

Takeaways on Control

- ❑ Def control : System with a goal/ detect descrpency/ Act
- ❑ What control?

Performance Management: / Quality Control / Strategic Management / Financial control

- ❑ Negative discrepancy / positive reach of the goal
- ❑ When control : Preventive, real time and corrective control
- ❑ How to control :

Organizational structure, Performance measurement mechanisms, Behavioral controls like norms and policies of an organization

- ❑ The critics of control

Affective element (personal goal, and overweight of the negative); Setting standard requires training => impact the human prioritization; can be biased by human

- ❑ Thinker50 : Amy Edmondson

Psychological safety (and the nuance with performance pressure)

Let’s strech our thinking about management

Management course

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L3IM



The agenda

Introduction

- ☒ *Step 1. Planning (P) as purpose*
- ☒ *Step 2. Leadership (L) as empowerment*
- ☒ *Step 3. Organizing (O) as Structure*
- ☒ *Step 4. Controlling (C) as control*
- ☐ *Step 5. Management can always be improved : thinker50*
- ☐ *Friendly feedback : Learning by providing friendly feedback (discover the management of a second organization by assessing the report of colleague)*
- ☐ *Conclusion : discover multiple organizations and their management + Quiz*

What is thinker50 list?

Thinker50 is an updated resource for identifying, ranking and sharing the leading management ideas of our age



The goal with thinker50

Not only understand

« what is Management ?»

BUT

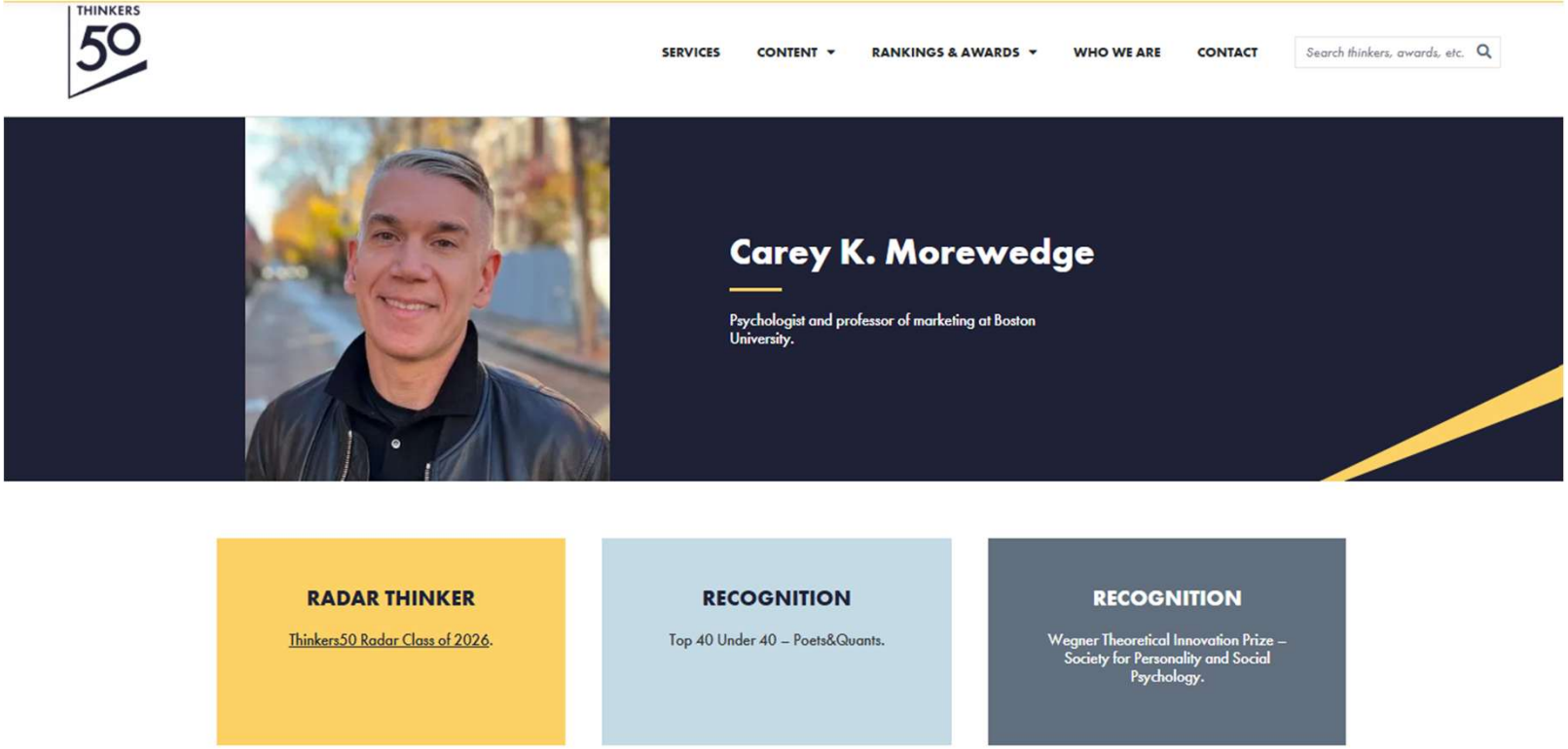
Stretch your knowledge and challenge your ideas about management

