

# **Nora Grasselli**

## **Address**

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Germany

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## **Current positions**

Lecturer, April 2024–Present;  
Program Director, January 2012–April 2024;  
ESMT Berlin, Berlin, Germany

## **Education**

PhD, Management and Human Resources Department, HEC School of Management, HEC Paris, Paris, France, 2008.

DEA - Master in Research in Management, Faculty of Economic Sciences, University of Nantes, Nantes, France, 2003.

MSc, University of Debrecen, Debrecen, Hungary, 2002.

Certificate "International Management", Faculty of Law and Economics, University of Bayreuth, Bayreuth, Germany, 1998.

## **Licensures and Certifications**

External Coach Intensive (ECI), Teachers College, Columbia University, 2013–Present.

## **Past positions**

Visiting lecturer, Executive Masters: Consulting and Coaching for Change, HEC School of Management, Paris, France, January 2007–June 2013.

Teaching assistant, assistant researcher, lecturer for executive education, HEC School of Management, Paris, France, January 2004–June 2013.

Strategy consultant, The Boston Consulting Group, Budapest, Hungary, August 2008–December 2011.

Master Theses Supervisor and Evaluator, Reims School of Management (now: NEOMA Business School), Paris, France, 2007–2008.

Adjunct Assistant Professor, Central European University Business School, Budapest, Hungary, 2006–2008.

Project consultant, Centre for Applied Research (CFAR), Philadelphia, PA, USA, 2006.

## **Publications**

### **Peer reviewed journal articles**

Marquart, I., N. Grasselli, and G. Carnabuci (2021). How to manage 'invisible transitions' in leadership. *MIT Sloan Management Review*.

Grasselli, N., and T. Gilmore (2013). Thickening case discussions through enactments. *Training and Management Development Methods* 27 (1): 3.15–3.26.

Grasselli, N. (2009). Lehet akciókutatásból doktorálni? Eszményképek kontra valóság. *Vezetéstudomány (Budapest Management Review)* 40: 65–71.

Fanelli, A., and N. Grasselli (2006). Defeating the minotaur: The construction of CEO charisma on the US stock market. *Organization Studies* 27 (6): 811–832.

### **Books**

Grasselli, N. (Ed.) (2023). *The future of executive education. Learning leadership in a digital age*. Berlin: ESMT Berlin.

### **Book chapters**

Burger, C., N. Grasselli, and E. Boon (2023). Designing for Impact. In *The future of executive education. Learning leadership in a digital age*, ed. N. Grasselli, 7–20. Berlin: ESMT Berlin.

Grasselli, N., B. Williams, and G. Geoff Church (2023). Lights! Camera! Interaction! In *The future of executive education. Learning leadership in a digital age*, ed. N. Grasselli, 63–76. Berlin: ESMT Berlin.

Grasselli, N., and B. Williams (2023). The future of teamwork. In *The future of executive education. Learning leadership in a digital age*, ed. N. Grasselli, 43–52. Berlin: ESMT Berlin.

Gilmore, T., and N. Grasselli (2013). Enacting one's way to new thinking: Using critical incidents to vitalise authentic collaboration and learning. In *Humanness in organisations: A psychodynamic contribution*, ed. L. Vansina, 171–199. London: Karnac Books.

### **Case studies and technical notes**

Grasselli, N., and G. Church (2023). *Unmute!: Effective virtual communication*. ESMT Case Study, No. ESMT-423-0198.

Grasselli, N., G. Carnabuci, and A. Papachroni (2022). *Leading across boundaries: Lucia Fargolo at FoodCo*. ESMT Case Study, No. ESMT-422-0194-1.

Müller, U., U. Schäfer, and N. Grasselli (2021). *Lea Block at Seuzach AG: Initiating digital transformation*. ESMT Case Study, No. ESMT-421-0190-1.

### **Non peer reviewed journal articles**

Grasselli, N. (2022). Women in transition – Countering leadership challenges with learning. *The European Business Review* September - October 2022.

Boon, E., C. Burger, and N. Grasselli (2022). Designing for impact: A results-driven perspective for executive education. *The European Business Review* (May – June): 18–25.

Grasselli, N., and B. Williams (2020). Under cyberattack: Learning for leaders through play. *The European Business Review* (September-October): 38–44.

Grasselli, N., and A. Kotsis (2012). HR trendek a 2011-es kutatási eredmények tükrében: Emberi Előny Teremtés. *Human Resources Magazin* 4 (1): 58–60.

### **Other publications**

Grasselli, N. (2024). Leading The Future Workplace: Managers Must Be The Engineers Of Their Hybrid Teams. *Forbes*.

