

## Curriculum Vitae

**Graf Thomas**  
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### Personal information

Date of birth	25 June 1971
City of birth	Singen
Nationality	German

**Education**

Dates	October 2008 - today
Title of qualification desired	<b>PhD</b>
Principal subjects	Strategic Management
Name of organization	IE Business School, Madrid
Interests	Strategic Management, Non-Market Strategies, Corporate Social Responsibility, Interfirm ties (alliances and interlocks), Environmental Management
Academic publications	<p>Graf T., Kock C., Diestre L. "Environmental Performance and Alliances", <i>Strategic Management Society Annual Conference</i>, Prague, 2012</p> <p>Graf T., Kock C., Diestre L. "The Impact of Interlock Directorships on Firms' Environmental Strategies", <i>Strategic Management Society Annual Conference</i>, Miami, 2011</p> <p>Graf, T., Kock, C. "Beyond Politics: Do Directors with a Political Background Make Firms Greener?" (August 31, 2011). Available at SSRN: <a href="http://ssrn.com/abstract=2152466">http://ssrn.com/abstract=2152466</a></p> <p>Graf, T. "Supply Chain Integration in the HR-Service Industry (August 31, 2011)". IE Business School Working Paper No. DE8-136-I. Available at SSRN: <a href="http://ssrn.com/abstract=2021314">http://ssrn.com/abstract=2021314</a></p> <p>Graf T., Kock C. "Beyond politics: Do directors with a political background make firms greener?", <i>Proceedings of the 8<sup>th</sup> IAMB Conference</i>, Madrid, 2010</p>
Conferences	<p>Graf T., Kock C., Diestre L. „Incentives to Free-Ride: Legitimacy and Reputation Spillovers in the Context of Environmental Management”, <i>Strategic Management Society Annual Conference</i>, Atlanta, 2013</p> <p>Graf T., Kock C., Diestre L. "Knowing-about and Knowing-how: The differential impact of interfirm ties in the context of environmental strategies", <i>Academy of Management 2013 Annual Meeting</i>, Lake Buena Vista (Orlando), 2013</p> <p>Graf T., Kock C., Diestre L. "Environmental Performance and Alliances", <i>Strategic Management Society Annual Conference</i>, Prague, 2012</p> <p>Graf T., Kock C., Diestre L. "The Impact of Interlock Directorships on Firms' Environmental Strategies", <i>Strategic Management Society Annual Conference</i>, Miami, 2011</p> <p>Graf T. "Supply Chain Integration in the HR-Service Industry", <i>International Symposium and Workshop in Global Supply Chains</i>, Madrid, 2010</p> <p>Graf T., Kock C. "Beyond politics: Do directors with a political background make firms greener?", <i>IAMB Conference</i>, Madrid, 2010</p>
Grades	<p>July 2013: <b>Research proposal defense</b>: pass</p> <p>October 2010: Comprehensive Exam: pass, ABD ("All but dissertation"), 18 graded courses: 11 x A, 7 x A-</p>

Dates	June 2006 – July 2007
Title of qualification awarded	<b>International Executive MBA</b> Grade: A- and Honorable Mention
Principal subjects	General Management
Name of organization	IE Business School, Madrid
Dates	September 2001 – June 2002
Title of qualification awarded	<b>Certificate</b>
Principal subjects	Business Administration 1. Strategic Management: Grade 1.0 2. Organization and Leadership: Grade 1.3 3. HR Management: Grade 1.7
Name of organization	Open University Hagen (Germany)
Dates	January 1992 – May 1999
Title of qualification awarded	<b>Magister Artium (Master of Arts) and first State Exam</b>
Principal subjects	10/92-11/30/98 History: Grade 1.3 (average federal state wide: 2.28) 10/95-05/30/99 German Literature: Grade 1.3 (average federal state wide: 2.28) Dissertation: „Holocaust and Ideology“, Prof. Erich Koehler
Name of organization	University of Constance (“Excellence University” since 2008, <a href="http://www.uni-konstanz.de">www.uni-konstanz.de</a> )
Dates	September 1981 – May 1990
Title of qualification awarded	<b>Abitur</b> (Grade 1.5)
Name of organization	High school: Hegau-Gymnasium Singen
Dates	September 1977 – June 1981
Name of organization	Elementary School: Beethovenschule Singen

