

## Laurence Chait

25 Fairlawn Lane, Lexington, MA 02420 ■ 781.674.1079 ■ [larry@chait.net](mailto:larry@chait.net)

### profile

CKO and elected Corporate VP of a top tier professional services firm ■ senior consultant and practice leader in knowledge management, process improvement, change management, and strategic IT planning ■ special expertise in new product, service, and business development.

### core competencies

**KM Launch** ■ Established ADL's global KM function; won buy-in from the Board to the field; identified the critical intellectual resources; structured the "knowledge taxonomy;" and deployed Web-based access/collaboration tools—*launched in six months, with 10,000 "knowledge objects" providing information on clients and employees worldwide.*

**KM Operations** ■ Built a core staff of eight KM specialists and a virtual team of 150; managed a \$5M expense budget; established self-funded research and information services; and drove utilization through the firm—*generated 50%-75% company-wide improvement on key tasks, with \$50M to the bottom line projected by senior management.*

**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.*

**IT** ■ For diverse clients from start-ups to the Fortune 100, applied SIVA™, TAM, and other methodologies to create system strategy/architecture, and deployed turnkey, packaged, and custom solutions—*pioneered technology-based solutions, from automated accounting services to ADL's state of the art client server/Web/Lotus Notes-based KM system.*

**Business Start-Up** ■ Developed the business model, marketing strategy, and product line; established the infrastructure; and managed day to day operations to launch two companies: *an early provider of automated GL services that grew to four offices and 200 clients in three years and a specialty retail enterprise that achieved national recognition.*

### career highlights

**ARTHUR D. LITTLE**, Cambridge, MA **1978-2001**

Global Director, Knowledge Management/CKO 1997-2001

—*achieved industry recognition as KM "thought leader."*

Director, Management Consulting 1981-1997

—*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 & 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 **1968-1969**

Director, New Product Development, Computer Services Division

—*led design/development of automated accounting system.*

*Designed information systems in retail and computer services firms.* **1964-1968**

### education

**MBA**, Harvard Graduate School of Business Administration 1965

**BA**, Economics, Cornell University 1963

### selected awards

Achieved ADL's highest recognition—*Ketteringham Memorial Prizes, Presidential Awards, One-Company Award*

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### Teaching, Publications, and Memberships

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|--|---|
| teaching   | <b>Lectured in MBA programs:</b> <b>1992-Present</b> <ul style="list-style-type: none"><li>■ Amos Tuck School of Business Administration, Dartmouth College</li><li>■ University of São Paulo, Brazil</li><li>■ Gordon Institute of Tufts University</li><li>■ Johnson Graduate School of Management, Cornell University</li><li>■ ADL School of Management at Boston College</li></ul>             |
|  | <b>Arthur D. Little</b> <b>1985-2001</b> <p>Developed curricula, taught on faculty of ADL's worldwide Consulting Training program.</p>  |
|  | <b>Conferences</b> <b>1984-Present</b> <p>Spoke at over 35 conferences on three continents; topics include knowledge, change, and information management. See Addendum: Publications, Speaking Engagements, Quotes.</p>   |
| publications   | <ul style="list-style-type: none"><li>■ Authored three books on information technology and human resources, and contributing author of "Managing the Learning Process of the Corporation."</li><li>■ Published over 20 articles in professional journals in U.S. and abroad.</li><li>■ Quoted over 30 times in newspapers and magazines worldwide.</li></ul>  |
| corporate advisory boards  | <b>Expound, Inc., Burlington, MA</b> <b>2001</b> <p>Pre-IPO developer of linguistics and knowledge-management systems for Internet commerce.</p>  |
|  | <b>Montague Institute, Montague, MA</b> <b>2000-Present</b> <p>Advanced education and research services that increase ROI in information services.</p>  |
|  | <b>Reality Bytes, Inc., Cambridge, MA</b> <b>1994-2000</b> <p>Middleware and entertainment software company that generated 30X ROI on seed investment; active from founding through growth and sale.</p>  |
| professional and civic associations  | <b>New England KM Forum</b> <b>1999-Present</b> <p>Association of KM specialists who meet monthly for learning and knowledge sharing.</p>   |
|  | <b>IBM Institute for Knowledge Management</b> <b>1999-2001</b> <p>Early member of global consortium committed to develop tangible business value from KM. Contributed directly to research efforts.</p>   |
|  | <b>Insurance Software Review</b> <b>1980s</b> <p>Active on Editorial Board of professional journal.</p>   |
|  | <b>Massachusetts Bay Community College</b> <b>1970s</b> <p>Member of Small Business Management Educational Advisory Committee and Retail Advisory Board.</p>  |
|  | <b>Town of Lexington, MA, Committee Member, various committees</b> <b>1978-1992</b> <p>Member of Central Revitalization Committee and Central Business District Sub-Committee of Planning Board. Fourteen-year member of the Transportation Advisory Committee; instrumental in conceiving of and launching LexPress, showcase town-wide mini-bus service in successful operation for 18 years.</p> |
| <b>Chamber of Commerce, Lexington, MA, President, Director, Member</b> <b>1977-Present</b> <p>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.</p> |   |

