

LORI D. KENDALL, PhD, MBA

1350 E Cooke Road, Columbus, OH 43224 | 415.254.0964 (c) | kendall.185@osu.edu | [LinkedIn Profile](#)

EDUCATION

Ph.D., Management — Case Western Reserve University, Cleveland, OH **May 2016**
Concentrations: Organization Theory and Innovation
Dissertation: A Theory of Micro-Level Dynamic Capabilities: How Technology Leaders Innovate with Human Connection
Advisor: Richard Boyatzis, PhD | Beta Gamma Sigma Honor Society

MBA — Holy Names University, Oakland, CA **May 2012**
Concentrations: Leadership | Sigma Beta Delta Honor Society | Kappa Gamma Pi Honor Society

BA, Business — Holy Names University, Oakland, CA **May 2010**
Summa Cum Laude, Student Commencement Speaker | Sigma Beta Delta Honor Society

Prior studies (non-degree and certificate programs) available on request.

ACADEMIC APPOINTMENTS

The Ohio State University, Fisher College of Business **2018 – Present**
Senior Lecturer, Department of Management and Human Resources 2019 – Present
Teaching faculty in entrepreneurship, leadership, experiential learning, professional development, innovation, and strategy. Full responsibility for curriculum design, course delivery, and student advising across undergraduate and graduate programs.

Academic Director, Full-Time MBA Program 2023 – Present

Academic Director, Entrepreneurship Programs 2022 – 2023

Academic Director, Graduate Certificate in IT Business Strategy 2022 – 2023

Lecturer (Part-Time), Department of Management and Human Resources 2018 – 2019

Hult International Business School **2023 – Present**
Part-Time Faculty, Doctoral Programs (DBA) 2023 – 2025
Doctoral Research Supervisor (DBA) 2023 – Present

Teaching quantitative research methods (SEM) and supervising doctoral candidates pursuing applied doctorates. Current doctoral candidate completed *viva voce* examination February 2026; expected graduation Spring 2026.

Case Western Reserve University, Weatherhead School of Management **2016 – 2019**
Distinguished Fellow, Fowler Center for Business as an Agent of World Benefit 2017 – 2018
Adjunct Faculty, Doctor of Management Program, Design & Innovation 2016 – 2019

Teaching strategy and innovation (MBA), marketing analytics (undergraduate), and intermediate and advanced quantitative methods (DBA/PhD). Methods advisor and committee member for PhD and DBA candidates. Led grant-funded research for the Goi Peace Foundation examining the evolution from shareholder-value focus to positive-impact-value focus.

AREAS OF SCHOLARLY FOCUS

My research program examines the conditions under which individuals, teams, and organizations develop the capacity to act under uncertainty, which is the foundational challenge of entrepreneurial and innovative action. Drawing on the neurobiological distinction between convergent and divergent cognitive processing, I study how specific leadership behaviors and relational conditions enable individuals to move between these modes rather than becoming locked in stress-driven premature closure. At the group level, I examine how shared cognitive norms shape the group's capacity to sustain productive uncertainty. At the organizational level, I address the structural incompatibility between the variance-reduction mechanisms that enable scaling and the divergent cognition required for radical innovation. Theoretical anchors include entrepreneurship as practice (Neck), effectuation theory (Sarasvathy), cognitive microfoundations of dynamic capabilities (Helfat and Peteraf), and contextual ambidexterity (Jansen et al.). Current work extends this agenda into the domain of generative AI and learning, examining how AI reshapes conditions for higher-order thinking in management education.

JOURNAL PUBLICATIONS

- Pavez, I., **Kendall, L.D.**, and Laszlo, C. (2021). Positive-impact Companies: Toward a New Paradigm of Value Creation. *Organizational Dynamics*, volume 50, issue 4, October–November 2021, 100806. <https://doi.org/10.1016/j.orgdyn.2020.100806>
- Ladd, T., and **Kendall, L.D.** (2017). Resolving the Risk Paradox: Entrepreneurial Cognition in the Lean Startup Method. *Journal of Applied Business and Economics*, volume 19(11/12), Dec 2017: 28–42.
- Kendall, L.D.**, Pavez, I., and Bao, L. (2014/2015). The Business Sector Path Towards a Civilization of Oneness with Diversity. *World Futures: The Journal of New Paradigm Research* (E. Laszlo, Ed.). Originally published 2014 (Goi Peace Foundation, United Nations NGO); republished 2015.