The agenda

Introduction

- ☒ *Adam grant : three interaction styles + procrastination*
- ☒ *Sunita Sah: Defiance*
- ☒ *Alice Driscoll & Louise van Haarst : Smart Conflict*
- ☒ *Daniel Pink : intrinsic motivation : prupose, autonomy and mastery*
- ☒ *Camilla Kring: Chronoleadership*
- ☒ *Gary Hamel : humanocracy + experimentation*
- ☒ *Alex Budak: Changemaker leadership*
- ☒ *Amy Edmondson : psychological safety*
- ☐ *Carey Morewedge*
- ☐ *Chira Spina*
- ☐ *Claudius Hildebrand*
- ☐ *Dina Denham Smith*
- ☐ *Denise Cardenas Lopez*

Carey Morewedge



Carey Morewedge

What did he study? (Concept / Idea)

- Human biases in algorithms

2. Why is it interesting for companies?

- Companies increasingly rely on algorithms to predict consumer preferences, personalize recommendations, and automate decisions.
- Algorithms can reproduce human biases rather than eliminate them.

Carey Morewedge

What did he identify? (Main arguments)

- How algorithms learn from human behavior **and reproduce psychological biases.**

  Revealed preferences vs. normative preferences:

  - Revealed preferences: What people actually do (clicks, purchases, views).
  - Normative preferences: What people genuinely want, value, or aspire to achieve.

Bias	Explanation	Example
1. Fast thinking	People make intuitive or habitual choices that may not reflect their genuine preferences.	An algorithm continues recommending unhealthy food because that is what someone previously ordered.
2. Wants vs. shoulds	People often choose immediate gratification over long-term aspirations.	Netflix recommends entertainment based on what people watch rather than the documentaries they intend to watch.
3. Social norms and status quo	Recommendations reinforce popular choices and existing behaviors, potentially reducing diversity.	Amazon repeatedly recommends bestsellers instead of introducing customers to less popular alternatives.

Source : Chatgpt generated based on summing up “https://insights.bu.edu/why-algorithm-generated-recommendations-fall-short/”

Carey Morewedge

4. Managerial implications

- Don't confuse behavior with preferences: What customers buy or click on does not necessarily represent what they value.
- Rethink performance indicators: High engagement does not necessarily mean high customer satisfaction or well-being.
- Combine behavioral data with customer feedback: Incorporate explicit preferences into recommendation systems.
- Take responsibility for algorithmic outcomes: Companies must identify and mitigate biases rather than assume algorithms are objective

5. Boundary conditions

- Not all observed behavior is misleading: Revealed preferences can provide valuable information about what consumers want.
- Normative preferences are difficult to measure: People may struggle to articulate their true goals or have conflicting preferences.
- Business trade-offs: Optimizing recommendations for long-term customer well-being may conflict with short-term engagement and profitability

6. Counterintuitive takeaway

- Algorithms do not necessarily give us what we want. They give us more of what we have already chosen—even when those choices do not reflect what we truly want.
- The deeper paradox is that **the more accurately an algorithm predicts our past behavior, the more effectively it may reinforce our biases.**



Let’s discover other thinkers50

Take notes

What did she study? (Concept / Idea)

Why is it interesting for a company?

What did she identify? / Main results?

Managerial implications?

