

**VIVIANNA FANG HE**

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**ACADEMIC POSITIONS**

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<b>UNIVERSITY COLLEGE LONDON</b> School of Management <b>Associate Professor (with tenure)</b>	<b>London, United Kingdom</b>  <i>Jan 2025–</i>
<b>UNIVERSITY OF ST. GALLEN</b> School of Management <b>Director, Institute of Responsible Innovation</b> <b>Associate Professor (with tenure)</b>	<b>St. Gallen, Switzerland</b>  <i>Jan 2023–Dec 2024</i> <i>Aug 2022– Dec 2024</i>
<b>ESSEC BUSINESS SCHOOL</b> Department of Management <b>Associate Professor (with tenure)</b> <b>Associate Professor</b>	<b>Paris, France</b>  <i>June 2021– July 2022</i> <i>Oct 2020– May 2021</i>
<b>SWISS FEDERAL INSTITUTE OF TECHNOLOGY (ETH), ZURICH</b> Department of Management, Technology, & Economics <b>Oberassistentin</b> <b>Lecturer</b>	<b>Zürich, Switzerland</b>  <i>June 2016–Sep 2020</i> <i>June 2013–May 2016</i>

**EDUCATION**

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<b>SWISS FEDERAL INSTITUTE OF TECHNOLOGY (ETH), ZURICH</b> Group of Strategic Management & Innovation, Department of Management, Technology, & Economics <b>Habilitation in Innovation &amp; Entrepreneurship</b> <ul style="list-style-type: none"> <li>• Thesis: Collaborative Organizing for Innovation &amp; Entrepreneurship</li> <li>• Academic mentor: Georg von Krogh</li> </ul>	<b>Zürich, Switzerland</b>  <i>June 2013–Sep 2020</i>
<b>THE GEORGE WASHINGTON UNIVERSITY, SCHOOL OF BUSINESS</b> <b>PhD in Management</b> <ul style="list-style-type: none"> <li>• Dissertation: Learning from Failure: The Making of Entrepreneurial Leaders</li> <li>• Committee: George Solomon (Chair), James Bailey (Co-Chair)</li> </ul>	<b>Washington DC, USA</b>  <i>Aug 2008–May 2013</i>
<b>XIAMEN UNIVERSITY, SCHOOL OF MANAGEMENT</b> <b>Bachelor of Science, Tourism &amp; Hospitality Management</b>	<b>Xiamen, China</b>  <i>Sep 2002–July 2006</i>
<b>SINGAPORE MANAGEMENT UNIVERSITY, LEE KONG CHIAN SCHOOL OF BUSINESS</b> <b>Exchange student</b>	<b>Singapore</b>  <i>Aug 2004–June 2005</i>

**AWARDS & FELLOWSHIP**

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- **Outstanding Reviewer Award**, Organization Science, 2025
- **Teaching Innovation Award**, School of Management, University of St. Gallen, 2023
- **Dean's Scholar**, ESSEC Business School, 2022
- **Best Dissertation-Based Paper Award**, Academy of Management, *OB Division*, 2020
- **Dissertation Fellowship**, Center for Entrepreneurial Excellence, George Washington University (2012-13)
- **Best Paper Award**, International Council for Small Business World Conference, *Psychology of Entrepreneurship Track*, 2012
- **Doctoral Fellowship**, School of Business, The George Washington University (2008-2012)

