



HARVARD | BUSINESS | SCHOOL

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Robert Steven Huckman
435 Morgan Hall
Harvard Business School
Boston, MA 02163
(617) 495-6649
rhuckman@hbs.edu

EDUCATION

- 2001 Ph.D., Business Economics, Harvard University (Cambridge, MA)
Dissertation: *Essays on Consolidation and Technology Diffusion in Medical Care*
- 2000 A.M., Economics, Harvard University (Cambridge, MA)
- 1992 A.B., *summa cum laude*, Public Policy and International Affairs, Princeton University
(Princeton, NJ)

ACADEMIC EXPERIENCE

- 7/1/11 – Professor of Business Administration, Harvard University (Boston, MA)
- 7/1/06 – 6/30/11 Associate Professor of Business Administration, Harvard University (Boston, MA)
- 7/1/06 – 6/30/07 MBA Class of 1958 Associate Professor of Business Administration, Harvard
University (Boston, MA)
- 7/1/01 – 6/30/06 Assistant Professor of Business Administration, Harvard University (Boston, MA)
- 7/1/99 - 6/30/00 Teaching Fellow, Economics Department, Harvard University (Cambridge, MA)

OTHER EXPERIENCE

- 1997 - 1998 Principal and Founding Equity Member, Stamos Associates, Inc. (New York, NY)
- 1994 - 1997 Senior Associate and Founding Equity Member, Stamos Associates, Inc.
(New York, NY)
- 1992 - 1994 Consultant, Booz·Allen & Hamilton, Inc. (Chicago, IL)
- 1991 Summer Research Analyst, U.S. Agency for Health Care Policy and Research
(Rockville, MD)

AWARDS AND HONORS

- 2008 Finalist, Wyss Award for Excellence in Mentoring, Harvard Business School, Harvard University (Boston, MA)
- 2007, 2009 Nominee, Everett Mendelsohn Excellence in Mentoring Award, Harvard University (Cambridge, MA)
- 1999 Derek Bok Center Certificate of Distinction in Teaching, Harvard University (Cambridge, MA)
- 1992 Phi Beta Kappa, Princeton University (Princeton, NJ)
- 1992 Lt. John A. Larkin, Jr. Memorial Prize, Princeton University (Princeton, NJ)

FELLOWSHIPS AND GRANTS

- 1996 - 2001 Harvard Business School Fellowship, Harvard University (Cambridge, MA)

PUBLICATIONS

Articles

Jonathan R. Clark and Robert S. Huckman, "Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry," *Management Science* (forthcoming).

Robert S. Huckman and Bradley R. Staats, "Fluid Tasks and Fluid Teams: The Impact of Diversity in Experience and Team Familiarity on Team Performance," *Manufacturing & Service Operations Management*, 13(3): 310-328 (2011).

David M. Cutler, Robert S. Huckman, and Jonathan T. Kolstad, "Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery," *American Economic Journal: Economic Policy*, 2(1): 51-76 (2010).

Matthew J. Carty, Rodney Chan, Robert Huckman, Daniel Snow, and Dennis P. Orgill, "A Detailed Analysis of the Reduction Mammoplasty Learning Curve: A Statistical Process Model for Approaching Surgical Performance Improvement," *Plastic and Reconstructive Surgery*, 124(3): 706-714 (2009).

"Are You Having Trouble Keeping Your Operations Focused?" *Harvard Business Review*, 87(9): 90-95 (2009).

Robert S. Huckman, Bradley R. Staats, and David M. Upton, "Team Familiarity, Role Experience, and Performance: Evidence from Indian Software Services," *Management Science*, 55(1): 85-100 (2009).

Robert S. Huckman and Darren Zinner, "Does Focus Improve Operational Performance? Lessons from the Management of Clinical Trials," *Strategic Management Journal*, 29(2): 173-193 (2008).

Zeynep Ton and Robert S. Huckman, "Managing the Impact of Employee Turnover on Performance: The Role of Process Conformance," *Organization Science*, 19(1): 56-68 (2008).

Jason R. Barro, Robert S. Huckman, and Daniel P. Kessler, "The Effects of Cardiac Specialty Hospitals on the Cost and Quality of Medical Care," *Journal of Health Economics*, 25(4): 702-721 (2006).

