

Kenneth T. Goh, Ph.D

Associate Professor of Strategy & Entrepreneurship (Education)

Academic Director, Business Families Institute

Academic Advisor, Innovation & Entrepreneurship Major

Lee Kong Chian School of Business

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ACADEMIC POSITIONS

Current	Associate Professor of Strategy & Entrepreneurship (Education) Academic Director, Business Families Institute Academic Advisor, Innovation & Entrepreneurship Major
Previous	Assistant Professor of Organizational Behavior University of Western Ontario, Richard Ivey School of Business London, Ontario

BOARD POSITIONS

9/2024 - Present	President, Singapore Aquatics
4/2024 - Present	Vice President, Asia Aquatics
11/2023 - Present	Director, World Aquatics Championships Singapore Pte Ltd (Local Organizing Committee for World Aquatics Championships Singapore 2025, in partnership with SportSG and Singapore Aquatics)
7/2022 – 9/2024	Secretary General, Singapore Aquatics (formerly Singapore Swimming Association), the national governing authority for aquatic sports in Singapore

EDUCATION

Ph.D., Organizational Behavior and Theory, Carnegie Mellon University, Tepper School of Business, Pittsburgh, PA

Dissertation: *Iterative Processes in Creative Project Teams*

Chair: Prof. Laurie Weingart

Committee: Prof. Denise Rousseau, Prof. Anita Woolley, Prof. Steven Dow

M. Ed., Human Development and Psychology, Harvard University, Graduate School of Education, Cambridge, MA

B. Sc., Economics (Dual Concentration in Finance and Entrepreneurial Management), University of Pennsylvania, The Wharton School, Philadelphia, PA

RESEARCH INTERESTS

Innovation, routine dynamics, creative teams, dynamic organizational process

RESEARCH GRANTS

- Chen Yet-Sen Family Foundation for research on Family Philanthropy: A survey on patterns of giving
- Ministry of Education Tier 1 Academic Research Fund (2024) for “Transforming Competitive Swimming with Physiological & Smart Drone Based Sensing, Analysis and Coaching Insights” (Co-PI).
Media mention: The Straits Times, Mar 4, 2025 — “Singapore Aquatics adopts drone technology and artificial intelligence in training.”
- Human Capital Leadership Institute for research on “Investigating board dynamics for firm innovation” (May 2024).

- Academic Research Fund (Oct 2023) for research on Transforming competitive swimming with physiological smart drone-based sensing, analysis, and coaching insights (Co-PI)
- Vital WellSpring Pte. Ltd. (Nov 2021) for research on integrating ESG in business families
- Ministry of Education Tier 1 Academic Research Fund (Sept 2020) for research on improvisation during COVID19
- Ministry of Education Tier 1 Academic Research Fund (Sept 2019) for research on entrepreneurial pivoting
- Social Science and Humanities Research Council Canada (2018) for research on gender diversity in the mutual fund industry
- Ivey Business School Research Grant (2015)
- Center for Interdisciplinary Research & Teams, Carnegie Mellon University (2012)
- Graduate Small project Help (GuSH) Research Funding, Carnegie Mellon University (2007, 2009, 2012)

AWARDS, PRIZES AND HONORS

1. Emerald Literati Outstanding Paper Award (2023) for “The effects of conflict type and conflict expression on conflict management”
2. V3 Group Fellow in Family Entrepreneurship (2022 – 2023)
3. Ivey Publishing Best Seller for “Agoda: People analytics and business culture (A)”.
4. Dean’s Teaching Honour List, Lee Kong Chian School of Business (2018-2022)
5. Academy of Management, Strategizing Activities and Practices Group, Best Paper Award (2018) – Finalist
6. Academy of Management, Strategizing Activities and Practices Group, Pushing the Boundary Award (2018) – Finalist
7. University Student Council Teaching Honour Roll (2015-2016)
8. APA Div 49 Dissertation Award Competition (2014) – Finalist
9. J. Richard Hackman Dissertation Award (2014) - Finalist
10. Best Published Paper Award, Small Group Research 2013 (for Goh, Goodman, and Weingart, 2013)
11. Academy of Management Organizational Behavior Doctoral Consortium (2012)
12. William Larimer Mellon Fellowship, Carnegie Mellon University (2006-2013)
13. Lee Kuan Yew Scholarship, Republic of Singapore (2005)
14. Academic All-Ivy Award, The Ivy League (2000)
15. Singapore Sports Council Scholarship, Republic of Singapore (1998)

RESEARCH PUBLICATIONS

Pentland, B. T., Kremser, W., Goh, K. T. (2025). “Path nets: Concurrence and recurrence in the dynamics of organizing”. *Academy of Management Review*, 50(1), 114-137

Goh, K. T., Mack, D. Z., Lee, S., Mair, J., Sengul, M., Weingart, L. R. (2024). “Organizing for Inclusion: Integrating and Extending Research on Diversity and Organization Design”. *Academy of Management Annual Meeting Best Paper Proceedings*.

Tran, T., Choo, K.T.W., Foong, S., Bhardwaj, H., Win, S.K.H., Ang, W.J., Goh, K. and Balan, R.K., 2024, June. Analyzing Swimming Performance Using Drone Captured Aerial Videos. In *Proceedings of the 10th Workshop on Micro Aerial Vehicle Networks, Systems, and Applications* (pp. 7-12).

