

Luciana Silvestri

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RESEARCH INTERESTS

Organizing Processes; Organizational and Role Identity; Organizational Change and Evolution; Organizational and Environmental Complexity, Uncertainty, and Ambiguity; Emerging and Fast-Paced Industries

Dissertation Summary: My dissertation explores the co-evolution between role identity and organizational structure in fast-paced industries. Based on a 2-year longitudinal, qualitative-inductive study conducted at a leading social media company, I seek to explain (1) how an evolving sense of *who I am* (alternatively, *who we are*) *becoming* in a role shapes the structural mechanisms that make enacting the role possible, (2) how emergent role identities and the roles they help shape gain legitimacy in an organization over time, and (3) how individuals reorient their identity trajectories when a reorganization irreversibly alters the structural conditions that support their role.

EDUCATION

Harvard Business School
2016 (expected)

Doctor in Business Administration, Management
Dissertation Committee:
Ranjay Gulati (chair), Michael Tushman, Robin Ely

IAE Business School
ARGENTINA
2005

MBA
G.P.A. 9.69/10, Summa cum Laude

New York University
Stern School of Business
2005

MBA exchange student, fall term

Universidad Austral
ARGENTINA
1998

Bachelor Degree in Business Sciences
G.P.A. 9/10, Valedictorian

PUBLICATIONS & WORK UNDER REVIEW

ACADEMIC ARTICLES

Caldart, A., Vassolo, R. and **Silvestri, L.** 2010. Induced Variation in Administrative Systems: Experimenting with Contexts for Innovation. Best Paper Proceedings of the Academy of Management, Montreal, Canada.

Silvestri, L. and Doshi, A. Framing Catastrophic Failure As A Learning Instance: Lessons From Virgin Galactic's 2014 Test Flight Crash (Under review at AMJ).

BOOKS

Vassolo, R. S. and **Silvestri, L.** 2011. *Gestión Estratégica en Países Emergentes: Herramientas Fundamentales para Plantear el Crecimiento de las Empresas Latinoamericanas* (Strategic management in emerging countries: Fundamental tools to plan the growth of Latin American firms). Buenos Aires: Granica.

BOOK CHAPTERS

Silvestri, L. and Gulati, R. 2014. From Periphery to Core: A Process Model for Embracing Sustainability. In *Leading Sustainable Change: An Organizational Perspective*, edited by Rebecca Henderson, Ranjay Gulati, and Michael Tushman. Oxford University Press, UK.

Silvestri, L. and Vassolo, R. 2009. Media & Entertainment in Argentina: Doing Business in a Fragmented Society. In *The Handbook of Spanish Language Media*, edited by Alan Albarran. Routledge, New York, NY.

MANAGERIAL ARTICLES

Hatum, A. and **Silvestri, L.** 2015. What Makes FC Barcelona such a Successful Business. *Harvard Business Review* online edition. <https://hbr.org/2015/06/what-makes-fc-barcelona-such-a-successful-business>

D'Andrea, G., Terech, A., and **Silvestri, L.** 2009. La Innovación Minorista para los Consumidores Emergentes en América Latina. (Retail innovation for emerging consumers in Latin America). *Harvard Business Review América Latina* (December): 39-49.

Hatum, A., Vassolo, R., and **Silvestri, L.** 2007. Coherencia Sistémica: El Enfoque Estratégico de Disney en América Latina. (Systemic coherence: Disney's strategic approach in Latin America). *Harvard Business Review América Latina* (March): 59-67.

WORK IN PROGRESS

Dissertation-based research

Silvestri, L. Trajectories in Identity and Organization: How Structuring Happens in fast-paced Settings (Preparing for submission).

This paper examines how role identity helps shape the structural mechanisms that support a role in a fast-paced environment. I take a dynamic view of role identity (*who I am / who we are becoming* in this role) to explain how individuals' identity trajectories enable the discovery of new tasks, interdependencies, and linkages over time, fueling a mirroring organizing trajectory for the role.

Silvestri, L. Who Do You Think You Are? Legitimizing Under-the-Radar Roles and Role Identities in Organizations (Writing stage).

In fast-paced settings, the relentless pursuit of opportunities often leads individuals to evolve features of their role informally, unbeknownst to top executives. This paper explores how the threat of a reorganization (i.e., a possible change in the conditions that make under-the-radar behavior possible) prompts individuals to surface hidden tasks, interdependencies, and linkages, and to seek legitimacy for enhanced roles and role identities from different audiences within the organization.