"Hospital Integration and Vertical Consolidation: An Analysis of Acquisitions in New York State," *Journal of Health Economics*, 25(1): 58-80 (2006).

Robert S. Huckman and Gary P. Pisano, "The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery," *Management Science*, 52(4): 473-488 (2006) [lead article].

Robert S. Huckman and Gary P. Pisano, "Adopting New Technologies: Turf Battles in Coronary Revascularization," *New England Journal of Medicine*, 352(9): 857-859 (2005).

David M. Cutler, Robert S. Huckman, and Mary Beth Landrum, "The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery," *American Economic Review Papers and Proceedings*, 94(2): 342-346 (2004).

Marta Wosinska and Robert S. Huckman, "Generic Dispensing and Substitution in Mail and Retail Pharmacies," *Health Affairs*, W4: 409-416 (2004).

Kevin Bozic, Aaron Rosenberg, Robert S. Huckman, and James Herndon, "Economic Evaluation in Orthopaedics," *Journal of Bone and Joint Surgery*, 85(3): 129-42 (2003).

"The Utilization of Competing Technologies Within the Firm: Evidence from Cardiac Procedures," *Management Science*, 49(5): 599-617 (2003).

David M. Cutler and Robert S. Huckman, "Technological Development and Medical Productivity: The Diffusion of Angioplasty in New York State," *Journal of Health Economics*, 22(2): 187-217 (2003).

Carol M. Kinoshita, Anita T. Gewurz, Joan N. Siegel, Shan-Ching Ying, Tony E. Hugli, John E. Coe, Rajesh K. Gupta, Robert S. Huckman, and Henry Gewurz, "A Protease-Sensitive Site in the Proposed Ca²⁺-Binding Region of Human Serum Amyloid P Component and Other Pentraxins," *Protein Science*, 1: 700-709 (1992).

Cases, Notes, and Teaching Notes

Robert S. Huckman, "Balancing Specialization and Diversification in Operations," Harvard Business School Module Note 610-079 (2010).

Robert S. Huckman, Michael E. Porter, Rachel Gordon, and Natalie Kindred, "Dartmouth-Hitchcock Medical Center: Spine Care," Harvard Business School Case 609-016 (2009).

Robert S. Huckman and Michael E. Porter, "Dartmouth-Hitchcock Medical Center: Spine Care," Harvard Business School Teaching Note 610-068 (2010).

Robert S. Huckman, Gary P. Pisano, and Liz Kind, "Amazon Web Services," Harvard Business School Case 609-048 (2008).

Robert S. Huckman and Gary P. Pisano, "JetBlue Airways: Managing Growth," Harvard Business School Case 609-046 (2008).

Robert S. Huckman, "JetBlue Airways: Managing Growth," Harvard Business Teaching Note 610-069 (2010).

Michael E. Porter, Robert S. Huckman, and Jeremy L. Friese, "Brigham and Women's Hospital: Shapiro Cardiovascular Center," Harvard Business School Case 608-175 (2008).

Robert S. Huckman and Michael E. Porter, "Brigham and Women's Hospital: Shapiro Cardiovascular Center," Harvard Business School Teaching Note 610-030 (2009).

Robert S. Huckman, Gary P. Pisano, and Virginia A. Fuller, "JetBlue Airways: Valentine's Day 2007," Harvard Business School Case 608-001 (2007).

Richard M.J. Bohmer, Robert S. Huckman, James Weber, and Kevin J. Bozic, "Managing Orthopaedics at Rittenhouse Medical Center," Harvard Business School Case 607-152 (2007).

Robert S. Huckman and Richard M.J. Bohmer, "Managing Orthopaedics at Rittenhouse Medical Center," Harvard Business Teaching Note 610-070 (2010).

Robert S. Huckman, Gary P. Pisano, and Mark Rennella, "Wyeth Pharmaceuticals: Spurring Scientific Creativity with Metrics," Harvard Business School Case 607-008 (2007).

