

## FABRICE CAVARRETTA

Associate Professor of Leadership and Entrepreneurship  
ESSEC Business School  
Avenue Bernard Hirsch BP 105  
94021 Cergy-Pontoise FRANCE

E-mail : cavarretta (at) essec.edu

### EDUCATION

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- 2003-2008 **INSEAD** Fontainebleau, France  
Ph. D. in Management (Organizational Behavior)  
**Committee:** Bruce Kogut (chair), Henrik Bresman, Christoph Loch, Randal Peterson  
**Dissertation:** "Team Diversity and Performance Variability"
- Université Paris-Dauphine** (joint) Paris, France  
Doctorat de Gestion (DMSP)  
**Committee:** Isabelle Huault (chair), Isabelle Royer, Raymond-Alain Thiétart, Rodolphe Durand, Christophe Loch
- 2006 **SANTA FE INSTITUTE** Santa Fe, NM  
Complex Systems Summer School
- 1994-1996 **HARVARD BUSINESS SCHOOL** Boston, MA  
Master of Business Administration, First Year Honors
- 1989-1991 **ENSTA** Paris, France  
1989 **Stanford University (exchange, NC)** Palo Alto, CA  
Master of Science in Computer Science
- 1985-1988 **ECOLE POLYTECHNIQUE** Paris, France  
Bachelor of Arts in Mathematics  
**Final Thesis:** "'Expert system simulation of Spinoza's Ethics", Computer Science Dpt.

### ACADEMIC INTERESTS

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**Research:** Managerial Theories and Social Computations; Research Methods and Variability; Entrepreneurship; Leadership; Teams

**Teaching:** Leadership; Entrepreneurship and Intrapreneurship; Digital Transformation

### BOOK

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*Oui! La France est un paradis pour entrepreneurs*, Plon, 2016.

All information at <http://www.cavarretta.fr/fpe>

## **JOURNAL PUBLICATIONS**

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When “It Depends” Amounts to More Than Simple Contingent Relationships: Three Canonical Forms of Inversions. *Journal of Organizational Behavior* 37/6: 933–945 (with Laura Trinchera, Dong Ook Choi, and Hannah, Sean T.)

Task complexity and shared value orientation: exploring the moderators of a social dilemma in team social networks. *Industrial and Corporate Change* 2016 25:739-56 (with Godart, Frédéric C. and Thieman, Matthias)

Debunking the false dichotomy of leadership idealism and pragmatism: Critical evaluation and support of newer genre leadership theories. *Journal of Organizational Behavior* 2014. 35/5: 598-621. (with Hannah, S. T., J. J. Sumanth, and P. Lester)

Who Changes Course? The Role of Domain Knowledge and Novel Framing in Making Technology Changes. *Strategic Entrepreneurship Journal* 2012. 6/3: 236-256 (with N. Furr & S. Garg)

A framework for examining leadership in extreme contexts. *The Leadership Quarterly* 2009, 20(6) 897-919 (with Hannah, S.T., M. Uhl-Bien, B.J. Avolio)

## **OTHER REFEERED PUBLICATIONS, PROCEEDINGS, CHAPTERS, THESIS, PATENTS**

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Une exploration des propriétés épistémiques des règles « clés de voûte » des entrepreneurs, in Morin, Edgar & Bibard, Laurent « *Complexité et organisations* » *Faire face aux défis de demain*, Eyrolles 2018, Paris, p83

Task complexity and value orientation: Exploring the moderators of a dilemma in social networks, *AOM Annual Meeting Proceedings* 2013. Academy of Management, Orlando. (with F. Godart & M. Thiemann)

Too much of a good thing? Resources effects in new ventures. *Frontiers of Entrepreneurship Research* 2011. 31/3 (with N. Furr)

Distinguishing Extreme vs. Average Performance in Nascent Firms: Putting Risk Back into Entrepreneurship Research. *Frontiers of Entrepreneurship Research* 2009, 29(22) (with A. Robb)

Quels compromis pour composer l'équipe entrepreneuriale. In H. Bouchikhi, ed. *L'Art d'Entreprendre : des Idées pour Agir* Pearson Education, 2008, Paris, 55.

Impacts of intrateam diversity on team performance variance: two ways to take chances. G. Solomon, ed. *AOM Annual Meeting Proceedings* 2007. Academy of Management, Atlanta, 1-6.

