

Albert A. ANGEHRN

Professor of Information Technology
INSEAD, Bd. de Constance, F- 77 300 Fontainebleau, France
(P) 33 -1 - 60 72 43 61 (40 04); (F) 33 - 1 60 74 55 45 (55 00)
(E) albert.angehrn@insead.edu (W) <https://www.insead.edu/faculty/albert-a-angehrn>

ACADEMIC POSITION

Professor of Information Technology
INSEAD, Fontainebleau
Technology and Operations Area

Joined 1989 as Visiting Faculty, then as Assistant, Associate and Full Professor

Visiting Positions at Cambridge University (with Prof. de Meyer) and Hawaii
University in Manoa (with Prof. Sprague)

Chair of INSEAD's Technology and Operations Management Area (2024/25)

ACADEMIC DEGREES

Doctoral Degree in Mathematical Sciences (1989),
ETH, Swiss Federal Institute of Technology, Zürich
Dept. for Mathematics & Physics, Abteilung IX
Research area: Mathematical Models, Artificial Intelligence & Decision Systems.

Diploma in Mathematical Sciences (1985),
ETH, Swiss Federal Institute of Technology, Zürich
Dept. for Mathematics & Physics, ETH-Zürich
Majors: Computer Science, Complexity Theory and Operations Research.

ACADEMIC OUTPUT

Articles published in Academic Journals

More than 100 **peer-reviewed articles** (see Google Scholar
<https://scholar.google.fr/citations?user=aW1OArwAAAAJ&hl=en>).

Code/Algorithms developed and released

Development of several management **simulations** and **learning games** addressing change, collaboration and knowledge exchange dynamics, as well as **simulation and research data management and gathering tools**, used extensively in the academic community world-wide (see details below).


Code Usage Statistics

Several simulations and learning platforms I designed and developed over the years are deployed consistently - over more than two decades - in academic institutions all over the world (mostly in US/UK, but increasingly in Asian top schools). Every month approximately 20 academics (more than 200 annually) deploy one of my simulation games and learning tools (integrating them in their teaching, and increasingly in their research activities). Every month more than 600 management students or executives (more than 7,000 annually) learn decision making, collaboration and change dynamics by deploying one of the simulation games or learning tools.

	2020	2021	2022
# Academics	223	248	218
# Academics/Month	19	21	18
# New Users	7,321	8,561	7,538
MBAs	5,994	5,972	4,624
EMBA's	617	1,004	920
Executives	671	1,567	1,979
# New Users/Month	610	713	628

Code and Applications


2024 **AI Bot Or Not? Game** - Distinguishing between AI Bot and Human statements



The **AI Bot Or Not? Game** is an interactive web-based game challenging users to recognize if statements are produced by either Humans or AI Bots, including learning material related to Conversational AI (past, present & future).

2023 Completed Design of:

Future Perfect Game – An interactive hybrid “Alignment & Strategic Agility” game




“Future Perfect” is an interactive hybrid “Alignment & Strategic Agility” game involving top management and decision makers in exploring Future Scenarios using the “future perfect” technique to identify critical events and risks, as well as key factors and critical decisions determining success of failure on the company’s current strategy and execution plans.


DaD (Decisions across Diversity) – An interactive game built on the video material of the “EagleRacing Simulation” to address the challenge of cross-cultural decision

making by linking the 3-step simulation scenario to the conceptual framework developed by Erin Meyer in her “Culture Map” book.


2022 Advanced VR Learning Experiences – Design of 3 VR Learning Games completed

	<p>The 2 VR Games - “Equidistance Game”, “VR Simulation Room”, and “VR Team Decision Room” - have been designed to provide highly interactive VR experiences addressing management learning in the areas of: (1) Learning to operate in VUCA Contexts (situations with high Volatility, Uncertainty, Complexity and Ambiguity), (2) deploying traditional Management Simulations in VR Spaces and (3) Collaborative team decision making enhanced by VR visualization.</p>
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Boost AI Simulation C1.5 – Including Adapted Chinese Version released

