

FABRICE CAVARRETTA

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

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EDUCATION

- 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 Thiéart, 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

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

Teaching: Leadership; Entrepreneurship and Intrapreneurship; Digital Transformation.

BOOK

Oui! La France est un paradis pour entrepreneurs, Plon, 2016.
All information at <http://www.cavarretta.fr/fpe>

JOURNAL PUBLICATIONS

When "It Depends" Amounts to More Than Simple Contingent Relationships:
Three Canonical Forms of Inversions. *Journal of Organizational Behavior* Online Feb 2016 (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* Online Feb 2016 (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 REFEREED PUBLICATIONS, PROCEEDINGS AND CHAPTERS

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)

The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry. *Academy of Management Proceedings*, 2011. Academy of Management, San Antonio, 1-6 (with N. Furr & S. Garg)

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.

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

WORKING PAPERS

Building Theory based on Variability: Reinterpreting the Contradictions of Resources in New Ventures (with N. Furr)

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

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

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

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

HONORS, AWARDS AND INVITATED PRESENTATIONS

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 (French business magazine): 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 AFFILIATIONS AND ACTIVITIES

Ad-hoc Reviewer

Administrative Science Quarterly
National Science Foundation (NFS)
Organization Science
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

TEACHING EXPERIENCE

As Faculty

2007- **ESSEC** (Cergy-Pontoise, France)
Leadership: Executive Education, MS
Entrepreneurship/Intrapreneurship: Executive Education, MBA, MS, Women’s Entrepreneurship Program, PhD elective (course coordinator)
Organizational Behavior: MBA core course, PhD core course (course coordinator)

1990-1991 **Lycée Buffon** - Instructor Computer Science
1987-1988 **Ecole Polytechnique Feminine** - Instructor Mathematics

SERVICES AND COMMITTEES

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-), Grande Ecole

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

Library Committee (2011-)

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**

OTHER PROFESSIONAL EXPERIENCES

Corporate Intervention

Since 2010 Conference and workshops on “**Extreme Performance**”, “**Lean Venturing**”, “**Network Effect and Digital**” and the “**French Entrepreneurial ecosystem**” for corporate clients such as La Poste, Axa, PWC.

Boards / Advisory

2016- **Educapital (Investment Fund in education)**, Advisory Paris, France
2010- **Deways, SetKeeper**, etc, Advisory to various ESSEC spanned startups Cergy&Paris, France
2010-2013 **Voyager360 (Investment Fund)**, Advisory Committee Paris, 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

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 **49th Regiment of Infantry (reserve)**, Dty. Company Commander Grenoble, France
1986 **152nd Infantry Regiment** - Deputy Platoon Leader Colmar, France
Fall 1985 **Infantry Cadet School** - Officer Certification Saint Cyr Coëtquidan, France

SELECTED PRESS ARTICLES, REPORTS, AND WEB CONTENT

(see personal website for an updated list: <http://www.cavarretta.fr/press>)

Twitter feed about Entrepreneurship, IT and Organizational Behavior available at [@fcavarretta](https://twitter.com/fcavarretta)
(also by mailing list: <http://groups.google.com/group/profcavarretta>)

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

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

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

"Quels compromis pour composer l'équipe entrepreneuriale", Les Echos, Cahier Entreprendre, p11-12, 5 Juin 2008

"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

"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. Selected

SELECTED PRESS MENTIONS

(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)

Interviews in press

HRM Asia (2014) Moulding Leaders (on Leadership Development)
Les Mardis de l'ESSEC (2013) l'Economie de la Connaissance (3 'vidéo)
France 5 (2013) : reportage sur la Géolocalisation/GPS (voir 6' extraits)
France Info (2013) : « Les entrepreneurs ne font-ils ça que pour l'argent ? »
Stratégies (2012): « Le numérique pousse dans l'arborescence »
Nouvel Economiste (2012): « Le Temps des spinoffs »
TV Droit Management des Affaires (2010): interview about extreme performance
Rose, F. (2000). "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]
(comprehensive mention list from years 1998-2003 at <http://pr.cavarretta.com>)

Interviews or citation in books

Trumbull, G. (2004). Silicon and the State : French innovation policy in the Internet age. Washington, D.C., Brookings Institution Press.
Briçon, 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.

