

Deborah L. Soule

<https://www.linkedin.com/in/deborahsoule>

EDUCATION

Harvard University, Harvard Business School Boston, MA
Doctorate in Business Administration, Technology and Operations Management

University of Cape Town, Graduate School of Business Cape Town, South Africa
Master in Business Administration, Information Technology Management

Rhodes University Grahamstown, South Africa
Bachelor of Science, Computer Science and Mathematics

RELEVANT TEACHING EXPERIENCE

Design, develop and/or deliver courses on business, data analytics, information technology management, organizational behavior, and technology strategy and management.

Northeastern University Boston, MA
Part-time Lecturer (2020- present); Online Instructor (2009-2010)

University of Massachusetts, Manning School of Business Lowell, MA
Adjunct Professor (2019-present)

Emeritus Institute of Management Singapore
Course Leader (2018-present)

Brandeis University, International Business School Waltham, MA
Adjunct Professor (2010-2011)

SELECTED OTHER PROFESSIONAL EXPERIENCE

Soule Solutions Medford, MA
Independent Research Consultant (2003-present)
Providing research, thought leadership, and consulting services focused on digital technology use, digital transformation, organizational practices, business innovation and process improvement.

Bloqcube Piscataway, NJ
Advisor (2018 – present)

Edanz Group Fukuoka, Japan
Freelance Editor (2016-present)

MIT, Sloan School of Management, Initiative on the Digital Economy (IDE) Cambridge, MA
Research Associate/Project Manager (2012-2017)
Designed, conducted and presented sponsored research investigating and informing digital transformation efforts in multiple organizations, sectors and industries.

Harvard Graduate School of Education, Learning Innovations Lab (LILA) Cambridge, MA
Research Specialist (2009-2012); Research Manager (2001-2006)
Led and conducted interdisciplinary research for a learning consortium of ~30 executives from business, government and non-profit institutions.

Harvard Business School, Entrepreneurial Management Unit Boston, MA
Research Associate (2006-2009)

TEACHING, FACILITATION AND CURRICULUM DEVELOPMENT

Undergraduate

Northeastern University, D'Amore-Kim School of Business, Undergraduate MIS Core

Part-time Lecturer – Course delivery and assessment

- Management Information Systems (Fall 2020)

University of Massachusetts, Manning School of Business, Undergraduate Business Core

Adjunct Professor – Curriculum design, instruction and assessment

- Introduction to Business (Fall 2019; Spring 2020)

Graduate

University of Massachusetts, Manning School of Business, MBA Program

Adjunct Professor – Curriculum design, instruction and assessment

- Global Enterprise and Competition (Fall 2020)

MIT Sloan School of Management, MBA/EMBA Electives

Faculty Mentor – Team facilitation and assessment

- Analytics Lab (Fall 2014, 2015, 2016)
- Enterprise Transformations in the Digital Economy (Spring 2017)

Brandeis University, MBA Core

Adjunct Professor – Curriculum design, instruction and assessment

- Organizational Behavior and Management (Spring 2011- 2 sections; Fall 2011)

Northeastern University, Online MBA

Instructor – Instruction and discussion facilitation

- Creating and Sustaining Competitive Advantage through Global Innovation (2010)
- Strategic Decision Making in Changing Environments (2010)
- Innovation and Enterprise Growth (2009)

Harvard Extension School, Graduate Certificate Program in Administration & Management

Course Instructor – Curriculum design, instruction and assessment

- Managing in a Networked Society (1999)
- Using Information for Competitive Advantage (1998)

Professional

Emeritus Institute of Management

Course Leader – Online instruction, facilitation and assessment

- Business Analytics: From Data to Insights – Wharton Online (2018-present, 12 sessions)
- Digital Transformation: Platform Strategies for Success – MIT Sloan ExecEd Online (2018-present, 12 sessions)
- Applied Business Analytics – MIT Sloan ExecEd Online (2020, 2 sessions)
- Digital Transformation – Imperial College Online (Aug 2020)

Harvard Graduate School of Education

Learning Facilitator – Event design and group discussion facilitation

- LILA – Learning leadership consortium (2001 – 2006; 2009-2012)
- Organizational Learning and Innovation - Project Zero Summer Institute (2003)

Harvard Business Publishing, Corporate Learning Group

Discussion Moderator – Instruction and discussion facilitation via video and online

- Leadership Excellence Acceleration Program – strategy and innovation topics (2010, 2011)

PUBLICATIONS¹

Recent Papers and Work in Progress

Westerman, G.F., Soule, D.L. and Eswaran, A. (2019) Building Digital-Ready Culture in Traditional Organizations. *Sloan Management Review* (June).

