Charlottesville, VA. 1996 – 2002
Stanford University School of Engineering, Center for Work, Technology, and Organization, Stanford, CA. 1996 – 2000
California Citizens Commission on Higher Education, Center for Government Studies, Los Angeles, CA. 1996 - 1999.
University of Michigan, School of Information Advisory Board, Ann Arbor, MI. 1996 -
New School for Social Research, Information Technology Advisory Board, New York, NY. 1995- 2002.
Advanced Research Directions Committee, School of Computer Science, Carnegie Mellon University, Pittsburgh, PA. 1995.
Member, Executive Committee, Institute for International Studies. 1995-96.

International Advisory Committee (IAC) of the Information Technology Institute, Singapore, 1994 - 1998.

International Review Board (IRB) of the Institute of Systems Science, Singapore, 1994 - 1998.

University of Michigan, President's Advisory Group, Ann Arbor, MI, 1993 –

Editorial Advisory Committee, Harvard Business School Publishing Corporation, Boston, MA, 1993 -1996.

Computer Science Visiting Committee, University of California Irvine, Irvine, CA, 1993 - 1995.

Maxis Advisory Board, Orinda, CA, 1993 - 1995.

Information Design Association, New York, NY.

Advisory Committee to the Council on Competitiveness, Washington, DC.

Carnegie Mellon University Computer Science Advisory Board, Carnegie Mellon University, Pittsburgh, PA.

Advisory Committee Center for Advanced Medical Informatics, Stanford University, Palo Alto, CA, 1992 - 1995.

Advisory Board, Computer-Supported Cooperative Work (CSCW), An International Journal, Dordrecht, Netherlands.

Stanford University Computer Science Department Visiting Committee, Stanford, CA 1991 - 1994.

National Advisory Board, Center for Research on the Context of Secondary School Teaching, Stanford University, Stanford, CA, 1989 - 1993.

Institute for Research on Learning, Advisory Council, Menlo Park, CA, 1988 – 2000.

Advisory Board, Center on Technology in Education, Bank Street College, New York, NY, 1988 - 1993.

Computer Science and Telecommunications Board, National Research Council Commission on Physical Sciences, Mathematics, and Resources, Washington, DC, 1988 - 1991.

Advisory Board, Institute for the Mind of the Child, The National Learning Center, Washington, DC.

Advisory Board, Institute for Learning Technologies, Teachers College, Columbia University, New York, NY.

Editorial Advisory Board, AI Expert, CL Publications, San Francisco, CA.

Advisory Board, San Francisco World Center, San Francisco, CA, 1987 - 1988.

Editorial Advisory Board, Technology and Learning Newsletter, Lawrence Erlbaum Associates, Inc. Publishers, Hillsdale, NJ, 1986 - 1990.

Xerox Experts Program, Xerox Corporate Headquarters, Stamford, CT, 1986 - 1987.

National Advisory Committee, Division of Electrical Engineering and Computer Science, University of Michigan, Ann Arbor, MI, 1985 - 1990.

Executive Council, American Association for Artificial Intelligence (AAAI), Menlo Park, CA 1985 - 1990.

Presidential Advisory Committee on Computers in Education, Brown University, Providence, RI, 1984 – 1987

Past Editorial Boards

Forbes ASAP

Reflections: The Journal of the Society for Organizational Learning

Learning in Doing series, J.S. Brown (Founding Ed.) and R. Pea (Ed.), Cambridge University Press, Cambridge, U.K.

Artificial Intelligence

Human-Computer Interaction

Journal of Educational Computing Research

Computational Models of Cognition and Perception

Cognitive Psychology

Journal of Children's Mathematical Behavior

Cognitive Science

Cognition and Instruction

International Journal of Man-Machine Studies

Papers, Articles, Chapters, Proceedings (inverse chronological order)

The Next Wave of Open Innovation, John Seely Brown and John Hagel, Businessweek, 8 April 2009.

Peer-to-Patent: A System for Increasing Transparency, John Seely Brown and John Hagel, Businessweek, 18 March 2009.

How World of Warcraft Promotes Innovation, John Seely Brown and John Hagel, Businessweek, 14 January 2009.

Why Virtual Worlds Can Matter, John Seely Brown and Douglas Thomas, International Journal of Media and Learning, Vol. 1, January 2009.

The Power of Dispositions, Douglas Thomas and John Seely Brown, ACM Ubiquity, Vol. 9, issue 43, December 2008.

Creation Nets: Harnessing the Potential of Open Innovation, John Hagel III and John Seely Brown, Journal of Service Science, Volume 1, Number 2 (2008)

Harrah's New Twist on Prediction Markets, John Seely Brown and John Hagel, Businessweek, 22 December 2008.

Innovation for Hard Times, John Seely Brown and John Hagel, Businessweek, 21 November 2008

How to Connect Technology and Passion in the Service of Learning, John Seely Brown, The Chronicle of Higher Education, 17 October 2008.

Shaping Strategy in a World of Constant Disruption, John Seely Brown, John Hagel III, and Lang Davison, Harvard Business Review, October 2008.

From Push to Pull: Emerging Models For Mobilizing Resources, John Hagel III and John Seely Brown, Journal of Social Service, Volume 1, number 1 (2008).

How SAP Seeds Innovation, John Seely Brown and John Hagel, Businessweek, 23 July 2008.

Web Services 2.0 Report, Deloitte & Touche LLC., John Seely Brown and John Hagel III, May 2008.

Changing the World From the Edge, John Seely Brown and John Hagel, Businessweek, May 30, 2008.

- Web Services 2.0: Policy-driven Service Oriented Architectures. Web Services 2.0, May 2008.
- Institutional Innovations, John Seely Brown and John Hagel, Businessweek, 7 May 2008.
- Life on the Edge: Learning from Facebook, John Seely Brown and John Hagel, Businessweek, 2 April 2008.
- Are Gamers Born or Made?, John Seely Brown and Douglas Thomas, Conversation Starter, Harvard Business School Press.com, 5 March 2008.
- The Gamer Disposition, Special Breakthrough Ideas For 2008, Harvard Business Review, February 2008.
- Learning from Taro's Nano, John Seely Brown and John Hagel, Businessweek, 27 February 2008.
- Minds on Fire, John Seely Brown and Richard P. Adler, Educause Review, January/February 2008.
- From Transactional Markets to Relational Networks: Amplifying the Innovation Potential of High-Tech Regions, SPRIE, January 2008.
- Phoning from the Edge, John Seely Brown and John Hagel, Businessweek, 9 January 2008.
- Embrace the Edge – or Perish, John Seely Brown and John Hagel, Businessweek, 28 November 2007.
- Keep It Simple, John Seely Brown, Receiver Magazine #18, June 2007.
- A Short History of Learning, John Seely Brown and Estee Solomon Gray, Learning & Performance: An Anthology, 2007, edited by Prem Kumar, National Leadership Institute, Singapore and Phil Ramsey, Massey University, New Zealand.
- The Play of Imagination: Extending the Literary Mind, John Seely Brown and Douglas Thomas, Games and Culture, 2007 2: 149-172
- From Transactional Markets to Relational Markets: Amplifying the Innovation Potential of High Tech Regions, John Seely Brown and John Hagel III, High Tech Regions 2.0: Sustainability & Reinvention, SPRIE, November 2006
- Creation Nets: Getting the Most From Open Innovation, John Seely Brown and John Hagel III, The McKinsey Quarterly, number 2, 2006.
- MBAs be warned: The Gamers Are Learning More Than You Realize, John Seely Brown and Douglas Thomas, Wired Magazine, April 2006.
- How Much Knowledge Should a Business Give Away, John Seely Brown and John Hagel III, European Business Forum, Issue 24, Spring 2006
- New Learning Environments for the 21st Century: Exploring the Edge, John Seely Brown, Change Magazine, July 2006
- MBAs be warned: The Gamers Are Learning More Than You Realize, John Seely Brown and Douglas Thomas, Wired Magazine, April 2006.
- How Much Knowledge Should a Business Give Away, John Seely Brown and John Hagel III, European Business Forum, Issue 24, Spring 2006.
- Funding Invention vs. Managing Innovation, John Seely Brown and John Hagel III, Businessweek, February 16, 2006.

Connecting Globalization & Innovation: Some Contrarian Perspectives, John Seely Brown and John Hagel III, Annual Meeting of the World Economic Forum, January 25-30, 2006.

Reformulating the Firm, John Hagel and John Seely Brown, The Corporate Dealmaker, September/October, 2005.

The Joy of Flex, John Seely Brown and John Hagel III, CIO Magazine, September 2005.

Business Life Summer School Day Seven: The benefits of a long distance relationship, John Hagel and John Seely Brown, The Financial Times, August 9, 2005.

Silicon Valley's Risky Complacency, John Seely Brown and John Hagel III, Businessweek, July 28, 2005.

From Push to Pull – the Next Frontier, John Seely Brown and John Hagel III, The McKinsey Quarterly, 2005 Number 3.

Intelligence: We've Lost Our Edge, John Seely Brown and Jeffrey R. Cooper, The Washington Post, May 10, 2005.

The Shifting Industrial Landscape, John Seely Brown and John Hagel III, Optimize Magazine, April 1, 2005.

Productive Friction: How Difficult Business Partnerships Can Accelerate Innovation John Hagel III and John Seely Brown, Harvard Business Review, February 2005, pp. 82-91.

Innovation blowback: Disruptive management practices from Asia, John Seely Brown and John Hagel III, The McKinsey Quarterly, 2005 Number 1, pp. 35-45.

Ecological Computing, Feng Zhao and John Seely Brown, in *Environmentalism & The Technologies of Tomorrow*, edited by Robert Olson and David Rejeski, Island Press, 2005, pp 53-60.

The Innovation/Productivity Quotient, John Hagel III and John Seely Brown, Optimize Magazine, February 2004, pp. 46-52.

The Agile Dance of Architectures - Reframing IT Enabled Business Opportunities, John Hagel III and John Seely Brown, SAP Design Guild, Edition on Composite Applications (2003).

From Tightly Bound to Loosely Coupled, John Hagel III and John Seely Brown, Software Development, September 2003, Vol. 11, No. 9; pp 39-47.

Flexible IT, better strategy, John Seely Brown and John Hagel III, The McKinsey Quarterly, 2003 Number 4, pp. 51-59.

Research That Reinvents the Corporation, John Seely Brown, Harvard Business Review on The Innovative Enterprise, 2003 Harvard Business School Publishing Corporation, pp. 129-154.