Goh, K. T., Fisher, C. M., Sommer, S. A., (2022). “The effect of formal time allocations on learning trajectories and performance”. *Small Group Research*, 56(6), 821-854

Todorova, G. T., Goh, K. T., Weingart, L. R. (2022). “The effects of conflict type and conflict expression intensity on conflict management”. *International Journal of Conflict Management*, 33(2), 245-272. **Emerald Literati Outstanding Paper Award**

Goh, K. T., Mack, D. Z., George, G. (2021). “How nascent organizations overcome unfavorable legitimacy judgments to form partnerships”. *Academy of Management Annual Meeting Best Paper Proceedings*.

Todorova, G. T., Goh, K. T., Weingart, L. R. (2021). “The effects of conflict type and intensity on conflict management”. *Academy of Management Annual Meeting Best Paper Proceedings*.

Patel, S., Ouslis, N., Konrad, A. M., Goh, K. T. (2020). “Glass cliff or speed bump? Gender diversity in U.S. mutual fund management teams: 1992 – 2016”. *Academy of Management Annual Meeting Best Paper Proceedings*.

Goh, K. T., Pentland, B. T. (2019). “From actions to paths to patterning: Toward a dynamic theory of patterning in routines”. *Academy of Management Journal*, 62(6), 1901-1929.

Goh, K. T., Rerup, C. (2018). “The role of space and time in balancing conflicting pressures through routine dynamics”. *Academy of Management Annual Meeting Best Paper Proceedings*.

Goh, K. T., Fisher, C. M., Sommer, S. A. (2015). To go fast, go slow: The effect of phase durations on team performance trajectories in trial-and-error experimentation. *Academy of Management Annual Meeting Best Paper Proceedings*.

Goh, K. T., Krackhardt, D., Weingart, L. R., & Koh, T. K. (2014). The role of Simmelian friendship ties on retaliation within triads. *Small Group Research*, 45(5), 471-505.

Goh, K. T., Goodman, P. S., & Weingart, L. R. (2013). Team innovation processes: An examination of activity cycles in creative project teams. *Small Group Research*, 44(2), 159-194. **Won best published paper at INGROUP**

REFEREED ACADEMIC BOOK CHAPTERS

Goh, K. T., Rerup, C. (2023). “Improvisation, routine dynamics, and temporal regularity”. In Miguel Pina e Cunha, Dusya Vera, António Abrantes & Anne Miner (Eds), *The Routledge Companion to Improvisation in Organizations*.

Pentland, B. T., Goh, K. T. (2021). Organizational routines and organizational change. In Marshall Scott Poole & Andrew H. Van de Ven (Ed.), *Oxford Handbook of Organization Change and Innovation (2nd ed)*, 339-363. Oxford: Oxford University Press.

Weingart, L. R., & Goh, K. (2010). Research methods and Issues. In J. M. Levine & M. A. Hogg (Eds.), *Encyclopedia of Group Processes and Intergroup Relations*, 698-706. Thousand Oaks, CA: Sage.

Notable information: This book was recognized as an Outstanding Reference Source by the American Library Association (January, 2011)

PUBLISHED BOOKS

Goh, K. T., Mack, D. Z., Ang, J. (2023). “The Inclusive Organizing Playbook”. ISBN: 978-981-18-5720-1

Marcovici, P., Goh, K.T., Ispahani, I. (2022). “Circular Economy Principles for Family Business and Wealth Stewardship. Society of Trust and Estate Practitioners. ISBN: 978-0955026294

OTHER PUBLICATIONS

“For generations to come: Applying concepts of circularity to governance and succession in family-owned firms”. Interview with [SMU City Perspectives](#) (June 13, 2024).

“Joseph Schooling and how training for Olympics exacts a steep price from athletes”. Commentary in [The Straits Times](#) (April 9, 2024).

“Early specialisation in sports poses risk of burnout among young athletes”. Op-Ed in [The Straits Times](#) (Feb 18, 2024). Mentioned by [President Tharman Shanmugaratnam](#).

“3 groundless myths that get in the way of workforce inclusivity”. Op-Ed in The Straits Times (Aug 11, 2023).

“Singapore elites must tackle sustainability”. Op-Ed in [The Business Times](#) with Alwyn Lim (1st author), Jun 15, 2022

“Resolving NS-elite sports tensions through a paradox lens”. Op-Ed in **The Straits Times**, Nov 13, 2021

Ispahani, I., Marcovici, P., Goh, K.T. (2022). “Family business and sustainability”. IFB UK (<https://www.ifb.org.uk/resources/for-owners/family-businesses-and-sustainability/>)

Ispahani, I., Marcovici, P., Goh, K.T. (2021). “Sustainability starts at home”. *Tharawat magazine* (<https://www.tharawat-magazine.com/sustain/sustainability-starts-at-home/>)

Goh, K. T.; Smith, R. R.; Tan, C. H.; Dhevarajulu, D. (2020). “Healthcare innovation from the inside out Leveraging the human capital system at Tan Tock Seng Hospital”. *Asian Management Insights*, 7(2).