Pereira, G.L., da Silva, P.P. and Soule, D. (2019). Utility adaptation and business model innovation in a rapidly changing electricity sector: a capabilities approach. Under revision.

Soule, D.L. and Westerman, G.F. (2019). Digital culture: Values and practices driving success in a digital world. MIT/IDE research report, under revision.

Soule, D.L. and Westerman, G.F. (2016). Organizing for Ongoing Digital Innovation: A Capabilities Perspective. MIT/IDE WP, under revision.

Soule, D.L., Puram, A.D., Westerman, G.F. and Bonnet, D. (2015). [Becoming a Digital Organization: The Journey to Digital Dexterity](#). MIT/IDE WP.

Soule, D.L., Carrier, N., Bonnet, D. and Westerman, G.F. (2014). [Organizing for a Digital Future: Opportunities and Challenges](#). MIT/IDE WP.

Ghasemkhani, H., Soule, D.L. and Westerman, G.F. (2014). [Competitive Advantage in a Digital World: Toward an Information-based View of the Firm](#). MIT/IDE WP.

Refereed Articles and Proceedings, Books and Chapters

Pereira, G.L., da Silva, P.P. and Soule, D. (2018). Policy-adaptation for a smarter and more sustainable EU electricity distribution industry: a foresight analysis. *Environment Development and Sustainability*, DOI: <https://doi.org/10.1007/s10668-018-0119-x>

Pereira, G.L., da Silva, P.P. and Soule, D. (2018). Assessment of electricity distribution business model and market design alternatives: Evidence for policy design *Energy and Environment*, DOI: <https://doi.org/10.1177/0958305X18758248>

Pereira, G.L., da Silva, P.P. and Soule, D. (2017). Policies for an EU smarter grid environment: A Delphi study on DSOs. 14th International Conference on the European Energy Market (EEM), *IEEE Conference Publications*, DOI: <https://doi.org/10.1109/EEM.2017.7981979>

Applegate, L.M., Austin, R.D. and Soule, D.L. (2009). *Corporate Information Strategy and Management: Text and Cases*. 8th ed. N.Y.: McGraw-Hill.

Applegate, L.M., Austin, R.D. and Soule, D.L. (2009). Instructor's Manual to Accompany Corporate Information Strategy and Management: Text and Cases. 8th ed. N.Y.: McGraw Hill.

Burnside, R., Soule, D.L. and van Rossum, Z. (2007). Cultivating High Yield Learning: Embedding Learning Skills in an Industry with No Time for Learning, *International Conference on Organizational Learning, Knowledge and Capabilities* (OLKC), London ON, June 2007.

¹ I have published under both names “Sole” (unmarried) and “Soule” (married)

- Sole, D.L. and Applegate, L.M. (2005). Beyond knowledge transfer: A typology of knowledge sharing behavior in virtual teams. *Proceedings of the 6th European Conference on Organizational Knowledge, Learning and Capabilities (OKLC)*, Cambridge MA, March 2005.
- Sole, D.L. and Edmondson, A.C. (2002). Situated Knowledge and Learning in Dispersed Teams, *British Journal of Management*, 13(Sept), p.517-34.
- Sole, D.L. and Edmondson, A.C. (2002). Bridging Knowledge Gaps: Learning in Geographically Dispersed Cross-functional Teams, in *Strategic Management of Intellectual Capital and Organizational Knowledge*, edited by Chun Wei Choo and Nick Bontis, Oxford University Press.
- Sole, D.L. and Huysman, M. (2002). Communities of Practice and the Role of Location: Revealing Limits of Virtuality and Knowledge. *Proceedings of 23rd International Conference on Information Systems (ICIS)*, Barcelona, Spain, December 2002.
- Sole, D.L. and Huysman, M. (2001). Knowledge, Practice and the Role of Location: A Community of Practice Perspective, in *Trends in Communication*, Special Edition on Communities edited by M. Huysman and P. van Baalen, Boom Publishers, Netherlands.
- Sole, D.L. and Edmondson, A.C. (2001). Situated Knowledge and Learning in Dispersed Teams. *Proceedings of the 4th International Conference on Organizational Learning and Knowledge Management (OLK4)*, Ivey Business School, June 2001.
- Sole, D.L. and Applegate, L.M. (2000). Knowledge Sharing Practices and Technology Use Norms in Dispersed Development Teams. *Proceedings of the 21st International Conference on Information Systems (ICIS)*, Brisbane, Australia, Dec 2000.