Service Grids: The Missing Layer in Web Services, John Hagel and John Seely Brown. Release 1.0. EDventure Holdings, Inc., New York, NY, December 23, 2002, volume 20, no. 11, pp. 1-32.

Local Knowledge: Innovation in the Networked Age, John Seely Brown and Paul Duguid, Management Learning, Vol. 33 (4); pp. 427-437. Sage Publications, 2002.

Learning in the Digital Age, John Seely Brown, in *The Internet & the University: Forum 2001* edited by Maureen Devlin, Richard Larson and Joel Meyerson, pp. 65-91. Published as a joint project of the Forum for the Future of Higher Education and EDUCAUSE, 2002.

The Social Life of Learning: How can Continuing Education be Reconfigured in the Future, John Seely Brown, Continuing Higher Education Review, Vol. 66, 2002; pp. 50-69.

Research That Reinvents the Corporation, John Seely Brown, Harvard Business Review Special Issue, The Innovative Enterprise, August 2002, pp. 105-114.

Learning in the Digital Age, John Seely Brown, Forum Futures 2002, pp. 20-23.

Loosening Up: How Process Networks Unlock the Power of Specialization, John Seely Brown, Scott Durchslag and John Hagel III, McKinsey Quarterly, May 31, 2002, pp. 59-69.

Convergence and co-evolution, John Seely Brown, European Business Forum, Spring 2002, p.14.

Go Slowly with Web Services, John Hagel, John Seely Brown and Dennis Layton-Rodin, CIO, February 15, 2002, pp. 36-40.

Bridging Epistemologies: the Generative Dance between Organizational Knowledge and Organizational Knowing, S.D.N. Cook and J.S. Brown, in *Managing Knowledge*, edited by Stephen Little, Paul Quintas and Tim Ray, pp.68-101. Sage Publications, 2002.

Organizing Knowledge, John Seely Brown and Paul Duguid, in *Managing Knowledge*, edited by Stephen Little, Paul Quintas and Tim Ray, pp.19-40. Sage Publications, 2002.

Cut Loose From Old Business Processes, John Hagel III and John Seely Brown, Optimize, December 2001, pp. 42-51.

Don't Count Society Out, John Seely Brown and Paul Duguid, in *The Invisible Future*, edited by Peter J. Denning, pp. 117-144. McGraw-Hill, October 2001.

Your Next IT Strategy, John Hagel III and John Seely Brown, Harvard Business Review, October 2001, pp. 105-113.

Creativity Versus Structure: A Useful Tension, John Seely Brown and Paul Duguid, MIT Sloan Management Review, Vol. 42, No., 4, Summer 2001, pp. 93-94.

Estrutura e Espontaneidade: Conhecimento e Organização, trans A. Brandão. In M.T. Fleury & M. Oliveira, eds, *Gestão, Estratégica do Conhecimento: Integrando Aprendizagem, Conhecimento e Competências*, São Paulo, Brazil: Editora Atlas SA, 2001.

Knowledge and Organization: A Social-Practice Perspective, John Seely Brown and Paul Duguid, Organization Science, Vol. 12, No. 2, March-April 2001, pp. 198-213.

Don't Count Society Out – A Response to Bill Joy, John Seely Brown and Paul Duguid, in *Societal Implications of Nanoscience and Nanotechnology – NSET Workshop Report*, edited by Mihail C. Roco and William Sims Bainbridge, 30-36. National Science Foundation, March 2001.

Structure and Spontaneity: Knowledge and Organization, John Seely Brown and Paul Duguid, in *Managing Industrial Knowledge*, edited by Ikujiro Nonaka and David Teece, 44-67. Sage Publications, 2001.

A Response to Bill Joy and the Doom-and-Gloom Technofuturists, *AAAS Science and Technology Policy Yearbook 2001*, edited by Albert H. Teich, Stephen D. Nelson, Celia McEnaney and Stephen J. Lita, American Association for the Advancement of Science, 2001.

Where Have All the Computers Gone?, MIT Technology Review, John Seely Brown, January/February 2001, pp 86-87.

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“Important Distinctions for a Theory of the Understanding of Causal Mechanisms” *Mental Models Workshop*, University of California, San Diego, CA, October 1980.

“Commentary on Mental Models of How Complex Computer Systems Work” *Conference on Computer Literacy*, Reston, VA, December 1980.

“Understanding Mechanistic Systems, or How to Construct Mental Models of a System that are Runnable in the Mind’s Eye” *AAAS Conference*, Toronto, Canada, January 1981.

“Instructional Designs for the Late 80’s” *SALT Conference*, Orlando, Florida, February 1981.

“The Role of Tacit Knowledge and Environments in Everyday Problem-Solving” *SRCD-The Social Context of Everyday Cognitive Skills*, Laguna Beach, CA, March 1981.

“Mathematical Cognition—Process Models of Mathematical Behavior” and “The Role of Cognitive Science in Designing ‘Friendly’ Computer Systems” *Cognitive Science Workshop*, Universitat Stuttgart, West Germany, March - April 1981.

“Recent Advances in ICAI” *NCC*, Chicago, Illinois, May 1981.

“Can Process Models be Principled? An Example from a Generative Theory of ‘Mind Bugs’” *Cognitive Science Seminar*, Universities of Chicago and Michigan, May 1981.

“Can Process Models be Principled? An Example from a Generative Theory of ‘Mind Bugs’” *Psychology Department Colloquium*, Stanford University, CA, May 1981.

“Mental Models of Physical Phenomena” Panel Discussion, *The Third Annual Conference of the Cognitive Science Society*, University of California, Berkeley, CA, August 1981.

“Electronic Messages: The Subtleties of Utilization” *Conference Board Conference: The New Communications Environment Issues and Directions for Top Management*, New York, NY, December 1981.

“The Cognitive Science Approach to Knowledge Acquisition and Use” *Sloan Foundation-NIE-NSF Conference: The Brain, Cognition and Education*, Arlington, VA, March 1982.

“The Electronic Teacher, Analyst, Coach and Consultant of the Future” *The Future of Electronic Learning Conference*, Teachers College, Columbia University, New York, NY, April 1982.

“Future Trends in the Use of Computers in the Classroom” *University of Delaware CIRCLE Conference: Computer-Based Education Research: Past, Present, and Future*, Wilmington, DE, June 1982.

“Causal and Constraint Type Rationalizations/Explanations” *USC/ISI Workshop on Automated Explanation Production*, Idyllwild, CA, June 1982.

“Computer Based Coaching: Diagnosing the Strengths and Weaknesses of Students” *BOCES Southern Westchester (Board of Cooperative Educational Services) “What’s Basic to Learning” Computers & Cognition Seminar*, Scarsdale, NY, August 1982.

“Demonstration of Intelligent Tutoring Systems” *DOE Conference: Research on Computers in Education*, Newark, DE, November 1982.

“Empowering Environments for Electronic Learning, or Why is a Computer Medium Better than Paper and Crayons, or Is It?” *Occasional Colloquium on Computers, Cognition and Education*, Stanford, CA, March 1983.

“Process Versus Product - A Perspective on Tools for Communal and Informal Electronic Learning” *WNET Conference: Education in the Electronic Age*, New York, NY, March 1983.

“The Pragmatics of AI Methodology - Where the High Road Meets the Low Road” *MIT Artificial Intelligence Laboratory and Industrial Liaison Program Colloquium: The Reality of Artificial Intelligence*, Cambridge, MA, March 1983.

“When User Hits Machine” *MIT Laboratory for Computer Science Distinguished Lecture Series*, Cambridge, MA, April 1983.

“Metacognitive Learning in Algebra or Toward an Electronic Notebook for Algebra Homework” *Computers and Mathematics Learning Symposium*, AERA. Montreal, Quebec, April 1983.

“Critical Issues Underlying Exploratory Environments in Electronic Learning” *School of Education at Lincoln Center, Fordham University Conference: The Role of Computers in Education in the Next Decade*, New York, NY, April 1983.

“How Intelligent Systems Help us to Help Ourselves” *Woodrow Wilson International Center for Scholars and White House Science Advisors Workshop on Intelligent Systems: Possibilities and Implications*, Washington, D.C., April 1983.

“Discovery Learning” *Western Psychological Association Symposium: Current Trends and New Directions*, San Francisco, CA, April 1983.

“How Computers Can Help People Help Themselves or How to Learn More From Doing Homework” *Sesame Colloquium*, University of California, Berkeley, CA, October 1983.

“Learning-by-Doing Revisited for Electronic Learning Environments” *New York State Association for Educational Data Systems*, Albany, NY, November 1983.

“A Computational Framework For A Qualitative Physics” *Stanford Computer Science Colloquium*, Stanford University, Stanford, CA, November 1983.

“When User Hits Machine -- or when Artificial Ignorance is Better than Artificial Intelligence” *CHI '83 Conference*, Human Factors in Computing Systems, Boston, MA, December 1983.

“New Technologies and New Instructional Delivery Capabilities” *Excellence in Our Schools: Making It Happen, A National Forum on Educational Reform*, The Far West Laboratory, San Francisco, March 1984.

“Futuristic Aids for Authoring and Thinking” *Claremont Reading Conference*, Claremont Graduate School, Claremont, CA, March 1984.

“Use of Sensing and Thinking Machines in Education” *Science Council of Canada/The Canadian Institute for Advanced Research Conference on Machines that Think, Sense and Act and their Applications*, Ottawa, Ontario, March 1984.

“Using Artificial Intelligence to Teach Meaningful Procedural Skills for Complex System Maintenance” *AERA, 1984 Annual Meeting*, New Orleans, April 1984.

“Electronic Learning Environments for Helping Students Help Themselves: Novel Ways to Use Cognitive Technologies in Learning” *AERA, 1984 Annual Meeting*, New Orleans, April 1984.

“Qualitative Reasoning and Causal Arguments in Physics” *Sixth Annual Conference of the Cognitive Science Society*, Boulder, CO, June 1984.

“Piaget Revisited - Tools for Thinking About Thinking” *Harvard Conference on Thinking*, Cambridge, MA, August 1984.

“A Perspective on Computational Tools for Informal Learning: Tools for Helping Us Help Ourselves” *Fall 1984 Meeting of the National Academy of Education*, Oakland, CA, October 1984.

“From Physical Ergonomics to Cognitive and Social Ergonomics and then Beyond: Where Computational Artifact Becomes Cultural Artifact” *Japan-USA Joint Symposium on Information, Computers and Design*, Osaka, Japan, October 1984.