WORKING PAPERS

[Paper on how new entrants partner with incumbents], with Daniel Mack and Gerry George. Paper under review at Strategic Management Journal.

[Paper on humor dynamics], with Nale Lehmann-Willenbrock. Preparing for submission.

[Paper on routine dynamics under review], with Claus Rerup and Waldemar Kremser. Preparing for submission.

WORKS-IN-PROGRESS

“Intellectual humility and team processes”, with Laurie Weingart and Michal Lehmann. Data collection

“Investigating inclusive organizational practices”, with Daniel Mack.

ACADEMIC PRESENTATIONS

1. **Goh, K. T.**, Lehmann-Willenbrock, N. (2025). Harnessing humor in teams [Session #306]. In 40th Annual Conference of the Society for Industrial and Organizational Psychology (SIOP), Denver, CO
2. **Goh, K. T.**, Kong, E. (2024). “Moonshot philanthropy for exponential value creation”. Family Firm Institute, London, UK.
3. **Goh, K. T.**, Mack, D. (2024). “Organizing for Inclusion: Integrating and Extending Research on Diversity and Organization Design”. Academy of Management Symposium with Sunny Lee (UCL), Johanna Mair (Hertie School), Metin Sengul (UT Austin), Laurie Weingart (Carnegie Mellon)
4. **Goh, K. T.**, Kong, E., Koh, J. (2023). “How Asian Business Families Build a Legacy of Impact”. Family Firm Institute, New York, USA.
5. **Goh, K. T.**, Lehmann-Willenbrock, N. (2022). “Dynamics of humor expression for team improvisation and coordination in crisis”. Interdisciplinary Network for Group Research, Hamburg, Germany.
6. Goh, K. T., Li, J., Tan, C. (2022). “Three pathways towards organizational improvisation”. Groningen University.
7. Symposium on “Sequential Analysis of Textual Data” (Oct 2022) with Joann Keyton, Nale Lehmann-Willenbrock, Florian Klonek. Interdisciplinary Network for Group Research (virtual session).
8. **Goh, K. T.**, Mack, D. Z., George, G., (Aug 2021). “How nascent organizations overcome unfavorable legitimacy judgments to form partnerships”. Academy of Management (virtual session).
9. Todorova, G. T., Goh, K. T., Weingart, L. R. (Aug 2021). “The Effects of Conflict Type and Intensity on Conflict Management”. Academy of Management (virtual session).
10. **Goh, K. T.**, Mack, D. Z., George, G., (July 2021). “Legitimizing practices and grand challenges: How nascent organizations overcome unfavorable legitimacy judgments to form partnerships”. European Group for Organizational Studies, Amsterdam, The Netherlands, (virtual session).
11. Patel, S., Ouslis, N., Konrad, A. M., Goh, K. T. (Oct 2020). “Glass Cliff or Speed Bump? Gender Diversity in U.S. Mutual Fund Management Teams: 1992 – 2016”. Interdisciplinary Network for Group Research, Seattle, WA (virtual session).
12. Patel, S., Ouslis, N., Konrad, A. M., Goh, K. T. (Aug 2020). “Glass Cliff or Speed Bump? Gender Diversity in U.S. Mutual Fund Management Teams: 1992 – 2016”. In A. M. Konrad and M. Cruz (Organizers), Storming the last bastion: Women entering high prestige male-dominated occupations. Symposium presented at the Academy of Management, Vancouver, B.C. Canada (virtual session).

