

Noel M. Tichy
Professor
School of Business
Administration
University of Michigan

Noel joined General Electric Company in 1985 as Manager of the Management Education Operation. He was on leave from the University of Michigan Graduate School of Business where he is a professor of Organization Behavior and Industrial Relations. He is editor of the Human Resource Management Journal and directs the Michigan Advanced Human Resource Management Program.

Formerly an associate professor at the Graduate School of Business, Columbia University, he launched and directed the Advanced Program in Organization Development and Human Resource Management. He holds a Ph.D. from Columbia University and a B.A. from Colgate University.

Professor Tichy is the author of several books including Organization Design for Primary Health Care (Praeger, 1977), Managing Strategic Change (Wiley, 1983), Strategic Human Resource Management (Fombrun, Tichy, and Devanna, eds., Wiley, 1984), and The Transformational Leader (Wiley, 1986). He has written numerous articles on organization theory, development and change, appearing in various journals (including *Journal of Applied Behavioral Science*, *Organizational Dynamics*, *Administrative Science Quarterly*, *Human Relations*, *Columbia Journal of World Business*, *Sloan Management Review*, and *Journal of Business Strategy*).

He has served on the editorial boards of the *Academy of Management Review*, *Organizational Dynamics*, *Journal of Business Research*, and *Journal of Business Strategy*. He is past chairman of the Academy of Management's Organization and Management Theory Division and is a member of the Board of governors of the American Society for Training and Development.

Noel Tichy has consulted widely in both the business and public sectors. Among his clients have been Exxon, General Motors Corporation, Honeywell, Inc., CIBA-GEIGY, Chase Manhattan Bank, Imperial Chemical, Inc., 3M, and Lockheed.



Hirotaka Takeuchi
Professor
Hitotsubashi University

Professor Takeuchi received his B.A. from International Christian University in Tokyo, Japan, an M.B.A. and Ph.D. from the University of California, Berkeley.

He has been an Assistant Professor at the Harvard Business School from 1976 to 1983, where he taught courses in marketing and retailing in the M.B.A. program. He also taught marketing at the University of California, Berkeley for a year prior to joining the Harvard faculty. He currently teaches International Marketing Strategy at Hitotsubashi University in Tokyo and conducts joint research at Harvard.

Professor Takeuchi's current research interests are focused on (a) the role of marketing within a firm's global strategy, (b) the linkage of marketing to R&D and production within the new product development process, (c) competitive advantage of Japanese industries, and (d) international coalitions of Japanese firms. He is the author of Self-Innovation of Companies: Management of Organized Chaos and Creativity, a book published in Japanese by Takeuchi, et al., in 1986. He now writes a column for *Japan Economic Journal*.

His business experience includes management consulting work with McKinsey and Company in Tokyo and marketing research and account service work with McCann-Erickson in San Francisco and Tokyo. He is a consultant to a number of leading multinationals in both the U.S. and Japan and has been a frequent speaker at management conferences and seminars around the world. He is also a member of a number of committees formed by government agencies (Ministry of International Trade and Industry, Ministry of Finance, etc.) and political organizations in Japan.

Michael Brimm
Professor, Organizational
Behavior and Management
INSEAD

Michael Brimm is Professor of Organizational Behavior and Management at INSEAD, the Institut Européen d'Administration des Affaires, in Fontainebleau, France. He has long been active as a researcher and consultant in designing strategies for improving productivity and human performance in large, multicultural organizations. His other activities focus upon leadership and change in international organizations.

Born in the United States and holding a doctorate from Harvard University, Professor Brimm has lived in France for the past seventeen years with the exception of a two-year period as one of the founding faculty of the Jerusalem Institute of Management. He has also taught at the University of Bordeaux, and prior to leaving the United States, at Northeastern University and Harvard Business School. He has worked as a divisional manager in Cerro Corporation as well as consulting with a number of business organizations.

Professor Brimm's current research on chefs in French restaurants focuses upon the roles of leadership and innovation in achieving organizational excellence. Other projects focus on the management of organizational change in multicultural settings. He has received a number of awards for teaching excellence; most recently, as the first recipient of INSEAD's Outstanding Teacher Award.

