

## **Henri-Claude de BETTIGNIES**

### **EDUCATION**

Sorbonne University	Licence ès Lettres, Psychology & Sociology, 1960
Catholic University of Paris	Diplome EPP, 1962
Harvard Business School	ITP, 1969

### **PROFESSIONAL ACTIVITIES**

1962-1963	Research Assistant, Institute of Industrial Relations, University of California, Berkeley
1963-1967	Visiting Lecturer, Department of Social Relations, Rikkyo University, Tokyo. Assistant to the Cultural Counselor, French Embassy, Tokyo
1967-2003	Assistant Professor, Associate Professor, Professor at INSEAD, holder of the Aviva Chair in Leadership and Responsibility
1972	Visiting Professor, Institute for International Studies and Training (IIST), Fujinomiya, Japan (5 months)
1982-1988	Visiting Professor, Institut d'Etudes Politiques, Paris
1988-2005	Visiting Professor, Graduate School of Business, Stanford University
1990- ...	Managing Director of CEDRE (Centre for the Study of Development and of Responsibility)
2005-2011	Distinguished Professor of Global Responsible Leadership, China-Europe International Business School (CEIBS), Shanghai, Founder & Director of the Euro-China Centre for Leadership and Responsibility (ECCLAR)
2003-...	Emeritus Professor, INSEAD
2011-...	Distinguished Emeritus Professor of Globally Responsible Leadership, CEIBS
2013-...	Visiting Professor, Graduate School of Business, Stanford University (Spring quarter)
2011- ...	Senior Adviser, The Head Foundation, Singapore

### **TEACHING**

#### **MBA**

Organizational Behavior (INSEAD)  
Business Ethics (INSEAD, Stanford, CEIBS)  
Individual Business and Society: The Ethical Dilemma (INSEAD)  
Responsibility and Global Business (Sloan Program, Stanford GSB)  
Leadership and Corporate Governance (CEIBS)

Management, Culture and Values (INSEAD, CEIBS)  
Ethics Day (INSEAD, CEIBS)  
Idéologie et contre-pouvoirs: learning from the left (Elective INSEAD)  
The Challenges in/with China (Elective, INSEAD and Stanford GSB)  
Culture and management in the Pacific Asian region (Elective, Stanford GSB)  
Strategies for Asia Pacific (Elective, INSEAD)  
Ethics and Global Business (Elective, Stanford GSB)  
Japan and China (Elective, Stanford GSB)

## **E-MBA**

Foundations of Management (CEIBS, a 4-day core course)  
The Value of Values (CEIBS)  
Responsible Leadership and the Management of Change (CEIBS, a 4-day Elective)

## **Executive Education**

### *Creation and Program Direction:*

Managerial Skills for International Business (2 weeks)  
The Management of Transfer of Technology (EEC-ASEAN Program held between 1977 and 1988, in 5 ASEAN countries)

AVIRA (5 days): A 5 day very innovative Chairmen and CEOs program, created in 1991, and lead 60 times in Europe, US and Asia (1991-2008). 900 CEOs from 54 countries have participated.

Human Resource Management in Asia (one week in Singapore, 1983-1988, Hong Kong, Macau, Beijing)

Hong Kong International Executive Program (2 weeks 1983-1988, in Hong Kong and Macau)

Managing Change and Change of Management in Asia (one week, 1983-1988, in Hong Kong and Macau)

Asian International Executive Program (2 weeks, throughout SE Asia)

Ethics and Finance (3 days)

Japan International Management Program (2 weeks in Tokyo and Hakone, 1983-1985)

Multinational Corporations in the Pacific Region: issues and scenarios (a 20-hour course taught at the University of Hawaii, in the AMP, 1987,1989, 1991°)

*Public and Corporate Programs taught* throughout Europe, North America (US & Mexico) and Asia (Japan, Greater China, Korea, Brunei, Philippines, Indonesia, Thailand, Malaysia, Brunei, Vietnam, Australia, India) and for corporations such as: BASF, Motorola, SIA, Lufthansa, Air France, Finnair, GSK, Pfizer, Sony, Alcatel, Ahold, Lafarge, Norwich Union, Swire Group, AREVA, APRIL, Adidas, Samsung, Astra, TEMASEK, KPMG, DHL, DBS,...

