

NATALIE A. SHEFER

Marie Curie Postdoctoral
Fellow

Copenhagen Business School

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ACADEMIC POSITIONS

Copenhagen Business School, Copenhagen, Denmark

Marie Curie Postdoctoral Fellow, Department of International Economics, Government, and Business (EGB), 2024- present

Reichman University, Herzliya, Israel

Visiting Research Fellow, Management, 2022–2024

INSEAD, Fontainebleau, France

Postdoctoral Research Fellow, Strategic Management, 2019–2022

Tel Aviv University, Coller School of Management

Doctoral Research Fellow, Organizational Behavior, 2013–2020

EDUCATION

Tel Aviv University, Coller School of Management

PhD Business Administration Organizational Behavior, 2020

Dissertation: *A Generative Perspective on Organizational Phenomena: Respectful Engagement as a Means of Strengthening Organizations*

MSc Business Administration; Concentration in Organizational Behavior, 2009-2012

University of Haifa

BA Psychology and Communications, 2004-2007

RESEARCH INTERESTS

My research program sits at the intersection of three domains of strategic management scholarship: executive personality, corporate governance, and diversity and inclusion. My dissertation research investigated the influence of coworker relationships and the dynamics between CEOs and Chairpersons on individual learning and firm performance. This led to my current focus on executive social dominance and decision making. My research examines questions of importance for researchers and managers alike from several vantage points. For example, why is top management full of self-interested people? Moving forward, I would like to incorporate a gender perspective on research questions regarding executive personality and behavior, and corporate governance. For example, why are women underrepresented in top management teams? To answer these questions, I developed innovative AI-based tools for measuring personality among top executives.

PEER-REVIEWED PUBLICATIONS

Zisu, M., Shefer, N., Carmeli, A. (2023). Facilitating internal audit quality and improving the performance of medical clinics. *Public Money & Management*, 1-13.

Srour, Y., Shefer, N., & Carmeli, A. (2021). Positive Chair–CEO Work Relationships: Micro-Relational Foundations of Organizational Capabilities. *Long Range Planning*, 102124.

Shefer, N., Carmeli, A., & Cohen-Meitar, R. (2018). Bringing Carl Rogers Back in: Exploring the Power of Positive Regard at Work. *British Journal of Management*, 29(1), 63–81.

MANUSCRIPTS UNDER REVIEW & WORKING PAPERS

Shefer, N., Carmeli, A. Linking Learning Agility and Respectful Engagement through Bi-temporal Relational Information Processing. **Under first-round review:** *Journal of Management Studies*.

Shefer, N., Carmeli, A. Respectful Engagement as a Resource for Driving Job Performance. **Under first-round review:** *Journal of Organizational Behavior*.

Shefer, N., Carmeli, A. Envy in the Context of Respectful Relationships. Manuscript in preparation for submission to *Organizational Behavior and Human Decision Processes*.

Shefer, N., Stern, I. The Agency Vortex: The Rise of Self-Interested People to the Top of the Firm. Manuscript in preparation for submission to *Academy of Management Review*.

Shefer, N., Lungeanu, R., Stern I. When Structure Meets Personality: How Duality and Social Dominance Affect CEO Time Horizon. Manuscript in preparation for submission to *Strategic Management Journal*.

Shefer, N., Brenner, S. The impact of CEO Social Dominance on Promoting Diversity Initiatives. *Theoretical Conceptualization*.

Shefer, N., Lungeanu, R., Stern, I. Explaining Firms' Choice of Technology Sourcing Vehicles: The Role of CEO Social Dominance. Manuscript in preparation for submission to *Strategic Management Journal*.

Shefer, N., Tasheva-Nielsen, S. How Gender Difference in Social dominance influence TMT Turnover and Contribution to Decision Making. *Theoretical Conceptualization*.

PRACTICE-FOCUSED ARTICLES & POPULAR PRESS

Shefer, N. (2021). Making Teleworking Work. Challenges, Recommendations, and the Post-COVID World. *Innovations in Management*.

Shefer, N. (2019). Envy in the Context of Respectful Relationships. *The Marker*, Digital Article.

CONFERENCE PRESENTATIONS

When Structure Meets Personality: How Duality and Social Dominance Affect CEO Time Horizon (November 2023). *CEO Workshop Perspectives, Copenhagen Business School, Copenhagen, Denmark*.

When Structure Meets Personality: How Duality and Social Dominance Affect CEO Time Horizon (May 2023). *Behavioural Perspectives on Corporate Governance, Paris, France*.

The Agency Vortex: Why Top Management is Full of Self-Interested People and Its Implications to Strategy Research (December 2022). *Israel Strategy Conference, Herzliya, Israel*.

The Agency Vortex: Why Top Management is Full of Self-Interested People and Its Implications to Strategy Research (September 2022). *Strategic Management Society 42nd Annual Conference, London, UK*.

The Agency Vortex: Why Top Management is Full of Self-Interested People and Its Implications to Strategy Research (May 2022). *The 5th Vienna Conference on Strategy, Organizational Design, and Innovation, Vienna, Austria*.

The Agency Vortex: Why Top Management is Full of Self-Interested People and Its Implications to Strategy Research (April, 2022). *Academy of Management Review (AMR) Idea Development Workshop, Madrid, Spain*.

