

# Linus Dahlander

## Address

ESMT Berlin  
Schlossplatz 1  
10178 Berlin  
Germany  
linus.dahlander@esmt.org

## Current employment

Professor, May 2019–present  
Lufthansa Group Chair in Innovation, May 2018–present  
ESMT Berlin, Germany.

Director of Research (and member of the Executive Management Committee), September 2019–September 2022.

Associate Professor with tenure, April 2015–May 2019  
KPMG Chair in Innovation, October 2013–September 2016  
Associate Professor, January 2013–March 2015  
Assistant Professor, 2011–2012  
ESMT Berlin, Germany.

Visiting professor, Stockholm School of Economics, September 2023–September 2024

## Education

Post doc, Stanford University, Palo Alto, USA, 2011.  
PhD, Chalmers University of Technology, Gothenburg, Sweden, 2006.  
BSc and MSc, Gothenburg School of Economics, Gothenburg, Sweden, 2002.

## Past employment

Part-time Research Professor  
University of Bath, April 2020–March 2023.

Visiting Professor, November 2017–November 2022.  
Aarhus School of Business and Social Sciences (BSS), Aarhus University, Denmark.

Post Doc, Stanford University, Stanford, California, USA, 2008–2010.

Assistant Professor and Advanced Institute of Management Research Fellow, Innovation and Entrepreneurship Group, Imperial College Business School, Imperial College London, London, UK, 2006–2008.

Visiting Scholar, Stanford University, Stanford, California, USA, 2004–2005.

## Corporate teaching and consulting experience

Consultancy, workshops, teaching, and keynote speeches on digitalization, innovation, and entrepreneurship for startups, multinationals, and government organizations. 2012–present. Selected clients include Adidas, Aditya Birla, Allianz, Axel Springer, Bayer, BMW, Bosch, Daimler, Deutsche Telekom, EnBW, Geopost, Henkel, Klöckner, KPMG, Mahle, Lufthansa, PWC, Schott, Siemens, Tesa, Testo, TUV, Unicredit, Volvo, Visa, PWC, Swiss Airlines, Zeiss, as well as many startups.

Statistical and network consultant: Consultancy on statistical and network analysis, 2008–2010.

Chalmers Advanced Management Programs, Sweden: I contributed to executive management education in innovation and technology management.

VCW, Sweden (subsidiary to NordNet): I worked for one of the largest websites in Sweden that provides information about the stock market. I was the webmaster responsible for some projects related to the platform's development, 2000–2001.

### **Affiliations and memberships**

Academy of Management (TIM, OMT and Entrepreneurship divisions).  
European Group of Organization Studies (EGOS).  
Organizational Design Community.

### **Honors, awards, and grants**

#### **Teaching honors**

Named one of the 40 Most Outstanding MBA Professors Under 40, Poets & Quants, March 2017.

Best Teacher Award, DTMBA, 2023

Best Teacher Award, DTMBA, 2021

President's honor roll for teaching excellence in DTMBA, 2021

President's honor roll for teaching excellence in DTMBA, 2021

President's honor roll for teaching excellence in EMBA, 2024

President's honor roll for teaching excellence in EMBA, 2022

President's honor roll for teaching excellence in EMBA, 2021

President's honor roll for teaching excellence in EMBA, 2021

President's honor roll for teaching excellence in EMBA, 2019

President's honor roll for teaching excellence in EMBA, 2018

President's honor roll for teaching excellence in EMBA, 2017

President's honor roll for teaching excellence in EMBA, 2015

President's honor roll for teaching excellence in MBA, 2019

President's honor roll for teaching excellence in MBA, 2017

President's honor roll for teaching excellence in MBA, 2016

President's honor roll for teaching excellence in MBA, 2013

President's honor roll for teaching excellence in MBA, 2011

President's honor roll for teaching excellence in Masters in Management, 2022

President's honor roll for teaching excellence in Masters in Management, 2021

President's honor roll for teaching excellence in Masters in Management, 2021

President's honor roll for teaching excellence in Masters in Management, 2020

President's honor roll for teaching excellence in Masters in Management, 2020

President's honor roll for teaching excellence in Masters in Management, 2019

President's honor roll for teaching excellence in Masters in Management, 2019

President's honor roll for teaching excellence in Masters in Management, 2018

President's honor roll for teaching excellence in Masters in Management, 2017

President's honor roll for teaching excellence in Masters in Management, 2016

#### **Research awards and honors**

The Jan Söderberg Family Prize in Economics and Management, 2022. 1 million SEK (about 94,000 euros).

