



Leading Organizational Change

Giselle Antoine, PhD
March 10, 2026

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Agenda – Morning Session

- 9:00-10:20 • Principles of Scaling on the Cheap
- 10:20-10:30 • Break
- 10:30-12:20 • Video Case: Hiring for Scaling
- 12:30-2:00 • Lunch



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Agenda – Afternoon Session

- 2:00-3:30 • Job Crafting for Scaling
- 3:30-3:40 • Break
- 3:40-5:10 • Managing Change in Orgs.
- 5:10-6:30 • Graduation



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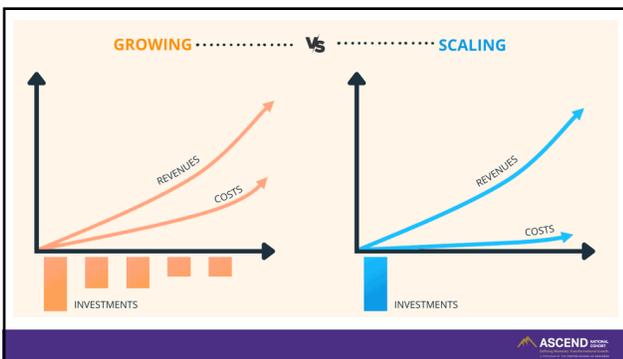


Change can be ... **Change is ...**

Easy	Hard	Flexibility Innovation Survival
Big	Small	
Expected	Surprising	
Proactive	Reactive	
Urgent	Important	

ASCEND

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GROWING	vs	SCALING
Increasing revenue at the same pace you are adding resources.		Increasing revenue at a much greater rate than cost.
<ul style="list-style-type: none"> • Linear • Hire for execution • Everyone does everything • Zero margin for error • Costs and revenues grow together 		<ul style="list-style-type: none"> • Exponential • Hire for innovation • Focus on systems and processes • Budget for experimentation • Revenues grow faster than costs

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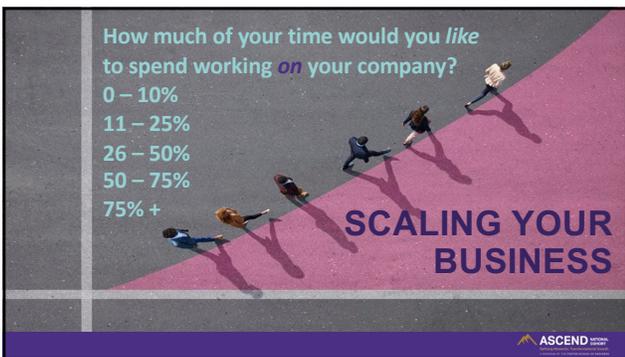
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Scaling on the Cheap

- Visualize scaling as scaffolding.
- Subtract to scale.
- Create fuzzy boundaries for expertise.
- Localize risk (in time, geography, and function).



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Scaling as Scaffolding



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Scaling as Scaffolding



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Scaling as Scaffolding

Consider any scaffolding that you need to SCALE to the next level:

- What temporary resources, teams, or systems do you need to get your business to the next stage?
- What is the timeline for removal?
- How can you celebrate the scaffolds coming down?



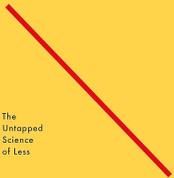

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Scaling

as

Subtraction

Subtract



The Untapped Science of Less

Leidy Klotz



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SCALING BY SUBTRACTION

To what extent can my company scale up by subtracting?
Assess yourself by answering the questions below. Write your answers under each question.

What can we subtract?	What subtractions can we celebrate, and how?	What rituals and processes can help us to remember to subtract?
<p>Priorities- if you had to eliminate one, which one?</p> <p>Pitch points- what features, resources, part of the sales process aren't adding value?</p> <p>People- is there some person or some role that is no longer serving the organization?</p> <p>Customers- are there legacy customers that need to be</p>	<p>What is no longer relevant?</p> <p>What no longer applies?</p> <p>What no longer fits in with the here and now?</p> <p>What no longer works?</p> <p>What no longer makes sense?</p> <p>What is no longer needed?</p>	<ul style="list-style-type: none"> Decision rules Asynchronous communications Resources



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Create Fuzzy Boundaries

CLIQUE/"INSIDERS"

- Determine practical feasibility of ideas.
- Refine ideas.
- Provide operational knowhow to implement change.
- Create systems to support ideas.
- Champion innovation as disciples.