“A Qualitative Physics” *Institute of Electronics and Communication Engineers of Japan*, Tokyo, Japan, November 1984.

“Tools to Enhance Collaboration” *CHI '85 Conference*, Human Factors in Computing Systems, San Francisco, CA, April 1985.

“Qualitative Differential Equations and Qualitative Reasoning” Bell Communications Research, Morristown, NJ, May 1985.

“When User Hits Machine - An AI View” Bell Laboratories, Murray Hill, NJ, May 1985.

“A Theoretical Framework for Student Modeling” *Symposium on Learning Issues for Intelligent Tutoring Systems*, Tubingen, West Germany, June 1985.

“How Intelligent Systems Can Help Us Help Others” *CAPRI '85*, CRAI, University of Rome, Italy, June 1985.

“Semantic Transparency of Procedures” *LRDC Institute on Cognition*, Pittsburgh, PA, July 15-19, 1985.

“The Impact of the Information Age on the Conduct and Communication of Science” Congressional Testimony before the Committee on Science and Technology, Washington, D. C. , September 1985.

“Learning to Learn: computers and human learning” *Miller Committee Lecture Series*, University of Illinois, Champaign, IL, 10 April 1986.

“Idea Amplifiers: tools that help us think and learn” University of Colorado, Boulder, CO, 28 April 1986.

“Learning Environments that Can Help Us Help Ourselves” *World Congress on Education*, Vancouver, BC, 25 May 1986.

Panel discussant, Conference on Technology and Teacher Education, Monterey, CA, August 5-8, 1986.

“AI and Education” Panel discussion at *AAAI-86 Conference*, Philadelphia, PA, 13 August 1986.

“AI Interfaces” Panel discussion at *AAAI-86 Conference*, Philadelphia, PA, 15 August 1986.

“Representation and Use of Mental Models” Panel discussion at *Cognitive Science Society Conference*, Amherst, MA, 17 August, 1986.

“Future of Artificial Intelligence in Training” *New Technologies in Training Third International Conference and Exhibition*, London, United Kingdom, 02 November 1986.

“Idea Amplifiers: tools for enhancing learning, thinking, and collaboration” George Mason University, Fairfax, VA, 05 November 1986.

“AI and the Information Society: challenges for future corporate America and academia” Colgate University, Hamilton, NY, 07 November 1986.

“A Personal Perspective on Collaborative Tools” Keynote closing address at *CSCW Conference*, Austin, TX, 05 December 1986.

“Learning in the Information Age (The Hourglass Phenomenon)” Keynote address to *California Library Association for Systems and Services {CLASS} Conference*, San Francisco, CA, 26 February 1987.

“A Glimpse of the Future” *CIA Seminar on the Information Industry Environment of the 1990's*, CIA Headquarters, Washington, DC, 24 March 1987.

“When Structures Collide: Mind and Design” *The Twelfth Annual Design Management Conference*, Meeting the Challenges of Managing Design Technology, Edgartown, Martha's Vineyard, MA, 23 September 1987.

“Collaborative Systems: empowering the knowledge worker” Session 3: The Changing Role of Information in the Office, *IEEE 1987 Annual Briefing for the Media*, New York, NY, 28 October 1987.

“New Theories of Epistemologies and Learning” *Toward a Scientific Practice of Science Education Conference* sponsored by UC Berkeley, Institute for Research on Learning and National Science Foundation, Berkeley and Palo Alto, California, 15 January 1988.

“The Challenge: capitalizing on the accelerated pace of change” *The Washington Technology Center Board of Directors' Retreat*, University of Washington, Blaine, WA, 25 April 1988.

“Collaborative Tools as Productivity Enhancers” *Seybold Executive Forum*, Cambridge, MA, 29 April 1988.

“Learning, Neural Nets, and Philosophy” MBA students in Business 467---Management Applications of Artificial Intelligence, Stanford University, Stanford, CA, 02 May 1988.

“Computer-supported Cooperative Work: breakthroughs for user acceptance” Panelist, *Conference on Human Factors in Computing Systems {CHI '88}*, Washington, DC, 17 May 1988.

“(Re-) Kindling a Passion For Learning” *Software, Imagination, Education Conference*, Tufts University, Medford, MA, 01 June 1988.

“Steps Toward a New Epistemology for Situated Learning” *Intelligent Tutoring Systems Conference*, Montreal, Canada, 03 June 1988.

Symposium on Human Resources, Organizations, and Workplace Technologies, National Academy of Engineering, National Research Council Commission on Behavioral & Social Sciences & Education, Woods Hole, MA, 06 June 1988.

“Experience in Building an Expert System Architecture” *Expert System Implementation Group Workshop IV* by Decision Support Technology, Cambridge, MA, 14 June 1988.

“Learning in the Post-industrial Age” *Gottlieb Duttweiler Institute Technology Assessment and Management International Conference*, Zurich, Switzerland, 18 November 1988.

“Reflecting on Making Corporations Reflective—OR—Technology Meets Epistemology” *1989 Stanford Center for Organizations Research Conference*, Stanford University, Stanford, CA, 13 January 1989.

“Intelligent Learning Environments” DARPA, Washington, DC, 01 February 1989.

“The Future of Documents---Their Structure, Their Use: How active documents enhance collaborative work” *New York State University Library Symposium*, Albany, NY, 09 March 1989.

“Redesigning Technologies and Organizations for Adaptability” Discussion Leader, *Symposium on Designing for Technological Change: people in the process*, National Academy of Engineering, National Research Council Commission on Behavioral & Social Sciences & Education, Irvine, CA, 14 March 1989.

“A Vision for the 1990s” Esther Dyson’s *Personal Computer Forum*, Palm Springs, California, 22 March 1989.

“Situated Cognition---A View of Learning” Keynote Address, *Annual American Education Research Association Conference*, San Francisco, California, 29 March 1989.

“Rethinking: Thinking, Learning, and Working in Educational Research; in Corporate America” Invited Address, Management Training Institute, Fairfield University, Fairfield, Connecticut, 24 May 1989.

“Can R&D Creativity be Managed? --- a view from the ‘real’ world” Invited Address, Academy of Management, Washington, District of Columbia, 14 August 1989.

“Capitalizing on the Nation’s Knowledge: Making Use of What We Know” Congressional Testimony before the Subcommittee on Science, Technology and Space of the Committee on Commerce, Science and Transportation, United States Senate, Washington, District of Columbia, 15 September 1989.

“Strategic Trends for the 90s” Opening Session, *Seybold Computer Publishing Conference and Exposition*, Moscone Center, San Francisco, California, 20 September 1989.

“Strategic Trends in Systems for the 90s: a view from PARC” Opening Session, *Xerox EDGE Conference*, Sheraton Resort, Tucson, Arizona, 09 October 1989.

“Conceptual Change and Organizational Learning” *Strategies for Innovation Conference*, Strategic Management Society, St. Francis Hotel, San Francisco, California, 12 October 1989.

“Situated Learning --- toward a new epistemology for learning” *Smithsonian Resident Associate Program*, Smithsonian Institute, Washington, District of Columbia, 23 October 1989.

“Situated Learning --- Toward a New Epistemology for Learning” *31st International ADCIS Conference*, Crystal City, Virginia, 15 November 1989.

“High-tech Teaching/Learning, What is it? What does it offer for the workplace?” British-North American Committee, Four Seasons Hotel, Montreal, Ontario, 02 December 1989.

“An Epistemological Perspective On Organizational Learning” Harvard Business School, Boston, Massachusetts, 13 December 1989.

“Architecting Mind” *Xerox Librarians’ Conference*, Asilomar, California, 24 January 1990.

“New Approaches to Strategic Design for the 90s” *Design for Europe Conference*, London, England, 15 February 1990.

“Enacting Design for the Workplace” *Technology and the Future of Work Conference*, Stanford University, Stanford, California, 28 - 30 March 1990.

“Organizational and Individual Learning in High-Performance Work Systems—A Technological Perspective” *Conference of Organizational Systems Designers*, Washington, D.C., June 21-22, 1990.

“Seeing and Tapping the Invisible” Diebold Group Executive Briefing, New York, New York, 15 October 1990.

“Strategies for Innovation” Hewlett Packard, Palo Alto, California, 08 January 1991.

“Getting Even Closer to the Customer” Harvard Business Review Senior Executive Dialogue, San Francisco, California, 24 January 1991.

“Strategic Trends for Innovation in the 90’s” *Association for Information and Image Management (AIIM) Conference*, Phoenix, Arizona, 01 March 1991.

“Individual and Organizational Learning - Innovating - Working: New Roles of Information Technology for the ’90’s” Theseus Institute, Sophia Antipolis, France, 14 June 1991.

“Applications Frontier: Leveraging the Creative Spirit” *Gigabit Networks Symposium*, Washington D. C., 16 July 1991.

“When Change is Constant Maybe We Need to Change our Own Eyeglasses - or Making Visible The Invisible” *Managing Large-Scale Organization Change Workshop*, The Human Resource Planning Society, Orlando, Florida, 20 August 1991.

“Potential For Learning: Tapping the Individual and Social Mind” *Building The Information Marketplace Symposium*, Massachusetts Institute of Technology, Boston, Massachusetts, 11 October 1991.

“Making Visible the Invisible” John Seely Brown and Susan Haviland, Theseus Institute, Sophia Antipolis, France, 28 November 1991.

“A Glimpse of the Past/Present/Future—The Document” Presentation to the Gartner Group, Phoenix, Arizona, 18 November 1991.

“Rethinking the Border in Product Design...” *Cooper-Hewitt Design Symposium*, New York, New York, 19 January 1992.

“When Change is Constant” *Organizational Behavior Conference*, Brigham Young University, Salt Lake City, Utah, 05 March 1992.

“Rethinking the Role of Research” Varian Associates, Palo Alto, California, 16 March 1992.

“The Power of Architecture” *Society for Industrial and Organizational Psychology, Inc. Conference*, Montreal, Quebec, 01 May 1992.

“Designing for Leveraging the Social Mind” *CHI '92 Conference*, Monterey, California, 07 May 1992.

“How and Where Does (Corporate) Research Create Value, or Why Research Needs to Reinvent Itself” *Research conference: Comparative strategies for innovation and change in the U.S. and Japan*, sponsored by the International Business Education and Research Program, University of Southern California, Los Angeles, California, 10 May 1992

“When Change is Constant: Maybe We Need to Change Our Own Eyeglasses” *Ontario Workshop*, University of Western Ontario, Toronto, Canada, 22 June 1992.

