

Jan U. Hagen

Address

ESMT Berlin
Schlossplatz 1
10178 Berlin
Germany

Phone: +49 30 212 31-8030
Email: jan.hagen@esmt.org

Web Bio: <https://esmt.berlin/person/jan-u-hagen/>

Current employment

Professor of Management Practice, September 2020 – present

Faculty Lead of the ESMT Telekom MBA program, February 2021 – April 2023

Associate Professor, June 2014 – September 2020

Member of the Faculty, ESMT, February 2005 – present

Education

Participant Centered Learning, Program for Faculty Members, Harvard Business School, Harvard University, Boston, MA, USA, 2007

Dr. rer. pol. (magna cum laude), Freie Universität Berlin, 1990

Dipl.-Kfm., Freie Universität Berlin, 1986

Past employment

Consileon Business Consultancy, Frankfurt, 2002–2005

Booz Allen & Hamilton, Frankfurt, 1999–2001

A.T. Kearney, Düsseldorf, 1994–1998

Deutsche Bank AG, Frankfurt, 1990–1994

Journal publications

Hagen, J. (2023). Überraschung im Cockpit. Häufigkeit und Auswirkung von Automatisierungsanomalien im Flugbetrieb. *Flugsicherheit: Fachliche Mitteilung für fliegende Verbände* 2023 (2): 16–23.

Hagen, J. (2023). Überraschung im Cockpit. Häufigkeit und Auswirkung von Automatisierungsanomalien im Flugbetrieb. *VC Info: Mitgliedermagazin der Vereinigung Cockpit* 2023 (3): 22–25.

Hagen, J. (2022). Fehler oder Regelverstoß - ein zweiter Blick. *Flugsicherheit: Fachliche Mitteilung für fliegende Verbände* 2022 (4): 5 – 7.

Hagen, J. (2022). Aus dem Scheitern lernen – Die Herausforderungen einer Fehlerkultur. *ZFO - Zeitschrift für Führung und Organisation* 04/2022: 218-222

Hagen, J., and T. Arcangeli (2021). Gefährlich Trugbilder: Automation Surprise und die Bedeutung der Kommunikation im Cockpit. *Flugsicherheit: Fachliche Mitteilung für fliegende Verbände* (1): 18–22.

Martelli, P., P. Verdin, J. Carroll, M. Frese, J. Hagen, D. Hofmann, Z. Lei, and L. Van Der Heyden (2020). Broadening sight at the board level: Perspectives from error management research.

Hagen, J., Z. Lei and A. Shahal (2020). What Aircraft Crews Know About Managing High-Pressure Situations. *Harvard Business Review Special issue Summer 2020*: 36–39.

Hagen, J. (2020). Fatal errors: What entrepreneurs can learn from pilots. *Zi Ziegelindustrie International - Brick and Tile Industry International* 2: 34–37.

Hagen, J., Z. Lei and A. Shahal (2019). What Aircraft Crews Know About Managing High-Pressure Situations. *Harvard Business Review* 12. Retrieved from <https://hbr.org/2019/12/what-aircraft-crews-know-about-managing-high-pressure-situations>.

Hagen, J. (2019). Commander inquiry: Fragen stellen. *Flugsicherheit: Fachliche Mitteilung für fliegende Verbände* 2: 16–20.

Hagen, J. (2017). Fehlermanagement – warum Schuldzuweisungen nicht helfen. *UnternehmerBrief Bauwirtschaft* 40(5): 3–8.

Lei, Z., M. Waller, J. Hagen, and S. Kaplan (2016). Team adaptiveness in dynamic contexts: Contextualizing the roles of interaction patterns and in-process planning. *Group and Organization Management* 41(4): 491–525.

Hagen, J. (2015). Fatale Fehlerkultur - warum Skandale viel mit Führung zu tun haben. *Wirtschaftspsychologie Aktuell* 4: 9-12.

Hagen, J. and O. Plötner (2014). Fehler im System. *Harvard Business Manager* 10: 82–86.

Hagen, J. (2014). Error management: Not just a wing and a prayer. *EFMD Global Focus*, 2: 52-55.

Hagen, J. and Z. Lei (2012). Am Liebsten unter vier Augen. *Harvard Business Manager* 6: 8–11.