Silvestri, L. Reorienting Role Identity Trajectories through Images of Organization (Preparing for submission).

This paper explores how individuals attempt to redefine their role identities after a reorganization irreversibly alters the structural features (tasks, interdependencies, and linkages) of the role they used to occupy. Taking a dynamic view of role identity, I examine how reorganizations make individuals' role identity trajectories in the role salient (*who have I / who have we become thus far in this role?*) and raise concerns regarding the continuity of one's sense of self at work (*who am I / who are we becoming as the role changes?*).

Other research

Silvestri, L. Raveendran, M. and Gulati, R. Organizational Design Revisited (Academic article; Revising manuscript).

Gulati, R. and **Silvestri, L.** Brokerage Spaces: How Informal Networks Transform Formal Structure in the Pursuit of Complex Tasks (Academic article; Revising manuscript).

Hatun, A. and **Silvestri, L.** Organizational Identity as a Driver of Creativity (Managerial article; Writing in progress).

Silvestri, L. Identity-driven Performance (Managerial book; outlining and data gathering in progress).

CONFERENCE PRESENTATIONS

Silvestri, L. and Doshi, A. 2015. Managing Failure in Pioneering Industries: Virgin Galactic, Legitimacy, and the 2014 Test Flight Crash. *Strategic Management Society Annual International Conference*, Denver, CO.

Silvestri, L. 2015. Identity Liminality And Identity Work In A Reorganization. *Academy of Management Annual Meeting*, Vancouver, BC, Canada.

Zuzul, T., **Silvestri, L.** and Hansen, E. 2015. Emotions in Fieldwork. Professional Development Workshop Co-Organizer at the *Academy of Management Annual Meeting*, Vancouver, BC, Canada.

Silvestri, L. 2013. Searching for Sustainability: Identity and Structure in Rapidly Developing Industries. *Strategic Management Society Annual International Conference*, Atlanta, GA.

Gulati, R. and **Silvestri, L.** 2013. Brokerage Spaces: How Informal Networks Transform Formal Structure In The Pursuit Of Complex Tasks. *Strategic Management Society Annual International Conference*, Atlanta, GA.

Gulati, R. and **Silvestri, L.** 2013. Brokerage Spaces: How Informal Networks Transform Formal Structure In The Pursuit Of Complex Tasks. *Academy of Management Annual Meeting*, Lake Buena Vista (Orlando), FL.

Silvestri, L. and Gulati, R. 2013. Weaving Sustainability into the Organization's Fabric: A Framework for Organizational Renewal. *Change and Sustainability Conference*, Harvard Business School, Boston, MA.

Goetting, M., Gulati, R. and **Silvestri, L***. 2011. Differentiation, Coordination, And Integration Under Knowledge Interdependence. *Strategic Management Society Annual International Conference*, Miami, FL.

*Nominated for best conference paper and best paper with implications for practice.

Goetting, M., Gulati, R. and **Silvestri, L**. 2011. Differentiation, Coordination, And Integration Under Knowledge Interdependence. *London Business School Transatlantic Doctoral Conference*, London, UK.

Gulati, R. and **Silvestri, L**. 2010. Compensatory Fit In Integrated Architectures: The Upside Of Structural Ambiguity. *Academy of Management Annual Meeting*, Montreal, Canada.

Caldart, A., Vassolo, R. and **Silvestri, L***. 2010. Induced Variation in Administrative Systems: Experimenting with Contexts for Innovation. *Academy of Management Annual Meeting*, Montreal, Canada.

*Included in Best Paper Proceedings.

Gulati, R. and **Silvestri, L**. 2010. Compensatory Fit In Integrated Architectures: The Upside Of Structural Ambiguity. *London Business School Transatlantic Doctoral Conference*, London, UK.

Hatum, A., **Silvestri, L**. and Vassolo, R. 2008. Organizational Identity As An Anchor For Adaptation: An Emerging Market Perspective. *Academy of Management Annual Meeting*, Anaheim, CA.

TEACHING INTERESTS

Organizational Behavior; Organizational Change; Organizational Design; Managing organizations in emergent and fast-paced industries; Competitive and Corporate Strategy; Managing Innovation.

TEACHING EXPERIENCE

Teaching

2011; Dubrovnik International University, Croatia
Core Strategy; Master in International Business

I designed and taught a 13-session course focused on competitive, corporate, global, and non-market strategy. Students worked in teams of 3 throughout the course. As a final project, teams performed a full strategic analysis and formulation for a multinational company of their choosing.

