Nelson P. Repenning

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Education

Ph.D.	Operations Management/System Dynamics Sloan School of Management, Massachusetts Institute of Technology, 1996
	Thesis Title- The Improvement Paradox: Three Essays on Process Improvement Initiatives
BA	Economics, *cum laude*, The Colorado College, 1990

Employment

7/17-	Faculty Director, MIT Leadership Center
9/17-12/23	Associate Dean for Leadership and Special Projects
9/13-	School of Management Distinguished Professor of System Dynamics and Organization Studies
1/13-7/17	Faculty Director, MIT Executive MBA
7/11-12/12	Faculty Director, MIT Sloan Fellows for Innovation and Management Faculty Director, MIT Executive MBA
1/11-8/13	Professor of Management Science and Organization Studies, Sloan School of Management, MIT.
1/09- 6/10	Head of Operations Capability Development, BP plc, (on leave from MIT)
7/04-12/10	Associate Professor of Management Science and Organization Studies, Sloan School of Management, MIT
7/03 - 6/04	J. Spencer Standish Associate Professor of Management Science and Organization Studies (w/tenure), Sloan School of Management, MIT

7/02-6/03 J. Spencer Standish Career Development (Associate) Professor, Sloan School of Management, MIT

9/99-6/02 Assistant Professor of Management Science, Sloan School of Management, MIT

9/97-9/99 Robert N. Noyce Career Development Assistant Professor, Sloan School of Management, MIT

7/96-8/97 Assistant Professor of Management Science, Sloan School of Management, MIT

Awards and Honors:

2022 *Poets and Quants* Top Twenty-Five Executive MBA Instructors

2011 Jamieson Prize for Excellence in Teaching

Jay W. Forrester Award for 2003, recognizing the best contribution to System Dynamics in the preceding five years

Thomas P. Hustad Best Paper Award for 2001, awarded to best paper in the *Journal of Product Innovation Management*

Accenture Award for Best Paper in the *California Management Review* in 2001 (w/ J. Sterman)

Outstanding Thesis 1997 Zennon Zannetos Doctoral Dissertation Prize.

Publications

Repenning N., and D. Kieffer (2025). Get Work Back on Track With Visual Management The key to fixing snarled knowledge-work processes is to make invisible work visible, *Sloan Management Review,* Fall.

Dodge, S., D. Kieffer, and N. Repenning (2018). Breaking Logjams in Knowledge Work, *Sloan Management Review*, Fall.

Somlo DRM, Repenning NP, Mangi AA (2018). In-Hospital Delays Result in Worse Patient Outcomes and Higher Cost after Cardiac Surgery, *The Annals of Thoracic Surgery*, doi: 10.1016/j.athoracsur.2018.05.033.

Repenning, N., D. Kieffer, and J. Repenning (2018). "A New Approach to Designing Work," *Sloan Management Review,* Winter.

Repenning, N., D. Kieffer and T. Astor. (2017), "The Most Underrated Skill in Management," *Sloan Management Review*, Spring, 39-48.

Rahmandad, H., R. Henderson and N. Repenning (2016). Making the Numbers: Short Termism and the Puzzle of Only Occasional Disaster. *Management Science,* 64, 3: 1328-1347.

Rahmandad, H. and N. Repenning (2016). Capability Erosion Dynamics. *Strategic Management Journal.* 37, 4: 649–672.

Clare, A.S., Cummings, M.L., Repenning, N.P. (Nov. 2015). "Influencing Trust for Human-Automation Collaborative Scheduling of Multiple Unmanned Vehicles." *Human Factors: The Journal of the Human Factors and Ergonomics Society,* vol. 57, no. 7, pgs. 1208-1218.

Azoulay, P. N. Repenning, E. Zuckerman (2010). Nasty, Brutish, and Short: Embeddedness Failure in the Pharmaceutical Industry. *Administrative Science Quarterly,* 55, 3: 472-507.

Perlow, L., and N. Repenning (2009). The Dynamics of Silencing Conflict. *Research in Organizational Behavior*, 29: 195-223.

Rahmandad, H., N. Repenning and J. Sterman (2009). Effects of Feedback Delay on Learning. *System Dynamics Review*, 25,4:309-338.

Black, L., P. Carlile and N. Repenning (2004). A Dynamics Theory of Expertise and Occupational Boundaries, *Administrative Science Quarterly,* 49: 572 – 607.

Repenning, N. (2003). Selling System Dynamics to (other) Social Scientists. *System Dynamics Review*, 19, 4: 303-327.

Perlow, L., G. Okhuysen, and N. Repenning (2002). THE SPEED TRAP: Exploring the Relationship Between Decision Making and Temporal Context. *Academy of Management Journal,* 5: 931 - 955.

Repenning, N. and J. Sterman (2002). Capability Traps and Self-Confirming Attribution Errors in the Dynamics of Process Improvement, *Administrative Science Quarterly*, 47: 265 - 295.

