

## LEIGH HAFREY

MIT Sloan School of Management  
E62-341  
77 Massachusetts Avenue  
Cambridge, MA 02139  
Tel: (617) 258 0266  
E-mail: lhafrey@mit.edu  
Asst. Molly Manning (molly815@mit.edu)

718 High Street  
Dedham, MA 02026  
Tel. 781 326 5150  
Cell: 617 930 4145  
E-mail:  
lghafrey@fas.harvard.edu

### PROFESSIONAL EXPERIENCE

- 1995- **Senior Lecturer, MIT Sloan School of Management, Behavioral and Policy Sciences/Leaders for Global Operations.** Teaches or co-teaches courses in ethics and leadership in the MBA and Leaders for Global Operations programs. Taught the Managerial Communication Core course, 1995-2011, and modules in leadership and ethics each semester for the MIT-China Management Education Project, at Tsinghua, Fudan, and Zhongshan Universities, 2001-2010; have also taught occasional seminars in the Lisbon MBA, M.Finance, China LGO, Supply Chain Management, and Executive Education programs. Named a “MIT Sloan Teacher of the Year,” 2014. In 2019, together with a faculty teaching team of Barbara Dyer, Tom Kochan, and Chris Kelly, was awarded the Aspen Institute Business and Society Program’s “Ideas Worth Teaching” award for course 15.679/“Bridging the American Divides.”
- 1994- **Consultant/Instructor** in communication and ethics through academic and corporate programs, including Harvard, Brandeis, and Arthur D. Little, Inc.; also works with individual corporate clients (see “Lectures and Custom Seminars” below).
- 1993-10 **Co-Master, Mather House, Harvard College.** With spouse, Sandra Naddaff, headed one of Harvard’s 13 undergraduate houses, comprising ~600 students, tutorial and administrative staff, and faculty affiliates.
- 1989-93 **Lecturer in Communication, Graduate School of Business Administration, Harvard University.** Taught required first-year M.B.A. course in communication and, in 1991-93, a second-year elective in ethics.

### PROFESSIONAL EXPERIENCE contd.

- 1984-88 **Previewing Editor, The New York Times Book Review.** Responsibilities included evaluating new books for review, assigning and editing reviews and essays, and editing weekly features and seasonal special sections.
- 1981-84 **Lecturer, Writing Program, Massachusetts Institute of Technology,** in short fiction and the essay (1982-84); **Instructor, Expository and Creative Writing Program, Harvard College,** in technical writing (1984) and journalism (1981).
- 1979-81 **Consultant, U.S. Census Bureau/USAID,** in Dakar, Libreville, Rabat. Instructor and Coordinator, French-language training seminars for African officials on the uses of cartography in census and survey operations, 1980-81; and **Director of Publications, Boston Technologies, Inc.,** Cambridge, Mass. Writing and editing public sector consulting proposals, 1979-80.

### EDUCATION

- 1973-78 **Yale University,** M.Phil. 1975, Ph.D. 1978, in Comparative Literature.
- 1971-73 **Harvard College,** A.B. in English, *magna cum laude, phi beta kappa.*
- 1969-71 **Wesleyan University,** College of Letters.

### OTHER INSTITUTIONAL AFFILIATIONS AND APPOINTMENTS

- 2020- **Editorial Board Member, Social and Ethical Responsibilities of Computing (SERC),** in the MIT Schwarzman College of Computing. “The Social and Ethical Responsibilities of Computing (SERC) is facilitating the development of responsible ‘habits of mind and action’ for those who create and deploy computing technologies and fostering the creation of technologies in the public interest. // Through a teaching, research and engagement [framework](#), SERC is working to train students, encourage research to assess the broad challenges and opportunities associated with computing, and improve design, policy, implementation, and impacts.”

