

# **Konstantin Korotov**

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## **Current employment**

Professor and Associate Dean of Executive Education, January 2018-present  
Associate Professor with tenure, August 2011–December 2017  
Director of the Center for Leadership Development Research (CLDR), August 2011–present;  
Associate Professor, August 2008–July 2011;  
Assistant Professor, August 2005–August 2008;  
ESMT European School of Management and Technology, Berlin, Germany.

## **Education**

PhD in Management (Specialization in Organizational Behavior), INSEAD, Fontainebleau, France and Singapore, 2005.

Diploma in Clinical Organizational Psychology, INSEAD Executive Education, Fontainebleau, France, 2004.

MSc (Management), INSEAD, Fontainebleau, France, 2001.

MSc (Management), Robert F. Wagner Graduate School of Public Service, New York University, New York, USA, 1995.

MA (Translation and Interpreting), Moscow Linguistic University, Moscow, Russia, 1993.

## **Past employment**

Executive Coach, INSEAD Global Leadership Center, Fontainebleau, France, since June 2004 (on project basis).

Research Fellow, INSEAD Global Leadership Center, Fontainebleau, France, February 1, 2004–July 31, 2005.

Executive Professional Development Consultant, Ernst & Young (CIS) Ltd., Moscow, Russia, August 1999–July 2005 (part-time, in parallel with PhD work at INSEAD).

Adjunct Professor, American Institute of Business and Economics, Moscow, Russia, September 1998–December 2004.

Director of Professional Development, Ernst & Young (CIS) Ltd., Moscow, Russia, August 1996–August 1999.

Consultant and Course Developer, Center for Business Skills Development, Moscow, Russia, September 1995–August 1996.

Research Assistant, New York University, New York, USA, December 1994–August 1995.

Instructor, Moscow Linguistic University, Moscow, Russia, July 1993–August 1994.

Consultant, Global Forestry Management Group, Moscow, Russia and Portland, Oregon, USA, January 1993–September 1995.

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

ESMT– Executive MBA program (Organizational Behavior, Managing People, Individual Leadership Development Itinerary), Full-time MBA program (Organizational Behavior, Foundations of Strategic HR Management, Leadership, Global Growth Engines), Executive Transition program, Leading People and Teams, Leading with Psychological Intelligence, Developing Leaders: Theoretical Foundations and Practical Tools, Understanding and Leading Change; customized executive education programs for Deutsche Telekom, Deutsche Bank, Daimler, Axel Springer, Thyssen Krupp, Johnson&Johnson, BAT, KPMG, EnBW, B.Brown, Elster Group, B/S/H, McDonald's, , RWE, E.ON, Lufthansa, Gazprom, E.ON, Russian Railways, Rosatom, Albatha, etc.

INSEAD Executive Education – corporate programs for Borsa Italiana Group and Philip Morris International, coaching experience in Advance Management Program, International Executive Program, Young Managers Program, and corporate programs for AXA, HSBC, ABN-Amro, SAP, SEB, TNK-BP, etc.

UCD Michael Smurfit Graduate Business School, Dublin – corporate programs for Bord Bia (Irish Food Board).

HEC Paris – Executive MBA program (Leadership), corporate program for Qatar Telecom.

National Research University Higher School of Economics – Master Classes in Psychoanalysis and Business Consulting Master Degree Program.

Stockholm School of Economics – Executive MBA program, undergraduate courses on Management Consulting.

American Institute of Business and Economics, Moscow – MBA program courses on Managing People in Organizations and Career Dynamics and Enhancement.

Moscow Linguistic University – Undergraduate courses in Portuguese and English translation.

### **Corporate teaching and consulting experience**

Ernst & Young, Pepsi, Shell, Coca-Cola, JTI, Mars, Arcelor Mittal, StratX International, Allianz, Almirall, Johnson&Johnson, Unilever, Deloitte, Frontstep CIS, i2CIS, BAT, Basic Element, Western NIS Enterprise Fund, Russian Presidential Program for Management Cadre Development, Uralsib, Probusinessbank, Pernod-Ricard, VTB Bank, VTB 24 Bank, US Government's Edmund S. Muskie Program, Slavneft, Xerox, Cushman & Wakefield, LSG Sky Chefs, Lufthansa Cargo, Salans, etc.

### **Honors and awards**

Certificate of Appreciation in Honor of a Decade of Inspiring and Supporting Coaching Science. Institute of Coaching, McLean Hospital, a Harvard Medical School Affiliate. October 14, 2017

2017 ESMT President's Roll of Honor for Teaching Excellence

2016 ESMT President's Roll of Honor for Teaching Excellence

Emerald Literati Best Paper Award 2016 (Lysova, E., K. Korotov, S. Khapova, P. Jansen (2015). The role of the spouse in managers' family-related career sensemaking. *Career Development International* 20(5): 503–524)

2015 ESMT President's Roll of Honor for Teaching Excellence

2014 ESMT President's Roll of Honor for Teaching Excellence

ECCH Case Award 2013 (Human Resource Management / Organizational Behavior category)

EFMD Case Competition 2013 – Highly Commended Case (Responsible Leadership category)

Best Teacher Award for Executive MBA 2010-2012

ECCH Best-Selling Case for 2011

2009 Emerald Literati Network Outstanding Paper Award

Best Teacher Award for Executive MBA 2008-2010

Best Teacher Award for Executive MBA 2007–2009

2011 ESMT President's Roll of Honor for Teaching Excellence

2009 ESMT President's Roll of Honor for Teaching Excellence

2008 ESMT President's Roll of Honor for Teaching Excellence.

EFMD 2004 Case-Study Competition – Best Case in the Entrepreneurship Category.

