

## **Juan S. Montes, Ph.D.**

**Associate Professor of the Practice, Management and Organization Department.  
Carroll School of Management, Boston College.**

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**Ph.D. in Management Sciences, IESE Business School. University of Navarra, Barcelona, Spain.**

**Juris Doctor, University of Chile, Chile. Graduate Studies in Economics and Philosophy.**

**Fields of interest: Strategy, Strategy Implementation, Decision Making, Organizational Behavior, International Business and Public Policy.**

**Associate Professor of the Practice at Boston College, Carroll School of Management, in the Management and Organization Department. Full time professor at BC-CSOM since 2015.**

### **Activities at Boston College**

- (A) Teaching: Strategy, Organizational Behavior and Thinking Strategically (Business Simulation) courses at undergraduate and graduate level;
- (B) Member of Continuous Improvement Committee in the Management and Organization Department;
- (C) Member of the Assurance of Learning Committee (AACSB accreditation process), coordinated by the Associate Dean for Undergraduates, since 2020;
- (D) Academic Advisor for Sophomores (2018-2022)
- (E) Member of the "Essentials" group, coordinated by the Jesuit Institute. On 2017 we organized a 2-day Conference on University Ethics (April, 5-6), where I was in charge of coordinating the panel "Money and Transparency".
- (F) Since 2015, Counselor for the Latin American Business Club at Boston College, helping to organize their annual conference.

### **Activities at other Universities**

- Visiting Professor at Boston University, Questrom School of Management, Strategy and Innovation Department, 2013-2015 (teaching and research).
- Associate Professor in Strategy and Organizational Behavior (August 2000 – July 2013). Universidad Adolfo Ibanez School of Management, Santiago, Chile.
  - Best Professor Awards: MBA Class, 2001, 2002, 2017, 2018 (Santiago, Chile); AISM MBA Class 2008, 2012, 2013, 2016, 2017 (Miami, U.S.); Joint MBA Program Adolfo Ibanez-Incae, 2003 and 2009, 2013 (Lima, Peru).
  - Invited Lecturer in several Universities and Executive Education Programs in topics of Strategy, Strategy Implementation and organizational behavior. Taught classes at: Harvard Business School, U.S. ("Power and Influence," MBA, 2001); Insead, France ("The Leadership Transition," 2004, Executive Education); IESE Business School, Spain (complete executive education modules for Boeing, Telefonica, Sun Microsystems, Ford, and Henkel); IE Business School, Madrid, Spain, IAE Argentina; Inaldea, Colombia; IEEM, Uruguay (strategy implementation course).
  - Extensive experience in designing, selling, and managing customer relationships for tailor-made executive programs for companies in Europe, U.S. and Latin America. Some examples: Implemented a tailor made program for 500 Ford dealers in Spain and Portugal (2000); designed

a customized program for Boeing's top management team that included coordinating more than 300 interviews and visits to different companies and public authorities throughout Europe; designed and implemented a program on business development for more than 400 worldwide executives from Telefonica (2000, 2003, 2007-2009), focusing on strategy implementation and the transfer of best practices. 2016 & 2021, work with Ericsson, British Petroleum, and Sura (pensions in Latin America).

## **Publications and Academic Work**

### **Academic Publications**

- "Building Organizational Resilience" Harvard Business Review, Nov/Dec 2020. Co-authored with Fernando Suarez, Northeastern University.
- "An integrative perspective on organizational responses: routines, heuristics and improvisations in Mount Everest Expedition" Organization Science 30(3):573-599.  
<https://doi.org/10.1287/orsc.2018.1271>
- "Operating under high uncertainty: A field study of the role of routines, heuristics and breaking improvisations". Working Paper, co-authored with Fernando Suarez, Northeastern University. Presented at DRUID conference, June 16, 2014, Copenhagen Business School, Denmark.
- "Environmental Acceleration and Recombinant Routines: Towards a Theory of Dynamic Capabilities". 2010. Working Paper with Fernando Suarez, Boston University.
- Strategic Alliances: Managing partner relationships," with Africa Ariño; Icade, Nº 48. Sept 1999. Facultad de Ciencias Económicas de la Universidad Pontificia de Comillas. Madrid, España.
- Strategic Alliances: Let your alliances breath," with Africa Ariño, Harvard-Deusto Business Review Feb 2001.
- "Complex Organizing: The case of climbing Mount Everest," with Jose Luis Alvarez. Presented at the Seminar EISAM-London School of Economics, "Complexity and Organizations," Brussels, June, 1999.
- Doctoral Thesis: "An evolutionary approach to organizing. Ethnography based on mount Everest expeditions," June 2004, IESE Business School, Spain.
- "Myth and Logos: The Rhetoric of Organizing," 1999. Working Paper, IESE Business School, Organizational Theory.
- "Living on the Edge," Research Paper. IESE Business School, Research Division, 1999, Strategy and Organizational Theory.
- "Cognition on the edge," IESE Business School, Research Division. Paper presented in the 7<sup>th</sup> Workshop on Managerial and Organizational Cognition, EIASM, Barcelona, June 2000.
- "The battle for control: The case of Enersis' Acquisition. Working Paper, Universidad Adolfo Ibanez Business School, 1999. Presented at the IberoAmerican Academy of Management Conference, Madrid, December 1999.

