

QUY NGUYEN HUY
INSEAD
1 Ayer Rajah Avenue Singapore 138676
Tel: (65) 6799 5340
E-mail: quy.huy@insead.edu

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)

1995: McGill Doctoral Scholarship

1994: CFA (Chartered Financial Analyst)

1983: MBA, General Management

1978: Bachelor in Electrical Engineering

1978 Distinction and University Scholar in Electrical Engineering

ACADEMIC APPOINTMENTS

INSEAD

2019- Present: The Solvay Chaired Professor of Technological Innovation &
Professor of Strategy, INSEAD Director of China Fund

2019-2023: Academic Director, China Initiative

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 160 professors)
(Ranking adjusts for number of co-authors for each publication)

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.)

- 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.)
- 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

Google Scholar Citations: 10880; h-index: 26; i-10 index: 33

Five **single-authored** papers account for about half of total citations

Moschieri, C., Ravasi, D., Huy, Q. 2022. Why do some multinational firms respond better than others to the hostility of host governments? Proximal embedding and the side effects of local partnerships. *Journal of Management Studies*.

Huy, Q., Moschieri, C., Ravasi, D., 2022. As Globalization Retreats, MNEs Must Build Closer Ties with Local Communities. *MIT/Sloan Management Review*. Fall Printed publication.

Vuori, T. & Huy, Q. 2022. Regulating top managers' emotions during strategy making: Nokia's socially distributed approach enabling radical change from mobile phones to networks in 2007–2013. *Academy of Management Journal*, 65, 1:331–361.

Kanitz, R., Huy Q., Backman, J., Hoegl M. 2022. No change is an island: How interferences between change initiatives evoke inconsistencies that undermine implementation. *Academy of Management Journal*, 62, 2: 683-710.

Rouven. K., Huy Q., Hoegl M., Bauman J. 2021. How to reduce the risks of change-collision when launching multiple change initiatives. *MIT/Sloan Management Review* article. (June)

Treffers, 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-yllatyi-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-yritys-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., Mack, D. 2021. 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., Scheef C. 2019. Emotion and Strategic Renewal. In A. Tuncdogan, A. Lindgreen, F. van den Bosch, H. Volberda (Eds.), *Strategic Renewal: 1Core Concepts, Antecedents, and Micro Foundations*. Edited By [Aybars Tuncdogan](#), [Adam Lindgreen](#), [Henk Volberda](#), [Frans van den Bosch](#), Routledge. Pp: XX-XXX.

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.

WORKING PAPERS FOR SUBMISSION TO PEER-REVIEWED JOURNALS

Cultivating emotional resonance in the early stages of ecosystems development: Insights from the emerging electrical car ecosystem in Finland. With Timo Vuori.

From losers to winners: How a resource-poor organization develops innovation capabilities in high-technology domains. Paper nominated for Best Paper Award at Annual Strategic Management Society Conference 2022--Knowledge and Innovation Interest Group. With Vo Minh & Daniel Mack.

Emotional Grooming: How CEOs develop top management teams in entrepreneurial firms. Best Paper in Graduate Education, Academy of Management. With Weiru Chen & Gage Tang.

How Time Allocation Demands and Time Valuations Influence Organizational Innovation. *Academy of Management Best Paper Proceedings 2020*. Organization Development and Change Division. With Marina Biniari & Davide Ravasi.

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

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

How organizational flexibility impacts scaling: Insights from the rise and fall of a platform start-up. With Daniel Mack & Weiru Chen.

Psychological underpinnings of internal corporate venturing: Collective hedonic structuring and its performance implications. With Natalia Vuori & Marina Biniari.

How emotional fatigue influences strategic decision making about social good.
With Saoure Kouame.

The interplay between post-merger integration and strategic renewal and how it impacts performance outcomes. Nominated for Best Paper Award at Strategic Management Society. With Timo Vuori & Eero Vara.

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

How digital technologies designed to unite divide. *With Gianvito Lanzollo.*

TEACHING CASES

Challenges in Commercial Deployment of AI: Insights from the Rise and Fall of IBM Watson's AI Medical System (with Teaching Notes). INSEAD case 2023.

Leading and creating organizational resilience: Indian Hotels Company Limited (2017-2019) (with teaching notes). INSEAD case 2022.