INSEAD Fellowship (1999–2003) – Full scholarship and living expenses for PhD Studies.

NYU Robert F. Wagner Graduate School of Public Service 1995 Best Academic Writing Prize.

US Government's Edmund S. Muskie Fellowship for Graduate Study in the United States (1994–1995) – Full scholarship and living expenses.

Graduation with Distinction (1993) – Moscow Linguistic University.

Government Stipend for Excellence in Education (1990–1993) – Moscow Linguistic University.

Graduation with Silver Medal for Excellence in Education (1986) – School 794 in Moscow, Russia.

## **Books**

Kets de Vries, M., Korotov, K. Florent-Treacy, E., and Rooke, C. (2016). *Coach and Couch: The Psychology of Making Better Leaders*. Second Edition. Houndmills: Palgrave Macmillan.

Korotov, K., Puffer, S. M. , McCarthy, D. J., & Vaiman, V. (2013). *Global Careers: The Russian Experience*. In: Reis, C. & Baruch, Y. (Eds.) *Careers without borders: Critical perspectives*: New York, NY: Routledge

Korotov, K. (2013). *Peer Coaching Practice for Managers*. Charleston, SC: CreateSpace.

Korotov, K., E. Florent-Treacy, M. Kets de Vries, and A. Bernhardt (2011). *Tricky coaching: Difficult cases in leadership coaching*. New York: Palgrave Macmillan.

Kets de Vries, M., and K. Korotov (Eds.) (2011). *Leadership development: International library of critical writings on business and management*. Cheltenham/Northampton: Edward Elgar.

Kets de Vries, M., L. Guillén-Ramo., K. Korotov, and E. Florent-Treacy (2010). *The coaching kaleidoscope: Insights from the inside*. London: Palgrave Macmillan.

Korotov, K., and K. McCourt (Eds.) (2010). *A companion to the ESMT Leadership Laboratory*. 2 ed. New York: McGraw Hill Custom Publishing.

Kets de Vries, M., K. Korotov, and E. Florent-Treacy (2007). *Coach and couch: The psychology of making better leaders* (INSEAD Business Books series). London: Palgrave Macmillan. Also available in Japanese and Portuguese.

Kets de Vries, M., S. Shekshnia, K. Korotov, and E. Florent-Treacy (2004). *The new global russian business leaders*. (New Horizons in Leadership Studies Series). Cheltenham/Northampton: Edward Elgar. Also available in Russian and as paperback.

## **Book chapters**

Belokoskova-Mikhaylova, E., K. Korotov, and I. Izotova (2018). *Russia: Leadership in Russia; Between hero and victim*. In *Global leadership perspectives: Insights and analysis*, by S. Western and É.-J. Garcia, 129–136. London and Thousand Oaks, CA: SAGE.

Florent-Treacy, E., K. Korotov, and C. Rook (2017). Manfred F. R. Kets de Vries: *Playing the morosophe*. In *The Palgrave handbook of organizational change thinkers*, ed. D. Szabla, W. Pasmore, M. Barnes, and A. Gipson, 1–21. Basingstoke: Palgrave Macmillan.

Korotov, K. (2017) Coaching for leadership development In: Bachkirova, T., Spence, G., Draker, D. (Eds.) *The Sage Handbook of Coaching*. London and Thousand Oaks, CA: SAGE, pp. 139-158.

Kets de Vries, M., Florent-Treacy, E., and K. Korotov (2013). Psychodynamic issues in organizational leadership. In: *The Wiley-Blackwell handbook of the psychology of leadership, change and organizational development*, ed. H. S. Leonard, R. Lewis, A. M. Freedman, and J. Passmore, 65–88. Hoboken: John Wiley & Sons.

Korotov, K., Puffer, S., McCarthy, D, and Vaiman, V. (2013). *Global Careers: The Russian Experience*. In: *Careers without Borders: Critical Perspectives*, ed. Y. Baruch and C. Reis, 185-204, New York: Routledge.

Korotov, K. (2012). Coaching in MBA and EMBA programs. In: *Durch Coaching Führungsqualitäten entwickeln*, ed. T. Eberle, S. Spoun, and P. Kipfelsberger, Zurich: Versus Verlag.

Kets de Vries, M., K. Korotov (2011). Transformational leadership development programs: Creating long-term sustainable change. In *The handbook for teaching leadership: Knowing, doing, and being*, ed. S. Snook, N. Nohria, and R. Khurana, 263–282. Thousand Oaks, CA: Sage.

Bernhardt, A., and K. Korotov (2010). Becoming a better coach: A story of transition. In *The coaching kaleidoscope: Insights from the inside*, ed. M. Kets de Vries, L. Guillén, K. Korotov, and E. Florent-Treacy, 129–150. New York: Palgrave Macmillan.

Korotov, K. (2010) Executive coaches in organizations: Insiders from outside. In *Talent management of knowledge workers: Embracing the non-traditional workforce*, ed. Vlad Vaiman, 180–196. London: Palgrave Macmillan.

Korotov, K., and M. Kets de Vries (2010). Fast times, fast development? Coping with the challenge of accelerated leadership development. In *The 2010 Pfeiffer annual: Leadership development*, ed. David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith, Ron Meeks, Oliver Wyman, 107–118. San Francisco: Pfeiffer.

Kets de Vries, M., L. Guillén-Ramo, and K. Korotov (2009). Organizational culture, leadership, change, and stress. In *International handbook of work and health psychology*, 3rd ed., ed. Cary L. Cooper, James Campbell Quick, Marc J. Schabracq, 411–426. London: Wiley-Blackwell.