“The Evolving Role of Research: Age of Discoveries” *Seville Expo '92*, Seville, Spain, 26 June 1992.

“Making Information Technology Pay Off; or: Looking Beyond The Technology Itself” *TSAB Executive Board Meeting*, Los Angeles, California, 20 July 1992.

“Using and Feeling It (Tomorrow)” *Aspen Institute Conference*, Aspen, Colorado, 07 August 1992.

“Expanding and Changing the Role of Corporate Research: Surviving Without Selling Out” *AT&T Directors and Executive Directors Meeting*, Princeton, New Jersey, 18 Sept 1992.

“Evolving Role of Research: Listening / Learning Through Partnerships” *Blue Cross / Blue Shield Conference*, Dallas, Texas, 28 Sept 1992.

“Rethinking Higher Education” *Educom Conference*, Baltimore Conference Center, Baltimore, Maryland, 31 Oct 1992.

“Transforming Research From Invention to Innovation: Creating a Culture of Innovation” *Entrepreneurial Technology Transfer*, Baltimore, Maryland, 03 Dec 1992.

“Managing Change in Complex Organizations” *IAEPD Conference on Managing Change in Complex Organizations*, Sonoma Mission Inn, Sonoma, California, 07 Dec 1992.

“With Mips Galore, Where’s the Productivity?” *Hawaiian International Conference on System Sciences*, Maui Intercontinental, Maui, Hawaii, 07 Jan 1993.

“Computing and the Knowledge Economy: Enacting the Future” *Bernard Oliver Symposium on the Future* (HP Labs Anniversary) Hewlett Packard, Palo Alto, California, 15 Jan, 1993.

“Computing and the Knowledge Economy: Leveraging the Social with the Technical” University of Michigan, Ann Arbor, Michigan, 22 Jan 1993.

“Seeing Things Differently” *The Planning Forum*, Steinberg Conference Center, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania, 18 Feb 1993.

“Re-Enacting Xerox: Changing Our Culture and the Way We Work and Learn or When Soft is Hard” *Planning Forum*, Chicago, Illinois, 26 Apr 1993.

“Creating Value in the Knowledge Economy: Blurring the Boundaries of Computing, Communicating, and Learning” *Informatics Symposium*, Stanford, California, 29 Apr 1993.

“Application of Quality Initiatives at PARC” *NSF Directors Quality Day* at Xerox Headquarters, Stamford, Connecticut, 24 May 1993.

“Ubiquitous Computing: Blending Computers into the Workscape” *Zilog OPS Review*, Palo Alto, California, 12 Jun 1993.

“The Future of Documents, Documenting, Authoring Publishing and Learning in the Digital Age” *American Association of University Presses annual meeting*, Snowbird, Utah, 27 Jun 1993.

- “Rethinking the Workplace: The Reflective Organization” *Business Week Conference - Rethinking the Computer* New York, New York, 28 Jun 1993.
- “The New Productivity Through the Document and the Knowledge Medium” *Fuji Xerox Document Design (TOP) Forum*, Tokyo, Japan, 05 Jul 1993.
- “Computing and the Knowledge Economy: Where Computational, Social & Cognitive Science Meet” *ITI Symposium*, Singapore, 07 Jul 1993.
- “Industrial Research in the Age of Corporate Renewal” Computer Research Association, Snowbird, Utah, 13 Jul 1993.
- “New Technologies and Work Ways” Infomart, Dallas, Texas 06 Oct 1993.
- “Computing and the Knowledge Economy: Rethinking the Workplace and the Creation of Value” *Canadian Conference on Auditing & Computer Technology*, Toronto, Ontario, Canada, 19 Oct 1993.
- “Seeing Differently” Theseus, Sophia Antopolis, France, 09 Nov 1993.
- “Idea Sparkers—for Leveraging the Edge of Chaos” *Santa Fe Institute Conference*, Santa Fe, New Mexico, 03 Dec 1993.
- “Some Research Directions for Xerox—The Document Company” Library of Congress, Washington, DC, 15 Dec 1993.
- “Grey Matter and Greenbacks: What Are The Implications Of Our Information Economy?” Presented with Arno Penzias; Paul Romer, moderator. *Session on Information Economy*; World Economic Forum, Davos, Switzerland, 28 Jan 1994.
- “The Reorganization of Work And Structural Unemployment: A Problem And A Possible Solution” Presented with Yves Rene Nanot, Fritz Scharpf; Charles Sabel, moderator. *Session on Work Reorganization*; World Economic Forum, Davos, Switzerland, 29 Jan 1994.
- “How To See, Communicate, Connect and Innovate In The New Knowledge Economy” *Dinner roundtable on the Knowledge Economy*; World Economic Forum, Davos, Switzerland, 30 Jan 1994.
- “Redefining The Basic Assumptions of Economics: The Case of High-Technology / Knowledge-Based Products” Presented with Brian Arthur; Stephane Garelli, moderator. *Session on High-Tech Economics*; World Economic Forum, Davos, Switzerland, 31 Jan 1994.
- What Is The Optimal Engine For Research: Industries, Governments or Universities?” *Dinner roundtable* with David Baltimore, Jerry Green, George Metakides; Ian Harvey moderator on Research; World Economic Forum, Davos, Switzerland, 31 Jan 1994.
- “Technologies For the 90’s” *Mt. Jade Conference*, Santa Clara, California, 12 Feb 1994.
- “Reflections on Today and Tomorrow” *Warburg Pincus Open Systems Software and Services Conference*, New York City, New York, 01 Mar 1994.
- “Changing the Game of Corporate Research: Learning to Thrive in the Fog of Reality” *Technological Oversights and Foresights Conference*, New York University, New York City, New York, 11 Mar 1994.
- “Learning, Organizational Learning, Social Computing, MUD’s...” *PC Forum*, Phoenix, Arizona 23 Mar 1994.
- “Keeping it Simple By Tapping Invisible Resources” *Stanford Design EXPERIENCE*, Stanford University, Palo Alto, California, 26 Mar 1994.

“Redesigning Corporate Culture and Responding to Customer Culture” *Cooper-Hewitt Museum Lecture Series*, New York, New York, 18 Apr 1994.

“Interoperability from a Standards Perspective” *Computer and Business Equipment Manufacturing Association Board of Directors Meeting*, Washington, DC, 02 May 1994.

“Research Strategies for the 90’s” *IBM Business Lecture Series*, Yorktown Heights, NY, 04 May 1994.

“Inventing the Organizations of the 21st Century” *Massachusetts Institute of Technology Symposium*, Cambridge, MA, 17 May 1994.

“Themes for the 21st Century: Some Idea Sparkers and Perspectives” *American Society for Information Science*, Portland, OR, 23 May 1994.

“A Transformational Journey in a Knowledge Intensive Organization” *The International Society For the Psychoanalytic Study of Organizations*, Chicago, IL, 03 June 1994.

“Rethinking Organizational Learning” *Top Management Forum*, London, England, 15 June 1994.

“Art * Lunch * Internet * Dinner” (video) *The Third Annual Aspen Institute Round Table on Information Technology: “Designing Digital Driveways: Connecting to the Information Highway” Aspen Institute Roundtable on Information Technologies*, Aspen, CO, 18 Aug 1994.

“Towards Informed Participation” *Stanford Faculty Seminar*, Stanford, CA, 13 October 1994.

“The Future of Computing and the New Medium” *Goldstar*, Seoul, Korea, 21 October 1994.

“The Future of Computing and the Computer Industry” *The Future of the Computer Industry Conference*, Kyoto, Japan, October 22-24, 1994.

“The Future of Computing & the New Medium” *Stanford Business School Alumni Association*, Stanford, CA, 20 December 1994.

“Keeping It Simple: Designing to Honor the Social Mind” *TED 6 Conference*, Monterey, CA, 25 February 1994.

“Toward a New View of Organizations” *Duke University Research Seminar*, Raleigh, SC, 13 March 1995.

“Supporting the Modern Knowledge Corporation—Walking, Learning, and Living in Cyberspace” *Fuqua School of Business*, Durham, SC, 13 March 1995.

“Honoring the Emergent in Architecting the Workplace & Organizations” *Center for Organizational Intelligence Conference on Complexity & Strategy: The Intelligent Organization*, San Francisco, CA, 30 March 1995.

Assessing Corporate Research: Restructuring at Xerox, John Seely Brown, Talk given at the National Research Council Workshop on Assessing Corporate Research Restructuring, Washington, DC; April 10, 1995.

“Can Organizations Afford Knowing: Supporting Communities of Practice in Cyberspace” *Academy of Management*, Vancouver B.C.; 07 August 95.

“From Coping to Capitalizing: On the Accelerating Pace of Change: Thriving in the Knowledge Economy” *Megatrends Workshop - SNI*, North Hampton, England, 03 September 1995.

“Impact of Technology on Consumers” *Insurance Industry Roundtable*, St. Helena, CA, 08 September 1995.

“Frameworks for Growth - Information Management or The Internet Age & Organizational Opportunities” *Johnson & Johnson Executive Committee Meeting*, New York, NY, 10 October 1995.

“PARC - From Atoms to Culture” *Sloan Business School*, Palo Alto, CA, 17 October 1995.

“Keeping it Simple by Letting the Physical/Social World do Some of the Work” *Program in Science, Technology & Society*, Stanford University, Stanford, CA, 09 November 1995.

“Can Corporate Research Survive?” *NIST*, Washington, D.C., 01 December 1995.

“PARC - From Atoms to Culture” *Latin Americas General Managers & Customers*, Xerox, Stamford, CT, 24 January 1996.

“The Lean, Virtual Learning Organization or A Proposal for a Viable Workplace” *World Economic Forum*, Davos, Switzerland, February 1-6, 1996.

“Real Virtual Communities” *World Economic Forum*, Davos, Switzerland, February 1-6, 1996.

“Complexity, Chaos & Co-Evolution” *World Economic Forum*, Davos, Switzerland, February 1-6, 1996.

“Complexity, Chaos & Co-Evolution” *MIT Lecture* (via PicTel from Palo Alto, CA), 28 February 1996.

“The Key to the 21st Century --- Judo (Physical, Social, Organizational)” *SNI Change Agents*, Palo Alto, CA, 24 March 1996.

“The Future of Work, The Office, The Document” *Security Analyst Meeting*, San Francisco, CA, 08 May 1996.