## **PUBLICATIONS (selected)**

### **A - BOOKS -**

de Bettignies, H.C., Ed. (2020), Business Transformation in China, Routledge, 243p.

de Bettignies, H.C., (2014), Puissance et Responsabilité : où en est la Chine ? Paris, Fondation Calouste Gulbenkian, 54p.

de Bettignies, H.C. & Thompson, M., (2009), Leadership, Spirituality and the Common Good, Antwerp, Garant, 130p.

de Bettignies, H.C. & Lepineux, F., (2009), Finance for a Better World : the Shift toward Sustainability, London, Palgrave-McMillan, 230p.

de Bettignies, H.C. & Lepineux, F., (2009), Business, Globalization and the Common Good, London, Palgrave-McMillan, 447p.

de Bettignies, H.C., & Goodpaster, K.E. & Nash, L.L., (2005), Business Ethics: Policies and Persons, New York, McGraw-Hill Irwin, 629p.

de Bettignies, H.C. & Brunon, P., (1998), Le Japon, Flammarion, 127p.

de Bettignies, H.C., Ed. (1997), The Changing Business Environment in the Asia Pacific Region, Boston, International Thomson Business Press, 316p.

de Bettignies, H.C., Ed. (1997), Trade and Investment in the Asia-Pacific Region, Boston, International Thomson Business Press, 224p.

de Bettignies, H.C., (1975), Maîtriser le changement dans l'entreprise ?, Paris, Editions d'Organisation, 246p.

### **B - CHAPTERS IN BOOKS -**

de Bettignies, H.C., (2019), *Spirituality, Caring Organizations and Corporate Effectiveness: Are Business Schools Developing Such a Path Toward a Better Future?*, in Setter, O. & Zsolnai, L. (eds), Caring Management in the New Economy, Palgrave, pp 253-289.

de Bettignies, H.C., (2013), *Can business schools lead the way to a world worth living in?*, in Rothlin, S. & Haghirian, P., Dimensions of Teaching Business Ethics in Asia, Berlin, Springer-Verlag, pp 169-181.

de Bettignies, H.C. & Lepineux, F., (2009), *Business and the Global Common Good: An Interdisciplinary Approach*, in de Bettignies, H.C. & Lepineux, F. (ed), Business, Globalization and the Common Good, Peter Lang, Oxford, pp 27-61.

de Bettignies, H.C., Lepineux, F. & Tan, C.K, (2009), *Insurers' Corporate Responsibility Policies: a Response to the Industry's Bad Image?* in Finance for a Better World, Palgrave-McMillan, pp 118-139.

de Bettignies, H.C. & Lepineux, F, (2007), *Climate Change and the Global Common Good: Emerging Corporate Responsibility Strategies in the Insurance Industry*, in Tang, K. and Yeoh, R., Cut Carbon, grow profits: Business Strategies for Managing Climate Change and Sustainability, London, Middlesex University Press, pp 19-32.

de Bettignies, H.C., (2006), *Developing Leadership and Responsibility: No Alternative for Business Schools*, in Dembinski, P.H. & al., Enron and World Finance: A Case Study in Ethics, Palgrave Macmillan, pp 217-225.

Hunter, M., Le Menestrel, M. & de Bettignies, H.C., (2004), *Ethical Crisis on the Internet: the Case of Licra vs. Yahoo!*, In Koslowski, P. & Al., Business Ethics and the Electronic Economy, London, Springer, pp 177-208.

de Bettignies, H.C., Goodpaster, K.E. & Matsuoka, T., (1999), *The Caux Roundtable Principles for Business: Presentation and discussion*, in Enderle, G., International Business Ethics: Challenges and Approaches, University of Notre Dame Press, pp 132-142.

de Bettignies, H.C., (1999), *Société et Ethique : le Rôle des Dirigeants*, in de Meyer & al., Management Yearbook 1999, Antwerpen, Academici Roularta Media, pp 25-33.

de Bettignies, H.C., (1994), *Japan and E.C. 92*, in Garby, C.G. & Bullock, M.B., Japan: a new kind of Superpower? John Hopkins University Press, pp 79-100.

de Bettignies, H.C., (1993), *Human in Resource Management in Asia*, in Weinshall, T.D. (ed) Society, Culture and Management, New York, de Gruyter, pp 203-209.

de Bettignies, H.C., (1991), *Management in Asia: An Overview*, in Putti, J., Management Asian Context, Singapore, McGraw Hill, pp 252-263.

