

QUY NGUYEN HUY
INSEAD
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EDUCATION

MCGILL UNIVERSITY, Montreal, Quebec, Canada
1999: Ph.D., Strategy (Thesis Supervisors: Henry Mintzberg & Frances Westley)
1999: Doctoral Dissertation, Dean's Honors List
1996-1998: Social Sciences and Humanities Research Council
Doctoral Fellowship (Canada) of about \$15,000
1995: McGill Doctoral Scholarship

1983: MBA, General Management

1978: Bachelor in Electrical Engineering
1978 Distinction and University Scholar in Electrical Engineering

1994: CFA (Chartered Financial Analyst)

ACADEMIC APPOINTMENTS

INSEAD

2019- Present: Academic Director, China Initiative & Solvay Chaired Professor of Technological Innovation
2017 – Present: The Solvay Chaired Professor of Technological Innovation
2015 – Present: Full Professor, Strategy and Management
2007 – 2015: Associate Professor (with tenure), Strategy and Management
2002 – 2006: Associate Professor (without tenure), Strategy and Management
1998 – 2002: Assistant Professor, Strategy and Management;

AWARDS & HONORS

2020 World's top 2 percent of most cited scientists in Business & Management (Stanford [study](#)) (one of nine INSEAD standing faculty of 150 professors)
2020 Best Paper Award, Academy of Management, Organization Development & Change Division. "Do we have time to change now? How tensions in valorizing time influence planned organizational change" (Biniari, M., Huy, Q., & Ravasi, D.)
2020 Best Proposal Award, Strategic Management Society, Strategy Process Interest Group. "Power to the people? The limits of equality-based involvement in managing strategic change" (Mack, D., & Huy, Q.)

- 2018 Best Paper Award, Academy of Management, Strategy as Practice Interest Group. "Shaping top managers' moods: Board emotion regulation in the strategy formulation process" (T. Vuori, Huy, Q.)
- 2016 Finalist, Best Paper Academy of Management, Organization Development and Change division. "Leading strategic change under uncertainty." (Huy, Q., Sonenshein, H., Bresman, H.)
- 2014 Best Paper in Graduate Management Education Award--sponsored by the Graduate Management Admission Council--for the most significant contribution to graduate management education. Management Education Division. "Emotional Teaching: How CEOs develop top management teams in Chinese Firms." (Huy, Q, Chen, W., Tang, G.)
- 2011 Rupe Chisolm Best Practice Paper Award, for demonstrating how theory informs practice and reflective practice enriches concepts and theories. Academy of Management. "An emotion-based view of post merger integration." (Huy, Q. & Reus, T.)
- 2011 Top Five Finalist Academy of Management Carolyn Dexter Best International Paper Award: paper making an exceptional contribution to the internationalization of the Academy of Management. "The influence of Eastern and Western societal cultures in managing strategic change." (Maddux, W., Huy, Q., Sanchez-Burks, J.)
- 2007 Academy of Management Best Conceptual Paper Award, Entrepreneurship Division. "How entrepreneurs regulate stakeholders' emotions to build new organizations." (Huy, Q & Zott, C.)
- 2002 Best Paper Award Academy of Management, Organizational Development & Change Division. "Emotional filtering and strategy change." (Huy, Q.)
- 2000 William H. Newman Award, Academy of Management: paper based on doctoral research displaying a distinctive contribution to knowledge and rigorous research design. "Humanistic values & strategic change." (Huy, Q.)
- 2000 Free Press best dissertation award finalist, Academy of Management, Business Policy/Strategy Division "Anatomy of a radical change" (Huy, Q.)
- 1998 Best Doctoral Student Paper Award, Academy of Management. "Navigation Styles and Corporate Change." (Huy, Q.)

PUBLICATIONS

PEER-REVIEWED JOURNALS

Rouven. K., Huy Q., Hoegl M., Bauman J. Forthcoming. No change is an island: How interferences between change initiatives evoke emotions that undermine implementation. *Academy of Management Journal*.

Vuori, T. & Huy, Q. Forthcoming. Socially distributed emotion regulation: insights from Nokia's radical strategic change. *Academy of Management Journal*.

- Rouven, K., Huy Q., Hoegl M., Bauman J. 2021 (June). How to reduce the risks of change-collision when launching multiple change initiatives. *MIT/Sloan Management Review* article.
- Treppers, T. Klarners, P., Huy, Q. 2020. Emotions, time, and strategy: The effects of happiness and sadness on strategic decision making under time constraints. *Long Range Planning*.
- Sguera, F., Bagozzi, R., Huy, Q., Boss, W., Boss, D. 2019. What We Share is Who We Are and What We Do: How Emotional Intimacy Shapes Organizational Identification and Collaborative Behaviors. *Applied Psychology: An International Review*.
- Sguera, F., Bagozzi, R., Huy, Q., Boss, W., Boss, D. 2019. The More You Care, the Worthier I Feel, the Better I Behave: How and When Supervisor Support Influences (Un)Ethical Employee Behavior. *Journal of Business Ethics*.
- Huy, Q., Zott, C. 2019. Exploring the Affective Underpinnings of Dynamic Managerial Capabilities: How Managers' Emotion Regulation Behaviors Mobilize Resources for Their Firms. *Strategic Management Journal*, 40, 1:28-54.
- Vuori, N., Vuori, T., Huy, Q. 2018. Emotional practices: How masking negative emotions impacts the post-acquisition integration process. *Strategic Management Journal*, 39: 859-893.
- Kunisch, S., Bartunek, J., Mueller, J., Huy, Q. 2017. Time in Strategic Change Research. *Academy of Management Annals*, 11, 2: 1-60.
- Ashkanasy, N., Humphrey, R., Huy, Q. 2017. Special topic forum on Integrating affect and emotion in management theories. *Academy of Management Review*, 42, 2: 175-189.
- Guo, Y., Huy, Q. & Zhixing X. 2017. How middle managers manage the political environment to achieve market goals: Insights from China's state-owned enterprises. *Strategic Management Journal*, 38, 3: 676-696.
Excerpts reported in *Jakarta Post* (Indonesia)
- Graebner, M., Heimericks, K., Huy, Q., Vaara, E. 2017. The process of postmerger integration: a review and agenda for future research. *Academy of Management Annals*, 11, 1:1-32.
- Sguera, F., Bagozzi, R., Huy, Q., Boss, W., Boss, D. 2016. Curtailing the harmful effects of workplace incivility: the role of structural demands and organization-provided resources. *Journal of Vocational Behavior*, 95-96: 115-127

Vuori, T. & Huy, Q. 2016. Distributed attention and shared emotions in the innovation process: How Nokia lost the smartphone Battle. *Administrative Science Quarterly*, 61, 1:9-51.

