



**Herminia IBARRA**

The Charles Handy Professor of Organizational Behavior  
London Business School

26 Sussex Place

London, NW1 4SA

E-mail: [hibarra@london.edu](mailto:hibarra@london.edu)

Personal website: <http://www.herminiaibarra.com> / Twitter:  
[@herminiaibarra](https://twitter.com/herminiaibarra)

**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**

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

Thinkers 50: 2011, 2013, 2015, 2017, 2019, 2021

Top 50 Bestselling Case Authors, The Case Center, 2019, 2020, 2021, 2022

Distinguished Scholar-Practitioner, Academy of Management, 2018

100 Most Influential People in Gender Policy, Apolitica, 2018

Clarendon Lectures, Oxford University, Saïd 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. (2015, updated version forthcoming Fall, 2023) *Act Like a Leader, Think Like a Leader*. Harvard Business.

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

Ibarra, H. (2003, 2004 updated version forthcoming Fall, 2023) *Working Identity: Unconventional Strategies for Reinventing Your Career*. Harvard Business.

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

### Articles:

Ibarra, H, Hildebrand, C and Vinck S. (forthcoming in May). "The leadership odyssey." *Harvard Business Review*. May-June, 106 (13):

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

Ibarra, H. (2021). "Reinventing Your Career in the Time of Coronavirus," *Harvard Business Review*, Special Issue: 104-106.

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*, 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 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*.
- 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:

Ibarra, H. (forthcoming). "What Surviving Pandemic Lockdowns Can Teach Us About Major Life Changes." Chapter 4, in *HBR Guide to Designing Your Retirement*.

Ibarra, H. (forthcoming). "Introduction: Retirement is a Transition." *HBR Guide to Designing your Retirement*.

Ibarra, H. & Hunter, M. (2022). "How Leaders Create and Use Networks." *Harvard Business Review*, Special Issue: *The New Rules of Networking* (Reprint of 2007 article).

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.

### **Academic Presentations and Conferences (last 10 years):**

"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." Symposium paper accepted for presentation at the Academy of Management Annual Meeting, 2020.

"Collaborative Brokerage: Gender, Brokerage Behavior, and Performance in Professional Services." Symposium paper accepted for presentation 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.

"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.

INSEAD Annual Networks Conference, 2012, Discussant.

"The Construction of Self-Narratives Following Negative Work Events: Forms, Contingencies and Consequences for Identity Growth." Academy of Management Annual Meetings, Boston, 2012.

"Developing a Leadership Identity in the Context of Second-Generation Gender Bias: Challenges for Women Leaders."

New Directions in Leadership Research, Wharton School, June 2012.

Academy of Management Annual Meetings, San Antonio, 2011.

### **Selected Professional Conferences & Panels (last 10 years)**

"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, 2021

“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

“Professional 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.

“Leadership Matters: Talent, Quotas and the New Workplace,” Panelist, Catalyst CEO Forum, Zurich, 2012.

“The Portrayal of Women and Its Impact on Society,” Panelist, Catalyst Awards Conference, NY, 2012.

“The Future of Human Capital,” Facilitator, World Economic Forum, Davos, 2012.

“Meeting the Diversity Challenge,” Facilitator, World Economic Forum, Davos, 2012.

### **COURSE DEVELOPMENT (all cases have teaching notes)**

Giving & Receiving Feedback at Netflix (draft in progress)

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  
Satya Nadella at Microsoft: Instilling a Growth Mindset (**Case Center Overall Best Case of 2019; 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, 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  
Instructor's Guide to Power and Influence

## **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**

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 and others.

**PhD Courses:** Essential Readings on Identity, 2007; Field Methods, 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.