See <https://computing.mit.edu/cross-cutting/social-and-ethical-responsibilities-of-computing/>

---

- 2018-19 **Moderator, Fellowships at Auschwitz for the Study of Professional Ethics.** Co-designed and -moderated business seminar for FASPE, which takes Masters candidates in law, journalism, business, medicine, divinity, and design on two-week tours to Berlin, Kraków, and Oświęcim to study the role of the professions in the rise of Nazism and the Holocaust. See <https://www.faspe-ethics.org/>.
- 2018- **Associate, Conservation Commission, Town of Dedham.** “The Conservation Commission protects wetlands, related water resources, and adjoining land areas in Dedham. Its powers are defined by Federal and State statutes and by Town Bylaws, including chapters [246: Stormwater Management](#), and [271 Wetlands Protection](#).” (descriptive text from town website)
- 2017- **Board Member, ClassACT HR73.** ClassACT HR73 (“Class Achieving Change Together”) is a 501(c)(3) initiative to foster social change, drawing on the skills of the Harvard-Radcliffe Class of 1973. The group launches its own initiatives and supports non-profit organizations with which classmates are affiliated.
- 2017- **Member, Steering Committee, Benazir Bhutto Leadership Program,** a project of ClassACT HR73. BBLP aims to build a fellowship, mentoring, and public education program primarily for young leaders from Muslim countries. See above for ClassACT HR73.
- 2016-24 **Board Member, Green Rural Opportunities Fund:** GRO Fund is a 501(c)(3) spin-off of the Butajira, Ethiopia-based GreenPath Food. “GreenPath Food works with East African smallholder farmers on high-yield environmentally friendly agricultural techniques, and brings their exotic, organic produce to international markets.” See [www.greenpathfood.com](http://www.greenpathfood.com).
- 2013- **Member, Sustainability Advisory Committee, Town of Dedham.** Secretary to the Committee, 2016- . “The Sustainability Advisory Committee advises the Board of Selectmen, municipal departments and committees, and residents on strategies for advancing our local commitment to sound environmental practices both today and for our town’s future.” (descriptive text from town website)
- 1997- **Moderator, The Aspen Institute,** Aspen, CO. Have (co-)moderated seminars for Aspen-affiliated programs, including Executive Seminar, Socrates Symposium, Rodel Fellowships in Public Leadership, Philanthropy and Social Innovation, and Ideas Festival, and designed and (co-)moderated seminars for Aspen partners outside the U.S.: Aspen(s) France, Germany,

Italy, Mexico, Romania, Spain, Ukraine, UK, and the multi-partner Aspen Young European Leaders Initiative. Aspen Scholar, 1996.

- 1997- **Member, Editorial Advisory Board(s)**, *Journal of Business Ethics Education* (U.S., 2003-), *Philosophy of Management* (UK, 2000-), and *Management Berater*, a Frankfurt-based management consulting magazine, 1997-2001.
- 1994-98 **Co-Moderator, Literature and the Professions**, Boston, MA. Occasional seminars in leadership and ethics with founder Sandy Lottor. Clients included Smaller Business Association of New England, Flaschner Judicial Institute, Massachusetts Medical Society, and other local and national professional groups.
- 1997-00 **Member, Core Committee, Brandeis Seminars in Humanities and the Professions**, Int'l Center for Ethics, Justice and Public Life, Brandeis University, Waltham, MA.
- 1997 **Forum Fellow, World Economic Forum**, Geneva, Switzerland: Panelist/speaker on multiculturalism, leadership, and ethics at the Davos Meeting.
- 1987-98 **Visiting Scholar and Affiliate, Center for European Studies**, Harvard U. Participated in Center seminar series on France, Germany, and the European Union. Scholar, 1987-89; Affiliate, 1989-98.

## ACADEMIC ADMINISTRATIVE EXPERIENCE

### 1) Management:

- *Co-Master, Mather House, Harvard College*, in collaboration with spouse, 1993-2010:
  - hired and supervised resident academic advisory staff of 22 graduate students and post-graduate professionals, and non-resident advisory staff of ~60.
  - Oversaw salaried staff of four: House Administrator, Resident Dean (chief administrative and disciplinary officer), Assistant to the Resident Dean, and Building Manager.
  - Had dotted-line relation to Manager of Dining Services, Mather House, and dining services staff of ~20; custodial staff of four; and security staff of three.
  - Advised and consulted with Harvard-internal offices and outside contractors on renovation, maintenance, and other physical plant projects,

including \$3.5M renovation of Mather kitchen, servery, and dining hall, reconfiguration and repurposing of interior spaces, landscaping, etc.