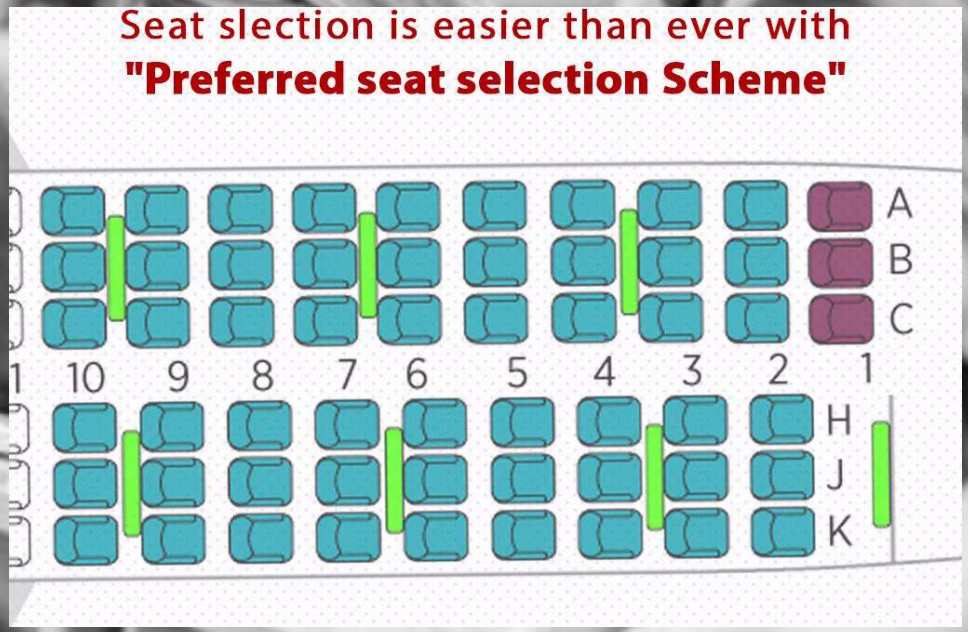
Counterintuitive takeaway

Which course concepts does it relate to?

You are the CEO for Mariott and one employee has this idea of allowing customers to pay to pick their room as you do for seats in plane.

What do you do?

MARRIOTT



THINKERS 50

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Chiara Spina

INSEAD professor of entrepreneurship and family enterprise.

RADAR THINKER

Thinkers50 Radar Class of 2026.

RECOGNITION

Top 40 Under 40 – Poets&Quants.

FUN FACT

An award-winning baker and global traveller.

Chiara Spina

What did she study? (Concept / Idea)

- She focuses on **entrepreneurial decision-making under uncertainty**

Why is it interesting for a company?

- Strategic decisions under uncertainty are often driven by intuition, experience, and untested assumptions.
- Her research challenges this approach by examining how evidence-based experimentation can improve decision-making.

What did she identify? / Main results?

- Entrepreneurs adopting a **scientific approach**—formulating hypotheses (Why should my business be successful ?), conducting experiments, and collect/evaluating evidence—can achieve better business outcomes.
- This approach helps entrepreneurs identify unviable ideas earlier and make better decisions about when to persevere, pivot, or abandon a project.

- Watch the example : https://thinkers50.com/biographies/chiara-spina/ => minutes 1:32

Chiara Spina

Managerial implications?

- To derisk : Treat assumptions as hypotheses, not facts : Develop hypothesis
- Before committing significant resources, managers should test their ideas through small experiments, collect evidence, and adapt their strategies based on the results.
- Encourage a culture where changing direction in response to evidence is viewed as learning rather than failure.

Counterintuitive takeaway

- The best entrepreneurs are not necessarily those who believe most strongly in their ideas, but those who know when to abandon/pivot them.
- Following the original business plan is not always a sign of good management. Sometimes, abandoning the plan is the most rational decision.

Which course concepts does it relate to?

- Experimentation of Gary Hamel .Leadership
- Additional question to Montgomery : Why should my business should be successful ?

You are working for Goodyear (American Michelin), you want to develop a green tire (based on recycled tires)

What do you do?

Food for thought :