Method and system for enlisting the help of other people via a communications network”. Patent Filed 09/988,435, *USPTO*, 2001, Washington, DC, jointly with A. de Changy

Le marché des systèmes de paiements. *Systèmes et Sécurité* 1996 4(4) 79 (with J. de Silva)

High-definition and digital television market, Matra/Strategic Studies, 1991, ENSTA final thesis.

Expert system simulation of Spinoza’s Ethics,” EDF Research Center 1988, Polytechnique final thesis.

## **WORKING PAPERS**

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Leadership Models and Theorizing Beyond the Average: Assessing Countervailing Effects (with S.T. Hannah, R.F. Piccolo, M. Uhl-Bien)

An Inquiry into the Epistemic Properties of Entrepreneurs' Keystone Rules. ESSEC WP 1415

Building Theory based on Variability: Reinterpreting the Contradictions of Resources in New Ventures

The Duality of Triumphs and Disasters in Teams: a Variability Approach to Reconsider the Diversity-Performance Link.

Getting disoriented by extreme events: An invitation beyond the looking-glass of averages and toward variability-based learning. INSEAD Working Papers Collection (2008/04/OB) 36

Influence of team diversity on organizational hazard: distinguishing effects on along-time vs. cross-task performance variability

## **ACADEMIC AFFILIATIONS AND ACTIVITIES**

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**Academy of management division membership:** OMT, ENT, OB, BPS, RM

### **Ad-hoc Reviewer**

Administrative Science Quarterly  
Academy of Management Review  
Journal of Organizational Behavior  
National Science Foundation (NFS)  
Organization Science  
Organisation Studies  
Strategy Entrepreneurship Journal

### **Consortia participations**

Cognition in the Wild AOM/MOC, Boston 2012  
Junior Faculty Consortium AOM/OMT, Chicago 2009  
Doctoral Consortium AOM/OMT-ODC-MOC, Philadelphia, 2007  
Dissertation Proposal Workshop, AOM/OMT Division, Atlanta, 2006  
New Doctoral Student Consortium, AOM, New Orleans, 2004

Web site on "Tools for Organizational Theory Scholars" at <http://ot.cavarretta.com>

## **HONORS, AWARDS AND INVITED PRESENTATIONS**

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Elected by students among the Top-12 Professors at ESSEC Business School (2013, 2015)  
Outstanding Contribution by an Early Career Academic, at ACERE Conference, Sydney (2014)  
Invited Stay and Presentation, Max Plank Institute/ABC Group, Berlin, 2012  
BPS Distinguished Paper award at Academy of Management annual meeting (AOM 2011)  
Excellent Paper award at Academy of Innovation and Entrepreneurship annual conference (AIE 2011)  
Best Paper award among Kaufman Firm Survey (KFS) studies at AOM annual meeting (AOM 2010)  
Member of the NORC Data Enclave for the Kaufman Firm Survey (KFS). Invited participant to the enclave training in Washington, DC (March 2008).  
Fellowship to the Complex Systems Summer School, Santa Fe Institute, June 2006  
INSEAD Scholarship, 2003-2007  
Le Nouvel Economiste, 2001: selected among "the 50 leaders of tomorrow"  
TASA (Headhunter), Finalist or the "Best Manager of the Year" award, 1999  
Harvard Business School Fellowship, 1995-1996; First Year Honors, 1996  
Arthur Sachs Scholarship for Harvard Business School, 1994-1996  
French Competitive Examination in Sciences: ranked 11th Nationwide (concours ENS Ulm)

