

## Grant B. Harris

Founder and president of *Workframe, Inc.* Cambridge, Massachusetts (1987 – 2001)

- Fourteen years of software development engineering and business experience consulting to clients in hardware/software product/system development, financial services, cosmetics, pharmaceuticals, industrial design, instrumentation, publishing, video production, manufacturing, healthcare, and legal services
- Performed financial, marketing, sales, project management, client contact, development, contract, and intellectual property licensing activities.
- Recruited and managed a team of 4 programmers and built a set of email utilities for Novell's MHS store-and-forward message handling services. These were licensed Action Technologies in 1989.
- Successfully litigated breach of contract.

## Business Process Analysis & Facilitation

Consulting, facilitation, and training focused on improving coordination and collaboration in organizations through business process mapping and re-design, and information systems design. Focus on creative design and development processes, coordination, project/process management, role-definition, accountability and trust, and team building. Experienced in communication and teamwork training, group facilitation, and process consultation. Trained as a facilitator and certified as a mediator. Many engagements, including:

- Engaged with the Director of Technology, Planning & Strategy at *Merrill Lynch & Co.*, in New York and Princeton, in major reorganization of multiple organizations over 6 months. Performed end-to-end analysis of billion-dollar information systems development process involving more than 1200 people. Conducted interviews, collected documents and data, performed detailed research and analysis of processes and organizational structures, assisted in development of new role definitions and relationships, provided assessments and recommendations, and created numerous presentations, including many complex graphics. (1998)
- At *Mercury Computer Systems*, a developer of high-speed parallel processors for defense, medical, and video industries, consulted to vice presidents of product development and customer support. Conducted interviews and reviewed development process, in relation to business units, manufacturing, applications and customer support. Facilitated group process analysis and provided organizational analysis and recommendations for change. (1999)
- Designed and delivered communication and teamwork workshops for graduate student project teams in engineering classes for the *Teaching & Learning Lab, Massachusetts Institute of Technology*. (2000)
- Delivered executive education courses, *Conversation for Action* and part of the *Total Quality Management for Senior Executives: Planning and Implementation*, focusing on interaction, coordination, collaboration, team building, and trust for *The Center for Quality of Management*, Cambridge. Also, participated in 2 day workshop: *Conversational Competence: The key to building high performance organizations*. (1997, 1998)
- Facilitated participatory business process mapping sessions: worked on sales, proposal preparation, and project management process improvements at *Neoteric*, a systems integration firm in New York. (1996)
- Wrote and delivered presentations entitled "*Business Process Redesign and Workflow Technologies*" to the *Association of System Managers*, and "*Communication, Collaboration, and Coordination in Organizations*" at *NYU's Stern School*. (1995)
- Facilitated the re-design of pharmaceutical clinical trial coordination process between a clinical research group at *G.D. Searle Pharmaceuticals* and their contract research organization, *Parexel International*. (1994)
- Analyzed and diagnosed product design process at *Design Continuum*, an industrial design firm in Boston. (1994)
- Delivered training seminars on business process design and workflow technology to *LaserData's* document management system resellers, and to clinical information systems group at *Pfizer* pharmaceuticals. (1993)
- Designed new business offers in a changing regulatory environment at *Community Care Network*. (1993)

## Software Design, Product Development & Technical Marketing

Consulted on all aspects of information systems design, development and deployment, focusing on collaboration/groupware and coordination/workflow tools. Broad technical experience with software, hardware and network systems to clients, including:

- Assisted in new product development at *Thermo Jarrell Ash*, in Franklin, Ma., a manufacturer of atomic spectrometer instruments (including inductively-coupled plasma emission and absorption, and arc/spark spectrometers for elemental analysis). Provided review and critique of existing software product line, reviewed competitive products, conducted interviews with six major customers, invented new high-level user interface designs and system architecture, developed