Excerpts reported in:

Financial Times, 2016, Intel's Andy Grove and the difference between good and bad fear, <http://www.ft.com/cms/s/0/4c84d2e8-fa5f-11e5-8f41-df5bda8beb40.html#axzz45bRrIqKV>, April 11, 2016 12:36 pm,

Smartbrief, (a leading business newsletter describing the Nokia study), 2015 <http://www.smartbrief.com/s/2015/09/culture-fear-dragged-down-nokia>

El Confidencial, (major Spanish online newspaper, describing the Nokia study), 2015 http://www.elconfidencial.com/alma-corazon-vida/2015-09-24/la-razon-del-hundimiento-de-nokia-y-es-algo-que-pasa-todos-los-dias-en-tu-empresa_1033982/

Estrategias de Inversion, (a Spanish business newspaper, describing the Nokia study), 2015 <http://www.estrategiasdeinversion.com/invertir-corto/noticias/paso-nokia-siendo-lider-mercado-telefonía-movil-cedio-posicion-290514>

Tech.ifeng.com, 2015, (leading Chinese business and technology news site, describing the Nokia study)
谁杀死了诺基亚？两年后欧洲第一商学院教授找到真相,
http://tech.ifeng.com/a/20150930/41484606_0.shtml

Helsingin Sanomat, Sunday editorial in Finland's most appreciated newspaper), 2015
<http://www.hs.fi/m/paakirjoitukset/a1443236912653?ref=hs-test-prio-4>

YLE: "Was Nokia managed by fear" (Live interview in the national broadcast channel), 2015 <http://areena.yle.fi/1-3046272>

Talouselämä (the main weekly business magazine in Finland) 2015,
<http://www.talouselama.fi/uutiset/nokia-tutkija-yllattyi-pelon-ilmapiirista-ulkoapain-kulttuuri-oli-nayttanyt-paljon-positiivisemmalta-6000534>

Kauppalehti (the main business newspaper in Finland; front page; person of the week) 2014, <http://www.kauppalehti.fi/uutiset/pelko-tukki-nokian-johtajien-suut/mrGYuuGH>

The Edge Malaysia (the leading weekly business publication across Malaysia and Singapore), 2014
<http://www.theedgemaalaysia.com/management/280296-what-could-have-saved-nokia-and-what-can-other-companies-learn.html>

Forbes India, 2014, <http://forbesindia.com/article/insead/what-could-have-saved-nokia-and-what-can-other-companies-learn/37423/1>

Iltalehti (the most popular news site in Finland and a daily newspaper), 2014, editorial and front-page story,
http://www.iltalehti.fi/talous/2014061018389931_ta.shtml;
http://www.iltalehti.fi/talous/2014061018389931_ta.shtml

Savon Sanomat (an important regional newspaper in Finland), 2014, editorial <http://www.savonsanomat.fi/mielipide/artikkelit/peloton-yrittys-menesty/1831811>

Sanchez-Burks J., Bartel C., Rees, L., Huy, Q. 2016. Assessing Collective Affect Recognition via the Emotional Aperture Measure. *Cognition and Emotion*, 30, 1: 117-133.

Huy, Q., Corley, K. A. Kraatz, M. 2014. From support to mutiny: Shifting legitimacy judgments and emotional reactions impacting the implementation of radical change. *Academy of Management Journal*, 57, 6: 1650-1680.

Huy, Q. & Shiplov, A. 2012. The key to social media success within organizations. *MIT Sloan Management Review*, Fall, 54(1): 73-81.

Huy, Q. August 2012. Emotions and Strategic Organization: Opportunities for impactful research. *Strategic Organization*, 10: 240-247

Huy, Q. 2012. Improving the Odds of Publishing Inductive Qualitative Research in Premier Academic Journals. *The Journal of Applied Behavioral Science*, 48, 2: 282-287

Huy, Q. 2011. How middle managers' collective emotions and social identities influence strategy implementation. *Strategic Management Journal*, 32: 1387-1410.

Suddaby, R., Hardy, C., Huy, Q. 2011. Where are the new theories of organization. *Academy of Management Review*, 36, 2:236-246.

Sanchez-Burks, J. and Q. Huy 2009. Emotional Aperture and Strategic Change: The Accurate Recognition of Collective Emotions. *Organization Science*, 20, 1: 22-34.

Huy, Q. and C. Zott 2009. Trust me. *MIT Sloan Management Review/Wall Street Journal Business Insights*. November 30 2009.

Zott, C, and Q. Huy, 2007. How entrepreneurs use symbolic management to acquire resources. *Administrative Science Quarterly*, 70-105.

Huy, Q. 2005. An emotion-based view of strategic renewal. *Advances in Strategic Management*, 22: 3-37.

Huy, Q. & H. Mintzberg 2003. The rhythm of change. *MIT Sloan Management Review*, 44(4): 79-84.

Huy, Q. 2002. Emotional balancing of organizational continuity and radical change: The contribution of middle managers. *Administrative Science Quarterly*, 47: 31-69.

Huy, Q. 2001. In praise of middle managers. *Harvard Business Review*, 80: 72-79.
Lead article
Selected by Harvard Business Review as "Breakthrough ideas for today's business agenda" (2002). Excerpts reported in *Financial News* (UK), the *Sunday Telegraph* (UK), *Le Figaro* (France), *La Tribune* (France), *Observer* (Denmark), *Hansen* (Denmark), *The Globe and Mail* (Canada), *Chicago Tribune* (USA), *Harvard Business Review's* first edition in China.

Huy, Q. 2001. Time, temporal capability, and planned change. *Academy of Management Review*, 26: 601-623.

Huy, Q. 1999. Emotional capability, emotional intelligence, and radical change. *Academy of Management Review*, 24: 325-345.
Excerpts reported in *Financial Times* (UK), *Les Echos* (France), and *Semario Economico Management* (Portugal).

BEST PAPER PROCEEDINGS (PEER-REVIEWED)

Biniari, M., Huy, Q., Ravasi, How Tensions in Valorizing Time Influence Planned Organizational Change. *Academy of Management Best Paper Proceedings 2020*. Organization Development and Change Division.

Mack, D., Huy, Q. Power to the People? The Limits of Equality-based Involvement in Managing Strategic Change. *Academy of Management Best Paper Proceedings 2020*. Organization Development and Change Division.

Saoure, K, Huy, Q. CEO's Temporal Strategies to Pacify Warring Coalitions. *Academy of Management Best Paper Proceedings 2019*. Best Paper Award, Strategy as Practice Interest Group.

Vuori, T., Huy, Q. Shaping top managers' moods: Board emotion regulation in the strategy formulation process. *Academy of Management Best Paper Proceedings 2018*. Best Paper Award, Strategy as Practice Interest Group.

Huy, Q., Sonenshein, H., Bresman, H. Leading strategic change under uncertainty. *Academy of Management Best Paper Proceedings 2017*. Development and Change Division.

