Julie Battilana

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ACADEMIC APPOINTMENTS

2017 – Present	Joseph C. Wilson Professor of Business Administration, Harvard Business School (Boston, USA)
2016 – Present	Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School (Cambridge, USA)
2016 – Present	Founder and Faculty Chair of the Social Innovation and Change Initiative, Harvard Kennedy School
2021 – Present	Committee Member, Scientific Committee of the Society & Organizations Institute, HEC Paris
2020 – 2021	Executive Committee Member, Weatherhead Center for International Affairs, Harvard University
2017 – 2022	Faculty Board Member of the Advanced Leadership Initiative, Harvard University
2016 – 2017	Professor of Business Administration, Harvard Business School
2011 – 2016	Associate Professor of Business Administration, Harvard Business School
2006 – 2011	Assistant Professor of Business Administration, Harvard Business School
2003 – 2006	Lecturer, Institut de Management Public et Gouvernance Territoriale (Marseille/Aix-en-Provence, France)

EDUCATION

2006 PhD, Joint Organizational Behavior, INSEAD (Fontainebleau, France) and Economics and Management, Ecole Normale Supérieure Paris-Saclay (Paris, France)
Dissertation: "*The role of individuals in institutional change: When individuals act as institutional entrepreneurs*"

2004 MS, Management, INSEAD (Fontainebleau, France)

2001 HEC degree, Management and Economics, Ecole des Hautes Etudes Commerciales (Paris, France)

2001 MS (French equivalent), honors, Organizational Sociology and Public Policy, Ecole Normale Supérieure de Cachan (Paris, France)
Thesis: "*The strategic approach of multinational corporations regarding the regulation of the Internet and electronic commerce: The example of the Global Business Dialogue on electronic commerce (GBDe)*" (in French)

2000 MA, honors, Sociology, Ecole Normale Supérieure de Cachan (Paris, France) and Université Paris X Nanterre (Nanterre, France)
Thesis: "*Analysis of the movement for equal representation between men and women in French politics*" (in French)

1999 BA (French equivalent), honors, Economics and Sociology, Ecole Normale Supérieure de Cachan (Paris, France) and Université Paris X Nanterre (Nanterre, France)

TEACHING EXPERIENCE

Graduate Courses

2022 – Present	Power and Influence for Positive Impact (MBA, MPP, MPA, MCMPA, and MPA/ID course elective)
2022	The Fundamentals of Power in Relationships, Organizations & Society (MPP, MPA, MCMPA, and MPA/ID course elective)
2016 – 2019	Power and Influence (MBA, MPP, MPA, and MPA/ID course elective)
2010 – 2016	Power and Influence (MBA course elective)
2013, 2015	Business Education for Scholars and Teachers: Foundations (doctoral course)
2006 – 2009	Leadership and Organizational Behavior (MBA course requirement)

Executive Education

2025 – Present	Co-Chair, Leadership for Social Impact
2023 – 2025	Chair, Power, Innovation, and Leadership
2017 – 2026	Co-Chair, Leadership for System Change: Delivering Social Impact at Scale
2007 – Present	Lecturer, programs on leading organizational change, navigating organizational politics, building and managing networks, managing people in organizations, social innovation, and leading change in society

Online Education

2026 – Present	Cultivating Power for Positive Impact (Harvard Online)
2022 – Present	Power and Influence for Positive Impact (Harvard Business School Online)

Doctoral Dissertation Committees

In-Progress

Spencer, Channing, Harvard Business School

Defended

Aguirre, Emilie (Committee Chair), Harvard Business School
Amslem, Thierry (Committee Member), CNAM
Bernardini-Perinciolo, Johan (Committee Member), Aix-Marseille Université
Bird, Yanhua (Committee Chair), Harvard Business School
Brown, Daniel (Committee Member), Harvard Business School
Dimitriadis, Stefan (Committee Chair), Harvard Business School
Ebrahim, Zeenith (Committee Member), Harvard T. H. Chan School of Public Health
Gonsalves, Leroy (Committee Co-Chair), Harvard Business School
Hansen, Elizabeth (Committee Member), Harvard Business School
Hehenberger, Lisa (Committee Member), IESE Business School
Henry, Erin (Committee Member), Harvard Business School
Jimenez, Bertha (Committee Member), New York University
Lee, Matthew (Committee Co-Chair), Harvard Business School
MacPhail, Lucy (Committee Member), Harvard Business School
Manning, Ryann (Committee Member), Harvard Business School
Pradies, Camille (Committee Member), Boston College
Radoynovska, Nevena (Committee Member), Northwestern University
Siriwardane, Nishani (Committee Member), Harvard Business School
Slitine, Romain (Committee Member), Université Paris 1 Panthéon-Sorbonne
Soubeiran, Eric (Committee Member), Université Paris Dauphine-PSL
Stempak-Lallemand, Nathalie (Committee Member), HEC
Stoller, Elliot, (Committee Chair), Harvard Business School

Vergne, Jean-Philippe (Committee Member), HEC
Yen, Julie, (Committee Chair), Harvard Business School

Other Committees

Defended

Bonnafous-Boucher, Maria (Committee Member, Habilitation à Diriger Des Recherches), Paris Dauphine University
Turc, Ioan-Emil (Committee Member, Habilitation à Diriger Des Recherches), Université D'Aix-Marseille

AWARDS AND HONORS

2025	Progress Medal (Society for Progress)
2025	Runner Up, EGOS Book Award for *Democratize Work: The Case for Reorganizing the Economy* (European Group for Organizational Studies).
2024	Academic Prize for Research in Management: RSE (Corporate Social Responsibility) Prize with A.-C. Pache and C. Spencer for "An Integrative Model of Hybrid Governance: The role of boards in helping sustain organizational hybridity" (Syntec Conseil and FNEGE)
2024	*Doctor honoris causa* (UC Louvain School of Management)
2023	Silver Award in Business and Leadership with T. Casciaro for *Power, for All: How It Really Works and Why It's Everyone's Business* (Nautilus Book Awards)
2022	George R. Terry Book Award with T. Casciaro for *Power, for All: How It Really Works and Why It's Everyone's Business* (Academy of Management)
2019	Outstanding Social Innovation Thought Leader (Schwab Foundation and the World Economic Forum)
2019	Academy of Management Annals Decade Award for Paper with Most Citations 10 years after Publication with B. Leca and E. Boxenbaum for "How actors change institutions: Towards a theory of institutional entrepreneurship" (Academy of Management)
2019	Charles M. Williams Award for Outstanding Teaching and Mentoring (Harvard Business School)
2019	Chevalier dans l'Ordre des Palmes Académiques (Order of Academic Palms) for Contributions to the Expansion of French Culture (Prime Minister of Government of France)
2019	Greenhill Award for Outstanding Service to the School Community (Harvard Business School)
2014	Wyss Award for Excellence in Mentoring Doctoral Students (Harvard Business School)
2013	Member of the Society for Progress
2013	Apgar Award for Innovation in Teaching for the course "Business Education for Scholars and Teachers: Foundations" (Harvard Business School)
2013	Finalist for the Wyss Award for Excellence in Mentoring Doctoral Students (Harvard Business School)

2012	Best Paper Award with M. Lee for "Uncovering the antecedents of hybrid organizations: The role of entrepreneurs' socialization" (9th Annual NYU-Stern Conference on Social Entrepreneurship)
2011	Fast Breaking Paper with B. Leca and E. Boxenbaum for "How actors change institutions: Towards a theory of institutional entrepreneurship" (Thomson Reuters Science Watch)
2009	Young Leader (French-American Foundation)
2007	Honorable Mention for Best Paper out of a Dissertation (Academy of Management conference Organization and Management Theory division)
2007	Award for Public Sector Innovations with A.-M. Cagna, T. D'Aunno, and M. Gilmartin for "Empowering nurses at University College London Hospitals" (European Foundation for Management Development)

FELLOWSHIPS AND GRANTS

2022 – Present	Academy of Management Fellow
2011 – 2013	Marvin Bower Faculty Fellow (Harvard Business School)
2009 – 2010	Hellman Faculty Fellow (Harvard Business School)
2001 – 2005	INSEAD Fellowship (Fontainebleau, France)
1997 – 2001	Ecole Normale Supérieure Fellowship (Paris, France)

PUBLICATIONS

Books

Ferreras, I., Battilana, J., & Méda, D. eds. (2022). *Democratize work: The case for reorganizing the economy*. Chicago: University of Chicago Press.