SMS Conference Best Paper Nominee, 2021

AMJ Best Paper finalist, 2019.

Best-Paper-Award "Innovation Management" 2018, EBS Universität für Wirtschaft und Recht.

Best-Paper-Award "Innovation Management" 2016, EBS Universität für Wirtschaft und Recht.

Highly Cited Researcher, Web of Knowledge.

Jürgen Hauschildt Award of the Technology, Innovation and Entrepreneurship section of the VHB - German Academic Association for Business Research for the best research publication in innovation management, 2016.

TUM Research Excellence Award of the Peter Pribilla Foundation for outstanding research in Innovation and Leadership, 2016.

Darmstadt Innovation Research Best Paper Award, 2015.

PhD thesis award from Institute for Management of Innovation and Technology, 2006.

MSc thesis award from Accenture, 2002.

Member of Nova 100: Network for Sweden's most talented students and young professionals, 2002–present.

#### **Grants**

EY grant, 2020.

EY grant, 2019.

Peter Curtius grant, 2019.

DFG grant, 2018.

Innovation Growth Lab (IGL) grant from Nesta, 2016.

Peter Curtius grant, 2016.

Peter Curtius grant, 2011.

Dr Markus Wallenberg grant, 2010.

Scancor postdoctoral fellowship, chosen as the Swedish recipient of a two-year fellowship at Stanford University, Stanford, California, USA, 2008–2010.

Sweden-American foundation grant, 2009.

I contributed to winning the UK Innovation Research Centre at Imperial College London and Cambridge University, UK, 2008.

Wallander grant from Handelsbanken, 2006.

Ernst Gerber grant, 2005.

Dr Markus Wallenberg grant, 2004.

#### **Editorial services**

##### **Editorship:**

Associate Editor, Strategic Management Journal, 2023-

Associate Editor, Academy of Management Journal, 2013-2016.

##### **Editorial board:**

Academy of Management Journal, 2011-2019.

##### **Ad hoc reviewing**

**Journals:** Academy of Management Journal, Administrative Science Quarterly, American Sociological Review, Economics of Innovation and New Technology, European Management Review, Industry and Innovation, International Journal of Technology Management, Long Range Planning, Management Science, Organization Science, Organisation Studies, Production and Operations Management, Research Policy, Social Networks and Strategic Management Journal among others.

**Conferences:** Academy of Management, EURAM, DRUID, Strategic Management Society

**Funding agencies:** DFG, National Science Foundation, and Swiss National Science Foundation

#### **Research resources and impact**

Please email me if you need copies of my papers behind a paywall. Several papers are made open access with a Creative Commons license. These links are also useful in finding out information about my research.

**OrcID:** <https://orcid.org/0000-0003-3527-7440>

**Google Scholar:** <https://scholar.google.se/citations?user=vUN2e88AAAAJ&hl=sv&oi=ao>

**ResearchGate:** [https://www.researchgate.net/profile/Linus\\_Dahlander](https://www.researchgate.net/profile/Linus_Dahlander)

**Scopus:** <https://www.scopus.com/authid/detail.uri?authorId=11941014300>

#### **Journal publications**

Holgerson, M., M.W. Wallin, H. Chesbrough and L. Dahlander (*Forthcoming*). Closing open innovation. *Strategic Management Review*.

Lampraki, A., C. Kolypiris, T. Grohsjean, and L. Dahlander (2024). [The new needs friends: Simmelian strangers and the selection of novelty](#). *Strategic Management Journal* 45(4): 716-744.

Klapper, H., H. Piezunka, and L. Dahlander (2024). [Peer evaluations: Evaluating and being evaluated](#). *Organization Science* 35(4): 1363-1387.