Robert S. Huckman, "Wyeth Pharmaceuticals: Spurring Scientific Creativity with Metrics," Harvard Business School Teaching Note 610-071 (2010).

H. Kent Bowen, Robert S. Huckman, and Carin-Isabel Knoop, "New Balance Athletic Shoe, Inc.," Harvard Business School Case 606-094 (2006).

Robert S. Huckman, "New Balance Athletic Shoe, Inc.," Harvard Business School Teaching Note 610-072 (2010).

Robert S. Huckman and Alan D. MacCormack, "BYD Company, Ltd.," Harvard Business School Case 606-139 (2006).

Robert S. Huckman, "BYD Company, Ltd.," Harvard Business School Teaching Note 610-073 (2010).

Robert S. Huckman and Mark Cotteleer, "Procter & Gamble: Electronic Data Capture and Clinical Trial Management," Harvard Business School Case 606-033 (2005).

Robert S. Huckman and Eli P. Strick, "GlaxoSmithKline: Reorganizing Drug Discovery (A)," Harvard Business School Case 605-074 (2005).

Robert S. Huckman and Eli P. Strick, "GlaxoSmithKline: Reorganizing Drug Discovery (B)," Harvard Business School Case 605-075 (2005).

Robert S. Huckman, "GlaxoSmithKline: Reorganizing Drug Discovery (A) and (B)," Harvard Business School Teaching Note 610-044 (2009).

Robert S. Huckman and Gary P. Pisano, "Flextronics International, Ltd.," Harvard Business School Case 604-063 (2003).

Robert S. Huckman, "Flextronics International, Ltd.," Harvard Business School Teaching Note 605-073 (2005).

Robert S. Huckman, "MedSource Technologies," Harvard Business School Case 603-081 (2002).

Robert S. Huckman, "MedSource Technologies," Harvard Business School Teaching Note 605-014 (2004).

Jody Hoffer Gittel and Robert S. Huckman, "Oxford Health Plans (B): Crisis Strikes," Harvard Business School Case 800-366 (2000).

WORKING PAPERS

Julia Adler-Milstein and Robert S. Huckman, “Electronic Health Record Use, Delegation, and Productivity in Primary Care” (2010).

Jonathan R. Clark, Robert S. Huckman, and Bradley R. Staats, “Inside the Learning Curve: Customer-, Technology-, and Domain-Specific Learning in Outsourced Radiological Services” (2010).

Jonathan R. Clark, Robert S. Huckman, and Ryan W. Thompson, “Comorbidities and the Focused Factory: The Plexus of Medical Conditions and the Scope of Hospital Services” (2010).

Kyna Fong and Robert S. Huckman, “Matching and Sub-Specialization by Technical Complexity in Cardiac Surgery” (2010).

Robert S. Huckman and Jonathan T. Kolstad, “Fight or Flight: The Threat of Specialty Competition and the Service Offerings of General Hospitals” (2010).

Raj M. Vyas, Robert S. Huckman, and Dennis P. Orgill, “Specialist Billing for Non-Procedural Care: A New Model to Reduce Healthcare Costs” (2010).

ACADEMIC PRESENTATIONS

“Matching and Sub-Specialization by Technical Complexity in Cardiac Surgery,” International Health Economics Association World Congress, Toronto, Ontario (July 2011).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Hightower Seminar, Department of Information Systems and Operations Management, Goizueta Business School, Emory University, Atlanta, Georgia (December 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Academy of Management Annual Meeting, Montreal, Quebec (August 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” American Society of Health Economists Conference, Ithaca, New York (June 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Operations and Management Science Seminar, Carlson School of Management, University of Minnesota, Minneapolis, Minnesota (April 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Health Care Management Seminar, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (January 2010).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Strategy Seminar, Ross School of Business, University of Michigan, Ann Arbor, Michigan (November 2009).

“Identifying Organizational Effects on Medical Productivity,” AcademyHealth Annual Research Meeting, Chicago, Illinois (June 2009).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Empirical Operations Conference, London Business School, London, United Kingdom (June 2009).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Health Care Management Seminar, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (December 2008).

“Broadening Focus: Spillovers and the Benefits of Specialization in the Hospital Industry,” Health Care Program Meeting, National Bureau of Economic Research, Cambridge, Massachusetts (November 2008).

