

Curriculum vitae

Tor Hernes

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Address: Department of Organization, Copenhagen Business School,
Kilevej 14A, DK-2000 Frederiksberg, Denmark

Education

B.Sc. in Civil Engineering, Southampton University, 1980

Ph.D. in Organization and Management, Lancaster University, 1995



Current position: Professor of Organization Theory, Department of Organization, Copenhagen Business School (since 2008) and Adjunct Professor at USN School of Business, University of South-eastern Norway.

Founder and Director of *Centre for Organizational Time*, Copenhagen Business School (from 1.1.18)

Research co-leader, VELUX project *The temporality of Innovations* from 1.1.19

Research co-leader:

Experience

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| 2014 - 2020 | Visiting Professor at Université de Paris Dauphine |
| 2012 - : | Adjunct Professor at USN School of Business, University of South-eastern Norway. |
| 2008 – 2011: | Adjunct professor, Department of Innovation and Economic Organization, Norwegian School of Management, Oslo |
| 2006- 2007: | Professor and Head of the Department of Innovation and Economic Organization, at the Norwegian School of Management, Oslo. |
| 2005 – 2006: | Adjunct professor at Oslo University College. |
| 1999 - 2003: | Associate professor at the Norwegian School of Management, Oslo. |
| 1995-1999: | Associate professor at Tromsø University, Department of Political Science. Teaching of organization theory and public administration. Supervision of Masters theses. |
| 1987-1995: | Consultant to UN organizations, World bank, Norwegian Ministry of Foreign Affairs on organization and institutional development. Missions to around 20 countries in Africa and Asia. Technical advice, intervention workshops and evaluation. Consultant to companies in the private and public sector in Europe and Norway in particular. Consultant to local administrations in Norway on organization and management issues. |
| 1995: | Coordinator of a 5 months long consultancy with UNHCR in Geneva on an analysis of their in-house learning systems. |

- 1994: Researcher with Geneva based Neurolab on the impact of technologies on distributed collaborative research groups. Project funded by the European Union.
- 1991: Senior researcher at the International Labour Organization in Geneva. Editing of the book *Management Development: A Guide to the Profession*.
- 1984-1987: Associate Expert at the International Labour Organization in Geneva. Training of managers in the construction industry in Europe, Africa and Asia. Development and publication of training materials and books.
- 1980-1984: Engineer and researcher with Det norske Veritas, Oslo. Engineering research on structural components for offshore oil platforms.

Other

- Founding editor and Editor-in-Chief of the academic journal on organization and management *Nordiske Organisasjonsstudier* (Nordic Organization Studies).
- Occasional reviewer for a number of academic journals on organization and management, including: Academy of Management Journal, Organization science, Organization Studies, Scandinavian Journal of Management, Journal of Management Studies, Management Communication Quarterly, Human Relations, Culture and Organization journal, Organization, International Review of Administrative Sciences, Academy of Management Review
- Member of the editorial board of Academy of Management Discoveries, and SAGE Handbook of Organization Studies
- Served as chair and co-chair at a number of international conferences, in particular EGOS (European Group for Organization Studies). Co-organizer of EGOS 2006 in Bergen, Norway.
- 2012-2015: Initiator and co-convenor of Standing Working Group on "Understanding organization as process" at EGOS
- Invited to give seminars on my work at various universities, including Penn State University, New York University, University of Bergen, Tromsø University, Stockholm University, Warwick University, Bologna University, Liverpool University, Lund University, Harvard Business School, Boston College, HEC Montreal, ESCP Europe, Grenoble Business School, King's College, London, Judge Business School, Cambridge University, etc.
- Invited to give plenary keynote addresses at various international and national conferences (EGOS; PROS).

Awards, honorary positions and memberships

- Honorary doctorate, Estonian Business School (December 2018)
- Winner of the George R. Terry Book Award at the 2015 Academy of Management Conference in Vancouver with the book *A Process Theory of Organization*.
- Emerald Best International Symposium Award Finalist. Academy of Management Conference Vancouver 2015.
- Emerald Best International Symposium Award Finalist. Academy of Management Conference, Atlanta 2017.
- Recipient of the NEON award for outstanding contributions to Norwegian Organization studies in November 2014.
- Honorary research fellow at Massey Business School, New Zealand
- Board member, Scientific Advisory Committee, International Summer School on Practice-based Studies, Warwick, Venice.