## ACADEMIC CONFERENCE PRESENTATIONS

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Abbé Grégoire Innovation Days (2018 CNAM, Paris)  
Australian Center for Research Exchange Conference (ACERE 2018 Brisbane)  
Workshop on Entrepreneurial Teams and Collective Entrepreneurship Research (2017), IESEG, Paris  
Academy of Management Annual Meeting (AOM. 2018), Atlanta, GA  
MOC-TIM Conference Frontiers in the rough (2017), Zurich CH  
Darden & Judge Entrepreneurship and Innovation Research Conference (2017), Cambridge, UK  
INSEAD Doriot Entrepreneurship Conference (2017) Fontainebleau, France  
Strategic Management Society Special Conference (SMS Bolzano 2016)  
IAE Paris, Workshop on Entrepreneurship and Decision Making Theory, Paris France (2016)  
Academy of Management Annual Meeting (AOM 2015), Vancouver, BC, Canada  
European Group for Organizational Studies Annual Meeting (EGOS 2015),  
European Theory Development Workshop (EDTW 2015), Cardiff, UK  
Strategic Management Society Special Conference (SMS Chile 2015)  
Australian Center for Research Exchange Conference (ACERE 2015 Adelaide)  
Bocconi Seminar Invited Presentation (2014)  
Strategy, Entrepreneurship and Innovation Workshop (SEI 2014 Sophia Antipolis)  
Strategic Management Society Special Conference (SMS Copenhagen 2014)  
Strategic Management Society Special Conference (SMS Tel Aviv 2014)  
Australian Center for Research Exchange Conference (ACERE 2014 Sydney)  
Academy of Management Annual Meeting (AOM 2013), Orlando, FL  
2nd Effectuation Research and Teaching Conference  
Ratio Colloquium "Virtues and Entrepreneurship" (2013) Stockholm,  
SMU-ESSEC Entrepreneurship and Innovation Conference (2012), Singapore  
European Group for Organizational Studies Annual Meeting (EGOS 2012), Helsinki  
Tilburg Conference on Innovation (2012), Netherland  
FACE (2011), Paris, France  
Annual Conference of the Academy of Innovation and Entrepreneurship (AIE 2011)  
West Coast Research Consortium on Technology Entrepreneurship (WCRS 2011), Seattle, WA  
Academy of Management Annual Meeting (AOM 2011), San Antonio, TX \*  
European Group for Organizational Studies Annual Meeting (EGOS 2011), Gothenburg, Sweden \*  
Babson College Entrepreneurship Research Conference (BCERC 2011), Syracuse U., Syracuse, NY  
Annual Conference of the Academy of Innovation and Entrepreneurship (AIE 2011), Beijing, China  
Smith Entrepreneurship Research Conference (2011), Maryland University, College Park, MD  
Academy of Management Annual Meeting (AOM 2010), Montreal, QE  
European Group for Organizational Studies Annual Meeting (EGOS 2010), Amsterdam, Netherland  
Kaufman Firm Survey Seminar at the BCERC (2010), IMD Lausanne  
West Coast Research Symposium on Technology Entrepreneurship (WCRS Sept 2009), Seattle, WA  
Academy of Management Annual Meeting (AOM 2009), Chicago, IL  
Interdisciplinary Network for Group Research An. Conf. (INGroup July 2009), Colorado Springs  
Babson College Entrepreneurship Research Conference (BCERC 2009)  
Academy of Management Annual Meeting (AOM 2008), Anaheim, CA  
European Group for Organizational Studies Annual Meeting (EGOS 2008), Amsterdam, Netherland  
Conférence Internationale de Management Stratégique (AIMS 2008), Sofia Antipolis, France  
Organization Science Winter Conference (OSWC 2008), Squaw Creek, CA  
Academy of Management Annual Meeting (AOM. 2007), Philadelphia, PA  
Interdisciplinary Network for Group Research Annual Conference (INGroup July 2007), Lansing, MI  
European Group for Organizational Studies Annual Meeting (EGOS 2007), Vienna, Austria  
Academy of Management Annual Meeting (AOM 2006), Atlanta, GA  
AMLE conf. "Executive Education: Challenges and Opportunities" (3-4 July 2006), IMD, Lausanne  
\*: *presentation by co-author of the paper*

## SERVICES AND COMMITTEES

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**Faculty Recruitment Departmental Committee** (2008-2013)

**Course Coordination:** Organizational Behavior PhD Core course (2008-2011), Entrepreneurship PhD Elective (2012-)

**Juries:** MS CEE (2008-), CPI (2009), MS SMIB (2010-14), Grande Ecole

**Student Supervision:** Media Chair MS Thesis (2009-), Tutoring MS Students (2009-)

**Library Committee** (2011-)

## TEACHING EXPERIENCE

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### As Faculty

2007- **ESSEC** (Cergy-Pontoise, France)

