



Herminia IBARRA

The Charles Handy Professor of Organizational Behavior
London Business School

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APPOINTMENTS

London Business School

Charles Handy Professor of Organizational Behavior, 2017-

INSEAD

The Cora Chaired Professor of Leadership and Learning, 2007-2017

Chaired Professor of Organizational Behavior, 2002-2007

Harvard University, Graduate School of Business Administration

Professor, 1998-2002

Associate Professor, 1994-1998

Assistant Professor, 1989-1994

Yale School of Management, Teaching Fellow, 1985-1989

EDUCATION

Ph.D., Organizational Behavior, Yale University, 1989

M.Phil., M.A., Organizational Behavior, Yale University, 1988

B.A., summa cum laude, Psychology, University of Miami, 1982

HONORS

Thinkers 50, 10 Management Classics 2024 Booklist

Thinkers 50: 2011- present

The Charles & Liz Handy Inaugural Lecture, Drucker Forum, 2023

Top 50 Bestselling Case Authors, The Case Center, 2019- 2024

Best Teacher Award, Sloan Fellows, 2022

Academy of Management-GDO Division, Scholarly Contributions to Educational Practice Advancing Women in Leadership Award, 2021

Academy of Management Learning & Education, Decade Paper Award, 2021

Academy of Management Journal, Impact Award Finalist, 2020

Fellow of the British Academy, 2019

Excellence in Teaching Prize, LBS, 2019
Distinguished Scholar-Practitioner, Academy of Management, 2018
100 Most Influential People in Gender Policy, *Apolitica*, 2018
Clarendon Lectures, Oxford University, Said Business School, 2017
HR Magazine's #1 Most Influential Thinker, 2017
Axiom Business Book Award, Silver, 2016
Academy of Management, Outstanding Practitioner-Oriented Publication in OB, 2016
#1 Leadership Thinker, *Thinkers 50*, 2013
Association of Executive Search Consultants, Best Article Award, 2010
Academy of Management, Best Paper Award, MED, 2009
EFMD Best Case Award, 2008
Greenhill Award, Harvard Business School, 1996
Yale University Fellowship, 1986-1987, 1988-1989
Belgian American Educational Foundation Fellowship, 1984-1985
National Science Foundation Graduate Fellowship, 1982-1984, 1985-1986
Outstanding Student in Psychology, Outstanding Woman Graduate, General Honors,
Departmental Honors in Psychology, University of Miami, 1982

RESEARCH

Books:

Ibarra, H. (2023, 2015) *Act Like a Leader, Think Like a Leader*. Harvard Business.

Translated into Arabic, Complex Chinese, Croatian, German, Hungarian, Italian, Japanese, Korean, Romanian, Russian, Serbian, Simplified Chinese, Spanish, Thai, Vietnamese

Ibarra, H. (2003, 2004) *Working Identity: Unconventional Strategies for Reinventing Your Career*. Harvard Business.

Translated into Arabic, Complex Chinese, Italian, Japanese, Korean, Portuguese, Romanian, Russian, Simplified Chinese, Spanish

Articles:

Ibarra, H (2023). Why Career Transition is so Hard. *Harvard Business Review*. November-December, 101 (6): 143-147.

Ibarra, H, Hildebrand, C and Vinck S. (2023). "The Leadership Odyssey." *Harvard Business Review*. May-June, 106 (13): pp.

Ibarra, H. (2022). "How to do Sponsorship Right," *Harvard Business Review*. November-December, 103 (12): 110-119.

Ibarra, H. & Scoular, A. (2019). "The Leader as Coach." *Harvard Business Review*, November-December, 97 (6): 110-119. **Winner of the 2020 Warren Bennis Prize** for the Best Leadership article in HBR. In HBR's *10 Must Reads for Mid-Level Managers*.

Ibarra, H. (2019). "Take a wrecking ball to those iconic practices." *Sloan Management Review*, Vol 61 (2), 13-16.

Brands, R.A., Rattan, A., Ibarra, H. (2017). "Underrepresentation, social networks, and sense of belonging to organizational leadership domains." *Academy of Management Proceedings*, 1, 12798.

