



Herminia IBARRA

The Cora Chaired Professor of Leadership & Learning
Professor of Organizational Behavior

INSEAD

Boulevard de Constance

77305 - Fontainebleau Cedex, France

Phone: (+33) 1 60 98 30 53 / E-mail: herminia.ibarra@insead.edu

Home page: <http://www.insead.edu/facultyresearch/faculty/profiles/hibarra>

Blog: <http://www.herminiaibarra.com>

APPOINTMENTS

INSEAD

The Cora Chaired Professor of Leadership and Learning, 2007-
Chaired Professor of Organizational Behavior, 2002-2007

Harvard University, Graduate School of Business Administration

Professor, 1998-2002

Associate Professor, 1994-1998

Assistant Professor, 1989-1994

Yale School of Management, Teaching Fellow, 1985-1989

Université Libre de Bruxelles, Research Fellow, Belgium, 1984-1985

EDUCATION

Ph.D., Organizational Behavior, Yale University, 1989

M.Phil., M.A., Organizational Behavior, Yale University, 1988

B.A., summa cum laude, Psychology, University of Miami, 1982

Honors:

Thinkers50 (#28), 2011

Association of Executive Search Consultants, Best Article Award, 2010

Academy of Management, Best Paper Award, MED, 2009

EFMD Best Case Award, 2008

Greenhill Award, Harvard Business School, 1996

Yale University Fellowship, 1986-1987, 1988-1989

Belgian American Educational Foundation Fellowship, 1984-1985

National Science Foundation Graduate Fellowship, 1982-1984, 1985-1986

Outstanding Student in Psychology, Outstanding Woman Graduate, General Honors,

RESEARCH

Book:

Ibarra, H. (2003) *Working Identity: Unconventional Strategies for Reinventing Your Career*. Harvard Business School Press.

Articles:

Ely, R., Ibarra, H., & Kolb, D. (2011) "Taking Gender into Account: Theory and Design for Women's Leadership Development Programs." *Academy of Management Learning & Education*, September, 10 (3): 474-493.

Ibarra, H & Hansen, M. (2011) "Are You a Collaborative Leader?" *Harvard Business Review*, July-August, 89 (7/8): 68-74.

Ibarra, H., Carter, N. & Silva, C. (2010) "Why Men Still Get More Promotions Than Women," *Harvard Business Review*, September, 88 (9): 80-126.

Ibarra, H. & Barbulescu, R. (2010) "Identity as Narrative: A Process Model of Narrative Identity Work in Macro Work Role Transition." *Academy of Management Review*, January, 35 (1): 135-154.

Hansen, M., Ibarra, H. & Peyer U. (2010) "The Best Performing CEOs in the World," *Harvard Business Review*, January-February, 88 (1): 104-113. **AESC 2010 Best Research Article Award.**

Ibarra, H. & Petriglieri, J., (2010) "Identity Work and Play." *Journal of Organizational Change Management*, January-February, 23 (1): 10-25.

Guillen, L. & Ibarra, H. (2009) "Seasons of a Leader's Development: Beyond a One-Size-Fits-All Approach to Leadership Development." *Academy of Management Best Paper Proceedings*. **AOM 2009 Best Paper Award**, Management Education and Development (MED) Division.

Ibarra, H. & Obodaru, O., (2009) "Women and the 'Vision Thing.'" *Harvard Business Review*, January, 87 (1): 62-70.

Ibarra, H. & Hunter, M. (2007) "How Leaders Create and Use Networks." *Harvard Business Review*, January, 85 (1): 40-47.

Ibarra, H., Kilduff, M. & Tsai, W. (2005) "Zooming in and Out: Individuals and Collectivities at the New Frontiers for Organizational Network Research." *Organization Science*, July-August, 16 (4): 359-371.

Ibarra, H. & Lineback, L.K. (2005) "What's Your Story?" *Harvard Business Review*, January, 83 (1): 64-71.