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### Addendum: Publications, Speaking Engagements, and Quotes

#### selected publications

- "In Info Centers, the User Always Comes First," with Jane Morse, **Data Management**, February, 1984. pp. 30-1.
- "The Lifeblood of Information Processing," **Time Magazine** Special Section, *The Information Society: Countdown to the 21st Century*, November 5, 1984, p. 14.
- "End User Computing," **Perspectives on Information Management**, September 1985.
- **Information Technology—Its Impact on the Insurance Industry**, with Diane Smigel, Atlanta, GA: LOMA, 1986.
- "*Il Personal Computer Cambia il Modo di Lavorare dei Dirigenti*," with Silvio Conforti, **Interfaccia**, February, 1986, pp. 32-35.
- **Human Resources—Today and in the Future**, with Homer J. Hagedorn, Atlanta, GA: LOMA, 1989.
- **Information Technology—Achieving the Potential**, Atlanta, GA: LOMA, 1990.
- "Advanced Technologies: Tools to Support Senior Managers," **Connect: Where Business and Information Meet**, Second Quarter 1990, pp. 8-9.
- "Managing Technology for Competitive Advantage," with Louise Firth, **Health Insurance Underwriter**, December, 1990, pp. 22-27.
- "Process Thinking: Today's Path to Improved Performance," with Robert M. Curtice and Anthony J. Lynch, **PRISM**, First Quarter 1992, pp. 31-45.
- "The Fast-track Approach to I/S Planning," **Connect: Where Business and Information Meet**, First Quarter 1992, p. 9.
- "Wake Up and Get Closer to Your Customers," **Best's Review, Property-Casualty Insurance Edition**, March 1994, p. 11.
- **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.).
- "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.
- "Knowledge Management at Arthur D. Little," **Montague Institute Review**, September 1999, [www.montague.com](http://www.montague.com).

#### selected speaking engagements

- Conference Speaker, The Inevitable Partnership—A Conference for Users and Information Processors, Life Office Management Association, Summer, 1984, Houston, TX; Topic: "Communications: Cementing the Partnership."
- Organizer and Conference Chairman, Arthur D. Little Trading Technology Conference, March 16-17, 1989, New York, NY.
- Keynote Speaker, Apple, Inc. Connections '89 Seminar, June 14, 1989, Boston, MA; Topic: "Information Technology—Realizing the Potential."
- Organizer and Conference Chairman, Arthur D. Little Conference on Implementing the Information Based Organization, March 15-16, 1990, Rancho Mirage, CA.

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### Addendum: Publications, Speaking...Continued