Enhancing Innovation through Organisational Learning and Empathy Culture: Microsoft under CEO Satya Nadella (with teaching notes). INSEAD case 2022.

Haidilao: Creating and sustaining an emotional culture for high performance (with teaching notes). INSEAD case 2022.

Ikea A: Ikea's Strategy Today. INSEAD case 2018.

Longfor: A non-traditional company in China (with teaching notes). INSEAD case 2017.

BP Oil Rig Disaster: Managing public opinion in a crisis--CEO Tony (for Executive course on management of public collective emotions). INSEAD case 2016.

Inglot: Conquering the world (with teaching notes). INSEAD case 2014.

Executing strategy on two fronts--the rise and fall of UBS under CEO Marcel Ospel (for teaching strategy execution in two culturally different banking systems, USA and Switzerland). INSEAD case 2015.

Portrait of an Emotional Leader: Steve Jobs, redefining Apple (for teaching link between emotional CEO's actions and execution of business strategy). INSEAD case 2013.

Ikea B: How IKEA's strategy was formed. INSEAD case 2011.

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.*

THREE BOOK MANUSCRIPTS UNDER PREPARATION

Huy, Q. *Emotional Capital as Strategy.* First draft to be completed December 2024.

Huy, Q. *How Middle Managers Can Add Distinctive Value in the Machine Learning Age.* First draft to be completed December 2024.

Huy, Q. *The Chameleon Approach to Strategy Execution.* First draft to be completed December 2024.

ONGOING FIELD RESEARCH PROJECTS

1. This inductive field work investigates how management of some Korean K-pops firms manage the deep loyalty of their large international English-speaking fans by using very little English language and cultural artifacts, promoting instead their distinctive Korean identities. Potential lessons for strategic leadership of multinational firms (with faculty from a Korean university)

2. This inductive field work investigates how the central banks of some countries (some based in Africa) have been implementing digital currency, with the aim of replacing paper currency. What are the challenges they face with various stakeholders such as incumbent banks, mobile money companies, social groups and how are they dealing with these challenges, successfully or not (with faculty from African countries).
3. This inductive field work investigates how established large organizations are using digital technologies to change their work culture, and the impact of these emerging technologies on companies' strategies, work processes, and development of new organizational capabilities (with faculty from UK business schools).
4. 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 Expected to contribute to social impact and innovation research (with faculty from India business schools).
5. 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 faculty from various European business schools).
6. This inductive field study examines the micro-social interactions among members of two large pharmaceutical firms headquartered in the USA that engaged in a complex yet seemingly smooth post-merger integration process (with faculty from US and UK business schools)

PAPERS ACCEPTED FOR PRESENTATION AT PEER-REVIEWED CONFERENCES

“Psychological Underpinnings of Internal Corporate Venturing: Collective Hedonic Restructuring”. *Academy of Management Meeting 2023*.

“Emergence of Knowledge Capability from External Mobility of Human Capital: A Resourcing Perspective”. *Academy of Management Meeting 2023*.

“Resourcing of firm-level capability by investing in employees’ external careers: How a machine repair-shop evolves into a prominent firm in high-tech R&D.” *39th EGOS Colloquium 2022, Cagliari, Italy, 2023.*

“How Organizational Members’ Time Valuations Influence Practice Adoption Within Organizations”. *39th EGOS Colloquium 2022, Cagliari, Italy, 2023.*

“How CEO’s Emotional Teaching Helps Develop Top Management Team’s Behavioral Integration in Weak Institutional Environments”. *14th International Symposium on Process Organization Studies, 2023.*

“How Do Members’ Temporal Experiences Influence The Practice Adoption Process?”. *14th International Symposium on Process Organization Studies, 2023.*

“How Socio-Emotional Practices Enable Organizational Flexibility to Facilitate Scaling: Evidence from a Platform Start-Up”. *14th International Symposium on Process Organization Studies, 2023.*

“Resourcing Perspective on Developing Knowledge Capability from Human Capital”. *14th International Symposium on Process Organization Studies, 2023.*

“Upholding Values while Enacting Dissonant Practices: Emotional Enticing in a Charitable Hospital”. *Academy of Management Meeting 2022.*