Ibarra, H. (2002) "How to Stay Stuck in the Wrong Career." *Harvard Business Review*, December, 80 (12): 40-48.

Ibarra, H. (2000) "Making Partner: A Mentors Guide to the Psychological Journey." *Harvard Business Review*, March-April, 78 (2): 146-155.

Ibarra, H. (1999) "Provisional Selves: Experimenting with Image and Identity in Professional Adaptation." *Administrative Science Quarterly*, 44 (4): 764-791.

Ibarra, H. (1997) "Paving an Alternate Route: Gender Differences in Network Strategies for Career Development." *Social Psychology Quarterly*, 60 (1): 91-102.

Ibarra, H. (1995) "Race, Opportunity and Diversity of Social Circles in Managerial Managers' Networks." *Academy of Management Journal*, 38 (3): 673-703.

Ibarra, H. & Andrews, S. (1993) "Power, Social Influence and Sense Making: Effects of Network Centrality and Proximity on Employee Perceptions." *Administrative Science Quarterly*, 38 (2): 277-303.

Ibarra, H. (1993) "Network Centrality, Power and Innovation Involvement: Determinants of Technical and Administrative Roles." *Academy of Management Journal*, 36 (3): 471-501.

Ibarra, H. (1993) "Personal Networks of Women and Minorities in Management: A Conceptual Framework." *Academy of Management Review*, 18 (1): 56-87.

Ibarra, H. (1992) "Homophily and Differential Returns: Sex Differences in Network Structure and Access in an Advertising Firm." *Administrative Science Quarterly*, 37 (3): 422-447. Reprinted in Kilduff M. & Shipilov A. *Classics in Networks Research*. Sage, 2011.

Chapters:

Ibarra, H., Snook, S, & Guillen, L. (2010) "Identity-Based Leader Development," In Nohria, N and R. Khurana (Eds.), *Handbook of Leadership Theory and Practice: A Harvard Business School Centennial*. Harvard Business School Press.

Ibarra, H. & Deshpande, P. (2007) "Networks and Identities: Reciprocal Influences on Career Processes and Outcomes." In M. Peiperl and H. Gunz (Eds), *The Handbook of Career Studies*.

Ibarra, H. (2006) "Career Change." In Jeffrey H. Greenhaus and Gerard A. Callanan, (Eds. pp. 77-82), *The Encyclopedia of Career Development*. Sage Publications Inc.

Ibarra, H. (2005) "Our Many Possible Selves." In Coughlin L., Wingard E. & Hollihan (K., Eds. pp. 199-214), *Enlightened Power: How Women Are Transforming the Path to Leadership*. Jossey-Bass Publishers.

Ibarra, H. (2001) "Making Partner: A Mentors Guide to the Psychological Journey." In Harvard Business Review on *Finding and Keeping the Best People*. Harvard Business School Press.

Ibarra, H. (2000) "Gender and Work-Related Networks." In Paula England (Ed.) *The International Encyclopedia of the Social and Behavioral Sciences*.

Ibarra, H. & Smith-Lovin, L. (1997) "New Directions in Social Network Research on Gender and Careers." In Jackson S. & Cooper C. (Eds. pp. 361-383), *A Handbook for Future Research in Organizational Behavior*. J. Wiley.

Ibarra, H. (1992) "Structural Alignments, Individual Strategies, and Managerial Action: Elements Towards a Network Theory of Getting Things Done." In N. Nohria & R.G. Eccles (Eds.), *Networks and Organizations: Structure, Form and Action*. Harvard Business School Publishing Press.

Other publications (excluding blogs):

"The Best Performing CEOs in China" (with Luo R., Hansen M., & Peyer U). Forthcoming in *Harvard Business Review China*.

"The Best Performing CEOs in Latin America" (with Fragueiro F., Hansen M., & U. Peyer). *Harvard Business Review Latin America & Brazil*, March 2012.

"The Best Performing CEOs in India" (with Vissa, B., Hansen M., & Peyer U). Forthcoming in *Business Today*, January, 2012.