ENTREPRENEURIAL "OUTSIDERS"

- Could be newcomers, suppliers, clients, R&D labs, friends.
- Increased in externally focused networks.
- Usually intrinsically & extrinsically motivated.

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Fuzzy boundaries allow for failure to be outsourced.

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Create clear zones where failure can happen.

GEOGRAPHICAL BOUNDARIES

TIME BOUNDARIES

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GROUP DISCUSSION

- 25 minutes for discussion
- Groups of 3 – 4 by industry
- Google Doc
- Assign a scribe and reporter




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STRATEGIES FOR SCALING ON THE CHEAP

Group Discussion #1

Directions:
We discussed the following "cheap" scaling tactics

- Scaffolding – short term supports for growth that can eventually be removed.
- Subtraction – deliberately removing what is no longer serving your company.
- Engaging "outsiders" (e.g., customers, suppliers, end users) as experts.
- Creating geographical zones or special times for innovation/failure.

For each member, **choose ONE tactic** that you would like to try in your company to fuel scaling. Reflect on the questions related to the ONE tactic you have selected.

- **Scaffolding** - What is the scaffolding in your company right now? What additional scaffolding do you need? What is the timeline for this scaffolding (i.e., when do you need to take it down)?
- **Subtraction** - If you had to eliminate one priority which would it be? What legacy customers can you transition? What person or role is no longer serving the organization? What systems, practices, or resources have outlived their time? What subtractions can you celebrate and HOW?
- **Engaging "outsiders" as experts** - What are some areas of your company that would benefit from expert advice? What "outsiders" might you engage for expertise? What expertise can organizational outsiders offer your company?
- **Creating zones (geographic or temporal) for innovation/failure** - What is a zone within your company (space or business unit) that could be used for innovation/failure? How much time could you reasonably allocate toward innovation/failure per month (or quarter)? Which employees could you entrust the tasks of innovation/failure? What buffers could you create to contain any failures?

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For each member, **choose ONE tactic** that you would like to try in your company to fuel scaling. Reflect on the questions related to the ONE tactic you have selected:

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Write your commitment below!

Assign a scribe to take notes in your room's row below. Assign another person to report out to the large group.

Team	Ascender 1	Ascender 2	Ascender 3	Ascender 4
1				
2				
3				

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GROUP DISCUSSION

- 25 minutes for discussion
- Groups of 3 – 4 by industry
- Google Doc
- Assign a scribe and reporter



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Leading for Scaling

Bad is stronger than good.

Systems feed themselves.

Link short term realities to long term dreams.

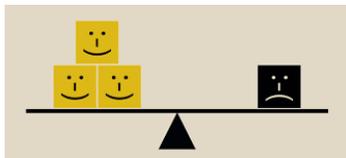
Toggle between Standardization and Localization.



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Bad is Stronger than Good

- Consistency is hard to enforce.
- We are programmed to test the system.
- Bad apples can spoil the bunch.
- More vs. Better



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Bad is Stronger than Good

ASCEND

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Systems Feed Themselves

Relationship between Group size and Gossip Probability of the Last Generation

Company Size "Gossip" Time
150 → 42%
200 → 56%

ASCEND

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Bad is Stronger than Good

- Consistency is hard to enforce.
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ASCEND

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Link Short Term Realities to Long Term Dreams

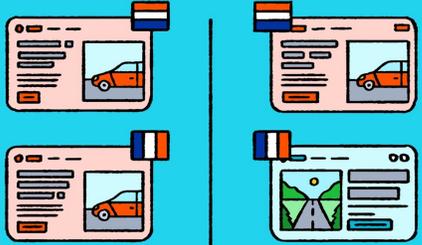
“With everything we did, we asked ourselves: ‘Will this work with one hundred schools?’”