“Creating Value on the Edge” *Wharton School - University of Pennsylvania*, Pittsburgh, PA, 14 May 1996.

“Documents & Document Services - a rapidly evolving field” *Federal Information Technology Executives Symposium*, Washington, DC, 29 May 1996.

“Documents & the Evolving Workscape” *Stanford Professional Publishing Course*, Stanford University, Stanford, CA, 15 July 1996.

“The People are the Company” *Safelite Insurance Roundtable*, Napa, California, 05 September 1996.

“Expanding Design For Cyberspace” *Leveraging Cyberspace Conference*, Palo Alto, California, October 8-9, 1996.

“Rethinking Learning in the Internet Age” *Association of California School Administrators*, San Francisco, California, 25 October 1996.

“Thriving in the Digital Economy or Capitalizing on the Accelerating Pace of Change (through learning, unlearning & innovation)” *CSC/Index Conference: Venturing in the Digital Marketplace*, Irving, Texas, 30 October, 1996.

“Rethinking Corporate Research” *Presented to Office of the Air Force*, Xerox Corporation, Palo Alto, California, 16 January 1997.

“Complex Adaptive Systems & Co-Evolution” *World Economic Forum*, Davos, Switzerland, 30 January - 04 February 1997.

“Business Success in the Network Society” *World Economic Forum*, Davos, Switzerland, 30 January - 04 February 1997.

“Rethinking Learning in the Network Society” *World Economic Forum*, Davos, Switzerland, 30 January - 04 February 1997.

“The Spirit” *TED Conference*, Monterey, California, 20 February 1997.

“Innovation and the Social Mind: Using the Web as a Medium for Learning and Innovation” *Complexity and Technology Conference*, London, UK, 10 March 1997.

“Fitting Technology to Our Lives” *On The Edge Conference*, San Francisco, CA, 12 April 1997.

“Keys to the 21st Century: Seeing Differently & Organizational JUDO” *SNI Change Agents*, San Francisco, CA, 13 April 1997.

“The Document in the Digital Age” *NSA*, Baltimore, MD, 23 April 1997.

“Fitting Technology to Our Lives” *Stanford Humanities Workshop*, Stanford, CA, 28 April 1997.

“The Evolving Digital Document Culture” *Stanford Humanities Workshop*, Stanford, CA, 28 April 1997.

“Soul of the Document” *DocuWorld*, San Francisco, CA 13-14 May 1997.

“The Information Technology Revolution and the Business Opportunities it Enables” Langkawi, Malaysia, May 26-28, 1997.

“Physical Meets Virtual – The evolving form of documents in the digital age” *Newspaper Association of America*, San Francisco, CA, 19 July 1997.

“From the Fog of Reality to the Path of Dependency of Knowledge” *Path Creation and Dependence Workshop*, Copenhagen, Denmark, August 19-22, 1997.

“Knowledge and the Firm” *UC Berkeley Forum on Knowledge and the Firm*, Haas School of Business, Berkeley, CA, 29 September 1997.

“Seeing Differently – Insights on Radical Innovation” *Industrial Research Institute*, Cleveland, OH, 14 October 1997.

“The Soul of the Document” *DocuWorld*, Long Beach, CA 16 October 1997.

“Toward a Calm Technology” *Disney Animation*, Burbank, CA 17 October 1997.

“The Future of Technology and Work – Toward Calm Technology” *Xerox Women’s Conference*, Los Angeles, CA, 18 October 1997.

“A Learning Architecture” *Prudential Asia*, Denpasar, Bali, November 22-25, 1997.

“Living on the Edge of Chaos by Continual Enactment or Revisiting Amazon.com” *Prudential Asia*, Denpasar, Bali, November 22-25, 1997.

“A Strategic Positioning (Phase II?)” *Prudential Asia*, Denpasar, Bali, November 22-25, 1997.

“Organizing Knowledge – Some Epistemological Wandering” *WTO Colloquium*, Stanford University, Stanford, CA 10 December 1997.

“Knowledge Continuum – Some Epistemological Wandering” *Organizational Science Winter Conference*, Keystone, CO, 02 January 1998.

“Pioneering the New Frontiers” *STEP*, Palo Alto, CA (PARC), 22 January 1998.

“A Complexity Perspective on Business,” *World Economic Forum*, Davos, Switzerland, 28 Jan – 03 Feb 1998.

“Technology & Learning in the 21st Century,” *Arizona State University*, Phoenix, AZ, 11 March 1998.

- “Unfreezing the Corporate Mind ” *Fast Company Real Time*, Monterey, CA, 15 June 1998.
- “Seeing Differently: Creating Wealth Through Transformative Technologies” *Kent Ridge Digital Laboratories – IT Market Day*, Singapore, 7 July 1998.
- “A Glimpse of the Future” *Corning Management Meeting*, Corning, NY, 29 July 1998.
- “Fluid Boundaries: Documents in the Age of Knowledge” *Seybold Web Publishing Conference 98*, San Francisco, CA, 31 August 1998.
- “Fitting Technology To Our Lives” *Social Dimensions of Technology Forum*, Berkeley, CA, 11 September 1998.
- “Seeing Differently: Creating Wealth Through Transformative Technologies” *Stanford Computer Industry Project Annual Forum*, Stanford University, CA, 16 September 1998.
- “The Future of Knowledge Management: Creativity, Entrepreneurship & the New Economy” *Berkeley Knowledge Forum*, University of California, Berkeley, 29 September 1998.
- “Leveraging the Web For Creating Learning Ecologies” *International Conference on Computing in Education*, Beijing, China, 15 October 1998.
- “Knowledge Sharing – A Strategic Lever” *Xerox (China) Limited*, Beijing, China, 16 October 1998.
- “A Glimpse of the Future” *YPO Southern Are Conference*, St. Helena, CA, 24 October 1998.
- “Knowledge Sharing” *Xerox CIO as Strategist Meeting*, New York City, NY, 30 October 1998.
- “Palm Computing to Calm Computing” *Red Herring NDA Conference '98*, La Jolla, CA, 2 November 1998.
- “Fumbling the Future – Not” *Comdex 1998*, Keynote with Rick Thoman and John O’Hurley, Las Vegas, NV, 18 November 1998.
- “The Internet, A Transformative Technology” *BBV – Bilbao*, Madrid, Spain, 7 December 1998.
- “Calm Computing: A Challenge for the 21st Century” *HICSS '99*, Maui, HI, 7 January 1999.
- “Seeing Differently: Insights on Radical Innovation” *Enterprise Ireland-Stanford Faculty Club*, Stanford, CA, 11 January 1999.
- “Capitalizing on Transformative Technologies That Change How We Work, Live and Learn” *Concours Group*, Dallas, TX, 13 January 1999.
- “Knowledge Sharing & Learning” *1999 Conference on Knowledge Management and Organizational Learning*, San Francisco, CA, 8 March 1999.
- “Learning, Working & Playing in the Digital Age – Creating Learning Ecologies” *AAHE 1999 National Conference on Higher Education*, Washington, DC, 23 March 1999.
- “Seeing Differently – Insights on Radical Innovation” *University of Virginia*, Charlottesville, VA, 29 March 1999.
- “Organizational Innovation” *Concours Group*, Cambridge, MA, 30 March 1999.
- “To Dream the Invisible Dream – New Challenges in Human Computer Interactions” *Stanford Faculty Club*, Stanford, CA, 21 April 1999.
- “Technology Innovation Meets Business Innovation” *Industrial Research Institute Medalist Address*, Williamsburg, VA 26 May 1999.
- “Building an Organizational Momentum for Knowledge: The Xerox Knowledge Initiative” *Xerox Helsinki Sales Force*, Helsinki, Finland, June 1999.

- “Knowledge Sharing and Learning” *Summer Business Meeting*, Helsinki, Finland, June 1999.
- “Seeing Differently: Strategic Shifts & Challenges in the Digital Age” *Top Management Forum*, Monte Carlo, Monaco, 15 June 1999.
- “E-Government – Opportunities and Challenges” *E-Gov Conference '99*, DC, 30 June 1999.
- “Complexity Meets Innovation” *The Academy of Management Annual Meeting Chicago '99*, Chicago, IL, August 1999.
- “Innovation Ecologies” *The Academy of Management Annual Meeting Chicago '99*, Chicago, IL, August 1999.
- “Life’s Journey Through a Pluralistic World” *The Academy of Management Annual Meeting Chicago '99*, Chicago, IL, August 1999.
- “Mapping Out the Territory: Strategic Shifts Impacting Call Centers” *Concours Group*, Dallas, TX, 1 October 1999.
- “Knowledge Dynamics & Innovation” *Industrial Research Institute*, San Antonio, TX, 11 October 1999.
- “Working & Learning in the Digital Age, Innovation Thru Knowledge Ecologies” *HRPS Forum*, Scottsdale, AZ, 20 October 1999.
- “Technology Innovation Meets Business Innovation” *Stanford University*, Palo Alto, CA, 27 October 1999.
- “E-Commerce Meets Calm Computing” *E-Commerce Conference*, San Diego, CA, 1 November 1999.
- “Living & Learning in the Digital Age: Opportunities and Challenges” *The John D. and Catherine T. MacArthur Foundation*, Chicago, IL, 2 December 1999.
- “Working & Learning in the Digital Age” *Convergence: A Question of Discipline*, Virginia Technical College Conference, Roanoke, VA, 10 December 1999.
- “Seeing Differently: Strategic Shifts and Challenges in the Digital Age” *LG Group*, Palo Alto, CA, 29 February 2000.
- “Learning and Working in the Digital Age” *American Association of School Administrators Annual Conference*, San Francisco, CA, 3 March 2000.
- “Learning and Working in the Digital Age: Creating Learning Ecologies” *The Carnegie Foundation for the Advancement of Teaching*, Palo Alto, CA, 9 March, 2000.
- “Living, Working and Learning in the Digital Age - Can the World Really be Changing that Much?” *Prudential Asia*, Atlanta, GA, 14 March 2000.
- “Living, Working and Learning in the Digital Age - Can the World Really be Changing that Much?” *Zurich Leader Forum*, St. Moritz, Switzerland, 24 March 2000.
- “Rand D in the Digital Age -- Where Knowledge, Innovation and Chaos Meet” *Industrial Research Institute*, Palo Alto, CA, 4 April 2000.
- “Living, Working and Learning in the Digital Age - Can the World Really be Changing that Much?” *University of Minnesota Institute of Technology, Science and Technology Banquet*, Minneapolis, MN, 11 April 2000.