ACADEMIC CONFERENCE PRESENTATIONS

Strategic Management Society Special Conference (SMS Bolzano 2016): “Too Much of a Good Thing?: Resource Effects In New Ventures”

IAE Paris, Workshop on Entrepreneurship and Decision Making Theory, Paris France (2016)
"Emergence of Epistemic Properties from Social Calculation : Exemplar from Entrepreneurs' Theories of Action "

Academy of Management Annual Meeting (AOM 2015), Vancouver, BC, Canada “Inversions Everywhere: when ‘It Depends’ Does not Amount to Simple Contingent Relationships” (RM), “Leadership Beyond the Tipping Point: Discovering Inversions and Complementary Hypotheses” (OB), “Means and Extremes: Reinterpreting the Relationship Between Resources and New Venture Performance” (ENT)

European Group for Organizational Studies Annual Meeting (EGOS 2015), Athens, Greece: “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

European Theory Development Workshop (EDTW 2015), Cardiff, UK “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

Strategic Management Society Special Conference (SMS Chile 2015): “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

Australian Center for Research Exchange Conference (ACERE 2015 Adelaide) : “Linking Triumphs and Tragedies: Variability in Entrepreneurial Teams Outcomes and a Re-Examination of the Link between Team Diversity and Venture Performance”

Bocconi Seminar Invited Presentation (2014): “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

Strategy, Entrepreneurship and Innovation Workshop (SEI 2014 Sophia Antipolis), SKEMA Business School: “An Inquiry into the Epistemic Properties of Entrepreneurs’ Keystone Rules”

Strategic Management Society Special Conference (SMS Copenhagen 2014): “Building Theory based on Variability: Reinterpreting the Contradictions of Resources in New Ventures”

Strategic Management Society Special Conference (SMS Tel Aviv 2014): “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

Australian Center for Research Exchange Conference (ACERE 2014 Sydney) “Too Much of a Good Thing? Contradictory Resource Effects in New Ventures” (Award: Outstanding Contribution by an Early Career Academic), “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules”

Academy of Management Annual Meeting (AOM 2013), Orlando, FL “Task complexity and value orientation: Exploring the moderators of a dilemma in social networks “ (OMT, selected in the Best Paper Proceedings) *, “Risky Teams: Distinguishing Diversity Effects on Along-Time vs. Cross-Task Performance Variability” (OMT) , “Which Entrepreneurship Paradigm? Exploring the Epistemic Properties of Keystone Rules” (ENT)

2nd Effectuation Research and Teaching Conference “Which Entrepreneurship Paradigm? Exploring the Properties of Keystone Rules”, EM Lyon Business School & University of Twente: Lyon (France), June 4, 2013

Ratio Colloquium "Virtues and Entrepreneurship" (2013) Stockholm, "Which Entrepreneurship Paradigm? Exploring the Properties of Keystone Rules"

SMU-ESSEC Entrepreneurship and Innovation Conference (2012), Singapore: "Entrepreneurs' Grand Theories of Actions: Exploring the Epistemic Properties of Keystone Rules"

European Group for Organizational Studies Annual Meeting (EGOS 2012), Helsinki, Finland: "Performative Calculation as Process of Positive Theory Elaboration: An Exploration of Entrepreneurs' Grand Theories of Actions"

Tilburg Conference on Innovation (2012), Netherland: "Too Much of a Good Thing? Contradictory Resource Effects in New Ventures"

FACE (2011), Paris, France: "Leadership Models and Theorizing Beyond the Average: Assessing Countervailing Effects"

Annual Conference of the Academy of Innovation and Entrepreneurship (AIE 2011), Paris, France: "Means, Extremes and the Resource Curse"

West Coast Research Consortium on Technology Entrepreneurship (WCRS 2011), Seattle, WA, "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry".