- Translated to Dutch: Ferreras, I., Battilana, J., & Méda, D. eds. (2023). *In democratiseer ons werk! Pleidooi voor een reorganisatie van de economie*. Amsterdam, NL: Starfish Books.

Battilana, J. & Casciaro, T. (2021). *Power, for all : How it really works and why it's everyone's business.* New York: Simon & Schuster.

- Translated to Chinese: Battilana, J. & Casciaro, T. (2024). 你可以影响任何人（从内到外解构权力的本质，让普通人也能拥有影响他人的能力). Hangzhou, CN: 浙江人民出版社.
- Adapted to French: Battilana, J. & Casciaro, T. (2024). *Le Pouvoir, Pour Tous ! Comprendre les dynamiques du pouvoir pour transformer le monde.* Paris, FR: Dunod.
- Translated to German: Battilana, J. & Casciaro, T. (2022). *Power for all: Wie macht funktioniert, wie sie uns nützt und weshalb das alle etwas angeht* (H. Schlatterer, Trans.). Munich, DE: Ariston.
- Translated to Italian: Battilana, J. & Casciaro, T. (2022). *Tu sei il potere: Come funziona, come sta cambiando, come possiamo usarlo al meglio.* Milan, IT: Rizzoli.
- Translated to Dutch: Battilana, J. & Casciaro, T. (2022). *De waarheid over macht: Hoe het echt werkt en waarom iedereen dat zou moeten weten*. Molenhoek, NL: Ten Have.
- Translated to Japanese: Battilana, J. & Casciaro, T. (2022). ハーバード大学MBA発世界を変える「権力」の授業 (K. Iguchi, Trans.). Tokyo, JP: CCC Media House.
- Translated to Korean: Battilana, J. & Casciaro, T. (2021). 권력의 원리 : 세상을 움직이는 권력과 힘에 관한 최고의 안내서 (Y. Choe, Trans.). Seoul, SK: Rok Media.

Ferreras, I., Battilana, J., & Méda, D. eds. (2020). *Le manifeste travail: Démocratiser, démarchandiser, dépolluer.* Paris: Le Seuil.

- Translated to German: Ferreras, I., Battilana, J., & Méda, D. eds. (2025). *Die demokratisierung der arbeit: Ein plädoyer zur reorganisation unserer wirtschaft*. Bielefeld, DE: Transcript.
- Translated to Italian: Ferreras, I., Battilana, J., & Méda, D. eds. (2022). *Il manifesto del lavoro: Democratizzare, demercificare, disinquinare*. Rome, IT: Castelvecchi.
- Adapted to Portuguese: Ferreras, I., Battilana, J., Méda, D., Máximo, F., Gomes, A. V. M., & Dias, E. R. eds. (2021). *O manifesto do trabalho: Democratizar, desmercantilizar e remediar.* Rio de Janeiro, BR: Lumen Juris.

Articles

Battilana, J., Ramarajan, L., Lee, M., & Pons, V. (2026). "Why Business Leaders Need to Champion Democracy." *MIT Sloan Management Review*.

Aguirre, E., Yen, J., & Battilana, J. (2025). "An Organizational Theory of Corporate Law." *The Journal of Corporation Law*, 50(3): 567–616.

Battilana, J., Beckman, C., & Yen, J. (2025). "On Democratic Organizing and Organization Theory." *Administrative Science Quarterly*, 70(2): 297–327.

Battilana, J., Pache, A.-C., & Lemmel-Hay, C. (2024). "Strengthening Boards to Navigate the Intersection of Profit and Purpose." *Stanford Social Innovation Review*.

Pache, A.-C., Battilana, J., & Spencer, C. (2024). "An integrative model of hybrid governance: The role of boards in helping sustain organizational hybridity." *Academy of Management Journal,* 67(2): 437–467.

Kimsey, M., Geradts, T., & Battilana, J. (2023). "Walking the purpose-talk inside a large company: Sustainable product development as an instance of divergent change." *Strategy Science,* 8 (2): 311–21.

Battilana, J. & Sheppard-Jones, K. (2023) "Centering power to resist its concentration: On the need to account for power in organization studies." In Adler et al., "Authoritarianism, populism, and the global retreat of democracy: A curated discussion." *Journal of Management Inquiry*, 32(1), 3–20.

Battilana, J., Obloj, T., Pache, A-C., & Sengul, M. (2022). "Beyond shareholder value maximization: Accounting for financial/social tradeoffs in dual-purpose companies." *Academy of Management Review*, 47(2): 237-258.

Battilana, J., Yen, J., Ferreras, I., & Ramarajan, L. (2022). "Democratizing work: Redistributing power in organizations for a democratic and sustainable future." *Organization Theory,* 3(1): 1-21.

Battilana, J. & Ferreras, I. (2022). "De weg naar meer democratisch bestuur in de onderneming." *Samenleving & Politiek* 1: 42-47.

Battilana, J. & Casciaro, T. (2021) "Don't let power corrupt you." *Harvard Business Review* 99, no. 5 94–101

- Translated to German: Battilana, J. & Casciaro, T. (2021) "Lassen Sie Sich Nicht Von Ihrer Macht Verführen." *Harvard Business Manager Germany,* November: 20-29.
- Translated to French: Battilana, J. & Casciaro, T. (2021). "Ne vous laissez pas corrompre par le pouvoir." *Harvard Business Review France.* Online.

Battilana, J. (2021). "For social business to become the norm, we need to build a social business infrastructure." *Stanford Social Innovation Review*.

Battilana, J., Pache, A.-C., Sengul, M., & Kimsey, M. (2019). "The dual-purpose playbook." *Harvard Business Review*, 97(2): 124-133.

- Translated to French: Battilana, J., Pache, A.-C., Sengul, M., & Kimsey, M. (2019). "Les clés d'une gestion hybride réussie." *Harvard Business Review France*, août-septembre: 67-75.
- Translated to German: Battilana, J., Pache, A.-C., Sengul, M., & Kimsey, M. (2020). "Erfolgreich sein und Gutes tun." *Harvard Business Manager.*
- Reprinted in: Harvard Business Review. (2019). *HBR's 10 Must Reads 2020: The Definitive Management Ideas of the Year from Harvard Business Review* (121-136). Boston: Harvard Business Review Press.

Battilana, J. (2018). "La poursuite conjointe d'objectifs sociaux et financiers dans les entreprises. L'entreprise sociale comme laboratoire d'étude des modes d'organisation hybrides." *Entreprise & Société*, 2(4): 53-94.

Battilana, J. (2018). "Cracking the challenge of the joint pursuit of social and financial goals in organizations: Social enterprise as a laboratory to understand hybrid organizing." *M@n@gement*, 21(4): 1278-1305.

Dimitriadis, S., Lee, M., Ramarajan, L., & Battilana, J. (2017). "Blurring the boundaries: The interplay of gender and local communities in the commercialization of social ventures." *Organization Science*, 28(5): 819-839.

Battilana, J. & Kimsey, M. (2017). "Should you agitate, innovate, or orchestrate?" *Stanford Social Innovation Review* online.

Battilana, J., Sengul, M., Pache, A.-C., & Model, J. (2015). "Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises." *Academy of Management Journal*, 58(6): 1658-1685.

Ebrahim, A., Battilana, J., & Mair, J. (2014). "The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations." *Research in Organizational Behavior*, 34: 81-100.

Battilana, J. & Lee, M. (2014). "Advancing research on hybrid organizing: Insights from the study of social enterprises." *Academy of Management Annals*, 8(1): 397-441.

Battilana, J. & Casciaro, T. (2013). "The network secrets of great change agents." *Harvard Business Review*, 91(7/8): 62-68.

Battilana, J. & Casciaro, T. (2013). "Overcoming resistance to organizational change: Strong ties and affective cooptation." *Management Science*, 59(4): 819-836.

Battilana, J. & Casciaro, T. (2012). "Change agents, networks, and institutions: A contingency theory of organizational change." *Academy of Management Journal*, 55(2): 381-398.

Battilana, J., Lee, M., Walker, J., & Dorsey, C. (2012). "In search of the hybrid ideal." *Stanford Social Innovation Review*, 10(3): 51-55.

Mair, J., Battilana, J., & Cardenas, J. (2012). "Organizing for society: A typology of social entrepreneuring models." Special Issue on Social Entrepreneurship Theory and Practice. *Journal of Business Ethics*, 111(3): 353–373.

Battilana, J. (2011). "The enabling role of social position in diverging from the institutional status quo: Evidence from the U.K. National Health Service." *Organization Science*, 22(4): 817-834.

