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Work Address

ESADE Business School
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Education

Ph.D. Harvard University, Organizational Behavior (1991).
M.A. Harvard University, Sociology (1989).
M.B.A. I.E.S.E. Business School (1983).
Bachelor of Arts in Philosophy. University of Barcelona (1981).
Bachelor of Laws. University of Barcelona (1981).

Academic Appointments

2007- present: Professor of Business Policy, E.S.A.D.E.
2002- summer 2007: Instituto de Empresa Business School, Professor of Strategy and Organizational Behavior.
1984-2001: I.E.S.E. Business School, Professor of Business Policy, tenured in 1999.

2010-present: Visiting Professor, Dept. of Organizational Behavior, I.N.S.E.A.D (Jose.luis.alvarez@insead.edu).
2010-present: Visiting Professor, Judge Business School, Cambridge University.
2000-2001: Visiting Professor, Dept. of Organizational Behavior, Harvard Business School.
1997-2000: Visiting Professor, University Pompeu Fabra (Ph.D. Program), Barcelona.
1996-1997: Visiting Scholar, Dept. of Sociology, Harvard University.

Academic Publications

In English

(2011 forthcoming) Educating Contemporary Princes and Princesses: Challenges in Teaching Power and Influence. In R. Khurana, N. Nohria and S. Snook (Editors) *The Handbook for Teaching Leadership*. N.Y.: Sage.

(2010) At the Crossroads of Bounded and Boundaryless: Defining the Shared Career. *Journal of Organizational Behaviour*. With S. Svejenova (first author) and L.Vives.

(2009) The Increasing Role Professional Service Firms in the Reform of Shareholders' Meetings. In P. Y. Gomez and R. Moore (Editors) *Board Members and Management Consultants: Redefining the Boundaries of Consulting and Corporate Governance*. Charlotte, N.C.: Information Age Publishing. With J. E. Ricart.

(2007) Pairs at the Top. *Sloan Management Review*, Vol. 48, No. 4, 10-14. With S. Svejenova and L.Vives.

(2007) Network Perspective. In M. Jenkins and Veronique Ambrosini (Editors), *Advance Strategic Management: A Multi-Perspective Approach*, 185-195. N.Y.: Palgrave Macmillan. With S. Svejenova (first author).

(2005) *Sharing Executive Power: Roles and Relationships at the Top*. Cambridge, U.K: Cambridge University Press. With S. Svejenova. Finalist of the George Terry Book Award 2007, Academy of Management.

(2005) Shielding Idiosyncrasy from Isomorphic Pressures: The Becoming of European Film Mavericks. *Organizations*. Vol. 12, Issue 6, 863-888. With S. Svejenova, C. Mazza, J. S. Pedersen.

(2005) Guest Editors' Introduction "Manufactured Authenticity and Creative Voice in Cultural Industries" to the Special Issue "The Management of Cultural Industries". *Journal of Management Studies*. Vol. 42, Issue 5, 893-899. With C. Jones and A. Anand (first and second authors).

(2005) Co-Editor and co-author of the Introduction to the Special Issue The Consumption of Management Knowledge and the Role of The Mass Media. *Scandinavian Journal of Management*, Vol. 21, Num. 2, 127-132. With C. Mazza and J. S. Pedersen.

(2004) Journeys to the Self: Using Movie Directors in the Classroom. *Journal of Management Education*. Vol. 28, Issue 3, 335-355. With P. Miller, J. Levy, and S. Svejenova.

(2002) Commentary to William Lytle's Accelerating Planning Change. *Reflections: Journal of the Society of Organizational Learning*. Winter, Vol. 4, Num. 2.

- (2002) Gourmet Meal for Fast-Food Managers? An Attempt to Review Research from the Consumption Side. In K. Kreiner and S. Scheuer (Editors) *Research and Praxis in Organizational Theory*. Copenhagen, Denmark: I.O.A. Press, 193-207. With C. Mazza.
- (2002) Symbiotic Careers in Movie Making: Pedro and Agustín Almodóvar. In M.A. Peiperl, Arthur, M.B., and Anand, N. *Career Creativity: Explorations in the Remaking of Work*. Oxford, UK: Oxford University Press. With S. Svejenova.
- (2000) El Deseo SA: The Almodóvar Factory for Creativity. *Barcelona Management Review*, Issue 15, September-December, 108-114. With S. Svejenova.
- (2000). Power and Influence: Keys to Successful Managerial Action in the New Organizational Environment. *Barcelona Management Review*, Issue 14, 70-76. With A. Caldart.
- (2000) Haute Couture or Prêt-a-Porter: Creating and Diffusing Management Practices through the Popular Press. *Organization Studies*, Vol. 21, Issue 3, 567-589. With C. Mazza.
- (2000) Theories of Managerial Action and their Impact on the Conceptualization of Executive Careers. In M. Peiperl and M. Arthur (Editors): *Career Frontiers: New Conceptions of Working Lives*, 123-138. Oxford: Oxford University Press.
- (1999) Foreword to C. Mazza, *Claim, Intent, and Persuasion: Organizational Legitimacy and the Rhetoric of Corporate Mission Statements*. Boston: Kluwer Academic Publishers.
- (1999) Governance Mechanisms for Effective Leadership: The Case of Spain. *Corporate Governance: An International Review*, Vol. 7, Issue 3, July, 266-287. With M. A. Gallo and J. E. Ricart.
- (1997) Legitimization and Integration through Dependence: Graduate Business Education in Latin America. *Organization*, Vol. 4, Num. 4, November, 564-580. With C. Mazza and A. Enrione.
- (1997) (Editor) *The Diffusion and Consumption of Business Knowledge*. Author of the "Introduction" and the Chapter "The Sociological Tradition and the Spread and Institutionalization of Business Knowledge". London: Macmillan.
- (1996) The International Popularization of Entrepreneurial Ideas in the 1980s. In S. Clegg and G. Palmer (Editors), *The Politics of Management Knowledge*. London: Sage