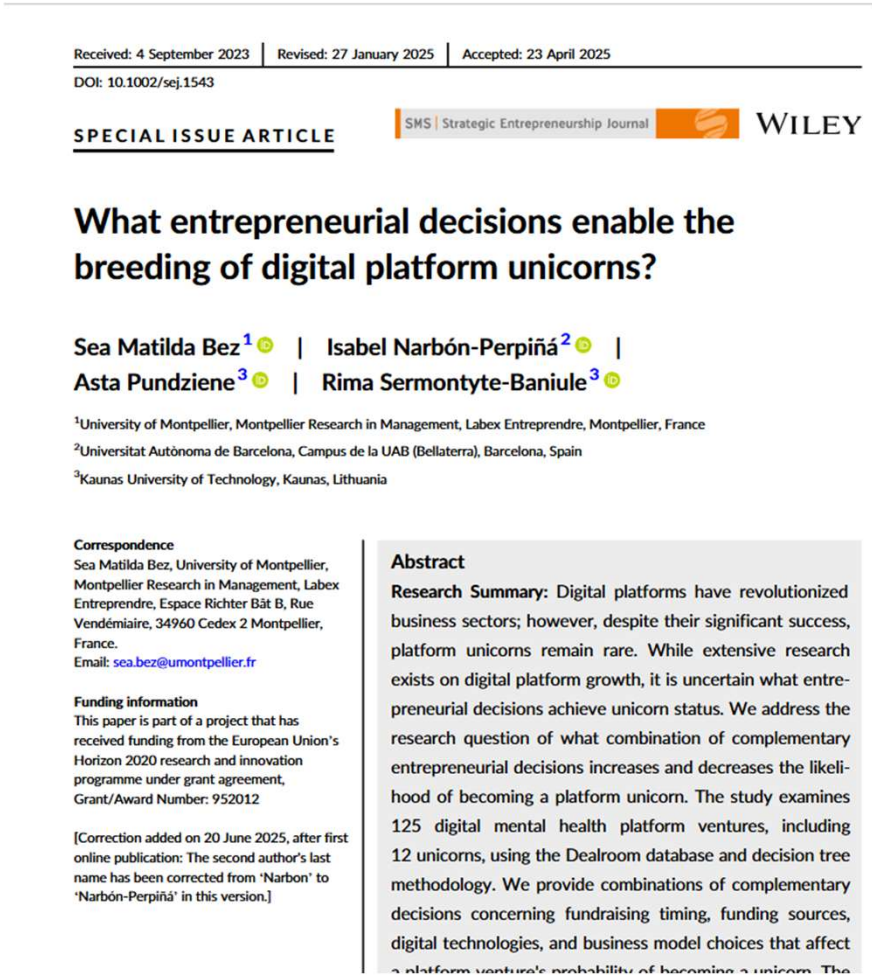


Do you agree with the boundary condition : not for startup?

To go further

- Collect interview (qualitative data) : 100 interviews in startup program

To go further



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SPECIAL ISSUE ARTICLE

SMS | Strategic Entrepreneurship Journal

WILEY

What entrepreneurial decisions enable the breeding of digital platform unicorns?

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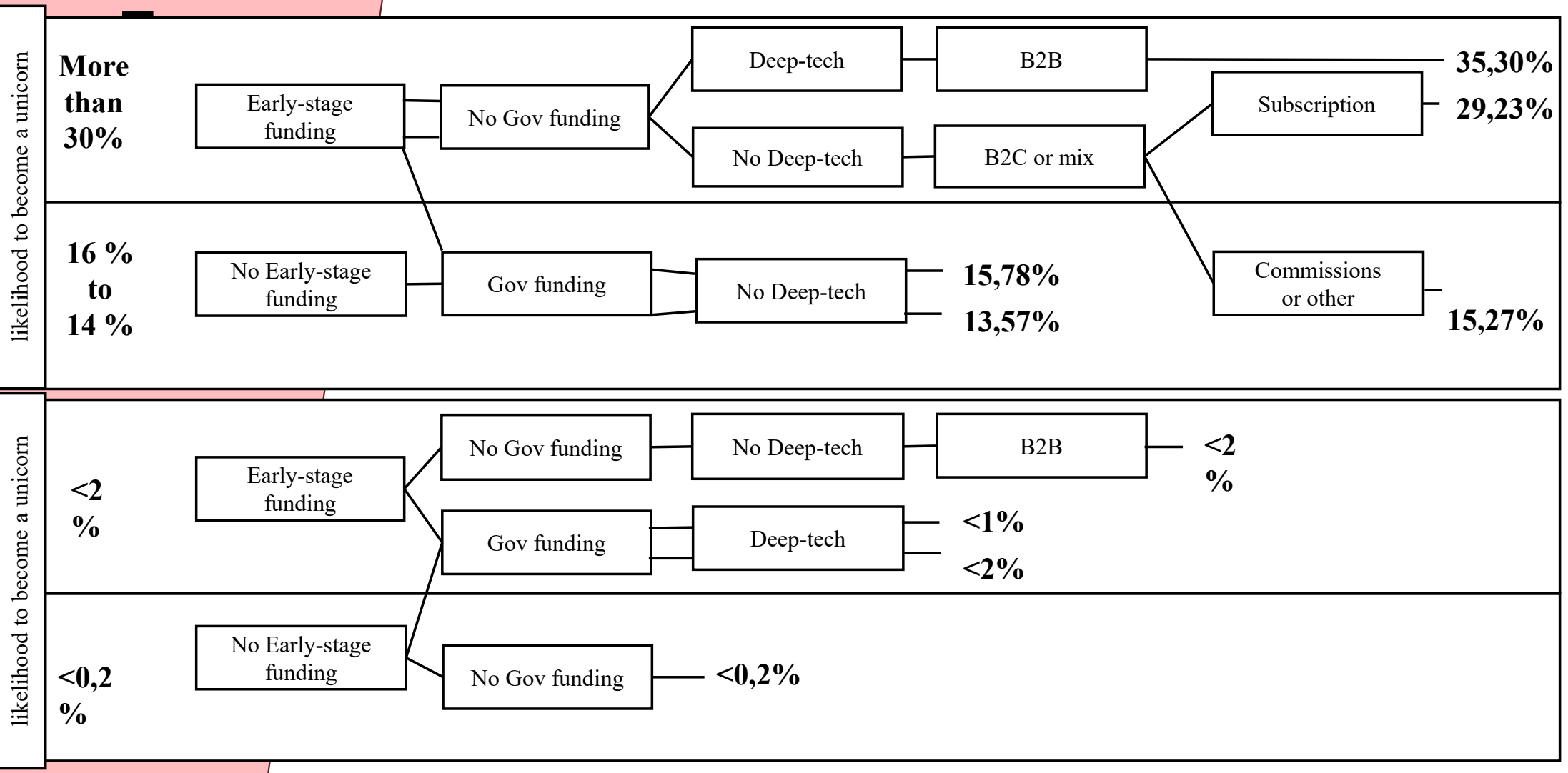
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[Correction added on 20 June 2025, after first online publication: The second author's last name has been corrected from 'Narbon' to 'Narbón-Perpiñá' in this version.]

