



## LAURENCE MUSSIO

Dr. Laurence B. Mussio has spent his professional career working and writing at the intersection of the private, public, and academic worlds. His position as the quintessential “inside-outsider” in these worlds has enabled him to generate and integrate insights from all three in his capacities as consultant, advisor, and professional historian of business, government, and technology. Dr. Mussio has written at length about decision-making, judgement, and long-run change in public policy, finance, and other sectors. He has delivered his insights in almost every forum, from university classrooms and conferences to corporate boardrooms and annual meetings, to audiences ranging from a dozen to a few thousand. Dr. Mussio’s career has been built on connecting research and insight to helping leaders understand and deal with leadership challenges.

In the last decade, Dr. Mussio spearheaded a massive research project to capture the history of one of North America’s most important financial institutions. The result was the landmark publication in 2020 of a two-volume history of the Bank of Montreal, called *Whom Fortune Favours: Bank of Montreal and the Rise of North American Finance*, published by the McGill-Queen’s University Press. The historian Niall Ferguson called Dr. Mussio’s book an “exemplary, deeply researched and insightful history” of one of North America’s founding financial institutions.

Understanding decision-making, strategy, and performance in corporate and public policy in their wider social, political, and economic contexts has been Dr. Mussio’s life’s work. The focus of his published work has ranged from the history of financial institutions in banking and insurance, to government policy, to how companies and public policy practitioners manage large-scale technological transformation and, recently, artificial intelligence and human judgement. Dr. Mussio’s remarkable ability to write for, speak to, and connect with both professional and popular audiences in hundreds of public appearances is one of the distinguishing hallmarks of his career. In 2020, his interventions have been focused on how the COVID-19 pandemic and technological change have created a sustained momentum for structural and organizational change.

The culmination of Dr. Mussio’s work on decision-making and technology has centered around artificial intelligence and human judgement. His book *The Decisionmaker’s Dilemma: Artificial Intelligence vs. Human Judgement*, coming out in 2022, will focus on what AI targets most profoundly: human judgement. How to preserve what’s best in human judgement—and what exactly is *human* in decision-making—in the face of an unprecedented and powerful technology is the core question of this research. Dr. Mussio is already beginning to share some of the exciting research and insights from this project through the launch of a podcast and a conference.

In addition to serving as CEO of Signal Influence Executive Research & Communications (SIERC Canada), Dr. Mussio also serves as Special Advisor, Office of the Chief Executive Officer, BMO Financial Group, Canada’s first bank and North America’s eighth largest financial institution. He is also a co-founder/director of the global forum “[The Long Run Institute](#)” (LRI), a not-for-profit organization dedicated to bringing together academic experts, business leaders, and public policymakers. Based in Toronto and Belfast, The LRI provides insights from the analysis of long-run experiences and trends to provide context and deepen understanding of the grand challenges facing businesses and government.

Dr. Mussio has taught at both graduate and undergraduate levels at McMaster University, York University, and Syracuse University. He currently teaches in the MBA Program at the Schulich School of Business at York University, Toronto. He is also on the International Advisory Board of Queen’s University Belfast. He has published academic studies on telecommunications, information technology, insurance, and banking. He has also acted as a



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Dr. Mussio speaks French, Italian, and German and is a Chevalier of La Confrérie de la Tastevin de Bourgogne, France. He lives in Toronto, Canada with his wife, Flavia.