Shannon May
Founder of Bridge International Academies



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Standardization vs Localization



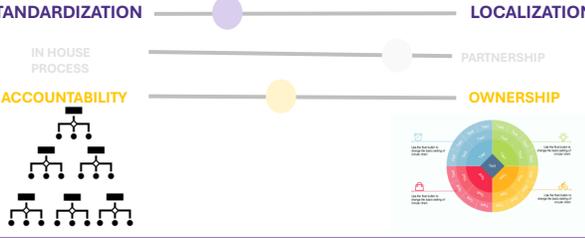
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Scaling Up Excellence

STANDARDIZATION — LOCALIZATION

IN HOUSE PROCESS — PARTNERSHIP

ACCOUNTABILITY — OWNERSHIP



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Standardization vs Localization

Which of these best characterizes the general approach to how your business is growing/scaling?

• Which approach do you think is most appropriate for your business?

Are there certain aspects of your business where one approach is more fitting?

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GROUP DISCUSSION



1. When has one of these lessons applied and worked well in your context?
2. Which of these lessons do you struggle with? What makes it challenging or difficult?
3. Which lesson is an opportunity for growth for you right now?

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Leading for Scaling

Bad is stronger than good.

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Link short term realities to long term dreams.

Toggle between Standardization and Localization.



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DEBRIEF

What is one exciting idea or insight that came from your discussion?

Ascend

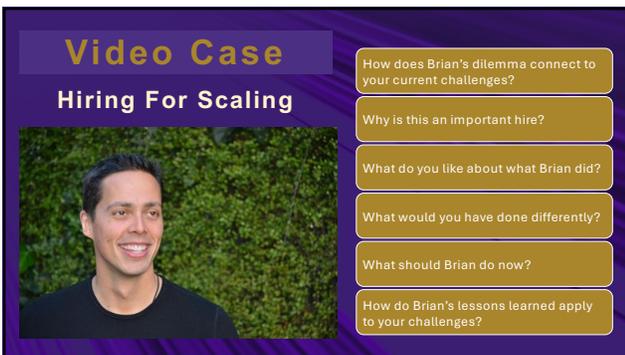
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BREAK TIME!

10 MINUTES

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Video Case

Hiring For Scaling

- How does Brian's dilemma connect to your current challenges?
- Why is this an important hire?
- What do you like about what Brian did?
- What would you have done differently?
- What should Brian do now?
- How do Brian's lessons learned apply to your challenges?

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Video Case
Hiring For Scaling



- How does Brian's dilemma connect to your current challenges?
- Why is this an important hire?
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Video Case
Hiring For Scaling



- What do you like about what Brian did?
- What would you have done differently?
- How do Brian's lessons learned apply to your challenges?

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Video Case
Hiring For Scaling

Hire slowly and fire quickly
Strengthen onboarding practices
Create channels for listening



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HIRING FOR SCALING

Consider 1 role in your company

1. How can your current hiring practices be more rigorous?
2. What processes are you using for onboarding? What additional skills, knowledge, or awarenesses do new hires need to be successful?
3. What are your mechanisms for listening? How can they be expanded?



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Agenda – Afternoon Session

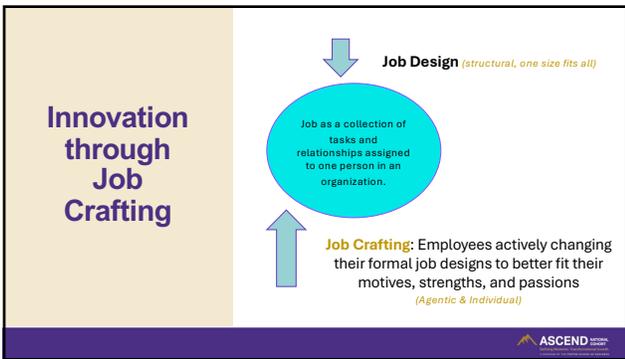
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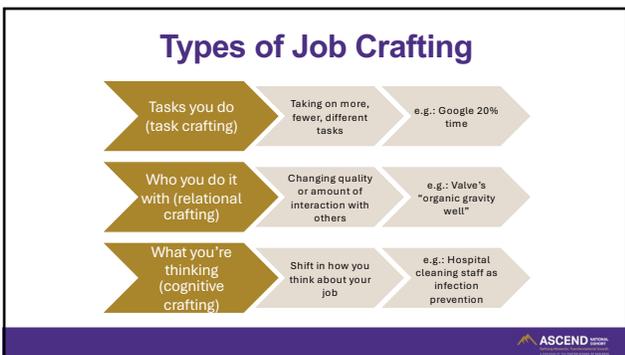
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Task Crafting



Taking on more, fewer, or different tasks.