de Bettignies, H.C., (1990), *NIE-Japanese Strategic Interdependence in the Pacific Basin* in Kulassa, M. (ed), The New Industrializing Economies of Asia, Berlin, Springer-Verlag, pp 128-137.

de Bettignies, H.C., (1987), *Learning from the Euro-Asia Centre Experience*, in Dullum, K.B., Forsknings Politik, Copenhagen, Gyldendal, pp 111-120.

de Bettignies, H.C., (1987), *Human Resource Management in Asia: The Way through Recession*, in Hee, T.J., Seng, Y. P. & Ding, E., Developing Managers in Asia, Addison-Wesley Publishing Company, pp 3-11.

de Bettignies, H.C., (1985), *Informatization in Japan: any learning from Europe?* in Altenpohl, D.G., Informatization: The Growth of Limits, Dusseldorf, Aluminum-Verlag, pp 100-110.

de Bettignies, H.C., (1984), *Modèles, images et réalités de l'organisation économique et industrielle*, in Ranimer l'Europe : regards dans le miroir d'autres civilisations, Société

Amicale des Anciens Elèves de l'Ecole Polytechnique, Paris, Les Editions d'Organisation, pp 62-71.

de Bettignies, H.C., (1980), *The Transfer of Management Knowhow in Asia: An Un-learning Process*, in Garratt, B. & Stopford, J., Breaking Down Barriers, Gower Publishing, pp 293-310.

de Bettignies, H.C., (1979), *The management of technology transfer: can it be learned?* in Richardson, J., Integrated Technology Transfer, Lomond Publications Inc., pp 109-115.

de Bettignies, H.C., (1973), *Japanese Organizational Behavior: a Psychocultural Approach*, in Graves, D. (ed), Management Research: A Cross-Cultural Perspective, Elsevier, pp 75-93.

de Bettignies, H.C. & Rhinesmith, S.H., (1972), *Developing the international executive*, in Chruden, H.J. & Sherman, A.W., Readings in Personnel Management, South-Western Publishing Co., pp 191-200.

de Bettignies, H.C., (1970), *Managerial Backgrounds and Attitudes in a Comparative Perspective*, in Boddewyn, J., Comparative Management: Teaching, Training and Research, New York, Graduate School of Business Administration, New York University, pp 164-173.

## **C - PAPERS IN ACADEMIC JOURNALS -**

de Bettignies, H.C. & Lepineux F., (2009), Can Multinational Corporations Afford to Ignore the Global Common Good, Business and Society Review, Summer, 114:2, pp 153-182

de Bettignies, H.C., Hunter M., & Le Menestrel, M., (2008), Beyond Control: Crisis Strategies and Stakeholder Media in the Danone Boycott of 200, Corporate Reputation Review, Winter, pp 335-350

de Bettignies, H.C., Le Menestrel, M. & Hunter, M., (2002), Internet e-ethics in Confrontation with an Activists' Agenda: Yahoo! on trial, Journal of Business Ethics, Vol 39, N°2, pp 135-144

de Bettignies, H.C., van den Hove S. & Le Menestrel M., (2002), The oil industry and Climate Change: strategies and ethical dilemmas, Climate Policy, N° 2, pp 3-18

de Bettignies, H.C., Le Menestrel, M. & van den Hove, S., (2002), Processes and Consequences in Business Ethical Dilemmas: the oil industry and Climate Change, Journal of Business Ethics, December, Vol 41, N°. 3, pp 267-285

de Bettignies, H.C., (2000), The Corporation as a "Community": an oxymoron? Can business schools re-invent themselves? Concepts and Transformation, Vol. 5, N° 2, pp 165-211

de Bettignies, H.C., (1982), Stratégies japonaises : conséquences pour les firmes Européennes, Revue Française de Gestion, N° 38, Novembre-Décembre, pp 22-30

de Bettignies, H.C., (1980), Analyse des craintes françaises, Revue Française de Gestion, N° 27-28, Septembre-Octobre, pp 16-23

de Bettignies, H.C., (1975), L'Allergie au changement, Revue Française de Gestion, Novembre, N° 2, pp 27-36