“Looking Around: A 'Social Life' Critique” with Paul Duguid, *Santa Clara University*, Santa Clara, CA, 9 May 2000

“Learning in the Digital Age: A Look to the Future” *Future of Education Conference*, Northwestern University, Evanston, IL, 25 May 2000

“New Learning About Learning in the Digital Age” *Brown University Commencement*, Providence, RI, 27 May 2000.

“Surviving in the E-Age” *Financial Executives Institute*, Stanford University, Palo Alto, CA, 7 June 2000.

“The Reality of Technology: The Internet and Beyond” *The Conference Board Strategic Enterprise Conference*, New York City, 22 June 2000.

“What's Ahead in the Era: Deconstructing the Corporate Landscape” *Prudential Corporation Asia Conference*, Bangkok, Thailand, 13 July 2000.

“Publishing in the 21st Century - Evocative Documents” *Seybold Conference*, San Francisco, CA, 30 August 2000.

“When Atoms, Bits and Photons Converge - Craft, Art and Judo in the E-Age” *Credit Suisse First Boston Thought Leader Forum*, Santa Fe, NM, 14 September 2000

“Evocative Spaces and Objects: Knowledge Affordances” *Institute for Knowledge Management Forum*, Santa Fe, NM, 25 October 2000.

“Leveraging the Social Life of Information in the E-Age” *Real Estate Connect*, Santa Clara, CA, 27 October 2000.

“Surviving in the E-Age – or Maybe Even Thriving” *Viant Roundtable*, Boston, MA, 8 November 2000.

“The New E-Culture” *Comdex* keynote panel, Las Vegas, NV, 13 October 2000.

“Leveraging the Social Life of Information in the E-Age” *Corporate Design Foundation Conference*, Washington, DC, 14 October 2000.

“Leveraging the Social Life of Information in the E-Age” *American Society for Information Science and Technology Annual Conference*, Chicago, IL, 15 November 2000.

“Leveraging the Social Life of Information in the E-Age” *Architects Technology Summit*, San Diego, CA, 12 December 2000.

“Thriving in the E-Age: Knowledge Dynamics of a Region (SV)” *Wharton Fellows Silicon Valley Week*, Palo Alto, CA, 8 January 2001

“Game Changers – Technological Trends and Their Consequences” *TPG Gathering*, San Francisco, CA, 17 January 2001.

“The New Transforming Society – Technology Trends, Social Possibilities” *Boston Consulting Group*, Carefree, AZ, 18 January 2001.

“Leveraging the Social Life of Information in the E-Age” *Urban Land Institute*, Maui, 20 January 2001.

“Leveraging the Social Life of Information in the E-Age” *The Ruling Companies*, Milan, Italy, 31 January 2001.

“Leveraging the Social Life of Information in the E-Age” *Child Health Corporation of America*, Menlo Park, CA, 13 February 2001.

"Balancing Act - How to Capture and Leverage Knowledge Without Killing it" *Enterprise Intelligence World Summit*, Orlando, FL, 21 February 2001

“Game Changers -- Technological Trends and Their Consequences” *Lilly Group*, Palo Alto, CA, 26 February 2001

“Growing Up Digital – Learning in the Digital Age” *University of Arkansas*, Little Rock, AR, 2 March 2001

“In A Rapidly Changing World, Is Outsourcing the Answer: Yes and No” *CFO Conference*, Chicago, IL, 6 March 2001

“The Real Beginning of the E-Age - The New New Economy” *IDC Directions 2001*, San Francisco, CA, 7 March 2001

“Game Changers – Technology and the Digital Culture” *Nokia Futures Workshop*, San Francisco, CA 8 March 2001

“Thriving in the Digital Age – The Real Beginning of the New Economy” *Concours Group*, Pebble Beach, CA, 21 March 2001

“Thriving in the E-Age – The Beginning of the New New Economy” *Zurich Leaders Forum*, Zurich, Switzerland, 24 March 2001

“New Drivers of Business Innovation - The Beginning of (Real) New Economy” *IT Concours Group - CIO Summit*, La Quinta, CA, 4 April 2001

“Knowledge Flow, Innovation & Deep Craft - A Recombinant View of Practice” *Leatherbee Lecture - Harvard University*, Boston, MA, 19 April 2001

“How to Capture Knowledge Without Killing It” *Story Telling as a Knowledge Medium*, *Smithsonian Institution*, Washington, D.C., 21 April 2001

“Balancing Act - How to Capture Knowledge without Killing It” *UC Irvine MBA Class* – 7 May 2001

“Rethinking Innovation – From Technology to Kids That Grow Up Digital” *Nokia Executive Development Program*, Menlo Park, CA, 8 May, 2001

“Beyond Dot.Bombs – the Digital Age Has Just Begun” *Warburg Pincus IT Conference 2001*, New York, NY, 16 May 2001

“The Next Economy - Technological & Scientific Game Changes” *Forbes CEO Forum*, Scottsdale, AZ , 15 June 2001

“The Social Life of Information – The Changing Role of Libraries in the Digital Age” *American Libraries Association 2001 Conference*, San Francisco, CA, 16 June 2001

“The Social Life of Information – Learning in the Digital Age” *Graduate Management Admissions Council*, San Diego, CA, 22 June 2001

- “Innovation, Knowledge and The Social Life of Information” *London Business School Lecture*, London, England, 4 July 2001
- “Rethinking the Digital Age – The Accelerating Pace of Change” *Social Science Research Council Summer Institute*, Berkeley, CA, 16 July 2001
- “The Social Life of Information in the Digital Age” *Information Technology Association of Canada*, Toronto, Ontario, Canada, 25 July 2001
- “Rethinking Innovation – and why it is so damn hard even in Silicon Valley” *CSC Consulting*, Pebble Beach, CA, 30 July 2001
- “The Global Knowledge Wave” *Catching the Knowledge Wave Conference*, Auckland, New Zealand, 1 August 2001
- “Creativity Session” *Catching the Knowledge Wave Conference*, Auckland, New Zealand, 2 August, 2001
- “Catching the Knowledge Wave: How to Make New Mistakes” *Catching the Knowledge Wave Conference*, Auckland, New Zealand, 3 August 2001
- “The Social Life of Information – Learning in the Digital Age” *Auckland University*, Auckland, New Zealand, 8 August 2001
- “The Changing Corporate Landscape in the Digital Age” *CXO Media CIO 100 Annual Symposium*, San Diego, CA, 14 August 2001
- “Innovation and Working Differently in the Digital Age” *Walker Interactive Systems Annual Users’ Conference*, San Francisco, CA, 13 August 2001
- “Sharing Knowledge Across the Organization: Knowledge Dynamics and the Emerging Corporate Landscape for the E-Age” *CSC Forum - Kiawah Island, SC*, 20 August 2001
- “Balancing Act - How to Capture & Leverage Knowledge Without Killing It” *Rand Corporation Forum*, Santa Monica, CA, 30 August 2001
- “The Changing Corporate Landscape in the Digital Age” *Technologic Partners Internet Outlook*, San Francisco, CA, 11 September 2001
- “The Social Life of Information – Learning in the Digital Age” *Aspen Forum 2001, Forum for the Future of Higher Education*, Aspen, CO, 25 September 2001
- “Accelerating Innovation for the Fast Paced Digital Age” *Expo Management 2001*, Buenos Aires, Argentina, 5 October 2001
- “The Social Life of Information – Learning in the Digital Age” *Woodside Village Church*, Woodside, CA, 17 October 2001
- “Workscapes of the Future” *International Development Research Council Texas World Congress*, Dallas, TX, 24 October 2001
- “Fostering Radical Innovation” *Concours Group*, Phoenix, AZ, 30 October 2001
- “The Social Life of Information -Learning in the Digital Age” *Educause 2001*, Indianapolis, IN, 31 October 2001

- “Where is the Internet Going and What is Going to Happen next?” *Viant Breakfast*, Los Angeles, CA, 28 November 2001
- “New Drivers of Business Innovation” *Concours Group*, London, England, 3 December 2001
- “Realism Meets Optimism - Walking the Fine Line” *Corning Senior Management Meeting*, Corning, NY, 30 January 2001
- “The Changing Corporate Landscape in the Age of Web Services” *Concours Group’s “technology perspective” teleconference on the topic of Web Services*, 1 February 2002
- “Radical Innovation and the Changing Corporate Landscape in the Age of Web Services” *Concours Group CIO Summit 2002* - Pebble Beach, CA, 20 March 2002
- “An Epistemological Perspective on Organizations and Innovation – How Can Organizations Afford Knowing (Some Beliefs)” *Third European Conference on Organizational Knowledge, Learning and Capabilities* – Athens, Greece, 6 April 2002
- “Seeing Differently – A Critical Skill for Tomorrow’s CTOs” *InfoWorld CTO Forum* – San Francisco, CA, 8 April 2002
- “Seeing Differently – A Critical Skill for Today’s Entrepreneur” *Three Rivers Venture Fair* – Pittsburgh, PA, 10 April 2002
- “Seeing Differently - A Critical Skill for Tomorrow's CIOs” *Concours Group - The Innovators' Advantage* – Pebble Beach, CA – 17 April 2002
- “The Social Life of Information – Learning in the Digital Age” *University Continuing Education Association 2002 Annual Conference*, Toronto, Canada, 19 April 2002
- “Learning to Learn and Unlearn in the Age of Discontinuity” *Harvard Business School Adult Learning Workshop*, Boston, MA, 29 April 2002
- “Seeing Differently – Steps Toward Radical Innovation in the Digital Age” *Concours Group*, St. Andrews, Scotland, 14 May 2002
- “The Social Life of Information in the Digital Age: Acting as One – the Penultimate Convergence” *Bell Canada Enterprises*, Toronto, Canada, 6 June 2002
- “Your Next IT Strategy – Keeping it Simple and Incremental” *Quest, J.D. Edwards Users CIO Forum/Focus 2002*, Denver, CO, 10 June 2002
- “The Social Life of Innovation in the Digital Age – Content Begets Content” *Rüschlikon Conference on Information Law and Policy*, Zurich, Switzerland, 13 July 2002
- “The Social Life of Innovation in the Digital Age” *Swiss Re Management Event*, Zurich, Switzerland, 15 July 2002
- “The Human Side of Knowledge Management – Learning & Knowledge Sharing in the Digital Age” *VNU Business Media On-Line Learning 2002*, Anaheim, CA,- 24 September 2002
- “Merging Atoms and Bits to Help Us All Be Less Disabled” *Coleman Institute of Cognitive Disabilities*, Boulder, CO, 26 September 26, 2002