Hagen, J., and C. Teschner (2000). Komplexitätsfalle im globalen Asset Management. *Die Bank* 2: 94–97.

Hagen, J., and H. Zagler (1998). Sicherer Zahlungsverkehr im Electronic Commerce. *Die Bank* 4: 217–219.

Bussmann, J., and J. Hagen (1998). Challenges facing banks in internet-based commerce. *FIG Connection* 2: 15–19.

Burchhardt, U., and J. Hagen (1995). Servicequalität als Erfolgsfaktor. *Bankmagazin* 7, 30–34.

Burchhardt, U., and J. Hagen (1995). Der Service entscheidet: Qualitätsmanagement in Banken. *Bankmagazin* 3: 48–51.

Books

Hagen, J. (Ed.) (2018). *How could this happen – Managing errors in organizations*. Basingstoke: Palgrave Macmillan.

- Endorsements from scholars from Johns Hopkins University and MIT

Hagen, J. (2017). *Fatale Fehler: Oder warum Organisationen ein Fehlermanagement brauchen*. 2nd ed. Berlin Heidelberg: Springer.

- Featured by German media, including Harvard Business Manager, Spiegel Online, Süddeutsche Zeitung, 3Sat

Hagen, J., and U. Schürenkrämer (Eds.) (2015). *Client centrality: Relationship management in banking*. Hamburg: Murmann.

Hagen, J. (2013). *Confronting mistakes: Lessons from the aviation industry when dealing with errors*. Basingstoke: Palgrave Macmillan.

- Endorsements from scholars from Harvard Business School and the US Air Force Academy
- Featured by leading media, including *Financial Times*, *Sunday Times*

Hagen, J., and U. Schürenkrämer (2011). *Die Wiederentdeckung des Kunden: Neue Perspektiven im Bankgeschäft*. Hamburg: Murmann.

Burger, C., and J. Hagen (2008). *Strukturumbruch in der Finanzdienstleistungsindustrie: Prozessänderungen als Change für neue Strategien und Konzepte in Banken*. Wiesbaden: Gabler.

Hagen, J. (1990). *Bankenzusammenbrüche in den USA im Jahre 1986*. Berlin: Freie Universität Berlin.

Book chapters

Hagen, J. (2020). Leader inquiry as a method for open error communication in aviation and beyond. In: *Navigating mistakes, errors and failures: Their hidden potential in cultural contexts*, ed. E. Vanderheiden, C.-H. Mayer, 587-604. Berlin: Springer Nature Switzerland, Cham.

Hagen, J. (2018). Crew resource management revisited. In: *How could this happen – Managing errors in organizations*, ed. J. Hagen. 233-251. Basingstoke: Palgrave Macmillan.

Hagen, J. (2016). Fehlermanagement. In *Lexikon Qualitätsmanagement*, ed. H.-D. Zollondz, M. Ketting, and R. Pfundtner, 315–318. Munich: De Gruyter Oldenbourg.

Hagen, J. (2015). When errors occur. In *Client centrality: Relationship management in banking*, ed. J. Hagen and U. Schürenkrämer, 73–90. Hamburg: Murmann.

Hagen, J., and F. Fremerey (2011). Wertschaffung durch kundenbezogenes Bankgeschäft. In *Die Wiederentdeckung des Kunden: Neue Perspektiven im Bankgeschäft*, ed. J. Hagen and U. Schürenkrämer, 67–85. Hamburg: Murmann.

Burger, C., and J. Hagen (2008). Zielmarktstruktur der Finanzdienstleistungsindustrie. In *Strukturumbruch in der Finanzdienstleistungsindustrie: Prozessänderungen als Chance für neue Strategien und Konzepte in Banken*, ed. C. Burger and J. Hagen, 147–167. Wiesbaden: Gabler.

Business briefs

Fremerey, F.S., and J. Hagen (2010). *European banks: The way forward toward resilient business models*. ESMT Business Brief No. BB–110–001.

Fremerey, F.S., and J. Hagen (2009). *Europäische Banken – Wege zu einer nachhaltigen Management-Agenda*. ESMT Business Brief No. BB–109–002/ger.

Burger, C., and J. Hagen (2008). *Bankenkonsolidierung in Deutschland: Ein erster Schritt*. ESMT Business Brief No. BB–108–005/ger.