Grasselli, N. (2024). Six ways to embed an inclusive feminist pedagogy into business education. *The Times Higher Education*.

Grasselli, N. (2024). If the corporate ladder is a thing of the past, what are leadership transitions today? *Forbes*.

Grasselli, N. (2022). Success in virtual meetings demands tailored leadership. *Forbes*.

Grasselli, N. (2021). The solitude of the remote leader. *Forbes*.

Grasselli, N., G. Church, and B. Williams (2021). In the spotlight: What Hollywood can teach today's business leaders about virtual meetings. *Forbes*.

Grasselli, N., and B. Williams (2020) Gaming the virus to win at virtual leadership. *Forbes*.

Grasselli, N., and A.-M. Bonnefous (2004). Planisphère de la psychanalyse organisationnelle. Review of *Psychanalyse et Organisation*, by Gérer et comprendre.

## **Teaching experience**

### **ESMT**

#### **Degree Programs**

*High Performing Teams*, Executive Master's of Business Administration, (Class 2021-23)

*Online Experiential Teaching Session – Exit Game*, Executive Master's of Business Administration, (Class 2019-21)

*High Performing Teams*, Executive Master's of Business Administration, (Class 2020-22)

*Leadership Competency Development*, Master's of Business Administration, (Class 2017)

*Leadership Competency Development, Part III*, Master's of Business Administration, (Class 2016)

*Leadership*, Master's of Business Administration, (Class 2021-23)

*People, Teams, and Organizations*, Part-time Blended MBA in Business Administration, (Class 2022-24)

*Transitioning to a New Leadership Role*, Part-time Blended MBA in Business Administration, (Class 2020-22)

*Conflict Management*, Part-time Blended MBA in Business Administration, (Class 2021-23)

*Conflict Management*, Part-time Blended MBA in Business Administration, (Class 2020-22)

*ESMT Escape Room for PTMBA students*, Part-time Blended MBA in Business Administration, (Class 2020-22)

#### **Executive Education Programs: CS**

*Bitkom MC.4.2*, Bitkom, December 13, 2023 - December 15, 2023

*Middle Management Program*, TÜV Nord, June 13, 2023 - December 5, 2023

*#lead ignite*, Allianz, May 3, 2023 - November 21, 2023

*Young Physician Leaders Program, The InterAcademy Partnership (IAP), October 13, 2023 - October 14, 2023*

*Daimler Truck Seminar for Senior Managers, Daimler Truck, September 19, 2023 - October 13, 2023*

*Leadership EMBA, Saint Paul, October 9, 2023 - October 12, 2023*

*Daimler Truck Seminar for Senior Managers, Daimler Truck, September 5, 2023 - September 29, 2023*

*F-course 100, Deutsche Lufthansa, September 4, 2023 - September 29, 2023*

*Siemens Energy Sales LT Meeting, Siemens Energy, September 25, 2023 - September 26, 2023*

*Management Excellence Program Cohort 2 Module 2, tesa, August 28, 2023 - September 8, 2023*

*Mercedes-Benz Seminar for Senior Managers, Mercedes-Benz, June 12, 2023 - June 30, 2023*

*Leading People and Business, Siemens Energy, June 6, 2023 - June 29, 2023*

*tesa Management Excellence Program Module 2, tesa, May 31, 2023 - June 16, 2023*

*Daimler Truck Seminar for Senior Managers, Daimler Truck, May 15, 2023 - June 16, 2023*

*Mercedes-Benz Seminar for Senior Managers, Mercedes-Benz, May 8, 2023 - May 26, 2023*

*Leading People and Business, Siemens Energy, May 4, 2023 - May 26, 2023*

*Mercedes-Benz Seminar for Senior Managers, Mercedes-Benz, March 21, 2023 - April 21, 2023*

*Leading People and Business, Siemens Energy, March 13, 2023 - April 6, 2023*

*Management Excellence, TRATON, February 15, 2023 - March 30, 2023*

*Daimler Truck Seminar for Senior Managers, Daimler Truck, February 7, 2023 - March 3, 2023*

*Inspire, Daimler Truck, December 16, 2022*

*Heraeus - Virtual Collaboration and Leadership, Heraeus, December 12, 2022*

*IT Talent Academy, Mahle, December 9, 2022*

*Leading People and Business, Siemens Energy, December 5, 2022*

*Heraeus - Virtual Collaboration and Leadership, Heraeus, November 23, 2022*

*#Lead Ignite, Allianz, March 28, 2022 - November 21, 2022*

*Leadership EMBA International Week, Saint Paul, November 14, 2022 - November 17, 2022*