Ibarra, H. & Obodaru, O. (2016) "Betwixt and Between: Liminal Experience in Contemporary Careers." *Research in Organizational Behavior*, 36: 47-64.

Ibarra, H. (2015) "The Authenticity Paradox." *Harvard Business Review*, January-February, 93 (1-2): 52-59. **Winner, Best Practitioner Paper**, AOM, OB division, 2016. Reprinted in *HBR's 10 Must Reads on Leadership*, Vol. 2, *10 Must Reads for New Leaders*, *10 Must Reads for Business Students*, and *Authentic Leadership*.

Ibarra, H., Ely, R. & Kolb, D. (2013) "Women Rising: The Unseen Barriers." *Harvard Business Review*, 91(9): 60-66. Reprinted in *HBR's 10 Must Reads on Women and Leadership*.

Hansen, M., Ibarra, H. & Peyer, U. (2013) "The Best Performing CEOs in the World." *Harvard Business Review*, 91(1): 81-95.

Ely, R., Ibarra, H. & Kolb, D. (2011) "Taking Gender into Account: Theory and Design for Women's Leadership Development Programs." *Academy of Management Learning & Education*, 10 (3): 474-493.

Ibarra, H. & Hansen, M. (2011) "Are You a Collaborative Leader?" *Harvard Business Review*, 89 (7/8): 68-74. Reprinted in HBR's Reprinted in *HBR's 10 Must Reads on Leadership*, Vol. 2, and *Must Reads on Collaboration*.

Ibarra, H., Carter, N. & Silva, C. (2010) "Why Men Still Get More Promotions Than Women." *Harvard Business Review*, 88 (9): 80-126. Reprinted in *HBR's Must Reads on Diversity*.

Ibarra, H. & Barbulescu, R. (2010) "Identity as Narrative: A Process Model of Narrative Identity Work in Macro Work Role Transition." *Academy of Management Review*, January, 35 (1): 135-154.

Hansen, M., Ibarra, H. & Peyer, U. (2010) "The Best Performing CEOs in the World." *Harvard Business Review*, 88 (1): 104-113.

Ibarra, H. & Petriglieri, J. (2010) "Identity Work and Play." *Journal of Organizational Change Management*, 23 (1): 10-25.

- Ibarra, H. & Obodaru, O. (2009) "Women and the 'Vision Thing.'" *Harvard Business Review*, 87 (1): 62-70. Reprinted in *HBR's 10 Must Reads on Women and Leadership*.
- Guillen, L. & Ibarra, H. (2009) "Seasons of a Leader's Development: Beyond a One-Size-Fits-All Approach to Leadership Development." *Academy of Management Best Paper Proceedings*. **AOM 2009 Best Paper Award**, MED Division.
- Ibarra, H. & Hunter, M. (2007) "How Leaders Create and Use Networks." *Harvard Business Review*, 85 (1): 40-47. Reprinted in *HBR's Must Reads for New Managers*, *Must Reads on Career Resilience* and *HBR's The New Rules of Networking* (2022)
- Ibarra, H., Kilduff, M. & Tsai, W. (2005) "Zooming in and Out: Individuals and Collectivities at the New Frontiers for Organizational Network Research." *Organization Science*, 16 (4): 359-371.
- Ibarra, H. & Lineback, L.K. (2005) "What's Your Story?" *Harvard Business Review*, January, 83 (1): 64-71.
- Ibarra, H. (2002) "How to Stay Stuck in the Wrong Career." *Harvard Business Review*, December, 80 (12): 40-48. Reprinted in *HBR's Must Reads on Career Resilience*.
- Ibarra, H. (2000) "Making Partner: A Mentors Guide to the Psychological Journey." *Harvard Business Review*, March-April, 78 (2): 146-155.
- Ibarra, H. (1999) "Provisional Selves: Experimenting with Image and Identity in Professional Adaptation." *Administrative Science Quarterly*, 44 (4): 764-791.
- Ibarra, H. (1997) "Paving an Alternate Route: Gender Differences in Network Strategies for Career Development." *Social Psychology Quarterly*, 60 (1): 91-102.
- Ibarra, H. (1995) "Race, Opportunity and Diversity of Social Circles in Managerial Managers' Networks." *Academy of Management Journal*, 38 (3): 673-703. **Finalist, AMJ 2020 Impact Award.**
- Ibarra, H. & Andrews, S. (1993) "Power, Social Influence and Sense Making: Effects of Network Centrality and Proximity on Employee Perceptions." *Administrative Science Quarterly*, 38 (2): 277-303.
- Ibarra, H. (1993) "Network Centrality, Power and Innovation Involvement: Determinants of Technical and Administrative Roles." *Academy of Management Journal*, 36 (3): 471-501.
- Ibarra, H. (1993) "Personal Networks of Women and Minorities in Management: A Conceptual Framework." *Academy of Management Review*, 18 (1): 56-87.
- Ibarra, H. (1992) "Homophily and Differential Returns: Sex Differences in Network Structure and Access in an Advertising Firm." *Administrative Science Quarterly*, 37 (3): 422-447. **Reprinted in Kilduff M. & Shipilov A. (2011) *Classics in Networks Research*. Sage.** Most cited gender paper published in *ASQ*, 2021.