- (1996) The Role of Business Ideas in the Promotion of Employment. In J. Gual (Editor), *The Social Challenge of the Creation of Employment in Europe*. U.K.: Edward Elgar.
- (1995) Network Organizations: The Structural Arrangement behind New Organizational Forms. *South African Journal of Management*, Vol. 26, No. 3, 97-107. With A. Ferreira.
- (1994) Modern Organizations in Spanish Literature. In B. Czarniawska and P. Guillet de Monthoux (Editors) *Good Novels, Better Management: Reading Organizational Realities in Fiction*. Chur, Switzerland: Harwood Academic Publishers. With C. Merchán.
- (1993) Managing Internationally: The International Dimensions of the Managerial Task. *European Management Journal*, Vol. 11, No. 4, 485-493. With J. Roure, C. García and J. L. Nueno.
- (1993) The Diffusion and Institutionalization of Entrepreneurship Education in the Eighties. In I. C. Mcmillan and S. Birley (Editors), *Entrepreneurship Research: Global Perspectives*. Amsterdam: Elsevier Publishers.
- (1993) The Popularization of Business Ideas: The Case of Entrepreneurship in the 1980s. *Management Education and Development*, Vol. 24, No. 1.
- (1992) Narrative Fiction as a Way of Knowledge and its Application to the Development of Imagination for Action. *International Studies of Management and Organization*, Vol. 22, Issue 3, Fall, 27-46. With C. Merchán.
- (1990) The Effect of European Integration on Business Practices through Management Education. *Proceedings of the 19th International Management Symposium*. University of St. Gallen, Switzerland.

In Spanish

- (2011 forthcoming) *Liderazgo Presidencial en España*.
- (2011) Crisi di Modello Zapatero. *Italianieuropei. Bimestrale del Riformismo Italiano*. Fondazione Italianieuropei. 4, October.
- (2010). Liderazgo Empresarial, Cátedra Liderazgo ESADE, Ponencias Sant Benet.
- (2009) *Decisiones Estratégicas*. Madrid: LID Editorial.
- (2008) Liderazgo. In *Lo que se Aprende en los Mejores MBAs Vol. II* (O. Amat, Editor). Barcelona: Ediciones 2000. With S. Svejenova.

- (2007) El Liderazgo Empresarial. In J. Villafañe (Editor), *Informe Anual 2007: La Comunicación Empresarial en España*. Madrid: Pearson-Prentice Hall.
- (2005) *Los Accionistas y el Gobierno de la Empresa: Análisis de la Situación Española*. Barcelona: Editorial Deusto. With J. E. Ricart and J. Gifra.
- (2003) *Breviario de Poder, Influencia y Ética*. Barcelona: Ediciones Granica. With S. Svejenova.
- (2002) La Gestión del Cambio. In J. Bonache and A. Cabrera (Editors) *Dirección Estratégica de Empresas*. Prentice-Hall Spain. With J. P. Garrido.
- (2002) Las Competencias de Liderazgo de los Presidentes de Gobierno en España. *Revista de Estudios Políticos del Centro de Estudios Políticos y Constitucionales*, Num. 116, April-June, 267-281. With E. Pascual.
- (1999) El Trabajo de los Directores Generales y sus Competencias. In O. Amat (Editor) *Lo Que se Aprende en los Mejores MBAs Vol. I*. Barcelona: Ediciones 2000. 2nd edition in 2008.
- (1999) *Prácticas de Gobierno Corporativo en España*. Barcelona: Estudios y Ediciones I.E.S.E. With M. A. Gallo and J. E. Ricart.
- (1997) (Editor) *Empleo y Carreras Directivas*. Author of the Introduction and first author of the following chapters: Desempleo Directivo en España y Estrategias de Búsqueda de Ocupación; Cómo Dirigir la Propia Búsqueda de Empleo Directivo; Las Nuevas Competencias Directivas y su Desarrollo; Procesos de Ajuste Persona-Organización; La Transferencia Internacional de Directivos; La Situación Familiar en el Diseño de Carreras Profesionales; El Estrés Directivo y Organizativo. Bilbao, Spain: Deusto.
- (1996) El Papel de las Ideas de Negocio en la Creación de Empleo. In J. Gual (Editor), *El Reto Social de la Creación de Empleo*. Barcelona: Ariel.
- (1995) La Situación Familiar en el Diseño de Carreras Profesionales. In D. Melè (Editor) *Empresa y Vida Familiar*. Barcelona: Estudios y Ediciones I.E.S.E.
- (1992) Las Organizaciones en el 2000. *Alta Dirección*, No. 161, January-February.
- (1986) *La Dirección de Personal en España, 1985*. Barcelona: Estudios y Ediciones I.E.S.E. With J. M. Rodríguez (first autor) and N. Chinchilla.
- (1985) Coordinator of the Volume Comportamiento Humano en la Organización. In *Enciclopedia de Dirección y Administración de Empresas*. Barcelona: Editorial Orbis.