Vuori T. & Huy Q. Mental models and affective influence in inter-organizational collaboration for new technology. *Academy of Management Best Paper Proceedings 2016*. Managerial Organization Cognition Division.

Huy, Q, Chen W., Tang, G. Emotional Teaching: How CEOs develop top management teams in Chinese Firms. Recipient of Graduate Management Education Award--sponsored by the Graduate Management Admission Council--for the most significant contribution to graduate management education. *Academy of Management Best Paper Proceedings 2015*. Management Education Division.

Vuori T & Huy Q. Emotional Sensegiving. *Academy of Management Best Paper Proceedings 2013*. Finalist for MOC best paper award.

Sguerra, F., Bagozzi, R., Huy, Q., Boss, W., Boss, D. Emotion Sharing and Organization Identification. *2012*.

Huy, Q. & Reus, T. 2011. An emotion-based view of post merger integration. *Academy of Management Best Paper Proceedings 2011*. Recipient of Rupe Chisolm Practical Theory Award for demonstrating how theory informs practice and reflective practice enriches concepts and theories.

Maddux, W., Huy, Q., Sanchez-Burks, J. 2011 The influence of Eastern and Western societal cultures in managing strategic change. *Academy of Management Best Paper Proceedings 2011*. Nominated by Organizational Development and Change Division division for all Academy Dexter Award: paper making an exceptional contribution to the internationalization of the Academy.

Biniary, M. & Huy, Q. 2011. Bringing the honey out of people: managing envy to help organizational innovation processes. *Academy of Management Best Paper Proceedings 2011*.

Sguerra, F., Bagozzi, R., Huy, Q., Boss, W. 2011. Workplace Incivility and Turnover Intentions: The Efficacy of Managerial Interventions. *Academy of Management Best Paper Proceedings 2011*.

Huy, Q. 2009. Interaction between Cognition and Emotion on Processes of Strategic Renewal, *Academy of Management Best Paper Proceedings 2009*.

Huy, Q. and C. Zott 2007. How entrepreneurs regulate stakeholders' emotions to build new organizations. *Academy of Management Best Paper Proceedings 2007*. Also Best paper, Entrepreneurship Division, Academy of Management, 2007

Durand, R and Huy, Q. 2007. Knowledge sharing in organizations: Inviting ethics and emotion to the banquet. *Academy of Management Best Paper Proceedings*.

Huy, Q. 2002. Emotional filtering and strategic change. Academy of Management, 2002. *Academy of Management Best Paper Proceedings 2002*. Also Best Paper, *Organization Development & Change* Division, 2002

Huy, Q. 2000. Do humanistic values matter?" *Academy of Management Best Paper Proceedings 2000*.

Academy of Management 2000 William H. Newman Award for paper based on doctoral research displaying a distinctive contribution to knowledge and rigorous research design

Huy, Q. 1998. Change navigation styles and corporate revitalization. *Academy of Management Best Paper Proceedings 1998*.

Reprinted in *Academy of Management Organization Development & Change Newsletter*, 1999: 11-15

BOOK CHAPTERS

Huy, Q, Vuori, T. 2021. Emotionality and Change. In M.S. Poole & A. Van de Ven (Eds.), *The Oxford Handbook of Organizational Change and Innovation* (Second edition), Oxford University Press. Pp 751-765.

Huy. Q., Scheef C. Forthcoming. Emotion and Strategic Renewal. In A. Tuncdogan, A. Lindgreen, F. van den Bosch, H. Volberda (Eds.), *Handbook of Strategic Renewal: XX-XX*, Routledge.

Huy, Q., Mack, D. Forthcoming, Strategic Change and Renewal. In Duhaime, I., Hitt, M. & Lyles, M. (Eds.), *Strategic Management: State of the Field and Its Future*. Oxford University Press. Pp. XX-XX.

Huy, Q. & Guo, Y. 2017. Middle managers' emotion management in the strategy process. In S. W. Floyd & B. Wooldridge (Eds.), *Handbook of Middle*

Management Strategy Process Research: 133-153, Edward Elgar Publishing Inc. Cheltenham, UK.

Huy, Q. 2011. Emotions and strategic change. *The Oxford Handbook of Positive Organizational Scholarship*. K. Cameron and G. Spreitzer (eds). Oxford University Press.

Van der Heyden, L. and Huy, Q. 2008. Procedural justice and emotional intelligence. In *Family Values and Value Creation*. J. Tapies and J. Ward (eds). New York: Palgrave Macmillan. Pp. 214-235.

Huy, Q. 2008. How contrasting emotions can enhance strategic agility. In *Research Companion to Emotion in Organizations*. N. Ashkanasy and C. Cooper (eds). Northampton, MA, USA: Edward Elgar. Pp. 546-560.

Durand, R. and Huy, Q. 2008. Practical wisdom and emotional capability as antecedents of organizational accountability in revolutionary change processes” (2008) In *Research on emotion in organizations: Emotions, ethics and decision-making*. W. J. Zerbe, C. E. J. Härtel, & C. E. Ashkanasy (eds.). Bingley, UK: JAI Press. Vol. 4. Pp 311-332.

Huy, Q. 2008. Emotional patterns in organizations. In *International Encyclopedia of Organization Studies*. S. Clegg & J. Bailey (eds.). Thousand Oaks, CA: Sage Publications. Vol. 2 Pp. 436-437.

Huy, Q. 2005. Emotion management to facilitate strategic change and innovation: How emotional balancing and emotional capability work together. In *Emotions in organizational behavior*. C. Härtel, W. Zerbe & N. Ashkanasy (eds.). Mahwah, NJ: Lawrence Erlbaum Associates. Pp. 295-316.

Huy, Q. 2004. The four thrusts of strategic renewal. In *Next generation business handbook: New strategies from tomorrow's thought leaders*. S. Chowdhury (ed.). Hoboken, NJ: John Wiley & Sons. 2004. Pp. 941-955.

Huy, Q. 2000. Emotional capability and corporate change. In *Financial Times Mastering Strategy*. T. Dickson (ed.). London, UK: Pearson Education. Pp. 306-311.

BOOK REVIEWS

Huy, Q. 2010 . Paul Osterman: The truth about middle managers: who they are, how they work, why they matter. *Administrative Science Quarterly*, 55: 167-169.

Huy, Q. 2008. Simon Down: Narratives of an Enterprise: Crafting Entrepreneurial Self-identity in a Small Firm. *Administrative Science Quarterly*, 53: 374-376.

PAPERS WITH REVISE & RESUBMIT

Bottom up collective emotion regulation behaviors in intraorganizational innovation.

Why do some multinational firms respond better than others to the hostility of host governments? Proximal embedding and the side effects of local partnerships.

PAPERS UNDER FIRST JOURNAL REVIEW

Partnering to Innovate: Credibility Building Actions and Legitimacy Judgment Stages. .

