Founder and Managing Director of management consultancy ■ CKO and Corporate VP of a top tier international professional services firm ■ senior consultant and practice leader in change management, process improvement, business planning, and strategic IT.

Core competencies

Business Planning ■ Worked with organizations at inflection points to develop rigorous business plans focused on accelerating growth and building a foundation of sustainability; linked analysis to strategy to action; and provided executive coaching to leaders—built pragmatic, actionable plans truly owned by client organizations.

Process Improvement ■ Developed and taught robust performance improvement methodology; led reengineering assignments on four continents—*methodology used by hundreds of ADL and other consultants for hundreds of clients worldwide.*

Change Management ■ Led multi-million-dollar projects for Global 200 clients, applying "future state blueprinting," gap analysis, and other transformation tools to drive enterprise-wide improvement—for a \$2B financial services unit of a European holding company, built a one-stop client service solution that cut problem resolution from 20 days to one hour.

Knowledge Management ■ Established ADL's global KM function; structured the "knowledge taxonomy;" built a 160-person team; and drove utilization worldwide —launched in six months with 10,000 knowledge objects; generated 50%-75% companywide improvement on key tasks, with \$50M bottom-line projection by senior management.

IT ■ For diverse clients, created system strategies/architectures and deployed turnkey, packaged, and custom solutions—pioneered technology-based solutions, from automated accounting services to ADL's state-of-the-art client-server/Notes-based KM system.

Business Start-Up ■ Developed the business models, established the infrastructures, and managed day to day operations to launch three companies—an early provider of automated GL services that grew to four offices and 200 clients in three years; a specialty retail enterprise that achieved national recognition; and a management consultancy.

Career highlights

CHAIT AND ASSOCIATES, INC., Lexington, MA

2001-Present

Founder, President, and Managing Director

—advise senior managers and their teams on achieving and sustaining high performance; help them keep strategic initiatives on track; and coach organizational leaders.

ARTHUR D. LITTLE, Cambridge, MA

1978-2001

Global Director, Knowledge Management/CKO 1997-2001

—achieved industry recognition as KM "thought leader."

Director, Management Consulting 1990-1997 ■ Consultant/Manager 1980-1990

—generated \$20M in revenues; designed/deployed global BPR/strategic IT offerings.

Product Manager, Small Business Systems, ADL Systems, Inc. 1978-1980

—launched and ran business unit providing turnkey enterprise systems for retail chains.

JONATHAN DAVID INCORPORATED, Lexington, MA

1972-1978

Founder, Chairman, and President

—built nationally recognized "high street" specialty retail operation.

COMMERCIAL INFORMATION CORPORATION, Arlington, MA

1969-1972

Co-Founder, Director, VP of Development

—developed corporate strategy and core IT product that sustained the firm for 30 years.

WANG LABORATORIES, Arlington, MA

1966-1969

Director, New Product Development, Computer Services Division—designed information systems for retail and services firms.

Education

MBA, Harvard Graduate School of Business Administration 1965 BA, Economics, Cornell University 1963

Selected awards

Achieved ADL's highest honors— One-Company, Ketteringham, and Presidential Awards.

Aetna **AGion**

American Express

AMTRAK

ARCO Atlantic Philanthropies

Banco Mercantil **BayState Gas**

Bedford Fair Industries

BellSouth

Boston Financial Group

Canadian Forest Products Capital Cities Broadcasting

Carroll (IRE)

Center for Adolescent Health and the Law

Charles of the Ritz

Children's Hospital Boston

Conrail

DuPont

Electric Power Research Institute (EPRI)

Emerson Electric

EPRI

Equitable Exxon

Factory Mutual

Forstmann

Garden Way

Gartmore Investment Management

Goodwill

Gtech

Hanover House

Harris Bank

Hartford Insurance

Hartford Steam Boiler

Harvard Vanguard Medical Associates

Horn & Hardart

Houston Light and Power

Humana

IBM

Island Creek Coal

John Hancock Financial Services

Lex Electronics

LOMA

MA Department of Public Health

MA Executive Office of Elder Affairs

Mass Mutual

Massachusetts Bay Transportation Authority

Michigan Education Association

MLC Life Mobil

More than Wheels

Mutual of New York

National Consumer Voice for Quality Long-term

Care

Nestle

Nortel

New York Stock Exchange

Occidental Petroleum

OCLC

PBS

PDVSA Pequiven

Pilgrim Health Applications

Porter, Wright

Prudential

Quadrem **RCI Europe**

Reader's Digest

Regal Press

Royal Business Forms

SAGE

Samsung

Schlegel Sears Roebuck

Seguras de la Seguridad

Shaw's

Sotreq

STTI Honor Society of Nursing

Sun Oil

Texas A&M

The Interface Group

The Young People's Project Transamerica Flood

UMB

Union Carbide

Upjohn

USPS

VNSNY/CHAMP

Wisconsin Gas

Xerox Corporation Zale

Laurence Chait Consulting Clients











Children's Hospital Boston





























AMTRAK

MERCANTIL

Vanguard















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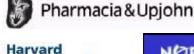
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Gartmore





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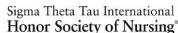
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Teaching, Publications, Event Management, and Memberships

Teaching

Brown University Continuing Education

2012-Present

■ Developed and will be teaching Strategic Planning and Value Creation in the Executive Masters in Healthcare Leadership program.