Battilana, J. & Dorado, S. (2010). "Building sustainable hybrid organizations: The case of commercial microfinance organizations." *Academy of Management Journal*, 53(6): 1419-1440.

Battilana, J., Gilmartin, M. J., Pache, A.-C., Sengul, M., & Alexander, J. (2010). "Leadership competencies for implementing planned organizational change." *Leadership Quarterly*, 21(3): 422-438.

Battilana, J., Anteby, M., & Sengul, M. (2010). "The circulation of ideas across academic communities: When locals re-import exported ideas." *Organization Studies*, 31(6): 695-713.

Battilana, J., Leca, B., & Boxenbaum, E. (2009). "How actors change institutions: Towards a theory of institutional entrepreneurship." *Academy of Management Annals*, 3(1): 65-107.

- This paper was selected for the Academy of Management Annals Decade Award (2019). It was also distinguished as a Thomson Reuters Science Watch Fast Breaking Paper (2011).

Marquis, C. & Battilana, J. (2009). "Acting globally but thinking locally? The enduring influence of local communities on organizations." *Research in Organizational Behavior*, 29: 283-302.

Battilana, J. (2006). "Agency and institutions: The enabling role of individuals' social position." *Organization*, 13(5): 653-676.

Boxenbaum, E. & Battilana, J. (2005). "Importation as innovation: Transposing managerial practices across fields." *Strategic Organization*, 3(4): 1-29.

Book Chapters

Battilana, J. (2025). "Fundamental assumptions in organization theory." In S. Rangan (Ed.), *Core Assumptions in Business Theory: A Wedge Between Performance and Progress* (191-204). Oxford, UK: Oxford University Press.

Battilana, J., Krol, L., Sheppard-Jones, K., & Ubalijoro, A. (2023). "Beyond a niche approach: Could social business become the norm?" In G. Krlev, D. Wruk, G. Pasi, & M. Bernhard (Eds.), *Social Economy Science: Transforming the Economy & Making Society More Resilient* (169-203). Oxford, UK: Oxford University Press.

- *Social Economy Science* won the 2024 Virginia A. Hodgkinson Research Book Prize from the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

Yen, J., Battilana, J., & Aguirre, E. (2022). "Sustainability for people and the planet: placing workers at the center of sustainability research." In G. George, M. Haas, H. Joshi, A. McGahan, & P. Tracey (Eds.), *Handbook on the Business of Sustainability: The Organization, Implementation, and Practice of Sustainable Growth* (188-213). Cheltenham, UK: Edward Elgar.

Lee, M. & Battilana, J. (2020). "How the zebra got its stripes: Imprinting of individuals and hybrid social ventures." In M. Besharov & B. Mitzennick (Eds.), *Organizational Hybridity: Perspectives, Processes, Promises* (139-165). Bingley, UK: Emerald Publishing Limited.

- An earlier version of this paper entitled "How the zebra got its stripes: Multiple imprinting of entrepreneurs and hybrid social ventures" won the best paper award at 9th Annual NYU-Stern Conference on Social Entrepreneurship (2012).

Battilana, J., Butler, B., Kimsey, M., Mair, J., Marquis, C. & Seelos, C. (2019). "Problem, person, and pathway: A framework for social innovators." In G. George, T. Baker, P. Tracey, & H. Joshi (Eds.), *Handbook of Inclusive Innovation: The Role of Organizations, Markets and Communities in Social Innovation* (61-74). Cheltenham, UK: Edward Elgar.

Battilana, J., Fuerstein, M., & Lee, M. (2018). "New prospects for organizational democracy? How the joint pursuit of social and financial goals challenges traditional organizational designs." In S. Rangan (Ed.), *Capitalism Beyond Mutuality: Perspectives Integrating Philosophy and Social Science*. Oxford, UK: Oxford University Publishing.

Battilana, J., Besharov, M., & Mitzinneck, B. (2017). "On hybrids and hybrid organizing: A review and roadmap for future research." In R. Greenwood, C. Oliver, T. B. Lawrence, & R. E. Meyer (Eds.), *The SAGE Handbook of Organizational Institutionalism, 2nd edition* (128-162). Thousand Oaks, USA: SAGE Publications Ltd.

Battilana, J. (2015). "Recasting the corporate model: What can be learned from social enterprises?" In S. Rangan (Ed.), *Performance and Progress: Essays on Capitalism, Business, and Society* (435-461). Oxford, UK: Oxford University Press.

Lee, M., Battilana, J., & Wang, T. (2014). "Building an infrastructure for empirical research on social enterprise: Challenges and opportunities." In J. Short, D. Ketchen & D. Bergh (Eds.), *Social Entrepreneurship and Research Methods, Volume 9* (241-264). Bingley, UK: Emerald Group Publishing Ltd.

Rimac, T., Mair, J., & Battilana, J. (2012). "Social entrepreneurs, socialization processes, and social change: The case of Sekem." In K. Golden-Biddle & J. Dutton (Eds.), *Using a Positive Lens to Explore Social Change and Organizations: Building a Theoretical and Research Foundation* (71-90). New York, USA: Routledge.

Seelos, C., Mair, J., Battilana, J., & Dacin, T. (2011). "The embeddedness of social entrepreneurship: Understanding variation across local communities." In C. Marquis, M. Lounsbury, & R. Greenwood (Eds.), *Research in the Sociology of Organizations*, *Volume 33* (333-363). Bingley, UK: Emerald Group Publishing Ltd.

Battilana, J. & D'Aunno, T. (2009). "Institutional work and the paradox of embedded agency." In T. Lawrence, R. Suddaby, & B. Leca (Eds.), *Institutional work: Actors and Agency in Institutional Studies of Organizations* (31-58). Cambridge, UK: Cambridge University Press.

Battilana J. & Leca, B. (2009). "The role of resources in institutional entrepreneurship: Insights for an approach to strategic management that combines agency and institution." In L. A. Costanzo & R. B. MacKay (Eds.), *Handbook of Research on Strategy and Foresight* (260-274). Cheltenham, UK: Edward Elgar.

Battilana, J. & Sengul, M. (2006). "Interorganizational cooperation between not-for-profit organizations: A relational analysis." In M. Ozbilgin & O. Kyriakidou (Eds.), *Relational Perspectives in Organization Studies: A Research Companion* (197-220). Cheltenham, UK: Edward Elgar.

Course Materials

Elizabeth Kelly: Laying the Foundation for the U.S. Artificial Intelligence Safety Institute

- Ramarajan, Lakshmi, Julie Battilana, and Michael Norris. "Elizabeth Kelly: Laying the Foundation for the U.S. Artificial Intelligence Safety Institute." Harvard Business School case 426-007 (2025).

Instituto Dara

- Battilana, J., Kimsey, M., Zogbi, P., & Mair, J. "Instituto Dara: Breaking the cycle of poverty and illness at scale." Harvard Business School case 419-048 (2023).

Terra Nova

- Battilana, J., Costas, R., Kimsey, M., & Zogbi, P. "Terra Nova: A social business trying to unlock land rights for the urban poor in Brazil." Harvard Business School case 420-092 (2020).

Nicholas Kristof and Sheryl WuDunn

- Battilana, J., Ramarajan, L., & Norris, M. "Nicholas Kristof and Sheryl WuDunn: The power of writing to launch and sustain a movement (Abridged)." Harvard Business School case 419-059 (2019).
- Battilana, J., Ramarajan, L., & Norris, M. "Nicholas Kristof and Sheryl WuDunn: The power of writing to launch and sustain a movement." Harvard Business School case 418-004 (2018).

Christine Lagarde

- Battilana, J., Knoop, C.-I., & Kelley, J. "Christine Lagarde (Abridged)." Harvard Business School case 419-055 (2019).
- Battilana, J. & Knoop, C.-I. "Christine Lagarde (C): Managing the IMF." Harvard Business School case 419-019 (2018).
- Battilana, J. & Knoop, C.-I. "Christine Lagarde (B): Being a public servant." Harvard Business School case 419-018 (2018).

- Battilana, J. & Knoop, C.-I. "Christine Lagarde (A): A French Prime Minister calls." Harvard Business School case 419-017 (2018).
- Battilana, J., Knoop, C.-I., Ampelas, V., & Assenat, N. "Christine Lagarde." Harvard Business School case 418-016 (2018).
- Battilana, J., Knoop, C.-I., Ampelas, V., & Assenat, N. "Christine Lagarde." Harvard Business School case 418-007 (2017).