An Emotion-based View of Intertemporal Framing: How Corporate Leaders Convey the Future to Mobilize Organizations for Social Change.

Organizational Approach Emotions and Sharing Sensitive Knowledge in a High-Performance Hospital.

PAPERS UNDER PREPARATION FOR SUBMISSION WITHIN NEXT YEAR

How Tensions in Valorizing Time Influence Planned Organizational Change.

Emotional teaching: How CEOs develop top management teams in Chinese Firms.

Providing low-cost large-scale quality health care to the poorest in India: The contribution of emotional routines in a large hospital.

Power to the people? Psychological underpinnings of multi-hierarchical voice.

PAPERS UNDER PREPARATION FOR SUBMISSION WITHIN NEXT TWO YEARS

A Behavioral Process Model of Organizing for Entrepreneurial Growth: How Temporal Visioning Influences the Fast Scaling (Up and Down) of an Online-to-Offline Platform.

How a small low-tech firm develop competencies to become a high technology firm over time: exploring the interaction of resourcing, emotion regulation, and temporal dimensions.

How emotional fatigue influences strategic decision making about social good.

How digital technologies designed to unite divide.

Intrapreneurship for spiritual care in a scientific hospital.

The interplay between post-merger integration and strategic renewal and how it impacts performance outcomes.

Intra- and Inter-team processes as underpinnings of Managerial Dynamic Capabilities.

CASE STUDIES

Longfor: A non-traditional company in China (with teaching notes)

Inglot: Conquering the world (with teaching notes)

Ikea A: Ikea's Strategy Today

Ikea B: How IKEA's strategy was formed

BP Oil Rig Disaster: CEO Tony Hayward and Crisis Management (for Executive course on management of public collective emotions)

The rise and fall of UBS under CEO Marcel Ospel (for teaching strategy execution in two culturally different banking systems, USA and Switzerland)

Portrait of an Emotional Leader: Apple Steve Jobs (for teaching link between emotional CEO's actions and execution of business strategy)

Building emotional energy for renewal: Nissan. INSEAD case 2010. (Condensed and refined version of previous Nissan case 2004)

Strategic improvement turned sour: National Air. INSEAD case 2004. (How the top management team developed a good strategy but failed in realizing it. Highlight the emotional barriers to strategic turnaround.)

Building emotional capital for strategic renewal: Nissan (1999-2002). INSEAD case 2004. (How Carlos Ghosn and the French team built social and emotional capital with Japanese Nissan to renew a company close to bankruptcy within 3 years.)

Streamline (A), (B), (C). INSEAD case 2002—How a middle manager contributes to making a merger work. (Illustrates emotion management in post-merger integration. Teaching notes describe emotional capability in organizations supplied with the case and is distributed via ECCH.) *With Teaching Notes*.

Vector (A), (B), (C). INSEAD case 2003. How a middle manager interacted with a militant union to implement a controversial change. (Illustrates strategy implementation by middle managers; time pacing and sequencing of change actions; emotion management; socializing style of change. Teaching notes describe political attunement and emotional capability in organizations supplied with the case and is distributed via ECCH.) *With Teaching Notes*.

TWO BOOK MANUSCRIPTS UNDER PREPARATION

Huy, Q. *Emotional Capital as Strategy*.

Huy, Q. & Jarrett, M. *Hidden Levers of Strategy Execution*.

ONGOING RESEARCH PROJECTS

1. This inductive field work investigates how established large organizations are using digital technologies to change their professional work culture, and the impact of these emerging technologies on companies' strategies, work processes, and development of new organizational capabilities (With H. Ibarra at LBS.).
2. A second similar inductive study in another large multinational company based in the Silicon Valley has been started with another team of researchers (G. Lanzallo at Cass, London, UK)
3. This inductive field work investigates how established large organizations are using design thinking to foster large scale organizational innovation, and the challenges associated with pursuing innovation objectives while subject to typical constraints in organizational resources and change. (With D. Ravassi and M. Biniari)

4. This inductive field study examines how a large specialty care hospital in India managed to provide free high quality cardio and neurological surgeries to large number of very poor and despite people in India with low operating costs (With Guo, Y.). Expected to contribute to social impact and innovation research.
5. This inductive field study examines how a group of entrepreneurial women in a large specialty care hospital in India challenge the medical establishment over a decade to provide holistic compassionate health care that addresses patients' spiritual and emotional needs over and above technological medical treatment, with the goal of lowering the cost of health care while increasing quality and odds of recovery (With Guo, Y.). Expected to contribute to social impact and innovation research.
6. This inductive field work explores how Nokia has been managing the post-merger integration process after the acquisition of Alcatel Lucent to move from its mobile telephone core competence into a radically new business, telecommunications networks manufacturing and servicing (With T. and N. Vuori).
7. This quantitative, survey-based study develops refined measures of emotional capital, ones with discriminant and predictive validity. (With Scheef, C. & Sguerra, F.)
8. This inductive research investigates the social processes that underpin intra-organizational innovation in several high-technology Indian firms, from the emergence of creative ideas to their funding and ultimate commercial success or failure. (With Mack, D.)
9. This inductive research investigates the social processes that underpin strategic renewal of a large India service organization (With Mack, D.)
10. This inductive field study examines how top-management teams in Chinese firms develop digital platforms in fast growth and fast environmental change in under-institutionalized emerging economies. (With Chen, W. & Mack, D.)
11. This theory-development research develops a theory of organizational architecture design for creating emotional climate for creativity and collaboration in organizations. (With Biniari, M.)

12. This inductive field study examines the micro-social interactions among members of a TMT of a large multinational firm, shows how some members increase their power and status while others decrease theirs, and how this power struggle influences strategy execution. (With Jarrett, M.)
13. Although humility has been studied at the personal leadership level, very little research has explored what organization-level humility looks like, how it is created, what are its potential benefits and harmful consequences. This research begins with drafting a theory paper that would inspire subsequent empirical research (with Yap, A. and Chen, L.)

PAPERS ACCEPTED FOR PRESENTATION AT PEER-REVIEWED CONFERENCES

“A Process View on Organizational Identity During Post-Merger Integration and Strategic Renewal.” *12th International Symposium on Process Organization Studies*, September 2021.

“Enacting sequences of collective emotions to deal with challenges in an intrapreneurial process: Insights from a group attempting peripheral innovation in a health care organization.” *12th International Symposium on Process Organization Studies*, September 2021.