Teaching

Executive Teaching: Open/General Management Programs (e.g., A.M.P., I.E.P. and AVIRA Programs at I.N.S.E.A.D.), Seminars, In Company Training and speaking engagements for senior executives.

Topics: The Job of Top Executives; Social Capital; Political Dynamics in Organizations; Leading Change; Corporate Governance; Decision Making at the Top, Top Management Teams.

M.B.A. and Executive M.B.A. Programs. Topic Power and Politics in Organizations, (I.N.S.E.A.D. M.B.A., Best Teacher Award 2001).

Media

Articles

(2011) La Educación Política de Carme Chacón. *La Vanguardia*, February 7.

(2011). Psicología Política de la Auto-Estima. *La Vanguardia*, January 3.

(2010) ¿Qué aporta Gallardón al PP? *La Vanguardia*, December 7.

(2010) ¿Un Presidente Breve? *La Vanguardia*, November 1.

(2010) El Retorno de la Personalidad Autoritaria. *El País*, October 18.

(2010) Angeles contra Independientes. *La Vanguardia*, October 4.

(2010) Opciones del Perdedor Anunciado. *La Vanguardia*, September 6.

(2010) ¿De qué lado está Durán? *La Vanguardia*, August 2.

(2010) La Convergencia de Mas y Rajoy. *La Vanguardia*, July 5.

(2010) Empresarios y Políticos. *La Vanguardia*, June 7.

(2010) El Asesinato Político de ZP. *El País*, May 7.

(2010) ¿Quién es Rajoy? *La Vanguardia*, May 3.

(2010) El Teatro de la Democracia *La Vanguardia*, March 1.

(2009) ¿Y si Zapatero No Vuelve a Presentarse? *El País*, December 18.

- (2009) Cómo Convencer de un Cambio sin Perder Liderazgo. *Cinco Días*, August 6.
- (2009) Liderazgo en nuestros tiempos. *El País*, June 11.
- (2009) ¿Funciona su Comité Ejecutivo? *Boletín Universia-Knowledge Wharton*, p. 71v, March, 25.
- (2009) Falta de Inteligencia Social. *El Comercio* (and all the regional newspapers Group Vocento), January 3.
- (2009) Los Límites y la Ventaja de Obama. *Diario de Navarra* (and all the regional newspapers Group Vocento), January 21.
- (2008) Obama y la Confianza Tranquila. *Sur* (and all the regional newspapers Group Vocento), November 9.
- (2008) Obama No se Fija en el Color. *Sur* (and all the regional newspapers Group Vocento), November 9.
- (2008) Escuelas de Negocio e Innovación. *El Mundo*, November 21.
- (2008) Electores Soñadores. *Las Provincias* (and all the regional newspapers Group Vocento), November 9.
- (2008) Las Lecciones de Bill Clinton. *Público*, November 6.
- (2008) La América que se Vota a sí Misma. *El Correo Español* (and all the regional newspapers Group Vocento), November 4.
- (2008) Los Estadounidenses Eligen un Carácter, No una Ideología. *Público*, November 4.
- (2008). Populismo Económico. *El Correo Español* (and all the regional newspapers Group Vocento), October 10.
- (2008) Lideratge Plural: Duets, Trios i Altres Configuracions de Poder. *Vincles, Revista de la Cambra de Comerç de Barcelona*. July.
- (2008) La Dirección de Empresas en Constante Desarrollo. *Expansión*, June 6.
- (2008) Tejer Redes Sociales: El Tamaño Sí Importa. *Cinco Días*, February 23.
- (2007) Grano y Paja en la Reforma Corporativa. *Expansión*, May 25.
- (2006) Lo que Aportan los Ejecutivos. *Cinco Días*, September 9.

- (2006) El Secreto de las Bicefalías. *Cinco Días*, Junio 24. With S. Svejnova.
- (2006) Precaución con los Expertos. *Cinco Días*, March 18.
- (2006) Los Deberes Regulatorios Están Casi Hechos. *Cinco Días*, January 24.
- (2005) El Peso del Oro. *La Actualidad Económica*, December 8.
- (2005) Status Quo. *La Actualidad Económica*, October 27.
- (2005) Polarización. *Cinco Días*, September 17.
- (2005) Retrato Robot del Buen Jefe. *El Mundo Magazine*, August 28.
- (2005) Tener Más Información Puede Ser Contraproducente. *La Gaceta de los Negocios*, August 17.
- (2005) Los Consejeros Deben Aportar Valor. *La Gaceta de los Negocios*, Agosto 3.
- (2005) Kutuzov en Bagdad. *Cinco Días*, July 23.
- (2005) En un Abrir y Cerrar de Ojos. *Cinco Días*, May 29.
- (2005) La Globalización Llega a las Escuelas de Negocio. *La Gaceta de los Negocios*, May 6.
- (2005) Las Amistades Peligrosas y el Gobierno Organizativo. *Cinco Días*, April 3.
- (2005) Yo Sé Quién Soy. *Cinco Días*, Enero 15.
- (2004) ¿Duales o Separados? *Cinco Días*, October 30.
- (2004) Los Frentes de Laporta. *Cinco Días*, September 18.
- (2004) Comités de Dirección: Tan Sólo los Imprescindibles. *Cinco Días*, February 2.
- (2003) La Ausencia de Presidente-Candidato y su Impacto en la Estrategia Electoral de las Próximas Generales. *El Noticiero de las Ideas*. October-November.
- (2003) Su Amigo Rockefeller. *Cinco Días*, October 20.
- (2003) Homo Sapiens Sapiens. *Expansión*, June 18.
- (2003) El Falso Liderazgo. *Cinco Días*, June 13.