13. **Goh, K. T.**, Mack D. Z. (July 2020). "How technology humanizes work: Crowdfunding welfare, legitimacy constraints, and the provisioning of social services." European Group for Organizational Studies, Hamburg, Germany (virtual session).
14. **Goh, K. T.**, Rerup, C. (July 2019). "Giving form to the flow of time through organizational routines." European Group for Organizational Studies, Edinburgh, UK.
15. **Goh, K. T.**, Rerup, C. (Aug, 2018). "The role of space and time in balancing conflicting pressures through routine dynamics". Academy of Management, Chicago, Illinois.
16. **Goh, K. T.**, Pentland, B. T. (July 2018). "Towards a dynamic theory of enacted complexity." Interdisciplinary Network for Group Research, Baltimore, Maryland.
17. Zakaria, C., **Goh, K. T.**, Lee, Y., Balan, R. K., (July 2018). "Moved by conflict: Exploring the relationship between experienced conflict and individual mobility patterns". Interdisciplinary Network for Group Research, Baltimore, Maryland.
18. **Goh, K. T.**, Rerup, C. (June, 2018). "Routine dynamics: Balancing pressures for efficiency and flexibility through the co-constitution of space and time". International Symposium on Process Organization Studies, Hadiki, Greece.
19. **Goh, K. T.**, Pentland, B. T. (April 2018). "Towards a dynamic theory of enacted complexity." Asian Management Research Consortium, Seoul, Korea.
20. **Goh, K. T.**, Pentland, B. T. (April 2018). "Temporal trajectories of enacted complexity in creative project teams". AOM Big Data and Managing in a Digital Economy Conference, Surrey, UK.
21. **Goh, K. T.**, Pentland, B. T. (March 2018). "Towards a dynamic theory of enacted complexity." NTU Complexity Conference, Singapore.
22. Todorova, G. T., Goh, K. T., Weingart, L. R. (July 2017). "How conflict type and conflict expression intensity influence approaches to conflict management." Interdisciplinary Network for Group Research, St. Louis, Missouri.
23. **Goh, K. T.**, Pentland, B. (June 2017). "The alignment of enacted and descriptive complexity in creative project teams." Academy of Management Journal Special Research Forum Paper Development Workshop. London, ON, Canada.
24. **Goh, K. T.**, Rerup, C. (Aug 2016). "Time and organizational routines: Synchronizing contradictory temporalities in innovative projects," Academy of Management, Anaheim, CA.
25. Todorova, G. T., Weingart, L. R., Goh, K. T., Mayo, A. (Aug 2016). "Process conflict, idea integration, and process representational gaps in innovation teams," In S. C. Wang & N. S. Janardhanan (Chairs), *Making teams meaningful: Deriving meaning from divergent individual experiences in teams*. Showcase symposium presented at the Academy of Management, Anaheim, CA.
26. **Goh, K. T.**, Peng, A., Begen, M. (July 2016). "The effect of efficacy disparity on task conflict and team performance," Interdisciplinary Network for Group Research, Helsinki, Finland.
27. **Goh, K. T.**, Peng, A., Begen, M. (June 2016). "The effect of efficacy disparity on task conflict and team performance," International Association of Conflict Management, New York, NY.
28. **Goh, K. T.**, Fisher, C. M., Sommer, A. S. (Aug 2015). "To go fast, go slow: The effect of phase durations on team performance trajectories in trial-and-error experimentation," Academy of Management, Vancouver, BC.
29. Fisher, C. M., Goh, K. T., Sommer, A. S. (July 2015). "New beginnings: The influence of rhythm on discussing errors, learning and team performance," In S. B. F. Paletz (Chair), *Analyzing temporal patterns of teams in action*. Symposium presented at the Interdisciplinary Network for Group Research, Pittsburgh, PA.
30. Todorova, G., Mayo, A., Goh, K. T., Weingart, L. R. (July 2015). "Idea integration structure and creative synthesis: The antecedents and consequences of centralized idea integration in diverse teams," Interdisciplinary Network for Group Research, Pittsburgh, PA.

31. **Goh, K. T.**, Rerup, C. (July 2015). “Dancing to different beats: Balancing temporal asymmetry in routines for creative work,” European Group for Organizational Studies, Athens, Greece.
32. **Goh, K. T.**, Fisher, C. M., Sommer, A. S. (Aug 2014). “New Beginnings: The Influence of Temporal Structure on Team Learning and Performance,” In A. P. Knight & C. M. Fisher (Chairs), *A Time for Change: Dynamic Approaches to Group Dynamics*. Showcase symposium presented at the Academy of Management, Philadelphia, PA.
33. **Goh, K. T.**, Fisher, C. M., Sommer, A. S. (Jul 2014). “New beginnings: Addressing paradoxical demands for immediate performance versus time to explore, reflect, and learn,” Interdisciplinary Network for Group Research, 2014, Raleigh, NC.
34. Weingart, L. R., Todorova, G., Goh, K. T. (July 2013). “The combined effects of conflict type and conflict resolution on team performance and satisfaction,” Symposium presented at the International Association of Conflict Management, Seattle, WA.
35. Weingart, L. R., Todorova, G., Goh, K. T. (July 2013). “Conflict resolution as a moderator versus mediator of the effects of task, process, and relationship conflict on team outcomes,” Interdisciplinary Network for Group Research, 2013, Atlanta, GA.
36. **Goh, K.** (July, 2012). “Teams in Ambiguous Contexts: A temporal model of activity cycles in creative project teams,” Interdisciplinary Network for Group Research, 2012, Chicago, IL
37. **Goh, K.**, Krackhardt, D., Weingart, L. R., & Koh, T. K. (Aug, 2011). “Three Amigos vs. Dynamic Duos: The effect of Simmelian friends on retaliation,” Academy of Management, San Antonio, Texas.
38. **Goh, K.** (July, 2011) “An exploration of team agility and its effects on outcomes in product development teams,” Interdisciplinary Network for Group Research, Minneapolis, MN.
39. **Goh, K.**, Goodman, P. S., Weingart, L. R., & Todorova, G. (Aug, 2010). “Interactive media development teams: The role of iterations in ambiguous tasks,” Academy of Management, Montreal, Canada.
40. **Goh, K.**, Krackhardt, D., Weingart, L. R., & Koh, T. K. (July, 2010). “Three Amigos vs. Dynamic Duos: Comparing social control in dyads and groups,” Interdisciplinary Network for Group Research, Washington, D.C.
41. **Goh, K.** (2010). “The role of disciplined experimentation in creative collaborations,” Trans-Atlantic Doctoral Conference, London Business School, London, UK.
42. **Goh, K.**, Goodman, P. S., Weingart, L. R., & Todorova, G. (July, 2009). “Videogame development teams: A model for effective coordination and collaboration on uncertain and complex tasks,” Interdisciplinary Network for Group Research, Colorado Springs, CO.