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Relational Crafting



Changing the quality or amount of interaction with others.

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Cognitive Crafting

Shifting how employees think about their work.



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JOB CRAFTING DIAGNOSTIC

1 - To what extent is my organization set up for job crafting?
Assess yourself on the checklist below:

1 = to a very small extent 2 = to a small extent 3 = to a moderate extent
4 = to a great extent 5 = to a very great extent

Do our employees...	Do managers/leaders...	Does the organization...
... feel empowered to suggest changes to their jobs to fit company and/or individual needs? 1 2 3 4 5	... understand what job crafting is and why it might be helpful for the company's growth? 1 2 3 4 5	... have a hiring process that focuses on company values and purpose? 1 2 3 4 5
... have time to reflect on their jobs and their roles? 1 2 3 4 5	... feel empowered to change employees' job descriptions? 1 2 3 4 5	... have a hiring process that identifies and selects employees with a high level of intrinsic motivation? 1 2 3 4 5
... know about opportunities for additional training or skill building? 1 2 3 4 5		

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JOB CRAFTING DIAGNOSTIC

1. In what ways is your company positioned for job crafting?

2. What are some immediate areas for growth in job crafting?

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GROUP DISCUSSION

Breakout #3

STRATEGIES FOR JOB CRAFTING

Directions:
We discussed the following job crafting tactics:
Task crafting: When employees take on more, fewer, or different tasks
Relational crafting: When employee self select teams and shared tasks
Cognitive crafting: When employees redefine their job goals, titles, or how they think about their work

Reflect on these questions in your group.

1. What is **one change** you can make in the next 1-3 months to help promote job crafting in your organization?
2. Who (employees, roles, departments) is well poised for job crafting in your company?
3. What **types** of job crafting might work well in your company?
4. What will employees need to know about job crafting in order to do this well?

Assign a scribe to write key insights in your room's row below. You do not need to write every answer to every question.

Room 1	
Room 2	
Room 3	
Room 4	
Room 5	

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DEBRIEF

- 1 - **Takeaway** about job crafting.
- 1 - **Strategy** you can test next week.
- 1 - **Idea** you want to learn more about.

Ascend

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TAKE A DEEPER DIVE

HARVARD BUSINESS REVIEW

JOB CRAFTING: HOW INDIVIDUALS REVISION WORK

Amy Wrzesniewski
Yale School of Management

Job Crafting - Amy Wrzesniewski on creating meaning in your own work

Managing Yourself: Turn the Job You Have into the Job You Want

by Amy Wrzesniewski, Justin M. Berg and Jane E. Dutton

From the Magazine (June 2003)

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ASCEND NATIONAL CONSORTIUM
Defining Moments. Transformational Growth.
A PROGRAM OF THE PETERSON SCHOOL OF BUSINESS

Change Management
Transforming Your Organization

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REFLECTION

What would change look like in your organization?

Who needs to “own the dream”? How can you elicit buy in?

What challenges do you anticipate in implementing a change?



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Why Transformation Efforts Fail



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FACING RESISTANCE

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.
-Machiavelli



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The Challenge of Organizational Change ASCEND

“Organizations are built to be stable . . . As a result, most efforts at designing and managing organizational change are dismal failures.”



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		Power of the Change Agent	
		Low	High
Urgency for Results	Low	Scenario 1 Director of Product innovation as change agent in non-urgent situation	Scenario 2 CEO as change agent in non-urgent situation
	High	Scenario 3 Director of Product innovation as change agent in urgent situation	Scenario 4 CEO as change agent in urgent situation

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Change Management Simulation: Power and Influence

PREVIEW ANALYZE DECIDE NEWS

Scenario Introduction

Scenario 4
Download Foreground Reading

You are the CEO and founder of Spectrum Sunglass Company.