Vox Capital

- Battilana, J., Kimsey, M., & Paetzold, F. "Vox Capital: Pioneering impact investing in Brazil." Harvard Business School teaching note 419-087 (2019).
- Battilana, J., Kimsey, M., Paetzold, F., & Zogbi, P. "Vox Capital: Pioneering impact investing in Brazil." Harvard Business School case 417-051 (2017).

Power and influence in society

- Battilana, J. "Power and influence in society," Harvard Business School module note 415-055 (2015).

Marie Trellu-Kane at Unis-Cité

- Battilana, J., Anteby, M., & Pache, A.-C. "Marie Trellu-Kane at Unis-Cité: Establishing youth service in France," Harvard Business School case 415-035 (2015).
- Battilana, J. & Khan F. "Marie Trellu-Kane at Unis-Cité: Establishing youth service in France," Harvard Business School teaching note 415-056 (2015).
- "Marie Trellu-Kane at Unis-Cité, In-class Comments 2013" Harvard Business School video 415-710 (2015).
- Anteby, M., Battilana, J., & Pache, A.-C. "Marie Trellu-Kane at Unis-Cité," Harvard Business School case 407-106 (2007) (Revised 2008).
- Anteby, M., Battilana, J., & Pache, A.-C. "Marie Trellu-Kane at Unis-Cité," Harvard Business School teaching note 408-083 (2008).
- "Marie Trellu-Kane at Unis-Cite," Harvard Business School video 408-708 (2008).

The Sustainability Accounting Standards Board

- Battilana, J. & Norris, M. "The Sustainability Accounting Standards Board (Abridged)," Harvard Business School case 419-058 (2019).
- Battilana, J. & Khan F. "The Sustainability Accounting Standards Board," Harvard Business School teaching note 415-057 (2015).
- Battilana, J. & Norris, M. "The Sustainability Accounting Standards Board," Harvard Business School case 414-078 (2014) (Revised 2015).

OrganJet and GuardianWings

- Battilana, J. & Khan F. "OrganJet and GuardianWings," Harvard Business School teaching note 415-058 (2015).
- "OrganJet and GuardianWings," Harvard Business School video 414-706 (2014).
- Battilana, J. & Weber, J. "OrganJet and GuardianWings," Harvard Business School case 413-068 (2013).

Self-Monitoring

- Battilana, J., & Tilcsik, A. "Self-monitoring (Abridged)," Harvard Business School note 412-115 (2012) (Revised 2014).
- Battilana, J., & Tilcsik, A. "Self-monitoring," Harvard Business School note 412-114 (2012) (Revised 2014).

Claude Grunitzky

- Battilana, J. & Ramarajan, L. "Claude Grunitzky," Harvard Business School teaching note 415-059 (2015).
- "Claude Grunitzky, Founder & CEO of TRACE Magazine, In-class Comments, February 2, 2012," Harvard Business School video 412-705 (2012) (Revised 2015).
- Battilana, J., Ramarajan, L., & Weber, J. "Claude Grunitzky," Harvard Business School case 412-065 (2012).

Echoing Green

- Battilana, J., Delong, T., & Weber, J. "Leadership at Echoing Green (A)," Harvard Business School case 412-090 (2012) (Revised 2015).
- Battilana, J., Delong, T., & Weber, J. "Leadership at Echoing Green (B)," Harvard Business School case 415-065 (2015).
- Battilana, J. & Khan F. "Leadership at Echoing Green (A) and (B)," Harvard Business School teaching note 415-060 (2015).
- "Cheryl Dorsey and Lara Galinsky, In-class Comments, March 21, 2012" Harvard Business School video 415-709 (2015).
- Battilana, J., Delong, T. & Weber, J. "Echoing Green," Harvard Business School case 410-013 (2009).

Leslie Brinkman at Versutia Capital

- Battilana, J. & Kaplan, R. "Leslie Brinkman at Versutia Capital," Harvard Business School teaching note 408-100 (2008) (Revised 2009).
- "Leslie Brinkman," Harvard Business School video (2007).
- Battilana, J. & Kaplan, R. "Leslie Brinkman at Versutia Capital," Harvard Business School case 407-089 (2007).

Deborah Jamieson and the University College London Hospitals

- Battilana, J., Cagna, A.-M., D'Aunno, T. & Gilmartin, M. J. "Deborah Jamieson and the University College London Hospitals," INSEAD case 406-039-1 (2006).

South Devon NHS Trust

- Battilana, J., Cagna, A.-M., D'Aunno, T. & Gilmartin, M. J. "Service redesign at South Devon NHS Trust (A & B)," INSEAD case 406-064-1 (2006).

Martin McShane at the Moss Valley Practice

- Battilana, J., Cagna, A.-M. & D'Aunno, T. "Leadership and change: Martin McShane at the Moss Valley Practice," INSEAD case 406-063-1 (2006).

Articles in Refereed Conference Proceedings

Battilana, J., Obloj, T., Pache, A.-C., & Sengul, M. (2025). "No one left behind: On the drivers of hybrid organizations' ability to serve the most precarious." *Academy of Management Annual Meeting Proceedings*.

Bailey, R., Dorado, S., Gras, D., Pache, A.-C., Battilana, J., O'Neil, I., Poole, J. M., Prokopovych, B., & Spencer, C. (2022). "Conditional success? The failure factors of social entrepreneurship." *Academy of Management Annual Meeting Proceedings*.

Fayard, A.-L., Pache, A.-C., Rocha Galo, M. A., Battilana, J., Bechky, B., Ansari, S., Furnari, S., Gray, B., McDonnell, M.-H., & Purdy, J. M. (2019). "Cross-sector partnerships for social innovation: Challenges and enabling conditions." *Academy of Management Annual Meeting Proceedings.*

Pache, A.-C., Battilana, J., & Spencer, C. (2019). "Managing attentional challenges in social enterprises: The key role board structure and processes." *Academy of Management Annual Meeting Proceedings*.

Schormair, M., Agle, B. R., Battilana, J., Griffin, M., Harrison, J. S., & Mitchell, R. K. (2019). "The role of deliberative democracy within the multi-objective corporation." *Academy of Management Annual Meeting Proceedings.*

Bacq, S., Battilana, J., & Bovais, H. (2018). "Round hole, square peg? Sustaining the joint pursuit of social and commercial goals in a cooperative bank." *Academy of Management Annual Meeting Proceedings*.

Geradts, T., Battilana, J., & Kimsey, M. (2018). "Inside a multinational corporation combining commercial and social objectives: Rule extrication as a response to short-termism and uncertainty avoidance." *Academy of Management Annual Meeting Proceedings*.

Pache, A.-C., Battilana, J., & Spencer, C. (2018). "Keeping an eye on two goals: Governance and organizational attention in hybrid organizations." *Academy of Management Annual Meeting Proceedings*.

DeSantola, A., Ramarajan, L., & Battilana, J. (2017). "New venture milestones and the first female board member." *Academy of Management Annual Meeting Proceedings*.

Zhou, Y., Battilana, J., Daudigeos, T., & Smith-Vandergriff, B. (2017) "Swinging between moral and market imperatives." *Academy of Management Annual Meeting Proceedings*.

Manning, R. E., Battilana, J., & Ramarajan, L. (2014). "Up for interpretation: How audiences' unexpected responses threaten social movement identities." *Academy of Management Annual Meeting Proceedings*.

Battilana, J. & Casciaro, T. (2010). "Power, social influence and organizational change: The role of network position in change implementation." *Academy of Management* Annual Meeting Proceedings.

Reports

Ferreras, I., Adams-Prassl, J., Battilana, J., Baylos Grau, A., Braun, B., Fajardo-García, I. G., Ferrando García, F. M., González Begega, S., Innerarity, D., Lafuente Hernández, S., Sahan, E., Salas Fumás, V., & Terradillos Ormaetxea, E. (2026). *Two promises to those who work: Voice and ownership*. Final Report of the International High-Level Expert Committee on Democracy at Work established by the Vice-Presidency and the Ministry of Labor and Social Economy of Spain (Madrid: Ministerio de Trabajo y Economía Social).

Battilana, J. & Ferreras, I. (2021). "From shareholder primacy to a dual majority board." In *A Seat at the Table: Worker Voice and the New Corporate Boardroom* (Washington, D.C.: Aspen Institute), 25-30.