Abstract

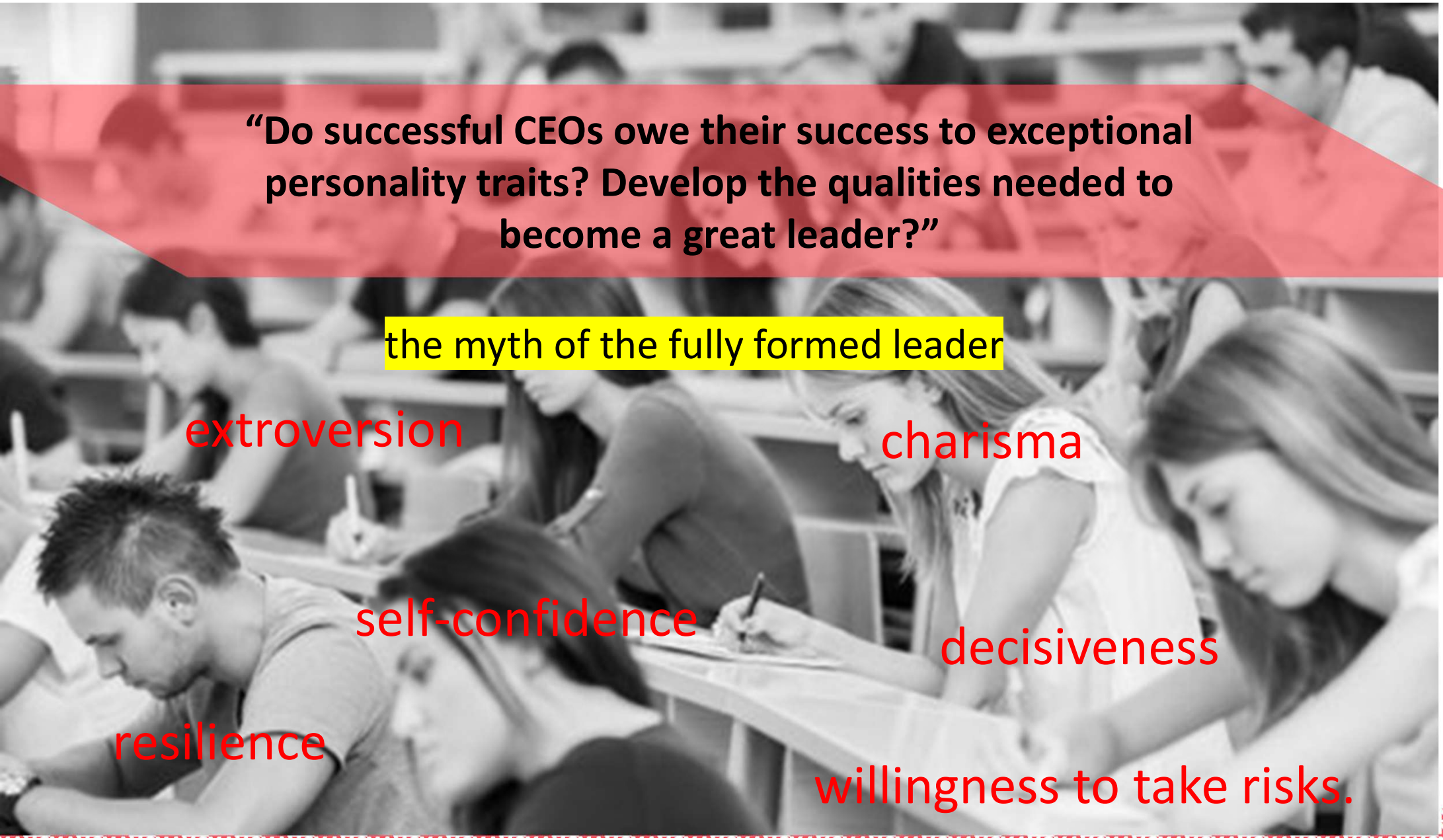
Research Summary: Digital platforms have revolutionized business sectors; however, despite their significant success, platform unicorns remain rare. While extensive research exists on digital platform growth, it is uncertain what entrepreneurial decisions achieve unicorn status. We address the research question of what combination of complementary entrepreneurial decisions increases and decreases the likelihood of becoming a platform unicorn. The study examines 125 digital mental health platform ventures, including 12 unicorns, using the Dealroom database and decision tree methodology. We provide combinations of complementary decisions concerning fundraising timing, funding sources, digital technologies, and business model choices that affect