Ram Charan
Professor
Northwestern University

Ram Charan has been on the faculty at the Northwestern Graduate School of Management, where he was the first recipient of the Best Teacher of the Year Award, and at the Harvard Business School, where he taught in its M.B.A., D.B.A., and A.M.P. Programs. He is currently a contributing faculty member to the Executive Programs at Columbia University. He holds a D.B.A. (Business Policy), and M.B.A. (with High Distinction) degrees from the Harvard Business School, a Graduate Diploma in Industrial Engineering from the University of New South Wales, Australia, and a B.S. in Mechanical Engineering from Banaras Hindu University, India.

Dr. Charan actively advises chief executive officers and boards of directors, and designs and conducts executive development programs. He has wide experience in reviewing company and divisional strategies, working with companies ranging from domestic to global in complexity.

Some of his major fields include: strategy formulation and implementation, group and middle level general management, organization strategy and structure, selection of key people, the transition from entrepreneurial to professional management, the group executive, industrial marketing, and strategy formulation in matrix organizations. Among his current active contracts are: General Electric, where he was the first recipient of the Bell Ringer Award for excellence in teaching; IBM; DuPont; TRW; Gould; Alcoa; and Transamerica. He is on the Boards of Directors of Fischer & Porter Company and Austin Industries, and is a member of the Investment Advisory Committee of Taylor & Turner, a venture capital firm.

Co-author of Strategic Management: A Casebook in Policy and Planning, Dr. Charan has published in the *Harvard Business Review*, the *Journal of Business Strategy*, *California Management Review*, *Singapore Manager*, *Indian Management*, and the *Australian Manager*. He has written more than eighty teaching cases, and is a contributor to several books.



Charles R. Eisendrath
Director, Michigan Journalism Fellows
and Livingston Awards
Associate Professor of Communication
University of Michigan

Charles R. Eisendrath directs the Michigan Journalism Fellows (MJF) and Livingston Awards at the University of Michigan, where he is associate professor of communication. In a \$6 million development drive, Prof. Eisendrath expanded MJF, one of the nation's three premier (with Harvard and Stanford) mid-career professional programs. In 1980, he designed and implemented The Livingston Awards for Young Journalists, the largest all-media, general-reporting prizes.

Prof. Eisendrath's current University activities include teaching foreign correspondence, research on the French press and a variety of committee assignments. His critical study of the French press, Free Within Limits: The French Press and Politics, 1970-1985, is forthcoming. He serves the statewide Medical Transplant Policy Center on its Ethics and Social Impact Committee. He chairs the University Relations Committee for the President's Office and is on the boards of Michigan Quarterly Review and the Hopwood Awards, the nation's oldest academic literary prizes. Past posts have included chairmanship of the Board for Student Publications and the University Press Board of Directors.

Other activities include media consulting and private interests. Grillworks, Inc. manufactures and markets The Grillery barbecue, invented and patented by Prof. Eisendrath. Among his most recent consulting clients are Midland Bank of London, Pfizer, Inc., and *Cowles Magazine*.

Prof. Eisendrath was a reporter for the St. Louis *Post-Dispatch* and Baltimore *Evening Sun* before joining *Time*, which posted him as correspondent in Washington, London, and Paris, where he was acting bureau chief, and in Buenos Aires, where he was bureau chief for Hispanic South America. He joined the University of Michigan faculty in 1975. He holds a bachelor's degree from Yale (1962) and a master's in journalism from Michigan (1965).

Kenneth Lieberthal
Professor, Political Science
Director, Center for Chinese Studies
University of Michigan

Kenneth Lieberthal is a professor of Political Science and Director of the Center for Chinese Studies at The University of Michigan. His teaching, research, and consulting focus on Chinese domestic affairs, Chinese foreign policy, and Sino-American relations.

He joined The University of Michigan faculty in 1983 from Swarthmore College. He has been a consultant to the U.S. Department of State since 1978. Professor Lieberthal has helped set up exchanges with Chinese scholars and has consulted for the Governor's Commission on China of the State of Michigan. He has also done extensive consulting on China for firms in the private sector.

Professor Lieberthal's memberships include: the Council on Foreign Relations, Association for Asian Studies, the National Committee on U.S.-China Relations, the China Group (a private consulting firm), and the Panel on Humanities and Social Sciences of the Committee on Scholarly Communications with the People's Republic of China, National Academy of Sciences.