	<p>The Boost AI Simulation and all the related pedagogical material (including the User Manual and the <i>SuperUser</i> version for professors) has been totally localized to be deployed in Chinese language (in collaboration with colleagues at CEIBS, Shanghai). After extensive testing the simulation has been released and has been already deployed with MBA students in Shanghai.</p>
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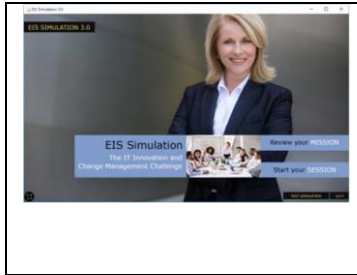
2021 KaiMan Simulation 1.0
The Challenge of Stakeholder Value and Ecosystem Management in a Chinese Company

	<p>This Simulation is based on research on resistance to change in Chinese organizations and particularly on the adoption of Socially and Environmentally sustainable policies and behaviors. Developed in collaboration with colleagues at CEIBS, Shanghai, it includes a set of pedagogical materials (see User Manual) and a SuperUser version for professors.</p>
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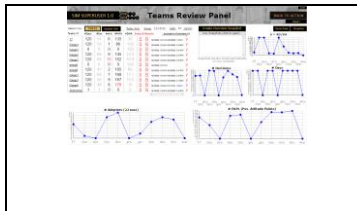
2020 Boost AI Simulation 1.0
The Artificial Intelligence Diffusion Challenge

	<p>This Simulation is based on research on resistance to adoption of AI techniques in different organizational functions (Finance, HR, Marketing & Sales, etc.). It includes pedagogical material (see User Manual) and a SuperUser version. As part of the pre-release testing phase it has been deployed to teach MBA students and Executives in top management schools in Europe, US and Asia.</p>
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2019 EIS Simulation 3.0 - Agent-enhanced cloud version
The IT Innovation and Change Management Challenge

	<p>New version of the EIS Simulation released. Significant enhancement and new components have been build in, including (1) The total redesign of the UI reflecting 2 years of systematic collection of users' insights and suggestions (2) the integration of an Intelligent Agent able to monitor and advise users real-time, and (3) the possibility to run the simulation on different platforms (Windows, Apple) as well as a cloud version running on virtual machines.</p>
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2018 **Simulation SuperUser 1.0** – Simulations Real-time Management App

	<p>Software supporting the deployment and management of Simulation Sessions with distributed users. Provides functionalities to exchange data via API with distributed users (continuous monitoring of simulation progress), as well as analytical tools and automatic session reporting tool for professors. Deployed to support different Simulations.</p>
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2017 **EagleRacing Simulation 2.0** – *WhatATeam!*
Collaborative Performance in Teams & Organization-wide

	<p>New version of the EagleRacing Simulation based on 5 years of extensive deployment. The associated pedagogical material and the game flow options have been significantly revised, supporting different types of onsite online deployment with different management audiences, including with large distributed groups.</p>
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2016 **AlBooM Simulation Management App 1.0**

Distributed web app supporting academics to plan, prepare for and customize the deployment of simulations in their onsite or online sessions, and the systematic collection and analysis of data related to simulation-based sessions.

2015 Set of 3 **VUCA Learning Games** –

Estimate Quality (EQ) Game, Collaboration Barriers (CB) Game & Team Values (TV) Game

Distributed collaborative management learning games addressing the challenge of Volatility, Uncertainty, Complexity and Ambiguity on individual and team decision making quality.

2013 **MayDay 1.0** - Crisis Management Simulation

Interactive online Simulation in 3 parts addressing the critical role of Collaborative Performance in Crisis Management contexts.

2012 **GulfCom Simulation** – The Challenge of Transformation in Middle-East Organizations

Change management simulation based on research conducted with Dr. Florian Schloederer (INSEAD) on different forms of resistance to innovation and collaboration barriers in Middle-East organizations.

2011 **FAME Simulation** – The Challenge of Change in Family Enterprises

Change management simulation adapted to family enterprise contexts and based on research by Prof. Randel Carlock (INSEAD Entrepreneurship) 2003-2010.

2010 **EagleRacing Simulation 1.0**

Collaborative Performance in teams & organization-wide – This video-based simulation engages groups over a period of up to 7 weeks into a complex business scenario in which critical decisions need to be taken individually as well as in teams. Based on research on effective collaboration across diversity and distance.