Battilana, J. & Ferreras, I. (forthcoming). *Corporate governance reform anchored in labor rights: From shareholder primacy to dual majority board*. In Clean Slate White Paper Series (Cambridge, MA: Labor and Worklife Program, Harvard Law School).

Battilana, J. & Sheppard-Jones, K. (2021). "Recovery is not enough – Society needs a post-Covid transformation." In *Essays on Equality COVID-19 Edition: Global and International Perspectives* (London, UK: King's College Global Institute for Women's Leadership), 37-40.

MEDIA

Newspaper articles

Pache, A.-C., & Battilana, J. (March 2024). "OpenAI : la difficile définition d'un modèle d'organisation" *Les Echos.*

Battilana, J., & Pache, A.-C. (May 2023). "Quatre leviers d'action pour les entreprises soucieuses d'aligner leurs pratiques et leurs discours en faveur d'un développement plus durable" (Four levers of action for companies wishing to align their practices and discourse in favor of more sustainable development). *Le Monde*.

Battilana, J. & Casciaro, T. (August 2021). "No, the pandemic hasn't given workers more power. But that could change." *The Washington Post.*

Ferreras, F., Battilana, J., & Méda, D. (May 2020). "Let's democratize and decommodify work" *The Boston Globe.*

- Reprinted in 40 other newspapers in 36 countries and signed by 5,000 researchers from more than 700 universities on every continent.

Battilana, J. (August 2019). "Un discours qui ouvre la porte à une possible refonte du rôle des entreprises dans la société" (A statement that opens the door to a potential overhaul of the role of companies in society) *Le Monde*.

Battilana, J. (March 2019). “Loi Pacte : « Aux Etats-Unis, le mouvement pour réformer le capitalisme est plus actif que jamais » (PACTE Law: In the United States, the movement to reform capitalism is more active than ever)” *Le Monde*.

Battilana, J. (February 2018). “How to heed BlackRock’s call for corporate social responsibility” *Forbes*.

Battilana, J. & Pache, A.-C. (January 2018). “Les entreprises doivent s’engager dans une transformation profonde” (Companies must engage in a profound transformation) *Le Monde*.

Battilana, J. (September 2014). “L’avènement des nouvelles technologies de l’information et de la communication marque-t-il la fin du capitalisme?” (Is the advent of new information and communication technology signaling the end of capitalism?) *Le Monde*.

Battilana, J. (July 2014). “Où sont produites les idées politiques?” (Where are political ideas produced?) *Le Monde*.

Battilana, J. (June 2014). “Le cercle vicieux de la pauvreté” (The vicious cycle of poverty) *Le Monde*.

Battilana, J. (May 2014). “La révolution digitale à marche force” (After the industrial revolution, the digital revolution) *Le Monde*.

Battilana, J. (March 2014). “Causes, remèdes et leçons de la crise de 2008” (Learning from the 2008 financial crisis) *Le Monde*.

Battilana, J. (February 2014). “Comment réduire les inégalités entre pays et entre individus?” (How to fight inequality?) *Le Monde*.

Battilana, J. (November 2013). “Etre le plus compétent ne suffit pas” (Being the most competent is not enough) *Le Monde*.

Battilana, J. (October 2013). “Le plaisir du don” (The pleasure of giving) *Le Monde*.

Battilana, J. (August 2013). “Bouger à l'international pour mieux innover” (Moving abroad to innovate better) *Le Monde*.

Battilana, J. (July 2013). “Le cercle vertueux de la responsabilité sociale” (The virtuous circle of social responsibility) *Le Monde*.

Battilana, J. (May 2013). “Quand générosité et entreprise font bon ménage” (When generosity and business go well together) *Le Monde*.

Battilana, J. (April 2013). “Pourquoi Amazon a réussi là où Sony a échoué” (How has Amazon succeeded where Sony failed?) *Le Monde*.

Battilana, J. (March 2013). “Comment réussir un partenariat en recherche et développement” (Achieving a successful partnership in research and development) *Le Monde.*

Battilana, J. (February 2013). “Le recrutement collectif limite les discriminations à l'embauche” (Collective recruitment limits discrimination in hiring) *Le Monde.*

Battilana, J. (January 2013). “Les marchés financiers, piètres juges de la capacité d'innovation des entreprises” (Financial markets are poor judges of businesses’ ability to innovate) *Le Monde.*

Battilana, J. (November 2012). “La mine d’or du Big Data” (The big data gold mine) *Le Monde.*

Battilana, J. (October 2012). “Le dilemme de l'entrepreneur” (The entrepreneur’s dilemma) *Le Monde*.

Battilana, J. (October 2012). “Prendre le temps d'écrire pour mieux innover” (Taking the time to write to improve innovation) *Le Monde*.

Battilana, J. (September 2012). “Il n'y a pas que les fusions-acquisitions dans la vie des entreprises” (M&A’s are not the only growth option for companies) *Le Monde*.

Battilana, J. (July 2012). “Les dirigeantes, moteurs de l'ascension professionnelle des femmes” (Women in leadership positions make a difference) *Le Monde*.

Battilana, J. (June 2012). “500 milliards de dollars en dix ans pour l'économie sociale” (500 billion dollars in 10 years for impact investing) *Le Monde*.

Battilana, J. (May 2012). “Se déconnecter est la meilleure façon de se parler” (When disconnecting is the best way to communicate) *Le Monde*.

Battilana, J. (April 2012). “Diversité au travail, encore un effort!” (Fighting ethnic discrimination at the workplace) *Le Monde*.

Battilana, J. (February 2012). “Comment réduire le stress au travail?” (How can workplace stress be reduced?) *Le Monde*.

Battilana, J. (January 2012). “Imposer l'utilisation d'une langue de travail unique n'est pas sans risque” (Instituting a single language at work isn’t without its risks) *Le Monde*.

Battilana, J. (December 2011). “Malversations et performance” (Are embezzling and performance related?) *Le Monde*.

Battilana, J. (November 2011). “Lutte contre la pauvreté et recherche du profit” (Are the fight against poverty and the pursuit of profit compatible goals?) *Le Monde*.

Battilana, J. (September 2011). “Les multinationales dans les filets des réseaux sociaux” (Multinationals in the web of social media) *Le Monde*.

Battilana, J. (June 2011). “L’innovation dite “distribuée”: une nouvelle panacée?” (Is distributed innovation a panacea?) *Le Monde*.

Battilana, J. (May 2011). “Les multinationales sous le feu des campagnes d’opinion” (Multinational corporations under fire from public opinion campaigns) *Le Monde*.

Battilana, J. (March 2011). “G20: Les multinationales dans l’arène politique” (G20: Multinationals in the political arena) *Le Monde*.

Battilana, J. (February 2011). “Quand Michael Porter plaide pour la création de valeur “sociale” (When Michael Porter pleads in favor of creating social value) *Le Monde*.

Battilana, J. (January 2011). “La délocalisation de la recherche et développement est affaire de dosage,” (The fine mix of delocalizing research and development) *Le Monde*.

Battilana, J. (November 2010). “Recruter les meilleurs peut être un leurre” (Recruiting stars might be a trap) *Le Monde*.

Battilana, J. (October 2010). “Comment résister à la concurrence émergente?” (How can emerging competition be resisted?) *Le Monde*.

Battilana, J. (September 2010). “Est-il rentable de bien agir?” (Does it pay to be good?) *Le Monde*.

Battilana, J. (June 2010). “Les réseaux sociaux, sources d’amis et… de revenus” (Social networks: Sources of friends… and revenues) *Le Monde*.

Battilana, J. (May 2010). “Parvenir à la parité n’est pas une tâche impossible” (Effectively fighting gender discrimination is not an impossible task) *Le Monde*.

Battilana, J. (April 2010). “La fin des grandes multinationales?” (The end of multinationals?) *Le Monde*.

Battilana, J. (March 2010). “Finance et responsabilité sociale: A quand un rapport unique?” (Finance and social responsibility: When will the single report become an international norm?) *Le Monde*.

Battilana, J. (June 2009). “La crise impose de repenser le contenu des diplômes” (On the need to rethink the content of our curricula in the aftermath of the financial crisis) *La Tribune*.

Radio

Guest, Surfing Corporate Podcast, “How to Leverage Power at Work (Without Turning into an Insufferable Egomaniac)," virtual, November 2024.

Guest, NPR Invisibilia, “The P-Word,” virtual, September 2022.

Guest, Behavioral Grooves Podcast, “The Steps Needed to Empower the Powerless,” virtual, April 2022.

