



# HARVARD | BUSINESS | SCHOOL

December 3, 2018

## Julie Battilana

Morgan Hall 327  
Soldiers Field Park  
Boston, MA 02163  
E-mail: [jbattilana@hbs.edu](mailto:jbattilana@hbs.edu)

### ACADEMIC APPOINTMENTS

2017 – Present Joseph C. Wilson Professor of Business Administration, Harvard Business School (Boston, MA)  
2016 – Present Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School (Cambridge, MA)  
2016 – Present Founder and Faculty Chair of Social Innovation and Change Initiative, Harvard Kennedy School  
2017 – Present Faculty Co-Chair of Advanced Leadership Initiative, Harvard University (Cambridge, MA)  
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 Joint Ph.D., Organizational Behavior, INSEAD (Fontainebleau, France) and Economics and Management, Ecole Normale Supérieure de Cachan (Paris, France)  
Dissertation: “*The role of individuals in institutional change: When individuals act as institutional entrepreneurs*”

2004 M.S., Management, INSEAD (Fontainebleau, France)

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

2001 M.S. (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 M.A., 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 B.A. (French equivalent), honors, Economics and Sociology, Ecole Normale Supérieure de Cachan (Paris, France) and Université Paris X Nanterre (Nanterre, France)

## TEACHING EXPERIENCE

### MBA Courses

2010 – Present                      Power and Influence (second-year elective MBA course)  
2006 – 2009                        Leadership and Organizational Behavior (required MBA course)

### Executive Education

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

### Doctoral Courses

2013, 2015                        Business Education for Scholars and Teachers: Foundations

### Doctoral Dissertation Committees

#### *In-Progress*

Bird, Yanhua (Committee Chair), Harvard Business School  
Brown, Daniel (Committee Member), Harvard Business School  
Dimitriadis, Stefan (Committee Chair), Harvard Business School  
Hansen, Elizabeth (Committee Member), Harvard Business School  
Radoynovska, Nevena (Committee Member), Northwestern University

#### *Defended*

Amslem, Thierry (Committee Member), CNAM  
Bernardini-Perinciolo, Johan (Committee Member), Aix-Marseille Université  
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  
Siriwardane, Nishani (Committee Member), Harvard Business School  
Stempak-Lallemand, Nathalie (Committee Member), HEC  
Vergne, Jean-Philippe (Committee Member), HEC

### Other Committees

#### *Defended*

Bonnafous-Boucher, Maria (Committee Member, Habilitation à Diriger Des Recherches), Paris Dauphine University

## PUBLICATIONS

### Journal Articles

- 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., 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). "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.
- An earlier version of this paper entitled "Power, social influence and organizational change: The role of network position in change implementation" was selected to be part of the Academy of Management Best Paper Proceedings (2010).
- Mair, J., Battilana, J., & Cardenas, J. (2012). "Organizing for society: A typology of social entrepreunering 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.
- An earlier version of this paper entitled "Initiating divergent organizational change: The enabling role of actors' social position" received an honorable mention for Best Paper out of a Dissertation by the Organization and Management Theory (OMT) Division of the Academy of Management in 2007. It was also selected to be part of the Academy of Management Best Paper Proceedings (2007).
- 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.
- 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., 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: 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: 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: 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: 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: 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: Edward Elgar.

### Articles for Practitioners

Battilana, J. & Kimsey, M. (2017). "Should you agitate, innovate, or orchestrate?" *Stanford Social Innovation Review* online ([https://ssir.org/articles/entry/should\\_you\\_agitate\\_innovate\\_or\\_orchestrate](https://ssir.org/articles/entry/should_you_agitate_innovate_or_orchestrate)).

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

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

### Course Materials

Battilana, J. & Knoop, C.-I. "Christine Lagarde (C): Managing the IMF." Harvard Business School case 418-019 (2018).

Battilana, J. & Knoop, C.-I. "Christine Lagarde (B): Being a public servant." Harvard Business School case 418-018 (2018).

Battilana, J. & Knoop, C.-I. "Christine Lagarde (A): A French Prime Minister calls." Harvard Business School case 418-017 (2018).

Battilana, J., Knoop, C.-I., Ampelas, V., & Assenat, N. "Christine Lagarde." Harvard Business School case 418-016 (2018).

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).

Battilana, J., Knoop, C.-I., Ampelas, V., & Assenat, N. "Christine Lagarde." Harvard Business School case 418-007 (2017).

Battilana, J., Dessain, V., & J. Lenhardt. "SOS Group: Growing a social enterprise conglomerate." Harvard Business School case 428-020 (2017).

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

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

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).

Battilana, J. & Norris, M. "The Sustainability Accounting Standards Board," Harvard Business School case 414-078 (2014) (Revised 2015).

Battilana, J. & Khan F. "The Sustainability Accounting Standards Board," Harvard Business School teaching note 415-057 (2015).

