

Laurence Chait

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% company-wide 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
 Seguros 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**



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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 ■ Northeastern—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	<ul style="list-style-type: none">■ 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.

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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 Dirigenti*,” 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.”

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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.