The Agency Vortex: Why Top Management is Full of Self-Interested People and Its Implications to Strategy Research (June 2022). *Madrid Work and Organizations Workshop, Madrid, Spain.*

Post-Doctoral PDW: Being successful in the post-doc and beyond (August, 2021). *81st Annual Meeting of the Academy of Management.*

Shefer, N., Carmeli, A. (June 2019). Envy in the Context of Respectful Relationships. *The 9th Biennial Positive Organizational Scholarship Research Conference, Ann Arbor, MI.*

Shefer, N., Carmeli, A. (June 2018). Linking Learning Agility and Respectful Engagement through Bi-temporal Relational Information Processing. Research presentation at the *Positive Relationships at Work Roundtable, Arlington, VA.*

Shefer, N., Cohen-Meitar, R., Carmeli, A. (January 2018). Bringing Carl Rogers Back in: Exploring the Power of Positive Regard at Work. Research presentation at the *Israel Organizational Behavior Conference, Tel Aviv, Israel.*

Shefer, N., Carmeli, A. (August 2016). Bringing Carl Rogers Back in: Exploring the Power of Positive Regard at Work. *The 76th Annual Meeting of the Academy of Management, Anaheim, CA.*

Shefer, N., Carmeli, A. (June 2015). Bringing Carl Rogers Back in: Exploring the Power of Positive Regard at Work. Research presentation at the *4th Annual Meeting of the International Positive Psychology Association, Lake Buena Vista, FL.*

TEACHING EXPERIENCE

INSEAD, Fontainebleau, France

- Relationships: Routines, Conflict, and Repair
 - AVIRA Executive Education, 2020–Present
 - NLMK Executive Education, 2020
- Promoting Cooperation and Creating Synergies
 - ETG Executive Education, 2021

Reichman University, Herzliya, Israel

- Advanced Strategic Management, MBA, 2023-Present

Coller School of Management, Tel Aviv University

- Introduction to Strategy, BA, 2021
- Analytical and Statistical Models in Management
 - MBA, 2015–2021
 - Global MBA, Teaching Assistant, 2015–2019
 - Executive MBA, Teaching Assistant, 2017–2018
- Strategic Change Management, Kellogg-Recanati, MBA, Teaching Assistant, 2014 –2017

SELECTED TEACHING EXPERIENCE AND EVALUATIONS (a = Fall, b = Spring, c = Summer)

	MBA 2023c	BA 2022b
General evaluation of the instructor	5/5	7/7
The lessons were well organized	4.9/5	6.83/7
The class explanations were clear	4.9/5	6.67/7
The instructor’s approach to the students was positive	5/5	7/7

"The best teacher I ever had – the lessons were structured and well organized. She displays a positive attitude, and makes an effort to help us understand and succeeds in doing so."

"She is amazing!!! She explains the material in the most professional and clear way. She spends extra time with the students, and does everything she can to make the students understand. To sum up, I wish all the teachers could be like her!"

"Natalie makes every effort to make the class interesting. She provides an interesting example or some interactive activity to get us more engaged."

"The professor is approachable, caring, and it shows she loves her job. I personally don't see how this class could get any better. This class is one of the best in the MBA program."

GRANTS

- Gender and Social Dominance in the Modern World (GENSDOM). Marie Skłodowska-Curie Fellowship, European Commission, Horizon 2023, conducted at Copenhagen Business School, Department of International Economics, Government, and Business, 2024-2026 (€230,774.40).
- Explaining Firms' Choice of Technology Sourcing Vehicles: The Role of CEO Social Dominance. INSEAD, Europe Campus, 2020 (€10,000)
- Postdoctoral Scholarship Grant, Collier School of Management, Tel Aviv University, 2019–2021 (\$30,000)
- Engagement as a Means of Strengthening Organizations. Collier School of Management, Tel Aviv University, 2018 (\$1,500)
- Professor Arie Shirom Foundation, Research Grant, 2017 (\$4,500)

AWARDS & HONORS

- Dean's Excellence in Teaching, Collier School of Management, Tel Aviv University, 2019
- Provost's Excellence in Teaching Award, Tel Aviv University, 2019
- The Work Relationships Israeli Research Association Outstanding Research Award, 2018
- Outstanding Doctoral Student, Collier School of Management, Tel Aviv University, 2018
- Rector's Excellence in Teaching Award, Tel Aviv University, 2015
- Tanya and Alexander Borowitz Scholarship, 2016–2018
- Mia Fischer Scholarship, Dan David Foundation, Outstanding Female PhD Award, 2015

CONFERENCE ORGANIZING & SERVICE

- Organizing Committee Member, the **9th Israel Organizational Behavior Conference (IOBC)**¹, 2023.
- Organizing Committee Member, the **6th Israel Strategy Conference (ISC)**², 2022.
- Reviewer, Israel Organizational Behavior Conference (IOBC), 2018–Present
- Ad-hoc Reviewer, British Journal of Management, 2019–Present
- Organizational Behavioral Department Research Seminar Coordinator, Tel Aviv University, Fall 2015–Spring 2016

PROFESSIONAL AFFILIATIONS

- Positive Relationships at Work Micro-Community, 2015–Present
- Academy of Management, 2015–Present
- Strategic Management Society, 2019–Present
- European Network on Top Management and Business Elites

¹ <https://en-coller.tau.ac.il/conference/iobc>

² www.isc.org.il