## **PUBLICATION IN PEER-REVIEWED JOURNALS**

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1. Zelderen A. et al. (2026) Creating common virtual ground: Protocols to democratize open VR research, *Proceedings of the National Academy of Sciences (PNAS)*.
2. Ben-Menahem S, **He VF**, von Krogh G & Wedl C. (2026) Innovating more formally: How resistance-led participation drives expansion and integration in innovation control configuration, *Academy of Management Journal*.
3. Stroe S, Sirén C, **He VF**, Burkhard B & Souitaris V. (2026) Algorithmic Facial Expression Analysis: A Novel Methodology to Advance Management Research on Emotions, *Academy of Management Journal*.
4. Jonassen Z., **He VF** & von Krogh G. (2026) Good lessons despite bad feelings: How boundary-spanning teams learn from collaboration failure, *Organization Science*, 37(1), 17-47.
5. Shrestha YR & **He VF** (2025) Integrating Multimodal Data and Machine Learning for Entrepreneurship Research, *Strategic Entrepreneurship Journal*.
6. Wesemann H, Sirén C, **He VF**, Grichnik D & Wincent J. (2025) The two faces of hierarchy: CEO power and TMT learning diversity in technology venture innovation. *Small Business Economics*, 64, 93-112.
7. **He VF**, Tröbinger M & Murray A. (2024) The crowd beyond funders: An integrative review of and research agenda for crowdfunding. *Academy of Management Annals*, 18(1), 348-394.
8. **He VF** & Puranam P. (2023) Some challenges of the “New DAOism”: A comment on KlimaDAO. *Journal of Organization Design*, 12(4), 293-295.
9. Tinguely P, Lee JH & **He VF**. (2023) Designing human resource management systems in the age of AI. *Journal of Organization Design*, 12(4), 263-269.
10. Clarysse B, **He VF** & Tucci C. (2022) How the Internet of Things reshapes the organization of innovation and entrepreneurship. *Technovation*, 118, 102644.
11. **He VF**, von Krogh G & Sirén C. (2022) Expertise diversity, informal leadership hierarchy, and team knowledge creation: A study of pharmaceutical research collaborations. *Organization Studies*, 43(6), 907-930.
12. **He VF**, von Krogh G, Sirén C & Gersdorf T. (2021) Asymmetries between partners and the success of university–industry collaborations. *Research Policy*, 50(10), 104356.
13. Shrestha YR, **He VF**, Puranam P & von Krogh G. (2021) Algorithmic induction through machine learning: Can we use prediction models to theorize? *Organization Science*, 32(3), 856-880. (Shared first authorship)
14. **He VF**, Puranam P, Shrestha YR & von Krogh G. (2020) Resolving governance disputes in online communities: A study of license decisions in open source software projects. *Strategic Management Journal*, 41(10), 1837-1868. (Shared first authorship)
15. Sirén C, **He VF**, Wesemann H, Jonassen Z, Grichnik D & von Krogh G. (2020) Leader emergence in nascent venture teams: The interplay between individual emotion regulation and team emotions. *Journal of Management Studies*, 57(5), 931-961.
16. Gersdorf T, **He VF**, Schlesinger A, Koch G, Widmer H & von Krogh G. (2019) Demystifying industry-academia collaborations in drug discovery. *Nature Reviews Drug Discovery*, 18, 743-744.
17. **He VF**, Sirén C, Singh S, Solomon GT & von Krogh G. (2018) Keep calm and carry on: Emotion regulation in entrepreneurs’ learning from failure. *Entrepreneurship Theory & Practice*, 42(4), 605-630.
18. Späth S, von Krogh G & **He VF**. (2015) Perceived firm attributes and intrinsic motivation in sponsored OSS projects. *Information Systems Research*, 26(1), 224-237. (Shared first authorship)

## **OTHER PUBLICATIONS**

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19. Tröbinger M & **He VF** (2025) Collective problem-solving without authority: Enhancing deliberation with shared attribute spaces. AoM Best Paper Proceeding.
20. **He VF** & Puranam P. (2024) Collaborative organizing: Managing conflict without authority, in Snow & Fjeldstad (Eds.) *Designing Adaptive Organizations*. Cambridge University Press.
21. **He VF** & Puranam P. (2022) *Organizing in the Metaverse*. INSEAD Knowledge.
22. **He VF** (2021) What makes a successful partnership between industry and academia? ESSEC Knowledge.
23. **He VF** (2021) In the age of AI, do we still need researchers? ESSEC Knowledge, Special Issue on *Artificial Intelligence and Technological Transformation*.