### **Reviewer for academic publications**

- Reviewer for DRUID Conference on Strategy and Innovation. Copenhagen, 2018-2020.
- Reviewer, Organization Science 2020-2021
- Reviewer, Stanford University Press (Resilience & Teams). 2021.

## **Business Cases:**

- "McDonalds Ukraine, stay or leave". Boston University School of Management. With Yoo-Taek Lee and David Nersessian. International Business and Strategy.
- "Farggi," Barcelona Management Review, Nov 1997. Strategies for high growth; franchise.
- "Data General: In the soul of the new machine," IESE Research Division 2000, Change management, organizational design, culture, leadership.
- "Namhex" Cases A, B, C and D. IESE Research Division 1998, with Africa Ariño. Strategic alliance between Coca Cola and Nestle.
- "Fede," Universidad Adolfo Ibanez Business School, 2001, Rev 2009. Strategy, strategy implementation and control.
- "Lan: Cloudy skies" Cases A & B, Universidad Adolfo Ibanez Business School, 2007. Strategy, strategy implementation, cognition and processes.

## **Teaching Notes**

- "Negotiating Strategic Alliances," IESE Research Division 1998.
- "Developing Strategic Alliances," IESE Research Division 1998.
- "Managing Partner Relations". IESE Research Division 1998.
- "The Resource-Based View of the Firm Perspective," Universidad Adolfo Ibanez Business School, 2003.
- "Economics of information," Adolfo Ibanez Business School, 2003. Rev 2007.

## **Courses Taught at Boston College**

### Current

- Strategic Management, Strategy core course for undergraduates
- Managing People and Organizations, core Organizational Behavior course for MBA's
- Thinking Strategically, capstone course for MBA's and Undergraduates (Starting Spring 2021) using a team-based Strategy Simulation, based on a global competition in the medical devices industry. Since 2020, a modified version of this course is offered as an elective for undergraduates.

### Past

- Summit Program-Killimanjaro 2019: Leadership in Action. Include a field trip to Tanzania and the ascent of Mt. Kilimanjaro with students.
- Strategy Implementation, elective course for MBA's. 2018

## **Courses Taught at Boston University**

- Core Strategy Courses, Undergraduate Level and Graduate Level.
- Executive Education at Boston University: Programs with Ericsson, BP, Pioneer Investments, CIO Pocket MBA.
- Fundamentals of Strategy, MBA (2000-2013)
- Strategy Implementation. MBA and Executive MBA (2000-2013)
- International Business. MBA and Undergraduate (1998-2000)
- Negotiation. MBA and Undergraduates (1998-2000)

## WORK EXPERIENCE

- Governor (“Intendente”) of Los Lagos Region, in the south of Chile (2010-2012). Nominated by President Sebastian Pinera to head the local government in one of the largest and most prosperous administrative regions of the country. Governors in Chile are the head of all public services and public programs in the region; responsible for managing the annual budget and public investments (~1bn USD) and are the person in charge for order and security in the region. In case of emergencies or conflicts, they represent the President, and are in charge of negotiations (i.e. unions, fisheries, construction projects).

- CEO of Aquachile (1.500 employees, sales over 230MM USD) and Salmofood (350 employees, sales over 100MM USD) 2003-2006 . Both companies are part of the Salmon industry, that represents \$3.8BN of exports for the country, and one of the most innovative and rapid growth industries in the Chilean economy.

- Strategy consultant for more than 50 companies in Europe and Latin America during the last 15 years. Customer includes La Caixa, Ford, ING, Telefonica, Kimberly Clark, Johnson & Johnson Medical, and Government of Chile. Partner and founder of Companion Consulting, a firm specializing in Business Strategy consulting focusing on retail, utilities and financial services. Entrepreneur in tourism, real state (developer of residential properties). Past member of the board of several companies in aquaculture, tourism and real state.

- Lawyer, JD. Tax and Corporate Law practice (1989-1996).

- Authored more than 200 publications in Newspapers and Magazines in topics ranging from strategy to public policy.

- Sports. Professional Mountain Climber. Leader of more than 30 expeditions to the Himalayas, Andes, Patagonia, Yosemite, and the Alps. In 1992 climbed mount Everest by one of the hardest routes (Kangshung face), only climbed once before. To date (2020), only two expeditions have summited through this route.