Ibarra, H. (2011) "Finding Hard Ways to Measure 'Soft' Leadership, 'The HBR Agenda 2011,'" *Harvard Business Review*, Jan-Feb, 89 (1/2): 48-49.

Ibarra, H. (2010) "The Gender Gap." Video and article, *INSEAD Knowledge*.

Zahidi, S. & Ibarra, H. (2010) *The Corporate Gender Gap Report*. World Economic Forum.

Ibarra, H (2010) "Ranking the World's Best CEOs." Podcast, *Harvard Business Review*.

Ibarra, H (2010) "Women Are Over-Mentored (But Under-Sponsored)," Podcast, *Harvard Business Review*.

Ibarra, H, Hansen, M. & Peyer U. (2010) "Want to Be a Chief Executive? Get an MBA", *Financial Times*.

Ibarra, H, Hansen, M. & Peyer U. (2010) "Why do MBAs make better CEOs?," *Business*

Week.

Hansen, M., Ibarra, H, & Peyer U. (2010) “Does an MBA Really Help a CEO to Add Value?”, *Financial Times*.

Hansen, M., Ibarra, H, & Peyer U. (2010) “CEOs: the definitive global top 200”, *Chief Executive Magazine*.

Ibarra, H (2009) “Women and the Vision Thing.” Video interview, *INSEAD Knowledge*.

Ibarra, H. (2008) “Moving Up” & “Moving Out.” Video lectures, *Financial Times*.

Ibarra, H & Hunter, M. (2008) “Leadership Networking.” *Criticleye Review*.

Ibarra, H. (2007) “Leadership Networking.” Podcast, *INSEAD Knowledge*.

Ibarra, H. (2007) “Leader as Entrepreneur,” Interview with Vivienne Cox, Leadercast series, *INSEAD Knowledge*.

Ibarra, H. (2004) “Tough Lessons on the Road to Leadership.” *The Financial Times*.

Ibarra, H. (2004) “Men and Women of the Corporation and The Change Masters: Practical Theories for Changing Times.” Commentary, *Academy of Management Executive*.

Ibarra, H. (2004) “Breakthrough Ideas for 2004.” *Harvard Business Review*.

Ibarra, H. (2004) (**Academic Advisor**). Harvard Business Essentials on *Coaching and Mentoring*. Harvard Business School Publishing.

Ibarra, H. (2003) “Managing Take-off and Re-entry.” *European Business Journal*, 14.

Ibarra, H. (2003) “Lifting the Corporate Barriers for Women.” In Pickford J. (Ed.) *Mastering People Management*. Prentice Hall.

Ibarra, H. (2002) Preface to Hurstel, Pierre, “*L’Entreprise Réparatrice ou le Nouvel Epanouissement*.” Maxima Editions.

Ibarra, H. (1995) “Gender Differences in Managerial Behavior: The Ongoing Debate.” In Gentile M. (Ed.), *Managerial Excellence through Diversity*. Irwin.

Work in Progress:

Ibarra, H, Petriglieri, G. & Day, D. “ Identity-based perspectives on leadership.” Invited chapter in preparation for the *Oxford Handbook of Leadership and Organizations*.

Ibarra, H. *Leadershift: Overcome Identity Traps and Transition to Leadership*. Book manuscript in progress, with HBR Press.

Ibarra, H & Obodaru, O. "Between and Betwixt: Identity Transition and Liminality in Non-Institutionalized Career Change."

Ibarra, H. & Petriglieri, J., "Impossible Selves: Image Strategies and Identity Processes in Women's Leadership Development."

Academic Presentations and Conferences:

Ely, R., Ibarra, H., & Kolb, D. "Developing a Leadership Identity: Challenges for Women Leaders," Paper presented at Academy of Management (AOM) Annual Meetings, San Antonio, 2011.

Barbulescu, R., Tosti-Kharas, J. & Ibarra, H. "Moving Away, Moving On, or Staying Locked In: Narratives of Coping with Unemployment." Paper presented at the Academy of Management (AOM) Annual Meeting, Montreal, 2010.