## **D - PAPERS IN ACADEMIC CONFERENCES**

de Bettignies, H.C., (2017), Spirituality, caring organizations and corporate effectiveness: are business schools developing such a path toward a better future?, paper given at the Annual European SPES Conference “New Economy - Old traditions: Caring Entrepreneurship Conference”, Coller School of Management Tel Aviv University, September 4-6

de Bettignies, H.C., (2016), Developing responsible leaders in Asia: Beyond compliance toward becoming a "force for good"?, invited paper for the Opening Plenary session of the Symposium "The Challenge of Moral Leadership", organized by the Macau Ricci and the University St Joseph, Macau, November 3

de Bettignies, H.C., (2010), Retooling Business Education in China and in the world, Caux Roundtable and Centre for International Business Ethics, CIBE, Beijing, October 22

de Bettignies, H.C., (2010), The Relevance of Ethics to develop “Responsible Leaders” in China, 17<sup>th</sup> Annual International Vincentian Business Ethics Conference, de Paul University, Chicago, October 15

de Bettignies, H.C., (2010), CSR in China, Problems and Prospects, paper presented at the 3<sup>rd</sup> Shanghai International Conference on Business Ethics, Center for Business Ethics Studies, Shanghai Academy of Social Sciences, October 29

de Bettignies, H.C., (2008), The Challenge of mission-driven Business Education in China, University Notre Dame, USA, June 12

de Bettignies, H.C. & Tan, C.K., (2007), Offshoring and its Impact: Lessons and Policy Implications, paper presented at the 2<sup>nd</sup> International Conference “Globalization and the Good Corporation”, International Centre for Corporate Accountability, Baruch College, CUNY, New York, June 26-28

de Bettignies, H.C. & Tan C.K., (2007), Developing Responsible Leaders in China: Ethics of the Business Education Consumer, paper presented to the Center for International Business Ethics, (CIBE) Annual Conference “Consumer Rights and Corporate Responsibility”, Beijing, October 26-27

de Bettignies, H.C. & Tan, C.K., (2007), Values and Management Education in China, International Management Review, Vol. 3.1, pp 17-37

de Bettignies, H.C. & Tan C.K., (2006), Values and Management Education in China, paper presented to the Center for International Business Ethics (CIBE) “Competitiveness and Social Responsibility”, Beijing, October 20-21

de Bettignies, H.C. & Tan, C.K., (2006), Leadership and Responsibility in China Today, paper presented to the Transatlantic Business Ethics Conference, The Wharton School, University of Pennsylvania, Philadelphia, October 7-8

de Bettignies, H.C., Lepineux, F. & Tan, C.K., (2006), The Insurance Industry Faced With its Bad Image Problem: Embedding corporate Responsibility in Leading Companies, paper presented at the Conference “Corporate Responsibility and Global Business: Implications for Corporate Marketing Strategy”, London Business School, July 13-14

de Bettignies, H.C. & Lepineux, F., (2006), The Global Common Good: Exploring the concept and its Relationship to International Business, paper presented at the International Workshop on Globalization and the Common Good, INSEAD-European SPES Forum, Fontainebleau, September 17-18

de Bettignies, H. C., (1994), Human Resource Management in Japanese firms in Europe, paper presented at The Institute for International Economic Studies (IIES), Symposium “Management Challenges of Japanese Firms in Europe”, published in IIES Seminar Series 9411, Tokyo, November 16

de Bettignies, H.C., (1992), The education of the “global” manager: can the West learn from Japan? Paper presented at the First International Federation of Scholarly Associations of Management, Tokyo, September, 7-9

de Bettignies, H.C., (1991), Ethics and International Business: a European Perspective, Tokyo Conference on the Ethics of Business in a Global Economy, organized by the Institute of Moralogy, Reitaku University, Kashiwa-shi, September 10-12

de Bettignies, H.C., (1991), Changes in Europe and their Impact on FDI in Asia and the Pacific, paper prepared for the Roundtable on Foreign Direct Investment in Asia and the Pacific, sponsored by the International Finance Corporation and the East West Center, March 26-28

de Bettignies, H.C., (1975), Japanese management system for tomorrow’s international interdependence, paper presents at the 2<sup>nd</sup> Tsukuba International Symposium on The Role of Japan in the Future World, December 17-19, 1975 Proceedings of the Conference, pp 126-138

de Bettignies, H.C., (1974), Changing Organizations and developing a New Environment, in Changing Organizations and the role of management development, Proceedings of the 3rd EFMD Annual Conference, Torino, May, pp 13-25