Chapters and Special Issues:

- Ibarra, H. (2023). "What Surviving Pandemic Lockdowns Can Teach Us About Major Life Changes." Chapter 4, in *HBR Guide to Designing Your Retirement*.
- Ibarra, H. (2023). "Introduction: Retirement is a Transition." *HBR Guide to Designing your Retirement*.
- Ibarra, H. (2021). "Reiventing Your Career in the Time of Coronavirus," *Harvard Business Review*, Special Issue: 104-106.
- Gardner, H & Ibarra, H (2019). "Leading law firms in the digital age." In R. N. Hochman & H. Gardner (Eds.), *Leadership for Lawyers*. Globe Law and Business.
- Ibarra, H. & Obodaru, O. (2019) "The Liminal Playground": Identity Play and the Creative Potential of Liminal Experiences. Chapter in Brown, A (Ed.) *The Oxford Handbook of Identities in Organizations*.
- Ibarra, H. & Petriglieri, J. (2017) "Impossible Selves: Image Strategies and Identity Processes in Women's Leadership Development." In Storberg-Walker, J. & Haber-Curran, P. (Eds.), *Theorizing Women & Leadership: New Insights & Contributions from Multiple Perspectives*.
- Ibarra, H., Wittman, S., Petriglieri, G. & Day, D. (2014) "Leadership and Identity." In Day, D., (Ed.), *The Oxford Handbook of Leadership and Organizations*.
- Ibarra, H. (2013) Foreword in David, S., Clutterbuck, D., & Megginson, D. (Eds.). *Beyond goals: Effective strategies for coaching and mentoring*. Surrey: Gower.
- Ibarra, H., Snook, S., & Guillen, L. (2010) "Identity-Based Leader Development." In Nohria, N & Khurana, R. (Eds.), *Handbook of Leadership Theory and Practice: A Harvard Business School Centennial*. Harvard Business School Press.
- Zahidi, S. & Ibarra, H. (2010) *The Corporate Gender Gap Report*. World Economic Forum.
- Ibarra, H. & Deshpande, P. (2007) "Networks and Identities: Reciprocal Influences on Career Processes and Outcomes." In Peiperl, M. and Gunz, H. (Eds), *The Handbook of Career Studies*.
- Ibarra, H. (2006) "Career Change." In Greenhaus, J.H. & Gerard A. Callanan, (Eds. pp. 77-82), *The Encyclopedia of Career Development*. Sage Publications Inc.

Ibarra, H. (2005) "Our Many Possible Selves." In Coughlin L., Wingard E. & Hollihan K. (Eds. pp. 199-214), *Enlightened Power: How Women Are Transforming the Path to Leadership*. Jossey-Bass.

Ibarra, H. (2000) "Gender and Work-Related Networks." In England, P (Ed.) *The International Encyclopedia of the Social and Behavioral Sciences*.