"Identity Traps in Transition to Leadership Roles" Paper presented at New Directions in Leadership Research Conference (sponsored by the Duke-Erasmus-Wharton-INSEAD Leadership Initiatives), Rotterdam, 2010.

"Seasons of a Leader's Development: Beyond a One-Size-Fits-All Approach to Leadership Development." Paper presented at Academy of Management (AOM) Annual Meetings, Chicago, 2009; **Best Paper Award**, MED Division.

"The People Make the Place: the Impact of Relationships on Organizational Identification": Paper presented at Academy of Management (AOM) Annual Meetings, Chicago, 2009.

"Identity as Narrative: A Process Model of Narrative Identity Work in Macro Work Role Transition": INSEAD-LBS OB Conference, Fontainebleau, 2008.

"Leadership Development during Midlife: A Turning Point in Career Advancement":

- Academy of Management (AOM) Annual Meetings, Anaheim, 2008
- INSEAD-Wharton Leadership Conference, Fontainebleau, 2008 (**co-organizer**)

"Impossible Selves: Identity Threat and Image Strategies in Women's Career Transitions": Yale OB Summer Camp, New Haven, 2008.

"Identity-Based Leader Development":

- INSEAD-Wharton Leadership Conference, Fontainebleau, 2008
- Harvard Business School Centennial Leadership Conference, Boston, 2008

“Gender Differences in Self-Evaluations and Observer Evaluations of Executives: A Comparison and Integration of Three Theories”: INSEAD-Wharton Leadership Conference, Fontainebleau, 2008.

“The Power of Possible Selves”: Academy of Management (AOM) Annual Meetings, Philadelphia, 2007.

“Forms and Functions of Narrative”: Academy of Management (AOM) Annual Meetings, Philadelphia, 2007.

“Career Myths and Realities for the 21st Century”: the Free University of Amsterdam, Inaugural Keynote, Careers Research Center, 2007.

“Identity as Narrative”:

- Positive Organizational Scholarship (POS) Conference, University of Michigan, 2006
- AOM Annual Meetings, Atlanta, 2006

“Research and Identity”: AOM Annual Meetings, Atlanta, 2006.

“Identity Transitions: Possible Selves, Liminality and the Dynamics of Career Change”: the 10th Annual Wharton OB Conference, 2004.

“Leadership: Bridging the Theory-Practice Divide”: Manpower-INSEAD Conference 2004 (**organizer**).

“Shifting Connections: The Role of Relationships in Career Transition and Change”: AOM Annual Meetings, Seattle, 2003. **Best Symposium Award**, OMT Division.

“Identity Play/Identities in Play: Learning, Experimentation and Dynamics of Transition”: AOM Annual Meetings, Seattle, 2003.

“Becoming: Identity, Social Networks and the Dynamics of Transition”: AOM Annual Meetings, Seattle, 2003 (**Symposium organizer**).

“Career Evolution: Perspectives for Rethinking Managerial and Professional Development”: the Harvard Business School Conference, London, 2002 (**organizer**).

“Working Identity: Becoming and the Dynamics of Role Transition”:

- Organization Science Winter Conference, 2003
- Macro-organization Society (MOBS), 2002
- LBS faculty seminar, London, 2002
- Harvard Business School Careers Conference, London, 2002
- INSEAD faculty seminar, 2000

- EGOS conference, Helsinki, 2000
- NYU Stern School, 2000

“Identity, Improvisation and Personal Transformation”: All-Academy Symposium, AOM Annual Meetings, Chicago, 1999.

“Psychological Factors in Network Creation and Change”: AOM Annual Meetings, Chicago, 1999 (**Symposium co-organizer**).