Park, S., H. Piezunka, and L. Dahlander (2024). Coevolutionary lock-in in external search. *Academy of Management Journal* 67 (1): 262–288.

- Shortlisted to the Best-Paper-Award in Innovation Management awarded by European Business School.

- Kim, L., D. A. McFarland, S. Smith, and L. Dahlander (2024). Networking a career: Individual adaptation in the network ecology of faculty. *Social Networks* 77: 166-179.
- Dahlander, L., M. Beretta, A. Thomas, M.H.J. Fenger, S. Kazemi, and L. Frederiksen (2023). [Weeding out or picking winners in open innovation? Factors driving multi-stage crowd selection on LEGO ideas](#). *Research Policy* 52(10): 104875.
- Dahlander, L., A. Thomas, M. W. Wallin and R.C. Ångström. (2023) [Blinded by the person: Experimental evidence from idea evaluation](#). *Strategic Management Journal* 44(10): 2443-2459.
- Boss, V., L. Dahlander, C. Ihl and R. Jayaraman. (2023). [Organizing entrepreneurial teams: A field experiment on autonomy over choosing teams and ideas](#). *Organization Science* 34(6): 2097-2118.
- Dahlander, L. (2022). Autonomy and selection at the gate in flat organizations. *Journal of Organization Design*.
- Dahlander, L., D.M. Gann, and M.W. Wallin. (2021). [How open is innovation? A retrospective and ideas forward](#). *Research Policy* 50(4): 104218.
- Criscuolo, P., L. Dahlander, T. Grohsjean, and A. Salter (2021). [The sequence effect in panel decisions: Evidence from the evaluation of research and development projects](#). *Organization Science* 32(4): 987-1008.
- Dahlander, L. and H. Piezunka. (2020). Why crowdsourcing fails. *Journal of Organization Design*.
- Dahlander, L., L. B. Jeppesen, and H. Piezunka. (2019). How organizations manage crowds: Define, broadcast, attract and select. *Research in the Sociology of Organization* 64: 239–270.
- Piezunka, H., and L. Dahlander (2019). Idea rejected, tie formed: Organizations' feedback on crowdsourced ideas. *Academy of Management Journal* 62 (2): 503–530.
- Best-Paper-Award in Innovation Management awarded by European Business School.
  - AMJ Best Paper finalist (top 3 of all papers published in AMJ in 2019)
- Biancani, S., L. Dahlander, D. A. McFarland, and S. Smith (2018). Superstars in the making? The broad effects of interdisciplinary centers. *Research Policy* 47 (3): 543–557.
- Bogers, M., A.-K. Zobel, A. Afuah, E. Almirall, S. Brunswicker, L. Dahlander, L. Frederiksen, A. Gawer, M. Gruber, S. Haefliger, J. Hagedoorn, D. Hilgers, K. Laursen, M. Magnusson, A. Majchrzak, I. McCarthy, K. Moeslein, S. Nambisan, F. Piller, A. Radziwon, C. Rossi Lamastra, J. Sims, and A. Ter Wal (2017). The open innovation research landscape: Established perspectives and emerging themes across different levels of analysis. *Industry and Innovation* 24(1): 8–40.
- Highly cited paper according to Web of Science (top 1% of papers by discipline and vintage)
- Criscuolo, P., L. Dahlander, T. Grohsjean, and A. Salter (2017). Evaluating novelty: The role of panels in the selection of R&D projects. *Academy of Management Journal* 60(2): 433–460.
- Jürgen Hauschildt Award of the Technology, Innovation and Entrepreneurship section of the VHB - German Academic Association for Business Research for the best research publication in innovation management
  - Best-Paper-Award in Innovation Management awarded by European Business School.
  - Highly cited paper according to Web of Science (top 1% of papers by discipline and vintage)
- Dahlander, L., S. O'Mahony, and D. Gann (2016). [One foot in, one foot out: How does individuals' external search breadth affect innovation outcomes?](#) *Strategic Management Journal* 37(2): 280–302.
- Piezunka, H., and L. Dahlander (2015). Distant search, narrow attention: How crowding alters organizations' filtering of suggestions in crowdsourcing. *Academy of Management Journal* 58(3): 856–880.
- Highly cited paper according to Web of Science (top 1% of papers by discipline and vintage)
  - Darmstadt Innovation Research Best Paper Award
- Rawlings, C., D.A. McFarland, L. Dahlander, and D. Wang (2015). Streams of thought: Knowledge flows and intellectual cohesion in a multidisciplinary era. *Social Forces* 93(4): 1687–1722.
- Biancani, S., D. McFarland, and L. Dahlander (2014). The semiformal organization. *Organization Science* 25(5): 1306–1324.
- Dahlander, L., and H. Piezunka (2014). Open to suggestions: How organizations elicit suggestions through proactive and reactive attention. *Research Policy* 43(5): 812–827.
- Autio, E., L. Dahlander, and L. Frederiksen (2013). Information exposure, opportunity evaluation and entrepreneurial action: An investigation of an online user community. *Academy of Management Journal* 56(5): 1348–1371.