- Scientific Board member, Tietgen Foundation, Denmark (since 2013)

List of publications

Doctoral thesis:

Hernes, Tor (1995) *Conditions of organizational learning: A study of divergent knowledge resolution*. Lancaster University.

Books

- Hernes, T., & Feuls, M. (Eds.). (2023). *A Research Agenda for Organisational Continuity and Change*. Elgar Publishing
- Hernes, Tor (2022) *Organization and Time*. Oxford: Oxford University Press
- Czarniawska, B. and Hernes, T. (Eds.) (2020) (2nd. Ed.) *Actor-network Theory and Organizing*. Stockholm: Studentlitteratur.
- Hernes, Tor & Frans Bevort (2018) *Organisering*. København: Samfundslitteratur.
- Hernes, Tor (2017) *En Procesteori om Organisation*. København: DJØF.
- Hernes, Tor (2016) *Organisering i en Verden i Bevegelse*. Oslo: Cappelen Damm.
- Hernes, Tor (2014) *A Process Theory of Organization*. Oxford: Oxford University Press.
- Helin, Jenny, Tor Hernes, Daniel Hjorth and Robin Holt (Eds) (2014) *The Oxford Handbook of Process Philosophy and Organization Studies*. Oxford: Oxford University Press.
- Hernes, Tor and Sally Maitlis (Eds.) (2010) *Process, sensemaking and organizing* (Perspectives on process organization studies series). Oxford: Oxford University Press.
- Garsten, Christina and Hernes, Tor (Eds.) (2008) *Ethical Dilemmas in Management*. London: Routledge.
- Hernes, Tor (2008) *Understanding Organization as Process – Theory for a Tangled World*. London: Routledge.
- Hernes, Tor and Anne Louise Koefoed (Eds.) (2007) *Innovasjonsprosesser: Om Innovasjoners Odyssee*. Bergen: Fagbokforlaget.
- Czarniawska, Barbara and Tor Hernes (Eds.) (2005) *Actor-network Theory and Organizing*. Stockholm: Liber, Copenhagen Business School Press.
- Hernes, Tor (2004) *The Spatial Construction of Organization*. Amsterdam, Philadelphia: John Benjamins.
- Bakken, Tore og Tor Hernes (Eds.) (2003) *Autopoietic Organization Theory : Drawing on Niklas Luhmann's Social Systems Perspective*. Oslo: Abstrakt, Liber, Copenhagen Business School Press.
- Paulsen, Neil and Tor Hernes (Eds.) (2003) *Managing Boundaries in Organizations: Multiple perspectives*. London: Palgrave MacMillan. (also translated into Chinese)

Papers in peer-reviewed journals

- Feddersen, J., Feuls, M., Xu, S.M., Hernes, T. and Schultz, M., 2025. Temporary organizing with nature: How companies frame 'nature' through pilot projects. *Scandinavian Journal of Management*, p.101423.