Rudolph, J. and N. Repenning (2002). Disaster Dynamics: Understanding the Role of Stress and Interruptions in Organizational Collapse. *Administrative Science Quarterly,*47: 1- 30.

Black, L. and N. Repenning (2001). Why Firefighting Is Never Enough: Preserving High Quality in Product Development, *System Dynamics Review,* 17, 1: 33-62.

Repenning, N. (2002). A Simulation-Based Approach to Understanding the Dynamics of Innovation Implementation. *Organization Science*, 13, 2: 109 – 127.

Repenning, N. (2001). Understanding Fire Fighting in New Product Development, *Journal of Product Innovation Management*, 18, 5: 285-300.

Repenning, N., P. Goncalves, and L. Black (2001). Past the Tipping Point: The Persistence of Fire Fighting in Product Development, *California Management Review*, 43, 4: 44-63.

Reprinted as, Repenning, N., P. Goncalves, and L. Black (2002). Past the Tipping Point: The Persistence of Fire Fighting in Product Development, *IEEE Engineering Management Review*, 30, 4: 29-41.

Repenning, N. and J. Sterman (2001). Nobody Ever Gets Credit for Fixing Defects that Didn't Happen: Creating and Sustaining Process Improvement, *California Management Review*, 43, 4: 64-88.

Reprinted as, Repenning, N. and J. Sterman (2002). Nobody Ever Gets Credit for Fixing Defects that Didn't Happen: Creating and Sustaining Process Improvement, *IEEE Engineering Management Review*, 30, 4: 64-78.

Repenning, N. (2000). Drive Out Fear (Unless You Can Drive It In): The Role of Agency and Job Security in Process Improvement Efforts, *Management Science*, 46, 11: 1385 – 1396.

Repenning, N. (2000). A Dynamic Model of Resource Allocation in Multi-Project Research and Development Systems, *System Dynamics Review*, 16, 3: 173-212.

Keating, E., R. Oliva, N. Repenning, S. Rockart and J. Sterman (1999). Overcoming the Improvement Paradox, *European Management Journal*, 17, 12: 120-134

Sterman, J., N. Repenning, and F. Kofman (1997). Unanticipated Side Effects of Successful Quality Programs: Exploring a Paradox of Organizational Improvement, *Management Science*, 43, 4: 503-521.

Book Chapters

Repenning, N. and J. Sterman (2000). Getting Quality the Old Fashion: Self-Confirming Attributions in the Dynamics of Process Improvement, Cole, R.B. and R. Scott (Eds.) *Improving Theory and Research on Quality Enhancement in Organizations*, Thousand Oaks, CA: Sage.

Books

Repenning, N., and D. Kieffer (2025). *There Has Got to Be a Better Way.* Public Affairs.

Selected Presentations

Repenning, N., “Introducing the Dual Process Model in System Dynamics, International System Dynamics Conference, July 2017,

Repenning, N. “Looking for the Missing Stock”, Keynote address, Workshop on Distrust and Conflict Escalation In Organizations and Society, Groningen Netherlands. January 2016.

Repenning, N. “Doing New Things in Old Organizations”, MIT-Portugal Conference, Lisbon, April 2008

A Dynamic Model of Leadership, Innovation and Ethics, INSEAD, October 2005.

Repenning, N. “Process, Practice and Politics: Understanding the Relationship Between Documentation, Deployment and Daily Work,” INFORMS, Atlanta, GA, October 2003.

Repenning, N. “Selling System Dynamics to (other) Social Scientists,” Forrester Award Address, International System Dynamics Conference, New York, NY, 2003.

Black, L., P. Carlile and N. Repenning. “Formalizing Theoretical Insights from Ethnographic Evidence,” INFORMS, San Jose, CA, November, 2002.

Bell, D., S. Newman, and N. Repenning. “Process, Practice and Politics,” Academy of Management, Denver, Co, July 2002.

Repenning, N. and J. Sterman. “Capability Traps and Self-Confirming Attribution Errors in the Dynamics of Process Improvement," Academy of Management, Denver, Co, July 2002

Repenning, N. “When to Commit and When to Quit,” Industrial Research Institute Fall Meeting, Washington DC, October 2000.

Rudolph, J. and N. Repenning. "Disaster Dynamics", Academy of Management, Toronto, July 2000.

Repenning, N. "You Measure What You Get: Towards a Theory of Process Improvement", Academy of Management, Toronto, July 2000.

Professional Activities

Associate Editor	Dept. of Organizational Behavior, Performance, Strategy and Design, *Management Science,* 2003-2008
Co-Chair	2017 International System Dynamics Conference, Cambridge, MA. 2005 International System Dynamics Conference, Boston, MA.

Selected Executive Program Development

8/22-	Faculty Director, Broad Institute Executive Development Program
6/21-	Faculty Director, Analog Devices Executive Development Progam
10/17-12/21	Faculty Director, Fannie Mae Executive Development Program
8/14-6/18	Faculty Director, Accenture Executive Development Program
1/07-12/14	Faculty Director, BP Operations Academy
9/05- 12/06	Director, Term 1, BP Project Academy