- “Digital Documents for the Digital Age – Where Business Meets Technology” *Fuji Xerox DocuWorld*, Tokyo, Japan, 31 October, 2002
- “Your Next IT Strategy - Simple, Incremental, Hetro & Integrated” *WebMethods Integration World 2002*, San Francisco, CA, 6 November 2002
- “The Social Life of Learning in the Digital Age - New Perspectives, New Methods” *National College of Ireland*, Dublin, Ireland, 18 November 2002
- “Digital Documents for the Digital Age – Where Business Meets Technology” *FX PAL*, Palo Alto, CA, 23 January 2003
- “The Social Life of Information – Learning in the Digital Age” *Pepperdine University*, Los Angeles, CA, 7 February 2003
- “Sustaining Knowledge Ecologies in the Digital Age of Change, Change, Change” *Institute for International Research Braintrust 2003*, San Francisco, CA, 10 February 2003
- “Rethinking Learning in the Digital Age of Change, Change, Change” *European eLearning Conference*, Edinburgh, Scotland, 11 February 2003
- “Digital Drivers – Digital Laws, Web Services and Digital Culture” *Its-Asia 2003*, Singapore, 27 February 2003
- “The Spirit of Innovation: Fusing Art, Science and Business For an Innovative Ecology” *MITA (Ministry of Information, Communications and the Arts) and Partners Event*, Singapore, 28 February 2003
- “Digital Drivers – Digital Laws, Web Services and the Need for Agility” *The Research Board*, San Francisco, CA, 10 March 2003
- “The Social Life of Information – Learning in the Digital Age” *Technology in Education (TechEd) 2003*, Ontario, CA, 26 March 2003
- “The Social Life of Information in the Digital Age and Kids that Group up Digital” *New Media Conference*, Berkeley, CA, 28 March 2003
- “Minding and Mining the Periphery” *Wharton Peripheral Vision Workshop*, Philadelphia, PA, 1 May 2003
- “Rethinking Learning and Innovation in the Digital Age of Change, Change, Change” *The Concours Group CLO Summit - Austin, TX*, 5 May 2003
- “Rethinking Learning, Innovation and Culture and Kids in the Digital Age of Change, Change, Change” *The Concours Group - Pebble Beach, CA*, 20 May 2003
- “The Social Life of Knowing – Creating a Context for Continuous Learning in the Knowledge Economy” *Italian Association of Personnel Directors – Rome, Italy*, 27 June 2003
- “Minding and Mining the Periphery” *Woodside Institute Thought Leaders Conclave - Half Moon Bay, CA*, 7 August 2003
- “The Social Life of Information in the Digital Age – Living on the Edge” *Naval Postgraduate School – Monterey, CA*, 19 August 2003

- “Creating a Learning Culture in (and for) the Digital Age” *Galway-Mayo Institute of Technology*, Galway, Ireland, 28 August 2003
- “IT Matters Now More than Ever” *The Research Board* - Chicago, IL, 23 September 2003
- “Learning in the Digital World - Creating a Learning Ecology” *Ministry of Education* – Singapore, 29 September 2003
- The Social Life of Knowing - Creating a Context for Continuous Learning and Innovating in the Knowledge Economy” *Human Resources Institute* – Singapore, 29 September 2003
- “Extreme Adaptability” *iX2003* – Singapore, 30 September 2003
- “When Innovation Reigns Supreme” *TI Contact 2003* - Quebec City, Quebec, 9 October 2003
- “Radical Adaptability” *Concours Group* – Austin, TX, 20 October 2003
- “Survival - Minding and Mining the Periphery” *In-Q-Tel CEO Summit* - Palo Alto, CA, 5 November 2003
- “Idea Sparkers” *USC Cinema Retreat* – Los Angeles, CA, 8 November 2003
- “IT Meets Radical Adaptability” *Concours Group* - Las Vegas, NV, 10 November 2003
- “Innovation, IT and the Future of Work” *Information Work Productivity Council* – New York, NY, 2 February 2004
- “Survival - Minding and Mining the Periphery in the Digital Age” *Nokia Innovent Day* Helsinki, 6 February 2004
- “Social Life of Knowing – creating a context for continuous learning and innovating in the knowledge economy” *Bentley College* – Waltham, MA, 13 February 2004
- “Calm Computing: A Challenge for the 21st Century” *Art Center College of Design, Design Dialogues Graduate Seminar* – Pasadena, CA, 23 February 2004
- "Learning in the Digital World - Creating A Learning Ecology" *American Association for Higher Education* - San Diego, CA, 1 April 2004
- “Learning in the Digital Age – Creating A Learning Ecology” *Annenberg Symposium Communications Exhibition* – Los Angeles, CA, 5 April 2004
- “Survival: Minding and Mining the Periphery” *Storage Networking World Conference* – Phoenix, AZ, 7 April 2004
- “Growing up Digital - Learning and Working in the Digital Age” *Human Resources Planning Society* - Phoenix, AZ, 26 April 2004
- “The Problem of Tunnel Vision” *Conference on Information, Silence and Sanctuary*, University of Washington, - Seattle, WA, 10 May 2004
- “Reflections on Industrial Research” *Brown University CS Summit*, Providence, RI, 24 May 2004

- “The Innovation Challenge in Today's Modern Digital World” *IIR/PDMA Front-End Conference* - Boston, MA, 26 May 2004
- “Learning in the Digital Age (21st Century)” *State Higher Education Executive Officers (SHEEO)* – Portland, OR, 24 July 2004
- “The Innovation Challenge in Today’s Modern Digital World” *Hewlett Packard Knowledge Seminar Forum* – Palo Alto, CA, 18 August 2004
- “Making Sense of Tomorrow (and maybe even of today)” *Wilson Sonsini Goodrich & Rosati Retreat* – Pebble Beach, CA - 11 September 2004
- “Understanding the Digital Networked Generation/Cultures” *Concours Group* - Kiawah Island, SC, 12 October 2004
- “The Real Digital Divide - What Dinosaurs Don't Get” *Public Lecture* – Ithaca, NY 19 October 2004
- “The Social Life of Collaboration” *Wainhouse Research CSP Summit* – Chicago, IL, 21 October 2004
- “The Knowledge Management Dilemma - Do We Confuse Knowledge with Knowing?” *KM Europe* - Amsterdam, Netherlands, 10 November 2004
- “Innovative IT and the Next Generation of Digital Life” *Samsung Advanced Institute of Technology* –Seoul, Korea, 22 November 2004
- “Ubiquitous Computing, or When Computers Finally Disappear” *Samsung Advanced Institute of Technology Emerging Technology Seminar* – Seoul, Korea, 23 November 2004.
- “The Changing Landscape of Higher Education: IT Infrastructures and Beyond” *Sedona Open Source Conference* – Scottsdale, AZ, 02 December 2004.
- “Rethinking the Landscape: Push -- > Pull” *Knowledge Networks Seminar*, Stanford University, Stanford, CA, 14 January 2005.
- “Learning in the Digital Age (21st Century) - Catalyzing Creativity by Artful Making & by Honoring the Vernacular of Today's Students” *San Diego State University Information, Communication and Technology Program* – 18 January 2005.
- “Disruptive ‘Institutional’ Innovations (one take on R&D in Asia)” *Stanford Project on Regions of Innovation and Entrepreneurship (SPRIE) Workshop*, Stanford University, Stanford, CA, 10 February 2005.
- “The Digital Generation - What We Need to Know about How They Learn” *EduCATE 2005* – Emory University, Atlanta, GA – 22 February 2005.
- “IT & Engaging Learning Environments for the 21st Century” *EduCATE 2005* – Emory University, Atlanta, GA – 23 February 2005.
- “Does IT Still Matter?” *Singapore Management University Lecture* – Singapore – 07 March 2005.
- “The Global View of Infocomm in 2015” *Infocomm Development Authority (IDA) Technology Roadmap Symposium* – Singapore – 08 March 2005.

"Ubiquitous Computing and Beyond -- an emerging new common sense model? (cm)" – *Rob Kling Workshop on Social Informatics* – University of California, Irvine, CA – 11 March 2005.

"Friction Can Be Good" with John Hagel – *PC Forum* – Scottsdale, AZ, 22 March 2005.

"Learning & Schooling in the Digital Age: Can Accreditation Help Foster Change?" – *Western Association of Schools & Colleges* – San Diego, CA, 13 April 2005.

"The Changing Landscape of Innovation & the Expanding Role of the Engineer" – *Inaugural Harry Cook Seminar* – University of Illinois – Champaign, IL, 25 April 2005

"The Digital Generation – How they work, learn, play and create" – *Human Resources Leadership Forum* – Burlington, MA, 29 April 2005.

Commencement speech, University of Michigan, Ann Arbor, 30 April 2005.

"Mind Bugs, or Why 'Seeing' is so Damn Difficult" – *Proctor & Gamble* – Cincinnati, OH, 11 May 2005.

"The Innovation Challenge in Today's Rapidly Changing World" – *Alegent Health*, Stanford, California 18 May 2005.

"Rethinking Learning in the 21st Century" – *AMTEC 2005*, University of Calgary, Calgary, Alberta 25 May 2005.

"Innovation Ecologies in Asia – long tails, swarms, path dependencies – the Only Sustainable Edge" – *Supernova*, San Francisco, CA 22 June 2005.

"Extending the Reach of Games" – *Games, Learning & Society Conference*, Monona Terrace, Madison, Wisconsin 23 June 2005.

"Learning in the Digital Age (21st Century), Catalyzing Creativity by artful making, gaming and storytelling – all forms of informal learning" – *Carnegie Foundation*, Stanford, CA 29 June 2005.

"New Learning Environments for the 21st Century" – *Oklahoma State System of Higher Education, Learning Spaces Workshop*, Oklahoma City, OK 8 July 2005.

"The Innovation Challenge in Today's Rapidly Changing World: Edge Thinking" – *Agere Systems, Global Leadership Development*, Allentown, PA 21 July 2005.

"Understanding the Networked Age: Attending to the Edge" – *IT/HR Concours Group*, Kiawah Island, SC 27 July 2005.

"Learning in the Digital Age (21st Century) – Letting the Edge Transform the Core" – *Chartering 2.0: Designing The Future of Charter Schooling, Charter School Leadership Council*, Mackinac Island, Michigan 8 August 2005.