- new features and functions list, facilitated marketing and engineering design sessions, and consulted with engineering and marketing managers on project scope and schedule. (1999)
- *Product Manager for Strategic Alliances* – at **Radnet, Inc.**, Cambridge, responsible for technical marketing aspects of strategic partnerships and alliances, acting as liaison between the business development and software development groups., and helped in development of the strategic architecture of the *WebShare* product. Performed evaluation and analysis of competitive and complementary products including internet and web-based groupware technologies, including email, discussion tools, workflow, document management, application-hosting, and development/deployment platforms. Designed and delivered marketing presentations and product demonstrations to potential partners and at trade shows. (1997)
- Design critiques and guidance for a internet/intranet-based collaborative environment under development at **Neographic, Inc.**, a web-site development firm in New York, as well as technical marketing consulting on a web groupware/collaboration marketing strategy. Researched web collaboration offerings from Lotus, Novell, Microsoft, Netscape, Radnet, Allaire, etc. (1997)
- Developed an internet/intranet and workflow marketing strategy for **Neoteric, Inc.**, a systems integration firm in New York City. Designed and delivered marketing presentations to several large audiences. Researched authoring tools, database interfaces, discussion and workflow systems. Also designed their web page and workflow applications for the web using *Action Technologies' Metro* product suite. (1996-1997)
- For **Invantage, Inc.**, Boston, developed workflow marketing strategy to the pharmaceutical industry and delivered sales presentations to various firms and at pharmaceutical seminars in Chicago and Princeton. (1995)
- From 1993-1995, as a *Business Partner and Professional Developer* with **Lotus Development**, worked extensively with the *Lotus Notes* groupware product and a variety of third-party add-ons, including: installation, configuration, administration, user training and custom application development for **Project Software & Development, Inc.**, a project management software development firm, **SeaChange Technology**, and **Teradyne**.
- At **Hammer and Company**, installed an office-wide *Lotus Notes* system and provided training for this reengineering education firm. Designed, developed, and deployed a system for electronic document distribution to 75 program members. (1994, 1995)
- Designed and developed a national field sales support system for 150 account executives at **Lancome, Inc.**, a major cosmetics producer, located in New York. This five year engagement involved extensive systems analysis, application design and development, systems integration, maintenance and support of a variety of networked business applications, including e-mail, document management, product allocations, and order processing. (1988 – 1993)
- Designed and developed a messaging interface for e-mail via television satellite for CBS News, New York. (1989-1991)

## Professional Development

- *Process Consultation, Dialogue and Organizational Culture* workshops with Edgar Schein, 1999, 2000 & 2001.
- *Essential Facilitation* – Interaction Associates' program delivered by MIT Professional Learning Center, 2001.
- *Mediator Transparency: An Alternative to Silence*, Program on Negotiation at Harvard Law School., 2000.
- *Inquiry As Intervention*, workshop with the Public Conversation Project, Cambridge, 2000.
- *Mediation @ MIT*, 37 hour program leading to certification in mediation, 2000.
- *Organizational Development Practicum*, 2-day program with **IBIS Consulting Group**, 2000.
- Professional development workshops at the International Society for the Psychoanalytic Study of Organizations Symposium, Toronto, 1999.
- Organizational consulting program, William Alanson White Institute, 1999.
- Member of the *Greater Boston Organizational Development Network* and the *Mass. Bay OD Learning Group*.
- *Conversational Competence: The key to building high performance organizations* at The Center for Quality of Management. Cambridge, 1997.
- *American Management Associations*, Two summer programs in management, marketing, organization and communications. Hamilton, NY. 1980.
- Essentials of Workflow Management Technology, Business Process Design, ActionWorkflow Analyst, Train-the-Trainer, ActionWorkflow Lotus Notes Developer Lab and ActionWorkflow Consultants Intensive, all at Action Technologies, Alameda, CA. (1990 – 1995)
- Workshops on *Strategies for Collaborative Modeling and Simulation and Working Through Meetings: A Framework for Designing Meeting Support*, at the Conference on Computer-Supported Cooperative Work (CSCW), ACM, Cambridge, Nov. 1996.
- *Participatory Design Conference*, ACM & Computer Professionals for Social Responsibility, Cambridge, Nov. 1996.

## Teaching & Training Experience

- Teaching & Learning Lab at MIT. Design and delivery of communication and teamwork workshops for student project teams in engineering classes. 2000.
- The Center for Quality of Management. Delivered executive education courses, 'Conversation for Action' and Total Quality Management for Senior Executives: Planning and Implementation, focusing on interaction, coordination, collaboration, team building, and trust. Cambridge, 1998, 1999.

## Publications

[Escaping the Box: Using a New Process Model to Support Participation and Improve Coordination](#), co-authored with Steven S. Taylor, published in *The Center for Quality in Management Journal*, Vol. 6, No. 3, Winter 1997.

[Organizational Structuration: Interaction and Interrelation](#), co-authored with Steven S. Taylor, presented to EGOS 14<sup>th</sup> Colloquium (European Group on Organizational Studies), Maastricht, The Netherlands, 1998. *Framework Makes Building Applications Easier*, PC Week, Vol 5, No 33, 1988.

## Additional Information:

- [Bibliography](#) from my research on: Management, Change and Organization Theory; Organizations and Information Technology; Project Management and Process Modeling; Business Process Redesign and Reengineering; Trust, Accountability & Commitment; Design Theory and Practice; Information Systems Design; Workflow and Groupware, Language and Communications.