Burger, C., and J. Hagen (2008). *Europäische Industriekonsolidierung: Die unterschätzte Dynamik*. ESMT Business Brief No. BB–108–002/ger.

Burger, C., and J. Hagen (2007). *Konsolidierung europäischer Banken: Weckruf für den deutschen Bankenmarkt*. ESMT Business Brief No. BB–107–004/ger.

Hagen, J., and J. Rocholl (2007). *The U.S. subprime crisis and the German banking market*. ESMT Business Brief No. BB-107-003.

Hagen, J., and J. Rocholl (2007). *Die US-Sub-Prime Krise und der deutsche Bankenmarkt*. ESMT Business Brief No. BB-107-003/ger.

Case studies

Hagen, J. (2018): *Leadership under high-pressure*. ESMT-318-0178-1Case, ESMT-318-0178-8 Teaching Note.

Hagen, J. (2017). *Turn the ship around! (A)*. ESMT-317-0175-1Case, ESMT-317-0175-8 Teaching Note.

Hagen, J. (2017). *Turn the ship around! (B)*. ESMT-317-0176-1Case, ESMT-317-0175-8 Teaching Note.

Hagen, J. (2013). *Aharai: Leading in front of the lines*. ESMT-413-0141-1Case, ESMT-413-0141-8 Teaching Note.

Schäfer, U., J. Hagen, and C. Burger (2011). *Mr. KLM (C): Jaap*. ESMT-411-0119-1 Case C, ESMT-411-0117-8 Teaching Note.

Schäfer, U., J. Hagen, and C. Burger (2011). *Mr. KLM (B) Captain van Zanten*. ESMT-411-0118-1 Case B, ESMT-411-0117-8 Teaching Note.

Schäfer, U., J. Hagen, and C. Burger (2011). *Mr. KLM (A) Jacob Veldhuyzen*. ESMT-411-0117-1 Case A, ESMT-411-0117-8 Teaching Note.

Hagen, J. (2008). *Capital banking*. ESMT-708-0084-1 Case, ESMT-708-0084-8 Teaching Note.

Hagen, J. (2008). *United Airlines 232*. ESMT-308-0086-1 Case, ESMT-308-0086-8 Teaching Note.

Hagen, J. (2008). *United Airlines 173*. ESMT-308-0087-1 Case, ESMT-308-0086-8 Teaching Note.

Hagen, J., and M. Szymanowski (2007). *Deutsche Postbank*.

Hagen, J., and M. Kupp (2006). *European transaction bank (etb)*.

Anderson, J., J. Hagen, and M. Kupp (2005). *Retail financial services in Germany in new millennium*.

Other publications

Hagen, J. (2022). Error culture – Easier said than done. *Forbes*, October 25, 2022.

Hagen, J. (2017). Gerade diejenigen, die Status und Kompetenz besitzen. müssen zeigen: Auch ich mache Fehler. *Harvard Business Manager* 9: 98.

Hagen, J. (2017). How to hide bad news. *Forbes India*, March 3, 2017.

Hagen, J. (2016). Communicating Bad News Well. *IEDP Developing Leaders*, December 6, 2016.

Hagen, J. (2016). How to Hide Bad News. *Handelsblatt Global Edition*, November 28, 2016.

Hagen, J. (2015). Hierarchien begünstigen Fehler. *Frankfurter Allgemeine Zeitung* 117, August 3: 16.

Hagen, J. (2013). What business can learn from airline accidents. *The Guardian*, October 31.

Hagen, J. (2013). How the lack of error management contributed to today's problems in the financial services industry. *Global Banking and Finance Review*, January 31.

Fremerey, F.S., and J. Hagen (2010). The forgotten bank customer. *The Wall Street Journal Online*, November 19.

Fremerey, F.S., and J. Hagen (2010). Der verdrängte Bankkunde. *Manager Magazin Online*, November 16.

Hagen, J. (2010). Error management in hierarchies: Lessons from the cockpit. *ESMT Customized Solutions Compact 1*, October.

Hagen, J. (2010). Umgang mit Fehlern in Hierarchien: Lektionen aus dem Cockpit. *ESMT Customized Solutions Compact 1*, October.

Hagen, J. (2010). Why we all make big mistakes. *Forbes Online*, July 21.

Hagen, J. (2010). Was tun, wenn der Chef falsch liegt? *Manager Magazin Online*, July 14.