Cases and Teaching Materials

- Applegate, L.M. and Soule, D.L. (2009). [Foxwoods: Turning Data into Insights in the Hospitality Industry](#). Harvard Business School Publishing, Case #810-083.
- Applegate, L.M. and Soule, D.L. (2008). [Royal DSM N.V.: Information Technology Enabling Business Transformation](#). Harvard Business School Publishing, Teaching Note #809-078.
- Applegate, L.M. and Soule, D.L. (2008). [Canyon Ranch: Becoming an IT-enabled Business](#). Harvard Business School Publishing, Teaching Note #809-094.
- McFarlan, F.W., Keil, M., Hupp, J. and Soule, D.L. (2008). [The AtekPC Project Management Office](#). Harvard Business School Publishing, Teaching Note #809-077.
- Applegate, L.M. and Soule, D.L. (2007). *Transforming IBM: Organizing for Innovation that Matters*. Harvard Business School Publishing, case #808-020.
- Austin R.D., Sole, D.L. and Cotteleer, M.J. (1999). [Harley-Davidson Motor Company: Enterprise Software Selection](#). Harvard Business School Publishing, Case #600-006.

Other Papers

- Soule, D.L., Seeking Structure: A Reconceptualization of Case Management, presented in ICIS Poster session, Dec 2013.
- Soule, D.L. and Applegate, L.M., Virtual Team Learning: Reflecting and Acting, Alone or With Others HBS WP #09-084.
- Applegate, L.M. and Soule, D.L., Organizing for Business Model Innovation in Established Organizations.
- Soule, D.L. Leveraging Remote Knowledge in Geographically Dispersed Development Teams
- Soule, D.L. Bridging Knowledge Gaps: Knowledge Sharing and Learning Practices in Virtual Development Teams, Doctoral dissertation.
- Sole, D.L., McFarlan, F.W. and Nolan, R.L. (1997) A Knowledge-based model of IT Outsourcing for the Network Era. HBS WP #97-076.

Industry and Practitioner Reports

For MIT Sloan School of Management, Initiative on the Digital Economy (IDE):

Soule, D. L. and Westerman, G.F. Fostering a Digital Organization, MIT/ IDE Research Brief, April 2016.

Soule, D. L. Digital Organization and Leadership: A Study of Digital Attitudes, Practices, and Outcomes at Haier. MIT/IDE Research Report, November 2015.

Soule, D. L. Digital Transformation in the Postal Industry. MIT/IDE Research Report, November 2013.

For MIT Sloan School of Management, Center for Information Systems Research (CISR):

Westerman, G. and Soule, D. L. Learning to Foster Breakthrough Innovation: The Evolution of EMC's Innovation Conference, MIT/CISR Research Briefing, Vol X, No.11, November 2010.

Westerman, G. and Soule, D. L. Taking Charge of the IT Value Conversation at JM Family Enterprises, Inc., MIT/CISR Research Briefing, Vol X, No.7, July 2010.

Westerman, G. and Soule, D. L. Making an Innovation Team Sustainable: Innovation Success Factors at BP, MIT/CISR Research Briefing, Vol IX, No.10, October 2009.

For the Society for Information Management's Advanced Practices Council (SIM/APC):

Applegate, L.M. and Soule D.L. Driving Breakthrough Business Innovation with IT: A CIO Perspective. May 2009.

For Harvard University's Learning Innovations Laboratory (LILA):

Soule, D.L. (2012). Paths towards Wisdom: Perspective, Presence, Patience and Practice. LILA Insights, March 2012.