WORKS IN PROGRESS AND RECENT SUBMISSIONS

- Kendall, L.D.**, Bowes-Sperry, L., Berkley, R., and de Janasz, S. (under review). From Policing to Pedagogy: Redesigning Assignments to Improve Learning in the Age of Generative AI. Professional Development Workshop submitted to the Academy of Management, Management Education and Development Division, Annual Meeting 2026.
- Kendall, L.D.**, Hudson, M.L., Cooke-Lauder, J., Moses, C.T., Soaries, C.E., Bishop, J.R., and Jones, D. (under review). Careers After AI Knowledge Commoditization: Building Capital through Doctoral Education. Professional Development Workshop submitted to the Academy of Management, Careers Division, Annual Meeting 2026.
- Kendall, L.D.** and co-investigators (in preparation). The AI-SC Ladder: A Framework for Mapping Generative AI Roles Across Cognitive Levels in Management Education. Integrates Laurillard's Conversational Framework, Bloom's Taxonomy, and the SAMR model. Multi-sample longitudinal field study in design.
- Kendall, L.D.** (under revision for new journal submission). The Effects of Emotional Intelligence and Relational Climate on Explorative Innovation.
- Kendall, L.D.** and McCullough, I. (in progress). Instinctive Drives in Sensemaking within Startup Firms: A Mixed-Method Study.
- Kendall, L.D.** (in progress). Thriving in Rapidly Changing Markets: How Technology Leaders Innovate with Human Connection. Book proposal in development (based on dissertation).

PUBLICATIONS IN REFEREED PROCEEDINGS AND ACADEMIC PRESENTATIONS

- Kendall, L.D.** (2025). From Copy-Paste to Cognitive Lift: A Design Theory for AI-Assisted Mastery. *AI in Business Conference*, Fisher College of Business. October 2, 2025.
- McGuire, C.M. and **Kendall, L.D.** (2024). Project Reality: Flourishing in Innovation-Driven Realities Through Organizational Ambidexterity. Academy of Management Annual Conference, Symposium #1254.
- Cohen, M.P., Johnson, G., Krummaker, S., et al., **Kendall, L.D.**, et al. (2022). Translating Theory into Practice: Organizations and the Future of Work. Academy of Management Annual Conference, Professional Development Workshop #411.
- Cohen, M.P., et al., **Kendall, L.D.**, et al. (2021). The Third Mission and the Transformation of the Business School in the New Economy. Academy of Management Annual Conference, Professional Development Workshop #370.
- Cohen, M.P., et al., **Kendall, L.D.**, et al. (2019). Translating Theory into Practice: Developing Strategic Objectives and Actions. Academy of Management, Professional Development Workshop #424.
- Thunderyil, T., Vardaman, J., Manning, M., **Kendall, L.D.**, et al. (2017). Becoming Scholars and Scholar-Practitioners in Organization Development and Change. Academy of Management, ODC Professional Development Workshop #406.
- Ladd, T. and **Kendall, L.D.** (2017). Entrepreneurial Cognition in the Lean Startup Method. Academy of Management, ENT Divisional Paper Presentation #1419.
- Rochford, K. and **Kendall, L.D.** (2016). Relational Climate, Product Innovation, and the Mediating Role of OCB-Voice. Academy of Management, TIM Divisional Paper Presentation #16090.
- Kendall, L.D.** (2016). The Effects of Emotional Intelligence and Relationship Quality on Innovation and Performance. Fourth International Conference on Innovation and Entrepreneurship, Ryerson University. Conference Paper and Poster Presentation.
- Kendall, L.D.**, Van Esch, C., Delbecq, A., et al. (2016). Transformation through Inclusion: Business as an Agent of World Benefit. Academy of Management All-Academy Symposium #14345.
- Eisenberg, J., Antonacopoulou, E., **Kendall, L.D.**, et al. (2015). Business School Rankings: Is it Time to Click the 'Refresh' Button? Academy of Management, MED Best Symposium Award #12455.
- Pavez, I. and **Kendall, L.D.** (2015). The Arc of Interconnectedness: A Theory of Business Evolution Towards Flourishing. Alliance for Research on Corporate Sustainability, Northwestern University. Roundtable Presentation.
- Kendall, L.D.** (2014). When Businesses Falter: How Relational Climates Foster or Hinder Recovery. Academy of Management Best Paper Proceedings, ODC Divisional Paper Presentation #1703.