Academy of Management Annual Meeting (AOM 2011), San Antonio, TX; "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry" (BPS, BPS distinguished paper award) *

European Group for Organizational Studies Annual Meeting (EGOS 2011), Gothenburg, Sweden: "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry" *

Babson College Entrepreneurship Research Conference (BCERC 2011), Syracuse U., Syracuse, NY: "Means, Extremes and the Resource Curse" (selected in the Best Paper Proceedings)

Annual Conference of the Academy of Innovation and Entrepreneurship (AIE 2011), Beijing, China.: "Means, Extremes and the Resource Curse" (Excellent Paper Award).

Workshop on the Hidden Sides of Creativity (2011), ESSEC, Cergy Pontoise, France: "A risk perspective to linking team composition and team creativity"

Smith Entrepreneurship Research Conference (2011), Maryland University, College Park, MD: "The Dangers of Deep Knowledge: New Ventures in the U.S. Solar Industry"

Academy of Management Annual Meeting (AOM 2010), Montreal, QE, "Leadership Models and Theorizing Beyond the Average: Assessing Countervailing Effects " (OB); "Means, Extremes and the Resource Curse" (BPS; Best KFS Paper Award)

European Group for Organizational Studies Annual Meeting (EGOS 2010), Amsterdam, Netherland, "Should our theories be contingent on performance level? Investigating the paradoxes induced by variability effects "

Kaufman Firm Survey Seminar at the Babson College Entrepreneurship Conference (BCERC 2010), IMD Lausanne: "Means, Extremes and the Resource Curse".

West Coast Research Symposium on Technology Entrepreneurship (WCRS Sept 2009), Seattle, WA, "Distinguishing Extreme vs. Average Outcomes : An Organizational Risk Approach to Resources in Nascent Firms".

Academy of Management Annual Meeting (AOM 2009), Chicago, IL, "Shall we Care that Performance Variability Makes our Theories Contingent on Performance Level?" (OMT),

“Entrepreneurial Performance in nascent firms: First insights from the Kaufman Firm Survey (KFS)” (Symposium ENT).

Interdisciplinary Network for Group Research Annual Conference (INGroup July 2009), Colorado Springs, “Influence of team diversity on organizational hazard: Distinguishing along-time vs. cross-task effects”.

Babson College Entrepreneurship Research Conference (BCERC 2009): “Distinguishing Extreme vs. Average Performance in Nascent Firms: Putting Risk Back into Entrepreneurship Research”.

Academy of Management Annual Meeting (AOM 2008), Anaheim, CA, “Distinguishing the social and knowledge risks induced by team diversity” (OMT Division).

European Group for Organizational Studies Annual Meeting (EGOS 2008), Amsterdam, Netherland, “Getting disoriented by performance variability: a peek through the looking-glass separating averages and extreme outcomes”.

Conférence Internationale de Management Stratégique (AIMS 2008), Sofia Antipolis, France, “Getting disoriented by performance variability: a peek through the looking-glass separating averages and extreme outcomes”.

Organization Science Winter Conference (OSWC 2008), Squaw Creek, CA, “Getting disoriented by performance variability: a peek through the looking-glass separating averages and extreme outcomes” (panel presentation).

Academy of Management Annual Meeting (AOM. 2007), Philadelphia, PA, “Impacts of intrateam diversity on team performance” (OMT Division, selected in the Best Paper Proceedings)

Interdisciplinary Network for Group Research Annual Conference (INGroup July 2007), Lansing, MI, “Impacts of intrateam diversity on team performance”.

European Group for Organizational Studies Annual Meeting (EGOS 2007), Vienna, Austria, “Two ways to take chances on team composition”.

Academy of Management Annual Meeting (AOM 2006), Atlanta, GA, “Mechanisms of stratification in social networks: two competing social dilemmas around brokerage” (OMT Division).

Academy of Management Learning and Education conference on “Executive Education: Challenges and Opportunities” (3-4 July 2006), IMD, Lausanne, “Risk in executive education: simultaneous increases in failures and successes using a facilitation style”.

*: presentation by co-author of the paper