## **E - ARTICLES -**

- de Bettignies, H.C. (2019), Developing Responsible Leaders and Entrepreneurs in Asia: Policy Implications, Higher Education in Southeast Asia and Beyond (HESB), February 2019, N° 5, pp 3-5
- de Bettignies, H.C., (2018), Developing Responsible Leaders in China: Beyond Compliance Toward becoming a “Force for Good”, The Journal of the Macau Ricci Institute, pp 97-110
- de Bettignies, H.C., (2017), Developing Responsible in China within a Global Context, The Journal of the Macau Ricci Institute, September, pp 77-87
- de Bettignies, H.C. & De Cremer, D., (2013), Pragmatic Business Ethics, Business Strategy Review, Vol 24, N°2, pp 64-67
- de Bettignies, H.C., (2013), Developing Responsible Leaders: who is Responsible? Reflections, GRLI (Globally Responsible Leadership Initiative), June 2013, pp 6-18
- de Bettignies, H.C. (2011), CSR 'fatigue' and China's Performance, Global Responsibility, No. 4, pp 31-34 (or [www.grli.org](http://www.grli.org))
- de Bettignies, H.C., (2009), Pour une véritable Ethique de la responsabilité, La Tribune, June 29, p 8
- de Bettignies, H.C., (2008), CSR towards' responsible competitiveness in China, Euro-Biz, May, pp 30-34
- de Bettignies, H.C. & Tan C.K., (2008), Can responsibility be taught? Peking University Review, 2, pp 84-89
- de Bettignies H. Annual EFMD C., (2008), The Value of Values in Management Education in Asia, Finance & Common Good, n°30, pp 67-73
- de Bettignies, H.C., (2007), Back to the basics for captains of Industry, South China Morning Post, December 3
- de Bettignies, H.C., (2007), Government needs to push and pull on CSR, South China Morning Post, December 10
- de Bettignies H. C., (2007), Clear the Obstacles of Change, Business Management Review Magazine, October 8, p 56 (in Chinese)
- de Bettignies H.C., (2006), “Financial Services and its Image in Society: reputational risk”, presentation at the Institute of Financial Services IFS School of Finance Master-class Series, London, May 26 (available from IFS)
- de Bettignies, H.C. & Tan. C.K., (2006), Offshoring and its impact: lessons and policy implications, INSEAD Research Paper Series, p 33
- de Bettignies, H.C. & Stern, S., (2006), Bribery: what’s worth? World Business, July-August, pp 42-46



de Bettignies, H.C., (2004), Learning from the West: the right medicine for Japan? International Journal of Business Governance and Ethics, Vol.1, No.1, pp 95-110

de Bettignies, H.C., (2004), Developing Leadership and Responsibility: no alternative for business schools Finance and Common Good, N° 18-19, pp 140-147

de Bettignies, H.C., (2003), Avoiding Enron 2: Modern Capitalism must change, Finance Foundation Review, N° 1, pp 41-54

de Bettignies, H.C., (2003), Where we weigh in: Taking the lead in responsibility, INSEAD Quarterly, Spring, pp 3-5

de Bettignies, H.C., (2003), Business Schools and Society: The Limits of Responsibility? The Business Link, Spring, No.5, pp 33-37

de Bettignies, H.C. (2001), Analyst questions effectiveness of “no haste, be patient”, in Taipei Times, March 19, 2001

de Bettignies, H.C., (1996), Learning at the Top, Asian Business, No. 9, pp 50-53

de Bettignies, H.C., (1995), De la Conscience à la Responsabilité : les Futurs Dirigeants face à l’Ethique, Pratiques Psychologiques, Vol. 3, pp 37-48

de Bettignies, H.C., (1994), Le Japon en crise, Les Cahiers de l’Institut de l’Entreprise, Janvier, No. 13, pp 42-45

de Bettignies, H.C., (1992), Les “Trente Glorieuses” du Japon, Les Cahiers de l’Institut de l’Entreprise, No. 6, pp 19-23

de Bettignies, H.C., (1992), Réflexions d’un enseignant voyageur, Projet, Hiver, No. 232, pp 62-66

de Bettignies, H.C., (1991), Face to Face with Japan, Stanford Business School Magazine, pp 12-15