While you generally feel good about the state of the business, you are beginning to think about your legacy. You are reading more and more professional articles emphasizing the importance of sustainable development for business and linking the themes of sustainability and innovation, such as "Why Sustainability is Now the Key Driver of Innovation." You are frustrated that you don't have any new sunglass products to offer to the vocal customers who increasingly express concerns about Spectrum's environmental impact. Not only does sustainable development make sense to you personally, from both a moral and an economic standpoint, you also see this as an opportunity to differentiate Spectrum's products and company from your competitors, which focus primarily on

Weeks Used: 1 of 16
Critical Mass: 1 of 20
Org Phase: Stable
Credibility: 9 of 10

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READ THE SCENARIO

Scenario Introduction

Scenario 4
Download Foreground Reading

Change Profile Picture

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PREVIEW TUTORIAL

Change Management Simulation: Power and Influence

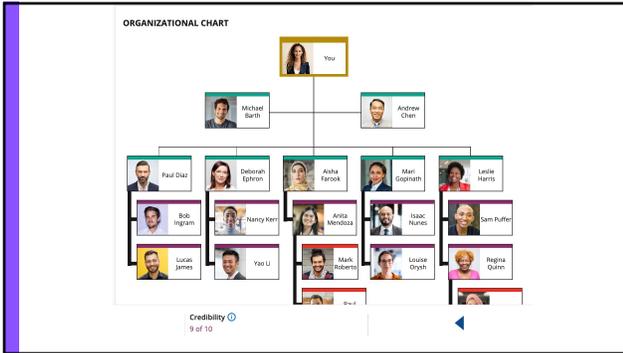
...erequisite to an hour requirement.

- You will devote 50 percent of your time to the task force while juggling your responsibilities as CEO.
- The task force will present Spectrum's senior management team with a financially acceptable plan to use petrochemical alternatives within three months.

The management team concurs with your task force proposal. As the retreat ends and everyone heads to dinner, you start pondering the numerous issues and obstacles to overcome in developing an acceptable plan for BigMart within three months. Your central challenge is to convince your team that a dramatic change in the organization's strategy and products is necessary and that environmental sustainability is critical to the company's future—no small task in a relatively short period of time. However, when BigMart tells Spectrum to jump, the usual response is to ask, "How high?" Fortunately, you also have the formal authority and widespread respect throughout the organization to tackle this challenge in a meaningful way.

Begin Tutorial

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Change Management Simulation: Power and Influence

Scenario Introduction
Scenario 4
Download Foreground Reading

You are the CEO and founder of Spectrum Sunglass Company. While you generally feel good about the state of the business, you are beginning to think about your legacy. You are reading more and more professional articles emphasizing the importance of sustainable development for business and linking the themes of sustainability and innovation, such as "Why Sustainability is Now the Key Driver of Innovation." You are frustrated that you don't have any new sunglasses products to offer to the vocal customers who increasingly express concerns about Spectrum's environmental impact. Not only does sustainable development make sense to you personally, from both a moral and an economic standpoint, you also see this as an opportunity to differentiate Spectrum's products and company from your competitors, which focus primarily on...

PREPARE ANALYZE DECIDE NEWS

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ANALYZE THE READINESS

Change Management Simulation: Power and Influence

PREPARE ANALYZE DECIDE NEWS

Dashboard
The current state of your organization

Organizational Readiness | Lever Impact | Relationship Network

Stages of adoption: Awareness, Interest, Adoption

At the start everyone is **UNWARE** except for you!
You must move at least 18 members to the adoption stage.

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STAGES OF ADOPTION

Stages of adoption

Michael Barth
Executive Assistant
Unaware

Andrew Chen
General Counsel
Unaware

At the start everyone is *UNAWARE* except for you!
You must move at least 18 members to the adoption stage.

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RELATIONSHIP NETWORKS

Consider how relationship networks can work in your favor!