- (2003) Quién Quiere Ser Directivo? *Cinco Días*, May 2.
- (2003) Tandems y Troikas en la Dirección y Gobierno Corporativos. *América Economía*. April 14.
- (2003) El Capitalismo de Cristal. *El País*, February 16.
- (2003) ¿Tandems y Troikas en las Empresas? *Cinco Días*, February 3.
- (2003) Aspectos do Capitalismo de Vidrio. *Gazeta Mercantil do Brazil*. January, 20.
- (2002) Los Consejos de Administración: ¿Son Equipos de Gobierno? *América Economía Web*, September 24; *El País*, September 29.
- (1998) Estilos de Dirección en la Empresa Española: No Hay un Estilo Claro. *Nueva Empresa*, No. 427, January. With M. A. Gallo and J. E. Ricart.
- (1997) La Organización en Red y el Outsourcing. *Conclusiones IV Jornadas de Recursos Humanos (Consorti Associació Patronal Sanitària)*, November.
- (1996) Are We Asking Too Much From Managers? *Financial Times*, U.K. Edition, July 12.
- (1994) La Formación del Formador: Hacia una Nueva Identidad Profesional. *Revista de la Asociación para la Formación y el Desarrollo de La Empresa*, Spring.
- (1994) La Desestructuración de las Estructuras. *Empresarios de Navarra (Periódico de la Pequeña y Mediana Empresa)*, Noviembre 12 – 15.
- (1994) Recursos Humanos y Estrategia Empresarial. *Estrategia Empresarial del País Vasco*, Número 30, May.
- (1986) De Personal a Recursos Humanos. *La Actualidad Económica*, September 22. With N. Chinchilla.
- (1985) La Prudencia de Informar sobre la Empresa. *Mercado*, December 13.
- (1985) En Busca del Mito Perdido. *Dinero*, February 26.
- (1984) Deuda Latinoamericana: Algo Más que Finanzas. *Mercado*, November 23.

Interviews, Quotes and References

- (2010) Liderazgo Político. *The Economist*. March 4.

- (2010) Liderazgo Político. *Julia Otero en la Onda*. March 4.
- (2010) Obama: Un Año Después. *Cinco Días*, February 6.
- (2009) Tomando Decisiones Económicas. *Julia en la Onda*. December 16.
- (2009) Networking. *Julia Otero en la Onda*. October 15.
- (2009) La Crisis Lleva a la Primera Línea el Debate sobre los Salarios Excesivos. *Cinco Días*, October 5.
- (2009) BBVA Chief's Annual Pension Condemned. *Financial Times*. October 1.
- (2009) ¿Son Rentables unos Juegos Olímpicos? *El Comercio* (and other regional newspapers of the Group Vocento), January 21.
- (2008) La Generación Obama. *La Vanguardia*, November 9.
- (2008) El Liderazgo en las Elecciones Norteamericanas. *La Mirada Critica, Tele 5 TV*, October 31.
- (2008) Las Virtudes del Directivo Global. *Capital*, June.
- (2008) Gestores Frente a Académicos en la Dirección de Escuelas de Negocio. *La Gaceta de los Negocios*, April 28.
- (2008) El Liderazgo del Futuro: Compartido y en Equipo. *La Gaceta de los Negocios*, April 8.
- (2008) Políticos en Busca de la Talla de un Líder de Empresa. *Cinco Días*, March 8.
- (2008) Gregarios con Maillot de Líder: Del Tándem al Trío. *Expansión*, January 26.
- (2007) Los Líderes de 2007. *La Gaceta de los Negocios*, December 15.
- (2007) El Liderazgo Compartido. *La Gaceta de los Negocios*, October 13.
- (2007) Savia Nueva en América Latina. *Expansión*, May 25.
- (2007) Gestionar con Karma. *La Actualidad Económica*, May 15.
- (2007) Los Hilos del Poder No Pesan a los Setenta. *Cinco Días*, Abril 19.
- (2007) Following the Rules Didn't Pay for E.On. *International Herald Tribune*, April 3.

- (2007) Los Nuevos Gurús. *La Actualidad Económica*, February 8.
- (2007) La Inteligencia Social. *La Gaceta de los Negocios*, January 20.
- (2006) El Secreto de los Gurús. *El Economista*, October 9.
- (2006) El Ejecutivo Español Está de Moda. *Expansión*, March 22.
- (2006) Recetas para Vender Libros de Gestión Empresarial. *Cinco Días*, Marzo 11.
- (2006) Fernando Martín, ante su Prueba de Liderazgo en el Real Madrid. *Cinco Días*, Marzo 3.
- (2006) ¿Bienvenido Mr. Conthe? *Expansión*, February 15.
- (2006) Governance Shake-Out in Spanish Boardrooms. *Financial Times*, February 6.
- (2005) Ejecutivos: Cuando Mandar Causa Rechazo. *El Mundo*, December 18.
- (2005) El Peso del Oro. *La Actualidad Económica*, December 8.
- (2005) Almodóvar, un Caso de Estudio en las Escuelas de Negocio. *Cinco Días*, December 1.
- (2005) Status Quo en ACS. *La Actualidad Económica*, October 27.
- (2005) La Crisis de los Tandems Profesionales. *Cinco Días*, October 1.
- (2005) Los Consejeros Deben Ser Competentes. *Gaceta de los Negocios*, August 3.
- (2005) Tony Blair: El Encanto de un Líder Aplicado. *Cinco Días*, July 16.
- (2005) El Buen Gobierno: Más Allá de las Reglas. *Gaceta de los Negocios*, July 14.
- (2005) La Globalización Llega a las Escuelas de Negocio. *Gaceta de los Negocios*, May 6.
- (2005) Ética de Maquillaje para los Consejos de Administración. *Expansión*, April 27.
- (2004) 2005, Tranquilo pero con Algún Sobresalto. *Cinco Días*, December 31.
- (2004) Profesionalizar los Consejos. *Cinco Días*, November 13.
- (2004) En Época de 'Vacaciones Flacas', los Directivos Deben Dar Ejemplo. *Expansión*, September 22.