24. He VF & Krähenmann G. (2021) (Not) Learning from failure? The heavy toll of stigma on entrepreneurs, in Todt, Backmann, & Weiss (Eds.) *Work Life after Failure*. Emerald Publishing.
25. Wedl C, Ben-Menahem S, He VF & von Krogh G. (2018) What is innovation anyway? Creation of coercive and formal control for innovation processes. *AoM Best Paper Proceeding*.
26. He VF, Sirén C, Singh S & Solomon GT. (2012) Why do some entrepreneurs fail forward (while others do not)? A moderated mediation model of entrepreneurial learning, emotional intelligence, and goal orientation. *International Council for Small Business World Conference Best Paper Proceeding*.

#### **WORKING PAPERS IN THE REVIEW/REVISION PROCESS** [Title masked to facilitate blind review]

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1. [Algorithms and Abductive reasoning] *revise and resubmit* at ***Strategic Management Journal***, with Puranam P.
2. [Convergence in collaborative problem-solving], *revise and resubmit* at ***Strategic Management Journal***, with Tröbinger M & Puranam P.
3. [Human-AI collaboration in ideation], *revise and resubmit* at ***Organization Science***, with Shrestha Y, Puranam P & Miron-Spektor E.
4. [Multi-agent organization design], under review at ***Nature Computer Science***, with Arrieta J, Puranam P & Shrestha Y R.

#### **OTHER WORKING PAPERS**

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5. Leadership and coordination in Human-AI hybrid organizations, solo author (*in write-up phase*)
6. Decentralized conflict management: Evidence from the Bitcoin collective, with Massa F (*in re-write phase*)
7. Human learning from predictive AI, with Li S-H, Puranam P & Lin F. (*two field experiments completed; in re-write phase*)
8. Team creativity in avatar-mediated virtual collaboration, with He TY & Miron-Spektor E (*three lab experiments conducted in Singapore, Paris and St. Gallen; in data analysis phase*)
9. Why we (dis)trust AI-powered avatars, with Stern I (*two online experiments completed; additional data collection ongoing*)

#### **RESEARCH GRANTS/THIRD-PARTY FUNDING**

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1. Leading and Coordinating Knowledge Creation in Online Communities, funded by ***Swiss National Science Foundation***, Grant total: CHF 439,574 (As CO-PI, with Georg von Krogh & Shiko Ben-Menahem)
2. Learning More when Learning Together: Antecedents and Consequences of New Venture Team Learning, funded by ***Swiss National Science Foundation***, Grant total: CHF 378,041 (As CO-PI, with Dietmar Grichnik, Charlotta Sirén, & Georg von Krogh)
3. Unleashing the Potential for Innovation, funded by ***Omya, Switzerland***. Grant total: CHF 85,000, (As CO-PI, with Georg von Krogh & Shiko Ben-Menahem)
4. Towards Effective Project Leadership and Collaborative Structure: A Study of Research Collaborations between NIBR and Academic Partners, funded by ***Novartis, Basel Switzerland & Cambridge USA***. Grant total: CHF 35,000 (As CO-PI, with Georg von Krogh)
5. Building a Proactive Organization, funded by ***PricewaterhouseCoopers (PwC), Switzerland***. Grant total: CHF 30,000, (As CO-PI, with Georg von Krogh & Shiko Ben-Menahem)

#### **INVITED RESEARCH TALKS**

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1. Human learning from predictive AI: Field experimental evidence from AI deployment in cancer diagnosis, Hong Kong University of Science and Technology, June, 2026.
2. Human learning from predictive AI: Field experimental evidence from AI deployment in cancer diagnosis, University of Geneva, May, 2026.
3. Human learning from predictive AI: Field experimental evidence from AI deployment in cancer diagnosis, Peking University, Apr, 2026.
4. Human learning from predictive AI: Field experimental evidence from AI deployment in cancer diagnosis, King's College London, Apr, 2026.