“Provisional Selves: Experimenting with Image and Identity in Professional Adaptation”:

- Faculty Colloquium, ESSEC, Paris, France, 1999
- HBS Alumni Reunions, 1999
- Royal Complutense Program at Harvard, 1999
- Faculty Colloquium, Wharton, 1999
- OB Seminar Series, INSEAD, France, 1998
- Faculty Colloquium, IESE, Barcelona, Spain, 1998
- OB Seminar Series, Stanford University, 1998
- Boston College, 1997
- University of Texas, Austin, 1996
- University of Pennsylvania, Wharton, 1996
- Yale University, 1996
- University of Michigan, ICOS, 1996
- AOM Annual Meeting, Cincinnati, 1996
- Stanford Business School, Power and Influence Conference, 1996
- MIT Sloan School, Organization Studies Colloquium, 1996
- Columbia Business School, University of Illinois, 1996

“The Relationship Paradox: Gender and the Strength of Network Ties”:

- EGOS Conference, Istanbul, 1995
- AOM Annual Meeting, Vancouver, 1995 (**Chairperson**, Chain Mail Walls or Glass Ceilings? Social Structural Perspectives on Gender and Careers)
- Berkeley, Haas School, 1995

“Untangling the ‘Web of Interconnections:’ Pragmatics of Gender Differences in Managerial Networks”:

- Duke University, Fuqua School of Business Administration, 1995
- University of Chicago, Workshop on the Social Structure of Competition, 1994
- Northwestern University, Kellogg School, Organizational Behavior Colloquium, 1994
- Columbia University, Center for the Social Sciences, 1994
- AOM Annual Meetings, Dallas, 1994
- Asilomar Conference, Stanford Center for Organizational Research, 1993
- MIT Organization Studies Group Seminar Series, 1993
- Sunbelt International Network Conference, 1993

“Race, Opportunity and Diversity of Social Circles in Managerial Networks”:

- Cornell, Johnson School Colloquium, 1993
- AOM Annual Meetings, Atlanta, 1993
- European Social Network Conference, 1993

“Network Organization: Fad or Fashion?”: European Group for Organizational Studies, Annual Conference 1993.

“A Social Network Perspective on Managing Diversity”: AOM Annual Meetings, Las Vegas, 1992.

“Informal Networks of Women and Minorities in Management”:

- Institute for Labor Relations, Faculty Colloquia, Cornell University, 1992
- Sunbelt International Network Conference, 1992

“Network Centrality, Social Influence, and Perceptions of Organizational Conditions”: AOM Annual Meetings, Miami, 1991 (**Symposium chair**).

“Effects of Network Centrality on Perceptions of Organizational Conditions”: Sunbelt International Network Conference, 1990.

“Women's Access to Informal Networks at Work: An Intergroup Perspectives”: AOM Annual Meetings, San Francisco, 1990 (**Co-chairperson**).

“Structural Alignments, Individual Strategies, and Managerial Action: Elements toward a Network Theory of Getting Things Done”: Networks and Organization Conference, Harvard Business School, 1990.

Invited Conferences & Presentations:

“The Future of Human Capital,” Facilitator, World Economic Forum, Davos, 2012.

“Meeting the Diversity Challenge,” Facilitator, World Economic Forum, Davos, 2012.

“Transition to Leadership,” Corporate Research Forum, London, 2011.

“Women on Boards: Obstacles and Opportunities,” MEDEF, INSEAD Governance Initiative, Paris, 2011.

“Are You a Collaborative Leader?” Harvard Business Review Webinars, 2011.

“Leading in a Hyper-connected World,” IdeasLab with INSEAD, World Economic Forum, Davos, 2011.

“A New Values Framework for New Realities,” Discussion leader, World Economic Forum, Davos, 2011.

“Ethical Norms in a New Reality,” Facilitator, World Economic Forum, Davos, 2011.

Global Agenda Councils Conference, World Economic Forum, Dubai, 2010.

“The Sponsor Effect,” Panel moderator, Hidden Brain Drain Summit, Center for Work-Life Policy, New-York, 2010.

Gender Diversity in Management,” Panel moderator, Closing the Global Gender Gap: The Business Case for Organizations, Politics and Society,” Harvard Kennedy School, 2010.