CASE STUDIES

1. Goh, K. T., Ang, Jovina. (2024). Heritage and innovation: Leveraging family legacy in Ipse Ipsa Ipsum. (SMU-24-0014).
2. Goh, K. T., Ang, Jolyn., Chan, C. W. (2024). Usertip: Early-stage financing considerations. (SMU-23-0023).
3. Goh, K. T., Mittal, S., Mack, D. Z. (2023). An uncommon alliance: Unilever’s ‘The Vegetarian Butcher’ meets Singapore’s ‘The Social Kitchen’. (SMU-23-0004).
4. Goh, K. T., Lim, T. (2022). The other WTO: Using toilet humour to facilitate global access to toilets. (SMU-22-0027).
5. Goh, K. T., Xu, J., Chan, C.W. (2022). Shenzhen Power Solutions: Energising Africa’s Base of the Pyramid. (SMU-22-0023).
6. Goh, K. T., Cheah, S. M. (2021). Duolingo: Play, Not Pay, to learn languages. Singapore Management University (SMU-21-0029).

7. Goh, K. T., Ang, J. (2021). Federated Hermes: Improving ESG through active engagement with portfolio companies. Singapore Management University (SMU-21-0015).
8. Goh, K. T., Ang, J. (2021). Shining a ray of hope through COVID-19. Singapore Management University (SMU-20-0037).
9. Goh, K. T., Lim, T. (2020). Innovate or Dye: How Matex International innovates for sustainability. Singapore Management University (SMU-20-0028).
10. Goh, K. T., Dula, C. (2020). Vodien internet solutions: From building websites to powering the digital back-end of business. Singapore Management University (SMU-20-0012).
11. Goh, K. T., Chilarska, P., Cheah, S. M. (2019). In the race for AI: Twitter's acquisition of Magic Pony Technology. Singapore Management University (SMU-19-0033).
12. Goh, K. T., Cheah S. M. (2019). The founding of Flipz: Living the entrepreneurship dream? Singapore Management University (SMU-19-0005).
13. Goh, K. T., Bhattacharya, L., Allen, P. (2019). Agoda – Perpetual disruption and post-acquisition challenges. Singapore Management University (SMU-18-0037).
14. Goh, K. T., Seah, W. Z., Chan, C. W. (2019). The Thought Collective: Challenges in balancing social and financial goals (A & B). Singapore Management University (SMU-18-0030).
15. Goh, K. T., Mark, K. (2017). Canaan Group: Reshaping the ECS Division. Ivey ID: 9B17C033. London, ON, Canada: Ivey Publishing
16. Goh, K. T., Mark, K. (2017). Agoda: People analytics and business culture (A). Ivey ID: 9B17C024. London, ON, Canada: Ivey Publishing (**Awarded Best Seller in 2019**)
17. Goh, K. T., Mark, K. (2017). Agoda: People analytics and business culture (B). Ivey ID: 9B17C025. London, ON, Canada: Ivey Publishing.
18. Konrad, A. M., Goh, K. T., & Peng, A. C. (2015). McKinsey & Company: Talent management and knowledge creation. Ivey ID: 9B15C016. London, ON, Canada: Ivey Publishing.

SELECTED MEDIA MENTIONS/COMMENTARY

Guest, Singapore Tonight (live TV). World Aquatics Masters Singapore 2025 wrap-up interview, CNA, Sept 9, 2025.

Guest, CNA938 (radio). Preview of Team Singapore's Worlds campaign (largest ever contingent), Jul 2025.

Radio CNA938 Talkback "Live" interview on "Erosion of Trust in Innovation", March 13 2024.

Feature in "Singapore's flourishing family office scene pulls in fresh grads", [City Wire Asia Online](#), March 22, 2024.

Commentary in "Circular economy pioneer: More than the sum of its parts", **Business Times**, Oct 3, 2023

Commentary in "Agrocorp expands its sustainable footprint", **Business Times**, Jul 2023

Commentary in "Three young entrepreneurs clinch inaugural award at Icon Ball 2023", **Business Times**, Apr 2023

Commentary in "Having the last laugh with garbage", **Business Times**, Oct 4, 2022

Interview in "Empowering next-generation family leaders", The Asian Banker, Aug 26, 2022
<https://www.theasianbanker.com/updates-and-articles/empowering-next-generation-family-leaders>

Commentary in "Sustainability paves the way forward", **Business Times**, May 10, 2022

Commentary in "CSR in family business's DNA", **Business Times**, Feb 8, 2022

Video commentary in "Ahead of Their Time – S2E4: F45 & Zumba". **Channel News Asia**, Dec 29, 2021

Interview by Barclays Private Bank on "The dawning of a new era of wealth in Singapore", with Evonne Tan (Head Barclays Private Bank), James Penny (Head of Asia ex-India, Barclays Private Bank).