He has authored Central Documents and Politburo Politics on China (1978), Sino-Soviet Conflict in the 1970's: Its Evolution and Implications for the Strategic Triangle (1978), and co-authored Bureaucratic Politics and Chinese Energy Development (1986). His most recent articles include (with Michel Oksenberg), "Forecasting China's Future," The National Interest (Fall 1986), and "Understanding China's Bureaucracy: The First Step to a Better Corporate Strategy," China Business Review (1986).

Professor Lieberthal received his B.A. with distinction from Dartmouth College in 1965 and his Ph.D. from Columbia University in 1972. He was awarded the 1986 AMOCO Award for Distinguished University Teaching.



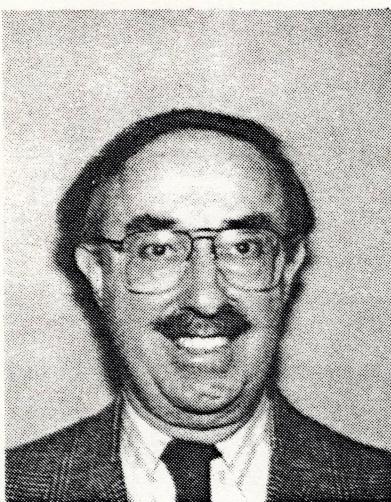
Ed A. Hewett
Senior Fellow
The Brookings Institution

Ed A. Hewett is a Senior Fellow in the Foreign Policy Studies Program at the Brookings Institution.

Mr. Hewett received his B.S. and M.S. degrees in economics from Colorado State University and a Ph.D. in economics from the University of Michigan.

He is one of the founders and the editor of the journal *Soviet Economy*, the only English-language journal devoted to the Soviet economy. He serves as the chairman of the National Council for Soviet and East European Research. He is a founder and member of the board of PlanEcon, Inc., a Washington-based consulting firm engaged in work on the Soviet Union and Eastern Europe. Before joining Brookings in 1981, Mr. Hewett taught economics at the University of Texas at Austin. He has served as visiting professor in the Department of Economics at the University of Pennsylvania and Columbia University, and has been a visiting scholar at Harvard's Russian Research Center and the Institute for World Economy in Budapest. He speaks Russian and Hungarian. He is also a member of the Council on Foreign Relations.

He is the author of numerous books and articles on the Soviet and East European economies. His most recent book is Reforming the Soviet Economy: Equality vs. Efficiency (Brookings, 1988).



Paul H. Kreisberg
Senior Associate
Carnegie Endowment for
International Peace

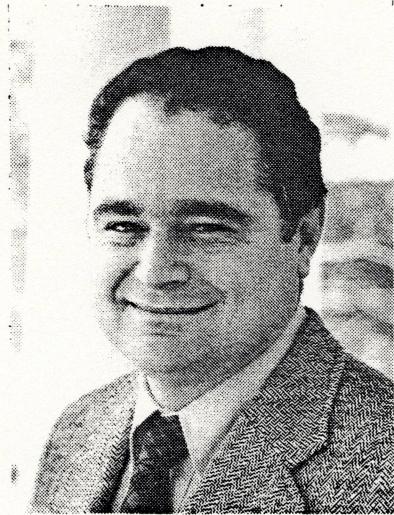
Mr. Kreisberg is Senior Associate at Carnegie Endowment for International Peace, writing on American Policy in Asia in the coming decade. Previously he was Director of Studies of the Council on Foreign Relations from 1981 to July 1987.

He attended The College of the City of New York, receiving a Bachelor of Social Science and an MA from Columbia University in History and Chinese.

Mr. Kreisberg was a career Foreign Service Officer in the US Department of State from 1952 until 1981. He was political officer in Hong Kong (1956-59), and analyst of China in the Bureau of Intelligence and Research (1960-62); Deputy Political Counselor at the American Embassy in Karachi and first Deputy Director and then Director of the Office of Asian Communist Affairs in the Department of Washington. He was also senior advisor to the US-China ambassadorial talks in Warsaw prior to the establishment of offices in Beijing and Washington.

From 1970-72 Mr. Kreisberg was Deputy Chief of Mission in Dar-Es-Salaam and then from 1977-81 Senior Deputy Director of the Policy Planning Staff in State responsible for political and political-military issues. He retired from the State Department in 1981.