Ibarra, H. & Smith-Lovin, L. (1997) "New Directions in Social Network Research on Gender and Careers." In Jackson S. & Cooper C. (Eds. pp. 361-383), *A Handbook for Future Research in Organizational Behavior*. J. Wiley.

Ibarra, H. (1992) "Structural Alignments, Individual Strategies, and Managerial Action: Elements Towards a Network Theory of Getting Things Done." In N. Nohria & Eccles, R.G. (Eds.), *Networks and Organizations: Structure, Form and Action*. Harvard Business School Press.

Work in Progress:

Storying a meaningful whole: Narrating multiple identities over time (2nd R&R, *Academy of Management Review*, with S. Wittman, S. and B. Ashforth).

Gender Differences in Perceptions of Meritocracy: Evidence from a Large-Scale Study of Global Multinationals (draft in progress; submitted to AOM 2024).

Career Transitions and Professional Identity. Invited submission to *Annual Review of Organizational Psychology and Organizational Behavior* (with S. Wittman, S. and K. Smith).

The Bonus Years: Reinventing Our Longer Work Lives (Manuscript in progress, Simon Acumen; McMillan).

Identity Resourcing and Ampliative Cycles in Career Transition (Data collection in progress, with K. Smith).

Academic Presentations and Conferences (last 10 years):

"Gender Differences in Perceptions of Meritocracy." Paper, in "Unintended Consequences of DEI Practices," Showcase Symposium, Academy of Management Annual Meeting, 2024. Finalist for the OB Division Best Symposium Award.

Keynote. New Directions in Leadership Research conference, INSEAD, May 2024.

"Leadership succession." Keynote, IESE ECGI Corporate Governance Conference, Madrid, April 2024.

"The future of carers." Panel on the Future of Work (with Frank Dobbin, Wanda Orlikowski, and Diane Vaughan). Macro Organizational Behavior Society (MOBS) Annual Conference. Harvard Business School, December 2023.

“Networks, Inequality, and Inclusion.” Symposium Discussant, Academy of Management Annual Meeting, 2023.

“Identity Narratives of Persistence, Sequence, and Synchrony: Weaving Self-continuity across the Identity Gestalt,” Paper, Academy of Management Annual Meeting, 2023.

“Who am I, and What am I Doing? Crafting a Research Identity Narrative.” PDW Panelist, Academy of Management Annual Meeting, 2022.

“Beyond instrumental efficiency: An inductive study of how knowledge workers utilize technology.” Paper, Academy of Management Annual Meeting, 2020.

“Collaborative Brokerage: Gender, Brokerage Behavior, and Performance in Professional Services.” Paper, Academy of Management Annual Meeting, 2020.

“Growth Mindsets Transform Organizational Cultures: Impact on Collaboration, Burnout, Bias, & Equity.” Careers, OB, & OMT Symposium, Academy of Management Annual Meeting, Boston, 2019, Organizer & Discussant.

“Building Inclusive Career Paths around Caregiving: Constraints and Strategies.” Academy of Management Annual Meetings, Boston, 2019, Panelist.

“Mindsets and Organizational Transformation,” London Business School, March 2019. Conference co-organized with Aneeta Rattan.

“Identity, Plurality & Complexity.” Panel discussant. INSEAD Identity Research Conference, March 2018.

“The How- Contextual Solutions,” Panel discussant. INSEAD Women & Work Conference, February, 2018.

“When the gig economy comes to professional services,” London Business School, June 2017. Conference co-organized with Julian Birkinshaw.

“Selves at Work: Identity and Transition in Professional Careers.” Clarendon Lectures Series, Oxford University, Said Business School, October, 2017.

“Leadership and Identity.” Clarendon Lectures Series, Oxford University, Said Business School, October, 2017.

“Just be Yourself? Image & Identity Dynamics in Women Career Advancement. Clarendon Lectures Series, Oxford University, Said Business School, October, 2017.

“Beyond Mere Representation: A Social Network Account of Women and Racial Minorities’ Belonging and Inclusion in Organizations.” **Best Paper , GDO Division;** Academy of Management Annual Meetings, Atlanta, 2017

"Origins of Similarity Within and Across Organizations." Careers, OB, & OMT Symposium, Academy of Management Annual Meeting, Atlanta, 2017, Discussant.