“New Learning Environments for the 21st Century: Exploring the Edge” – *University of Colorado at Boulder, Teaching with Technology Conference*, Boulder, Colorado
10 August 2005.

“Global Learning and a Common Sense Model for the Digital Age” – *Aspen Symposium*, Aspen, Colorado 26 September 2005.

“Digital Culture and Learning in the Digital Age” – *2005 Open Education Conference*, Salt Lake City, Utah, 29 September 2005.

“The Innovation Challenge in Today’s Rapidly Changing World” – *Alegent Health*, Stanford, California 12 October 2005.

“Accelerating Innovation through Knowledge Mangement” – *Knowledge Management Asia 2005* Suntec Convention Center, Singapore, 25 October 2005.

“How to grow and innovate in the digital age: Why is Information Technology more significant than what it seems“ SIMO 2005: World of Learning Conference, Madrid, Spain, 16 November 2005.

“The Innovation Challenge in Today’s Rapidly Changing World: The Competency Trap Reigns Supreme” - Cisco Development Leadership Summit, Monterey, California, 31 January 2006

“From Push to Pull: Higher Education in the Digital Age” - *The Ohio Digital Commons for Education (ODCE) 2006 Conference - The Convergence of Libraries, Learning and Technology*, Columbus, Ohio, 6 March 2006.

“Growing Up Digital or Learning and Leading in the 21st Century” – Temple University. 4 April 2006.

“Integration from The Far Side” - *Arthur Page Society Spring Seminar*, New York, New York, 6 April 2006.

“Accelerating Innovation Through Knowledge Management and Networks of Practice” – *APQC Knowledge Management Conference*, Las Vegas, Nevada, 5 May 2006.

“High Tech, Soft Touch: Creating Synergy Between People, Documents and Tools” – *AIIM Expo 2006*, Philadelphia, Pennsylvania, 18 May 2006.

“High Tech, Soft Touch: Creating Synergy Between People and Technology” – *World Bank Globalization Conference 2006*, Washington DC, 25 May 2006.

“Accelerating Learning Through Learning Communities” – *Singapore Teacher’s Conference*, Singapore, 31 May 2006.

“Leading Innovation in Today’s Rapidly Changing World: The Leader as Scientist, Artist and Strategist” – *IBM and the Academy of Principals*, Singapore, 1 June 2006.

“Innovative Learning in the Network Age: Exploring the Edge” – *IBM Education Day*, Singapore, 1 June 2006.

“The Increasing Need for Critical, Creative Thinking: Challenging Deeply Held Assumptions In Today’s Rapidly Evolving World” – *College 5 Procter & Gamble*, Cincinnati, Ohio, 14 June 2006.

“Globalization, Collaboration and Innovation in the Networked World: Enabling the Global Mind” – *Collaborative Technologies Conference*, Boston, Massachusetts, 20 June 2006.

“Creating A Culture Of Learning Through Collaboration” – *Collaborative Technologies Conference*, Boston, Massachusetts, 20 June 2006.

“Technology and Community: Is the Definition of Society Changing” – *Aspen Ideas Festival*, Aspen Colorado, 5 July 2006.

“Innovation and Invention in an Era of Globalization” – *Aspen Ideas Festival*, Aspen, Colorado, 6 July 2006.

“Technology and the Global Economy” – *Aspen Ideas Festival*, Aspen, Colorado, 6 July 2006.

“Rethinking Innovation Ecologies for the Global Economy: Letting the Arts and the Sciences Meet” – Global Leadership Forum on Economic & Cultural Development, City of San Jose, ZeroOne Festival, San Jose, California, 8 August 2006.

“The Play of Imagination” - 3rd Annual University of California Humanities Research Institute Seminar in Experimental Critical Theory, SECT 3. University of California, Irvine. Irvine, California, 14 August 2006.

“Reflecting on Global Creation Networks and the Architecture and Rationale of the Firm in the 21st Century” – *University of Notre Dame, The Mendoza College of Business*, South Bend, Indiana, 22 September 2006

“Innovation, Inc.” – *New Paradigm – IT & CA All Member Meeting*, SAP Executive Briefing Center, Newton Square, Pennsylvania, 12 October 2006

“Learning Reconceived for the Networked Age” – *iConference, School of Information, University of Michigan*, Ann Arbor, Michigan, 15 October 2006.

“Global Process Networks for Sustainable Competitive Advantage in the 21st Century” – *The Paul Merage School of Business. Strategic Initiatives in China: Partners for Innovation Conference*, University of California, Irvine, 27 October 2006.

“Reinvention and Sustainability” – *SPRIE, Stanford University*, 13 November 2006.

“Relearning Learning – Applying the Long Tail to Learning” – *MIT – Learning without Barriers/Technology without Borders Symposium*, MIT, Massachusetts, 1 December 2006.

“Seeing Differently – Learning from the Edge” – *Visa Innovation Speaker Series*, Visa, Inc., Foster City, California, 27 February 2007.

“Reflections on Inflection Points in the 21st Century” – *DeLange Conference*, Rice University, Houston, Texas, 5 March 2007.

“Creating Opportunities for a Global World” – Memphis, Tennessee, 7 March 2007.

“A Strategic Perspective on Advancing Knowledge in a Changing World “ – *CHSPE National Conference*, School of Education 50th Anniversary, University of Michigan, Ann Arbor, Michigan, 24 March 2007.

“Gaming and Immersive Environments: Bringing Education Along” – *Hewlett Foundation 2007 OER Grantees Meeting*, Rice University, Houston, Texas, 27 March 2007.

“Innovating Innovation/Creation Nets” – *Chancellor’s Distinguished Scholars Conference*, University of California, Irvine, 4 April 2007.

“Rethinking the Firm in a World that is both Spiky and Flat” – *Center for Organization Research*, University of California, Irvine, 6 April 2007.

“How the Social Life of Information works for the Networked Age” – *HASTAC conference*, Duke University, Durham, North Carolina, 19 April 2007.

“Engaged Technology – Empowered Communities of Practice: Learning to Learn, Learning to Teach” – *Carnegie Foundation’s Community Series*, Palo Alto, California, 29 May 2007.

“Extending the Reach of Service Innovation – Practices Matter, don’t just look at process” – *Service Research & Innovation Initiative*, Santa Clara Convention Center, Santa Clara, California, 30 May 2007.

Lincoln Center Institute’s Inaugural Imagination Awards, New York, New York, 6 June 2007.

“Reconceptualizing the Organization of Production – The Power of Peers” - *2007 Rueschlikon Conference on Information Policy*, Rueschlikon, Switzerland, 8 June 2007.

Commencement 2007 - *Donald Bren School of Information and Computer Sciences*, University of California, Irvine, 16 June 2007.

“The New World Economy and The Pursuit of Agility, Innovation and Talent/Capability Building”- *Concours US Summit: Agility Makes The Difference*, Kiawah Island, South Carolina, 23 July 2007.

“Born Digital: New Leaders, New Leadership Models” – *New Paradigm E 2.0 Conference*, Napa Valley, California, 18 September 2007.

“Key Challenge of the Networked, Global Economy: Managing Stocks and Participating in Flows “ – *Cisco Global Marketing Leadership Summit*, Redwood City, California, 11 September 2007.

“Learning 2.0 – New modes of Learning and Scholarship” – *Colgate University’s Celebration of Case Library and Geyer Center for Information Technology*, Colgate University, Hamilton, New York, 5 October 2007.

“Life in the Networked Age: Technology, Science, and Society” – *RES Advisory Board Roundtable*, Avignon, France, 12 October 2007.

“Learning 2.0: New Modes of Learning and Scholarship” – *Open University’s Open Learn Conference*, Milton Keynes, England, 31 October 2007.

“The Future of OCW and Education” – *Panel Discussion, MIT OCW Conference: Unlocking Knowledge, Empowering Minds: A Milestone Celebration*, Boston, Massachusetts, 28 November 2007.

“NSFNET: Impact on Teaching and Learning” – *NSFNET: The Partnership that Changed The World: An event celebrating 20 years of Internet Invention and Progress*, Arlington, Virginia, 30 November 2007.

“State of Research” – *Panel Discussion, DIY Conference*, USC, 8 February 2008.

“Envisioning the Future of DIY” – *Panel discussion, DIY Conference*, USC, 9 February 2008.

“Born Digital, Learning Differently” – *American Council on Education’s 90th Annual Conference*, San Diego, California, 12 February 2008.

“Born Digital, Learning Differently” – *CSULA’s Teaching the 21st Century Student: Technology, Information Literacy and Student Learning*, Los Angeles, California, 29 February 2008.

“Innovating Innovation: A Social Dynamic Perspective: - *MITRE Corporation Senior Staff and Corporate Officers*, McLean, Virginia, 10 March 2008.

“The Expanding Roles for the CIO in a Rapidly Changing World” – *CRITO’s CIO Roundtable*, UC Irvine, Irvine, California, 31 March 2008.

“Institutional Innovation” – *Institute of Design’s Strategy Conference*, Chicago, Illinois, 22 May 2008.

“Learning 2.0: Striving for New Forms of Productivity, Leveraging the Social Basis of Learning and The Net” – *Moodle Moot 2008*, San Francisco, California, 10 June 2008.

“Teaching, Learning and Technology: Past, Present and Future” – *UC Systemwide 21st Century Conference*, UC Davis, Davis, California, 20 June 2008.

“Web 2.0 to Learning 2.0: Keys to Net Gen Workforce” – *Urban Libraries Council Foresight 2020 Conference*, Anaheim, California, 26 June 2008.

“Roundtable on Identity in the Age of Cloud Computing: Implications for Social Interaction, Governance & Money” *Aspen Institute’s Roundtable on Information Technology*, Aspen, Colorado, 30 July to 2 August, 2008.

Academy of Management Professional Development Workshop, Anaheim, California, 10 August 2008.

“Dialogue on the Critical Issues Facing our Nation: Promoting the Next Wave of Innovation” *DNC 2008 Technology Roundtable*, Denver, Colorado, 26 August 2008.

“Cultural Learning and Learning in the Digital Age” – *Willamette University*, Salem, Oregon, 27 August 2008.

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“Organizational Design and the NetGen Gamer” – *nGenera Talent 2.0 Conference*, Orlando, Florida, 20 November 2008.

“Innovation in the Open Environment” – *Open Forum for Higher Education Executives*, Palm Springs, California, 8 December 2008.

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