Korotov, K. (2009). Lukoil. In *Encyclopedia of business in today's world*, ed. Charles Wankel, 1037–1038. London: Sage.

Korotov, K. (2008). Accelerated development of organizational talent. In *Smart talent management: Building knowledge assets for competitive advantage*, ed. Charles M. Vance, Vlad Vaiman, 139–157. Cheltenham: Edward Elgar.

### **Journal publications**

Guillén, L., M. Mayo, and K. Korotov (2015). Is leadership a part of me? A leader identity approach to understanding the motivation to lead. *Leadership Quarterly* 26(5): 802–820.

Lysova, E., K. Korotov, S. Khapova, P. Jansen (2015). The role of the spouse in managers' family-related career sensemaking. *Career Development International* 20(5): 503–524. *Emerald Literati Best Paper Award 2016*

Millard, J. A. and K. Korotov (2014). Do mental health stigma and gender influence MBAs' willingness to engage in coaching?. *International Journal of Mentoring and Coaching in Education* 3(3): 277–292.

Korotov, K. and Z. Antal-Mokos (2013). Learning distributed teamwork by creating webinars. *Training and Management Development Methods* 27: 6.11–6.17.

Korotov, K. (2013). Behind the closed doors of a coaching session: The issues that keep an executive coach up at night. *Training and Management Development Methods* 27: 2.13–2.17.

Korotov, K., S. Khapova, and M. Arthur (2011). Career entrepreneurship. *Organizational Dynamics* 40(2): 127–135.

Korotov, K., and U. Schaefer (2010). Discussing values in executive education: From "non-discussable" to learning management of meaning. *Training and Management Development Methods* 24(4): 15–21.

Kets de Vries, M., K. Korotov, and S. Shekshnia (2008). Russia: A work in progress transcending the fifth 'time of troubles.' *Organizational Dynamics* 37(3): 211–220.

Korotov, K. (2008). Citius, altius, fortius: Challenges of accelerated development of leadership talent in the Russian context. *Organizational Dynamics* 37(3): 277–287.

Korotov, K. (2008). Peer coaching in executive-education programmes. *Training & Management Development Methods* 22(2): 3.15–3.24.

Kets de Vries, M., and K. Korotov (2007). Creating transformational executive education programs. *Academy of Management Learning and Education* 6(3): 375–387.

Khapova, S., and K. Korotov (2007). Dynamics of western career attributes in the Russian context. *Career Development International* 12(1): 68–85.

Kets de Vries, M., P. Vrignaud, K. Korotov, E. Engellau, and E. Florent-Treacy (2006). The development of the personality audit: A psychodynamic multiple feedback assessment instrument. *International Journal of Human Resource Management* 17(5): 898–917.

Kets de Vries, M., and K. Korotov (2005). The future of an illusion: In search of the new European business leader. *Organizational Dynamics* 34(3): 218–230.

Kets de Vries, M., S. Shekshnia, K. Korotov, and E. Florent-Treacy (2004). The new global Russian business leaders: Lessons from a decade of transition. *European Management Journal* 22(6): 637–648.

Zhukova, M., and K. Korotov (1998). Ot "sovetskogo otdela kadrov" - k cluzhbe upravleniya chelovecheskimi resursami [From a personnel department in the Soviet Union to a human resources department in Russia]. *Chelovek I Trud* 8: 88–90.

Zhukova, M., and K. Korotov (1997). [Corporate training specialist: Development of a new profession]. *Business Obrazovanie* 1(2): 51–57.

Korotov, K., A. Makeshin, and I. Stepanova, (1995). Is there any future for OD in the new independent states? *Organization Development Journal* 13(3): 33–39.

Korotov, K. (1994). Sobre algumas problemas de avaliação de tradução. *Lusorama Zeitschrift für Lusitanistik, Revista des Estudos sobre os Países de Língua Portuguesa* 24: 46–55.

### ***Selected practitioner publications***

- Korotov, K. (2017). 24 big names in tech reveal the books they're reading right now. Business Insider, Online: March 14, 2017.
- Korotov, K. (2016). Los riesgos de tener una relación 'demasiado buena' con tu jefe. El Comercio, Online: December 22, 2016.
- Korotov, K. (2016). Being close to your boss is as dangerous as being enemies. BBC, Online: November 22, 2016.
- Korotov, K. (2016). Liderança, ponto fundamental para o crescimento das empresas. Investimentos e Notícias, Online: May 17, 2016
- Korotov, K. (2016). 找工作时 你该选择时间还是金钱 ? BBC, Online: March 3, 2016
- Korotov, K. (2016). 5 coaching scenarios to avoid. Changeboard, Online: February 25, 2016
- Korotov, K. (2016). Executive coaching: 5 things coaches must avoid. HR&charity news, Online: February 24, 2016
- Korotov, K. (2016). When executive coaching goes wrong. Bloomberg Business, Online: February 9, 2016
- Korotov, K. (2015). How can you make sense of the family-career conundrum? Changeboard, Online: December 23, 2015
- Korotov, K. (2015). O eterno dilema entre mais tempo livre ou mais dinheiro. Diga Bahia, Online: September 17, 2015
- Korotov, K. (2015). Should you swap long hours for less pay? BBC, Online: September 14, 2015
- Korotov, K. (2015). Should you swap long hours for less pay? Freenewspos, Online: September 14, 2015
- Korotov, K. (2015). Why did you sack me? BBC China, Online: July 22, 2015
- Korotov, K. (2015). Forget chauvinism: It's good to be a woman in business. CITY A.M., Online: June 30, 2015
- Korotov, K. (2015). Why did you sack me? BBC, Online: June 23, 2015
- Korotov, K. (2015). There's poetry in the business world. CITY A.M., Online: March 23, 2015
- Korotov, K. (2015). Aufstieg, nein danke! *VDI Nachrichten*, Online: January 16, 2015
- Korotov, K. (2015). Coaching in leadership development. Henry Stewart Talks Online Collections. Video at <http://hstalks.com/?t=MM1503929>.
- Korotov, K. (2014). Citius, Altius, Fortius: Accelerated leadership development in emerging economies. Henry Stewart Talks Online Collections. Video <http://hstalks.com/?t=MM1663703-Korotov>.
- Korotov, K. (2014). Konstantin Korotov talks about the principles of management and the behavior of Russian managers. Video <http://page42.ru/events/5919-effektivnost-i-schaste.xl>.