Soule, D.L. (2012). Developing Wisdom Individually and Institutionally. LILA Research Brief, Feb 2012.

Soule, D.L. (2011). Exploring Paths to Wisdom. LILA Research Brief, Oct 2011.

Soule, D.L. (2011). The Effective Collective: Reflecting on Emerging Forms of Collaborative Activity in Organizations. LILA Research Brief. June 2011.

Soule, D.L. (2011). Perspectives on Collective Innovation. LILA Research Brief, April 2011.

Soule, D.L. (2011). Cultivating Organizational Learning Ecologies. LILA Research Brief, Feb 2011.

Soule, D.L. (2010). Exploring Collaborative Perspectives on Leadership. LILA Research Brief, Oct 2010.

Soule, D.L. (2010). Leading for Insight and Impact in Organizations. LILA Research Brief, June 2010.

Soule, D.L. (2010). The Problem Finding Organization. LILA Research Brief, April 2010.

Soule, D.L. (2010). The Dynamics of Impact: Understanding Organizational Interventions and Outcomes. LILA Research Brief, Jan 2010.

Soule, D.L. (2009). The Science and Practice of Insight in Organizations. LILA Research Brief, Oct 2009.

Van Rossum, Z. and Soule, D.L. (2006). Sources of Collaborative Capacity. LILA Insights, April 2006.

Soule, D.L. and van Rossum, Z. (2006). Cultivating Collaborative Capacity. LILA Research Brief.

Soule, D.L., Cole, D. and Gray, J. (2006). Challenging Cultural Change. LILA Insights, January 2006.

Montgomery, J., Soule, D.L. and Wilson, D.G. (2006). Leading Lifelong Learning in Organizations. LILA Research Brief.

Soule, D.L. and Whitehouse, P. (2005). Transforming Organizations. LILA Research Brief.

Soule, D.L. (2004). Driving Innovation through Understanding Cognition. LILA Insights, October 2004.

Soule, D.L. (2004). Frame-making and Frame-breaking: Cognition and Organizational Innovation. LILA Research Brief.

Soule, D.L. (2004). Perspectives on Organizational Innovative Capacity. LILA Research Brief.

Whitehouse, P., Wilson, D.G. and Soule, D.L. (2004). Learning Simulations. LILA Research Brief.

Soule, D.L., McMurray K. and Ruff, J. (2004). Leveraging Technology Effectively for Knowledge Retention. LILA Insights, July 2004.

Soule, D.L. (2004). Using Social Network Analysis in Organizations. LILA Insights, April 2004.

Soule, D.L. (2003). The Social Network Perspective on Organizations: Identifying Relationships, Explaining Actions. LILA Research Brief.

Ruff, J. and Sole, D.L. (2003). Quality in Decision-making: Lessons from the Literature. LILA Research Brief.

Sole, D.L. (2003). Crossing Boundaries in Organizations. LILA Research Brief.

Sole, D.L. (2003). Cultivating Valuable Communities: Balancing Inherent Tensions. LILA Insights, June 2003.

Sole, D.L. (2003). Communities in Organizations: A New Source of Value? LILA Research Brief

Sole, D.L and Gakiya, M. (2003). Communities in Organizations: Some Insights, More Questions. LILA Research Brief.

Sole, D.L. (2002). Sharing knowledge through storytelling. LILA article.

Sole, D.L. and Wilson, D.G. (2002). Storytelling in Organizations: The power and traps of using stories to share knowledge in organizations. LILA Brief.

Sole, D.L. (2002). Collaborative Technologies. LILA Brief.

Sole, D.L. (2002). Counterintuitive Leadership and Intelligent Organizations. LILA Brief.

Sole, D.L. (2002). Collaborative Technologies: Foundations of Virtual Knowledge Work. LILA Brief.

Sole, D.L. (2002). Counterintuitive Leadership: Beyond the Charismatic Hero. LILA Brief.

Sole, D.L. (2001). Communities of Practice: A Viewpoints Briefing.

Chitrabhanu, D. and Sole, D.L. (2001). Knowledge Management: A LILA Briefing.

Sole, D.L. (2001). Learning from others' experience: A discursive excursion. LILA Briefing.

PRESENTATIONS

Soule, D.L. "Exploring Digital Culture: Values and Practices for Success in a Digital World." New England Association of Information Systems, Waltham, May 2019.