Guest, BBC Business Matters, “Purdue Pharma is dissolved,” virtual, September 2021.

Guest, Free Forum with Terrence McNally, “Julie Battilana–Power, for All,” virtual, September 2021.

Guest, Unmistakable Creative, “Julie Battilana: The Psychology of Power,” virtual, September 2021.

Guest, Wisconsin Public Radio, “Has the pandemic economy given workers more power?,” virtual, August 2021.

Guest, Le Grande Table Idees, “Avec Isabelle Ferreras et Julie Battilana, le travail vaut bien un manifeste,” Paris, France, October 2020.

Guest, Radio Canada Première Heure, “Une reprise du travail plus démocratique, le souhait de la Pr Julie Battilana,” virtual, May 2020.

Guest, Massachusetts Institute of Technology, “Opportunities and challenges faced by hybrid organizations,” in partnership with the MIT Enterprise Forum of the Central Coast, Spiranomics, Boston, USA, April 2013.

Guest, WGBH Innovation Hub, “Using business tools to combat the world’s big problems,” Boston, USA, February 2012.

Interviews

(2020). “Julie Battilana: Promotion 1997-2001.” ENS Paris Saclay.

(2020). “Social innovation: A key role in the transition.” *La Tribune Fonda*.

(2018). “‘Grand angle’ avec Julie Battilana.” Interview conducted by Thoenig, J.-C. *Entreprise & Société*, 2(4): 25-52.

ACADEMIC PRESENTATIONS

Refereed Presentations

"No one left behind: On the drivers of hybrid organizations' ability to serve the most precarious." Symposium. Academy of Management conference, Copenhagen, DE, July 2025.

"Navigating organizations through multiple goals." Symposium. Academy of Management conference, Boston, USA, August 2023.

"Keynote Address: The Relevance of Democratizing Work for People and the Planet," with I. Ferreras and D. Méda. Global Forum on #DemocratizingWork, Virtual, October 2021.

"Managing attentional challenges in social enterprises: The key role board structure and processes," with A.-C. Pache and C. Spencer. Symposium. Academy of Management conference, Boston, USA, August 2019.

"Inside a multinational corporation combining commercial and social objectives: Rule extrication as a response to short-termism and uncertainty avoidance," with T. Geradts & M. Kimsey.

- European Group for Organizational Studies conference, Edinburgh, UK, July 2019
- Academy of Management conference, Chicago, USA, August 2018

"Round hole, square peg? Sustaining the joint pursuit of social and commercial goals in a cooperative bank," with S. Bacq and H. Bovais.

- Academy of Management conference, Chicago, USA, August 2018
- Academy of Management conference, Atlanta, USA, August 2017

"New venture milestones and the first female board member," with A. DeSantola and L. Ramarajan. Symposium. Academy of Management conference, Atlanta, USA, August 2017.

"Swinging between moral and market imperatives: A study of religious credit unions' investments in private-label mortgage-backed securities," with Y. Bird, T. Daudigeos, and B. Smith-Vandergriff.

- Symposium. Academy of Management conference, Atlanta, USA, August 2017
- European Group for Organizational Studies conference, Rotterdam, Netherlands, July 2017

"Do you value my values? The benefits of integrating corporate social responsibility into the performance appraisal process," with L. Ramarajan and D. Brown. Symposium. Academy of Management conference, Anaheim, USA, August 2016.

"Blurring the boundaries between the social and commercial sectors: The interplay of gender and social context in the commercialization of social ventures," with S. Dimitriadis, M. Lee, and L. Ramarajan. Symposium. Academy of Management conference, Vancouver, Canada, August 2015.

"Communicating change: When identity becomes a source of vulnerability for intuitional challengers," with R. Manning and L. Ramarajan. Symposium. Academy of Management conference, Vancouver, Canada, August 2015.

"Harnessing productive tensions in hybrid organizations," with M. Sengul, A.-C. Pache, and J. Model. Symposium. Academy of Management conference, Philadelphia, USA, August 2014.

"Up for interpretation: How audiences' unexpected responses threaten social movement identities," with R.E. Manning and L. Ramarajan. Academy of Management conference (Organization and Management Theory division), Philadelphia, USA, August 2014.

- Finalist for Best ESP Award

"Agents of change: The role of gender and communities in commercializing the social sector," with S. Dimitriadis, M. Lee, and L. Ramarajan.

- European Group for Organizational Studies conference, Rotterdam, Netherlands, 2014
- Academy of Management conference (Gender and Diversity division), Philadelphia, USA, August 2014

"Challenges and opportunities facing hybrid organizations," Symposium. Academy of Management conference, Orlando, USA, August 2013.

"Having a foot in both camps? Understanding the determinants of social performance in socioeconomic hybrid organizations," with M. Sengul, A.-C. Pache, and J. Model.

- Showcase symposium. Academy of Management conference, Orlando, USA, August 2013. Awarded Best Symposium Award for Organization and Management Theory.
- European Group for Organizational Studies conference, Helsinki, Finland, August 2012.

"Uncovering the antecedents of hybrid organizations: The role of entrepreneurs' socialization," with M. Lee.

- European Group for Organizational Studies conference, Montreal, Canada, July 2013
- Academy of Management conference (Organization and Management Theory division), Orlando, USA, August 2013
- 9th Annual NYU-Stern Conference on Social Entrepreneurship, New York, USA, November 2012

"Overcoming resistance to organizational change: Strong ties and affective cooptation," with T. Casciaro. Academy of Management conference (Organization and Management Theory division), Boston, USA, August 2012.

"Combining social welfare and market logics: What drives social performance in socioeconomic hybrids?" with A.-C. Pache, M. Sengul and J. Model. Academy of Management conference (Organization and Management Theory division), Boston, USA, August 2012.

"Combining social and economic objectives: On the challenges of sustaining a hybrid organizational form," with A.-C. Pache, M. Sengul, and J. Model. Symposium. Academy of Management conference, San Antonio, USA, August 2011.

"Power, social influence and organizational change: A network perspective," with T. Casciaro. Academy of Management conference (Organization and Management Theory division), Montreal, Canada, August 2010.

"The role of organizational theory and practice in poverty alleviation: Commerce with compassion," Symposium. Academy of Management conference, Montreal, Canada, August 2010.

"Social entrepreneurs as institutional entrepreneurs: The case of Sekem," with T. Rimac and J. Mair. Symposium. Academy of Management conference, Montreal, Canada, August 2010.

"Organization building amid multiple institutional logics: The case of commercial microfinance organizations," with S. Dorado. Academy of Management conference (Organization and Management Theory division), Chicago, USA, August 2009.

"The networks structure of change implementation in organizations," with T. Casciaro. Symposium. Academy of Management conference (Organization and Management Theory division), Chicago, USA, August 2009.

"Networks and change implementation in organizations," with T. Casciaro.

- European Group for Organizational Studies conference, Barcelona, Spain, July 2009
- Sunbelt Social Networks conference, San Diego, USA, March 2009

"The embeddedness of social entrepreneurship: Understanding variation across geographic communities," with C. Seelos, J. Mair, and T. Dacin.

- Symposium. Academy of Management conference, Anaheim, USA, August 2008
- European Group for Organizational Studies conference, Amsterdam, Netherlands, July 2008

"Initiating divergent organizational change: The enabling role of actors' social position," Academy of Management conference (Organization and Management Theory division), Philadelphia, USA, August 2007.

"The secret of commercial microfinance's sustainability: Turning social workers into bankers or bankers into social workers? Neither," with S. Dorado. European Group for Organizational Studies conference, Vienna, Austria, July 2007.

"A match made in heaven? Joining leadership competencies to the process of organizational change," with M. J. Gilmartin, A.-C. Pache, M. Sengul, and J. Alexander. Academy of Management conference (Organization Development and Change division), Atlanta, USA, August 2006.

"Taking stock: A review essay on institutional entrepreneurship," with B. Leca and E. Boxenbaum. Academy of Management conference (Organization and Management Theory division), Atlanta, USA, August 2006.

"Agency and institutions: The enabling role of individuals' social position," Academy of Management conference (Organization and Management Theory division), Honolulu, USA, August 2005.

"The innovative capacity of institutional entrepreneurs: Mechanisms for generating alternative ideas," with E. Boxenbaum. Academy of Management conference (Organization and Management Theory division), Honolulu, USA, August 2005.

"Implementing public sector reforms: The role of institutional entrepreneurs," European Group for Organizational Studies conference, Berlin, Germany, July 2005.

