

J. BRUCE HARRELD

Experienced leader and educator in strategic transformations, turnarounds, building new businesses, cultural change, and translating strategic ideas into organizational action.

PROFESSIONAL EXPERIENCE

Executing Strategy, LLC Avon, Colorado **2014 - present**
Managing Principal
Confidentially advise several public, private, and military organizations on leadership, organic growth and strategic renewal.

Harvard Business School, Cambridge, Massachusetts **2008 - 2014**
Dual Faculty Appointments to the Entrepreneurial and Strategy Units
Taught Strategy to first year MBA students. Taught several second year MBA courses focused on turnarounds and executing strategy. Taught in numerous executive programs in Cambridge, Qatar, Mumbai, and Shanghai. Faculty Chair of “Building New Businesses in Established Organizations. Member of Faculty I/T Advisory Committee.

IBM, Armonk, NY **1995 - 2008**
Senior Vice President
Worked with the CEO and senior management team to chart the organization’s transformation from near bankruptcy. Led the Business Transformation team that streamlined operations and re-integrated the global organization. Led BM’s strategy unit that was responsible for the formulation and execution of the company’s overall strategy. Created and led the firm’s Emerging Business Organization that produced more than \$15 billion in new, profitable revenue across 20 new businesses. Led IBM’s Global Marketing organization that was responsible for demand generation, coordination of go-to-market activities, and strengthening IBM’s brand, which is one of the most valued brands in the world.

Boston Market Company, Golden, Colorado **1993 - 1995**
President and Member of the Board
With five other partners led the organization from 20 stores in the Boston area to over 1100 stores nationally. Personally led the store operations, store design, product development, marketing, procurement, and information technology functions. Participated in the initial public offering “road show”.

Northwestern University, Evanston, Illinois **1993 - 1994**
Adjunct Professor
Developed and taught first ever MBA course on Strategic Use of Information Technology at Kellogg Graduate School of Management. Voted one of the most popular courses by second year MBA students.

Kraft General Foods, Northfield, Illinois **1983 - 1993**
Senior Vice President and Division President
Led the strategic unit that formulated strategy and executed acquisitions for this multi-billion dollar consumer food company. Promoted to Chief Information Officer responsible for the integration of business processes across Kraft Foods, General Foods, and Oscar Mayer. Led the \$2 billion revenue Frozen Foods Unit which included Tombstone Pizza, Digiorno, Budget Gourmet, and Lenders Bagels

Boston Consulting Group, Boston, Massachusetts; Munich, Germany; and Chicago, Illinois **1975 - 1983**
Consultant, Manager, Vice President and Member of the Board

Participated on and lead consulting teams advising global Fortune 500 companies on strategy and execution. Worked for clients in numerous industries including construction equipment, consumer toys, consumer hair care, television production and syndication, semiconductors, accounting services, and healthcare. Led recruiting and assisted in opening and scaling Munich and Chicago offices.

EDUCATION

Masters of Business Administration, Harvard Business School **1975**
Second Year Honors

Bachelors of Engineering, Purdue University **1972**
Industrial Engineering and Operations Research Major
President's Academic List, Tau Beta Pi, and Alpha Pi Mu Academic Honorary Societies, Skull & Crescent Leadership Society, President Sigma Chi Fraternity

ARTICLES AND BOOK CHAPTERS

“Leading Proactive Punctuated Change”, book chapter in *Leading Sustainable Change: An Organizational Perspective*, Oxford University Press, 2015

“Executing Strategy”, book chapter in *Core Curriculum Strategy Reading*, Harvard Business School Press, 2014

“Six Ways to Sink a Growth Initiative”, *Harvard Business Review*, June 2013

“Jamba Juice”, case series, Harvard Business Press, 2013

“Goorin Brothers Hats”, case series, Harvard Business Press, 2012

“Felipe Calderon: Leading with Light and Power”, case series, Harvard Business Press, 2011

“Chrysler Fiat 2009”, case series, Harvard Business Press, 2010

“Dynamic Capabilities at IBM: Driving Strategy into Action”, *California Management Review*, August 2009

“Executing Strategy: A Background Note”, Harvard Business Press, 2009

“Financial Myopia in a Systems Business”, case, Harvard Business Press, 2009

“Organizational Ambidexterity: IBM and Emerging Business Opportunities”, *California Management Review*, August 2007, winner of Accenture Award for best business article of the year

“New Mindset for Growth During Crisis”, *Financial Executive*, 2009

AWARDS

Accenture Award

Distinguished Industrial Engineer, Purdue University

Distinguished Engineering Award, Purdue University

Province Balfour Award, Sigma Chi Fraternity

Significant Sig, Sigma Chi Fraternity

P E R S O N A L

Married to Mary Gillilan Harreld for 42 years; BS Purdue University, Juris Doctorate Boston College

Four adult children who all have advanced degrees

Six grandchildren

Ordained Elder, Presbyterian Church

Reared in Midwest USA

Outside interests include traveling, reading, jogging, hiking