

Patrick Diogenia

Extended Bio | Updated August 2026

Patrick Diogenia is a marketing, growth, and transformation executive, strategist, and researcher working at the intersection of customer strategy, organizational behavior, analytics, and managerial decision-making. Over more than two decades, he has worked across Fortune 500, consulting, entrepreneurial, and public-sector settings, spanning marketing strategy, customer experience, loyalty, analytics, technology, and transformation. That range has given him a practical interest in the difference between how organizations are designed to work and how decisions are actually made.

Across his research, one question recurs: what gets lost when organizations turn messy human realities into categories, metrics, and rules? Diogenia studies that question through customer segmentation, performance measurement, employee selection, leadership, and small proprietorship. The common thread is the gap between formal models and lived experience, especially when those models shape power, risk, opportunity, or the practical choices available to people.

The questions place his work near a broad tradition of organizational and social-science writing, from Herbert Simon on bounded rationality and James C. Scott on institutional simplification to Arlie Hochschild and Barbara Ehrenreich on work as people actually experience it. Many projects begin with an ordinary management puzzle: why a metric survives sustained criticism, why a leader's best strength stops fitting the situation, or why "being your own boss" can leave a proprietor with surprisingly little practical control.

Recent work includes *The Diffusion of a Contested Metric: Net Promoter Score as a Managerial Innovation*, which examines how NPS became widely adopted despite persistent debate over its empirical foundations. He has also developed research and practical tools on AI-enabled customer segmentation, including an interactive model selector connecting analytical methods with specific business problems. A parallel line of work examines small proprietorship, constrained autonomy, and precarity - how formal ownership can coexist with economic dependence and limited practical control. His Strength Overshoot framework examines how qualities that initially make leaders effective can become counterproductive when they persist beyond the circumstances in which they are useful; the Strength Overshoot Scale (SOS) is being developed to measure that tendency more systematically.

Diogenia holds a bachelor's degree in Social Sciences, summa cum laude, from the University of Pennsylvania and a bachelor's degree in Business Administration (Marketing), with highest honors, from Thomas Edison State University. He also holds MBAs from Indiana University's Kelley School of Business and Alliance Manchester Business School, graduating with distinction from Manchester. He is currently pursuing an M.A. in Communication Studies (Organizational Communication) at New Mexico State University, expected May 2027. His academic work across business, communication, and analytical methods complements his professional experience and informs an interdisciplinary approach to organizational research.

Diogenia writes for professional and general audiences about marketing, leadership, labor, organizational decision-making, and corporate behavior. His work has appeared through external business and media outlets as well as Medium, LinkedIn, and his own website. Across practice and research, he is less interested in elegant models for their own sake than in whether they explain the choices, constraints, and consequences people encounter in real organizations.

At a Glance

PROFESSIONAL FOCUS	Marketing Growth Customer Strategy Small Business & Proprietorship Organizational Behavior Leadership Analytics Applied AI
EDUCATION	• New Mexico State University - M.A. in Communication Studies (Organizational Communication), expected May 2027 • Alliance Manchester Business School, University of Manchester - MBA, with distinction • Indiana University Kelley School of Business - MBA • Thomas Edison State University - Bachelor's degree in Business Administration (Marketing), highest honors • University of Pennsylvania - Bachelor's degree in Social Sciences, summa cum laude
CURRENT RESEARCH	• Strength Overshoot framework and Strength Overshoot Scale (SOS) • Net Promoter Score as a managerial innovation • AI-enabled customer segmentation • Small proprietorship, constrained autonomy, and precarity • Organizational measurement, decision-making, and leadership communication
MEDIA RESOURCES	patrickdiogenia.com/in-the-news/

For media use. Factual updates and light edits for house style permitted.