"Authenticity at the Interface: Authenticity as a Lever for Interconnectivity & Transformation," All-Academy Symposium, Academy of Management Annual Meetings, Atlanta, 2017, Panelist.

"Just be your selves? Authenticity, Multiple Identity and Workplace Inequality." Harvard Business School, Gender & Work Annual Conference, Boston, 2017.

"Betwixt and Between: Liminal Experience in Contemporary Careers."

London Business School, 2015

NYU, Stern, New York, 2013

Harvard Business School OB Seminar Series, Boston, 2012

Academy of Management Annual Meetings, Boston, 2012

"Beyond Gender Barriers," Academy of Management Annual Meetings, Orlando, 2013, Discussant.

Selected Professional Conferences & Panels (last 10 years)

"Reimagining the Career for the Age of Longevity." Inaugural Charles and Liz Handy Lecture. Drucker Forum, Vienna, November, 2023

"Working Identity at 20." Meyler Campbell Annual Lecture. November 2023.

"Balancing the Executive Committee." Financial Times Women in Business Summit Europe, 2023

"When Career Change Goes Wrong." Sensible Media, 2023

"Identity and Transition Across our Working Lives." Meyler Campbell, 2022

"Why Authenticity is Overrated," The British Academy Summer Showcase, June, 2022

"Being Liminal." Hudson Coaching Institute Annual Conference, April 2022

"The Sponsorship Spectrum."

- 30Percent Club Conference, 2022
- Edge Certification Annual Conference, 2021.
- ICAN Women's Leadership Conference 2021
- VMware Hispanic Heritage Month, 2021

"Five leadership skills for the future."

- Irish Management Institute, September 2022
- AACSB Annual Conference, February 2021
- HSM conference, February 2021
- Back2Better, Thinkers50, October 2020
- SWIFM Fireside Chat, November, 2020

"How should leaders be judged." Panel, Global Drucker Forum, Vienna, 2021.

“The purpose of leadership,” In conversation. Thinker 50 Conference, London, 2012
 “Iconic Practices and Culture Change.” Bekeley Hass Culture Conference, 2021.
 “Identity and Transition Across our Working Lives.” British Psychological Society, Occupational Psychology Division Annual Conference, January, 2021.
 “A new vision for leadership in the great reset,” Jobs Reset Summit, World Economic Forum, October 2020.
 “Growth Mindset: Act Like a Leader, Think Like a Leader,” London Business Forum, 2021
 “Profesional reinvention in precarious times.” RSA Polymath Conference, 2021
 “The Leader as Coach,” World Business & Executive Coach Summit, August, 2020
 “Holding on to Diverse Talent through a Downturn,” Leading through a Pandemic, LBS, June 2020.
 “Taking advantage of the coronavirus disruption to rethink your career,” Leading through a Pandemic, LBS, April 2020.
 “Getting More women to the Top.” LBS Women in Business Conference, 2020
 “The case for quotas in advancing women to the C-suite.” Women’s Forum. Paris, November, 2019.
 “Growth Mindset and Organizational Transformation: Lessons from Microsoft.” London Business School, HR Summit. March 2019.
 “Banana Time.” Global Drucker Forum, Vienna, November 2018.
 “Leadership & Machines,” Onstage interview with Andre Hill at the FT Hub at CogX, June, 2018.
 “The Authenticity Paradox,” TEDxLBS, May 2018.
 “Women Stepping up to Leadership,” INSEAD W50, Institute Of Directors, London, March 2018.
 “Leadership in the Age of AI.” AT Kearny, Microsoft & LBS. Davos, January 2018.
 “Is Authenticity Overrated?” DLD, Munich, January 2018.
 “Leadership in a Post-truth World.” Thinker 50 Conference, London, 2017
 “When the Gig Economy Meets Professional Services, Co-organizer & moderator, London Business School, June 2017.
 “Act Like Leader, Think like a Leader,” (selected keynotes)
 House of Beautiful Business, Lisbon, 2019
 World Web Forum, 2017
 McKinsey Partner Academy, Oxford, 2016, 2017
 IBEC Leadership Forum, Dublin, 2017
 The HR Congress, Brussels, 2017
 London Business Forum, 2017
 HR Summit, Dubai, November 2017
 WOBI, Madrid, Milan, 2016

WOBI, NY, November 2015

Meyler Campbell Annual Lecture, November, 2015

Corporate Learning Partners, Harvard Business Publishing, 2015.