Battilana, J. & Weber, J. "OrganJet and GuardianWings," Harvard Business School case 413-068 (2013).

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., & Tilsik, A. "Self-monitoring," Harvard Business School note 412-114 (2012) (Revised 2014).

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

Battilana, J., Ramarajan, L., & Weber, J. "Claude Grunitzky," Harvard Business School case 412-065 (2012).

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., 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).

Battilana, J. & Kaplan, R. "Leslie Brinkman at Versutia Capital," Harvard Business School case 407-089 (2007).

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

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).

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

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 Best Paper Proceedings*.

Zhou, Y., Battilana, J., Daudigeos, T., & Smith-Vandergriff, B. (2017) "Swinging between moral and market imperatives." *Academy of Management 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: A network perspective." *Academy of Management Best Paper Proceedings*.

### Working Papers

Bacq, S., Battilana, J., & Bovais, H. (Manuscript under review). “Round hole, square peg? Sustaining the joint pursuit of social and commercial goals in a cooperative bank.”

Battilana, J. (Manuscript in preparation). “Cracking the challenge of the joint pursuit of social and financial goals in organizations: Social enterprise as a laboratory to understand hybrid organizing.”

Battilana, J. (Manuscript in preparation). “Fundamental assumptions in organization theory.”

Battilana, J., Butler, B., Kimsey, M., Mair, J., Marquis, C. & Seelos, C. (Manuscript in preparation). “Problem, person, and pathway: A framework for social innovators.” Essay to appear in volume edited by G. George, T. Baker, H. Joshi, and P. Tracey tentatively entitled *Handbook of Inclusive Innovation: The Role of Organizations, Markets and Communities in Social Innovation*.

Battilana, J., Pache, A.-C., Sengul, M., & Kimsey, M. (Manuscript under review). “Hybrid organizing to walk the talk of doing well AND doing good.”

Bird, Y., Battilana, J., Daudigeos, T., & Smith-Vandergriff, B. (Manuscript under review). “Enabler or blocker?: A study of the role of religion in credit unions’ loan participation.”

DeSantola, A., Ramarajan, L., & Battilana, J. (Manuscript in preparation). “New venture milestones and the first female board member.”

Geradts, T., Battilana, J., & Kimsey, M. (Manuscript in preparation). “Inside a multinational corporation combining commercial and social objectives: Rule extrication as a response to short-termism and uncertainty avoidance.”

Lee, M. & Battilana, J. (Manuscript under review). “Experience matters: Vicarious and experiential imprinting and the founding of hybrid social ventures.”

- 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).

Pache, A.-C., Battilana, J., & Spencer, C. (Manuscript in preparation). “Keeping an eye on two goals: Engaging attentional challenges in social enterprises.”

Ramarajan, L., Brown, D., & Battilana, J. (Manuscript in preparation). “Do you value my values? The benefits of integrating corporate social responsibility into the performance appraisal process.”

## **PRESENTATIONS**

### **Refereed Presentations**

“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, 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.

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

“Round hole, square peg? Sustaining the joint pursuit of social and commercial goals in a cooperative bank,” with S. Bacq and H. Bovais. 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 (EGOS) conference, Rotterdam, The 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 (OMT 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 (EGOS) conference, Rotterdam, The Netherlands, 2014
- Academy of Management conference (GDO 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 OMT

“Uncovering the antecedents of hybrid organizations: The role of entrepreneurs’ socialization,” with M. Lee.

- EGOS conference, Montreal, Canada, July 2013
- Academy of Management conference (OMT 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 (OMT 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 (OMT division), Boston, USA, August 2012.

“Having a foot in both camps? Understanding the determinants of social performance in socioeconomic hybrid organizations,” with A-C. Pache, M. Sengul, and J. Model. EGOS conference, Helsinki, Finland, 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 (OMT 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 (OMT division), Chicago, USA, August 2009.

“The networks structure of change implementation in organizations,” with T. Casciaro. Symposium. Academy of Management conference (OMT division), Chicago, USA, August 2009.

“Networks and change implementation in organizations,” with T. Casciaro.

- EGOS conference, Barcelona, 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
- EGOS conference, Amsterdam, July 2008

“Initiating divergent organizational change: The enabling role of actors’ social position,” Academy of Management conference (OMT 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. EGOS 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 (ODC division), Atlanta, USA, August 2006.

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

“Agency and institutions: The enabling role of individuals’ social position,” Academy of Management conference (OMT division), Honolulu, USA, August 2005.

“The innovative capacity of institutional entrepreneurs: Mechanisms for generating alternative ideas,” with E. Boxenbaum. Academy of Management conference (OMT division), Honolulu, USA, August 2005.

“Implementing public sector reforms: The role of institutional entrepreneurs,” EGOS conference, Berlin, Germany, July 2005.