<https://privatebank.barclays.com/news-and-insights/2021/december/new-era-wealth-in-singapore/?linkId=100000090117852> (Dec 2021)

Commentary in “Hitting the sweet spot”, **Business Times**, Oct 5, 2021

Commentary in “Needy families get supermarket vouchers”, **Business Times**, Aug 16, 2021

Commentary in “SMEs adapt their giving-back activities as businesses scale back”, **Business Times**, Jul 19, 2021

Commentary in “For the love of food”, **Business Times**, Jul 13, 2021

Commentary in “CBD businesses battle irregular crowds”, **Channel News Asia**, June 13, 2021

Commentary in “Sustainability takes centre stage in education”, **Business Times**, May 11, 2021

Commentary in “Mobilising communities to action”, **Business Times**, Jan 26, 2021

Quoted in “Show me the money: What’s wrong with the startups picture?”, **Business Times**, Jun 22, 2019

“They verify crowdfunding campaigns to make sure your money goes to a genuine cause”. **SMU blog**, Sept 3, 2018. <https://blog.smu.edu.sg/academic/schools/smulkcsb/verify-crowdfunding-campaigns-money-goes-genuine-cause/>

“Causes week 2017: AdvocAid tells the stories of those who need help” **Straits Times**, Dec 8, 2017

Goh, K. (2016). “Going slow to go fast”. In M. Singh, (Ed.), *The Birthday Book: What is Singapore’s next big thing?* Singapore: Ethos Book

“Going slow to go fast” **Today**, Sept 29, 2016. <http://www.todayonline.com/commentary/why-spore-needs-slow-down-go-fast>

“Too Orwellian? Companies monitoring personal time, for 'self-improvement'”, **CBC News**, Sept 15, 2015”

“Fast action, Slow Reflection.” **Ivey Impact**, Volume 20, Number 7, July 2014

“Say goodbye to hierarchy, hello to holacracy”, **Globe and Mail**, Aug 28, 2014

“How to find the innovative ideas already lurking within your company”. **Canadian Business**, Oct 22, 2014.

“As game market gets crowded, Toronto's Uken may have found the sweet spot”. **Globe and Mail**, Dec 10, 2014.

TEACHING

Executive Education

Executive workshop on family governance for private bank clients (July 2025).

Program Director, Business Families Institute, Family Entrepreneurship Programme (Oct 2021, 2023, 2024).

Workshop by Stewardship Asia Centre and Business Families Institute, SMU on “Stewardship Masterclass – Advancing Family Businesses of Tomorrow” (Nov 2023).

Workshop on “Navigating digital transformation: Key challenges in change management” for business leaders and entrepreneurs from Ireland.

Strategy workshop for a leading Indonesian family-owned firm in the personal care product industry (Jun 2023)

Bangkok Bank: Big Blue Ocean for Next-Gen Leaders (Mar 2023)

HP Thailand Next-Gen Leadership Symposium: Next-Gen Leadership in Family Business (Nov 2022).

UOB Private Bank Next-Gen Programme: Module on Innovation, Entrepreneurship, and Impact (Oct 2022).

Family governance workshop for Philippine-based retail conglomerate (June 2022).

SMU Executive Programme in Digital Leadership. Faculty lead on “Digital Strategy” and “Digital Organization and Change Management” modules. (Apr 2022, 2 cohorts).

Business Families Institute. Masterclass on “Improving ESG through and Active Engagement Approach” (Jan 2022).

Lead Faculty, SMU-MINDEF Management Science programme, module on “Leading and Managing through People Analytics” (Sept 2021, 2022, 2023)

Program Director, Singapore Centre for Social Enterprise, raISE. Social Enterprise Ecosystem LEadership for Change and Transformation (SE.LE.CT) Programme (Jul 2021).

Business Families Institute. Masterclass on “Innovation through Co-creation” (Mar 2021).

Frankfurt School of Finance and Management. Facing the unexpected – Executive program for senior healthcare professionals (Nov 2020).

Singapore Management University

MBA - Business families (2023 – present. 3 sessions)

Median rating: 6.0

Modal rating: 7.0

Sustainable Entrepreneurship (formerly “Social Entrepreneurship”, Fall 2017-present)

Median rating: 7.0/7.0

Modal rating: 7.0/7.0

Sustainable Entrepreneurship Practicum (Fall 2020-present)

Median rating: 7.0/7.0

Modal rating: 7.0/7.0

Study mission: Strategic practices in Sustainable Agriculture (Spring 2020 – present)

Median rating: 7.0/7.0

Modal rating: 7.0/7.0

Entrepreneurship & Business Creation (Fall 2017 – 2019, 4 sections)

Median rating: 6.3/7.0

Modal rating: 7.0/7.0

Ivey Business School

Interpersonal Negotiations (Spring 2014-2016, 3 sections)

Median overall rating: 7.0/7.0

Leading People in Organizations (core, Fall 2014-2016 6 sections)

Median overall rating: 7.0/7.0

Carnegie Mellon University:

Instructor

Organizational Behavior I, Undergraduate (Summer 2009)

Instructor Rating: 4.5/5

Teaching Assistant

Organizational Power and Influence, MBA (Instructor: David Krackhardt)

Organizational Design and Implementation, MBA (Instructors: David Krackhardt, Laura Dabbish)

Groups and Teams in Organization, MBA (Instructors: Laurie Weingart, Kimberly Ling)

Organizational Change, MBA (Instructors: Paul Goodman, Gerard Beenen)

Managing Organizations, MBA (Instructor: David Krackhardt)

Financial Analysis, Masters (Instructor: Lynne Pastor)