DOCTORAL SUPERVISION AND DISSERTATION COMMITTEES

Doctoral Supervisor

Marjorie Ngwenya, DBA. *Beyond DEI Backlash: Understanding the Mechanisms Enabling the Impact of Inclusive Leadership on Employee Outcomes*. Hult International Business School. *Viva voce* examination completed February 2026; conditional pass with minor revisions. Expected graduation Spring 2026.

Dissertation Committee Member

J. Krist Schell. *Emergence and Strategy in SBIR Project Innovation Outcomes of Radicality and Commercial Success*. Case Western Reserve University, 2018–2019. PhD. Role: Committee Member.

Nancy Sayer. *The Development and Practices of Benevolent Leaders: A Mixed Methods Study*. Benedictine University, 2017–2018. PhD. Role: Methods Advisor and Committee Member.

Avi I. Turetsky. *Intra-Industry Performance Distributions: Their Shapes, Parameters, and Implications for Management Research*. Case Western Reserve University, 2017–2018. PhD. Role: Committee Member.

Nicholas D. Frederick. *Transforming Ohio's Rural Economy: The Case of Milan Township's Business Incubator Program*. The Ohio State University, 2020. Honors Research Distinction Thesis. Role: Committee Member.

TEACHING EXPERIENCE

Teaching spans undergraduate general education, full-time and working professional MBA, executive MBA, doctoral (DBA and PhD), and executive education contexts. Core courses include Foundations of Entrepreneurship (1200+ students annually), MBA core class Business Lab Challenge (experiential consulting), graduate elective Leadership Legacy, and MBA core class Professional Development. Recipient of the Fisher College of Business Daniel Westerbeck Teaching Excellence Award at both the undergraduate (2024) and graduate (2021) levels.

Ohio State University — Fisher College of Business

2019 – Present

BUSMHR 2500: Foundations of Entrepreneurship | GE Course | 1200+ students annually
| Fall 2019–Present

MBA 6292: Business Lab Challenge | FTMBA Core | Spring 2020–Present

BUSMHR 7222: Leadership Legacy | Graduate Elective | Fall 2019–Present

MBA 6281: Professional Development | FTMBA/WPMBA Core | Spring 2019–Present

ACCTMIS 7810: IT Discipline Fundamentals | Graduate Certificate Core | Fall 2022–Fall 2023

BUSMHR 7193: Leading Change | EMBA | Spring–Fall 2018

Detailed course design and redesign histories for all OSU courses available on request.

Hult International Business School

2023 – Present

DBA SA2: Quantitative Research Methods II (SEM) | Doctoral | Spring 2023–Spring 2025

Case Western Reserve University — Weatherhead School of Management 2016 – 2019

MGMT 646/EDMP 649: Advanced Research Analytics / Causal Analysis II | Doctoral | 2016–2019

MBAP 410: Strategic Issues and Applications | MBA | Spring 2018

MKMR 310: Marketing Analytics | Undergraduate | Fall 2018

ACADEMIC LEADERSHIP AND ADMINISTRATION

Academic Director, Full-Time MBA Program — Fisher College of Business 2023 – Present

- Co-developed and implemented the Reimagine the MBA proposal; program ranked #44 (2023) to #24 (2025, US News).
- Launched Career Industry and Immersion Academies; recruited four faculty directors across Finance, Strategy/Consulting, Marketing, and Operations/Analytics.
- Developed and administered first MBA Competency Exit Examination (AUT 2024 cohort); 100% pass rate at $\geq 70\%$.
- Led AACSB reaccreditation assurance of learning documentation for FT MBA; accepted without additional clarifications.
- Served as external committee member, AACSB reaccreditation review, University of Kentucky Gatton College of Business (2025).