“Organizational Scope and the Returns to Focused Experience,” Academy of Management Annual Meeting, Anaheim, California (August 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Academy of Management Annual Meeting, Anaheim, California (August 2008).

“Fight or Flight: The Threat of Specialty Competition and the Service Offerings of General Hospitals,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Health Economics Seminar, University of Illinois at Chicago, Chicago, Illinois (April 2008).

“Input Constraints and the Efficiency of Entry: Lessons from Cardiac Surgery,” Center for Research in Economics and Strategy, Olin Business School, Washington University, St. Louis, Missouri (April 2008).

“Cross Subsidization and the Welfare Impact of Specialty Entry,” International Health Economics Association World Congress, Copenhagen, Denmark (July 2007).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Technology Miniconference, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (April 2007).

“Is Entry Efficient When Inputs are Constrained? Lessons from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (April 2007).

“Is Entry Efficient When Inputs are Constrained? Lessons from Cardiac Surgery,” Strategy Seminar, Fuqua School of Business, Duke University, Durham, North Carolina (December 2006).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Empirical Economics Seminar, Rice University, Houston, Texas (September 2006).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Atlanta, Georgia (August 2006).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” American Society of Health Economists Conference, Madison, Wisconsin (June 2006).

“The Effect of Varied Experience on Performance: Evidence from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (May 2006).

“Specialty Providers in Health Care: Implications for Quality and Cost,” Department of Orthopaedic Surgery Grand Rounds, University of California-San Francisco, San Francisco, California (January 2006).

“Organizations and Medical Productivity: Lessons from Cardiac Procedures,” Core Seminar, Robert Wood Johnson Scholars in Health Policy Research, Harvard University, Cambridge, Massachusetts (November 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Productivity Seminar, National Bureau of Economic Research, Cambridge, Massachusetts (November 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“Does Focus Improve Operational Performance? Lessons from the Management of Clinical Trials,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“Does Status Drive Performance? Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

“The Effects of Specialty Hospitals on the Cost and Quality of Medical Care,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2005).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” International Health Economics Association World Congress, Barcelona, Spain (July 2005).

“Cohort Turnover and Labor Productivity: The July Phenomenon in Teaching Hospitals,” Research Seminar, Leonard Davis Institute of Health Economics, University of Pennsylvania, Philadelphia, Pennsylvania (May 2005).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Center for Work, Technology and Organizations Colloquium, Stanford University, Stanford, California (February 2005).

“Organizations and Medical Productivity,” Faculty Research Symposium, Harvard Business School, Harvard University, Boston, Massachusetts (May 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Management and Strategy Seminar, Kellogg School of Management, Northwestern University, Evanston, Illinois (April 2004).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” Sixth Conference on the Industrial Organization of Health Care, Hyannis, Massachusetts (April 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Innovation Seminar, Haas School of Business, University of California-Berkeley, Berkeley, California (March 2004).

“The Firm Specificity of Individual Performance: Evidence from Cardiac Surgery,” Strategy and Policy Seminar, School of Management, Boston University, Boston, Massachusetts (March 2004).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” *Organization Science* Winter Conference, Steamboat Springs, Colorado (February 2004).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Life Sciences Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (January 2004).

“The Role of Information in Medical Markets: An Analysis of Publicly Reported Outcomes in Cardiac Surgery,” American Economic Association Annual Meeting, San Diego, California (January 2004).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Academy of Management Annual Meeting, Seattle, Washington (August 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2003).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Technology Miniconference, Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania (April 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Strategy Conference, Stanford Graduate School of Business, Stanford University, Stanford, California (March 2003).

“The July Effect: Labor Turnover and Productivity in Teaching Hospitals,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (November 2002).

“The Effect of Organizational Context on Individual Performance: Evidence from Cardiac Surgery,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (April 2002).

“Technological Development and Medical Productivity: The Diffusion of Angioplasty in New York State,” Boston University/Harvard/MIT Health Economics Seminar, Cambridge, Massachusetts (April 2002).

“Hospital Consolidation and the Delivery of Cardiac Care,” Health Care Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (August 2001).