Korotov, K. (2013). Konstantin Korotov talks about characteristics of generation Y. Video <http://www.youtube.com/watch?v=EWxqejKnQTK>.

Korotov, K. (2013). Vsyta eta istoria podderzhivaet tezis o tom, chto nikomu nel'zya verit' [This story supports the belief that no one can be trusted]. *Sekret Firmy* 5(330): 109-110.

Korotov, K. (2012). Meetings at Sibur. Management and Leadership in the 21<sup>st</sup> Century. Video. [http://www.youtube.com/watch?v=\\_TVqAhFrxE](http://www.youtube.com/watch?v=_TVqAhFrxE)

Korotov, K. (2012) Esli sotrudniki poimut, chto rukovoditel otnositsya k nim nespravedlivo, oni nachnut soznatelno delat gadosti. [If employees realize that the manager is treating them unfairly, they will consciously do nasty things] *Sekret Firmy* 9 (323): 97-102.

Korotov, K. (2012). Nel'zya obraschatsya s sotrudnikami, prodayuschimi nedvizhimost za neskolko millionov dollarov, kar s gruzchikami v magazine. [You can't treat employees selling multi-million dollar real estate as if they were handymen in a grocery store]. *Sekret Firmy* 8 (322): 87-88.

Korotov, K. (2012). Businessman platit partner pensiyu, realizuya svoyu potrebnost vyglyadet' v chuzhikh glazakh khoroshim chelovekom. [Here the businessman pays rent to his partner in order to satisfy his need to look good in the eyes of other people.] *Sekret Firmy* 4 (318): 109-112.

Korotov, K. (2012). Zhelanie dumat, chto my vedem dostoynyu zhizn, sovershaya pri etom neblagovidnye postupki, ochen veliko. [Our desire to think that we live a decent life while committing questionable acts is very big.] *Sekret Firmy* 1-2 (316): 75-76.

Korotov, K. (2011). Four lessons on leadership from Russian business. *Wall Street Journal*, Online: October 16.

Korotov, K. (2011). Esli v proshlom u cheloveka vse poluchalos, eto mozhet sygrat s nim zluyu shutku. [If a manager has never failed, this may become a liability] *Sekret Firmy* 9(313): 93-94.

Korotov, K. (2011). Eine psychologisch sichere Atmosphäre schaffen. *wirtschaft + weiterbildung* 07-08: 56-57.

Korotov, K. (2011). Esli kompaniya pozvolyaet cheloveky rabotat nalevo, imeet smysl ustanavlivat pravila igry. [If the company allows an employee to 'moonlight', it makes sense to establish rules of the game] *Sekret Firmy* 8(312): 95-96.

Korotov, K. (2011). Beichtvater, Berater, Coach. *Manager Magazin*, Online: May 31.

Korotov, K. (2011). Even if the employees agreed to be patient, that would only last till a collector's agency called them [Dazhe esli sotrudniki soglasilis by poterpet, eto prodolzhalos by rovno do prikhoda k nim kollektorov] *Sekret Firmy* 5(309): 89-90.

Korotov, K. (2011). Kopmaniya ne garažnyj kooperativ, gde vse imeyut ravnoe pravo golosa [A company is not a garage cooperative where everyone has a vote right]. *Sekret Firmy* 4(308).

Korotov, K. (2011). Do you have the skills to be an executive coach? *Careersparkle Changeboard*.

Korotov, K. (2010). Laboratoriya identichnosti [Identity laboratory]. *Harvard Business Review Russia*.

Korotov, K. (2010). Uspeshnost lidera v postkrisisnoe vremya [Leader success in post crisis times]. *Generalny Direktor* 7: 24-28.



Korotov, K. (2010). Vozderzhivat'sja tol'ko ot teh postupkov, za kotorye nakazhut, - jeto zhizn' po fiziologu Pavlovu. Ili, esli ugodno, vechnoe detstvo. [Avoiding only punishable actions is living according to Pavlov, or, if you will, eternal childhood]. *Sekret Firmy* 8(300).

Korotov, K. (2010). Kompleks polnotsennosti [The superiority complex]. *Harvard Business Review Russia*.

Korotov, K. (2010). Upravlyaem po-vzrosloму commentary [Leading as grown-ups]. *Harvard Business Review Russia*.

Korotov, K. (2010). Stress, Kündigungen, Überlastungen. *Manager Magazin Online*, May 26.

Korotov, K. (2010). Nachhaltigkeitsobjekt Mensch. *Deutsche Welle Online*, June 15.

Korotov, K. (2010). Chelovek, kak izvestno, sushhestvo ochen' slaboe. [Humans, as we know, are weak.] *Sekret Firmy* 4(296).