*Mercedes-Benz Seminar for Senior Managers, Mercedes-Benz, October 28, 2022 - November 10, 2022*

*Mercedes-Benz Seminar for Senior Managers, Mercedes-Benz, October 5, 2022 - October 20, 2022*

*Young Physician Leaders, Young Physician Leaders, October 14, 2022 - October 15, 2022*

*#lead Ignite, Allianz, October 6, 2022*

*30 under 30 Talent Circle Program, Deutsche Telekom, September 19, 2022 - September 23, 2022*

*Heraeus - Virtual Collaboration and Leadership*, Heraeus, September 7, 2022

*Mercedes-Benz Seminar for Senior Managers*, Mercedes-Benz AG, May 25, 2022 - June 30, 2022

*Leading People and Business*, Siemens Energy, June 24, 2022

*Young Physician Leaders Program*, IAP InterAcademy Partnership for Health, June 14, 2022 - June 15, 2022

*Daimler Truck Seminar for Senior Managers*, Daimler Truck, May 31, 2022 - June 3, 2022

*Mercedes-Benz Seminar for Senior Managers*, Mercedes-Benz AG, April 28, 2022 - May 12, 2022

*Generalmanagement für Abteilungsleiter\*innen*, DZ Bank, April 27, 2022

*Management Excellence*, TRATON SE, February 22, 2022 - March 31, 2022

*Management Development Program*, Mahle, March 15, 2022

*#lead empower*, Allianz, February 18, 2022

*Generalmanagement Programm für Abteilungsleiter\*innen*, DZ BANK, February 17, 2022

*Leading People and Business*, Siemens Energy, February 16, 2022

*LOOP*, McDonald's, February 15, 2022 - February 16, 2022

*Middle Management Program*, TÜV NORD, November 3, 2021 - November 24, 2021

*Online Escape Game*, Axel Springer, November 23, 2021

*Daimler Seminar for Senior Managers*, Daimler, October 29, 2021 - November 11, 2021

*#lead Ignite*, Allianz, April 13, 2021 - November 5, 2021

*Daimler Seminar for Senior Managers*, Daimler, October 8, 2021 - October 28, 2021

*Loop 2.2*, McDonald's, October 13, 2021

*Managementkurs*, Gazprom Germania, (Class 2021), June 23, 2021

*Leading People and Business*, Siemens Energy, June 16, 2021

*Leading People and Business*, Siemens Energy, April 12, 2021 - May 7, 2021

*Young Physician Leaders*, IAP InterAcademy Partnership for Health, (Class 2021), April 16, 2021

*Management Excellence*, TRATON SE, March 25, 2021

*Escape Game*, Schwäbisch Hall, March 9, 2021

*Leading People and Business*, Siemens Energy, February 8, 2021 - March 5, 2021

*Enter the Eurozone*, Enterprise Ireland, March 2, 2021

*Boost Your Growth Program - Shaping the strategy*, BorgWarner, October 15, 2020 - December 16, 2020

*Mini-Program Escape Game*, Bausparkasse Schwäbisch Hall, (Class 2020), November 27, 2020

*The Virus - Escape Game*, KfW Bank, (Class 2020), November 24, 2020

*Escape Game Mini Program*, Axel Springer, (Class 2020), November 17, 2020

*Middle Management Program*, TÜV Nord, (Class 2020), November 11, 2020 - November 13, 2020

*Skills Development*, R+V Versicherung, (Class 2020), October 29, 2020

*Middle Management Program*, TÜV Nord, (Class 2020), October 27, 2020 - October 29, 2020

*Young Leaders Program*, Uniper, (Class 2020), October 21, 2020 - October 22, 2020

*Future Generation Program*, Symrise, October 5, 2020 - October 8, 2020

*Allianz Management Program*, Allianz, (Class 2020), September 14, 2020 - October 2, 2020

*Agiles Führen und Arbeiten*, Bundeswehr, (Class 2020), September 15, 2020

*Transformational HR Leader Program*, Allianz, (Class 2020), May 25, 2020 - June 26, 2020

*Allianz Management Program*, Allianz, February 11, 2020 - February 13, 2020

*Leading Transformation*, MAN Truck & Bus SE, (Class 2020), January 27, 2020 - January 31, 2020

*Allianz Management Program*, Allianz, (Class 2020), January 21, 2020 - January 23, 2020

*Management Excellence Program*, Traton, (Class 2019), December 10, 2019 - December 12, 2019