Harvard University:

Teaching Assistant

Managing Financial Resources for Non-Profit Organizations, Masters (2005, Instructor: James Honan)

PROFESSIONAL SERVICE

Member, Ministry of Education (Singapore) – Commerce Curriculum Review Committee (2025)

SMU LKCSB Scholarship Committee (2023 – present)

Associate Editor, International Conference on Information Systems (2023 - present), Organizing Business Processes in the Digital Age track

Reviewer, Interdisciplinary Network for Group Research (2011 - present)

Reviewer, Academy of Management Journal, Academy of Management Review, Organization Science, Administrative Science Quarterly, Journal of Business Venturing, Journal of Management Inquiry, Journal of Organizational Behavior, Management Science, Personnel Psychology

Faculty Senate member: Chair, Promotion, Hiring and Tenure Sub-Committee (2020-2022)

SMU Futures Thinking Group: Imagining SMU 2035 (Presidential Committee)

Singapore Management University Case Writing Editorial Board (2019 - present)

Innovation & Entrepreneurship course coordinator (2018 – present)

Editorial Board, Small Group Research (2014 - present)

Reviewer, Academy of Management Conference (2009 - present, Outstanding Reviewer Award 2011, 2014)

Executive Committee member of the Principals' Academy Inc, Singapore (2004)

INVITED INDUSTRY TALKS

Keynote speaker for Bank of Singapore Family Forum for UHNW clients, Oct 2024: “Succession in Family Business: Practical tips for parents and next generation”

Panel speaker for Campden Wealth 13th Family Office & Investment Forum, 2024: New economy, next generation: Trends for tomorrow's Asia family offices” (Singapore, March 20, 2024).

Panel speaker for Association for Independent Wealth Managers Singapore (AIWM) Executive Sparks – The Future of Singapore as a Wealth Management Hub (Singapore, Nov 2023)

Speaker for CXO Forum for Scale-Up companies, co-organized by McKinsey & Company and Enterprise Singapore on “Legacy & Innovation in Family Firms: Conflict or Synergies”? (Singapore, Nov 2023)

Speaker for launch of the research report “Rethinking Impact: Operationalising ESG in Business Families” at ESG Forum for Family Business 2023, co-organized by Singapore Business Federation and Business Families Institute, Singapore Management University (Singapore, Nov 2023)

Speaker and Facilitator for National Volunteer and Philanthropy Council's Conversation in Good Company: Inclusive Hiring Practices and Trainings for PwDs (Oct 2023)

Speaker for Tech for Good Festival on “The Inclusive Organizing Playbook” (Singapore, Oct 2023)

Panel speaker for Barclays Private Bank Solving Sustainable Conference on “Channeling Private Capital for Positive Impact” with Christine Amour Levar and Jonathan Fein, moderated by Damian Payiatakis (Global Head of Sustainable and Impact Investing). (Singapore, July 2023).

Eco-Selaras climate tech incubator Startup Toolkit session on “Pivoting Towards Purpose” (Jakarta, June 2023).

Panel speaker for Society for Trust and Estate Professionals (STEP) Benelux Private Client Morning: Wealth, Leadership and Governance as Catalysts for a Sustainable Future. (Luxembourg, Oct 2022).

UOB-SMU Asian Enterprise Institute/Sasin Sustainability and Entrepreneurship Center. Panelist on “How did sustainability impact the core business?” (Jul 2022).

Family Office Association Hong Kong webinar on “Building Support for Future Generations in Family Businesses”. (July 2022).

Society for Trust and Estate Professionals (STEP) webinar on “Applying circular economy principles to family business and wealth stewardship”. Panelist with Philip Marcovici and Iraj Ispahani, moderated by Byrony Cove TEP (Farrer & Co, UK). (July 2022). <https://www.step.org/web-event-library/applying-circular-economy-principles-family-business-and-wealth-stewardship>

PwC Global NextGen Survey 2022. Invited Panelist with Isabelle Randon Frota (Director, Randon Companies), moderated by Peter Englisch (Partner, PwC) (Mar 2022)

Qineticare. Panelist webinar on “Circular economy principles, family business and wealth ownership”, with Philip Marcovici, Iraj Ispahani (Dec 2021)

Butterfield Group. Panelist for webinar on “Looking beyond sustainability: Circular economy principles for families by embracing paradox thinking”, with Philip Marcovici, Lindsay Ozanne, Iraj Ispahani (July 2021).

Presentation to Ministry of Social and Family Development, National Council of Social Services senior management on “Legitimizing practices and challenges: How nascent organizations overcome unfavorable legitimacy judgments to form partnerships”. (Jul 2021).

Lien Centre for Social Innovation. Discussant for panel on Earthfest: Responsible work and learning, hosted by Christy Davis, Executive Director LCSi. (June 2021)

Singapore Centre for Social Enterprise. President's Challenge Social Enterprise Networking event, Keynote panel moderator with Guest of Honor, Mr. Tan Chuan Jin, Speaker of Parliament. (Oct 2020)

The Monetary Authority of Singapore: Roundtable on Culture and Conduct Practices and Incentive Structures. Talk entitled: “Sustaining sustainability: Embedding a long-term orientation in a bank’s culture”. (Mar 2019)

INDUSTRY ENGAGEMENT & SERVICE

Judge, Business Times – DHL Singapore Business Award (2024 – present)

Judge, EY-Bank of Singapore Family Enterprise Award of Excellence (2021 – present)

Speaker, Canada-in-Asia Conference 2025 (Asia Pacific Foundation of Canada), Singapore (Feb 19–21, 2025).