Korotov, K. (2010). Geroj popal v situaciju konflikta vnutrennih objazatel'stv. [The protagonist found himself in a situation of conflicting commitments]. *Sekret Firmy* 1-2 (294)

Korotov, K. (2009). Bes Mechty. [The devil of the dream]. *Sekret Firmy* 5 (286).

Korotov, K. (2009). Otnositel'no moral'no. [Relatively moral]. *Sekret Firmy*, September.

Korotov, K. (2009). Commentary to *Bes Mechty* (in Russian) case-study. *Sekret Firmy*, May.

Korotov, K. (2009). Finansirujushhie kompaniju sotrudniki zasluzhivajut partnerskih privilegij. [Employees that finance their company deserve partner privileges]. *Sekret Firmy* 11 (292).

A series of 2009 interviews for *Deutsche Welle* on leadership development, social responsibility of leaders in Russia, and business education.

Korotov, K. (2007). So tickt ein russischer Tycoon. (in German) *Die Welt*, January 13.

Korotov, K. (2006–2007). A series of monthly columns on leadership and management issues (in Russian) in *Smart Money* (Russia) magazine.

Kets de Vries, M., and K. Korotov (2006). The future of European business leadership. *European Business Forum* 24: 36–42.

Korotov, K. (2006). Programas ejecutivos como laboratorios de identidad. (in Spanish) *Conocimiento & Direccion* 67: 34–38.

Korotov, K. (2006). Executive education programs as identity laboratories. *The Human Factor* 1(3): 28–32.

Korotov, K. (2005). Otvetstvennyj sa kar'eru [Taking charge of one's own career]. *Harvard Business Review Russia* 10(12): 18.

### **Case studies, teaching materials, and technical notes**

Korotov, K., U. Schaefer (2014). A peer coaching demonstration. ESMT Video Case Study ESMT-414-0155-3, ESMT-414-0155-8 Teaching Note.

Schaefer, U., K. Korotov (2014). Suicides at France Télécom. ESMT Case Study ESMT-414-0149-1, ESMT-414-0149-8 Teaching Note.

Korotov, K. (2013). Leadership Styles. ESMT Case Study and Teaching Note ESMT-413-0140-1/8.

Korotov, K., U. Schaefer (2010). *Barenboim: Adaptive leadership (A-D)*. ESMT Case Study ESMT-410-0107-1 Case A, ESMT-410-0108-1 Case B, ESMT-410-0109-1 Case C, ESMT-410-0110-3 Video Case D, ESMT-410-0107-8 Teaching Note.

Korotov, K., U. Schaefer, U. Mueller (2009). *Do you really think we are so stupid? A letter to the CEO of Deutsche Telekom (A-C)*. ESMT Case Study ESMT-409-0100-1 Case A, ESMT-409-0101-1 Case B, ESMT-409-0102-1 Case C, and Teaching Note ESMT-409-0100-8.

Korotov, K. (2009). *Personal career workout for executives*. ESMT Case Study and Teaching Note ESMT-409-0092-1/8.

Korotov, K. (Ed.) (2009). *The ESMT leadership development companion: A custom textbook for executive education open enrollment Leading People and Teams course*. McGraw Hill-Primis.

Korotov, K., U. Schaefer, and V. Heyes (Eds.). *Deutsche Telekom leadership excellence program: The leadership laboratory resource book*. A custom textbook for Deutsche Telekom executive education course. McGraw Hill-Primis.

Korotov, K. (2006). *Peer coaching in leadership development programs*. ESMT Technical Note ESMT-406-0060-6.

Korotov, K. (2006). *Preparation for 360-degree feedback in leadership development programs and executive coaching*. ESMT Technical Note ESMT-406-0058-6.

Korotov, K., S. Shekshnya, and E. Florent-Treacy, under the supervision of Kets de Vries, M. (2003). *Mikhail Khodorkovsky and YUKOS: Chelovek s rublyom (Man with a ruble)*. INSEAD Case 805-020-1.

Korotov, K., and E. Florent-Treacy, under the supervision of Kets de Vries, M. (2002-2006). *Frontstep Russia: High-tech start-up and survival in a new "time of troubles" (A, B, C)*. INSEAD Case 802-019-1.

Boudrina, I., E. Florent-Treacy, and K. Korotov, under the supervision of Kets de Vries, M. (2004). *World class heroes for Russia: Olga Sloutsker and the World Class fitness chain*. INSEAD Case 802-019-1.

## **Business briefs**

Korotov, K., A. Bernhardt, and K. McCourt (2010). *Coaching: What do coaches say they sell? What do clients say they buy?* ESMT Business Brief No. BB-310-002.

Korotov, K. (2009). *Executive education programs in times of economic crisis: Considerations for learning and development professionals*. ESMT Business Brief No. BB-309-001.

## **Working papers and conference proceedings**

Humphreys, L., K. Korotov, and L. Guillén (2017). *Behavior of charismatic leaders and follower's attributional style, shared vision, and acceptance*. Academy of Management Proceedings 2017 (1)

Korotov, K., and S. Khapova (2008). *Upsetting events and career investments in the Russian context*. ESMT Working Paper No. 08–001.

Kets de Vries, M., E. Florent-Treacy, L. Guillén Ramo, and K. Korotov (2008). *The proof is in the pudding: An integrative, psychodynamic approach to evaluating a leadership development program*. INSEAD Working Paper No. 2008/38/EFE.

Kets de Vries, M., T. Hellwig, L. Guillén Ramo, E. Florent-Treacy, and K. Korotov (2008). *Long-term effectiveness of a transitional leadership development program: An exploratory story*. INSEAD Working Paper No. 2008/24/EFE.