- 2009 **WhatADay! Simulation 1.0** – Complex Decisions under Time Pressure
Interactive single-user Simulation in which managers are put under stress by 3 challenging project-related and people-related problems and 12 collaborators requiring their continuous attention and support.
- 2008 **Synergy Simulation + VERDI 3D** Change Management Simulations
Two new change management simulations, the first addressing the challenge of cross-unit collaboration in global organizations, and the second enabling managers to play change simulations in a real-time, avatar-enhanced 3D environment (through satellite-based internet).
- 2007 **WorldMusic Collaboration Game**
Web-based multi-user collaboration Game illustrating a number of Collaboration and Coordination Traps in distributed teams.
- 2006 **InnoTube Video-based Community Platform**
One of the first video-based community platforms with advanced networks visualization deployed in a number of research projects, in particular for experimenting and generating data (with real users) for the design of effective intelligent community agents and bots.
- 2005 **EduChallenge Simulation** – The Challenge of Change in Educational Institutions
Change management simulation based on scenarios focused on introducing new IT systems or Collaboration Platforms (EduSynergy version) in educational institutions. Based on extensive research on innovation resistance dynamics in academia.
- ChangeMasters Simulation** – The Performance Management Systems Challenge
Change management simulation based on a new scenario focused on Performance Management and supporting the efficient parametrization and extraction of detailed data and statistics related to each gameplay.
- 2004 **Simulation Big Brother App** – Simulation Performance Tool
This web-based app supports academics deploying simulations to collect real time data reflecting the simulation status (of all players) and intervene realtime during the simulation through a chat and voice channel.
- 2003 **CALT ActiveWorld 3D Learning Space**
Extensive virtual environment (avatar-based) supporting multi-user interactions in virtual space designed to reflect the research areas of CALT, the Centre for Advanced Learning Technologies.
- 2002 **Ling He Simulation**
The Change, IT Innovation and People Management Challenge in a Chinese Company
The first change management simulation addressing the dynamic of resistance to innovation and change in Chinese organizations (based on a collaboration with colleagues at the Nanjing University and Philippe Leliaert, INSEAD Alumnus).
- 2000 **EIS Simulation 2.0**

First major redesign and extension of the original EIS Simulation based on 3 years of systematic feedback collection from the extensive group of academics who adopted it.

1998 **ICDT Community Web Platform**

One of the first examples of community platforms (based on the distributed Lotus Notes/SameTime platform) supporting the design of global knowledge exchange processes in distributed groups and communities. Deployed to support research and collect data on the effectiveness of different facilitation and knowledge exchange dynamics in different CoPs (Communities of Practice).

1996 **EIS Simulation 1.0**

The IT Innovation and Change Management Challenge

The first computer-based simulation addressing the challenge of leading change successfully in large organizations. Based on extensive research on resistance to change, in particular to IT-enabled innovation projects. Simulation dynamics designed in collaboration with Prof. Todd Jick (Harvard Business School) and debriefing strategy developed in collaboration with Prof. Jean-Francois Manzoni (INSEAD).

1995 **Multimedia Cases**

Design and development of the first generation of multimedia CD-based cases including extensive video material and interactive components, in collaboration with several INSEAD colleagues in Marketing and Strategy.

1991 **Triple C – A visual interactive Multicriteria Decision Support System**

Advanced Decision Support System awarded by Apple as the best performance enhancing software developed in 1991.

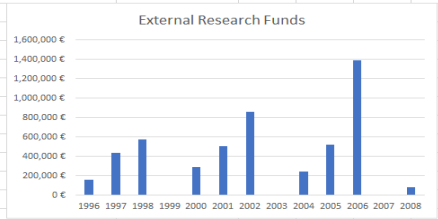
1989 **Tolomeo – Decision Support System Generator**

The first generator of Decision Support and Expert System integrating mathematical models from Operations Research and Artificial Intelligence to enhance human-computer interaction in addressing complex resource allocation problems.