de Bettignies, H.C., (1990), Japan: The economic success story, Optima, Cape Town, Vol. 37. 4, pp 170-175

de Bettignies, H.C., (1988), Southeast Asian Managers for the Year 2000, World’s Executive’s Digest, July, pp 83-86

de Bettignies, H.C., (1987), Integrating Vision, Strategy and Management Skills: Challenges and Rewards for Malaysia in the 1990’s, Malaysia Management Review, Vol 22, N° 1, pp 8-18

de Bettignies, H.C., (1986), HRM in Asia: the way through recession, Euro-Asia Business Review, Vol. 5. 2, pp 19-22

de Bettignies, H.C., (1986), Les performances du Pacifique, Libre-Service Actualités (LSA), No. 1007, 4 Janvier, pp 49-58

de Bettignies, H.C., (1984), The Challenge of Management Training in Asia, Euro-Asia Business Review, Vol. 2. 4, pp 34-39

de Bettignies, H.C., (1984), Stratégies Japonaises : Conséquences pour les Firmes Européennes, France-Japon Eco, No. 20, pp 11-17

de Bettignies, H.C., (1983), Learning needs Culture and the Transfer of Management Know-how, Performance: the Hong Kong Journal of Human Resources Development, January, pp 32-37

de Bettignies, H.C., (1982), Can Europe survive the Pacific Century? Euro-Asia Business Review, Vol. 1. 1, pp 10-14

de Bettignies, H.C., (1981), Le professionnalisme : qualité première pour réussir au Japon , Bulletin de la Chambre de Commerce et d'Industrie Française du Japon, Avril, pp 16-17

de Bettignies, H.C., (1980), L'entreprise nipponne face à la crise, Le Monde Diplomatique, 22 janvier

de Bettignies, H.C., (1979), La sociologie des organisations : le cas du Japon, Colloque de l'Association pour l'Etude de la Langue et de la civilisation Japonaise, publié dans Les Etudes Japonaises en France, Fondation du Japon, pp.118-130

de Bettignies, H.C., (1978), Can Europe learn from Japan? Chelwood Review, 4, pp 38-44

de Bettignies, H.C., (1978), Hong Kong managers require new skills for operating internationally, The Hong Kong Manager, Vol 14, N° 3, March 1978

de Bettignies, H.C., (1978), La gestion des transferts de technologie est-elle une science? Impact: Science and Society, UNESCO, Vol 28, No. 4, pp 341-348

de Bettignies, H.C., (1975), The European reaction to the crisis: creating a new society, in Tsukuru (Creation), Tokyo, May 1975, pp. 106-113 (in Japanese)

de Bettignies, H.C., (1975), Management Development : The International Perspective, Malaysian Management Review, August, Vol. 10. 2, pp 38-46

de Bettignies, H.C., (1972), Lettre ouverte aux partenaires, La Gazette du CEDEP, October, p 5

de Bettignies, H.C. & Evans P.L., (1971), The future à la Française: how French companies see their strategy, European Business, Summer, No. 30, pp 1-8

de Bettignies, H.C. & Rhinesmith, S.H., (1970), Developing the International Executive, European Business, January, No. 24, pp 1-6

de Bettignies, H.C., (1970), Leaders Across the Ocean: Comparing American and European Chief Executives, European Business, Summer, No. 26, pp 56-63

de Bettignies, H.C., Hall, D. J. & Amado-Fishgrund G., (1969), The European Business Elite: and Exclusive Survey in Six European Countries, European Business, October, No. 23, pp 45-55

de Bettignies, H.C. & Hall, D.J., (1968), Training Better Executive: Problems and Progress, European Business, January, No. 16, pp 1-8

de Bettignies, H.C. & Hall, D.J., (1968), The French Business Elite, European Business, October, No. 19, pp 1-10

## **F - INVITED PUBLIC LECTURES -**

*Developing Responsible Leaders and Entrepreneurs in Asia: a Challenge for Policy Makers in Higher Education*, keynote speech given at the SEAMEO International Conference "Leadership and Management in Higher Education in a Globalized World: Innovations and Best Practices", Ho Chi Minh City, July 5, 2018

*Leadership bienveillant et culture de 'care' : porte étroite pour une meilleure santé au travail*, Seminar "Santé et Entreprise" by the Association Santé Globale et Travail, IMD, Lausanne, March 23, 2018