## 2) Committees:

- *First-year MBA Orientation design, MIT Sloan:* worked with administrative staff in Student Affairs, Educational Services, and Career Development Office, as well as fellow faculty, to design annual, four-day MBA Orientation, 2003-10.
- *MIT Sloan Social Impact Fellowship selection:* participated in annual selection of student fellows for non-profit internships funded by MIT Sloan and student donations, 2006-10.
- *MIT Sloan Ethics Initiative:* co-led, with Deputy Dean Richard Locke, a semester-long review of offerings in ethics, corporate social responsibility, and sustainability at MIT Sloan and peer institutions around the world, spring 2009. Presented report to faculty and proposals for implementation, summer-fall 2009; projects ongoing, 2010-2011.
- *MIT Sloan Merit Scholars/Achievement Awards:* participated in annual selection of MBA award winners from a pool of student-nominated candidates, 2002-2010.
- *MIT Sloan Social Committee:* participated in planning and coordination of MBA student social events, 2003-2005.
- *Council of Masters, Harvard College:* participated in monthly meetings to determine policy in the residential life system of the College, 1993-2010.
- *John Patterson Prize Selection Committee, Mather House, Harvard College:* John served as a tutor at Mather, and left the House funds to administer a prize intended for travel in Italy; 1999-2010.
- *Committee on Arts First, Harvard College:* participated in College-wide planning committee for annual arts celebration, 2001-2004.
- *Committee on House Life, Harvard College:* participated in College-wide committee to examine and revise College policies on residential life: for example, assignment of students to upper-class Houses, alcohol policy. Sub-committees as needed. 1996-2001.

## 3) Academic Service:

- *Thesis and independent study advisor, MIT Sloan:* serve as faculty thesis advisor to students in the mid-career Sloan Fellows in Innovation and Global Leadership program, and MBAs doing independent studies and theses.
- *Panel Participant/Moderator, MIT Sloan and Harvard:* serve on panels as requested by student teams and organizations (for example, Sloan Sales Club, National Society of Collegiate Scholars, MIT, on business ethics).
- *Faculty advisor, student organizations, MIT Sloan:* advised teams of Sloan MBAs, MIT graduate and undergraduate students providing pro bono consulting to non-profits under the auspices of New Sector Alliance, Starting Bloc, and other groups; and for ethics/csr/sustainability-related projects in the Institute at large.
- *Undergraduate Course XV Faculty Advisor:* advised 10-12 undergraduate concentrators per year in Management Science, 1998-2007.

## PUBLICATIONS

### 1) Books or Book Chapters:

- *War Stories: Fighting, Competing, Imagining, Leading* (Business Expert Press, 2016)
- “The Ethics of Voicing One’s Values,” in *Educating for Values-Driven Leadership: Giving Voice to Values Across the Curriculum*, ed. Mary Gentile (Business Expert Press, 2014)
- *The Story of Success: Five Steps to Mastering Ethics in Business* (Other Press, 2005)
- Trans., *The North China Lover*, by Marguerite Duras (New Press, 1992)
- Trans., with Phillip Boehm, *The German Comedy*, by Peter Schneider (Farrar Straus & Giroux, 1991)
- Trans., *Parrot’s Perch*, by Michel Rio (Harcourt Brace Jovanovich, 1985)
- Trans., *The Wall Jumper*, by Peter Schneider (Pantheon, 1984)
- Trans., *A Night in Distant Motion*, by Irina Korschunow (Godine, 1983)

## 2) Periodicals:

- Column, *IPA's Business Today*, 2007-2009: wrote column on business ethics for quarterly magazine targeting small and medium-sized businesses.
  - "Linking Inequality and Poverty," fall 2009, p. 79 ff.
  - "Leadership to Remember," summer 2009.
  - "A Different American Century," spring 2009, p. 78 ff.
  - "Toxic Innovation," winter 2008, p. 48 ff.
  - "Imagine a Purpose," fall 2008.
  - "The \$300 Skate," summer 2008.
  - "The Language of Dissent," spring 2008, p. 71 ff.
  - "Surf's Up," winter 2007, p. 34 ff.
  - "People or Profit?" fall 2007, p. 47 ff.
  - "The New Generation Gap," summer 2007, p. 29 ff.
  - "Small Business Ethics," March 2007, p.13 ff.
  