5. Human learning from predictive AI: Field experimental evidence from AI deployment in cancer diagnosis, ESADE, Mar, 2026.
6. Tool or Tutor? Field experimental evidence from AI deployment in cancer diagnosis, University of Lausanne, Nov, 2025.
7. HODLing together: Resolving conflict through foundational and decentralized boundary work, BI Norwegian Business School, Oslo, Sep 2025.
8. Tool or Tutor? Field experimental evidence from AI deployment in cancer diagnosis, National University of Singapore, Mar, 2025.
9. Tool or Tutor? Field experimental evidence from AI deployment in cancer diagnosis, CEIBS, March, 2025.
10. Decentralized Consensus Formation, Imperial College London, May, 2024.
11. Decentralized consensus formation, University College London, London, UK, Mar 2024.
12. Adaptive redesign, University of Southern Denmark, Sep 2023.
13. Taking control: Collaborative design of a control system that enables innovation, National University of Singapore, Singapore, Mar 2023.
14. Taking control: Collaborative design of a control system that enables innovation, University of Zurich, Zurich, Switzerland, Mar 2023.
15. Scaling up without blowing up: How Bitcoin collective manage growth-driven conflict, University of Geneva, Geneva, Switzerland, Dec 2022.
16. Scaling up without blowing up: How Bitcoin collective manage conflict that emerge with growth, INSEAD, Singapore, Nov 2022.
17. Scaling up without blowing up: How Bitcoin collective manage conflict that emerge with growth, Bayes Business School, London, Oct 2022.
18. Scaling up without blowing up: How the Bitcoin movement manages conflict, NTU Business School, Aug 2022.
19. The leaderless revolution: How Bitcoin movement manages internal conflict. University of St.Gallen, Feb 2022.
20. AI in organizational science. ESSEC Business School, Metalab AI Guild research seminar, Nov 2021.
21. A story well told: Communication and survival of venture ideas. Rotterdam School of Management, Feb 2021.
22. Algorithm supported Induction: Approach and Illustration. Organizational Design Community, Dec 2020.
23. Resolving disputes in communities: A study of software licenses. Ludwig-Maximilians-Universität Munich, Nov 2020.
24. Managing conflict in collaborative innovation communities. MIT Innovation Lab, July 2020.
25. Resolving disputes in communities: A study of software licenses. EPFL, June 2020.
26. Top management team learning and power asymmetries in technology ventures. ESSEC Business School, June 2020.
27. New venture team formation. INSEAD-SMU-ESSEC joint seminar, Singapore, Dec 2019.
28. Leader emergence in new venture teams: The interplay between individual emotion regulation and team emotions. Babson College, Boston, USA, Nov 2019.
29. Leader emergence in new venture teams. EPFL, Lausanne, Switzerland, Oct 2019.
30. Asymmetric and uncertain? Knowledge creation in self-managed expert teams. China Europe International Business School (CEIBS), Shanghai, China, Feb 2018.
31. Keep calm and carry on: Emotion regulation in entrepreneurs' learning from failure. Imperial College Business School, London, UK, Sep 2016.
32. Keep calm and carry on: Emotion regulation in entrepreneurs' learning from failure. EPFL, Lausanne, Switzerland, Mar 2016.
33. Leading creative people: A paradox and an explanation. Max-Planck Institute, Munich, Germany, Dec 2014.

## TEACHING ACTIVITIES

UNIVERSITY COLLEGE LONDON

London, United Kindom

**Responsible Leadership and Sustainable Business Models**

- MSc in Business & Sustainability programme

(2025–Present)

**SWISS FEDERAL INSTITUTE OF TECHNOLOGY (ETH), ZURICH** **Zurich, Switzerland**  
**Responsible Leadership**

- MSc in Management, Technology, and Economics programme (2025–Present)

**Leadership and Decision-making in Teams**

- Certificate program in Entrepreneurial Leadership in Hightech Ventures (2021–Present)

**Industry and Competitive Analysis**

- Master of Advanced Studies programme (2014–2022)

**Entrepreneurial Learning: Theory, Practice, & Play**

- Master of Advanced Studies programme (2019–2020)

**UNIVERSITY OF ST. GALLEN**

**St. Gallen, Switzerland**

**AI in Organization Science Research**

- An elective course open to Ph.D. students across schools (2024–Present)

**Social Entrepreneurship**

- BS in Business Administration programme (2023–2024)

**Social Entrepreneurship in Southeast Asia**

- MSc in General Management program, Singapore Campus (2023–2024)

**From Earth to Space and back: Lessons for Responsible Innovation**

- MSc in General Management programme (2024)