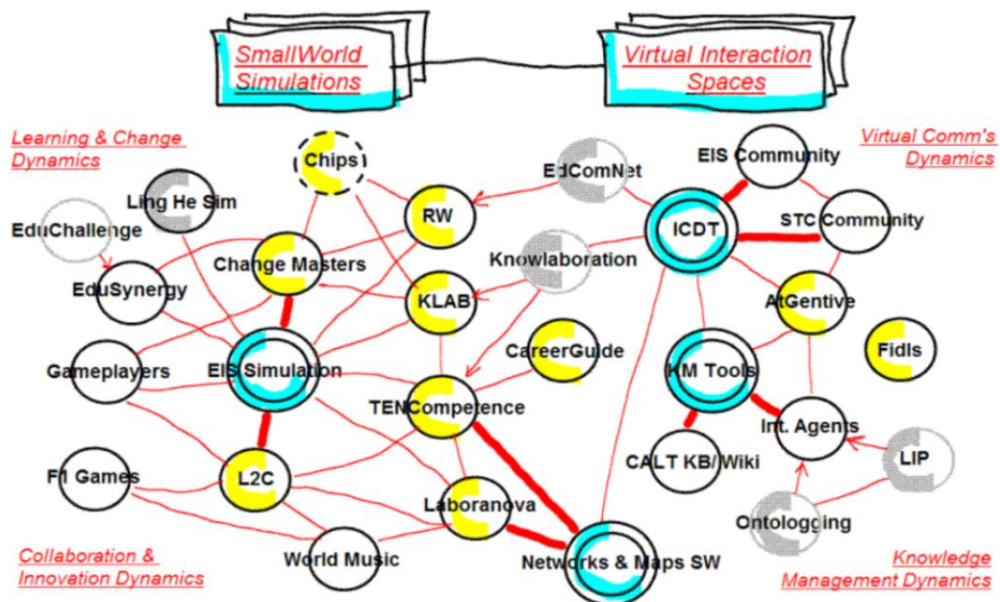
Research Grants Awarded

In the period in which I was directing INSEAD's Centre for Advanced Learning Technologies (CALT) I submitted a number of **Research Projects** to support the development of my Research Agenda with external funds - mostly competitive EU Research Calls, but also with the European Space Agency (ESA), the Swedish Trade Council (STC), the Paris Hospital Association (AP-HP), Reuters, IBM and IMS - and got awarded external research grants for more than 5,5 million Euros (see details below).

Project Name	N°	Start	External Research Funds granted		
PLATON+	2661-033	01-Jan-08	80,421.18 €		
Laboranova	2661-032	01-Jun-06	481,400.00 €		
Rural Wings	2661-029	01-Jan-06	314,100.00 €		
L2C	2661-030	01-Mar-06	389,404.71 €		
ChangeMasters	2661-031	01-Sep-06	204,196.47 €		
TENCompetence	2661-025	01-Dec-05	484,483.53 €	1996	158,342 €
Career Guide	2661-028	01-Oct-05	35,220.00 €	1997	438,156 €
AtGentive	2661-026	01-Dec-05	311,800.00 €	1998	575,534 €
KLAB	2661-024	01-Oct-05	149,258.82 €	1999	0 €
FIDIS	2661-023	31-Mar-04	200,000.00 €	2000	293,309 €
CHALC	2661-022	01-Jan-04	41,376 €	2001	506,760 €
Edcomnet	2661-015	01-Jan-02	307,378 €	2002	858,260 €
LIP	2661-020	01-Sep-02	307,131 €	2003	0 €
Knowlaboration	2661-019	01-Feb-02	243,752 €	2004	241,376 €
VERDI - ESA Project	2661-018	18-Jul-01	174,957 €	2005	519,704 €
ONTO-LOGGING	2661-017	01-Jul-01	331,793 €	2006	1,389,101 €
HORTONET 3	2661-016	01-Dec-00	88,152 €	2007	0 €
E-CAMP	2661-014	01-Mar-00	205,158 €	2008	80,421 €
Swedish Trade Council Project	2661-013	27-Oct-98	272,182 €		
KNOWNET	2661-012	01-Oct-98	131,779 €		
BOPS	2661-011	01-Sep-98	171,573 €		
Télémedecine at AP-HP	2661-018	01-Dec-97	20,332 €		
RAP	2661-009	01-Nov-97	386,033 €		
Corporate Intranets (IBM)	2661-006	21-Feb-97	31,792 €		
MEMPHIS	2661-007	02-Dec-96	19,373 €		
IMS Project	2661-003	25-May-96	25,452 €		
World Class Standards	2661-001	16-Apr-96	113,518 €		
Total External Funds granted (mostly EU Research Funds)			5,522,023.53 €		



Albert's Research Agenda and overview of R&D Projects developed in the context of INSEAD's Centre for Advanced Learning Technologies (CALT)



INSEAD

Awards/Prizes/Chairs

- 2002 *IBM Faculty Award* for the project “L2LinKS: Learning to Learn in the Knowledge Society”
- 2001 *IFS (Institute of Financial Services) Financial Innovation Award* for Most Stimulating Contribution, London, UK
- 1997 *Finalist at the Best Paper Competition of the 30th HICSS Conference.*
- 1992 *First Prize at the Third International Competition for Outstanding DSS Achievements* sponsored by The Institute of Management Sciences (TIMS).