- Essays, reviews, interviews, reporting, and translations for *Harper's*, *International Herald Tribune*, *The New York Times*, *Time Magazine*, *The Times* (of London) and other, smaller-circulation periodicals in the U.S. and Europe:

### *Essays/Features:*

- "Who's Calling the Shots on Data and AI?" (2019) at: <https://shass.mit.edu/news/news-2019-ethics-and-ai-whos-calling-shots-data-and-ai-leigh-hafrey>.
- "Gender, Ethics, and Leadership," for *His Turn* feature, in *WomensBiz.US*, 12/05, p. 14.
- "Business Science?" in *Management Berater*, May 1998, 4 unnumbered pages.
- "Where Have All the Dollars Gone? A Paradigm for Business Ethics," *The Manchester Review*, Spring 1996, p. 9 ff.
- "Blasphemous Writing, Blasphemous Translation: Breaking the Language in Kafka's *Trial* and Thoughts on the Forthcoming Translation," *Journal of the Kafka Society of America*, June/December 1989, pp. 44-48.
- "At Cyberspace University Press, Paperless Publishing Looks Good," in *NYTimes Book Review*, 10/30/94, p. 32 ff.
- "What's In a Book?" *Harvard Review*, No. 5, Fall 1993, p. 33 ff.
- "Tourists in Our Very Souls," *Harvard Review*, No. 2, Fall 1992, p. 99 ff.
- "War Stories for a New Generation," *Harvard Review*, No. 1, Spring 1992, p. 48 ff.
- "He's Back Home, But Is It the Real Robert Wilson?" in *NYTimes*, Sunday Arts and Leisure, 2/3/91, p. 5 ff.
- "By Candlelight, Martha Clarke Creates Three-Ring Theater," *NYTimes*, Arts and Leisure, 7/22/90, C: 5 ff.

- “Write About What You Know: Big Bang or Grecian Urn,” anthologized in *The College Writer’s Reader: Essays on Student Issues*, 1989 Edition, ed. William Vesterman, p. 95 ff. Originally, *NYTimes Book Review*, 12/28/86, p. 8.
- “Freedom, Necessity, and Dogs I Have Known,” in *NYTimes Book Review*, 12/8/85.
- “The Bottom Line,” *The Times Higher Education Supplement*, 4/15/83, p. 13 ff.
- “The Gilded Cage: postmodernism and beyond,” *TriQuarterly* 56 (winter 1983, p. 126 ff.

*Reviews:*

- “He Found Himself Transformed to a Giant Modernist,” review of *Franz Kafka: Representative Man*, by Frederick Karl, in *NYTimes Book Review*, 2/23/92, p. 16.
- “Nervous Laughter,” review of “*Masquerade*” and *Other Stories*, by Robert Walser, *NYTimes Book Review*, 6/3/90, p. 26 ff.
- “An end or a beginning,” review of *A Hesitation before Birth: the life of Franz Kafka*, by Peter Mailloux, and *Frank Kafka: The necessity of form*, by Stanley Korngold, *TLS*, 6/16-22/89, p. 661.
- “Snatching the Grail from the Nazis,” review of *Parsifal*, by Peter Vansittart, *NYTimes Book Review*, 7/16/89, p. 31.
- “Crazy in Vienna,” review of *Wittgenstein’s Nephew: A Friendship*, by Thomas Bernhard, in *NYTimes Book Review*, 2/19/89, p. 16 ff.
- “Striving to be a science,” review of *Re-forming the Narrative: Towards a mechanics of modernist fiction*, by David Hayman; *Narrative Crossings: Theory and pragmatics of prose fiction*, by Alexander Gelley; and *A Dictionary of Narratology*, by Gerald Prince, in *TLS*, 1/13-19/89, p 41.
- “You Can’t Lie to a Dog,” review of *The White German Shepherd*, by Vicki Hearne, *NYTimes Book Review*, 6/26/88, p. 24.
- “They Will Hear Silvio Ayala,” review of *Imagining Argentina*, by Lawrence Thornton, *NYTimes Book Review*, 9/20/87, p. 11.
- “Eyeless with Breugel,” review of *The Parable of the Blind*, by Gert Hofmann, *NYTimes Book Review*, 1/26/86.
- “In the Spirit of ’68,” review of *Footsteps: Adventures of a Romantic Biographer*, by Richard Holmes, *NYTimes Book Review*, 10/20/85, p. 23.