- (2004) La Hora de la Retirada. *Cinco Días*, September 4.
- (2004) Robar: El Pecado de Creerse Impune. *Expansión*, September 3.
- (2004) Learning the Hispanic Way. *Financial Times*, July 19.
- (2004) Cuando el Número Dos Mejora al Líder. *Cinco Días*, July 17.
- (2004) La Depresión de la Tumbona. *Cinco Días*, July 6.
- (2004) Corporate Oversight Tops Talk at Summit *The Atlanta Journal Constitution*, May 6.
- (2004) Los Peores Momentos del Directivo *Cinco Días*, March 15.
- (2004) Los Directivos se Convierten en Comerciales *Expansión*, February 11.
- (2003) Los Directivos Hacen el Guiño de Bajarse el Sueldo. *Cinco Días*, September 19.
- (2003) Lo que la Ley Aldama no ha Regulado. *Expansión*, July 16.
- (2003) En Política se Premia la Gestión *Expansión*, May 30.
- (2003) Aterrizaje Forzoso en el "Paracaídas Dorado." *Expansión*, February 19.
- (2003) El Doble Juego de Coca-Cola. *Expansión*, February 17.
- (2003) Los Ejecutivos Pagan Caros sus Errores. *Expansión*, February 7.
- (2003) Gobierno Corporativo: Olivencia Versus Aldama? *Expansión*, January 22.
- (2002) Compensating CEOs. *BBC Radio*, September 17.
- (2002) La Evaluación de los Políticos: Más Allá del Marketing. *Expansión*, March 13.
- (2002) Empresas Españolas, en la Senda del Buen Gobierno. *ABC*, February 10.
- (2001) Las Redes Organizativas del Terrorismo. *El País*, October 7.
- (1997) Reducir Empleo: Una Historia Interminable. *La Vanguardia*, November 8.
- (1994) Recursos Humanos y Estrategia Empresarial. *Estrategia Empresarial del País Vasco*, No. 30, May.

Other Professional Activities

Academic

Member of the Editorial Boards (current or former) of *Business Leadership Review*, *Leadership Review Network (Social Science Research Network)*, *Journal of Management and Governance*, *Barcelona Management Review*; *Journal of Euro-Asian Management*; *Journal of Management Learning*, *Leadership Quarterly*.

Reviewer (current or former) for the Journals *Canadian Journal of Administration*, *Management Learning*, *American Management Review*, *Organization Studies*, *Organization*, *Middle East Business Review*, *Human Relations*, *Journal of Management and Governance* and for the Careers Section of the *Academy of Management*.

2009: Member of the Organizing Committee of the 2009 Annual E.G.O.S. (European Group for Organizational Studies) Colloquium. Barcelona.

2002-2005: Member of the Board of E.G.O.S.

2002: Chairman of the 2002 Annual E.G.O.S. Colloquium.

1998-1999: Chairman of the 1999 Round Table "The Managerial Work of the Future", Center for Organizational Studies of the José María De Anzizu Foundation.

1998-2001: Member of the Executive Committee of the Research Program of the European Community "The Creation of European Management Practices", and responsible for the Theme the European Management Publishing Industry.

1998-2005: Spanish Representative at E.G.O.S.

1997: Member of the Academic Committee of the III International Conference on Employment Creation. I.E.S.E., June.

1996-1999: Member of the Executive Board of the Center for Organizational Studies of the José María de Anzizu Foundation.

1994-1995: Member of the Academic Committee of the Accept Program of the European Foundation for the Improvement of Working Conditions.

1993-1997: Member of the Steering Committee of the European Science Foundation Program "European Management and Organizations in Transition (E.M.O.T.)" Also Co-Director of the Research Group "The Institutionalization and Change of Managerial Practices: Knowledge, Agency and Organizational Learning."

Administrative Experience in Academic Institutions

(2008-present) Academic Director General Management Programs E.S.A.D.E.

2006) Adjunt to the Dean for Executive Education, Instituto de Empresa

(1993-2000) Assistant Director of Research I.E.S.E.

(1991- 1996) Director of the Organizational Behavior Department I.E.S.E.

Teaching Materials

Los Inversores Institucionales y el Gobierno de las Empresas en España, I.E. Note DG 01-0375.

¿Cómo Toma Decisiones Críticas el Primer Presidente MBA?“. I.E. Case DG 01/374

Juan Villalonga: Trayectoria Profesional Después de Telefónica. I.E. Case DG 1/457

Los Accionistas Institucionales y el Gobierno de las Empresas“, I.E.S.E. Note DGN-605. With A. Ingles.