*By Subjects*

**Leadership:** Executive Education, MS

**Entrepreneurship/Intrapreneurship:** Executive Education, MBA, MS, Women's Entrepreneurship Program, PhD elective

**Organizational Behavior:** MBA core course, PhD core course

*Corporate Programs*

**Inter-entreprise:** Management General, Executive MBA, Digital Leadership

**Intra-entreprise:** Lindt, Samsung, Celio, Dentsu, Biogaran, Blizzard, etc.

**Exchange :** ESSEC-Arabian Gulf University MBA (Bahrein)

1990-1991 **Lycée Buffon** - Instructor Computer Science

1987-1988 **Ecole Polytechnique Feminine** - Instructor Mathematics

## SELECTED AUTHORED PRESS ARTICLES, REPORTS, AND WEB CONTENT

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(see personal website for up-to-date list: <http://www.cavarretta.fr/press>)

2017-10 L'ADN "Les Leaders Emergents"

2017-06 "For an entrepreneurial ecology", in *Transforming challenges in the 21st century: A selection of impact articles from the Council on Business and Society*. T. Gamble and T. C. B. Society., 2017

2016-10 Les Echos « La Relève Secteur public : de la difficulté de réformer? »

2015-09 Business Times "Is crowdfunding the new venture capitalism or even better?"

2015-03 ESSEC Knowledge « Surmonter la peur de l'échec, le challenge du manager moderne » (vidéo 6 minutes)

2014-11 ESSEC Knowledge Hors Série "Le crowdfunding, nouvelle révolution industrielle?"

2013-09 ESSEC Knowledge "Jobs': Ashton Kutcher as the visionary entrepreneur" [takeaways from "Jobs" movie]

2013-08 Huffington Post "Une nouvelle entreprise peut-elle souffrir d'un excédent de ressources?"

2013-07 Huffington Post "L'impression 3D, pointe émergée d'une révolution industrielle"

2013-07 ESSEC Knowledge "The 3D Revolution"

2008-06 Les Echos, Cahier Entreprendre, "Quels compromis pour composer l'équipe entrepreneuriale", p11-12,

## **INTERVIEWS AND MENTIONS**

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See website for up-to-date mention list: <http://www.cavarretta.fr/press>)

For the book, see press mentions: <http://www.cavarretta.fr/fpe> in French, and <http://www.cavarretta.fr/fpe/en> in English.

For previous industrial experience, see also [press review at BOL](#).

### **Interviews in press**

- 2016-04 BFM Les Experts / Nicolas Doze : le 8/6 partie 1 et partie 2
- 2016-04 RTV.de Le monde merveilleux du GPS (voir 6' extraits)
- 2016-04 BFM Les Experts / Nicolas Doze : le 25/4, le 3/5
- 2015-10 Marie France Dompter l'Echec pour apprivoiser la réussite, Taming Failure (article, citation)
- 2015-09 Les Echos Business Crowdfunding : conseils et enjeux pour une nouvelle voie de financement (article, interview)
- 2015-05 Académies des Enseignants: Twitter en push média pédagogique (5' interview audio)
- 2015-03 Les Echos L'échec, une étape vers le succès (article, citation)
- 2014-02 HRM Asia Moulding Leaders (on Leadership Development)
- 2013-11 Les Mardis de l'ESSEC l'Economie de la Connaissance (3 'vidéo)
- 2013-11 France 5, reportage sur la Géolocalisation/GPS (voir 6' extraits)
- 2013-10 CNAM - MOOC sur le Management un témoignage en tant qu'ancien manager (15' interview)
- 2013-01 France Info "Les entrepreneurs ne font-ils ça que pour l'argent ?" (5' radio interview)
- 2012-11 Stratégies Numérique pousse dans l'arborescence (article, citations)
- 2012-11 Nouvel Economiste Le Temps des spinoffs (article, citations)
  
- 2010 TV Droit Management des Affaires (2010): interview about extreme performance
- 2000 Rose, F. "Vivendi's High Wireless Act". Wired Magazine

Various mentions in Le Monde, Les Echos, Challenge, L'Expansion (1998-2002) [top generalist newspapers and business magazines]

### **Mentions in press (selected, see full list on web site)**

Wamda 18, Ebdo 18, Avantages 17, Marie France 17, Usine Digitale 17, Die Welt 15, Marie France 15, Les Echos 15, HRM Asia 14