*Translations:*

- Trans., “Scenes from a Marriage,” by Peter Schneider, *NYTimes Magazine*, 8/12/2001, p. 44 ff.
- Trans., “Saving Konrad Latte,” by Peter Schneider, *NYTimes Magazine*, 2/13/2000.
- Trans., “False Tears Over Bosnia,” by Peter Schneider, *NYTimes OP-ED*, 7/30/95.



- Trans., “Invasion and Evasions,” by Peter Schneider, *NYTimes OP-ED*, 6/7/94.
- Trans., “Serbian Barbarism—and Ours,” by Peter Schneider, *NYTimes OP-ED*, 5/30/93, p. 11.
- Trans., “The Ogre’s Wife,” by Pierrette Fleutiaux, *Grand Street*, Vol. Ten, Number 1 (37), p. 200 ff.
- Trans., “The Light at the End of the Novel,” by Peter Schneider, *NYT Book Review*, 7/26/87, p. 1 ff.
- Trans., with Richard Sieburth, “N [Theoretics of Knowledge; Theory of Progress]\*,” by Walter Benjamin, *The Philosophical Forum*, Vol XV, Nos. 1-2, Fall-Winter 1983-84, p. 1 ff.

### 3) Cases, Blog Posts, and Notes

- “Which Way to the Front?” Blog post, *Huffington Post*, April 28, 2016.
- “Asociación Chilena de Seguridad (ACHS) (A): Honoring a Legacy, Embracing Change” and “Asociación Chilena de Seguridad (ACHS) (B): Sustaining Change,” with Cate Reavis. Cases (MIT Sloan # 15-162/-163, 2016), on turnaround leadership at the Chilean non-profit industrial health care and risk prevention organization.
- “Making Paternity Leave Pay,” *Cognoscenti/WBUR*, Jan. 20, 2015.
- “Corporate Personhood, Business Leadership, and the U.S. Presidential Election of 2012,” with Cate Reavis. Case (MIT Sloan #11-134, 2012) on the economic downturn of 2008-. Included in Paula Alexander, *Corporate Social Irresponsibility* (Routledge 2015), pp. 145-157.
- “Anchorpoint and Nigeria’s Primary Health Care Development Agency,” with Cate Reavis. Case (MIT Sloan # 10-112, 2011) focuses on Nigerian for-profit consulting firm and its public-sector client.
- “Management Principles and the Washington, D.C., Public Schools,” A&B 2010, C case 2011 (MIT Sloan # 10-100/-101 & 11-123), with Cate Reavis: a Sloan graduate becomes deputy mayor for education in the District of Columbia under Mayor Adrian Fenty and identifies Michelle Rhee as a candidate for Chancellor of the DC system. The cases provide a study in leadership and examine the impact of business skills/strategies in a non-business environment. A&B won the 2010 *European Foundation for Management Development Case Writing Competition*, in the Public Sector Innovations category.
- “Crossing the River” (HBS # 9-390-147, 2/5/90): note on storytelling as an ethical act.

### 4) Podcasts

- “Why we all have a leadership role to play,” *Convoco #116*, 4/16/24

## LECTURES, CUSTOM SEMINARS, MEDIA APPEARANCES

### 1) Lectures and Presentations (1985-present):

In these talks, I have addressed audiences of undergraduates, graduates, laypeople, policy makers, and mid- to senior-level executives. In the 80's and early 90's, I spoke most often on translation, journalism, and writing; since the mid-90's, I've addressed mostly business topics, with a focus on managerial ethics and the importance of the humanities in business education, and more recently on technology and society.