#### selected speaking engagements, continued

- Conference Speaker, Operations Interchange: The '90s, Blue Cross and Blue Shield Association, May 21, 1990; and National Retail Federation Conference, October 15, 1990, St. Louis, Missouri; Topic: "Implementing the Information Based Organization."
- Conference Speaker, 1991 National Seminar on Operations and Performance, Blue Cross and Blue Shield Association, April 9, 1991, Orlando, FL; Orlando, FL; Topic: "Applying Technology to Achieve Excellence—A User/MIS Partnership."
- Visiting Executive, Strategic Use and Management of Information Technology Course, Amos Tuck School of Business Administration, April 9, 1992, Hanover, NH; Topic: "Business Process Redesign."
- Conference Speaker, Securities Industry Association Information Management Conference, June 30, 1992, New York, NY; Topic: "Business Process Redesign."
- Conference Speaker, 1993 Eastern Communications Forum of the National Engineering Consortium, May 10, 1993, Washington, DC; Topic: "Process Thinking: Today's Path to Improved Performance."
- Moderator, The Conference Board, The 1996 Business and Technology Conference, January 31, 1996, New York, NY; Topic: "Applying the Lessons of Successfully Integrated Companies"
- Conference Speaker, National Business Process Reengineering Conference, September 19, 1996, Washington, DC; Topic: "The Chief Learning Officer (CLO): BPR's New Face?"
- Meeting Speaker, The Conference Board: Advisory Council on Human Resources Management, March 26, 1997, Boston, MA; Topic: "Knowledge Management."
- Lecturer, Boston College/Arthur D. Little School of Management, 1997-2000, Boston, MA; Topic: "Knowledge Management."
- Workshop Leader, Management Center Europe: Best Practices in Knowledge Management, October 28, 1997, Brussels, Belgium.
- Conference Speaker, Lotus Symposium, November 4, 1997, Boston, MA; Topic: "Capturing and Managing Organizational Knowledge with Notes and Domino."
- Forum Speaker, Association for Information and Image Management, March 11, 1998, Waltham, MA; Topic: "Knowledge Management at Arthur D. Little."
- Luncheon Speaker, Arthur D. Little President's Luncheon, March 25, 1998, Sao Paulo, Brazil, and March 26, 1998, Buenos Aires, Argentina; Topic: "Knowledge Management as a Competitive Differentiator."
- Conference Speaker, American Institute of Chemical Engineers Management Conference, May 28, 1998, San Francisco, CA; Topic: "Technology Exchange and Knowledge Management."
- Conference Speaker, DCI's Corporate Portals Conference, November 3, 1999, Atlanta, GA; Topic: "Best Practice: Designing Portals for Active Use"
- Dinner Speaker, Special Libraries Association, April 18, 2000, Farmington, CT; Topic: "Changes in the Information Services Function."
- Lecturer, University of Sao Paulo MBA/MOT Program, April 26, 2000, and April 24, 2001, Bentley College, Waltham, MA; Topic: "Knowledge Management."
- Conference Speaker, DCI's Corporate Portals Conference, August 9, 2000, Boston, MA; Topic: "Portal Personalization—What It Is, How It Works."
- Conference Speaker, PDVSA Knowledge Management Conference, October 17, 2000, Caracas Venezuela; Topic: "Knowledge Management—Lessons from the Arthur D. Little Experience."

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### Addendum: Publications, Speaking...Continued

#### selected speaking engagements, continued

- Seminar Speaker, Earley and Associates Seminar on Content Management, multiple dates, June through November, 2002, Needham, MA; Topic: "Content Management—It's Much More than Content."
- Lecturer, Boston College/Arthur D. Little School of Management, November 14, 2001, Boston, MA; Topic: "Knowledge Management."

#### selected upcoming speaking engagements

- Forum Speaker, Boston KM Forum, December 21, 2001, Needham, MA; Topic: "Keeping Intellectual Capital when Human Capital Departs."
- Conference Speaker, AllM 2002, March, 2002, San Francisco; Topic: "Content Management—Requirements for Success."
- Conference Speaker, InfoToday 2002, May, 2002, New York, NY; Topic: "Plugging the Brain Drain."

#### selected quotations

- "PCs Emerge as Management Tools," **Machine Design**, 11/85
- "E-mail Catches on Like the Phone," **The Boston Globe**, 11/86
- "At Last, Software CEOs Can Use," **Fortune Magazine**, 3/89
- "The Shape of Things," **MIS Week**, 4/90
- "Executives Must Be 'Brutally Honest'," **Communications World** (Australia), 5/90
- "The Prophet Motive," **Computer Systems News**, 5/28/90
- "Insurance Firms Lag Behind," **Computerworld**, 6/90
- "Roles Consultants Play," **Insurance Software Review**, 6/90
- "The Right Stuff," **CIO**, 7/90
- "When Selling Technology to Management, Use the Right Salespeople," **Beyond Computing**, 1/93
- "Profile - A Seasoned Approach," **Information Week**, 5/93
- "Haste Makes...Money," **CIO**, 5/94
- "Arthur D. Little, Inc.," Harvard Business School Case Study, 11/95
- "Intranet Automation Conquers Rising Costs," **Computing Canada** (Canada), 2/98
- "*Compartir Conocimientos*," **La Nacion** (Buenos Aires), 4/98, Business Section
- "Knowledge into Action," **Knowledge Management**, Premier Issue, 10/98
- "Opportunity Knocking for Lotus," **InternetWeek**, 1/99
- "*Se Souber, Conte a Alguem*," interview in **HSM Management** (Brazil), 5/99
- "Knowledge Management at Arthur D. Little," interview in **Montague Institute Review**, 9/99
- "Arthur D. Little: The Original Knowledge Firm," **Knowledge Management**, 12/99
- "Knowledge Management by Stealth," **Knowledge Management** (Europe), 2/00
- "Request for Proposal," **Knowledge Management**, 3/00
- Cover Photo, "The Knowledge Doctors," **Knowledge Management**, 3/00
- "*Ahora Compartir el Conocimiento Es Poder*," **El Nacional** (Caracas), *Estrategia y Negocios* Section, 7/00