likelihood to become a unicorn
More than 30%
Early-stage funding
No Gov funding
Deep-tech
B2B
35,30%
Subscription
29,23%
No Deep-tech
B2C or mix
16 % to 14 %
No Early-stage funding
Gov funding
No Deep-tech
15,78%
13,57%
Commissions or other
15,27%
likelihood to become a unicorn
<2 %
Early-stage funding
No Gov funding
No Deep-tech
B2B
<2 %
Gov funding
Deep-tech
<1%
<2%
<0,2 %
No Early-stage funding
No Gov funding
<0,2%

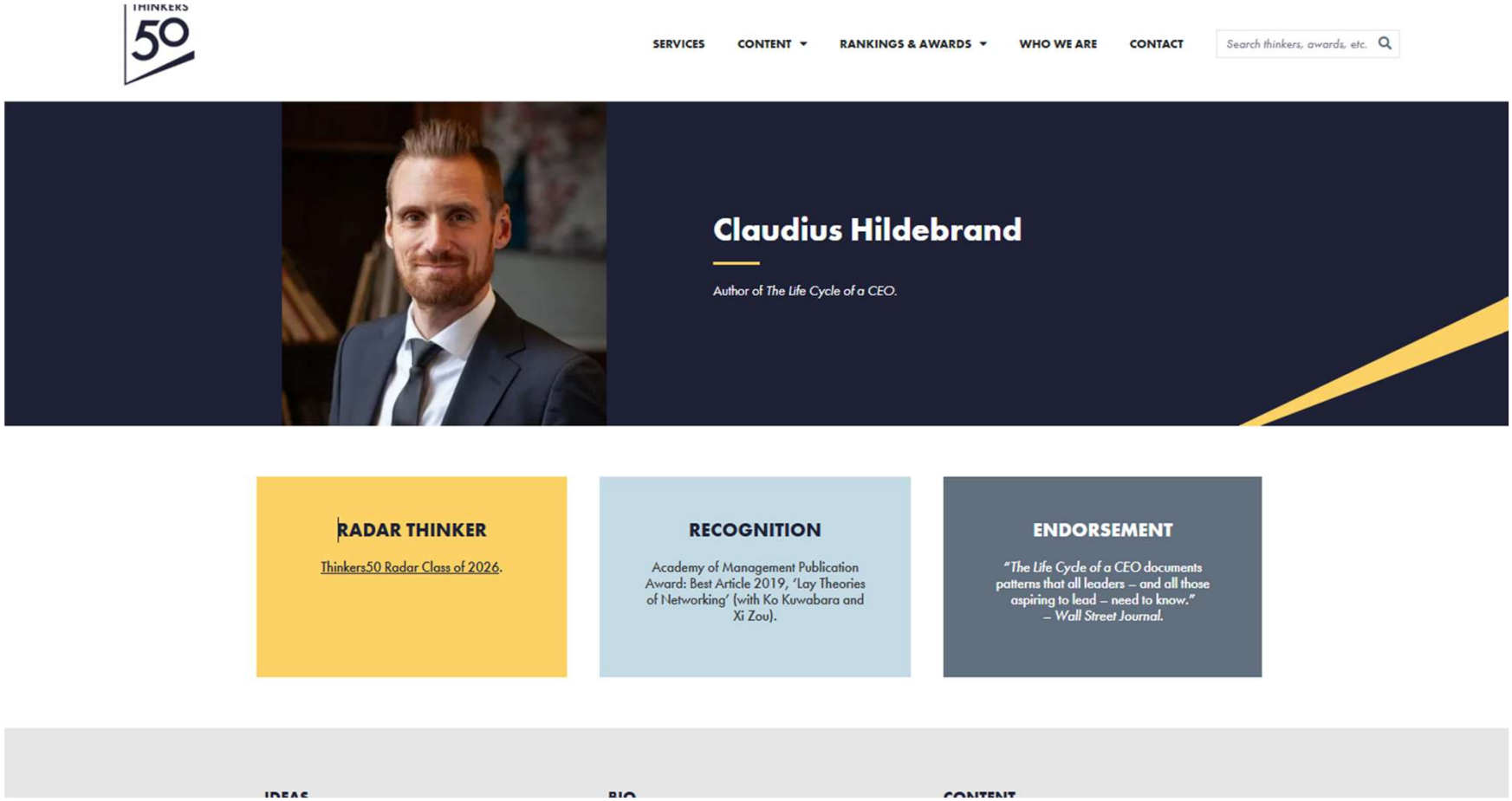
Food for thought :

How to test is a specific master is a good fit for you?