“Foundations for a theory of institutional entrepreneurship: Solving the paradox of embedded agency,” Academy of Management conference (OMT division), New Orleans, USA, August 2004.

“Institutional innovation: Socio-cognitive reconstruction of corporate social responsibility,” with E. Boxenbaum. Academy of Management conference (OMT division), New Orleans, USA, August 2004.

“Foundations for a theory of institutional entrepreneurship: Solving the paradox of embedded agency,” EGOS conference, Ljubljana, 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 (OMT division), Seattle, USA, August 2003.

“The politics of technological change: How firms act to influence the decisions of public authorities regarding technological change,” EGOS conference, Copenhagen, July 2003.

“Is there a new emerging model of interactions between MNEs and public authorities?” Doctoral Workshop, EGOS conference, Barcelona, July 2002.

## **Invited Seminar and Conference Presentations**

### *Paper Presentations*

“Fundamental assumptions in organization theory,” Third Assembly of the Society for Progress, INSEAD, France, June 2018

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

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

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

- University of Massachusetts at Boston, April 2017
- Yale University, New Haven, 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, November 2015

“Recasting the corporate model: What can be learned from social enterprises?,” First Assembly of the Society for Progress, The Royal Society, London, 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, October 2014
- McGill University, Montreal, September 2014
- London Business School, London, April 2014
- The Wharton School of the University of Pennsylvania, Philadelphia, January 2014

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

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

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

- Stanford University, USA, February 2012
- Cornell University, USA, October 2011
- ABC conference, Boston, USA, September 2011

“Power, social influence and organizational change: A network perspective,” INSEAD, 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
- 2<sup>nd</sup> 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, 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, 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, May 2004
- HEC-INSEAD Forum, Paris, 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.

### *Panel Presentations*

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,” 14<sup>th</sup> Annual Social Entrepreneurship Conference, Northeastern University, Boston, USA, November 2017.

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

Keynote speaker, “Is institutional theory (practically) useful? The case of social innovation,” EGOS 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,” EGOS, Rotterdam, The Netherlands, August 2014.

Panelist, “Asking wicked questions,” 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,” 9<sup>th</sup> 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, 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,” INSEAD PhD Programme 20<sup>th</sup> Anniversary Conference, INSEAD, Fontainebleau, Paris, France, June 2009.

Panelist, 2<sup>nd</sup> 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 20<sup>th</sup> 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

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

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.

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

Research mentor, OMT Junior Faculty Consortium, *Academy of Management* conference, Philadelphia, PA, 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, 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, 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, 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, August 2012.

Facilitator, OMT/MOC Doctoral Consortium, *Academy of Management* conference, Boston, August 2012.

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

Co-organizer (with W. Powell and J. Lok) of the subtheme on the “Microfoundations of institutions,” at the EGOS conference, Lisbon, Portugal, July 2010.

Guest speaker, Aspen Institute “First Movers Fellowship,” Tarrytown, 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 the EGOS doctoral workshop, Berlin, 2005.

Lead organizer of the 5<sup>th</sup> 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 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, NJ)

## **AWARDS AND HONORS**

2017                    Elected to Macro-Organizational Behavior Society (MOBS)

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, 9th Annual NYU-Stern Conference on Social Entrepreneurship, November, 2012: “Uncovering the Antecedents of Hybrid Organizations: The Role of Entrepreneurs’ Socialization” by M. Lee and J. Battilana

2011 – 2013            Selected as Marvin Bower Faculty Fellow (Harvard Business School)

2011                    Thompson Reuters Science Watch Fast Breaking Paper, August 2011: 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.

2009 – 2010            Selected as Hellman Faculty Fellow for the academic year (Harvard Business School)

2009                    Selected as a Young Leader by the French American Foundation (New York, NY, and Paris, France)

2007                    Honorable Mention for Best Paper out of a Dissertation, OMT Division Academy of Management Conference (Philadelphia, PA)

2007                    European Foundation for Management development’s (EFMD) Award in the category “Public sector Innovations” for the case “Empowering nurses at University College London Hospitals,” 2006 INSEAD case, with A.-M. Cagna, T. D’Aunno, and M. Gilmartin (Geneva, Switzerland)

## **FELLOWSHIPS AND GRANTS**

2001 – 2005            INSEAD Fellowship (Fontainebleau, France)

1997 – 2001            Ecole Normale Supérieure Fellowship (Paris, France)

## **MEDIA**

### **Newspaper**

Battilana, J. (February 2018). “How to head 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 forcée” (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). “Être 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 speaker, Massachusetts Institute of Technology (radio show), “Opportunities and challenges faced by hybrid organizations,” in partnership with the MIT Enterprise Forum of the Central Coast, Spiranomics, Boston, April 2013.

Panelist, National Public Radio (radio show), “Using business tools to combat the world’s big problems,” Innovation Hub, WGBH, Boston, February 2012.