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CHANGE LEVERS

Change Management Simulation: Power and Influence

Decide Decision History Download Lever Details

PREPARE ANALYZE **DECIDE**

Decide
Select a lever to see its description and take an action

Attempt	Lever	Scope of impact	Weeks to implement	Weeks before reuse
Walk the talk	Entire org.	2	8	
Get consultant's support	Entire org.	3	4	
Conduct private interviews	4	1	1	
Issue e-mail notice	Entire org.	1	4	
Hold town hall meetings	Entire org.	3	6	
Provide internal skill-building	3	2	10	
Provide external skill-building	3	4	12	
Conduct pilot project	3	4	12	
Post progress reports	Entire org.	2	2	
Tell a 'success' story	3	1	1	

Decision: No Lever Selected

Stages of adoption

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CHANGE LEVERS

Tell a 'success' story
 Scope of impact: 3 Weeks to implement: 1 Weeks before reuse: 1

Organizational storytelling is a relatively slow but effective way to challenge and redirect the norms and values of the organizational culture. If properly executed, pulling this lever can positively influence the listeners as well as their friends to adopt the initiative if any of them are in the aware or interest stages.

Recognize an adopter
 Scope of impact: 1 Weeks to implement: 3 Weeks before reuse: 10

Political power accrues to those who are formally recognized within organizations, and recognizing an advocate sends a signal to others as to where the power is flowing. If properly executed, pulling this lever can positively influence adoption of the initiative by the advocate's coworkers.

Privately confront resister
 Scope of impact: 1 Weeks to implement: 1 Weeks before reuse: 4

Resistance to change is to be expected in all change initiatives, but sometimes the resistance is irrational and politically corrosive. If properly executed with an actual resister, pulling this lever can

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CHANGE LEVERS

Decide Decision History Download Lever Details

Decision	Scope of impact	Weeks to implement	Weeks before reuse
Provide internal skill building	3	2	10
Provide external skill building	3	4	12
Conduct pilot project	3	4	12
Post progress reports	Entire org.	2	2
Tell a 'success' story	3	1	1
Clarify organizational values	Entire org.	8	20
Build a coalition of support	3	4	4
Recognize an adopter	1	3	10
Privately confront resister	1	1	4
Remove goals & deadlines	Entire org.	4	10
Revise reward system	Entire org.	12	20
Restructure organization	Entire org.	16	10

Submit Decision

Scroll down and click "Submit Decision" to choose a lever

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ANALYZE THE READINESS

Change Management Simulation: Power and Influence

PREPARE **ANALYZE** DECIDE NEWS

Dashboard Organizational Readiness Lever Impact Relationship Network

The current state of your organization

Stages of adoption: Awareness, Interest, Adoption

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Change Management Simulation: Power and Influence

PREPARE ANALYZE DECIDE NEWS

Scenario Introduction

Scenario 4
Download Foreground Reading



Change Profile Picture

ORGANIZATIONAL CHART



While you generally feel good about the state of the business, you are beginning to think about your legacy. You are reading more and more professional articles emphasizing the importance of sustainable development for business and linking the themes of sustainability and innovation, such as "Why Sustainability is Now the Key Driver of Innovation." You are frustrated that you don't have any new sunglasses products to offer to the vocal customers who increasingly express concerns about Spectrum's environmental impact. Not only does sustainable development make sense to you personally, from both a moral and an economic standpoint, you also see this as an opportunity to differentiate Spectrum's products and company from your competitors, which focus primarily on

Weeks Used 0 of 16
Critical Mass 1 of 25
Org Phase 0 Unknown
Credibility 0 of 15

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Two Basic Types of Change

Reactive Change

- Closing a **performance** gap (what is -> what **should** be)

Proactive Change

- Closing an **opportunity** gap (what is -> what **could** be)



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Two Basic Types of Change

Reactive Change

- Closing a **performance** gap (what is -> what **should** be)

Proactive Change

- Closing an **opportunity** gap (what is -> what **could** be)

Today's opportunity gaps become tomorrow's performance gaps.

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		Power of the Change Agent	
		Low	High
Urgency for Results	Low	Scenario 1 Director of Product innovation as change agent in non-urgent situation	Scenario 2 CEO as change agent in non-urgent situation
	High	Scenario 3 Director of Product innovation as change agent in urgent situation	Scenario 4 CEO as change agent in urgent situation

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CHANGE MANAGEMENT REFLECTION

1. Which of the "levers" have you tried before in your own organization? Which levers are "new ideas" for you?
2. When you've initiated a change in your organization in the past was it proactive or reactive? What types of changes have you found the hardest to implement?
3. What is your understanding as to why some of your lever pulls did not work?
4. What were your observations about the individual members' pace of acceptance and adoption of the change initiative?
5. What did you think/observation did you have about the amount of time and number of levers it required to achieve a 'critical mass'?
6. Have you ever made a change in your organization, and it was really easy? Why?
7. What changes have instigated the most resistance? Why?