Authors@Google, Monterey, California, 2015.

Leading & Learning Conference, Crottonville, GE, 2015

INSEAD US Alumni Forum, Washington, 2015.

The Leadership Lectures, Florida International University, 2015.

Leadership Experts Speaker Series, Rotman U. of Toronto, 2015.

London Business School, Sloane Fellows & Alumni, London, 2015.

Harvard Business Review, Paris and London, 2015.

“Women Rising: The Unseen Barriers,” Clayman Center for Gender Studies, Stanford University, 2015.

“Winning with Talent,” Moderator, World Economic Forum, Davos, 2015.

“Changing the Practice of Management,” Global Drucker Forum, Vienna, 2014.

“Getting More Women to The Top,” Women Corporate Directors France and Netherlands Joint Program, Paris, 2014.

“Are We Preparing Our Students for Career Disruption?” MBA Career Services and Employer Alliances - European Conference, HEC, 2014.

“Women Rising: the Unseen Barriers,” Harvard Women France Club, Paris, 2013.

“Getting More Women to the Top,” Keynote speaker, Financial Women’s Association of Singapore and BoardAgender, INSEAD Singapore, 2013.

“The Male Factor,” Discussion Leader, OECD Forum, Paris, 2013.

“Gender Gaps in Thought Leadership,” Discussion Leader, World Policy Institute, 2013.

“Women & Economic Decision-Making,” Moderator, World Economic Forum, Davos, 2013.

“Skills for Employment,” Moderator, World Economic Forum, Davos, 2013.

COURSE DEVELOPMENT (all cases have teaching notes)

Anne Boden at Starling Bank: Disrupting an Industry

Jack Ma at Alibaba: Creating a Learning Organization

Reinventing Performance Management at Allen & Overy

Jean-Philippe Courtois at Microsoft Sales: Empowering Digital Success (**Winner, Production and Operations Management category, The Case Centre Awards 2024; Case Center Best Seller**)

Satya Nadella at Microsoft: Instilling a Growth Mindset (**Winner Case Center Overall Best Case of 2019, Case Center Best seller**)

Vivaki/ David Kenny/ Jack Klues

Vivienne Cox at BP Alternative Energy (**EFMD 2008 Best Case Award**)
The Turnaround Man (A & B)
Harris Roberts (A, B & C)
Charlotte Beers at Ogilvy and Mather (A & B) (**Top 10 Classic Cases & Top 50 Cases 1973-2023, The Case Centre; ECCH Best Seller**)
Network Assessment Exercise (Executive & MBA versions)
Margaret Thatcher (**Case Centre Best Seller**)
Ethan Berman at Riskmetrics
Michael Kaiser at the Royal Opera House
Presenting Penpoint (A & B)
Digital Equipment Corporation: Kodak Outsourcing Agreement (A & B)
Managerial Networks
Gender Differences in Managerial Behavior
National Cultures and Work-Related Values
Building Coalitions

TEACHING

MBA, Executive MBA, Masters

Biography, LBS Sloan, 2020-
Executive Leadership, LBS Sloan, 2018-
Managing People & Organizations, LBS Sloan, 2017-
Making the Leadership Transition, EMBA, INSEAD 2011-2015
Career Transition & Change, MBA & EMBA Electives, INSEAD 2006-2011
Learning to Lead, EMBA elective, INSEAD 2004
Power & Influence, MBA elective, HBS, INSEAD, 1995-2003
Applied Personal Skills, MBA core HBS, 1996-1999
Leadership & Organizational Behavior, MBA core HBS, 1989-1995