Hagen, J. (2009). Die Politik, die Kontrolleure und das 500-fache Gehalt. *Manager Magazin Online*, September 30.

Hagen, J. (2009). Wenn die Kreditvergabe klemmt. *Manager Magazin Online*, June 2.

Burger, C., and J. Hagen (2008). Europäische Industriekonsolidierung: Die unterschätzte Dynamik. *Börsen-Zeitung* 204: 20.

Refereed conference presentations

Hagen, J. (2015): How Leaders Minimize the Consequences of Errors: Lessons from the Flight Deck. Presented at the Academy of Management (AOM) annual meeting, Vancouver, BC, Canada.

Lei, Z., and J. Hagen (2015). Good soldiers and good leaders: An interpersonal approach to crisis management. Presented at the Academy of Management (AOM) annual meeting, Vancouver, BC, Canada.

Lei, Z., M. Waller, J. Hagen, and S. Kaplan (2014). Team adaptiveness in dynamic contexts: Contextualizing the roles of interaction patterns and in-process planning. Presented at the Academy of Management annual meeting, Philadelphia, Pennsylvania, USA.

Hagen, J. (2014): Boardroom of the future: Leadership lessons from Aviation. Presented at the Academy of Management annual meeting, Philadelphia, Pennsylvania, USA.

Lei, Z., M. Chiu, and J. Hagen (2014). Dynamic coordination in extreme action teams: Leader inquiry, member voice, and team performance in fluid work settings. Presented at the Interdisciplinary Group Research (INGroup) Conference, Raleigh, North Carolina, USA.

Lei, Z., M. Waller, and J. Hagen (2012). Staying alive! Team effectiveness during uncertainty and complexity. Presented at the Interdisciplinary Group Research (INGroup) Conference, Chicago, Illinois, USA.

Invited public presentations and professional activities

Results from two surveys on unexpected automation events, European Cockpit Association, Reduced Crew Operations Task Force Meeting, Frankfurt, February 2023.

What Can We Learn from Error Management in the Aviation Industry?, 28th CEEMAN Annual Conference, Bled, Slovenia, September 2020.

Fatale Fehler - Was Unternehmer von Piloten lernen können. 58. Würzburger Ziegel-Lehrgang 2019, TÜV Rheinland, Würzburg, Germany, December 2019.

Fatale Fehler - Lektionen aus dem Cockpit. 14. Fachtagung Anlagen-, Arbeits- und Umweltsicherheit, DECHEMA und VDI, Köthen, Germany, November 2019.

Fehlerkultur und Fehlermanagement. Flugsicherheitsfachtagung der Bundeswehr (Flight Safety Meeting of the German Federal Armed Forces), Kalkar, Germany, October 2019.

VISION ZERO and the need for an open error culture. VII International Conference "Industrial Safety. Best Practices 2019", International Social Security Association (ISSA), Odessa, Ukraine, October 2019.

VISION ZERO und offene Fehlerkultur. Vertreterversammlung der Berufsgenossenschaft Rohstoffe und chemische Industrie, Nürnberg, Germany, July 2019.

Fatale Fehler - Was Unternehmer von Piloten lernen können. Vereinigung der Bayerischen Wirtschaft e.V., Spitzingsee, Germany, May 2019.

Wie können Teams zuverlässig zusammenarbeiten. Präventionstagung 2019, Berufsgenossenschaft Rohstoffe und chemische Industrie, Potsdam, Germany, January 2019.

Fehlerkultur und Fehlermanagement: Was Ärzte von Piloten lernen können. Hirslanden Doctors' Summit 2018, Luzern, Switzerland, November 2018.

The Role of Commander Inquiry as Part of Crew Resource Management. 3rd International Human Factor Conference, Lufthansa Aviation Training, Vienna, Austria, September 2018.

Confronting Mistakes – The importance and implications of an open error culture. 1st International Bar Leaders Symposium, Deutscher Anwalt Verein, Heidelberg, Germany, June, 2018.

Cockpit Communication and Performance in Non-normal Situations. Invited presentation at the Aviation Safety Awareness Day of the Belgian Air Force, Florennes, Belgium, April 2018.

Human failure & mindset change. Invited presentation at the 21st Fab Management Forum – SEMICON Europe, Munich, Germany, November 2017.