*Médecins & Managers : un partenariat en bonne santé ?* Séminaire "Santé et Entreprise" The Institute Universitaire Romand de Santé au Travail, Université de Lausanne, Novembre 17, 2017

*Developing responsible leaders in China: the challenge of management education*, Jinan University, Guangzhou, November 1, 2016

*Managing Change: the leader's responsibility? Can business schools help?*, keynote speech for the Global INSEAD Annual Conference, Bucharest, September 9-11, 2016

*Making our future better: business schools as a force for good?*, INSEAD Leaders Alumni Forum Asia, Tokyo, November 20, 2015

*Fighting corruption, the Chinese way: any alternative?*, INSEAD Alumni, Singapore, September 4, 2015

*Managing change for a newly emerging civilization: what kind of leaders do we need?* invited lecture, Bank of East Asia, Hong Kong, January 12, 2015

*Comment ancrer les principes d'une nouvelle gouvernance des entreprises dans l'éducation des futurs dirigeants et dans la formation des dirigeants actuels ?* invited paper for the Closing Conference of Philosophie & Management, Brussels, June 23, 2014

*Developing responsible leaders today in Indonesia: lessons from experience*, invited lecture for the LPP Executive Forum: Leadership in a Challenging Era, Hotel Borobudur, Jakarta, October 13, 2013

*What is wrong with leadership and why it needs to change*, keynote speech given at the opening of the GRLI Leadership for Climate Change and Sustainability Academic Symposium, La Trobe University, Melbourne, February 28, 2011

*Leadership and Governance for the Sustainable Enterprise*, APABIS, UN University, Tokyo, November 4, 2010

*Developing Responsible Leaders and Entrepreneurs in and for Asia: Overcoming the risks to take the wrong road*, opening speech of the 1<sup>st</sup> Conference “Implementing International Business Ethics in an Asian Context”, organized by the Center for International Business Ethics (CIBE, Beijing), Ateneo University, Manila, August 19-21, 2010

*Corporate Responsibility in the land of Confucius: is Chinese CSR an oxymoron?* Queen's University, Kingston, Ontario, April 26, 2010

*Building Responsible Leadership and Sustainable Development in China*, Jinan University, Guangzhou, November 16, 2008

*Sharing for understanding, building trust for managing interdependence: a few thoughts for a debate*, prepared for the China-Europe Forum, held in Fontainebleau, October 4-5, 2007

*Grooming responsible leaders: a challenge without alternative*, The Aviva Keynote Address, Gibson Hall, London, March 21, 2005

*Developing Leadership and Responsibility: is there an alternative?* the Inauguration of The Aviva Chair "Leadership and Responsibility", INSEAD, March 3, 2004

*Learning from the West: the right medicine for Japan?*, The 3<sup>rd</sup> Handa Lecture, University of Wolverhampton, October 6, 2002

*Learning from the past to build the future*, 20<sup>th</sup> Anniversary of the Euro-Asia Center, Fontainebleau, November 17, 2000

*The corporation as a "community": an oxymoron? Can business schools re-invent themselves?*, The Inaugural Dean F. Berry Memorial Lecture, Fontainebleau, November 6, 1999

*Competition, Truth and Trust on the path to Globalization: can we survive ethical relativism?* The E.H. Young Memorial Lecture, University of Bristol, February 24, 1998

*The “Ethical Dilemma”: Why?* Keynote speech delivered at the conference “the Ethical Dilemma: challenges for Leaders” organized by the Instituto Universitario Euroforum Escorial, El Escorial, Madrid, February 16-17, 1996

*Human Resources, Labor Rights, Social Innovation: Challenges and opportunities in the Asia Pacific Region*, keynote speech given at the 4<sup>th</sup> Asia Pacific HRM Conference “Human Resource Challenges and Opportunities in the Asia Pacific Region”, Singapore, May 29-30, 1995

*Crise économique et transformation de la société au Japon*, Institut de l'Entreprise (IDEP), Paris, Novembre 17, 1993

*Business ethics its relevance for CEOs in Greece?* keynote speech given at the 3<sup>rd</sup> Conference of the Association of Chief Executives Officers, Athens, March 11, 1992

*Changes in Europe and their Impact on FDI to Asia and the Pacific*, Roundtable on Foreign Direct Investment in Asia and the Pacific, sponsored by the IFC and The East West Center, Honolulu, March 26-28, 1991

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