“How Tensions in Valorizing Time Influence Planned Organizational Change.” *Academy of Management Meeting 2020. AOM Best Paper Proceedings 2020. (All EGOS, PROS, SMS Hangzhou research conferences canceled due to Pandemic and travel budget restrictions)*

“The Limits of Equality-based Involvement in Management Strategic Change.” *Academy of Management Meeting 2020. AOM Best Paper Proceedings 2020.*

“Compassion Organizing under Resource Scarcity: Providing Free Quality Health Care in India.” *Academy of Management Meeting 2019.*

“A Behavioral Process Theory of Entrepreneurial Growth.” *Academy of Management Meeting 2019.*

“Rush Slowly: Multi-Speed Post-Acquisition Integration Approach and How it Impacts Strategic Renewal.” *Academy of Management Meeting 2019.*

“Situating attention and cognitive time travelling in strategy implementation.” *11th International Process Symposium, Organizing in the Digital Age. 2019.*

“The Affective Underpinnings of Innovation: How Organizational Member’s Emotions Regulation Actions Shape Formal Organizational Structures.” *11th International Process Symposium, Organizing in the Digital Age. 2019.*

“Temporal emotional teaching: How founding CEOs develop top management teams in Chinese fast-growing entrepreneurial firms.” *11th International Process Symposium, Organizing in the Digital Age. 2019.*

“Compassion Organizing under Resource Scarcity: How a Hospital in India Manages to Provide Free Quality Health Care to a Large Number of Poor People.” *11th International Process Symposium, Organizing in the Digital Age. 2019.*

“A Behavioral Process Theory Of Entrepreneurial Growth: Insights From The Rapid Scaling Up (And Down) Of An Entrepreneurial Venture.” *11th International Process Symposium, Organizing in the Digital Age. 2019.*

“Bounded compassion organizing to tackle societal grand challenges: Providing quality health care free of charge.” *EGOS - Full Paper Area - European Group for Organizational Studies. 2019.*

“Why should we change? Unpacking the role of change recipients’ temporal perspectives during strategic change implementation.” *EGOS - Full Paper Area - European Group for Organizational Studies. 2019.*

“A behavioral process theory of entrepreneurial growth: Insights from the rapid scaling up (and down) of an entrepreneurial venture.” *EGOS - Full Paper Area - European Group for Organizational Studies. 2019.*

“How board’s emotion regulation influences strategy making.” *Academy of Management Meeting 2018.*

“Polychronicity and Temporal Multiplicity: A temporal Perspective on implementing platform.” *Conference on Big Data (Academy of Management Special Topic Research, Surrey 2018) and SMS Conference on Scaling (Tel Aviv 2018) and Academy of Management Meeting (Chicago, 2018).*

“Orchestrating Organizational Change in Fast Moving Environments: A Team-Based Model.” *Academy of Management Meeting 2017.*

“Board Influence on Top Managers’ Strategy Formulation Process: Cognitive and Emotional Dynamics.” *Academy of Management Meeting 2017.*

“How CEOs Develop Top Mgmt Teams Through Emotion Management: Insights From China’s Companies.” *Academy of Management Meeting 2017.*

“Orchestrating Organizational Change in Fast Moving Environments.” *London Business School. Sumantra Ghoshal conference 2017*

“Leading strategic change under uncertainty.” *Academy of Management Meeting 2016*.

“Mental models and affective influence in inter-organizational collaboration for new technology.” *Academy of Management Meeting 2016*.

“Toward a theory of managing strategic change as cognitive and emotional guiding of iterative experiments.” *Academy of Management Meeting 2015*.

“Emotional Intelligence in Entrepreneurship: How Founders Perform Emotion Management to Generate Resources for New Organizations.” *Academy of Management Meeting 2015*.

“Emotional Teaching: How CEOs develop top management teams in Chinese firms.” *Academy of Management Meeting 2014*.

“Misaligned collective fears and temporal myopia.” *Academy of Management Meeting 2014*.

“How Middle Managers Deal with Governmental Political Ideology” *Academy of Management Annual Meeting 2014*.

“Misaligned collective fears and temporal myopia.” *Strategic Management Society Special Conference, Tel Aviv, 2014*.

“Passion of the Soul or Slave of your Passion: CEOs' Passion and Firm Strategy and Performance.” *Special Conference “Micro-Foundations for Strategic Management Research: Embracing Individuals.” Copenhagen, 2014*.

“How middle managers in China state-owned enterprises juggle three institutional logics”, *EGOS conference, Montreal, 2013*.

“Emotional Sensegiving.” *Academy of Management Meeting 2013*. Finalist for MOC best paper award.

“How Middle Managers Deal with Three Institutional Logics.” *Academy of Management Meeting 2013*.

“Managing envy to foster organizational innovation.” *EMONET conference, Helsinki, 2012*.

“Managing envy to foster organizational innovation.” *Academy of Management Annual Meeting 2012*.

“Managing envy to foster organizational innovation.” *Strategic Management Society Conference, Singapore, 2012*.

“Emotion Sharing and Organization Identification.” *Academy of Management Annual Meeting 2012.*

“An emotion-based view of post merger integration.” *Academy of Management Annual Meeting 2011.*

“The influence of Eastern and Western societal cultures in managing strategic change.” *Academy of Management Annual Meeting 2011.*

“Affective Sensegiving in Start-Up Organizations: Dimensions, Boundary Conditions, and Consequences.” *Academy of Management Annual Meeting 2011.*

“Bringing the honey out of bitterness: the benefits of envy to organizational innovation processes.” *Academy of Management Annual Meeting 2011.*

“The effects of workplace incivility on turnover intentions: investigating the efficacy of managerial interventions.” *Academy of Management Annual Meeting 2011.*

“How middle managers’ group-focus emotions and social identities influence the implementation of a new corporate strategy.” *Academy of Management Annual Meeting 2010*

“The affective roots of resource heterogeneity: A Resource-Based View of Organization Founding.” *Academy of Management Annual Meeting 2010.* With C. Zott.

“The nature and function of collective emotional abilities.” With S. Côté. *Academy of Management Annual Meeting 2009.* Symposium presentation.

“How middle managers’ emotions and social identities influence the implementation of a new strategy.” *Academy of Management Annual Meeting 2009.*

“Interaction between Cognition and Emotion on Processes of Strategic Renewal.” *Academy of Management Annual Meeting 2009.*

“How entrepreneurs regulate stakeholders’ emotions to build new organizations.” West coast research symposium on technology entrepreneurship. Stanford University, September 2008. Also *Academy of Management Annual Meeting 2007.*

“Emotional capability and post-merger integration.” With Taco Reus and Yongmei Liu. *Academy of Management Annual Meeting 2008.*

“The influence of entrepreneurs’ regulation of self-emotions on the building of new organizations.” *Academy of Management Annual Meeting 2008.*

“Knowledge sharing in organizations: Inviting ethics and emotion to the banquet.” With R. Durand. *Academy of Management Annual Meeting 2007*.

“How contrasting emotions facilitate strategic agility.” *Strategic Management Society Conference 2006*.

“Emotional sequencing in strategic change. *Academy of Management Annual Meeting 2006*.”

“How contrasting emotions facilitate strategic agility. *Academy of Management Annual Meeting 2006*.”

“The influence of emotions on organizational learning in strategic renewal. *Fifth International Conference on Emotions and Worklife 2006*.”