"Foundations for a theory of institutional entrepreneurship: Solving the paradox of embedded agency," Academy of Management conference (Organization and Management Theory division), New Orleans, USA, August 2004.

"Institutional innovation: Socio-cognitive reconstruction of corporate social responsibility," with E. Boxenbaum. Academy of Management conference (Organization and Management Theory division), New Orleans, USA, August 2004.

"Foundations for a theory of institutional entrepreneurship: Solving the paradox of embedded agency," European Group for Organizational Studies conference, Ljubljana, Slovenia, July 2004.

"Explaining change in institutionalized practices: A review and roadmap for research," with T. D'Aunno. Symposium, Academy of Management conference, Seattle, USA, August 2003.

"Inter-organizational cooperation between not-for-profit organizations: A relational analysis," with M. Sengul. Academy of Management conference (Organization and Management Theory division), Seattle, USA, August 2003.

"The politics of technological change: How firms act to influence the decisions of public authorities regarding technological change," European Group for Organizational Studies conference, Copenhagen, Denmark, July 2003.

"Is there a new emerging model of interactions between MNEs and public authorities?" Doctoral Workshop, European Group for Organizational Studies conference, Barcelona, Spain, July 2002.

Invited Seminar and Conference Presentations

Paper Presentations

"From Local Mobilization to Territorial Orchestration: Sustaining Cross-Sector Collective Action to Address Entrenched Local Problems,"

- Bocconi University, Milan, Italy, April 2026
- Organizational Behavior Eli Seminar, Yale School of Management, February 2026

"On Democracy and Organization Theory," SCANCOR Seminar, Weatherhead Center for International Affairs at Harvard University, Cambridge, USA, April 2024.

"Purpose and Power in Organizations: Learning from Alternative Forms of Organizing to Address Societal Grand Challenges,"

- UC Louvain School of Management, Louvain, Belgium, April 2024.
- Illinois Strategic Organizations Initiative Distinguished Speaker Series, Guis College of Business at University of Illinois, Virtual, April 2024

"An integrative model of hybrid governance: The role of boards in helping sustain organizational hybridity,"

- Kellogg MORS Seminar, Kellogg School of Management at Northwestern University, Virtual, May 2023.
- University of Edinburgh Business School, Edinburgh, Scotland, April 2023.

"Purpose and Power in Corporations: Are More Democratic Forms of Organizing Better Suited to the Pursuit of Multiple Purposes?" Interdisciplinary Committee on Organizational Studies, University of Michigan, Virtual, October 2022.

"From shareholder primacy to a dual majority board." With Isabelle Ferreras. Aspen Institute Lab on Worker Voice, Virtual, September 2021.

"Through thick and thin: The role of governance in sustaining the joint pursuit of social and financial goals," London Business School, Virtual, January 2021.

"Beyond a Niche Approach: Could the Social Economy Become the Norm?", Social Economy Scientific Conference, European Commission, Virtual, November 2020.

"Fundamental assumptions in organization theory," Third Assembly of the Society for Progress, INSEAD, Fontainebleau, France, June 2018.

"Round hole, square peg? Sustaining the joint pursuit of social and commercial goals in a cooperative bank,"

- Dartmouth College, Hanover, USA, November 2018.
- University of Oxford, Oxford, UK, March 2018.
- University of Pennsylvania, Philadelphia, USA, April 2018.

"Having your cake and eating it too: An ethnographic study of external growth in hybrid organizations,"

- University of Massachusetts, Boston, USA, April 2017.
- Yale University, New Haven, USA, February 2017.

"New prospects for organizational democracy?: How the joint pursuit of social and financial goals challenges traditional organizational designs," Second Assembly of the Society for Progress, The Royal Society, London, UK, November 2015.

"Recasting the corporate model: What can be learned from social enterprises?," First Assembly of the Society for Progress, The Royal Society, London, UK, April 2014.

"Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises,"

- LUISS Guido Carli, Rome, Italy, October 2015.
- Stanford University, Palo Alto, USA, October 2014.
- McGill University, Montreal, Canada, September 2014.
- London Business School, London, USA, April 2014.
- The Wharton School of the University of Pennsylvania, Philadelphia, USA, January 2014.

"Keeping a foot in both camps: Understanding the drivers of social performance in hybrid organizations,"

- 6th Annual New Directions in Leadership Research Conference, INSEAD, France, June 2013.
- Rotman School of Management, University of Toronto, Toronto, Canada, April 2013.
- The Davis Conference on Qualitative Research, University of California at Davis, Davis, USA, March 2013.
- Boston College, USA, March 2013.
- Harvard Business School International Seminar Series, Harvard University, Boston, USA, October 2012.
- University of Michigan, Ann Arbor, USA, October 2012.

"Combining social and economic objectives: On the challenges of sustaining a hybrid organizational form,"

- Stanford University, Palo Alto, CA, USA, February 2012.
- Cornell University, Ithaca, USA, October 2011.
- ABC conference, Boston, USA, September 2011.

"Power, social influence and organizational change: A network perspective," INSEAD, Fontainebleau, France, December 2010.

"Social entrepreneurs as institutional entrepreneurs: The case of Sekem," Positive Social Change and Organizations Conference, Boston University, Boston, USA, March 2010.

"Building sustainable hybrid organizations: The case of commercial microfinance organizations,"

- IESE Business School, Barcelona, Spain, January 2010.
- ESSEC Business School, Paris, France, December 2009.
- 2nd International Conference on Institutions, Innovation, & Space, University of Alberta, Edmonton, Canada, June 2009.

"Catch-22?: How organizations deal internally with multiple institutional logics," Workshop on Social Entrepreneurship, Queen's School of Business, Kingston, Canada, April 2008.

"Center or periphery?: Identifying the locus of different types of divergent organizational change," MIT-Harvard Economic Sociology Seminar, Boston, USA, February 2008.

"The paradox of embedded agency: Straw-man argument or central epistemological issue?" Workshop on "Institutional Work," Simon Fraser University, Vancouver, Canada, June 2007.

"Explaining change in institutionalized practices: A review and roadmap for research," Workshop on the Present and Future Status of Institutional Theory, Department of Management and Organization, University of Alberta, Edmonton, Canada, June 2006.

"Individuals as institutional entrepreneurs: The enabling role of individuals' social position,"

- Harvard Business School, Boston, USA, February 2006.
- EM Lyon, Lyon, France, February 2006.
- ESSEC Business School, Paris, France, January 2006.
- London Business School, London, UK, January 2006.
- ESCP, Paris, France, January 2006.
- Euromed, Marseille, France, December 2005.
- IESE, Barcelona, Spain, December 2005.
- HEC, Paris, France, December 2005.
- Cass Business School, London, UK, November 2005.

"The role of individuals in institutional change," Department of Management and Organization, University of Alberta, Edmonton, Canada, September 2004.

"Foundations for a theory of institutional entrepreneurship: Solving the paradox of embedded agency,"

- LBS doctoral conference, London, UK, May 2004.
- HEC-INSEAD Forum, Paris, France, March 2004.

"The politics of technological change: How firms act to influence the decisions of public authorities regarding technological change," Laboratoire d'Economie Appliquée de Grenoble, INRA, Grenoble, France, February 2004.

Panels and Presentations

Speaker, "Power, for All," MBS Guest Speaker Series, Maine Business School, Virtual, May 2025.

Speaker, "Power, for All," Research Seminar Series, NOVA Business School, Lisbon, Portugal, April 2025.

Speaker, "Confronting Today's Multidimensional Crisis: Leveraging Power to Transform Our Social and Economic Systems," Le Goirnate de Bertinoro per l'Economia Civile 2023, AICCON, University of Bologna, Virtual, October 2023.

Panelist, Social Entrepreneurship Doctoral Seminar, Harvard Kennedy School, Cambridge, Massachusetts, August 2023.

Speaker, "Pura, Power, and Social Change," PURA Syndrome Foundation 2023 Conference, Virtual, June 2023.

Speaker, "Economie Sociale et Responsible: Les Prochains Défis," Sommet de la Mesure d'Impact, Impact Tank, Assemblée Nationale, Paris, France, Pre-recorded remarks, February 2023.

Panelist, "Authoritarianism, Populism and the Global Retreat of Democracy: Lessons from Organizational Theory," Macro Organizational Behavior Society, Harvard Business School, Virtual, November 2022.

Panelist (moderator), "The Role of the Government as a Regulator and a Partner," Reimagining the Role of Business in the Public Square, Harvard Law School Center on the Legal Profession, Boston, Massachusetts, 2022.