**ESSEC BUSINESS SCHOOL**

**Paris, France**

**New Venture Design**

- MSc in Management program, online & offline hybrid teaching (2021–2022)

**Entrepreneurship**

- Global MBA program, online & offline hybrid teaching (2020–2022)

**LEADERSHIP & SERVICE**

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- **Co-chair**, STR Doctoral Consortium, Academy of Management, 2025–26, 2026–27.
- **Advisory board**, Institute of Responsible Innovation and Sustainable Economy, 2026–
- **Research Advisory Board**, Geneva Research Lab for Digital Impact, 2026–
- **External examiner**, Imperial College Business School, MBA programs, 2025–
- **Governance board**, Institute of Responsible Innovation, 2025.
- **Founding director**, Institute of Responsible Innovation, 2023-24.
- **Member**, AI Task Force, Academy of Management, 2025.
- **Conference co-organizer**, Decentralization in Organizations, 2024–
- **Conference co-organizer**, Organizing in the Era of Digital Technology, Ascona, Switzerland, 2019.
- **Award committee member**, International Human Resource Management Scholarly Award, Academy of Management, 2018.
- **Organizer**, MTEC research seminar, ETH Zurich, 2016–2020.
- **Organizer**, Innovation Brownbag Speaker Series at the Department of Management, Technology, and Economics (MTEC), ETH Zurich, 2013–2016.

**PHD SUPERVISION**

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1. Jingze Wang. Placement: Lingnan University (2026).
2. Matthias Tröbinger. Placement: ESADE (2025).
3. Zoe Jonassen. Placement: University of St. Gallen (2023).
4. Yash Shrestha. Placement: University of Lausanne (2022).
5. Patrick Tinguely. Won the OB Division Best Dissertation Paper Award, Academy of Management (2020).
6. Thomas Gersdorf. Graduated with the ETH Medal (2019), the highest distinction for ETH students.

## PROFESSIONAL SOCIETIES & SERVICES

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- Academy of Management (Member & Reviewer, since 2010)
- Strategic Management Society (Member & Reviewer, since 2013)
- Organization Design Community (Member, since 2020)

### EDITORIAL REVIEW BOARD MEMBER

- Organization Science
- Academy of Management Review
- Strategic Entrepreneurship Journal

### SPECIAL ISSUE EDITOR

- Technovation
- Strategic Management Journal

### AD-HOC REVIEWS

- Swiss National Science Foundation
- Administrative Science Quarterly
- Academy of Management Journal
- Academy of Management Review
- Academy of Management Discovery
- Organization Studies
- Strategic Management Journal
- Research Policy
- Information Systems Review
- Information Systems Journal
- Journal of Business Venturing
- Entrepreneurship Theory and Practice
- Journal of Organization Design
- Long Range Planning
- British Journal of Management

## INDUSTRY OUTREACH

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1. NewSpace: Gold rush or grand challenges? Commercial Space Days, Luzern, Sep 2023.
2. Soaking it up: How to internalize external knowledge? Novartis Institutes for BioMedical Research Seminar Series, Basel, Switzerland, Sep 2021.
3. Designing effective collaborations: Can external science boost drug-hunting? Novartis Institutes for Biomedical Research Seminar Series, Basel, Aug 2019.
4. Leading creative teams. World Web Forum, Zurich, Jan 2019.
5. From diversity to creativity: Leading teams in knowledge-intensive business. Swiss Senior Executive Leadership Circle, Zurich, May 2017.
6. Sustaining client dialogue for innovation: Learning from research at PwC. PwC @12 Seminar, Zurich, 2017.
7. Many conductors, one symphony? Insights from NIBR's external research collaboration projects. Novartis Institutes for Biomedical Research Seminar Series, Basel, Jan 2017
8. China's political & economic reforms: What's new about the new Leadership? UBS Strategy Forum, 2015.

## SKILLS & INTERESTS

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- **Languages:** Chinese (native), English (fluent), & German (social)
- **Tools:** Stata, SAS, SPSS, LISREL, Mplus, Nvivo, & LLMs
- **Interests:** Marathon & Triathlon