- Vural, O., L. Dahlander, and G. George. (2013). Collaborative benefits and coordination costs: Learning and capability development in science. *Strategic Entrepreneurship Journal* 7(2): 122–137.
- Dahlander, L. and D.A. McFarland. (2013). Ties that last: Tie formation and persistence in research collaborations over time. *Administrative Science Quarterly* 58(1):69-110.
- Dahlander, L. and L. Frederiksen (2012). The core and cosmopolitans: A relational view of innovation in user communities. *Organization Science* 23(4): 988-1007.
- Dahlander, L. and S. O'Mahony (2011). Progressing to the center: Coordinating project work. *Organization Science* 22(4): 961–979.
- Dahlander, L. and D. Gann (2010). How open is innovation? *Research Policy* 39(6): 699–709.
- Highly cited paper according to Web of Science (top 1% of papers by discipline and vintage)
  - Most downloaded paper in RP published after 2010
  - Most cited paper in RP published after 2010
- Dahlander, L. and M. Magnusson (2008). How do firms make use of communities? *Long Range Planning* 41: 629–649.
- Dahlander, L., L. Frederiksen, and F. Rullani (2008). Editorial: Online communities and open innovation. *Industry and Innovation* 15(2): 115–123.
- Special issue reprinted as a book: Online communities and open innovation: Governance and symbolic value creation. London: Routledge.
- Dahlander, L. (2007). Penguin in a new suit: A tale of how de novo entrants emerged to harness free and open source software communities. *Industrial and Corporate Change* 16(5): 913–943.
- Brink, J., L. Dahlander, and M. McKelvey (2007). Developing capabilities: An analysis of biotechnology in two regions in Australia and Sweden. *European Planning Studies* 15: 727–751.
- Dahlander, L. and M. W. Wallin (2006). A man on the inside: Unlocking communities as complementary assets. *Research Policy* 35(8): 1243–1259.
- Dahlander, L. and M. Magnusson (2005). Relationships between open source software companies and communities: Observations from nordic firms. *Research Policy* 34(4): 481–493.
- Dahlander, L. and M. McKelvey (2005). Who's not developing open source software? Non-users, users, and developers. *Economics of Innovation and New Technology* 14(7): 617–635.
- Dahlander, L. (2005). Appropriation and appropriability in open source software. *International Journal of Innovation Management* 9(3): 259–285.
- Dahlander, L. and M. McKelvey (2005). The occurrence and spatial distribution of collaboration: Biotech firms in Gothenburg, Sweden. *Technology Analysis and Strategic Management* 17(4): 409–431.

### **Journal publications in large-scale collaborations and replications**

I support and help with large-scale collaborations and replications. This is important for our field, and I happily contribute to such projects with my time and resources. I list them separately where my contribution is small.

Delios, A., Clemente, E., Wu, T., Tan, H., Wang, Y., Gordon, M., Viganola, D., Chen, Z., Dreber, A., Johannesson, M., Pfeiffer, T., Generalizability Tests Forecasting Collaboration, & Uhlmann, E.L. (in press). Examining the context sensitivity of research findings from archival data. *Proceedings of the National Academy of Sciences*.

### **Invited**

Dahlander, L. (*Forthcoming*). Challenges of an all-remote company: Work where you want, when you want by P. Choudhury, K. Crowston, L. Dahlander, M.S. Minervini, S. Raghuram (2020). *Journal of Organization Design*.