- Hernes, T., Blagoev, B., Kunisch, S., & Schultz, M. (2025). From bouncing back to bouncing forward: A temporal trajectory model of organizational resilience. *Academy of Management Review*, 50(1), 72-92.
- Feuls, M., Hernes, T., & Schultz, M. (2025). Putting distant futures into action: How actors sustain a course of action toward distant-future goals through path enactment. *Academy of Management Journal*, 68(2), 297-325.
- Hernes, T., & Feuls, M. (2024). Organizing in the folding of time: Shaping organizational change trajectories at turning points. *Organization Studies*, 01708406241272935
- Blagoev, B., Hernes, T., Kunisch, S., & Schultz, M. (2024). Time as a research lens: A conceptual review and research agenda. *Journal of Management*, 50(6), 2152-2196..
- Blagoev, B., Hernes, T., Kunisch, S., & Schultz, M. (2024). Time as a research lens: A conceptual review and research agenda. *Journal of Management*, 50(6), 2152-2196.
- Dille, T., Hernes, T., & Vaagaasar, A. L. (2023). Stuck in Temporal Translation? Challenges of discrepant temporal structures in interorganizational project collaboration. *Organization Studies*, 44(6), 867-888.
- Hernes, T., & Obstfeld, D. (2022). A temporal narrative view of sensemaking. *Organization Theory*, 3(4), 26317877221131585.
- Dille, T., Hernes, T., & Vaagaasar, A. L. (2020) The challenges of implementing temporal shifts beyond mid-point in temporary organizations. Implications of a situated temporal view. *Project Management Journal*. Online first: <https://doi.org/10.1177/8756972820931276>
- Hernes, T. and Schultz, M. (2020) Translating the Distant into the Present: How actors address distant past and future events through situated activity. *Organization Theory*. Online first: <https://doi.org/10.1177/2631787719900999>
- Hernes, T., Feddersen, J., and Schultz, M. 2020. Material Temporality: How Materiality ‘Does’ Time in Food Organising. *Organization Studies*, 42(2): pp. 351-371.
- Schultz, M. and Hernes, T. (2019) Temporal interplay between strategy and identity: Punctuated, subsumed and sustained modes. *Strategic Organization* 18(1):106-135.
- Hernes, T, Hendrup E. and Schäffner, B. (2015) Sensing the momentum. A process view of change in a multinational corporation. *Journal of Change Management* 15(2):117–141.
- Pinheiro Croisel, R. and Hernes, T. (2014) Innovation without design: Dynamics of role making and the becoming of a collective designer. *The Journal of Modern project Management* 2(1):44-47.

Hernes, T. (2014) In search of a soul of relevance for European management research. *European Management Journal* 32(6): 852-857.

Schultz, M. and Hernes, T. (2013) A temporal perspective on organizational identity. *Organization Science*. 24(1):1-21

Hernes, T., Simpson, B. and Söderlund, J. (2013) Managing and temporality. Introduction to special issue on managing in time. *Scandinavian Journal of Management* 29(1):1—6

Hernes, T. and Irgens, E. (2013) Organizational learning under continuity. Keeping things mindfully on track. *Management Learning* 44(3):253–266

Tryggestad, K., Georg, S. and Hernes, T. (2010) Constructing buildings and design ambitions. *Construction Management and Economics* 28(6):695-705.

Hernes, T. (2007) Introduction: Between rightness and truth. Introduction to extended essay “Learning from the playwrights”. *Organization Studies*, August issue.

Hernes, Tor and Elke Weik (2007) Organization as process: Drawing a line between endogenous and exogenous views. *Scandinavian Journal of Management* 23(3):251-264.

Hernes, T. (2007) Organizational identity between endurance and change: Review of David Seidl (2005) Organizational identity and self-transformation – An autopoietic perspective. With a foreword by Robert Cooper. *Organization*, 2006.

Bakken, T. and Hernes, T. (2006) Organizing is both a noun and a verb: Weick meets Whitehead. *Organization Studies* 27(11):1599-161.

Hernes, T. (2005) Four ideal-type organizational responses to New Public Management reforms. *International Review of Administrative Sciences* 71(1):5-17. Also published in French under the title “Quatre réactions organisationnelles idéal-typiques aux réformes du nouveau management public et quelques conséquences

Hernes, T. and Schjelderup, G. (2005) En forklaring av stabilitetens dynamikk: Et rekursivt syn på dypstrukturer og strategisk endring. *Nordiske Organisasjonsstudier* 7(1):5-31.
(English title: *Explaining the dynamics of stability: A recursive view of values and strategic choice in a dairy corporation*).

Hernes, T. (2004) Studying multiple boundaries : A framework of analysis. *Human Relations* 57(1):9-29.