The Management Competencies of European Politicians, I.E.S.E. Note 01998000.

Las Competencias Directivas de los Presidentes de Gobierno, I.E.S.E. Note 01998000. With E. Pascual.

The Factory of Desires: The Movie Production Company of Pedro and Agustín Almodóvar, I.E.S.E. Case DG-1331. With Teaching Note.

Remuneración en B.F.C. S.A., I.E.S.E. Case DG-1335.

El Trabajo Directivo y sus Competencias, I.E.S.E. Note DGN-561.

Evaluating Managers: Practices and Challenges, I.E.S.E. Note DGN-556.

The Mission of Corporate Missions, I.E.S.E. Note FHN-287.

Managerial Unemployment Survey I, II, III, I.E.S.E. Notes FHN-302, 305, 306.

Procesos de Ajuste Persona-Organización: El Caso de la Incorporación de Nuevos Directivos a la Empresa, I.E.S.E. Note DPN-33.

The New Executive Competencies and their Development, I.E.S.E. Note FHN-307.

Change Management, Self Assessment Questionnaire, European Foundation for Management Development (Best Practices Network). With P. Miller.

Top Management Succession and the Taking Charge Process, I.E.S.E. Technical Note FHN-293.

Executive Job Search: How to Do It, I.E.S.E. Note FHN-300.

Managers' Stress: What It Is And What One Can Do About It, I.E.S.E. Note FHN-296.

Human Resources and Internationalization: The Problem of Expatriates, I.E.S.E. Note FHN-288.

Balancing Professional and Private Lives, I.E.S.E. Technical Note FHN-284.

Networks versus Bureaucracies: The Governance and Structure of Organizations of the Future, I.E.S.E. Note FHN-273. With A. Ferreira.

Atlantic Resort Management S.L. (A), I.E.S.E. Case FH-545; (B) Case FH-546.

A New Name: A New Thing? The History of an Organizational Change (A), I.E.S.E. Case FH-532. With C. Mazza.

A New Name: A New Thing? The History of an Organizational Change (B), I.E.S.E. Case FH-533. With C. Mazza.

Henry V, I.E.S.E., Case FH-508. Teaching Note FHT-9.

12 O'clock High, I.E.S.E. Teaching Note FHT-10.

Benito González (A), I.E.S.E. Case FH-504.

Leader Construction, I.E.S.E. Case FH-499. With P. Miller.

José Miguel Portales, I.E.S.E. Case FH-283.

I.P.R.E.S.A. (B) I.E.S.E. Case P-500.

I.P.R.E.S.A. (A) I.E.S.E. Case P-420. Presented at the European Case Development Workshop of the European Foundation for Management Development. Holland, 1985.

Conferences, Presentations and Research Papers

(2010) Liderazgo Político en España. Cátedra LiderazgoS y Gobernanza ESADE, Barcelona, June 2.

- (2010) Theories of Managerial Action. Organizational Science Winter Conference. Steamboat Springs, CO. With S. Svejenova. February.
- (2009) Leadership and Power and Influence. Theorizing Leadership Conference. INSEAD, November.
- (2009) El Liderazgo Empresarial. St.Benet ESADE Conference. September 28.
- (2009) Teaching Leadership. Harvard Business School, June.
- (2009). Liderazgo hacia Adentro. Cátedra LiderazgoS y Gobernanza ESADE, Sant Benet, September 19.
- (2009). Deconstructing Obama. Cátedra LiderazgoS y Gobernanza ESADE, January 19.
- (2008) Cómo analizar y mejorar el Capital Social. Clase Magistral. Master en Gestión de Proyectos de Ingeniería en el Medio Rural, Escuela Técnica Superior de Ingenieros de Montes. Madrid, December 18.
- (2008) Innovazione: un motore per lo sviluppo. Forum Internazionale: Economia e Societa' Aperta. Università Bocconi. Madrid, November 25-26.
- (2006) Convenor of the Track Evolution of Global Management Knowledge. International Federation of Scholarly Associations of Management VIIIth World Congress. Berlin, September. With C. Mazza and B. Usdiken.
- (2006) Political Theories of Organizations and of Corporate Power. Keynote Speech. Latin-America Europe Organization Studies Conference. Puebla, México. January 11.
- (2005) The Increasing Role Professional Service Firms Play in the Reform of Shareholder Meetings. I.E.S.E. Working Paper 590, May. With J. E. Ricart.
- (2004) United Careers. Academy of Management. August, New Orleans. With S. Svejenova.
- (2004) Convenor of the Theme New Organizational Forms. Annual E.G.O.S. Colloquium, Lubliajna, July. With M. Koza.
- (2003) Coupling Knowledge and Action in Management: What Does it Mean for Business Educators? Conference The Role of Humanities in the Formation of New European Elites, promoted by The Giorgio Cini Foundation, the Istituto Studi Direzionali, Milan, and Said Business School, Oxford University. September 10-12, Venice. With C. Mazza and J. Stranggard.

(2003) The Role of Shareholder General Meetings in Corporate Governance. 6th International Conference on Corporate Governance and Board Leadership. October, Henley College, UK. With J. E. Ricart and J. Gifra.

(2003) The Dynamic Face of Networks: Imprints of Film Directors' Style. American Sociological Association. August, Atlanta. With S. Svejnova.