“The Utilization of Competing Technologies Within the Firm: Evidence from Cardiac Procedures,” Technology and Operations Management Seminar, Harvard Business School, Harvard University, Boston, Massachusetts (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Simon School of Management, University of Rochester, Rochester, New York (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Owen School of Management, Vanderbilt University, Nashville, Tennessee (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Economics Seminar, Olin Business School, Washington University, St. Louis, Missouri (February 2001).

“Hospital Consolidation and the Delivery of Cardiac Care,” Public Economics Seminar, Harvard University, Cambridge, Massachusetts (October 2000).

DISCUSSIONS

Jonathan Skinner and Douglas Staiger, “Technology Diffusion and Productivity Growth in Health Care,” Organizational Economics Group Meeting, National Bureau of Economic Research, Cambridge, Massachusetts (December 2010).

Nicholas Bloom, Carol Propper, Stephan Seiler, and John Van Reenen, “Management Practices in Hospitals,” Productivity Summer Institute, National Bureau of Economic Research, Cambridge, Massachusetts (July 2009).

Jontahan Ketcham, Pierre Leger, and Claudio Lucarelli, “Hospital-Physician Gainsharing,” American Social Sciences Association/Health Economics Research Organization Annual Meeting, San Francisco, California (January 2009).

Mark Duggan and Fiona Scott Morton, “The Effect of Medicare Part D on Pharmaceutical Prices and Utilization,” American Society of Health Economists Conference, Durham, North Carolina (June 2008).

Daron Acemoglu and Amy Finkelstein, “Input and Technology Choices in Regulated Industries: Evidence from the Health Care Sector,” International Industrial Organization Conference, Boston, Massachusetts (April 2006).

Amitabh Chandra and Doug Staiger, “The Returns to More Invasive Treatments for Heart Attacks,” Allied Social Sciences Association Annual Meeting, Boston, Massachusetts (January 2006).

“Learning” (Session Discussant), Academy of Management Annual Meeting, Honolulu, Hawaii (August 2005).

EDITORIAL ACTIVITIES

- 2009 - Associate Editor, *Management Science* (Operations Management Department)
- 2009 - Senior Editor, *Production and Operations Management* (Empirical Research and Practice Department)
- 2005 - Member, Editorial Review Board, *Organization Science*

PROFESSIONAL ACTIVITIES

- 2011 - Faculty Co-Chair, Healthcare Initiative, Harvard Business School, Harvard University
- 2011 - Research Associate, National Bureau of Economic Research (Faculty Research Fellow from 2003-2011)
- 2010 - Faculty Affiliate, Center for Surgery and Public Health, Brigham and Women's Hospital
- 2007 - Co-Organizer, Spring Health Care Program Meeting, National Bureau of Economic Research
- 2006 - Co-Chair, Management Track, PhD Program in Health Policy, Harvard University
- 2005 - Member, Committee on Higher Degrees in Health Policy, Harvard University
- 2005 - Member, Technology and Operations Management Faculty Recruiting Committee, Harvard Business School, Harvard University (except 2009-2010)
- 2005 - 2008 Faculty Organizer, Technology and Operations Management Seminar Series, Harvard Business School, Harvard University
- 2005 - 2008 Member, Centennial Faculty Steering Committee, Harvard Business School, Harvard University
- 2002 - Member, Academy of Management
- 2002 - Member, International Health Economics Association
- 2001 - Member, Institute for Operations Research and the Management Sciences
- 1998 - Member, American Economic Association

Referee *American Economic Review; Economic Journal; Health Affairs; Health Economics; Health Services Research; Industrial and Corporate Change; International Journal of Health Care Finance and Economics; Journal of the American Medical Association; Journal of Economics and Management Strategy; Journal of Health Economics; Journal of Health Services Research and Policy; Journal of International Business Studies; Journal of Operations Management; Management Science; Manufacturing & Service Operations Management; Medical Care; Organization Science; National Science Foundation; New England Journal of Medicine; Production and Operations Management Journal; RAND Journal of Economics; Research Policy; Review of Economics and Statistics; Strategic Management Journal; Quarterly Journal of Economics*