"Developing Organizational Innovation Capability in High-Technology Domain using Limited Resources". *Academy of Management Meeting 2022.*

“How conflicting time allocation demands and time valuations influence organizational innovation”. *38th EGOS Colloquium 2022, WU Vienna, Austria, 2022.*

“Upholding values while enacting dissonant practices: Emotional enticing in a charitable hospital in India.” *38th EGOS Colloquium 2022, WU Vienna, Austria, 2022.*

“How an R&D Venture with Limited Resources Develops Organizational Innovation in High-Technology Domain.” *42nd Annual Strategic Management Society Conference. London, UK, 2022.* Paper nominated for Best Paper Award -- Knowledge and Innovation Interest Group.

“How Divergent time allocation demands and time valuations influence organizational innovation.” *12th International Symposium on Process Organization Studies, 2021.*

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

“Situated 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

Executive Open Enrollment Program: 2-modules of 4 days each and 3 modules with total 11 days. Probably most distinctive senior executive program in the world currently, focusing on the soft hidden barriers of strategy execution: politics, emotions, and culture. The action-learning program coaches each executive on their own strategy execution actions and learning outcomes. Co-managed with Michael Jarrett since 2011. This program draws heavily on my ongoing research on strategy execution and managing for innovation.

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

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

Ph.D.: Strategy process research: What is it and how to do it? (with Y. Doz and C. Galunic); since 2001

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

2023: Doctoral student workshop. Presenter and Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2023: Organizing co-chair of Professional Development Workshop on Mergers & Acquisitions, Academy of Management Meeting.

2023: Organizing chair of Professional Development Workshop on Publishing Inductive Research in Top Management Journals, Academy of Management Meeting.

2022 : Doctoral student workshop. Presenter and Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2022: Organizing co-chair of Professional Development Workshop on Post Merger Integration, Academy of Management Meeting.

2022: Organizing chair of Professional Development Workshop on Publishing Inductive Research in Top Management Journals, Academy of Management Meeting.

2021 : Doctoral student workshop. Presenter and Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2021: Organizing chair of Professional Development Workshop on Publishing Inductive Research in Top Management Journals, Academy of Management Meeting.

2020 : Doctoral student workshop. Presenter and Facilitator. Academy of Management Meeting. Organization Development and Change Division.

2020: Organizing chair of Professional Development Workshop on Publishing Inductive Research in Top Management Journals, Academy of Management Meeting.

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 Fourné, Rotterdam School of Management, Erasmus University

INTERNAL

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

2021-2022: FEC (Faculty Evaluation) Anonymous Evaluation for a professor in third-year review

2021-2022: Chair of committee report on evaluation of Affiliate Professor Erik Van der Loo (OB/EMCC)

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

2019-20: 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

Andrea Wang (Strategy) 2023-onward

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)
Philip Meyer (Strategy)
Gianpiero Petriglieri (OB)
Phanish Puranam (Strategy)
Jasjit Singh (Strategy)
Manuel Sosa (TOM)
Henrik Bresman (OB)
Michael Jarrett (OB)
Winnie Jiang (OB)
Lite Nartey (Strategy)

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>

INSEAD Knowledge 19 January 2022: Could green methanol be what China needs to reach net zero

<https://knowledge.insead.edu/blog/insead-blog/could-green-methanol-be-what-china-needs-to-reach-net-zero-18071>

INSEAD Knowledge 11 August 2022: In age of deglobalization MNCs need closer ties to thrive

<https://knowledge.insead.edu/strategy/in-age-of-deglobalisation-mncs-need-closer-ties-to-thrive-19276>

INSEAD Knowledge 10 October 2022: Speed kills: Why Some MNCs Fail to Pay Attention to Quality

<https://knowledge.insead.edu/strategy/speed-kills-why-some-mncs-fail-pay-attention-quality>

INSEAD Knowledge 16 June 2023: Developing effective and safe AI with a growth mindset

<https://knowledge.insead.edu/strategy/developing-effective-and-safe-ai-growth-mindset>

Fortune 14 June 2023: A.I. researchers: 'If we want A.I. to be good, we must nurture it like we would a child'. By Tero Ojanpera, Timo Vuori,, Quy Huy