## Managerial publications

- Holgersson, M., Dahlander, L., Chesbrough, H. Bogers. M. (*Forthcoming*). Open innovation in the age of AI. *California Management Review*.
- Beretta, M., L. Dahlander, L. Frederiksen, and A. Thomas (*Forthcoming*). Lego Takes Customers' Innovations Further. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/lego-takes-customers-innovations-further/>
- Ångström, R., M. Björn, L. Dahlander, M. Mähring, and M. Wallin (*Forthcoming*). [Getting AI implementation right: Insights on challenges and solutions from a global survey](#). *California Management Review*.
- Dahlander, L., and F. de Véricourt (2024). Do lean startup methods work for deep tech? *Harvard Business Review*. <https://hbr.org/2024/10/do-lean-startup-methods-work-for-deep-tech>
- Grohsjean, T., L. Dahlander, A.J. Salter and P. Criscuolo. (2021). Better ways to green-light new projects. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/better-ways-to-green-light-new-projects>. Print version and online.
- Boss, V., L. Dahlander, C. Ihl and R. Jayaraman (2021). When autonomy helps team performance — and when it doesn't. *Harvard Business Review*. Digital article. <https://hbr.org/2021/12/when-autonomy-helps-team-performance-and-when-it-doesnt>
- Dahlander, L., M. W. Wallin, G. Carnabuci and E. Quitane (2021). Forming new ties in remote work. *California Management Review Insights*. <http://cmr.berkeley.edu/2021/04/forming-new-collaborations-in-remote-work>
- Dahlander, L., and M. Wallin (2020). Die Chance für Open Innovation [The opportunity for open innovation]. *Harvard Business Manager*.
- Dahlander, L., and M. Wallin (2020). Why now is the time for “open innovation”. *Harvard Business Review*. Digital article. <https://hbr.org/2020/06/why-now-is-the-time-for-open-innovation>
- Dahlander, L., and H. Piezunka (2020). Strategies for leveraging crowds. *NIM Marketing Intelligence Review* 12(1).
- Dahlander, L., and M. Wallin (2018). The barriers to recruiting and employing digital talent. *Harvard Business Review*. Digital article. <https://hbr.org/2018/07/the-barriers-to-recruiting-and-employing-digital-talent>
- Dahlander, L., and S. O'Mahony (2017). A study shows how to find new ideas inside and outside the company. *Harvard Business Review*. Digital article. <https://hbr.org/2017/07/a-study-shows-how-to-find-new-ideas-inside-and-outside-the-company>
- Criscuolo, P., L. Dahlander, T. Grohsjean, and A. Salter (2017). The biases that keep good R&D projects from getting funded and how to overcome them. *Harvard Business Review*. Digital article. <https://hbr.org/2017/03/the-biases-that-keep-good-rd-projects-from-getting-funded>
- Dahlander, L., and H. Piezunka (2017). Why some crowdsourcing efforts work and others don't. *Harvard Business Review*. Digital article. <https://hbr.org/2017/02/why-some-crowdsourcing-efforts-work-and-others-dont>
- Dahlander, L. and H. Piezunka (2013). Geben und nehmen [Give and take]. *Harvard Business Manager* 10: 12–13.

## Editorials

- George, G. L. Dahlander, S. Graffin, and S. Sim (2016). From the Editors: Reputation and Status: Expanding the role of social evaluations in management research. *Academy of Management Journal* 59(1): 1–13.
- van Knippenberg, D., L. Dahlander, M. Haas, and G. George (2015). From the Editors: Information, attention, and decision making. *Academy of Management Journal* 58(3): 649–657.

## Book chapters

- Alexy, O. and L. Dahlander (2013). Managing open innovation. In *The Oxford Handbook of Innovation Management*, Eds. Mark Dodgson, David M. Gann, Nelson Phillips, 442–461. Oxford: Oxford University Press.

## Reports

- L. Dahlander, D. Gann, and G. George (2012). Taxonomy-analytical study for the project on open collaborative projects and IP-based models (recommendation 36). Report prepared for the

Committee on Development and Intellectual Property (CDIP) of the World Intellectual Property Organization (WIPO), CDIP/8/INF/7 REV.