Korotov, K. (2006). Identity laboratories: The process of going through an executive program. In *Academy of Management Annual Meeting Proceeding*, ed. M. Weaver.

Korotov, K. (2003). Organizational challenges of interns as boundary-spanners at a multinational professional services firm in Russia. In *Proceedings of the 7th Conference on International Human Resource Management*.

### **Selected conference presentations**

Korotov, K. (2017). The Sorrows of Aspiring Leaders: What Coaches Need to Know about Leadership in a VUCA World. Presentation at the Coaching in Leadership and Healthcare Conference, Institute of Coaching and Harvard Medical School, Boston, MA, October 13-14.

Humphreys, L., Korotov, K., Guillen, L. (2017). Behavior of Charismatic leaders and follower's attributional style, shared vision, and acceptance. Presentation at the Academy of Management Annual Conference, Atlanta, GA, August 5-8, 2017.

Korotov, K. (2017), Executive employability: Developing career agility. Presentation at the ESMT Annual Forum, Berlin, Germany, June 22.

Korotov, K. (2016). Leadership Development Coaching as Presented in Current Coaching and Leadership Development Literatures. Presentation at the 18th Annual Global Conference of the International Leadership Association, Atlanta, GA, November 2-5, 2016.

Korotov, K. (2016). Transformational Leadership Development Programs: What About the Faculty? Presentation at the 18th Annual Global Conference of the International Leadership Association, Atlanta, GA, November 2-5, 2016.

Korotov, K. (2016). Do Coaching and Leadership Development Researchers and Practitioners Talk Together? Presentation at the Coaching and Leadership in Healthcare Conference of the Institute of Coaching/Harvard Medical School Conference, Boston, MA, September 16-17, 2016.

Guillen, L., Whitman, D., Mayo, M. & Korotov, K. (2016). A Motivational Model of Visionary Leadership. Presentation at the Academy of Management Annual Conference, Anaheim, CA, August 5-9, 2016.

Korotov, K. (2015). Using Coaching for Leadership Development: Fantasies and Reality. Presentation at the 2<sup>nd</sup> Russian-German Executive Coaching Colloquium at the National Research University Higher School of Economics, Moscow, Russia, April 18-19, 2015.

Korotov, K. (2015). Identity and Leadership Development. Presentation at the Skolkovo-ESMT HR Colloquium at the Skolkovo Business School, Moscow, Russia, December 18, 2015.

Korotov, K. (2015). Peer Coaching: A brief introduction. Presentation at the ESMT Annual Forum 2015, Berlin, July 2, 2015.

Korotov, K. (2015). What Men Are Afraid of When Women Progress in Organizations? Presentation at the 2<sup>nd</sup> Biennial Conference of the International Leadership Association Women & Leadership Affinity Group, Pacific Grove, CA, June 7-10, 2015.

Bernhardt, A., and Korotov, K. (2014). Power of Peer Coaching: Leveraging Collective Realities in Executive Education. Presentation at the 16th Annual International Leadership Association Global Conference, San Diego, CA, October 30 – November 2.

Lysova, E., Korotov, K., Khapova, S., and Jansen, P. (2014). Managers in Career Transitions: The Role of Spouses in Managers' Family-Related Sensemaking During Career Transitions. Paper presented at the 30th EGOS Colloquium, Rotterdam, The Netherlands, July 3–5, 2014.

Lysova, E., Korotov, K., Khapova, S., and Jansen, P. (2014). The Role of a Spouse in the Manager's Family-Related Sensemaking During a Career-Transition Period. Paper presented at the Work and Family Researchers Network Conference. New York, NY, June 19-21.

Korotov, K. (2014). Coaching Profession: A Realistic Preview. Presentation at the 1st German-Russian Coaching Colloquium at the National Research University Higher School of Economics, Moscow, Russia, May 24-25.

Guillén, L., Korotov, K., & Mayo, M. (2013). *Is Leadership a Part of Me? An Identity Approach to Understanding Motivation to Lead*. Paper presented at the Academy of Management Annual Conference, Orlando, FL. August 9-13.

Korotov, K. (2013). *On Values*. Presentation at the 2<sup>nd</sup> Forum of the International Association of Corporate Education, Moscow, Russia, May 20-21.

Korotov, K. (2013). *Developing Professionals for Business*. Presentation at the conference "Russia-Germany: Knowledge Management for the Increase of Innovative Activities", Berlin-Moscow, March 1.

Korotov, K., & Bernhardt, A. (2012). *Executive Group Coaching in Leadership Development: Overcoming Great Divides*. Workshop presented at the 14<sup>th</sup> Annual International Leadership Association Global Conference, Denver, CO, October 24-27.

Guillén, L., & Korotov, K. (2012). *Why Managers Choose to Lead?* Paper presented at the Academy of Management Annual Conference, Boston, MA. August 7-10.

Korotov, K. (2012). Growing Talent: Global Education for Russian Entrepreneurs and Officials. Panelist at the St. Petersburg International Economic Forum, St. Petersburg, Russia, June 21-23.

Korotov, K. (2012). *Transformational Leadership Programs in Business Schools: What about the Faculty?* Paper presented at the 1<sup>st</sup> Annual EFMD Higher Education Research Conference. Zurich, Switzerland, February 14-15.

Korotov, K. (2012). What Makes Coaching Tricky? Paper presented at the 4<sup>th</sup> International Coaching Research Forum, Hong Kong, February 8-10.