### **Interviews or citation in books**

See also : full academic citation records at [Google Scholar](#)

- Josien, S. and S. Landrieux-Kartochian (2017). Management des entreprises.
- Pollard, I. (2016). Investing in Your Life: Your Biggest Investment Opportunities are Not Necessarily Financial, Wiley.
- Chabault, V. (2013). Librairies en ligne: Sociologie d'une consommation culturelle, Presses de Sciences Po.
- Trumbull, G. (2004). Silicon and the State : French innovation policy in the Internet age. Washington, D.C., Brookings Institution Press.
- Briançon, P. (2002). Messier Story. Paris, Grasset.
- Durand, R. (2001). Amazon contre BOL. Innover dans les services : De l'évident à l'impensable. A. Dumont. Paris, Village Mondial.
- Godeluck, S. (1999). Le Boom de la netéconomie. Paris, Agridécisions.

### **Consulted for Governmental hearings or reports**

- Ministère de l'Industry - Jean-Michel Yolin (1999). Internet et les PME. Paris.
- Conseil d'état - Isabelle Falque-Pierrotin (1998). Internet et les réseaux numériques. Paris.
- Rapport au Premier Ministre - Patrice Martin Lalande(1998). L'Internet: un vrai défi pour la France.

## INDUSTRY EXPERIENCE

- 2001-2003 **IPROPI.COM** Paris, France  
**Founder/CEO**  
The startup brought to the market an innovative social network service
- 1996-2000 **VIVENDI UNIVERSAL** Paris, France  
98-00 **Managing Director BOL FRANCE** (Joint-Venture with BERTELSMANN A.G.)  
96-97 **Division Director, Consumer Internet Access (CEGETEL)**
- 1991-1994 **SCHNEIDER ELECTRIC** Grenoble, France  
92-94 **Production Manager**  
91-92 **Technology Department Director**

## MISCELLANEOUS CORPORATE ACTIVITIES

### **Interventions**

Since 2010 Conference, teaching and advisory on themes: “**Extreme Performance and the source of motivation**”, “**Lean Venturing**”, “**Network Effect and Digital**” and the “**French Entrepreneurial ecosystem**” for corporations and institutions such as LVMH, Célio, Samsung, Blizzard, Lindt, La Rose des Vents, Biogaran, GSK, Dentsu, La Poste, PWC, Cross Knowledge, French-Bahrein Chamber of Commerce, Expertise France, BNP Paribas, SocGen, Axa.

### **Boards / Advisory / Expertise / NGO**

- 2017-... **Engage (Social Enterprise Advocay)**, Leadership training Paris&TheCamp/Aix  
2017-12 **ExpertiseFrance (Fr. Govt. foreign aid)**, Advisory on Entrepreneurship Tunisia for Libya  
2016-... **Educapital (Investment Fund in education)**, Advisory Paris, France  
2010-... **Deways, SetKeeper**, etc, Advisory to various ESSEC spanned startups France  
2010-2013 **Voyager360 (Investment Fund)**, Advisory CommitteeParis, France
- 1997-2002 **G Partners (VC)**, Investment Committee Bruxelles, Belgium  
2000 **Texas Pacific Group (Private Equity)**, Ad hoc advisor London, UK  
1999-2000 **Envol (Venture Capital)**, Ad hoc advisor Paris, France  
1998-2000 **Viventures (Venture Capital)**, Ad hoc advisor London, UK  
1991-curr **Hexagone SA (Manufacturing)**, Advisor to the CEO Rennes, France

## INTERNSHIP AND MILITARY

### **Internships**

- Sum. 1995 **Morgan Stanley, Investment Banking Division** London, UK  
Spr. 1990 **Corporate Value Associates** Paris & Frankfurt, Germany  
1988-1989 **Oracle Corporation**, Software Engineer San Francisco, CA

### **Military**

- 1991-1994 **National War College (reserve)**, Certified Staff Officer Paris, France  
1991-1994 **49<sup>th</sup> Regiment of Infantry (reserve)**, Deputy. Company Commander Grenoble, France  
1986 **152<sup>nd</sup> Infantry Regiment - Deputy Platoon Leader** Colmar, France  
Fall 1985 **Infantry Cadet School - Officer Certification** Saint Cyr Coëtquidan, France