“Do successful CEOs owe their success to exceptional personality traits? Develop the qualities needed to become a great leader?”
the myth of the fully formed leader
extroversion
charisma
self-confidence
decisiveness
resilience
willingness to take risks.

Claudius Hildebrand



Claudius Hildebrand

What did she study? (Concept / Idea)

- understand superior CEO performance over time — a common thread in how CEOs succeed.

How did he study it?

- In our five-year-long study, we rigorously analyzed the performance of every 21st-century CEO of the S&P 500 throughout the years of their tenure. We then conducted over 100 interviews with CEOs and board directors about the demands of the job and how those demands had changed over time.

Why is it interesting for a company?

- CEOs: Understand and anticipate the challenges associated with different stages of their tenure.
- Boards of directors: Better evaluate, support, and retain CEOs.
- Investors and analysts: Assess leadership performance and a company's future prospects.
- Aspiring CEOs: Prepare for the evolving demands of the rol

What did he identify? / Main results?

- The qualities that help executives become CEOs are not necessarily those that help them succeed as CEOs.
  - Getting the job: Delivering results, demonstrating expertise, and standing out as an individual performer.
  - Succeeding in the job: Collaborating, adapting, building relationships, and achieving results through others.

- CEOs cannot rely on the same leadership approach throughout their tenure. They must continually adapt their behaviors, priorities, and capabilities: 5 stages !

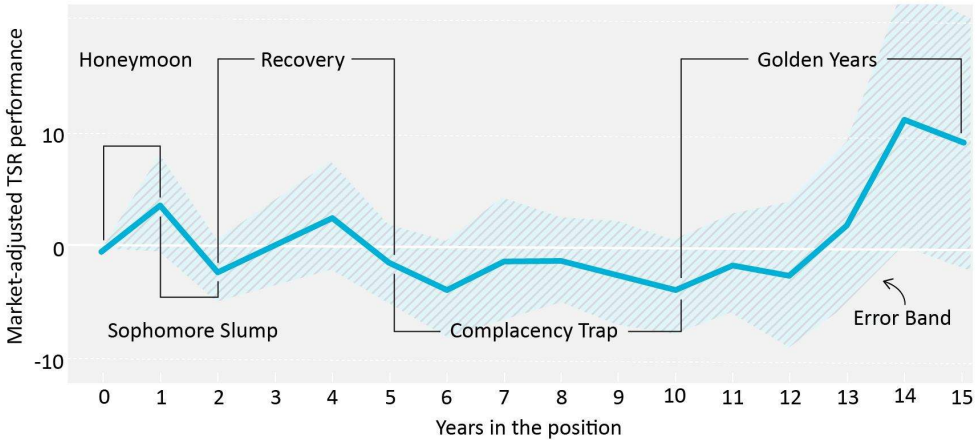
Claudius Hildebrand

Table 1. The CEO Lfe Cycle

tage	Typical period	Key challenge
1. Launch	Year 1	Initial optimism and rapid performance gains
2. Calibration	Year 2	Performance declines; reassess strategy and expectations
3. Reinvention	Years 3–5	Adapt, learn, and generate renewed growth
4. Complacency	Years 6–10	Avoid stagnation and maintain momentum
5. Legacy	Year 10 onward	Sustain strong performance and build a lasting legacy

Source : Authors

Figure 1. The Ceo Life cycle



Source : Anderson, Hildebrand and Stark, 2020, spencerstuart.com https://www.spencerstuart.com/research-and-insight/building-a-better-board-ceo-partnership viewed on Oct 2026

Claudius Hildebrand

4. What are the managerial implications?

- Anticipate challenges: Recognize that performance declines may be part of a predictable leadership cycle.
- Continuously reinvent: Develop new capabilities rather than relying on past successes.
- Avoid complacency: Challenge established practices even when the company is performing well.
- Support CEOs differently: Boards should adapt their expectations and support to each stage.