Soule, D.L. "Catching the Digital Wave." Invited keynote at WAVES Summit, Madrid, Spain, June 2017.

Soule, D.L. "Digital Culture: Identifying internal mechanisms of adaptation and success in a digital environment" at IDE Annual Conference, Cambridge MA, May 2017.

Soule, D.L. "Fostering a Digital Organization" at IDE Annual Conference, Cambridge MA, May 2016.

Soule, D.L. "Digital Organization of the Future" at IDE Annual Conference, Cambridge MA, May 2014.

Soule, D.L. "Learning for Innovation: Cultivating Insightful Practice in Organizations" at the International Conference on Organizational Learning, Knowledge and Capabilities (OLKC), Boston MA, June 2010.

Applegate, L.M. and Soule, D.L. "Emerging Technology and Breakthrough Innovation" presented to the Society for Information Management, Advanced Practices Council, Chicago IL, May 2008.

Soule, D.L. and Applegate, L.M. "Virtual Team Learning: Reflecting and Acting, Alone or With Others" at Academy of Management Conference (AOM), Philadelphia PE, August 2007.

Burnside, R. and Soule, D.L. "Cultivating High Yield Learning: Embedding Learning Skills in an Industry with No Time for Learning" at the International Conference on Organizational Learning, Knowledge and Capabilities (OLKC), London ON, June 2007.

Sole, D.L. and Applegate, L.M. "Beyond Knowledge Transfer: A Typology of Knowledge Sharing Behavior in Virtual Teams" at the 6th European Conference on Organizational Knowledge, Learning and Capabilities (OKLC), Cambridge MA, March 2005.

Sole, D.L. "Leveraging Remote Knowledge in Dispersed NPD Teams" at Academy of Management Conference (AOM), Denver CO, August 2002.

Sole, D.L. "Knowledge Sharing Practices in Geographically Dispersed Teams" at Academy of Management Conference (AOM), Washington DC, August 2001.

Sole, D.L. and Edmondson, A.C. "Situated Knowledge and Learning in Dispersed Teams" at 4th Organizational Learning & Knowledge Management Conference (OLK4), London, Canada, June 2001.

Sole, D.L. and Applegate, L.M. "Knowledge Sharing Practices and Technology Use Norms in Dispersed Development Teams," Research-in-progress Track, 21st International Conference on Information Systems (ICIS), Brisbane, Australia, December 2000.

Sole, D.L. "Exploring Knowledge Sharing Practices in Dispersed Development Settings" at INFORMS, Salt Lake City, UT, Knowledge & Technology Invited cluster, May 2000.

Sole, D.L. "From Contribution to Collaboration: Exploring the Role of IT in Intraorganizational Knowledge Sharing," Doctoral Consortium, 19th International Conference on Information Systems (ICIS), Helsinki, Finland, December 1998.

LEADERSHIP, AFFILIATIONS AND OTHER SERVICE ACTIVITIES

- PhD Thesis Advisor, visiting MIT student from University of Coimbra, Portugal (2016-2017)
- Association for Information Systems, member and ad hoc academic reviewer
- Academy of Management, member and ad hoc conference reviewer
- Medford in the Middle, Inc. (middle-school youth services program), Co-Founder and Director (2013-2016)
- Youth Soccer Coach (2011-2017)
- School PTO Executive committee (2009-2013)
- School PTO Enrichment and Extracurricular program committees (2010-2015)

PROFESSIONAL DEVELOPMENT / CONTINUING EDUCATION

- Digital Transformation: From AI and IoT to Cloud, Blockchain, and Cybersecurity, MIT Prof.Ed Online (2020)
- Introduction to Computational Thinking and Data Science, EdX, MITX 6.00.2x (2017)
- Introduction to Computer Science and Programming Using Python, EdX, MITX 6.00.1x (2016)
- Leadership for Engineers, EdX, DeftX – LfE101x (2016)
- Data Science: Data to Insights, MIT Professional Education, Online X Programs DS.x (2016)
- Tackling the Challenges of Big Data, MIT Professional Education, Online X Programs 6.BD.x (2014)
- Data and Models in Engineering, Science and Business, MIT Prof.Ed (2013)