“How contrasting emotions facilitate strategic agility. *Academy of Management Annual Meeting 2006*.”

“Emotional filtering in strategic change.” Considered for nomination for best paper award at *Strategic Management Society Conference 2005*.

“Symbolic emphasizing: How entrepreneurs use symbolism to acquire resources.” With C. Zott. One of ten papers selected for presentation out of over 100 submissions at *Harvard Business School Conference on entrepreneurship and innovation* in 2004; *Strategic Management Conference 2004* and *Academy of Management Annual Meeting 2004*.

“An emotion-based view of dynamic capability.” *Academy of Management Annual Meeting 2004*.

“Socially responsible behavior: Exploring the micro-foundations of social change initiatives.” With S. Schneider, M. Zollo, and K. Oppergaad. *Academy of Management Annual Meeting 2004*.

“Change in organizational identity and strategy through emotional filtering.” *Academy of Management Annual Meeting 2003*.

“Emotional sequencing in strategic change.” *Academy of Management Annual Meeting 2003*.

“An emotion based view of strategic renewal.” *Strategy Process Conference 2003*.

“Temporal focusing in strategic change.” *Academy of Management Annual Meeting 2002*.

EXECUTIVE EDUCATION, PROGRAM DIRECTION AND TEACHING

Program Direction and Teaching

2011 – Present: Program Director, newly created OEP on Strategy Execution Program (3 modules of 5+3+3 days with intermodular coaching). Note successful addition of another 3-day module to SEP in 2018, tested over 2 cohorts now.

2019: INSEAD EDP Outstanding Teaching Award (recognized for having accumulated at least 40 teaching units with an effectiveness of at least 4.75).

2001 – Present: Program Director, General Executive Program for Brazilian Executives, INSEAD

2003 – 2010: Director, International Masters Program in Practicing Management (IMPM), an 18-month global leadership development program offered by an alliance of institutions: INSEAD (France), McGill (Canada), Lancaster (UK), IIM Bangalore (India), KDI (Korea), Hitotsubashi, Kobe, and JAIST (Japan).

2001 – 2010: Program Director, IMPM, “Managing change and continuity, an action mindset,” an annual two-week program. INSEAD

2004 – 2006: Program Leader EMBA elective: Managing strategic change, INSEAD

2004 – 2006: Program Leader EMBA core course: Executive exchange (one week managerial shadowing), INSEAD

Teaching

1999 – Present: Various executive programs (e.g., Standard Chartered Bank, Interalpha; Celerant; Aviva) Topics taught: strategy execution; emotional intelligence.

1999 – Present: Ph.D. course on strategy process (with Y. Doz and C. Galunic), INSEAD.

2008 – Present: Ph.D. course on conducting and publishing qualitative research in top journals, INSEAD

1999 – 2002: MBA core strategy, INSEAD

NEW COURSES DEVELOPED

Ph.D. 2019: New theoretical perspectives in organizational change (with H. Bresman). (Rare and innovative doctoral course on organizational change)

Ph.D. 2018: Conducting and publishing qualitative research and theory research in top journals

Ph.D.: Strategy process research: What is it and how to do it? (with Y. Doz and C. Galunic)

Executive: Emotional intelligence and strategy execution (UAE MEL Program; 5 full days) 2009.

EMBA: Managing strategic change (three full days)

EMBA: Executive exchange: managerial shadowing and reflecting

MBA elective: Making strategy happen (contributions & limitations of cognitive rational-political model of strategy realization; emotion and strategic thinking and action; managing the temporal dimensions of strategic renewal).

Executive: Developing emotional capability in business organizations for strategic renewal. Managing the temporal dimensions of strategic renewal.

INSTITUTIONAL SERVICE

EXTERNAL

2019 ongoing: Launched INSEAD Rigor & Relevance Research Award and Professional Development Workshop at Academy of Management Meeting 2019

2019: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2018: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2017: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2016: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2015: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2015: Organizing co-chair of Professional Development Workshop on Post Merger Integration, Academy of Management Meeting.

2015: Doctoral student workshop. Presenter and Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2015: Organizing chair of Professional Development Workshop on Designing and Publishing Qualitative Research, Academy of Management Meeting.

2015: Organizing chair of Professional Development Workshop on “What’s new in research and teaching in organizational change.” Academy of Management Meeting.

2014: Chair of Research Committee of Organization Development and Change (ODC) Division of Academy of Management and ODC board member

2014: Organizing co-chair of Professional Development Workshop on Post Merger Integration, Academy of Management Meeting.

2014: Doctoral student workshop. Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2013: Organizing co-chair of Professional Development Workshop on Post Merger Integration, Academy of Management Meeting.

2013: Doctoral student workshop. Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2012: Co-Founder of Behavioral Strategy interest group, Academy of Management (With Joe Porac, Dan Levinthal, Jerker Denrell, Giovanni Gavetti, etc.)

2012: Organizing co-chair of Professional Development Workshop on Post Merger Integration, Academy of Management Meeting

2012: Organizing co-chair of Professional Development Workshop on Designing and Publishing Qualitative Research, Academy of Management Meeting.

2012: Doctoral student workshop. Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2011: Member of five-member Academy of Management Selection Committee for Distinguished Scholar Lifetime Award

2011: Doctoral student workshop. Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2006 – Present: Board member, International Representative, Organization Development and Change Division, Academy of Management.

2009-2011: Co-editor, *Academy of Management Review*. Third Decade Special Issue, 2009, “Where are the new theories of organization?” (with R. Suddaby and C. Hardy).

2011: Professional Development Workshop: Publishing qualitative research in scholarly journal. Lead organizer. Academy of Management Meeting. Organization Development and Change Division.

2007 – Present: Faculty in the Doctoral Consortium, Organization Development and Change Division, Academy of Management Annual Meeting.

2010: New faculty consortium Facilitator. Academy of Management Meeting. Business Policy Division.

2010: Professional Development Workshop: Publishing qualitative research in scholarly journal. Lead organizer. Academy of Management Meeting. Organization Development and Change Division.

2010: Doctoral student workshop. Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2009: Chair of the Symposium, "The Influence of Affective Processes on Collective Outcomes." Academy of Management Annual Meeting 2009. Participants: Anat Rafaeli, Matthew Kraatz, Stéphane Côté, Jeffrey Sanchez-Burks, Laura Rees, Man Zhang.

2008-ongoing: Launched annual International Conference on Leadership Research with Herminia Ibarra and Gianpiero Petriglieri, initially with Wharton, soon to be joined by Duke and Erasmus as co-organizers.

2008: Faculty in Professional Development Workshop on Emotion in Organizations at Academy Management Annual Meeting, Organization Behavior Division.

2008: Local chair of the sixth biannual international conference on Emotions in Organizations (Emonet VI) held at INSEAD, July 2008.