Fatale Fehler – Lektionen aus der Luftfahrt. Invited presentation at the Anästhesiologisches Kolloquium Städtisches Klinikum Karlsruhe, Karlsruhe, Germany, September 2017.

Error Management, Third Roundtable on the Effectiveness of Governance Arrangements in Mitigating Misconduct Risk, Financial Stability Board, Montreal, Canada.

Fatale Fehler. Invited presentation at the Führungskräfte-Netzwerk Hochbau in der Bundesvereinigung Mittelständischer Bauunternehmen e.V., Gernsheim-Allmendfeld, Germany, June 2017.

Fatale Fehler im Risikomanagement. Invited presentation at the 11. Guy Carpenter Schulungstage, Munich, Germany, May 2017.

Cockpit Kommunikation und Performance in Non-normal Situationen, Invited presentation at the Deutsches Flight Safety Forum, Hamburg, Germany, March 2017.

Hierarchien sind Gift - Fatale Fehler und ihre Ursachen, Invited presentation at the Unternehmer-Dialog, Die Familien-Unternehmer, Keynote speech, Saarbrücken, Germany, February 2017.

Continuous Delivery - Lessons from the Aviation Industry, Continuous Delivery & DevOps Conference, Keynote speech, Copenhagen, Denmark, September 2016.

Error Management and Team Interaction, Aviation Safety - Today's and Future Challenges in a Digital Environment, Invited presentation at the ILA Berlin Air Show - Director of Flight Safety German Federal Armed Forces, Berlin, Germany, June 2016.

From Wrong to Right, The Error Management Summit, Invited presentation at the Solvay Brussels School of Economics & Management, Brussels, Belgium, May 2016.

Fatale Fehler – Risikomanagement aus einem anderen Blickwinkel, Invited presentation at the DAV/DGVFM-Herbsttagung, Deutsche Aktuarvereinigung e.V., Keynote speech, Dresden, Germany, November 2015.

Fehlermanagement. Invited presentation at the Flight Safety Meeting of the German Armed Forces, Brühl, Germany, October 2015.

Learning from failure. Invited presentation at the XVII. Humanitarian Congress, Berlin, Germany, October 2015.

Fehlerkultur. Invited presentation at the UAV Week of the German Armed Forces, Ohrdruf, Germany, September 2015.

Fehlerkultur und Fehlermanagement. Invited presentation at the Human Factors Trainer Fachtagung of the German Military Aviation Authority, Brühl, Germany, July 2015.

Fatale Fehler. Keynote speech at the Risk Minds conference for corporate risk managers, Berlin, Germany, June 2015.

How to learn from dealing with failure in aviation. Invited presentation at the Conference of the European Commission/DG GROW Learning from Failure – Bankruptcy and Second chance for Honest Bankrupt Entrepreneurs, Brussels, Belgium, June 2015.

Confronting Mistakes. Invited presentation at the Annual Convention, Society of Actuaries in Ireland, Dublin, Ireland, June 2015.

Fehlermanagement – Lektionen aus dem Cockpit. Invited presentation at the 26. Innovation Panel of the SGL Group, Augsburg, Germany, January 2015.

Error management – Lessons from aviation. Invited presentation at the Solvay Brussels School of Economics, Université libre de Bruxelles, Belgium, December 2014.

Katastrophenübung: Fliegen Sie mit im Cockpit eines Passagierflugzeugs. Invited presentation at the Impulse Konferenz Aus Fehlern Lernen, Düsseldorf, Germany, November 2014.

Toter Winkel - Lektionen aus dem Cockpit. Invited presentation at the LINKED Finance Leader Conference, Vienna, Austria, November 2014.

Probleme und Lösungen einer angstbesetzten Fehlerkultur. Invited presentation at the 66. Kongress der Deutschen Gesellschaft für Urologie, Düsseldorf, Germany, October 2014.

Other activities

Co-host of the Fourth ESMT and Solvay Brussels School of Economics and Management Error Management Conference with , Berlin, Germany, November 12 and 13, 2018.

Co-host Error Management Summit Solvay Brussels School of Economics and Management, Brussels, May 12 and 13, 2016.

Host of the Second ESMT Error Management Conference, Berlin, Germany, January 14 and 15, 2016.

Host of the ESMT Error Management Conference, Berlin, Germany, November 7 and 8, 2013.