Lectured in masters and undergraduate programs:

1992-Present

■ Lesley University ■ Bentley University ■ Hult International Business School ■ Dartmouth—Amos Tuck School of Business Administration ■ University of São Paulo, Brazil ■ Tufts—Gordon Institute ■ Cornell—Johnson Graduate School of Management ■ Boston College—ADL School of Management ■ Notheastern—University College.

Notheastern University, University College

2003-2005

Developed/taught classroom and distance-learning courses in post-graduate program.

Arthur D. Little 1985-2001

Developed curricula, taught on faculty of ADL's worldwide Consulting Training program.

Conferences 1984-Present

Spoke at over 35 conferences on three continents; topics include knowledge, change, and information management. See Addendum: Publications, Speaking Engagements, Quotes.

Massachusetts Bay Community College

1970s

Member of Advisory Boards on Small Business Management and Retailing.

Publications

- Co-author of "Practical Knowledge Management," to be published in 2013.
- Authored three books on information technology and human resources; contributing author of "Managing the Learning Process of the Corporation" and "KM in Practice."
- Published over 20 articles in professional journals in U.S. and abroad.
- Quoted over 30 times in newspapers and magazines worldwide.

Event management

Conferences and training events

1985-2000

Organized, produced, marketed, and directed major conferences and training events, including "Trading Technology" Conference, March, 1989, NY, NY; "Information-based Organization" Conference, March, 1990, Rancho Mirage, CA, with Peter Drucker as keynote speaker; and multi-day training sessions on Business Reengineering and Performance Improvement in US and Europe for over 300 people.

Corporate advisory boards

Expound, Inc., Burlington, MA

2001

Pre-IPO developer of linguistics and KM systems for Internet commerce.

Montague Institute, Montague, MA

2000-2002

Advanced education and research services that increase ROI in information services.

Reality Bytes, Inc., Cambridge, MA

1994-2000

Middleware and entertainment software company that generated 30X ROI on seed investment; active from founding through growth and sale.

Professional and civic associations

The Boston KM Forum

1999-Present

President (2002-present) of association of 600+ KM practitioners

Arthur D. Little Alumni Association

2002-Present

Board member of 500-person, international association; responsible for publications.

IBM Institute for Knowledge Management

1999-2001

Member and research contributor to global consortium focused on KM's business value.

Insurance Software Review

1980s

Active on Editorial Board of professional journal.

Town of Lexington, MA, Committee Member, various committees

1978-1992

Fourteen-year member of Transportation Committee; instrumental on launch of now 30+ year old, showcase mini-bus service. Active on planning committees.

Chamber of Commerce, Lexington, MA, President, Director, Member 1977-2002

As three-term President, revitalized Industrial Division, launched Professional Division, more than doubled financial base, added full-time Executive Director and many new programs and initiatives, completed first significant revision of charter/by-laws in 44 years.

Addendum: Publications, Speaking Engagements, and Quotes

Selected publications

- "Sharing Knowledge Problems, Root Causes, and Solutions," chapter in Knowledge Management in Practice, Medford, NJ: Information Today, 2008.
- "Major Change from Failure to Success," ChaitAssociates.com, December, 2004.
- "Creating a Successful Knowledge Management System," PRISM, Second Quarter 1998, pp. 83-92; Journal of Business Strategy, March/April 1999, pp. 23-26; Knowledge Connections, The Newsletter of the Institute for Knowledge Management, December 1999, pp. 4-6.
- Managing the Learning Processes of the Corporation, Contributing Author, Frankfurt, Germany: Gabler-Verlag, 1994.
- "Reengineering Revisited: Achieving Seamlessness," with Anthony J. Lynch, PRISM, Second Quarter 1994, pp. 23-29 (also appeared in The Best of Prism, Volume II [Cambridge, MA: Arthur D. Little, 1996], pp. 35ff).
- "The Fast-track Approach to I/S Planning," Connect: Where Business and Information Meet, First Quarter 1992, p. 9.
- "Process Thinking: Today's Path to Improved Performance," with Robert M. Curtice and Anthony J. Lynch, PRISM, First Quarter 1992, pp. 31-45.
- "Managing Technology for Competitive Advantage," with Louise Firth, Health Insurance Underwriter, December, 1990, pp. 22-27.
- "Advanced Technologies: Tools to Support Senior Managers," Connect: Where Business and Information Meet, Second Quarter 1990, pp. 8-9.
- Human Resources—Today and in the Future, with Homer J. Hagedorn, Atlanta, GA: LOMA, 1989.
- Information Technology—Achieving the Potential. Atlanta. GA: LOMA. 1990.
- "Il Personal Computer Cambia il Modo di Lavorare dei Dirgenti," with Silvio Conforti, Interfaccia, February, 1986, pp. 32-35.
- Information Technology—Its Impact on the Insurance Industry, with Diane Smigel, Atlanta, GA: LOMA, 1986.
- "The Lifeblood of Information Processing," **Time Magazine** Special Section, *The Information Society: Countdown to the 21st Century,* November 5, 1984, p. 14.