Academic Director, Entrepreneurship Programs — Fisher College of Business 2022 – 2023

- Redesigned the Entrepreneurship and Innovation Minor: broadened elective offerings, formalized practicum credit through Keenan Center partnership, and increased cross-college accessibility.

Academic Director, Graduate Certificate in IT Business Strategy — Fisher College of Business 2022 – 2023

- Launched inaugural cohort (10 students, AUT 2022). Recruited faculty across seven disciplines. Built all program-level materials and assessment infrastructure.

EXECUTIVE EDUCATION

Ohio State University Executive Education

2019 – Present

Tata Consulting Services: Innovation and Disruption (five sessions, 2025) | Palmer Holland: Disrupting Your Business with AI (2025) | NAW Distribution Leadership Program: Strategy (2024–2025) | Graybar: What is Strategy? (2023–2024) | Sherwin-Williams: Strategic Thinking for Senior Leaders (2023–2024) | National Association of Wholesalers: What Is Strategy? (2021–2024) | Tata Motor Company: Entrepreneurship and Innovation Leadership (2023) | Honda Motor Company: Design Thinking for Leaders (2019)

Case Western Reserve Executive Education

2018

Analyzing Data to Strategic Advantage: Driving Better Decisions (2018)

INDUSTRY EXPERIENCE

30+ years as a serial entrepreneur, engineer, and technology executive across 17 companies in software, hardware, networking, cloud services, and AI. Representative roles and selected contributions listed below.

Full career history available on request.

Orchid Black (Morgan Hill Partners), LLC **2018 – Present**
Operating Partner St. Petersburg, FL
 Advisory services for technology startups: capability assessments, cloud business models, product commercialization, growth strategy, and fundraising.

DIT Advisors, LLC (Founded) **2014 – Present**
Managing Director, Founder Columbus, OH
 Innovation and technology management consulting for startups and established firms. Services include innovation strategy, organizational design, agile transformation, data analytics, and leadership coaching.

Polycom, Inc. **2011 – 2013**
Vice President, Business Operations |
Director/Sr. Director, Corporate Development (M&A) San Jose, CA
 Led post-M&A integration of HP Halo (\$89M acquisition); drove innovation for \$1.5B voice and video conferencing organization; led company-wide RealPresence suite release.

Cisco Systems, Inc. **2010 – 2011**
Sr. Manager, Business Operations, Unified Communications Milpitas, CA
 Managed operations and long-range planning for unified communications; drove Agile/Scrum adoption across all lines of business.

Transera Communications, Inc. **2003 – 2008**
Vice President, Products & Services and Co-Founder Sunnyvale, CA
 Co-founded cloud-based contact center startup; raised Series A from Accel Partners, Apex Ventures, and Storm Ventures. Company acquired by Broadsoft (2016), subsequently acquired by Cisco (2017).

Alcatel/Genesys Telecommunications Labs, Inc. **1998 – 2002**
Vice President, Strategic Programs San Francisco, CA
 Led partner and customer relationships generating >\$150M in initial 12-month annualized revenues. M&A integration for \$1.5B Alcatel acquisition (2000).

Prior roles: Micron Electronics (Product Line Manager), VOIS Corporation (Product Line Manager), Novell Inc. (Sr. Manager, Quality & Product Marketing), Interconnections/Emulex (Manager, Test Engineering), Wall Data (Sr. Software Engineer).