Selection of panel discussions

Leading in Tough Times: Applying Cross-Sector Lessons on Resilience to Health Care, Cynsure Health, online roundtable, April 2023.

Broadening Sight at the Board Level: Perspectives from Error Management Research, Symposium, 80th Annual Meeting of the Academy of Management (virtual), August, 2020.

Strategy and Leadership in Managing Errors in Organizations: What We Know, What We Should Know, Showcase Symposium, 79th Annual Meeting of the Academy of Management, Boston, MA, USA, August, 2019.

Fehlerkultur in der Rechtspflege – wie geht es weiter? Symposium des Deutschen Anwaltverein, Berlin, Germany, January, 2019.

Putting error management on the leadership agenda. Inaugural panel discussion, Fourth ESMT and Solvay Brussels School of Economics and Management Error Management Conference, Berlin, Germany, November, 2018.

Brauchen Justiz and Anwaltschaft eine Fehlerkultur? Inaugural panel discussion, Deutscher Anwaltstag 2018, Mannheim, Germany, June 2018.

From Wrong to Right: How to manage organizational errors. Inaugural panel discussion to the Error Management Summit, Solvay Brussels School of Economics & Management, Brussels, Belgium, May 2016.

How to learn from dealing with failure in other areas. Conference of the European Commission/DG GROW Learning from Failure – Bankruptcy and Second chance for Honest Bankrupt Entrepreneurs, Brussels, Belgium, June 2015.

Führen ohne zu verurteilen. Warum man Fehler zulassen muß, um sie zu vermeiden, Impulse Konferenz, Düsseldorf, Germany, November 2014.

The Future of European Banking – Facing Challenges, Finding Opportunities, Hertie School of Governance, Berlin, Germany, March 2013.

Wege aus der EU-Krise – Konsequenzen für Deutschland, Ministerium für Wirtschaft und Europaangelegenheiten des Landes Brandenburg, Potsdam, Germany, November 2012.

Hat der ehrbare (Bank-)Kaufmann noch eine Zukunft, Wirtschaftsrat der CDU, Berlin, Germany, February 2011.

Beyond Deleveraging – New Perspectives for Banks and Corporations, ESMT Annual Forum, Berlin, Germany, July 2009.

Selection of media appearances

TV: ARD, ZDF, ARTE, 3SAT, Bloomberg TV, BBC, CNN, CNBC, Deutsche Welle TV, N24, n-tv, RTL, Sat-1.

Print/Online: BBC, Bloomberg, Börsen-Zeitung, Business Week, Capital, Christian Science Monitor, The Economist, Economist Intelligence Unit, Financial Times, Financial World, Forbes, Frankfurter Allgemeine Zeitung, The Guardian, Handelsblatt, Harvard Business Manager, Heute.de, Impulse, Irish Times, Los Angeles Times, Manager Magazin, Mandag Morgens, Spiegel-Online, Sueddeutsche Zeitung, Sunday Times, Wall Street Journal, Wirtschaftswoche, Yale Insights.

Radio: BBC, Deutschlandfunk, Deutsche Welle, NPR, BR, MDR, NDR, HR, RBB.