### **AOM Best Paper Conference proceedings**

Piezunka, H. and L. Dahlander (2015). Benevolent rejections: How organizations foster engagement and effectiveness in the external search for innovation. Academy of Management Best Paper Proceedings. (top 10% of papers).

Dahlander, L., S. O'Mahony, and D. Gann (2014). One foot in, one foot out: How individual search behavior affects innovation outcomes. Academy of Management Best Paper Proceedings. (top 10% of papers).

Dahlander, L., P. Criscuolo, and A. Salter (2009). Outside in, inside out: The impact of knowledge heterogeneity, intra- and extra- organizational ties on innovative status. Academy of Management Best Paper Proceedings. (top 10% of papers).

Dahlander, L. (2007). In the club: Human and social capital of leaders in free and open source software communities. Academy of Management Best Paper Proceedings. (top 10% of papers).

### **Teaching experience at business schools and universities**

#### **2011–present**

ESMT Berlin:

Courses on innovation and entrepreneurship, MBA, EMBA and executive education programs

ESMT Berlin/Berlin Doctoral Program on Economics and Management Science:

Course on social and economic analysis of networks.

#### **2006–2008:**

Imperial College London:

Courses on innovation, undergraduates

Applied statistics, doctoral students

#### **2003–2005:**

Chalmers University of Technology:

Innovation and Strategy

### **Selected presentations**

**2024:** London Business School, Singapore Management University, St Gallen.

**2023:** Yale University, INSEAD, University of Groningen, Bocconi University, AIEA Seminar

**2022:** China Innovation and Entrepreneurship seminar, UC Irvine, Imperial College London, Stockholm School of Economics, TU Berlin – Peer Innovation Workshop

**2021:** Bayes Business School, University of Liverpool, ESSEC, Singapore Management University, Stockholm School of Economics

**2020:** Stockholm School of Economics and Imperial College Online Conference on sports data (online), Organization Science special issue conference on experiments, Organizational Design conference, Duke University field experiment workshop, University of Bath and Warwick University

**2019:** TU Berlin and University of Zurich

**2018:** University of St. Gallen, Academy of Management Conference, Aarhus School of Business and Social Sciences, University College London, Singapore Management University, INSEAD, TU Berlin and Erasmus University

**2017:** University of Bath, Technical University of Hamburg and Stockholm School of Economics

**2016:** Stockholm School of Economics, Boston University, INSEAD, Harvard Business School, Vienna University of Economics and Business, Technical University Munich and Universität St. Gallen

**2015:** Potsdam University keynote, Academy of Management Conference, Chalmers University of Technology, Universität St. Gallen, Bocconi University, Vinnova Conference Stockholm, Imperial College Business School and Linköping University

**2014:** INSEAD, London Business School Sumantra Ghoshal conference, University of Hamburg THIS conference and Academy of Management annual conference

**2013:** London Business School, Cass Business School, Aalborg University, Ludwig-Maximilians-Universität München and Tilburg University

**2012:** Politecnico di Bari, Ludwig-Maximilians-Universität München, ETH Zurich, Academy of Management conference and London Business School Sumantra Ghoshal conference

**2011:** World Intellectual Property Organization, Stockholm School of Economics, Academy of Management conference, Aarhus School of Business, Imperial College Business School and Turino workshop

**2010:** Stanford University, Gothenburg School of Economics, Chalmers University of Technology and Science of Team Science Conference

**2009:** Stanford University, Sunbelt Conference and Academy of Management conference

### **Conference organization**

Co-organizer (with Lars Frederiksen and Francesco Rullani) of the track Managing Open Innovation through Online Communities at the EURAM conference 2007 in Paris, France. This resulted in a special issue in *Industry & Innovation*.

Co-organizer (with Paola Criscuolo and Ammon Salter) of a Knowledge Exchange and Networks workshop in November 2006 at Imperial College Business School, London, UK.

### **Languages**

English: fluent, Swedish: mother tongue, and German: nicht so gut.

*Updated: October 09, 2024*