Executive Programs

Career Transitions at 50+, 2023
Accelerated Development Program (ADP), 2023-
Senior Executive Program (SEP), 2022-
Women in Business, LBS (**Program Co-Director**), 2019-2022
Women in Leadership, LBS, (**Program Co-Director**), 2019-
Essentials of Leadership, LBS, (**Program Director**), 2016-2019
Deutsche Bank Global Women Leaders (**Program Director**, 2010-2016), LBS 2017-
Renault Women Leaders, LBS, 2017-
The Leadership Transition (LT), (**Program Director**), 2004- 2015

Unilever Consortium Women Leaders (**Program Director**), 2012-2016
International Women's Forum (**Program Director**), 2011-2015
Coaching and Consulting for Change, 2003 - 2015
World Economic Forum, Global Leadership Fellows, 2007-2015
Siemens Women Leaders (**Program Director**), 2012-2013
International Director's Program, 2011
AVIRA, 2008-2009
Women Leading Change (**Program Director**), 2005- 2008
Advanced Management Program (AMP), 2001-2006; 2014
International Executive Program (IEP), 2003-2006
Management of People (MOP), 2004, 2009
Leading the Professional Services Firm, 1998-2001
Young President's Organization, 2000
Managing Innovation and Organizational Renewal, 2000
The General Manager, 1998-99
Women Leading Business, 1998
Sessions in custom programs including Randstat, Alfa, Husqvarma, Clifford Chance, Jardines, Ergo, Renault, Deutsche Bank, Tata, YPO, and others.

PhD Courses: Macro-Micro perspectives on diversity and relationships, LBS, 2023 Essential Readings on Identity, 2007; Social Psychology of Organizations, HBS, 1993, 1994.
PhD students: Shelly Brickson, (Illinois), Julie Battilana (HBS/HKS), Roxana Barbulescu (HEC), Jennifer Pertiglieri (INSEAD), Otilia Obodaru (Bath), Sarah Wittman (George Mason), Rohin Borpajati (UCL), Kendall Smith.

PROFESSIONAL ACTIVITIES

Editorial Boards: *Administrative Science Quarterly* (Editorial Board member, 1994-1999; Best Paper Committee, 1999); *AOM Journal* (Special Issue Guest Editor 1999-2000); *AOM Review* (Editorial Board Member 2002 & 1995-1999, Best Paper Committee, 1997); *Organization Science* (Editorial Board member 2004-2008, Guest Editor 1999).

Reviewer: *Administrative Science Quarterly*, *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, *Academy of Management Learning & Education* & others.

Academy of Management Service

OB Division Societal Impact Award Committee, 2023
Scholarly Contributions to Educational Practice Advancing Women in Leadership Award Selection Committee, 2021
OB Lifetime Achievement Award Committee, 2021
CAR Doctoral Consortium, AOM, 2019
Best Practitioner Publication Committee, Chair, 2019

OB/OMT Junior Faculty Consortium, 1996, 2013, 2017
Best Practitioner Publication Committee, 2017
Professional Development Workshop (PDW) on Teaching Networks, 2017
OB Doctoral Student Consortium, 2012
Lifetime Achievement Award Committee, 2012
Officer, Organization and Management Theory Division, 1994-1996
Executive Committee, Women in Management Division, 1994-1996

Professional Boards, Councils & Juries

Financial Times Best Business Book of the Year, Jury Member, 2014-present
World Economic Forum, Global Agenda Councils & Expert Network, 2008-present
EDGE Certification, Scientific & Academic Council, 2010-present
HBR/McKinsey best article award, Jury Member, 2020
Oxford Said Business School Review Panel, 2018
Harvard Business School, Visiting Committee, 2009-2012, **Chair**, 2012-2016
Allen & Overy, Leadership Initiative Advisory Council, 2017-2019
Catalyst Europe Advisory Board, 2008-2016
Top Companies for Leaders, Aon Hewitt/Fortune, Jury Member, 2011

INSTITUTIONAL SERVICE

LBS

Dean search committee, 2023
Governing Body, Governor, 2019 -
Subject Area Chair, OB Area, 2020 - 2022
Executive Education Committee, 2020 - 2022
Sloan Curriculum Review Committee, 2017 -2020