Selected media interviews

Interviewed (in German) on errors and the role of psychological safety for *New Business*, 2024
Quoted (in German) on the secret of success decoded: What top teams do differently in *Impulse*, 2024
Interviewed on the role of entrepreneurs in politics and society (in German) for *SWR2*, 2023
Quoted (in German) on error culture in *Impulse*, 2022
Featured in documentary (in German) on learning from failure for *3sat TV*, 2022
Interviewed (in German) on errors in politics *Deutschlandfunk Kultur*, 2021
Interviewed on leader communication for *Medium*, 2020
Interviewed (in Russian) on decision making for *RBC Pro*, 2020
Quoted (in German) in *BILDblog* on errors in the media, 2019
Interviewed (in German) on learning from errors for *BR2 radio*, 2019
Interviewed on the Boeing 737 Max 8 grounding for *BBC World News*, 2019
“How could this happen” reviewed by *BizEd Magazine*, 2019
Interviewed (in German) on error culture in companies for *Süddeutsche Zeitung*, 2019
Quoted in *Financial Times* on Boeing Max 8 grounding, 2019
Quoted in *VICE News* on Boeing Max 8 grounding, 2019
Interviewed (in German) on Boeing Max 8 grounding for *Deutschlandfunk Kultur*, 2019
Interviewed (in German) on failure and learning for *Wirtschaft und Weiterbildung*, 2019
Quoted in *Financial Times* on speak-up in companies, 2018
Quoted (in German) by *P.M.* on learning from accidents, 2018
Quoted (in German) by *Wirtschaft und Weiterbildung* on learning from failure, 2018
Interviewed (in German) on learning from errors for *Deutschlandfunk Kultur*, 2018
In *Deutschlandfunk Nova* (in German), 2017
Quoted (in German) by *Handelsblatt* on leading in high pressure situations, 2017
Quoted (in German) by *Handelsblatt* on errors in organizations, 2017
Quoted by *CNBC* on admitting mistakes as a leader, 2017
Interviewed (in German) on speaking-up in organizations for *Harvard Business Manager*, 2016
Quoted by *El Diario* (in Spanish) on errors as opportunities, 2016
Quoted by *BBC* on failing as a leader, 2016
Quoted (in German) by *Kontext* on punishing for errors, 2016
Interviewed (in German) on errors and leadership for *Wirtschaft und Weiterbildung*, 2016
Quoted by *IEDP* on error management, 2016
Quoted (in German) by *Compliance Manager* on errors and leadership, 2016
Interviewed (in German) on errors management for *Handelsblatt*, 2016
Quoted (in German) by *Peiner Allgemeine Zeitung* on failure, 2016
Quoted (in German) by *Handelsblatt* on failure, 2016
Interviewed (in German) on non-punitive error management for *Profil*, 2015
Quoted (in German) by *Capital* on speaking-up, 2015
Interviewed on learning from errors for *Yale Insights*, 2015
“Fatale Fehler” reviewed in *3sat TV* (in German), 2015
Quoted (in German) by *Neues Deutschland* on errors as opportunities, 2015
Quoted (in German) by *Augsburger Allgemeine* on learning from errors, 2015
In *Harvard Business Manager* (in German) on encouraging speaking-up, 2015
Quoted in *Financial Times* on errors at the C-level, 2014
Quoted in *Financial Times* on error management, 2014
Quoted (in German) by *Impulse* on learning from pilots, 2014
Interviewed on error management by *Strategic Direction*, 2014
Quoted in *Sunday Times* on error management, 2014
“Confronting Mistakes” reviewed by *Financial Times*, 2014

Quoted in *Financial Times* on learning from failure, 2014
Interviewed (in German) on error management for *Bayern3 radio*, 2015
Quoted in *Financial Times* on error management, 2014
Interviewed on managing errors for *Financial Times*, 2014
Quoted (in German) by *Wirtschaftsblatt* on managing errors, 2013
Interviewed (in German) on error management by *Spiegel Online*, 2013
“Fatale Fehler” reviewed by *Harvard Business Manager* (in German), 2013
“Confronting Mistakes” reviewed by *The Capital Spectator*, 2013
“Confronting Mistakes” reviewed by *The Irish Times*, 2013
Interviewed (in German) on error management by *Manager Magazin*, 2013
Quoted by *Global Banking and Finance Review* on errors in banking, 2013

Keynote Speeches

Actuarial Association of Europe (Germany), Allianz (Germany), Allianz Re (Germany), AT Kearney (Germany), BAMAKA (Germany), Bank1 Saar (Germany), Berufsgenossenschaft Rohstoffe und chemische Industrie (Germany), Bombardier (Germany), British Embassy (Germany), BMW (Germany), Brose (Germany), BVMB (Germany), Condor (Germany), DATEV (Germany), DECHEMA (Germany), Deutsche Aktuarvereinigung (Germany), Deutsche Bank (Germany), d-fine (Germany), Deutscher Anwaltverein (Germany), DZ BANK (Germany), Gallup (Germany), German Federal Armed Forces (Germany), Giesecke+Devrient (Germany), Guy Carpenter (Germany), H&Z Unternehmensberatung (Austria), Henkel (Germany), Hirslanden (Switzerland), Inexio (Germany), International Social Security Association (Ukraine), Kepner-Tregoe (Germany), KPMG (Germany), KPMG (Russia), Lufthansa (Germany), medneo (Germany), Messe Berlin (Germany), New Re (Switzerland), Peter Gross Bau (Germany), Polizeidirektion Lübeck (Germany), R+V (Germany), Schindler (Germany), SGL Group (Germany), Society of Actuaries in Ireland (Ireland), Staatskanzlei Kiel (Germany), Stuttgarter Versicherung (Germany), Thyssenkrupp (Germany), TRATON (Sweden), Trivago (Germany), TÜV Süd (Germany), Verband der Bayerischen Entsorgungsunternehmen (Germany), Vereinigung der Bayerischen Wirtschaft (Germany), Unicredit (Germany), Vienna Insurance Group (Austria), VTB (Russia), Wacker Chemie (Germany), Zürcher Public Relations Gesellschaft (Switzerland)