“Women and the Transition to Senior Leadership”, INSEAD Women in Business conference,” INSEAD, 2010.

“Rethinking the CEO Effect,” IdeasLab with INSEAD, World Economic Forum, Davos, 2010.

“Rethinking Leadership Development,” Discussion leader, World Economic Forum, Davos, 2010.

“The Nature of Intelligence,” Panel moderator, World Economic Forum, Davos, 2010.

“Researching Leadership Development: What’s to Be Done?”, Session chair, INSEAD Leadership Conference, 2009.

Global Agenda Councils Conference, World Economic Forum, Dubai, 2009.

“Learning for Transition,” Harvard Business School Leadership Conference, Boston, 2009.

“New Leadership Models,” IdeasLab with INSEAD, World Economic Forum, Davos, 2009.

“When Business as Usual is No Longer an Option,” Discussion leader, World Economic Forum, Davos, 2009.

“Growth Through Innovation,” Discussion leader, World Economic Forum, Davos, 2009.

“Is Crisis a Threat or an Opportunity for Talent? Share your Success Story,” Panel moderator, World Economic Forum, Davos, 2009.

Global Agenda Councils Launch, World Economic Forum, Dubai, 2008.

“Crossing the Crevasse: The Global Story,” Hidden Brain Drain Taskforce Summit, New-York, 2008.

“The Corporate Treasure Hunt,” Panel moderator, World Economic Forum, Davos, 2008.

“The New Demography,” Panel moderator, World Economic Forum, Davos, 2008.

“Women Leading Corporate Change.” Nestle, World Economic Forum, Davos, 2008.

“Making the Leadership Transition,” Meyler Campbell Annual Conference, 2007.

“Women in Finance,” Women’s Forum, Deauville, 2007.

“Women’s New Responsibility for Improving our Societies,” Women’s Forum, Deauville, 2006.

“The Global Talent Tap,” World Economic Forum, Davos, 2006.

“Working Identity,” Innovative European Leadership Research, Center for Creative Leadership, Brussels, 2005.

“Women & Power,” Panel moderator, Women’s Forum, Deauville, 2005.

“Who Can Lead the New Global Organization?” Harvard Business School, Burning Questions, Chantilly, 2005.

COURSE DEVELOPMENT (cases & notes)

- Transforming Reckitt Benckiser, 2011
- Leading for Performance: Ulrich Lehner at Henkel, 2010
- Vivaki (case & teaching note), 2010
- David Kenny (case & video), 2010
- Jack Klues (case & video), 2010
- Vivienne Cox at BP Alternative Energy (A) (**EFMD 2008 Best Case Award**) & Teaching Note, 2008
- The Turnaround Man (A & B), 2009
- Harris Roberts (A, B & C)
- Charlotte Beers at Ogilvy and Mather (A & B) (**HBS bestseller**)
- Network Assessment Exercise (Executive & MBA versions)
- Margaret Thatcher
- Ethan Berman at Riskmetrics
- Michael Kaiser at the Royal Opera House
- Presenting Penpoint (A & B)
- Digital Equipment Corporation: Kodak Outsourcing Agreement (A & B)
- Managerial Networks
- Gender Differences in Managerial Behavior
- National Cultures and Work-Related Values
- Building Coalitions
- Instructor’s Guide to Power and Influence

TEACHING

MBA & Executive MBA

- Siemens Women Leaders (**Program Director**), 2012-
- Making the Leadership Transition, EMBA 2011-
- Career Transition & Change, MBA & EMBA Electives 2006-
- Learning to Lead, EMBA elective, 2004
- Power & Influence (MBA elective, HBS, INSEAD), 1995-2003
- Applied Personal Skills (required curriculum, HBS), 1996-1999
- Leadership & Organizational Behavior (required curriculum, HBS), 1989-1995