INVITED TALKS (SELECTED)

AI in Business: From Copy-Paste to Cognitive Lift: A Design Theory for AI-Assisted Mastery. Fisher College of Business (2025)
Honda Motor Company: The Initiative Mindset — Turning Ownership into Opportunity (2025)
PBS Interview: Adapting Pedagogy and Teaching Methods in the Age of AI (2024)
The Leadership Initiative Podcast Series: Exploring AI in Education with Chris Phillips of Google (2024)
The Leadership Initiative Podcast Series: Shaping Culture and Embracing Innovation with Scott Ray of FedEx (2024)
Bright Fellows Programming: Organizational Sensemaking Using Instinctive Drives (2023)
OSU Wexner Medical Center: High-Performing Teams Using Instinctive Drives (2023)
Columbus Metropolitan Club: Trends That Shape Us: Information Technology Disruption (2021)
Best Practices for Operational Excellence Conference, MoreSteam Annual (2018)
Synapse Summit: Entrepreneurship Education: The Value of Incubators Partners (2019)

Full list of invited talks available on request.

SERVICE

Peer Review

Academy of Management Annual Meeting (2014–Present) | Engagement Management Review (2016–Present) | Midwest Academy of Management Annual Meeting (2015–2016)

University and External Committee Service

External Committee Member, AACSB Reaccreditation Review, FTMBA Program, University of Kentucky Gatton College of Business (2025)
Committee Member, Full-Time MBA Reimagine the MBA Working Group, Ohio State (2023–2024)
Committee Member, MBA Programs, Ohio State University (2020–Present)
Committee Member, Entrepreneurship Programs Working Group, Ohio State University (2021–2022)
Faculty Advisor, D³ (Design, Develop, Deploy) Student Group, Ohio State University (2020–2021)
Committee Member, Ph.D. Curriculum Design, Case Western Reserve University (2020)
Committee Member, Executive Ph.D. in Business Strategy Review, Case Western Reserve University (2019)
Council Member, DM Alumni Council, Case Western Reserve University (2016–2025)
Business Advisory Committee, Office of the President, Holy Names University (2014–2016)

Organization Service

Board Member, Women in Leadership Development (WELD) National Organization (2018–2021)

Board Member, Executive/Practitioner Representative-at-Large, AOM Organization Development and Change Division (2016–2019)

Communications Director, AOM Organization Development and Change Division (2016–2018)

Membership Committee, AOM Organization Development and Change Division (2015–2018)

HONORS AND AWARDS

Daniel Westerbeck Teaching Excellence Award — Undergraduate, Fisher College of Business, Ohio State University (2024)

Daniel Westerbeck Teaching Excellence Award — Graduate, Fisher College of Business, Ohio State University (2021)

Buckeye Access All-Star, Student Life Disability Services, Ohio State University (2020)

New Faculty FIT Teaching and Learning Endorsement, Michael V. Drake Institute, Ohio State University (2020)

Online Teaching Endorsement, Michael V. Drake Institute, Ohio State University (2020)

Distinguished Fellow, Fowler Center for Business as an Agent of World Benefit, Case Western Reserve University (2016–2018)

Outstanding Reviewer, Midwestern Academy of Management (2016)

Beta Gamma Sigma Honor Society, Case Western Reserve University (2016)

Mitchell V. Morse Scholarship, Case Western Reserve University (2015)

Doctor of Management Fellow, Fowler Center for Sustainable Value, Case Western Reserve University (2013)

Kappa Gamma Pi Honor Society, Holy Names University (2012)

Sigma Beta Delta Honor Society, Holy Names University (2010, 2012)

PROFESSIONAL MEMBERSHIPS

Academy of Management — Divisions: Entrepreneurship (ENT), Technology & Innovation Management (TIM), Management Education and Development (MED), Organizational Neuroscience (NEU)

Beta Gamma Sigma International Honor Society | Sigma Beta Delta International Honor Society | Kappa Gamma Pi National Honor Society

Institute of Electrical and Electronics Engineers | Product Development Management Association | Project Management Institute