Hosting institutions have included Barnard, Boston U., Harvard College, Harvard Business School, MIT, Wellesley, Yale, the Modern Language Association, 92<sup>nd</sup> Street Y, Business for Social Responsibility, Association of Management Consulting Firms, Society for Organizational Learning, Schumpeter Society, Vienna University of Economics and Business Administration, *Reason in Practice/Forum for European Philosophy*, the Indian Institute of Planning and Management, HSBC Asia, Advancia/Paris Chamber of Commerce and Industry, the Aspen Ideas Festival, Protocol & Diplomacy Int'l-Protocol Officers Association, Fundación Telefónica España, the U.S. Federal Trade Commission, MIT's Industrial Liaison Program, the Legatum Center for Development and Entrepreneurship, and MIT Sloan's Global Programs.

Representative talks:

- “The Work of Self: Next-Word Prediction or Ontological Resilience?” Web 3, AI, & Quantum Computing (WAIQ) 2024: Challenges & Opportunities for Innovators, Legal Professionals and Curious Minds, 6/12/24.
- “Two Ways of Looking at Transformers (After Wallace Stevens),” 2024 MIT Ethics in Technology and AI, 2/28/24.
- “Designing & Living in the Good Place: Ethics & IDM,” Integrated Design and Management Program, MIT, Oct. 17, 2022.
- “Communicating Leadership: Socratic Dialogue Today,” Aspen Institute España, Madrid, Oct. 6, 2022.

### 2) Custom Seminars

- “*Good Technology – Good Democracy?*” *UPCOMING*. Aspen Institute Germany, 10/14-16/24. The seminar invites participants to explore the challenges and opportunities inherent for our democracies in the current rush of advances in artificial intelligence (AI). While we don’t fully understand our own creation, over the past several decades it has changed our lives, disproportionately benefiting some individuals and communities and disadvantaging others. As the pace of AI development accelerates, individuals, organizations, and whole societies seek to use it to ensure a more equitable distribution of the gains and deter both the top-down control and the criminal predation that AI itself appears to mediate. Climate change, populism, authoritarianism, ongoing (de-)globalization, migration, and war may yield to technology solutions democratically applied: in “*Good Technology – Good Democracy?*”, we identify practical steps to make the most of our novel circumstances, for the benefit of all.
- “*Information Wanted to Be Free: Liberalism’s Tech Reckoning*,” Aspen Institute España/Fundación Telefónica/Google/Socrates Symposium, Ronda, Spain, 10/07-09/2022. In the 1980s and 90s, many people thought that our technologies had finally put utopia within reach: across the civil, private, and public sectors, we celebrated new freedoms that cutting-edge thinkers and developers in Silicon Valley and elsewhere were bringing us. Perhaps coincidentally, the turn from one decade to the next also witnessed the fall of the Berlin Wall and the disruption of the collectivist societies that it sheltered. Western liberalism, which famously valued individual freedom, reason, markets, and the rule of law, appeared not just to have won the Cold War but to have brought us, as Francis Fukuyama put it in 1992, to “the end of history.”

Thirty years later, we have had ample reason to reconsider. It isn’t just the tech’ bubble of 2000 or the Great Recession of 2007 and years following or the coronavirus pandemic or the impact of ever-more-evident climate change. It isn’t even wars in the former Yugoslavia or Syria or Iraq and Afghanistan; most immediately, it isn’t Putin’s Russia rejecting in Ukraine everything from Plato to NATO. The collected voices in “*Information Wanted to Be Free: Liberalism’s Tech Reckoning*,” argue that the technologies liberal thinking nurtured have indeed perfected a simulacrum of the ideal; in so doing, however, they have fed both chaos and the authoritarianism that might control it.

“*Information Wanted to Be Free*” starts with a module on moments in the halcyon days of Silicon Valley, traces the appropriation of that founding spirit and the technologies it enabled and looks at its underlying, contrarian philosophical assumptions. The second module explores the nexus of challenges that have followed from those developments across sectors for multiple stakeholders. In a third module, finally, we consider

efforts by the EU and other entities to reimagine our tech-enabled social structures. Here, too, liberal thinking has a role to play, if we know how best to manage its application and redeem what we plausibly saw in it at the outset.