Teaching experience in business schools and universities

ESMT– Executive MBA program (Leadership under Pressure, Managing Errors in Organizations), Full-time MBA program (Leadership under Pressure), Master in Management (Crisis Management), Executive Transition program, Führung von Mitarbeitern, Gamechangers, Leading Digital Transformation, Leadership Under Pressure, Management Update, New Horizons, Sales Management, Strategisches Management; customized executive education programs for Allianz, BorgWarner, Bosch, Brose, German Federal Armed Forces, Claas, Commerzbank, Daimler, Daimler Truck, Deutsche Bank, Deutsche Telekom, Dräxlmaier, DZ BANK, Elring Klinger, EnBW, E.ON, Erste Group, European Central Bank, European Investment Bank, European Parliament, Generali, Heraeus, IBM, Investcorp, Isbank, Klöckner, Knauf, K-Pintar, KPMG, Mahle, Munich Re, Phoenix Contact, Postbank, Schaeffler, Siemens, Siemens Energy, TRATON, TÜV Nord, TÜV Rheinland, Unicredit, UNIPER, Universal Investment, Veralia, Vienna Insurance Group, Vitra, Westpharma, Yamaha, etc.

Berlin School of Creative Leadership – Executive MBA program

Cass Business School – Executive MBA program

CKGSB – Executive program
IDC Herliya – Executive MBA program
Imperial College Business School – Executive MBA program
Saint Paul Escola de Negócios – Executive MBA program
Seoul National University - Executive MBA program
Singapore Management University – Executive program
Solvay Brussels School of Economics & Management – MBA program

Faculty development

Crew Resource Management Trainer Course, Air Berlin, Berlin, 2008

Affiliations and memberships

Academy of Management, Error Management Consortium with the Center for Catastrophic Risk Management, Interdisciplinary Network for Group Research (INGRoup), gfo-Gesellschaft für Organisation e.V., International Leadership Association (ILA)

Honors and awards

2017 Group & Organization Management Best Paper Award – Lei, Z., M. Waller, J. Hagen, and S. Kaplan (2016). Team adaptiveness in dynamic contexts: Contextualizing the roles of interaction patterns and in-process planning. *Group and Organization Management* 41(4): 491–525.)

2011 Highly commended Case at the EFMD Excellence in Practice Award 2011 in the category “Professional Development” for “Partnership in design, development and delivery of the Certified Client Adviser Program”

1984 German National Merit Foundation (Studienstiftung des deutschen Volkes)

Research interests

Leadership, error management, crisis management.

Service and other professional activities

- Co-organizer, symposium, Academy of Management 2020
“Broadening sight at the board level: Perspectives from error management research”
- Co-organizer, showcase symposium, Academy of Management 2019
“Strategy and leadership in managing errors in organizations: What we know, what we should know”
- Co-organizer, symposium, Academy of Management 2017
“Strategic error management in VUCA organizations”

- Co-organizer, symposium, Academy of Management 2015
“Organizational and managerial errors: Bringing leaders to the center stage”
- Co-organizer, symposium, Academy of Management 2015
“Repositioning crisis management: The role of resilience”
- Co-organizer, symposium, Academy of Management 2014
“Boardroom of the future: Challenges to and strategies for effective functioning”
- Co-organizer, symposium, Academy of Management 2014
“Team adaptiveness in dynamic contexts: The roles of planning and patterns”

Refereeing

Group & Organization Management, Journal of Contingencies and Crisis Management

Languages

German (native), English (high proficiency), French (basic).

Updated: June 24, 2024