2008: Faculty in the Doctoral consortium for the sixth biannual international conference on Emotions in Organizations.

2005 – 2007: Elected as Representative at Large (Strategy Process) of Strategic Management Society.

2005: Faculty in Doctoral Consortium at Strategic Management Society Conference 2005.

2004: Local chair of the Academy of Management Organization Development and Change Conference on the Future of Time in Management and Organizations at INSEAD.

2003 and 2005: Faculty in Doctoral Consortium at Academy Management Meeting (Organization Management Theory, Organization Development and Change, Organization Behavior).

2005 – 2006: Visiting Scholar, University of Michigan, Ann Arbor, Michigan.

Ad hoc reviewer

Administrative Science Quarterly
Academy of Management Journal
Academy of Management Review
Journal of Management Inquiry
Management Science
Strategic Management Journal
Academy of Management Annual Meeting, Organization Theory Division
Academy of Management Annual Meeting, Organization Development & Change Division.

Member of Journal Editorial Board:

2005-2016:	Organization Science (Financial Times-45)
2011-present:	Strategic Organization
2011-present:	California of Management Review (Financial Times-45)
2007-present:	Journal of Applied Behavioral Science
2013-2016	Strategic Management Journal (Financial Times-45)
2005-2012:	Journal of Management Studies (Financial Times-45)

Doctoral Dissertation External Examiner or Pre-Examiner

2011: Timo Vuori, Aalto University, Finland
2014: Sebastian Fourne, Rotterdam School of Management, Erasmus University

INTERNAL

2020-2021: FEC (Faculty Evaluation) Rapporteur third-year review of Strategy colleague Phebo Wibbens

2021-2021: Chair of committee report on evaluation of Senior Affiliate Professor Annet Aris

2019 & ongoing: Academic Director, China Initiative (Worked with China-based contacts to obtain a **large funding (2 Million USD)** to do China-related research; this has allowed funding a number of INSEAD faculty's research projects which could not be funded by traditional means. See Annual report on activities of China Initiative for more detail.

2019-20: FEC rapporteur for Vikas Agarwal (for tenure associate) and wrote 3-year assessment letter for one INSEAD colleague.

2017: Chair Report Committee evaluation Affiliate Professor (Craig Smith)

2016: Chair Review Committee of Insead European Competitiveness Initiative

2015-present: Member of INSEAD Research Ethics Committee

2010-2013: Area Chair of the INSEAD Strategy and Management Department (35 colleagues)

2006 – 2008: Co-chair of *University of Michigan-INSEAD* biannual conference on Emotional Capability in Organizations

2007 – 2009: Co-chair, *Wharton-INSEAD* biannual conference on Leadership

2007 – present: Member, INSEAD 5-member R&D committee

2008: Member, Task force to develop criteria regarding future masters program at INSEAD

2007 – present: Member, INSEAD Strategy area Doctoral Comprehensive Exam

2008: Member of 5-member INSEAD task-force to study and launch a new Masters in Leadership and Entrepreneurship program in Abu Dhabi

2007 – 2009: Coordinator of Strategy research brownbag seminars

2000 – present: Chairing Doctoral committee (INSEAD)

Chair since 2010: Ina Toegel (Strategy)

Chair since 2012: Juan Quiroga (Strategy)

Mentoring Doctoral Students from Third Year onward

Daniel Mack since 2014
Zdenek Necas since 2013
Sunkee Lee since 2014
Yidi Guo since 2014
Minh Vo since 2019

Mentoring First or Second year Ph.D. mentor:

Yidi Guo (2011-2012)
Christiane Bode (Strategy) 2010-2012
Ina Toegel (Strategy) 2008-2010
Zhang Man (Strategy) 2008-2009
Juan Quiroga (Strategy) 2008-2009

Doctoral Dissertation Committee Member:

Johanna Mair (Strategy)
Paulo Prochno (Strategy)
Michael Yajizi (Strategy)
Xiao Zhixing (O.B.)
Jennifer Petriglieri (OB 2010)
Hajo Adams (OB 2010)
Yidi Guo ((Strategy 2014)
Sarah Wittman (O.B. 2015)
Daniel Mack (Strategy 2016)

Coaching faculty colleagues on doing qualitative research

Vikas Agarwal (EFE)
Laurence Capron (Strategy)
Zic Carmon (Marketing)
Amitava Chattopadhyay (Marketing)
Weiru Chen (Strategy)
Michael Jarrett (OB)
Philip Meyer (Strategy)
Gianpiero Petriglieri (OB)
Phanish Puranam (Strategy)
Jasjit Singh (Strategy)
Manuel Sosa (TOM)

Research published on electronic and paper PUBLIC MEDIA since 2012

5 August 2011: <http://www.forbesindia.com/article/insead/can-your-business-plan-survive-this-stress-test/27362/1>

4 Oct 2012: How social media can boost profit
<http://knowledge.insead.edu/leadership-organisations/how-social-media-can-boost-profits-2274>

29 Nov 2012 Harvard Business Review: Using social media to build emotional capital
<http://blogs.hbr.org/2012/11/use-social-media-to-build-emot/>

Forbes 12 March 2013: Strategy without execution is hallucination
<http://www.forbes.com/sites/karlmoore/2013/12/03/strategy-without-execution-is-hallucination-2/2/>

INSEAD Knowledge 16 Dec 2013: An emotional approach to strategy execution
<http://knowledge.insead.edu/strategy/an-emotional-approach-to-strategy-execution-3057>

INSEAD Knowledge 13 March 2014: What could have saved Nokia and what can other companies learn from it (with interview with former Nokia CEO)
First or second most popular article on INSEAD Knowledge from April 2014 to current date
<http://knowledge.insead.edu/strategy/what-could-have-saved-nokia-and-what-can-other-companies-learn-3220>

Reprints:

The Edge (Malaysia and Singapore) 17 March 2014
<http://www.theedgemaalaysia.com/management/280296-what-could-have-saved-nokia-and-what-can-other-companies-learn.html>

Finance Middle East UAE 9 April 2014
What could have saved Nokia and what can other companies learn from it

Aalto Universtiy:
http://biz.aalto.fi/en/current/current_archive/news/mita_nokia_olisi_voinut_teh_da_toisin_ja_mita_muut_yritykset_voivat_oppia/

INSEAD Knowledge 22 May 2014: Harnessing the power of envy
<http://knowledge.insead.edu/blog/insead-blog/harnessing-the-power-of-envy-3366#comment-5837>

Reprints:

Jakarta Post 24 May 2014

<http://www.thejakartapost.com/news/2014/05/24/harnessing-power-envy.html>

INSEAD Knowledge 25 June 2014: How to lead strategic change without inciting a mutiny

<http://knowledge.insead.edu/strategy/how-to-lead-strategic-change-without-inciting-a-mutiny-3426>