- 1990 *Distinguished Contribution Award* at the *First International Competition for Outstanding DSS Achievements* sponsored by The Institute of Management Sciences (TIMS).
- 1990 *Apple Trophy* for the “Triple C” Decision Support System at the *1990 Apple Trophy Competition* sponsored by Apple Computers.
- 1989 *First Prize* at the Competition for the Best Swiss Research Contribution to the field of Operations Research sponsored by the Swiss Society of Operations Research (SVOR).

Academic Service

Served as Member of the Editorial Board of:

- *European Journal of Information Systems*
- *Journal of Decision Systems*
- *Journal of Information Technology*

Member of:

- Wharton Learning Lab Advisory Board 2001
- The Institute of Management Sciences
- The Swiss and British Societies of Operations Research
- System Dynamics Society
- EURO Working Group on Decision Support Systems (founding member)
- European Special Interest Group on GDSS (founding member)
- European Foundation for Computer-supported Cooperative Work (founding member)

Served as Reviewer for:

- *Interfaces*
- *European Journal of Operational Research*
- *Decision Support Systems: The International Journal*
- *Annals of Operations Research*
- *Group Decision and Negotiation*
- *Journal of Decision Systems*
- U.S. National Science Foundation
- European Best Case Competition (since 1995)
- European Community, Learning-related ESPRIT Projects (since 1996)

Professional Development Overview

I joined *INSEAD* back in 1989, first as a Visiting Professor and then gradually as an Assistant, Associate and then Full Professor, also acting during more than 10 years as the director of CALT, the former INSEAD's Research Centre focussing on *Advanced Learning Technologies*. My background was a doctorate in *Mathematics* with a passion for *Complexity Theory* and research work in the rising area of *Intelligent Systems supporting Human Decision Making Processes* integrating mathematical algorithms from *Operations Research* as well as early *Artificial Intelligence* techniques. This work made me earn rapid international recognition from academic sources like TIMS but also from sources like Apple Computers back in 1991 for the mac-based visual decision support software I had developed to support my research.

After joining INSEAD I got deeply interested into 2 critical areas of *Management Studies*: The dynamics of **Change** - and hence *Transformation* and *Innovation* - in organizational contexts, and the dynamics of **Collaboration** in Teams and Groups operating across **Distance** and **Diversity** - such as **Global Teams** of managers and decision makers.

The key question which has driven my research work since has been “**How to enhance effective change and collaboration dynamics in global contexts through the design of effective Learning Technologies/Experiences?**” – enhancing the understanding of the underlying dynamics, and helping managers and decision makers to act effectively when driving change, transformation and innovation projects, or when leading or contributing to global teams across distance and diversity.

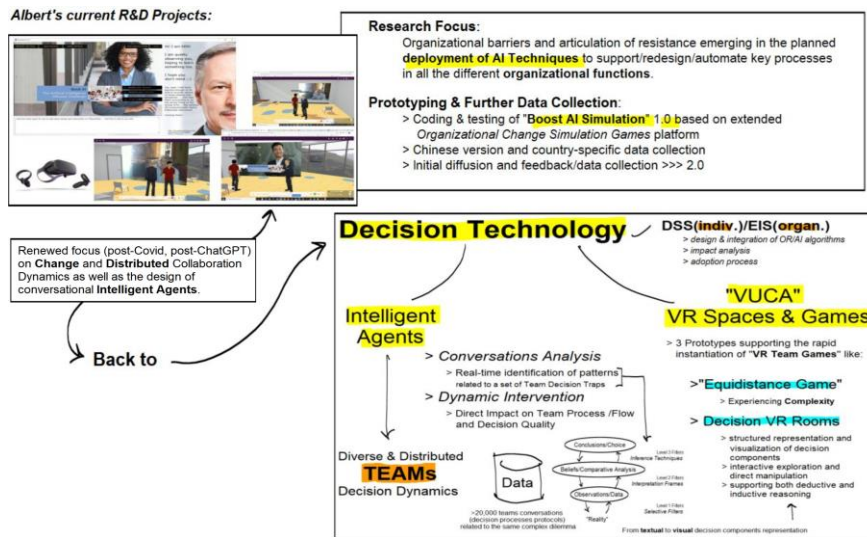
Focusing on this key question - and leveraging my early math/IT/AI background whilst progressively deepening my understanding of functional and dysfunctional dynamics present in today's global organizations - has led me, over the years I have spent at INSEAD, to:

- Producing more than **100** academic publications (see [133 listed in Google Scholar](#)),
- Authoring (including underlying code and algorithms) more than **20** management simulations and games and **2** innovative online community platforms supporting collaborative learning processes (see details in a separate section)
- Authoring, winning the funds, and successfully leading more than **10** multi-million, multi-partners **Research Projects** based on EU competitive research grants (see details in a separate section)
- Impacting an extensive and growing community of academics in top management schools worldwide (more than **200** every year) deploying the simulations I developed on a daily or weekly basis, including versions adapted to specific contexts like China/Asia or the Middle East (see details in a separate section)
- Impacting more than **7,000** management students and executives **every year** since more than **20 years** profiting from the simulation-based learning experiences delivered by my colleagues worldwide (see details in a separate section)
- Gathering original **data** systematically since more than **10** years on dynamics of collaborative problem solving and conflict resolution in **global teams**, as a basis for future trend analysis and patterns recognition research

The key question still leads me to explore on a continuous basis the opportunities of advanced **Technology-enhanced Learning**, and particularly of advanced **Game Dynamics**, from the design of new team-based management simulation games - an area

in which INSEAD has an excellent historical tradition - to exploring collaborative dynamics in massively multiplayer online role-playing games involving large numbers of online connected individuals.

In a nutshell, since I joined INSEAD I have been able to contribute to the emergence and growth of the area of *Advanced Learning Technologies*, both at the theoretical/conceptual, development in academia, and practical/impact level. Over the years at INSEAD I have been able to learn from and work with great academics from a variety of different disciplines and cultural/human background, to help developing over the years our “learning innovation” dimension, which started by publishing the **first multimedia cases** back in the early nineties, being the **first Business School** to be present **on the Web** in the mid-nineties - notably with a Netscape-based website demonstrating our first Interactive Cases and Research, targeted to the academic community, and at large to all those interested in internet-based management learning ... and of all the great research and learning innovations projects which emerged during the following 15 years in the context the **CALT Centre**, and in the following years.



Albert's Research on Conversational AI and Intelligent Agents

My 1993 Perspective & Research:

Intelligent Conversational Agents (**Intelligent Agents involved in human decision making processes**) should intervene dynamically and rather than providing data and decision making models (traditional perspective) they should **actively observe the user** in action and then provide **critical feedback** on how the problem/decision at hand is addressed (data not used, perspectives/criteria not considered, incorrect framing, other biases ...)



My 2024/25 Perspective:

10 years of systematic observation and capturing of Conversations among Managers (data from Eagleairing Simulation exchanges) are providing evidence that:

- > Most Global Teams meet and take decisions in a **dysfunctional** way
- > Process not adapted to **Distributed** settings
- > Process not leveraging **Diversity/Collective Intelligence**
- > This causes early **Polarization** and the emergence of Conflicts -> Decision Making Performance
- > This also causes lack of **Motivation/Engagement** -> Team Performance & Cohesion

-> Design of Intelligent Agents **intervening dynamically** in (online) **Conversations**
 -> Agent offers dynamically **recommendations** based on the analysis of the Conversation Flow
 -> Agent aims at reducing the probability that the Team gets **Polarized**, supporting them to reach **Consensus** (rather than for instance through voting).

- *Conversational Agents for advanced learning: Applications and research*, 2001
- *K-INCA: Using Artificial Agents to help people learn and adopt new behaviours*, 2001
- *Enhancing Knowledge Management Systems with Cognitive Agents* (Améliorer les Systemes de Gestion de la Connaissance avec des Agents Cognitifs), 2003
- *Using Conversational Agents to support the adoption of knowledge sharing practices*, 2003
- *InCa: An Intelligent Cognitive Agent-Based Framework for Adaptive and Interactive Learning*, 2004
- *InCa: a cognitive multi-agents architecture for designing intelligent & adaptive learning systems*, 2005
- *Using Artificial Agents to Stimulate Participation in Virtual Communities*, 2005
- *Connection Dynamics in Learning Networks: Games, Agents and Social Network Visualization*, 2007
- *Enhancing Knowledge Management Systems with Cognitive Agents*, 2016