Executive Programs

- International Women's Forum (**Program Director**), 2011-
- International Director's Program, 2011-
- Deutsche Bank Global Women Leaders (**Program Director**), 2010-
- AVIRA, 2008-2009
- IMPM, 2008
- World Economic Forum, Global Leadership Fellows, 2007-
- Women Leading Change in Global Business, (**Program Director**), 2005- 2008
- The Leadership Transition (LT), (**Program Director**), 2004-
- Coaching and Consulting for Change, 2003-
- Advanced Management Program (AMP), 2001-2006
- International Executive Program (IEP), 2003, 2005-2006
- Management of People (MOP), 2004, 2009
- Leading the Professional Services Firm, HBS, 1998-2001
- Young President's Organization, HBS, 2000
- Managing Innovation and Organizational Renewal, HBS, 2000
- The General Manager, HBS, 1998-99
- Women Leading Business, HBS, 1998
- Young Manager Program, INSEAD, 1996
- In-Company programs: Celerant, Cable & Wireless, ExxonMobil, KPMG

PhD Courses:

- Essential Readings on Identity, 2007
- Field Methods; Social Psychology of Organizations, HBS, 1993, 1994

PROFESSIONAL ACTIVITIES

Editorial Boards & Reviewing:

- Boards: *Administrative Science Quarterly* (Editorial Board member, 1994-1999; Best Paper Committee, 1999); *AOM Journal* (Special Issue Guest Editor, 1999-2000); *AOM Review* (Editorial Board Member 2002- & 1995-1999, Best Paper Committee, 1997); *Organization Science* (Editorial Board member, 2004-2008 Guest Editor, 1999).
- Reviewer: *Administrative Science Quarterly*, *AOM Journal*, *AOM Review*, *American Journal of Sociology*, *American Sociological Review*, *Sloan Management Review*, *Social Psychology Quarterly*

Academy of Management Service:

- Officer, Organization and Management Theory Division, 1994-1996
- Coordinator, OB/OMT Junior Faculty Consortium, 1996-
- Executive Committee, Women in Management Division, 1994-1996

Professional Boards, Councils & Juries

- Top Companies for Leaders, Aon Hewitt/Fortune, Jury Member, 2011
- Gender Equality Project, Advisory Board, 2010-
- Harvard Business School Visiting Committee, 2009-
- Catalyst Europe Advisory Board, 2008-
- World Economic Forum, Global Agenda Councils, 2008-

INSTITUTIONAL SERVICE

INSEAD:

- Sorbonne University, Academic Senate, 2012-
- Faculty Evaluation Committee, 2011-
- Area Chair, OB Area 2003-2006, 2010-
- INSEAD Board of Directors, 2007-2010
- Leadership Initiative, Academic Director, 2008-2010
- Gender Diversity Initiative, Academic Director, 2007-2010
- MBA Strategy committee 2009-
- Strategy Taskforce, 2008
- Women Faculty Task Force, 2004-2005
- EDP Innovation Task Force, 2004-2005
- Recruiting Coordinator, OB Area 2003-2005
- Executive Education Committee, 2003-2005
- Faculty Campaign Committee, 2003-2005

Harvard Business School and Harvard University

- Latin America Office Launch Committee, 1999-2001
- Program and Admissions Committee, OB Ph.D. Program, 1998-2000
- Director of Graduate Studies, OB Ph.D. Program, 1993-1995
- Coordinator, Faculty Recruiting, 1993-2000
- Coordinator, OB Area Colloquium Series, 1993-1997
- Member, Internationalization Committee, 1993-1994
- Member, Diversity Task Force, 1993-1994

- David Rockefeller Center for Latin American Studies, 1998-2000
- John F. Kennedy School, Women in Public Policy Program Advisory Board

CONSULTING

Active in consulting to corporations and professional services firms on leadership, diversity, and talent development strategies.

BUSINESS PRESS

Research profiled in media reaching the general public including *The Financial Times*, *The New York Times*, *The Wall Street Journal*, *The Economist*, *Fast Company*, *Business Week*, and *Newsweek*. Numerous blogs on hbr.org

LANGUAGES

Trilingual (English, Spanish and French)