INSEAD Knowledge 11 May 2015: Leaders who can read collective emotions are more effective

<http://knowledge.insead.edu/strategy/leaders-who-can-read-collective-emotions-are-more-effective-4002>

Reprints :

Management Issues

<http://www.management-issues.com/opinion/7149/leaders-who-can-read-collective-emotions-are-more-effective/>

INSEAD Knowledge 5 August 2015: Humble narcissists make great leaders

<http://knowledge.insead.edu/leadership-organisations/humble-narcissists-make-great-leaders-4193>

INSEAD Knowledge 2 Sep 2015: A Chinese billionaire's instruction manual for innovation

<http://knowledge.insead.edu/entrepreneurship/a-chinese-billionaires-instruction-manual-for-innovation-4235>

Reprints:

South China Morning Post (SCMP) Education Post: 7 Nov 2015: How being unconventional can pay dividends at work

INSEAD Knowledge 22 Sep 2015: Who killed Nokia? Nokia did (**Most popular articles in 2015 on INSEAD Knowledge**)

<http://knowledge.insead.edu/strategy/our-best-of-2015-new-paths-to-success-4432>

<http://knowledge.insead.edu/strategy/who-killed-nokia-nokia-did-4268>

Reprints :

Financial Times: <https://next.ft.com/content/4c84d2e8-fa5f-11e5-8f41-df5bda8beb40>

Wally Bock Three Star Leadership: <http://www.threestarleadership.com/stories-strategies-from-real-life/stories-and-strategies-from-real-life-10215>

SmartBrief <http://www.smartbrief.com/s/2015/09/culture-fear-dragged-down-nokia>

INSEAD Knowledge 30 Nov 2015: Even millennials need middle managers
<http://knowledge.insead.edu/blog/insead-blog/even-millennials-need-middle-managers-4388>

Reprints:

South China Morning Post (SCMP) Education Post: 5 May 2016: Middle Managers are crucial for innovation

INSEAD Knowledge 4 Jan 2016: Five reasons most companies fail at strategy execution
<http://knowledge.insead.edu/blog/insead-blog/five-reasons-most-companies-fail-at-strategy-execution-4441>

Reprints:

Forbes blog: <http://www.forbes.com/sites/insead/2016/01/08/five-reasons-most-companies-fail-at-strategy-execution/#1a86a3557543>

Chartered Accountants ANZ : <http://charteredaccountantsanz.com/en/Site-Content/Business-Trends-Insights/Acuity/April-2016/bonus-strategy-execution.aspx#.VOP9Nk2heU>

INSEAD Knowledge 30 March 2016: Scaling up emotional intelligence to inspire the crowd
<http://knowledge.insead.edu/blog/insead-blog/scaling-up-emotional-intelligence-to-inspire-the-crowd-4607>

INSEAD Knowledge 4 May 2016: Middle managers will rise in value
<http://knowledge.insead.edu/leadership-organisations/middle-managers-will-rise-in-value-4667>

Reprints:

Jakarta Post: <http://www.thejakartapost.com/news/2016/05/09/middle-managers-will-rise-value.html>

INSEAD Knowledge 23 June 2016: Why corporate social media platform fail
<http://knowledge.insead.edu/strategy/why-corporate-social-media-platforms-fail-4757>

INSEAD Knowledge 5 July 2016: Three lessons from Brexit for business leaders
<http://knowledge.insead.edu/blog/insead-blog/three-lessons-from-brexit-for-business-leaders-4783>

INSEAD Knowledge 23 November 2016: The harmful effects of workplace incivility
<https://knowledge.insead.edu/strategy/the-harmful-effects-of-workplace-incivility-5027>

<http://www.management-issues.com/opinion/7233/the-harmful-effects-of-workplace-incivility/>

INSEAD Knowledge 9 March 2017: How business can respond to populist pressures
<https://knowledge.insead.edu/blog/insead-blog/how-business-can-respond-to-populist-pressures-5466>

<https://povtiedemann.wordpress.com/2017/03/14/how-business-can-respond-to-populist-pressures/>

INSEAD Knowledge 6 April 2017: The emotional sophistication tomorrow's leaders will need
<https://knowledge.insead.edu/leadership-organisations/the-emotional-sophistication-tomorrows-leaders-will-need-5741>

<http://www.management-issues.com/opinion/7268/the-emotional-sophistication-tomorrows-leaders-will-need/>

INSEAD Knowledge 5 July 2017: Strategic change is all in the timing (for INSEAD alumni magazine)
<https://knowledge.insead.edu/leadership-organisations/strategic-change-is-all-in-the-timing-6566>

Smart brief: The strategic shortcomings of Jack Welch
<http://www.smartbrief.com/branded/77F8DA5B-9982-431B-9E20-444163A3CF79/6A9A5974-598A-4648-A4E3-3046A0EEC67F>

INSEAD Knowledge 31 August 2017: How automation will rescue middle management
<https://knowledge.insead.edu/blog/insead-blog/how-automation-will-rescue-middle-management-7021>

Harvard Business Review Blog 2 February 2018: IKEA's success can't be attributed to one charismatic leader (with M. Jarrett)

<https://hbr.org/2018/02/ikeas-success-cant-be-attributed-to-one-charismatic-leader>

INSEAD Knowledge 26 February 2018: How happy talk can ruin M&As ((for INSEAD alumni magazine)

<https://knowledge.insead.edu/leadership-organisations/how-happy-talk-can-ruin-mas-8461>

Harvard Business Review Blog 23 May 2018: How Nokia embraced the emotional side of strategy

<https://hbr.org/2018/05/how-nokia-embraced-the-emotional-side-of-strategy>

INSEAD Knowledge 10 October 2018: how Nokia bounced back with the help of the board

<https://knowledge.insead.edu/strategy/how-nokia-bounced-back-with-the-help-of-the-board-10211>

Harvard Business Review Blog 12 December 2019: For Alibaba Singles Day is about more than huge sales

<https://hbr.org/2019/12/for-alibaba-singles-day-is-about-more-than-huge-sales?ab=hero-main-text>

INSEAD Knowledge 12 February 2020: How leaders should navigate long term uncertainty

<https://knowledge.insead.edu/entrepreneurship/how-leaders-should-navigate-long-term-uncertainty-13336>

INSEAD Knowledge 12 May 2020: Four strategic priorities for the post Covid-19 world

<https://knowledge.insead.edu/blog/insead-blog/four-strategic-priorities-for-the-post-covid-19-world-14086>

INSEAD Knowledge 1 February 2021: Nokia reinvention was emotionally driven (companion piece to publication in Academy of Management Journal January 2021)

<https://knowledge.insead.edu/strategy/nokias-reinvention-was-emotionally-driven-16006>

INSEAD Knowledge 9 June 2021: The New Normal on Innovation.

<https://knowledge.insead.edu/blog/insead-blog/the-new-normal-for-innovation-16776>