2008; IAE Business School, Argentina
Core Strategy; Full-time MBA

I helped design the curriculum for this 10-session course and taught in tandem with Prof. Roberto Vassolo. Topics included organizational mission and identity; industry analysis; capability analysis; sustainability of competitive advantage; scope of the firm; and growth strategies, with a special focus on doing business in emerging economies.

2008; IAE Business School, Argentina
Business Analysis; Program for High-Potential Young Executives

In this 8-session program, I designed and taught two sessions covering decision making; stakeholder management; strategy formulation; strategy implementation; and negotiation.

Facilitating

2012, 2011; Harvard Business School
Leading Change and Organizational Renewal; Profs. Michael Tushman and Charles O'Reilly, III

I acted as a facilitator coaching senior executives in their discussions of real-life renewal challenges at their organizations during this week-long executive education program.

2011; Harvard Business School
Managing Innovation; Prof. Karim Lakhani

Throughout this semester-long course, I acted as a teaching assistant and facilitator for 6 teams of 5 students each. Teams worked with executives at GE Energy in order to create a strategic plan to bring the organization's large-scale technology to residential and commercial customers. I coached all teams in their analysis and presentations and acted as a liaison vis-à-vis GE.

TEACHING MATERIALS

Gulati, R. and **Silvestri, L.** 2013. Corporate Solutions at Jones Lang LaSalle 2001 (A). Harvard Business School.

Gulati, R. and **Silvestri, L.** 2013. Integrated Services at Jones Lang LaSalle 2005 (B). Harvard Business School.

Gulati, R. and **Silvestri, L.** 2013. Growing Integrated Services at Jones Lang LaSalle 2008 (C). Harvard Business School.

Gulati, R. and **Silvestri, L.** 2013. Jones Lang LaSalle 2012: Integrated Services and the Architecture of Complexity (D). Harvard Business School.

Gulati, R. and **Silvestri, L.** 2013. Jones Lang LaSalle 2001-2012: An Interview with Americas CEO Peter Roberts, Video Supplement. Harvard Business School.

Gulati, R., Berkley Wagonfeld, A., and **Silvestri, L.** 2012. Cisco in 2012: Reorganizing for Efficiency and Flexibility. Harvard Business School.

ACADEMIC AFFILIATIONS

2010-Present	Boston Field Research Community
2009-Present	Strategic Management Society
2008-Present	Academy of Management

AD-HOC REVIEWING

2009-Present	Academy of Management Annual Meetings; OMT and OB Divisions
2011	SMJ, Special Issue on Organizational Architecture

ACADEMIC AND INDUSTRY EXECUTIVE POSITIONS

2006-2009; IAE Business School, Argentina

Executive Director at CIMEL – IAE’s Research Center for the Media & Entertainment Industry in Latin America, supported by The Walt Disney Company, Nokia, and Telefónica de Argentina with an endowment of USD 150,000/year.

Research projects employed a variety of methodologies (survey; ethnography; focus group) to explore how bottom of the pyramid consumers in Latin America relate to technology, media, and entertainment content.

2003-2004; Aventeon.com, Germany

Internal Consultant at Aventeon, a start-up funded by Intel Capital to design and market BtoB mobile solutions. Selected responsibilities:

- *Project management*: part of a multicultural team to implement our solutions at logistics, utilities, and Internet services organizations in the Netherlands, Germany, and Switzerland; responsibility for functional design of our software.
- *Market research*: leadership of a team of 4 to investigate new trends in the mobile solutions market; thorough the evaluation of potential new functionalities for our mobile software; improvements to marketing materials (brochures, white-papers, demos).
- *Creation of the corporate Human Resources area*: development of organizational identity through initiatives linking our offices in the USA, Germany, the Netherlands, and India; definition of roles, profiles, responsibility areas and competences; design of training materials; responsibility for recruiting at the Munich office.

1999-2003; Accenture, Latin America

Analyst in the Human Performance practice with special focus on the Telecommunications and Media & Entertainment industries. Selected projects:

- *The Walt Disney Company Latin America*: member of a team of 5 to create a financial shared services center for the region, in connection with a worldwide SAP implementation. Project lead for internal communication; design of training materials and leadership of training workshops for +500 employees; process design; Service Level Agreement (SLA) definition.
- *Telecom Argentina*: member of a team of 10 to create an e-learning business simulation program to improve over-the-phone customer service and sales. Project lead for library content design.

LANGUAGES

Spanish (native)

English, German (proficient)

Italian, French (conversational)

Danish (beginner)