Selected speaking engagements

- Track Moderator, KM World Conference, Washington, DC, November, 2010.
- Seminar Speaker, Nonprofit Net, Lexington, MA, September, 2010; Topic: "Business Planning 101."
- Panelist, KM World & Intranets Conference, San Jose, CA, November, 2009; Topic:
 "Gaining Support and Buy-in for KM Practices and Culture."
- Webinar Speaker, Critical Logic's Accelerating IT Performance session, September, 2007; Topic: "Making Change Stick."
- Conference Speaker, KM World & Intranets Conference, San Jose, CA, November, 2007; Topic: "Managing Your Corporate Expertise."
- Workshop Leader: KM World, San Jose, CA, November, 2007 and October, 2006; and Shared Insight's Portals, Collaboration, and Content Management Conference, May, 2007, Las Vegas, NV; Topic: "Critical Success Factors in KM Initiatives."
- Seminar Speaker, Boston KM Forum, November, 2006, Waltham, MA; Topic: "Critical Success Factors in Knowledge Management Initiatives."

Addendum: Publications, Speaking...Continued

Selected speaking engagements, continued

- Workshop Leader, DCI's Portals, Collaboration, and Content Management Conference, April, 2006, San Diego, CA; Topic: "Leveraging Knowledge through Portals: KM in a Portals Environment."
- Conference Speaker, DCI's Portals, Collaboration, and Content Management Conference, April, 2006, San Diego, CA; Topic: "Project Change Management"
- Conference Speaker, DCI's Portals, Collaboration, and Content Management Conference, November, 2005, Miami, FL; Topic: "Building a Knowledge Culture."
- Co-manager, Enterprise Search, Collaboration, and Knowledge Management Track, Gilbane Conference on Content Management, December, 2004, Boston, MA.
- Conference Speaker, Operational Excellence Conference, May 2004, Boston, MA;
 Topic: "Creating a High-performance Culture."
- Panel Convener and Moderator, Innovative Enterprise World Summit, October 2003, Boston MA; Topic: "Is KM Dead...or Alive and Thriving?"
- Conference Speaker, Innovative Enterprise Summit, October 2003, Boston MA; and DCI Employee Relations Conference, August, 2002, New York, NY; Topic: "Plugging the Brain Drain—Keeping Intellectual Capital When Human Capital Departs."
- Panelist, IBM Knowledge and Organizational Performance Forum, June 2003, Atlanta, GA; Topic: What is the Future of KM?"
- Conference Speaker, Collaborate East, June, 2002, Boston, MA; Topic: "Collaboration—Requirements for Success."
- Forum Speaker, Boston KM Forum, January 2002, Needham, MA; Topic: "Keeping Intellectual Capital when Human Capital Departs."
- Conference Speaker, PDVSA Knowledge Management Conference, October 2000, Caracas Venezuela; Topic: "Knowledge Management—Lessons from the Arthur D. Little Experience."
- Lecturer, University of Sao Paulo MBA/MOT Program, April 2000, and April 2001, Bentley College, Waltham, MA; Topic: "Knowledge Management."
- Conference Speaker, American Institute of Chemical Engineers Management Conference, May 1998, San Francisco, CA; Topic: "Technology Exchange and KM."
- Luncheon Speaker, Arthur D. Little President's Luncheon, March 1998, Sao Paulo, Brazil, and Buenos Aires, Argentina; Topic: "KM as a Competitive Differentiator."
- Workshop Leader, Management Center Europe: Best Practices in Knowledge Management, October 1997, Brussels, Belgium.
- Meeting Speaker, The Conference Board: Advisory Council on Human Resources Management, March 1997, Boston, MA; Topic: "Knowledge Management."
- Conference Speaker, National Business Process Reengineering Conference, September 1996, Washington, DC; Topic: "The CLO: BPR's New Face?"
- Conference Speaker, Securities Industry Association Information Management Conference, June 1992, New York, NY; Topic: "Business Process Redesign."
- Visiting Executive, Amos Tuck School of Business Administration, April 1992, Hanover, NH: Topic: "Business Process Redesign."
- Organizer and Conference Chairman, Arthur D. Little Conference on Implementing the Information Based Organization, March 1990, Rancho Mirage, CA.
- Organizer and Conference Chairman, Arthur D. Little Trading Technology Conference, March 1989, New York, NY.