- “*Masks, Currencies, and a Post-Pandemic Future*,” Aspen Institute México/ Socrates Symposium, May 25, 27, 2021 (remote). More than a year into the COVID-19 pandemic, we are still taking stock of where we are and where we would like to find ourselves when we bring the virus and its variants under control. “Masks, Currencies, and A Post-Pandemic Future” aims to help us think and talk about the challenges we have faced and still face daily after hundreds of thousands around the world have died. The lessons we have learned and the changes we have already made to the ways we live in and manage our societies may bear fruit for a happier, healthier future. In four 80-minute sessions, “Masks” draws a trajectory from early responses to the virus and quarantine to a new, post-pandemic vision of our daily lives: climate-aware, inclusively diverse, tech-enabled, and ever more committed to collective human flourishing. Drawing on the arts, life sciences, journalism, politics, cultural criticism, technology and economics in work from Mexico and other Latin American countries, China, the U.S., Europe, and South Asia, we explore key shortfalls of our recent past and structure new systems to effect recovery and positive change.
- “*Technology, Freedom, and Voice: On Being Human Today*,” Aspen Institute España/Fundación Telefónica, Oct. 15-17, 2020 (remote). “Technology, Freedom, & Voice: On Being Human Today” assesses the impact of technology on 21<sup>st</sup>-century society and the humanity that it both reflects and affects. In three modules, the seminar takes us from the ethical challenges inherent in our technologies to the existential freedoms that they offer and the ways in which we have begun at the same time to embrace a new, perhaps more fluid individual and species identity. We start with robotics, genetics, nano-engineering and the behavioral targeting that has become a constant in our on-line existence; turn to mind-clones, migrant crises, and a rejection of the Singularity in favor of human creativity; and end on three cases of the human voice at its most expressive. Even as we wrestle with our limitations, now as ever we create the beauty that transcends them.

### 3) Media Appearances

- “The Balance of Idealism and Pragmatism,” by Daniel de Woolf, *MIT ILP*, May 2022, at <https://ilp.mit.edu/Leigh-Hafrey>.
- “Can 21<sup>st</sup>-Century Capitalism Help Reverse School Failure, Climate Change, and Income Inequality?” Panel on 12/16/21, at <https://classacthr73.org/21st->

- [century-capitalism](#).
- “Bridging the American Divides—Remotely,” 7/8/20, at <https://mitsloan.mit.edu/action-learning/faculty-spotlight-bridging-american-divides-remotely>.
- Séminaire Socrates: “In a Polarized World, Binding Values and Society,” 4/25-28/19, at <http://www.aspenfrance.org/event/seminaire-socrates-binding-values-society-polarized-world/>.
- “The Good Story: Inspiring Leadership,” 7/20/18, at: <https://www.youtube.com/watch?v=tCiXUXMaxFs>.
- “Tech and Society: Entrevista a Leigh Hafrey” 3/26/18, at: <https://www.youtube.com/watch?v=NX3Oj-sHT9I>.
- “La Danza de la tecnología y la cultura,” 3/9/18, at: <https://www.youtube.com/watch?v=ryO1funvZbI>.
- “Leadership in Peacetime: A Talk w/ Prof. Leigh Hafrey of the MIT,” 10/16/17, at <https://diariodiunconsulente.it/en/2017/10/16/leadership-peacetime-leigh-hafrey/>.
- “‘Demilitarizing’ our country’s concept of business leadership,” 4/28/16, at: <https://www.youtube.com/watch?v=0FnmiuPGpIk>.
- “Good leaders tell good stories,” 2/11/15, at: <https://www.youtube.com/watch?v=vEXpiuhWAnE>
- “Analyzing Obama’s Second Inaugural Address,” 2/25/13, at: <https://www.youtube.com/watch?v=OJ1SJTj0sEQ>.
- “Serving the Greater Good: the Need for Values-Based Leadership,” *GenConnect*, October 10, 2012 (video from the Aspen Ideas Festival, 2012).
- “China-US Business Relations,” panel for *Urban Update*, Boston Channel 7, 5/1/11.
- “Histórias Para O Aprendizado,” interview, *Excelência em Gestão*, fall 2010: 57-.
- “Faça A Coisa Certa,” “Inspiração” feature, *Epoca Negocios*, summer 2010.
- “Cheating at B-School,” CNBC, 5/1/07.
- “Fair Play?” CBS Evening News w/ Bob Schieffer, 4/15/05.