Speaker, "Power, for All" Trinity Business Ethics Speakers Series, Trinity College Dublin Centre for Social Innovation, Virtual, January 2022.

Panelist, "Organizing for Decent Work and Economic Growth," United Nations High Commissioner for Refugees & Organizing for Good Campaign, Virtual, December 2021.

Speaker, "Power, for All: How it Really Works and Why it's Everyone's Business," University of Technology Sydney Centre for Business and Sustainable Development, Virtual, November 2021.

Panelist, "Power, for All: How it Really Works and Why it's Everyone's Business," Global Forum on Democratizing Work, Virtual, October 2021.

Panelist, "Bounded Bosses or Dysfunctional Directors? The Role of Managers in Less Hierarchical Organizations" at the 81st Annual Meeting of the Academy of Management, Virtual, August 2021.

Discussant, "Cross-sector partnerships for social innovation: Challenges and enabling conditions," Academy of Management conference symposium, Boston, USA, August 2019.

Panelist*, "*The role of deliberative democracy within the multi-objective corporation," Academy of Management conference panel symposium, Boston, USA, August 2019.

Moderator, "Innovations in politics: Building new movements," Leadership Now Project annual national member meeting, Boston, USA, September 2018.

Keynote speaker, "Inside hybrid organizing: Opportunities and challenges in pursuing joint social and commercial goals in organizations," 14th Annual Social Entrepreneurship Conference, Northeastern University, Boston, USA, November 2017.

Speaker, Social Innovation and Change Initiative, Community of Social Innovation (COSI) Conference, Toronto, Canada, May 2017.

Keynote speaker, "Is institutional theory (practically) useful? The case of social innovation," European Group for Organizational Studies colloquium, Naples, Italy, July 2016.

Panelist, "Opportunities and challenges facing hybrid organizations: the case of microfinance organizations," interdisciplinary panel on credit and inequality, American Sociological Association, San Francisco, USA, August 2014.

Panelist, "Rethinking responses to institutional complexity," European Group for Organizational Studies, Rotterdam, Netherlands, August 2014.

Panelist, "Asking wicked questions," Community of Social Innovation (COSI) conference, Toronto, Canada, May 2014.

Panelist, "Advancing research on social-business hybrid organizations: emergence and internal dynamics," Professional Development Workshop, Academy of Management, Orlando, USA, August 2013.

Discussant, "Second European theory development workshop in OMT and strategy," HEC, Paris, France, June 2013.

Keynote speaker, "An organizational perspective on the fourth sector," Growing the Impact Economy Summit, Harvard Law School, Boston, USA, May 2013.

Panelist, "Innovative approaches to financing and hybrid value creation," Locating Social Entrepreneurship in the Global South: Innovations in Development Aid, Wilson Center, Washington, DC, USA, March 2013.

Keynote speaker, "Keeping a foot in both camps: Understanding the drivers of social performance in hybrid organizations," 9th Annual NYU-Stern Conference on Social Entrepreneurship, New York, USA, November 2012.

Panelist, "Advancing research on social-business hybrids," Professional Development Workshop, Academy of Management conference, Boston, USA, August 2012.

Panelist, "Intersection of social entrepreneurship and new institutional theory: Promising research avenues," Academy of Management conference, Boston, USA, August 2012.

Panelist, "The hybrid ideal: Combining nonprofit and for-profit models," *Stanford Social Innovation Review* webinar, July 2012.

Panelist, "Pitching your survey questions," Boston Community Field Research meeting, Boston College, Boston, USA, June 2012.

Discussant, Conference on "Society and organizations: From routines to movements and back," HEC, Paris, France, June 2010.

Panelist, Conference on "Markets on trial," Northwestern University, Chicago, USA, October 2009.

Panelist, "The changing role of business schools in a global world," PhD Programme 20th Anniversary Conference, INSEAD, Fontainebleau, Paris, France, June 2009.

Panelist, 2nd International Conference on Institutions, Innovation, and Space, University of Alberta, Edmonton, Canada, June 2009.

Panelist, "Social entrepreneurship... More of the same or a prompt to revitalize research on organizations, strategy and governance," SCANCOR 20th Anniversary Conference, Stanford University, Palo Alto, USA, November 2008.

Panelist, "Bringing the individual and community levels back in institutional theory," Professional Development Workshop, Academy of Management conference, Anaheim, USA, August 2008.

Discussant, MIT Behavioral and Policy Sciences Mini-Conference, Boston, USA, May 2007.

PROFESSIONAL ACTIVITIES

Service

Editorial board member

- *Innovation: Organization & Management* (2017 – Present)
- *Journal of Change Management* (2009 – Present)
- *Academy of Management Journal* (2010 – 2022)
- *Administrative Science Quarterly* (2013 – 2016)
- *Journal of Management Inquiry* (2009 – 2016)
- *Organization Studies (*2006 – 2013)

Ad hoc reviewer, *Academy of Management Review*, *American Journal of Sociology*, *Long Range Planning*, *Organization Science*, *Organization*, and Academy of Management conference.

Review committee member, *Organization Science* (2019).

Co-organizer (with J. Mair, C. Marquis, and C. Seelos) of "Rethinking Cross-Sector Social Innovation," Social Innovation and Change Initiative conference at Harvard Kennedy School, Cambridge, USA, April 2018.

Research mentor, Organization and Management Theory Junior Faculty Consortium, Academy of Management conference, Philadelphia, USA, August 2014.

Co-organizer (with M. Besharov and W. Smith) of the "Advancing Research on Social-Business Hybrid Organizations: Emergence and Internal Dynamics," Professional Development Workshop at the Academy of Management conference, Orlando, USA, August 2013.

Co-organizer (with C. Marquis and S. Hiatt) of "The Inaugural Paul R. Lawrence Conference: Connecting Rigor and Relevance in Institutional Analysis," Harvard Business School, Boston, USA, June 2013.

Co-organizer (with T. Dacin, J. Davis, A. Ebrahim, and K. Weber) of Community of Social Innovation (COSI) Workshop, Harvard Business School, Boston, USA, August 2012.

Co-organizer (with M. Besharov and W. Smith) of "Advancing Research on Social-Business Hybrids," Professional Development Workshop at the Academy of Management conference, Boston, USA, August 2012.

Facilitator, Organization and Management Theory/Managerial and Organizational Cognition Doctoral Consortium, Academy of Management conference, Boston, USA, August 2012.

Presenter, Harvard Business School Social Entrepreneurship Fellow Gathering, Boston, USA, April 2012.

Co-organizer (with W. Powell and J. Lok) of the subtheme on the "Microfoundations of Institutions," European Group for Organizational Studies conference, Lisbon, Portugal, July 2010.

Guest speaker, Aspen Institute "First Movers Fellowship," Tarrytown, USA, April 2010.

Judging committee member, Social Entrepreneurship Track: Oikos Global Case Writing Competition, 2010.

Invited to give a presentation about "Collaboration between European PhD students" at European Group for Organizational Studies doctoral workshop, Berlin, Germany, 2005.

Lead organizer of 5th HEC-INSEAD Doctoral Forum, Paris, France, March 2004.

Membership

2002 – Present Academy of Management (AOM)

2002 – Present European Group for Organizational Studies (EGOS)

2006 – Present American Sociological Association (ASA)

Other Activities

2025 – Present Faculty affiliate, Bloomberg Center for Cities

2025 – Present Support Committee Member, Indice de Démocratie dans les Organisations

2024 – Present Co-founder, Agiter, Innover, Orchestrer (AIO)

2024 – Present Committee member, Commission of Experts on Democracy at Work for the Spanish Secretariat of Labor

2024 – Present Educational Advisory Board member, Gustave Roussy Education

2024 – Present Knowledge Advisory Board member, The Bridgespan Group

2022 – 2023 Committee member, Harvard University Standing Committee of Public Service

2021 – Present Advisor, GenUnity

2021 – Present Advisory Board member, Friendship France

2021 – 2023 Advisor, Konexio

2017 – 2023 Executive committee member, Harvard Advanced Leadership Initiative

OTHER PROFESSIONAL EXPERIENCE

2003 – 2006 Research Associate, Health Care Management Initiative, INSEAD (Fontainebleau, France)

2001 Junior Strategy Consultant, Mercer Management Consulting (Paris, France)

2000 Junior Product Manager, Johnson & Johnson (Paris, France)

1999 Human Resources Junior Manager, Johnson & Johnson (Princeton, USA)