Moderator for Future Economy X Company of Good Conference by Singapore Business Federation and National Volunteer & Philanthropy Centre on “Future of inclusive work”, with Vivian Chua (HP), Justina Tan (Changi Airport Group). (July 2024).

Moderator for Business Families Institute @ SMU Masterclass on Family Continuity in partnership with Mishcon de Reya. Partnership on Family Offices with Darren Teo and Elaine Teo (Apricot Capital). (Feb 28, 2024).

Moderator for Business Families Institute @ SMU fireside chat in partnership with LGT. Panel titled “From traditional giving to impact-focused investing: Stories from business families and entrepreneurs” with H.S.H Prince Max von und zu Liechtenstein (LGT), Shruti Hora (Indorama Healthcare), Cherie Nursalim (GITI Group), En Lee (LGT). (Feb 2024)

Moderator for Business Families Institute @ SMU, 10th anniversary celebration. Panel on “Wealth Stewardship: Philanthropy and investment – Two sides of the same coin” with James Chen (Chen Yet-Sen Family Foundation), Sandhya Aswani (Ishk Tolaram Foundation), Andy Lim (JL Family Office). (Nov 2023).

Moderator for book launch of The Inclusive Organising Playbook, with Jamie Lim (CEO Scanteak), Goh Jia Yong (Partner, EY), Andrew Lim (Co-Founder Boxgreen). (Singapore, July 2023)

Asian Philanthropy Circle – launch of the APC Philanthropist Guide. Moderator for panel discussion with Kathlyn Tan (Rumah Group), Peggy Moh (The Moh Foundation), Simon Flint (1000 Days Fund).

Business Families Institute Case Jam in collaboration with EY-Parthenon. Designed, organized, and developed the proprietary analytics system for the inaugural 2-day Case Jam. (Aug 2022 - present).

PwC 2022 NextGen Survey - Launch of APAC and ASEAN Highlights. Moderator for panel discussion with Kexin Lim (PWC), Alvin Gozali (Putra Gaya Wahana), Phakkraphat Limprana (Nguan Soon Group/Spice Story Group), Sabrina Chong (Luxasia). (June 2022)

Swiss Chamber Singapore Subcommittee on Finance roundtable: Moderator for panel discussion on “Insights into the Singapore Family Office industry: Mutual lessons for the Singapore and Switzerland ecosystems” (Apr 2022).

Business Families Institute: Opening/Closing remarks for “Research Report Launch on External Asset Management Industry in Singapore” (Jan 2022)

EY Entrepreneur of the Year, Family Business Award of Excellence. Judging panel (2021 – present)

Unilever Food Solutions Malaysia and Singapore. Moderator for webinar on “Independent dialogue of UN Food Systems Summit” (Oct 2021).

Business Families Institute: Moderator for webinar on “Looking Beyond Sustainability: Circular Economy Principles for Families by Embracing Paradox Thinking”, with John Cheng (Innovate 360), Louise Dudley (Federated Hermes), Ankesh Shahra (Agrimax), Cynthia Wijaya (Daya Selaras Group) (Sept 2021)

Butterfield Group webinar on “Looking Beyond Sustainability: Circular Economy Principles for Families By Embracing Paradox Thinking”. Panelist with Philip Marcovici and Iraj Isapahani, moderated by Lindsay Ozanne (Butterfield). (July 2021)

Lien Centre for Social Innovation and Business Families Institute. Moderator for webinar on “Singapore as a philanthropic hub”, with Sumitra Aswani (Ishk Tolaram Foundation), Merle Hinrich (Hinrich Foundation), Sumitra Pasupathy (Ashoka), Dino Tan (EDB) (June 2021).

Business Families Institute. Moderator for webinar on “Investment in Cryptocurrency and Tokens”, by Prof. David Lee (SUSS) (June 2021).

Business Families Institute. Closing remarks for webinar on “Building Growth Enterprises”, with keynote address by Mr. Ted Tan, Dy CEO, Enterprise Singapore (June 2021).

Business Families Institute. Moderator for webinar on “Managing the rising tide of political risk: Lessons for enterprising families” by Mr. Iraj Isapahani & Mr. Philip Marovici (Jan 2021).

DOCTORAL SUPERVISION

Camellia Zakaria, 2019 (School of Information Science, Singapore Management University). Committee member

Meredith Woodwark, 2015 (Ivey Business School, Western University). Examiner. Moderator

NON-ACADEMIC POSITIONS

2017 - 2018	Co-Founder/Director, AdvocAid Ltd.
2005 - 2006	Research Fellow, Singapore Prison Service
2004 - 2005	Project consultant, World Bank
2002 - 2005	Founder/Principal Consultant, Cutting-Edge Learning Strategies
2001 - 2002	Analyst, Investment Banking, Merrill Lynch

REFERENCES

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