## Work experience

Dates	Oct 2008 – today
Name of employer	<b>Self-employed</b>
Main activities and responsibilities	Oct 2008 – today: Business Development & Account Management (Business and Law Schools) for the McKinsey subsidiary e-fellows.net ( <a href="http://www.e-fellows.net">www.e-fellows.net</a> )  June 2010 – today: Entrepreneurship Founder & Director of three management education platforms: Master in Management Compass, Master of Business Administration Compass, Doctor of Business Administration Compass
Dates	September 2004 - September 2008
Name of employer	<b>e-fellows.net GmbH &amp; Co. KG</b> Subsidiary of McKinsey & Company, Deutsche Telekom, and Georg von Holtzbrinck
Position held	<b>Head of Marketing &amp; Talent Program</b>
Main activities and responsibilities	Strategic Marketing, Business Development, Sales & Account Management,
Dates	July 2000 – August 2004
Name of employer	<b>e-fellows.net GmbH &amp; Co. KG</b> Subsidiary of McKinsey & Company, Deutsche Telekom, and Georg von Holtzbrinck
Position held	<b>Project and Content Manager</b>
Main activities and responsibilities	Communication, Business development, Sales, Cost reduction project
Dates	Sept 1999 – June 2000
Name of employer	<b>McKinsey &amp; Company, Inc.</b>
Position held	<b>Online-Editor</b>
Main activities and responsibilities	Launch of the website <a href="http://www.e-fellows.net">www.e-fellows.net</a> and online-editorial

## Non-Academic Publications

- T. Graf “Global Master in Management Survey 2013”, Master in Management Compass, 2013
- T. Graf “Global Master in Management Study 2012”, Master in Management Compass, 2012
- M. Hamori, B. Koyuncu, T. Graf „Der Loyale ist der Dumme“, *Harvard Business Manager*, 2012
- From 2010- today: Many management education articles at [www.mim-compass.com](http://www.mim-compass.com), [www.mba-compass.com](http://www.mba-compass.com), and [www.dba-compass.com](http://www.dba-compass.com)
- T. Graf (Co-Author) “The assessment of Soft Skills among high potentials “, *e-fellows.net survey*, April 2005,
- T. Graf (Co-Author) “What the others do different / Trends and best practices in HR management“, *Personalwirtschaft*, 2004
- T. Graf “Hospitals need to campaign for their future talents”, *Deutsches Ärzteblatt*, 2003
- 2000 - 2004: Several articles about career techniques and studies published at [www.e-fellows.net](http://www.e-fellows.net)

## Teaching experience

- |                                    |   |
|------------------------------------|---|
| Academic Tutorials                 | <b>Exam preparation of DBAs</b><br>Quantitative Methods I, IE Business School<br>(November 2010)  |
| Workshops                          | <b>“HR-Marketing with editorial means”</b><br>One-day workshops, each held for HR referents of Accenture, T-Mobile, Roche (2x) and the publishing house Holtzbrinck (Die ZEIT, Handelsblatt, MacMillan) between 2004 and 2006<br><br><b>“MBA – What it is and how to find the “best” program”</b><br>Held at the e-fellows.net MBA Days from 2004 until today<br><br><b>Team workshops</b><br>with the e-fellows.net Marketing team |
| Tutorials for high-school students | Private lessons in Latin for high-school students between 1992 and 1998   |
| Pedagogical education              | Several seminars in psychology, didactics, and teaching German to foreigners included in my Master studies at the University of Constance   |

## Languages

- |         |                           |
|---------|---------------------------|
| German  | Native language           |
| English | Very good                 |
| Spanish | Basic                     |
| Other   | Great Latinum and Graecum |

### Tests

GMAT (Graduate Management Admissions Test)	660 Points Essay: 5 Points
TOEFL (Computer version)	277 Points Essay: 5 Points

### IT-Competence

MS Office	Word, Excel, Powerpoint
IT-Languages	HTML
Other	Photoshop, Stata, SAS, mplus, SPSS

### Interests

Dancing	Salsa
Music	Songwriting
Sports	Cardio, Soccer
Engagement	Godparenthood at Plan International e.V.
Other	Travelling: India, Nepal, Thailand, Australia, USA, Cuba, Ireland, Greece, Italy, Spain, Egypt