Guillén, L., & Korotov, K. (2011). *Motivation to Lead: an Internal Boundary for Career Development?* Paper presented at the 27<sup>th</sup> EGOS Colloquium, Gothenburg, Sweden, July 6-9.

Korotov, K., Florent-Treacy, E., Bernhardt, A., Khapova, S., & Guillen, L. (2011). *Tricky Coaching: Dealing with Difficult Cases in Leadership Coaching. Professional Development Workshop*. Presented at the Academy of Management Annual Conference, San Antonio, TX, August 12-16.

Korotov, K. (2011). The Topic of Careers and "Reflective Space" in MBA and Executive Education. Presented at the Academy of Management Annual Conference, San Antonio, TX, August 12-16.

Kets de Vries, M., Korotov, K., Bernhardt, A., Florent-Treacy, E., Engellau, E. (2011) The INSEAD and ESMT Group Coaching Experience. Presentation at the Coaching in Leadership and Medicine Conference, Harvard Medical School, Boston, MA, October 21-22

Korotov, K. (2010). Progressing on a career track towards a leadership role? Thank you, but no, thank you! Presentation at the Academy of Management Annual Conference, August 6–10, Montreal, Canada.

Korotov, K. (2010). When the time is right, and the space is supportive: Becoming an executive coach at mid-life and mid-career. Paper presented at the 26th EGOS Colloquium, June 28–July 3, Lisbon.

Korotov, K., and M. Kets de Vries (2009). The challenges of accelerated leadership development. Paper presented at the Academy of Management Conference, August 7–12, in Chicago, Illinois, USA.

Korotov, K., and S. Khapova (2009). Intelligent career divestments. Paper presented at the Academy of Management Conference, August 7–12, in Chicago, Illinois, USA.

Korotov, K. (2009). Career workouts for executives. Presentation at the professional development workshop at the Academy of Management Conference, August 7–12, in Chicago, Illinois, USA.

Korotov, K. (2009). Liminality and executive coaching: A career entrepreneurship perspective. Paper presented at the 25<sup>th</sup> EGOS Colloquium, July 2-4, Barcelona, Spain.

Korotov, K. (2008). Accelerated management and leadership development in the Russian context. Paper presented at the Academy of Management Conference, August 8–13, in Anaheim, California, USA.

Korotov, K., and S. Khapova (2008). Women and careers in the Russian context. Paper presented at the Academy of Management Conference, August 8–13, in Anaheim, California, USA.

Korotov, K., and S. Khapova (2008). Upsetting events and career investments: Investigation of how to succeed in the world of disruption. Paper presented at the 24<sup>th</sup> EGOS Colloquium, July 10–12, in Amsterdam, Netherlands.

Korotov, K. (2007). Learning to lead better in Europe. Paper presented at the Academy of Management Conference, August 3–8, in Philadelphia, Pennsylvania, USA.

Korotov, K., and S. Khapova (2007). Careers in the Russian context: Implications for human resource management. Paper presented at the Academy of Management Conference, August 3–8, in Philadelphia, Pennsylvania, USA.

Khapova, S., and K. Korotov (2007). Boundaryless careers in the Russian context. Paper presented at the Academy of Management Conference, August 3–8, in Philadelphia, Pennsylvania, USA.

Korotov, K., and S. Khapova (2007). Career entrepreneurship. Paper presented at the 23<sup>rd</sup> EGOS Colloquium, July 5–7, in Vienna, Austria.

Korotov, K., and M. Weaver (2006). Identity laboratories: The process of going through an executive program. 2006 Academy of Management Annual Meeting Best Paper Proceedings, August 11–16, in Atlanta, Georgia, USA.

Korotov, K. (2006). Developing a global career as a structure for one's identity and life: Cases of global Russians. Paper presented at the Academy of Management Conference, August 11–16, in Atlanta, Georgia, USA.

Korotov, K. (2006). Global career as a structure for organizing identity, life, and meaning. Paper presented at the 22<sup>nd</sup> EGOS Colloquium, July 6–8, in Bergen, Norway.

Kets de Vries, M., and K. Korotov (2006). Creating identity laboratories to enable executive change and transformation. Paper presented at the International Conference on Executive Education, July 3–4, at IMD, in Lausanne, Switzerland.

Khapova, S., and K. Korotov (2005). Russia: Careers on the move, culture in transition. Paper presented at the Academy of Management Conference, August 5–10, in Honolulu, Hawaii, USA.

Kets de Vries, M., and K. Korotov (2005). Leadership challenges for managers in the new Europe. Paper presented at the Academy of International Business Conference, July 9–12, in Quebec City, Canada.

Korotov, K. (2004). "Neither here nor there" or "Both here and there": Experiencing liminality and playing with identity. Paper presented at the Academy of Management Conference, August 6–11, in New Orleans, Louisiana, USA.

Korotov, K. (2003). Identity: An organizational perspective. Paper presented at the Future of Identity Workshop – FIDIS, December 2–3, at the European Union, in Brussels, Belgium.

Korotov, K. (2003). Organizational identification of boundary-spanning employees. Paper presented at the Academy of Management Conference, August 1–6, in Seattle, Washington, USA.

Korotov, K., and V. Onyemah (2003). Social network position and employee leadership potential: An empirical study. Academy of Management Conference, August 1–6, in Seattle, Washington, USA.

Korotov, K. (2003). Organizational challenges of interns as boundary-spanners at a multinational professional services firm in Russia. Paper presented at the 7<sup>th</sup> Conference on International Human Resource Management, June 4–6, at the University of Limerick, in Limerick, Ireland.