(2003) The Dynamic Face of Networks: Imprints of Film Directors' Style. Annual E.G.O.S. Colloquium. July, Copenhagen. With S. Svejnova

(2003) ¿Cómo Ayudan los Consejeros Independientes al Buen Gobierno? Universidad Internacional Menéndez y Pelayo. June 26.

(2002). Dyads and Triads in Corporate Governance, Università Bocconi. December. With S. Svejnova.

(2002) Social Networks and Creative Styles. Academy of Management, Organizational Theory Division. August, Denver. With S. Svejnova.

(2002) Shielding Idiosyncrasy from Isomorphic Pressures: The Becoming of European Film Mavericks. Annual E.G.O.S. Colloquium. Barcelona, July. With S. Svejnova, C. Mazza and J. Stranggard.

(2002) Pairs at the Top: From Tandems to Coupled Careers. Conference of the European Research Initiative of the Harvard Business School Career Evolution. London, June. With S. Svejnova.

(2002) Where Does Management Discourse Come From? Blurring Fashion, Knowledge and Praxis into Action. Fifth Conference on Organizational Discourse. London, King's College, July. With C. Mazza.

(2002) Breaking the Waves of Skepticism and Eagerness: The Paradox of Knowledge Seeking Managers. Third European Conference on Organizational Knowledge, Learning and Capabilities. March, Athens. With C. Mazza.

(2001) Skeptical Eagerness: The Reading Habits of Managers (C.E.M.P. Report 10). With C. Mazza.

(2001) The Impact of the Media in the Diffusion of Business Knowledge (C.E.M.P. Report 15). With C. Mazza.

(2001) Governing Project Networks. I.N.S.E.A.D. (May), Instituto de Empresa (October).

(2001) Creative Styles and Network Governance. I.E.S.E. Research Paper 435; Annual Meeting of the Strategic Management Society (San Francisco, October); Iberoamerican Academy of Management (Mexico City); I.N.S.E.A.D. (May); Annual E.G.O.S. Colloquium (Lyon). With S. Svejnova.

(2001) Creative Styles and Network Governance. With S. Svejnova.

(2000) The Consumption of Management Publications. I.E.S.E. Research Paper 420. With S. Svejnova and C. Mazza

(2000) The Consumption of Management Publications. Annual E.G.O.S. Colloquium, Helsinki, July. With S. Svejnova and C. Mazza.

(2000) Contents and Influence of Academic Management Journals. I.E.S.E. Research Paper 410. With S. Svejnova.

(2000) Symbiotic Careers in Movie Making: Agustín y Pedro Almodóvar. Presented at the Conference Careers in Creative Industries, London Business School, March. With S. Svejnova.

(2000) Symbiotic Careers in Movie Making: Agustín y Pedro Almodóvar. I.E.S.E. Research Paper 414. With S. Svejnova.

(2000) Nuevos Retos para Ejecutivos de Éxito: El Desarrollo de Competencias de Poder e Influencia. Ciclo de Conferencias del Center for Organizational Studies at E.A.D.A. Business School. Barcelona, February.

(1999) Organizing on the Edge: Conquering and Surviving Mount Everest. Workshop Complexity and Organization, European Institute for Advanced Studies in Management. Brussels, June. With J. S. Montes.

(1999) Paper Governance Mechanisms for Effective Leadership: The Case of Spain. III Seminari Internacional of The Institut Català de Finances. Sitges, October. With M. A. Gallo and J. E. Ricart

(1999) The Management Publishing Industry in Europe. I.E.S.E. Working Paper 99/4. With J. Mur and C. Mazza

(1999) Organizing on the Edge: Heading to Mount Everest. I.E.S.E. Research Paper 393. With J. S. Montes

(1999) Convenor of the Group The Change of Managerial Practices. Annual E.G.O.S. Colloquium. Warwick, July. With L. Engwall

(1998) Theories of Managerial Action and their Impact on the Conceptualization of Executive Careers. I.E.S.E. Research Paper 370.

(1998) Governance Mechanisms for Effective Leadership: The Case of Spain. I.E.S.E. Research Paper 371. Spanish version in I.E.S.E. Research Paper 374. With M. A. Gallo and J. E. Ricart.

(1998) Convenor of the track "The Change of Managerial Practices." Annual E.G.O.S. Colloquium. Maastricht, July. With Lars Engwall.

(1998) Claim, Intent and Persuasion: Seeking Legitimacy through the Rhetoric of Mission Statements. I.E.S.E. Research Paper. With C. Mazza.

(1998) Claim, Intent and Persuasion: Seeking Legitimacy through the Rhetoric of Mission Statements. 3rd. International Conference on Organizational Discourse: Pretexts, Subtexts and Contexts. King's College, University of London, July. With C. Mazza.

(1998) Haute Couture or Prêt-a-Porter: Creating and Diffusing Management Practices through the Popular Press. I.E.S.E. Research Paper 368. With C. Mazza.

(1998) The New Executive Competencies and their Development. Marketing Club. Barcelona, February.

(1997) Haute Couture or Prêt-a-Porter: Creating and Diffusing Management Practices through the Popular Press. Score/Scancor Seminar on the Standardization of Organizational Forms. Organizer Nilss Brunsson. Arild (Sweden), September. With C. Mazza.

(1997) Paper Haute Couture or Prêt-a-Porter: Creating and Diffusing Management Practices through the Popular Press. Annual E.G.O.S. Colloquium. Budapest, July. With C. Mazza.