## **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*, *Psychological Review* & 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**

HBR/McKinsey best article award, Jury Member, 2020-  
Financial Times Best Business Book of the Year, Jury Member, 2014-  
World Economic Forum, Global Agenda Councils & Expert Network, 2008-  
EDGE Certification, Scientific & Academic Council, 2010-  
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**

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*. My short articles include:

- 2023            How to be a great sponsor. Do these 6 things. *Harvard Business Review*  
Career sponsorship is a two-way street. *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 instil 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*.  
Why Companies Are So Bad at Treating Employees Like People. *Harvard Business Review*.  
Between a rock and a hard place. *Drucker Society*.  
Friendships forged outside work can hold women back. *The Financial Times*.  
Interact with a wider circle and your ideas will take flight. *The Financial Times*.  
How HR should reinvent leadership development. *HR Magazine*.  
The oversight principle: How executives really become authentic leaders. *Corporate Research Forum*.  
Act Like a Leader, Think Like a Leader. *European Business Review*.  
Tech tools to measure performance can fall short. *The Financial Times*.  
Develop Leaders from the Outside In. *Chief Learning Officer*.  
The Most Productive Way to Develop as a Leader. *Harvard Business Review*.  
The “Outside” Principle. *Talent Quarterly*.  
The Oversight Principle. *Leader to Leader*.  
Self-awareness in leadership development is sound, but insufficient. *Chief Learning Officer*.  
The Key to Becoming a Strategy-Minded Executive. *Wall Street Journal*.  
Beware the navel-gazing leader. *Financial Times*.  
How to Revive a Tired Network. *Harvard Business Review*.

- By Being Authentic, You May Just Be Conforming. *Harvard Business Review*.  
You're Never Too Experienced to Fake It Till You Learn It. *Harvard Business Review*.
- 2014      Tips on career rebounds for French socialists and CEOs alike. *The Financial Times*.  
Forget Mozart, companies now prefer a steady Salieri as CEO. *The Financial Times*.  
What the Scarcity of Women in Business Case Studies Really Looks Like. (w/Simmons, L.). *Harvard Business Review*.  
How Companies Are Putting Managers in a Bind. *Wall Street Journal*.  
Inclusive Leadership: Unlocking Diverse Talent. (w/von Bernuth, N.). *INSEAD Knowledge*.
- 2013      Hiring and Big Data: Those Who Could Be Left Behind. *Harvard Business Review*.  
How to Break Through a Career Impasse. *Harvard Business Review*.  
Six Ways to Grow Your Job. *Harvard Business Review*.  
How Female Leaders Should Handle Double-Standards. *Harvard Business Review*.  
Can Companies Both Do Well and Do Good? (w/Hansen, M. & Peyer, U.). *Harvard Business Review*.  
What Else Might I Do? *Focus Magazine*, EgonZehnder.  
Are you Having a Mid-Career Crisis? *Rotman Magazine*.  
Conquering Gender Bias. (w/Kessler, B.). *INSEAD Knowledge*.
- 2012      Despite Quotas, There's Rough Road Ahead for Women in Europe. *Harvard Business Review*.  
Study: Women Get Fewer Game-Changing Leadership Roles. *Harvard Business Review*.  
Why Command-and-Control Leadership Is Here to Stay. *Harvard Business Review*.  
Sex and the Working Mom. *Harvard Business Review*.  
To Close the Gender Gap, Focus on Assignments. *Harvard Business Review*.  
Help Women Take the Stage. *Harvard Business Review*.  
Is "Command and Collaborate" the New Leadership Model? *Harvard Business Review*.  
Her Key to Efficiency: Arrive Late, Leave Early. *New York Times*.  
The Iron Lady's failed mid-career transition. *Harvard Business Review*.  
CEOs: The Definitive Global Top 200. (w/Hansen, M. & Peyer U.). *Chief Executive Magazine*.  
The Best Performing CEOs in China. (w/Luo, R., Hansen, M. & Peyer, U.). *Harvard Business Review China*.

The Best Performing CEOs in Latin America. (w/Fragueiro, F., Hansen, M., & Peyer, U.). *Harvard Business Review Latin America & Harvard Business Review Brazil*.

The Best Performing CEOs in India. (w/Vissa, B., Hansen, M. & Peyer, U.). *Business Today*.