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SATISFACTION WITH STATUS QUO

<p>RESISTANCE TO CHANGE</p> <ul style="list-style-type: none"> • Anger over unwanted change • Active or passive aggression • Withdrawal • Fear of loss • Anxiety over uncertainty • Protection of previous identity 	<p>COST OF CHANGE</p> <ul style="list-style-type: none"> • Change in reward structure • Power shifts • Requirement for new competencies • Need for new relationships • Finding new identity • Require time and energy
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RAISING DISSATISFACTION

- Communicate the *need* for change and *cost* of not changing
- Performance & opportunity gap analysis (internal and external)
 - Comparative data
 - Contextual landscape analysis
 - Benchmarking
 - Employee attitudes
- Sharpen awareness of gap analysis
- Involve key people



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INDIVIDUAL STAGES IN ADOPTION

<p>Stage 1: Awareness</p> <ul style="list-style-type: none"> • Target's old routines are challenged with new routines • Target becomes aware of the proposed change 	<p>Stage 2: Interest</p> <ul style="list-style-type: none"> • Target becomes curious about the change • Target becomes more open to new information 	<p>Stage 3: Trial</p> <ul style="list-style-type: none"> • Target begins to experiment with the proposed change • Target assesses the costs and benefits of the change and potential future success 	<p>Stage 4: Adoption</p> <ul style="list-style-type: none"> • Target replaces old routines with new routines • Target becomes an advocate for the change initiative
--	--	--	--

Each person goes through these four stages at different paces.



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Characteristics of Effective Models

<p>Desirable</p> <ul style="list-style-type: none"> • Satisfies stakeholders • Motivates employees 	<p>Feasible</p> <ul style="list-style-type: none"> • Opportunity for short term wins • Realistic stretch 	<p>Relevant</p> <ul style="list-style-type: none"> • Contextually sensitive
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TYPES OF CHANGE LEVERS

ENABLING LEVERS

- **Credibility** (inviting a consultant to praise change)
- **Communication** (initiating a town hall meeting)
- **Training** (providing external training to some employees)

affect readiness for change

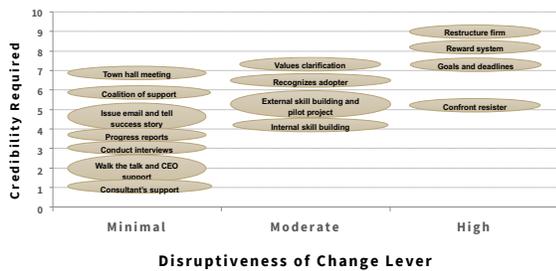
SUBSTANTIVE LEVERS

- **Technical** (restructuring the organization)
- **Political** (privately confronting a resister)
- **Cultural** (telling a success story)

nudges targets to respond

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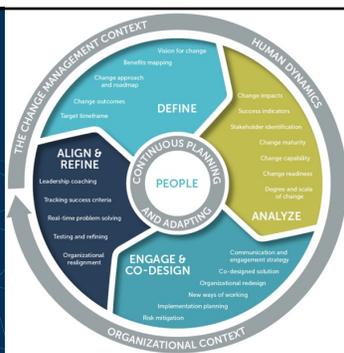
Process: Consider Both Credibility Required and Disruptiveness of Lever



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Raising the Bar

- Define what change looks like
- Engage stakeholders in owning "the dream"
- Incorporate feedback to codesign solutions
- Test and refine



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Transforming Your Organization

- Create a sense of urgency
- Empower others to enact the vision
- Create short term wins
- Consolidate improvements
- Institutionalize new approaches



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REFLECTION

- What is one change you'd like to make in your organization?
- What have you learned from this simulation that could be applied to your context?
- What challenges do you anticipate in initiating this change?



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Thank you!

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