

## Access to Experts



**Stephen Gates**

Dr. Stephen Gates, CFA, is professor of strategy at Audencia Nantes Ecole de Management and the author of a series of reports on performance measurement: performance measurement during merger and acquisition integration, strategic performance measurement systems, performance measurement in European executive compensation, and human capital measurement. He is currently council director for the European Council on Corporate Strategy and the European Council on Investor Relations.

Gates was a principal researcher at The Conference Board from 1993 until 2005. A Certified Financial Analyst, he worked for seven years as an investment and securities analyst at JP Morgan Chase and Cr dit Agricole Indocam.

Gates holds a Ph.D. and MBA from New York University's Stern School of Business, where he taught graduate courses in international business strategy, as well as at various business schools in France (HEC, ESCP-EAP, EM-Lyon and EDHEC). His publications have appeared in such journals as *MIT Sloan Management Review*, *Long Range Planning*, *World at Work*, *Journal of Applied Corporate Finance*, and *Journal of International Business Studies*. He is a member of the Academy of Management and the Association for Investment Management and Research.

Contact Carol Courter, Manager, Corporate Communications, +1 212 339 0232, [courter@conferenceboard.org](mailto:courter@conferenceboard.org)

The Conference Board is a global, independent business membership and research association working in the public interest. Our mission is unique: to provide the world's leading organizations with the practical knowledge they need to improve their performance and better serve society. The Conference Board is a non-advocacy, not-for-profit entity holding 501 (c)(3) tax-exempt status in the United States of America.

[www.conference-board.org](http://www.conference-board.org)

## Publications by Stephen Gates

### Director Notes

- [The Professionalization of Shareholder Activism in France](#)  
23 February, 2011

### Executive Action Report

- [HR's Role in Building a Culture of Innovation](#)  
06 September, 2005
- [Beyond Compliance: The Future of Risk Management](#)  
31 January, 2005

### Research Report

- [Strategic Human Capital Measures: Orientation, Accountability, and Communication](#)  
09 June, 2008
- [Strategic M&A: Creating Tools and Capabilities for Successful Integration](#)  
29 May, 2007
- [From Risk Management To Risk Strategy](#)  
30 June, 2005
- [Measuring More Than Efficiency](#)  
10 January, 2005
- [Linking People Measures to Strategy](#)  
15 December, 2003
- [Value at Work: The Risks and Opportunities of Human Capital Measurement and Reporting](#)  
28 May, 2002
- [Performance Measurement During Merger and Acquisition Integration](#)  
14 July, 2000
- [Aligning Strategic Performance Measures and Results](#)  
21 October, 1999
- [Aligning Performance Measures and Incentives in European Companies](#)  
31 August, 1999
- [CFO 2000: The CFO as Global Business Partner](#)  
12 June, 1997
- [The Changing Global Role of the HR Function](#)  
22 April, 1994