5. What are the boundary conditions?

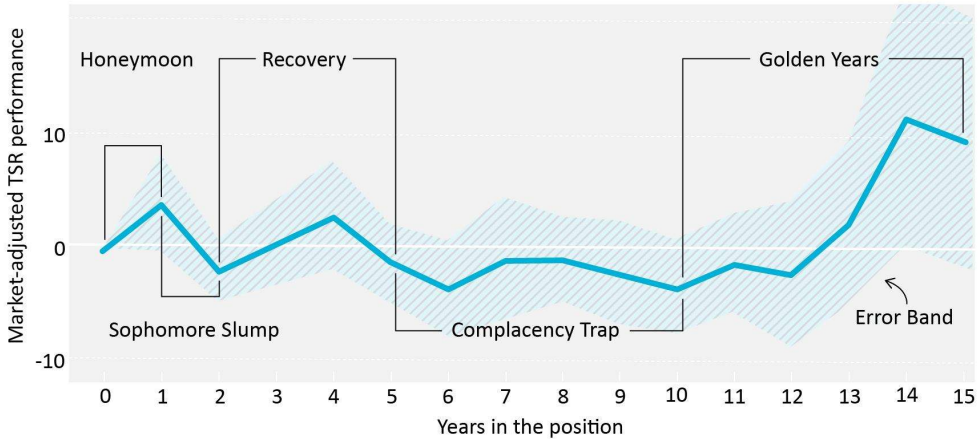
- Every CEO faces a unique combination of organizational, industry, and personal challenges.
- Unexpected events, competitive pressures, and organizational circumstances influence performance.
- The five stages describe a general pattern, not an inevitable trajectory for every CEO.

6. What is the counterintuitive takeaway?

- CEO experience does not automatically translate into better performance.
- CEOs can become less effective as they gain experience.
- Early success can create overconfidence and complacency.
- Long-term success requires repeatedly questioning and reinventing one's leadership approach.

Key takeaway: The greatest risk for a successful CEO may be continuing to lead in the same way that made them successful in the first place.

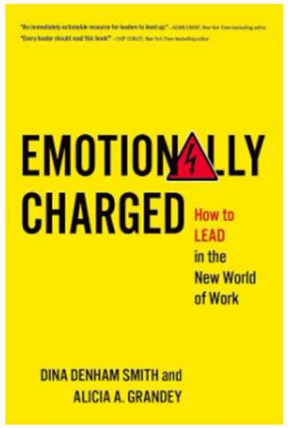
“Should a company replace its CEO when performance starts declining?”





“Should a Leader Hide Their Emotions?”

“Should leaders be responsible for managing their employees’ emotions?”



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Dina Denham Smith

Author of Emotionally Charged.

RADAR THINKER

Thinkers50 Radar Class of 2026.

ENDORSEMENT

Emotionally Charged is a masterclass in managing the emotional complexities of leadership – Dorie Clark, author of *The Long Game*.

FUN FACT

Dina is an avid equestrian and skier.

Dina Denham Smith

What did she study? (Concept / Idea)

- Emotional labour in leadership: How managers manage their own emotions and respond to employees' emotions.

Why is it interesting for a company?

- Leaders regularly face emotionally demanding situations: conflicts, uncertainty, difficult decisions, and employee frustration.
- Leaders are often expected to display confidence, optimism, and empathy, even when they do not genuinely feel these emotions.
- Emotional labour is essential to leadership but often remains invisible and undervalued.

What did she identify? / Main results?

- Leadership is emotional labour: Leaders must manage the emotions they display while responding to employees' emotional needs.
- Emotions are contagious: Leaders' emotional expressions influence employees' emotions, interpretations, and team climate.
- Oxford Academic
- The authenticity paradox: Leaders must balance expressing their genuine emotions with displaying the emotions expected of their leadership role.
- Emotional labour has costs: Continuously suppressing or faking emotions can contribute to emotional exhaustion and burnout.
- Emotional skills can be developed: Leaders can learn strategies to regulate emotions and handle emotionally demanding interactions.

Dina Denham Smith

Managerial implications?

- Regulate, don't simply suppress: Recognize emotions and choose how to express them constructively.
- Balance authenticity and professionalism: Being authentic does not mean expressing every emotion without restraint.
- Recognize emotional labour as real work: Organizations should provide training, peer support, and opportunities for recovery.
- Support leaders: Emotional labour should not be treated solely as an individual responsibility.

Boundary conditions / Limitations

- Leadership is not therapy: Leaders should respond constructively to employees' emotions without assuming responsibility for resolving all their personal or psychological difficulties.
- Context matters: Appropriate emotional expression depends on the situation, organizational norms, and employees' needs.
- Authenticity has limits: Expressing genuine emotions is not always beneficial; emotional regulation can be necessary for effective leadership.

Counterintuitive takeaway

- The best leaders are not necessarily those who always appear positive or who express every emotion authentically. Effective leadership requires knowing when to express, regulate, or withhold emotions.