INSEAD

Curriculum Review Committee, 2014-2015
Governance Committee, 2013-2014
Dean Search Committee, 2013
Sorbonne University, Academic Senate, 2012-2014
Faculty Evaluation Committee, 2011-
Area Chair, OB Area, 2003-2006 & 2010-2013
INSEAD Board of Directors, 2007-2010
Leadership Initiative, Academic Director, 2008-2010
Gender Diversity Initiative, Academic Director, 2007-2010
MBA Strategy committee 2009
Strategy Taskforce, 2008

Women Faculty Task Force, 2004-2005
EDP Innovation Task Force, 2004-2005
Recruiting Coordinator, OB Area, 2003-2005
Executive Education Committee, 2003-2005
Faculty Campaign Committee, 2003-2005

Harvard Business School and Harvard University

Latin America Office Launch Committee, 1999-2001
Program and Admissions Committee, OB Ph.D. Program, 1998-2000
Director of Graduate Studies, OB Ph.D. Program, 1993-1995
Coordinator, Faculty Recruiting, 1993-2000
Coordinator, OB Area Colloquium Series, 1993-1997
Member, Internationalization Committee, 1993-1994
Member, Diversity Task Force, 1993-1994
David Rockefeller Center for Latin American Studies, 1998-2000

BUSINESS PRESS & GENERAL MEDIA (last 10 years)

Research profiled in media reaching the general public including *The Financial Times*, *The New York Times*, *The Wall Street Journal*, *The Economist*, *Fast Company*, *Business Week*, *Newsweek*, and *HR Magazine*. A selection of my short, online articles includes:

- 2024 Reinventing Your Career -When It's Not Just About You. *Harvard Business Review*
- 2023 How to be a great sponsor. Do these 6 things. *Harvard Business Review*
Career sponsorship is a two-way street. *Harvard Business Review*
The Challenges of Networking as an Executive. Six hurdles senior leaders encounter when looking for a new role — and how to overcome them. *Harvard Business Review*
In Making a Career Change, What's Hard—and What Helps? A guide to the key barriers and enablers. *Harvard Business Review*
- 2022 Designing leadership programs for women that really work. *I by IMD*
- 2021 It's a process that starts with simmering dissatisfaction. *The Psychologist*
What does it really mean for leaders to be authentic? *Ted.com*

- The three phases of making a major life change. *Harvard Business Review*
 The questions every corporate innovation leader asks about culture, answered. *Sifted*
 Five leadership skills for the future. *Leader to Leader*.
- 2020 Want more diverse leadership? Sponsor junior talent. *Harvard Business Review*
 Reinventing your career in the time of coronavirus. *Harvard Business Review*
 Why killing the office won't close the gender gap. *Fast Company*
 Is working from home a leap forward or a setback for women? *Harvard Business Review*
- 2019 A lack of sponsorship is keeping women from advancing into leadership. *Harvard Business Review*
 From know-it-alls to learn-it-alls: What leaders can do to instill a growth mindset culture. *CIPD Work*.
 Leading law firms in the digital age. *Modern Legal Practice*.
- 2018 The Authenticity Paradox. TEDx LBS (selected for the TED main site)
 A 5-Part Process for using Technology to Improve Your Talent Management. *Harvard Business Review*.
 What stops women from reaching their full potential. *Wall Street Journal*
 To remain relevant, HR has to shift roles. *HR Magazine*.
- 2017 How to capture value from collaboration – especially if you are sceptical about it. *Harvard Business Review*.
- 2016 Work pressure demands more downtime than a fleeting week off. *The Financial Times*.
 5 Misconceptions About Networking. *Harvard Business Review*.
 Intel's Andy Grove and the difference between good and bad fear. *The Financial Times*.
 Why strategic networking is harder for women. *World Economic Forum*.
 What to do when a mentor blocks your career. *The Financial Time*
- 2015 Building Effective Networks. Lean In video.
 Freedom or identity crisis? The portfolio career mystery. *The Financial Times*.
 When a leader is not a manager and other modern myths. *The Financial Times*.
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