### ***Selected Invited and keynote presentations***

Korotov, K. (2017). Inside Executive Education: A Participant's View. VU Amsterdam, Amsterdam, the Netherlands, April 3.

Invited senior scholar at the 6th Annual Emerging Scholars Research Consortium of the International Leadership Association, San Diego, CA, USA, October 31, 2014.

Korotov, K. (2014). Being successful while staying happy. EY new partner conference. Frankfurt, Germany, September 3.

Korotov, K. (2011). When leadership gets tricky: Difficult cases in leadership coaching. INSEAD Alumni Association Germany, Munich, November 24

Korotov, K. (2009). Responsible business and success. Keynote presentation at the conference on Responsible Management in Times of Crisis organized by the German Embassy in Russia. Moscow, Russia. June 16.

Korotov, K. (2009). Leadership in times of crisis. Keynote presentation at the Ernst & Young Germany, Switzerland, and Austria Partner Meeting. Berlin, February 15.

Korotov, K. (2008). Accelerated development of leadership talent. Keynote presentation at the opening of the EON Corporate Academy in Russia. September 25, in Moscow, Russia.

Korotov, K. (2008). Learning to make the best out of change. Keynote presentation at the KPMG 10th International Financial Risk Management Summer School. September 15–19, in Berlin, Germany.

Korotov, K. (2008). Identity laboratories: Transforming how we support leadership development. Keynote presentation at the A.K.Rice Institute for the Study of Social Systems Symposium. April 30–May 4, in Chicago, Illinois, USA.

### ***Editorial board and advisory council membership***

Philosophy of Coaching, Senior Advisor

Management and Organization Review, Editorial Board Member

Academic Council of the Moscow School of Management Skolkovo, Member

Journal of Leadership and Organizational Studies, Editorial Board Member

REG: Revista de Gestao, Brazil, Editorial Board Member

Scientific Advisory Council of the Institute of Coaching at McLean Hospital, a Harvard Medical School Affiliate, Member (August 2011- August 2013)

### ***External examiner experience***

The University of Western Australia, Graduate Research School, PhD thesis external examiner, 2017.

University of Newcastle, DBA thesis external examiner, 2016,

### ***Conference convenor experience***

9<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “The Dark Triad of Leadership: How Narcissism, Machiavellianism and Psychopathy play out in executive coaching”, Berlin, Germany, December 2017

4<sup>th</sup> Russian-German Colloquium “Business under Conditions of Uncertainty: Territory of Opportunities”, National Research University Higher School of Economics and ESMT, Moscow, Russia, May 25-26, 2017.

8<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Is It Normal?”, Berlin, Germany, December 2016.

Joint Skolkovo Business School – ESMT HR Colloquium “Thank you for Honesty: Feedback in Organizations”, Moscow, Russia, December 9, 2016.

3<sup>rd</sup> Russian-German Colloquium “Territory of Success: From Vulnerability to Uniqueness”, National Research University Higher School of Economics and ESMT, Moscow, Russia, February 21-22, 2016.

7<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Coaching Leaders for Followership”, Berlin, Germany, December 2015.

Joint Skolkovo Business School – ESMT HR Colloquium Leadership Development in Organizations, Moscow, Russia, December 18, 2015.

2<sup>nd</sup> Russian-German Colloquium “How do we change the world?”, National Research University Higher School of Economics and ESMT, Moscow, Russia, April 18-19, 2015.

6<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Transitions: Getting through “neither here nor there” moments”, Berlin, Germany, December 2014.

Joint Skolkovo Business School – ESMT HR Colloquium Topical Coaching Issues in Russian HR Practices, Moscow, Russia, October 10, 2014.

Russian-German Colloquium “Difficult Cases of Executive Coaching in Russian Practice”, National Research University Higher School of Economics and ESMT, Moscow, Russia, May 24-25, 2014.

5<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Leader Resilience: Getting through Tough Moments”, Berlin, December 2013.

Panel convenor and moderator, ESMT 2013 Annual Forum. Berlin, June 2013.

4<sup>th</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Different! Coaching Across Dissimilarities”, Berlin, December 2012.

Program Chair, ESMT 2012 Annual Forum with ILA. Berlin, June 2012.

4<sup>th</sup> International Coaching Research Forum (with Institute of Coaching at McLean Hospital, a Harvard Medical School Affiliate, and Cathay Pacific), Hong Kong, February 2012.

3<sup>rd</sup> ESMT and Kets de Vries Institute Coaching Colloquium “Sex, Money, Happiness and Death: Reflections in Leadership Coaching”, Berlin, December 2011.

2<sup>nd</sup> ESMT Coaching Colloquium “The courage to coach: When the coach is on the line”, Berlin, December 2010.

3<sup>rd</sup> International Coaching Research Forum “Coaching in 3-D: Integrating academic, practitioner, and consumer perspectives” (in cooperation with the Institute of Coaching at McLean Hospital, a Harvard Medical School Affiliate), Berlin, December 2010.

ESMT 3<sup>rd</sup> Annual Forum, Leadership Panel Convenor and Moderator (with Zhike Lei), June 2010, Berlin

1<sup>st</sup> ESMT Coaching Colloquium “Tricky coaching: Difficult cases in leadership coaching”, Berlin, December 2009.

ESMT 2<sup>nd</sup> Annual Forum, Leadership Panel Convenor and Moderator, July 2009, Berlin.

ESMT 1<sup>st</sup> Annual Forum, Leadership Panel Convenor and Moderator, June 2008, Berlin.



## ***Languages***

Russian (native); English, Portuguese, Spanish, French (intermediate), German (intermediate).

*Updated: August 23, 2018*