Mr. Kreisberg has written consulting reports for private organizations on India and China and has presided and spoken frequently at conferences and symposia in the US and overseas as well as on national and local TV and radio on issues related to Asia, terrorism, American foreign policy, and economic development. He has written numerous articles in various journals including: *The Asian Wall Street Journal, New York Times, Washington Post, Christian Science Monitor, and Los Angeles Times*.



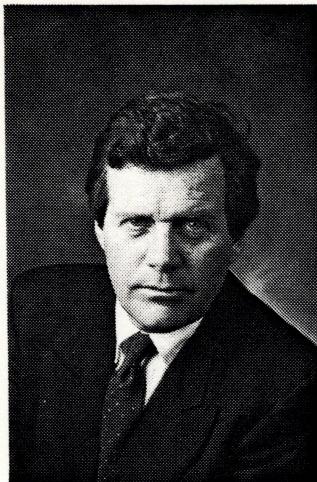
Michel Oksenberg
Professor, Political Science
University of Michigan

Michel Oksenberg is a Professor of Political Science and a Research Associate of the Center for Chinese Studies at the University of Michigan. His teaching and writing focus on Chinese domestic affairs, Chinese foreign policy, and Sino-American relations.

He received his B.A. from Swarthmore College in 1960 and his Ph.D. from Columbia University in 1969. He was Assistant Professor of Political Science at Stanford University from 1966 to 1968 and Assistant and Associate Professor of Political Science at Columbia University from 1968 to 1974. He joined the University of Michigan in 1973. From 1977 to 1980, he served as a staff member of the National Security Council with special responsibility for China and the Indochina states. In 1987, he became China advisor to the Washington law firm of Akin, Gump, Strauss, Hauer, and Feld.

His memberships include: the Committee on International Peace and Security of the Social Science Research Council (chairman), the Committee on Scholarly Communication with the People's Republic of China, the National Committee on US-China relations (Executive Committee), the Council on Foreign Relations, and the Committee on International Relations Studies in the People's Republic of China. He is also a member of the editorial boards of *The China Quarterly* and *Chinese Law and Government*.

He has authored: China: The Convulsive Society (1971), edited China's Developmental Experience (1973), co-authored China and America, Past and Future (1977), co-edited The Dragon and the Eagle (1978), co-authored Policy Making in China: Structure, Process, and Outcome (1988), co-authored China's Participation in the IMF, World Bank, and GATT (1990), co-edited Beijing Spring, 1989 (1991), and is a frequent contributor to symposium volumes and journals such as *The China Quarterly*, *Problems of Communism*, *Asian Survey*, and *Foreign Affairs*.



Alfred Stepan
Burgess Professor of Political Science
Dean, School of International and
Public Affairs
Columbia University

Alfred Stepan is Burgess Professor of Political Science and Dean of the School of International and Public Affairs at Columbia University. He also serves on the editorial boards of the Journal of Democracy and the Bulletin of Latin American Research. Dr. Stepan's teaching interests include Latin American Social Structure and Politics in Comparative Perspective, Latin America as a Foreign Policy Arena, and The Modern History of Brazil.

Dr. Stepan previously served as the Director of the Concilium on International and Area Studies and as Chairman of the Council on Latin American Studies at Yale University. Prior to his appointments at Yale, he was on staff in the Social Science Department at the Rand Corporation, and worked as a special correspondent for The Economist in Africa and Latin America.

Dr. Stepan coordinated the academic development and publications for a 10-hour educational television series, "The Other Americas", which was funded by a grant from the Carnegie Foundation.

Other activities include the chairmanship of the Board of Directors of the Richard Tucker Music Foundation, and membership on the Advisory Council of the Politics Department at Princeton University. Dr. Stepan is also a member of the Board of Trustees at the University of Notre Dame.

Dr. Stepan, author and editor of numerous publications, is currently researching the relationship between democratic consolidation and political institutions, especially parliamentary, presidential, and neo-presidential options. His recent book, Rethinking Military Politics: Brazil and the Southern Cone, has been translated into Portuguese, Japanese, and Spanish, and was selected by Jornal do Brasil as one of five outstanding non-fiction books.

Dr. Stepan earned a bachelor's degree in English from the University of Notre Dame in 1958. He holds an additional bachelor's degree and a master's degree from Balliol College at Oxford University. In 1969, Dr. Stepan was awarded his Ph.D. in Comparative Politics from Columbia University.