*START Program*, Universal Investment, November 29, 2019

*Leading Transformation Kick-Off*, MAN Truck & Bus AG, (Class 2019), November 18, 2019

*Business Leaders Program*, Verallia, November 13, 2019 - November 15, 2019

*Young Physician Leaders Program*, IAP InterAcademy Partnership for Health, October 25, 2019 - October 27, 2019

*Allianz Management Program*, Allianz, (Class 2019), October 21, 2019 - October 23, 2019

*Young Leaders Program*, Uniper, October 15, 2019 - October 17, 2019

*Innovation Beyond Borders*, Bosch, May 20, 2019 - May 21, 2019

*Allianz Management Program*, Allianz, (Class 2019), April 15, 2019 - April 17, 2019

*Influencing without Authority*, PHOENIX CONTACT, March 22, 2019

*ESMT@CAReer25*, Daimler, February 18, 2019 - February 19, 2019

*Leadership in Action A Follow-Up to the IMDP*, Vienna Insurance Group, November 19, 2018 - November 21, 2018

*Allianz Management Program*, Allianz, November 12, 2018 - November 14, 2018

*Alumni Week Executive MBA Saint Paul*, St. Paul Escola de Negocios, October 15, 2018 - October 18, 2018

*Young Physician Leaders (YPL), IAP InterAcademy Partnership, October 11, 2018 - October 13, 2018*

*Young Leaders Program, Uniper, (Class 2014–16), October 24, 2017 - October 26, 2017*

*Young Physician Leaders Programme, IAP Inter Academy Partnership and the World Health Summit, October 12, 2017 - October 14, 2017*

*Leading People and Teams, Testo, September 25, 2017 - September 28, 2017*

*Leading High Performing Businesses, thyssenkrupp, September 12, 2017 - September 15, 2017*

*Top Talent Program, Axel Springer, September 6, 2017 - September 8, 2017*

*Leading High Performing Businesses, thyssenkrupp, July 4, 2017 - July 7, 2017*

*Senior Management Program, Bertelsmann, June 26, 2017 - June 30, 2017*

*Business Leaders Program, Verallia, May 16, 2017 - May 18, 2017*

*Top Talent Program, Axel Springer, May 10, 2017 - May 12, 2017*

*Leading High Performing Businesses, thyssenkrupp, March 28, 2017 - March 31, 2017*

*Future Generation Program, Symrise, February 26, 2017 - March 1, 2017*

*Top Talent Program, Axel Springer, February 15, 2017 - February 17, 2017*

*Management Fundamentals, CNN, September 28, 2016 - September 29, 2016*

*Fellowship on Energy Programme, Energy Delta Institute, September 21, 2016*

*Leading High Performing Business, thyssenkrupp, August 30, 2016 - September 2, 2016*

*Management Fundamentals, CNN, July 18, 2016 - July 19, 2016*

*Impact Lecture Series, Deutsche Bank, June 30, 2016 - July 1, 2016*

*Leadership Transition Program for New Executives, Deutsche Telekom, May 17, 2016 - May 19, 2016*

*Top Talent Program 2014 - 2016 Module 5, Axel Springer SE, April 27, 2016 - April 29, 2016*

*Executive Development Program, KION Group AG, April 11, 2016 - April 15, 2016*

*Leading High Performing Business, thyssenkrupp, April 5, 2016 - April 8, 2016*

*Leadership Programm für die Mittelstandsbank - Modul Empowerment, Commerzbank, March 17, 2016 - March 18, 2016*

*KION Campus - Executive Development Program, KION, February 1, 2016 - February 5, 2016*

**Executive Education Programs: EDP-Eng**

*Executive Transition Program, Open Program, November 10, 2023 - December 14, 2023*

*Leading Digital Transformation, Open Program, November 7, 2023 - November 10, 2023*

*Executive Transition Program, Open Program, May 8, 2023 - May 12, 2023*

*Emerging Leaders Program*, Open Program, October 13, 2022 - December 15, 2022

*Women's Leadership Excellence*, Open Program, December 7, 2022 - December 9, 2022

*Leadership in Action*, Open Program, June 14, 2022 - September 16, 2022

*Leading Digital Transformation*, Open Program, May 24, 2022 - June 24, 2022

*Executive Transition Program*, Open Program, May 16, 2022 - May 20, 2022

*Executive Transition Program*, Open Program, February 14, 2022 - February 18, 2022

*Women's Leadership Excellence*, Open Program, December 8, 2021 - December 10, 2021

*Leadership in Action Virtual*, Open Program, October 27, 2021 - October 29, 2021