(1997) The Contribution of the Neo-Institutional School to Organizational Theory: Paving the Way to the Political Hypothesis. Work, Organizations and Markets Workshop, Harvard Business School, April.

(1997) The Contribution of the Neo-Institutional School to Organizational Theory: Paving the Way to the Political Hypothesis. I.E.S.E. Research Paper No. 347, September.

(1997) La Evolución de las Estructuras Organizativas. Research Seminar de Investigación, Facultad de Ciencias Económicas Y Empresariales, Universidad de Navarra, March.

(1995) Convenor of the Research Workshop the Institutionalization and Change of Managerial Knowledge, the European Management and Organizations In Transition Program of the European Science Foundation, Barcelona.

(1995) The Role of Popular Business Media in the Diffusion of Business Knowledge. E.M.O.T. Research Workshop the Institutionalization and Change of Managerial Knowledge. Barcelona. With C. Mazza.

(1993) The International Popularization of Entrepreneurial Ideas in the 1980s. Annual E.G.O.S. Colloquium, Paris, July.

(1993) Teaching Across-Cultures. International Teachers Program, I.N.S.E.A.D., France, July.

(1993) Moderator of the Group Organizations of the Future at the bi-annual Conference of the Center for Organizational Studies, Barcelona.

(1992) The International Popularization of Entrepreneurial Ideas In The 1980s: Elements for a Sociology of Business Knowledge. Annual Meeting of the American Sociological Association, Pittsburgh, August.

(1992) Managing Internationally: The International Dimensions of Managerial Task (I.E.S.E. Research Paper 254. Spring (Columbia University) and Autumn (I.E.S.E.) Meetings of the I.C.E.D.R. (International Consortium for Executive Development Research). With J. Roure, C. García-Pont and J. L. Nueno

(1992) The Success of Entrepreneurial Education in the 1980s. Second Global Conference on Entrepreneurship Research, London, March.

(1991) Narrative Fiction as a Pedagogical Tool and its Application to Management Education". Research Conference of the European Foundation for Management Development (E.F.M.D.), Palermo, October. With C. Merchán.

(1991) Socio-Economic Approaches to the Popularization of Economic Ideas. II Conference of the Society for the Advancement of Socio-Economics, Stockholm School of Economics, June.

(1991) Doctoral Dissertation the International Institutionalization and Diffusion of The New Entrepreneurship Movement: A Study in the Sociology of Organizational Knowledge. Harvard University, January. Thesis Committee: Paul Lawrence (Business School), Orlando Patterson (Sociology), Howard Stevenson (Business School). University Microfilms, Ann Arbor, Michigan, 1991.

(1990) The International Institutionalization and Diffusion of Business Ideas. Presented at the XII World Congress of Sociology. Madrid, July.

(1989) Narrative Fiction as a Way of Knowledge and its Application to the Development of Imagination for Action. Second Conference of the Section "Organizational Symbolism" of E.G.O.S. Barcelona, September. With C. Merchán.

(1989) Elements for a Social Approach to the Transformation of Organizational Ideas. Annual E.G.O.S. Colloquium. Berlin, July.

(1989) The Role of Leadership and its Symbolics in the Development of Organizational Theory. 4th International Conference on Organizational Symbolism and Corporate Culture Organized by I.N.S.E.A.D. and the Section "Organizational Symbolism" of E.G.O.S. Fontainebleau, France, June.

(1989) The Effect of European Integration on Business Practices through Management Education. Paper Awarded First Prize at the 9th International Management Symposium Organized by the University of St. Gallen, Switzerland, on "European Integration and Global Competitiveness," May.

(1989) The Diffusion of Knowledge for Action in Organizational Theory. Presented at the First Research Conference Organized by the E.F.M.D. Barcelona, April.

(1987) Research Paper La Dirección de Personal en el Sector Español de Bancos y Cajas de Ahorro, 1985. Funded by the Fundación para la Investigación Económica y Social of the Asociación Española de Cajas de Ahorro.

Consulting

1991-present: Independent Consultant. Projects have included:

- Evaluation and development of the fourth generation of a multinational family firm.
- Design and implementation of the formal structure and managerial systems of a health services organization.
- Design and implementation of the formal structure and managerial systems of the Spanish branch of a multinational publishing house.
- Design and implementation of the formal structure and managerial systems of a catalogue sales firm.
- Design and implementation of the formal structure and managerial systems of a luxury goods multinational.
- Design and implementation of the formal structure and managerial systems of a world-wide hotel chain.
- Implementation and practice of 360 ° feedback systems.
- Change management of the social security of a Latin American country.
- Out-door training for a food producer multinational.
- Design and implementation of the performance appraisal system of the metropolitan transportation authority of a large European city.

- Design and implementation of a new work system in the Spanish factory of a European industrial group.
- Restructuring of a Spanish business unit of a multinational telecommunications company (with the New York consulting firm, Delta Consulting).
- Design and implementation of the change process in the Spanish delegation of a multinational French company in the metal container sector.
- Design and implementation of the change process in the Spanish delegation of a multinational French company in the insurance sector.
- Design and implementation of the formal structure of a high growth Spanish company.
- Design and implementation of the governance structure of a medium size family firm.

1983-84: Associate Consultant, Management Analysis Center (M.A.C.).

- Among other projects: design and implementation of a new budgeting system for the public sector of a Latin American country; and project for the privatization of an industrial sector of a Latin American country.