*Leading Digital Transformation*, Open Program, October 19, 2021 - October 22, 2021

*ETP Salon*, Open Program, September 30, 2021 - October 2, 2021

*Leadership in Action Virtual*, Open Program, September 15, 2021 - September 17, 2021

*Emerging Leaders Program*, Open Program, September 14, 2021 - September 17, 2021

*New Horizons - Managing Growth in the New Normal*, Open Program, April 21, 2021 - May 26, 2021

*Women's Leadership Excellence*, Open Program, December 9, 2020 - December 11, 2020

*Leadership in Action*, Open Program, September 16, 2020 - September 18, 2020

*Women's Leadership Excellence Program*, Open Program, December 3, 2019 - December 5, 2019

*Executive Transition Program*, Open Program, November 22, 2019 - November 29, 2019

*Leadership in Action*, Open Program, September 18, 2019 - September 20, 2019

*Leading Digital Transformation*, Open Program, June 25, 2019 - June 27, 2019

*Executive Transition Program*, Open Program, October 19, 2018 - October 26, 2018

*Leadership in Action*, Open Program, September 19, 2018 - September 21, 2018

*Executive Transition Program*, Open Program, May 5, 2017 - May 12, 2017

*Emerging Leaders Program*, Open Program, February 22, 2017 - February 24, 2017

*Emerging Leaders Program*, Open Program, September 13, 2016 - September 16, 2016

*Emerging Leaders Program*, Open Program, June 22, 2016 - June 24, 2016

*Executive Transition Program*, Open Program, June 10, 2016 - June 17, 2016

*Leadership in Action*, Open Program, June 6, 2016 - June 8, 2016

*Emerging Leaders Program*, Open Program, May 10, 2016 - May 13, 2016



### **Executive Education Programs: EDP-Ger**

*Führung von jüngeren Führungskräften*, Open Programs, November 7, 2022 - November 11, 2022

*Führung für jüngere Führungskräfte*, Open Program, June 3, 2019 - June 7, 2019

### **Research grants and fellowships**

EY Digital Innovation Research Fund, *Leadership in a digital age*, Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, July 2019–December 2022 (with Gianluca Carnabuci, Linus Dahlander, Hannes Gurzki, Konstantin Korotov)

### **Honors and awards**

Laureate (Received), French government, France.

Laureate (Received), Friedrich Flick Foundation, Germany.

Scholarship (Received), Eiffel Excellence Scholarship Programme, French Ministry of Foreign Affairs and International Development and HEC Foundation, France.

Scholarship (Received), Republic of Hungary, Hungary.

### **Presentations**

#### **Peer reviewed paper presentations**

*Groups not working in groups: Sequence of labor division in self-managed groups*

- 08/06/07: The Academy of Management Annual Meeting OB division, Academy of Management, Philadelphia, PA, USA.

*Signs of isomorphism and transitional use of a learning and self-reviewing tool – results of an action research in an educational institution*

- 07/20/07: 23rd EGOS Colloquium 2007 Standing Working Group No. 4: Social Responsibility and Action Research Practices, EGOS, Vienna, Austria.

#### **Other presentations/activities**

*Challenges for Women in Entrepreneurial and Leadership Transitions*

- 09/02/21: (Discussant), TECH UP FOR WOMEN - IFA BERLIN VIRTUAL CONFERENCE, IFA Berlin & Tech Up for Women, Berlin, Germany.

*EXECUTIVE PANEL: Strengthening Collaboration in the Future Workplace*

- 03/16/21: (Panelist), 2021 HMG Live! Detroit CIO Executive Leadership Summit, HMG Strategy World's #1 Network of Forward-Thinking Tech Leaders, Detroit, USA.

*Executive Escape - Learning about virtual collaboration in the executive classroom*

- 11/20/20: (Author & Presenter), 43rd Annual Conference on Management and Executive Development (CMED), ProEd, Boca Raton, USA.

*The cultural argument: Impact of cross-cultural theories on business practices*

- 09/15/05: (Panelist), British Academy of Management Conference, British Academy of Management, Oxford, UK.

### **Development activities**

*Whatever Works: Coaching and Beyond in Supporting Executives: 14th ESMT Coaching Colloquium*, ESMT Berlin and Kets de Vries Institute, Berlin, Germany. December 13, 2024–December 14, 2024.

*Art and Practice of Leadership Development*, John F. Kennedy School of Government, Cambridge, MA, USA. June 2, 2024–June 7, 2024.

### **Languages**

English (advanced), German (advanced), French (advanced), Hungarian (native).

December 18, 2024