Hernes, T. and Bakken, T. (2003) “Implications of self-reference: Niklas Luhmann’s autopoiesis and organization studies.” *Organization Studies* 24(9) :1511-1536.
(This paper was also selected as one of very few organization theory paper for a prestigious 4-volume published by SAGE on classics in sociology entitled "Structure and agency").

Hernes Tor (2002) Overcoming the uneasy co-existence between innovation and strategy: Some implications for organizational structuring. *Metamorphosis* (December 2002)

Hernes, Tor og Tore Bakken (2001) Selvreferansens implikasjoner: Niklas Luhmanns autopoietiske systemteori og organisasjonsteorien. *Nordiske Organisasjonsstudier* 2(2):12-38.

Hernes, Tor (2000) The impact of media of communication and collaboration in the structuring process - insights from a computer mediated research group. *Human Resource Development International* 3 (1):69-87.

Hernes, Tor (2000) "Beslutningstakeres eksterne bindinger. Betraktninger rundt fenomenet og en skisse for videre forskning". *Norsk Statsvitenskaplig Tidsskrift* 17(3):134-151.
In English: The external influences on public decision makers. Perspectives on the phenomenon. Published in The Norwegian Journal of Political Science.

Hernes, Tor (1999) "Flexible learning systems and obsolete organization structures: Steps towards bridging the gap". *Scandinavian Journal of Management*, 15:89-110.

Hernes, Tor (1998) Group work. In Prokopenko, J. (Ed.). (1998). *Management development: A guide for the profession*. International Labour Organization.

Hernes, Tor (1998). Simulation methods. Prokopenko, J. (Ed.). (1998). *Management development: A guide for the profession*. International Labour Organization.

Articles in non-academic journals

Hernes, Tor and Rannveig Røste (2005) Innovasjonsprosessers utfordringer og behovet for å arbeide strategisk relasjonelt. *Magma* 2:2005. In English: Challenges in innovation processes and the need to work strategically through relations.

Articles in edited volumes & handbooks:

Feddersen, J., Hernes, T., & Svejenova, S. (2023). Towards a Processual Understanding of Buildings: Temporality, Materiality, and Politics. *Organization as Time: Technology, Power and Politics*, 229.

Vaagaasar, A. L., Dille, T., & Hernes, T. (2023). Temporality. In *Research Handbook on Complex Project Organizing* (pp. 46-54). Edward Elgar Publishing.

Schultz, M., & Hernes, T. (2023). Integrating the missing link of episodic continuity into change theorizing. In *A Research Agenda for Organisational Continuity and Change* (pp. 23-45). Edward Elgar Publishing.

Feuls, M., & Hernes, T. (2023). Introduction: suggestions for a framework of organizational continuity and change. In *A Research Agenda for Organisational Continuity and Change* (pp. 1-21). Edward Elgar Publishing.

Hernes, T. (2021) Events and the becoming of organizational temporality. In Reinecke, J., Suddaby, R., Langley, A. & Tsoukas, H. (Eds.) *About Time: Temporality and History in Organization Studies*. Oxford: Oxford University Press.

Hernes, T., Hussenot, A., Pulk, K. (2021) Time and temporality of change processes. Integrating episodic and continuous change from an event-based view. In Poole, M.S. and van de Ven, A. (Eds.) *Oxford Handbook of Organization Change and Innovation*, 2nd Edition

Hussenot, A., Hernes T. & Bouty, I. (2020) Studying organization from the perspective of the ontology of temporality: Introducing the events-based approach. In Reinecke, J., Suddaby, R., Langley, A. & Tsoukas, H. (Eds.) *About Time: Temporality and History in Organization Studies*. Oxford: Oxford University Press.

Czarniawska, B. and Hernes, T. (2020) Constructing macro-actors according to ANT. In Czarniawska, B. and Hernes, T. (Eds.) (2nd. Ed.) *Actor-network Theory and Organizing*. Stockholm: Studentlitteratur.

Hernes, T. (2020) The organization as nexus of institutional macro-actors: A story of a lop-sided recruitment case. In Czarniawska, B. and Hernes, T. (Eds.) (2nd. Ed.) *Actor-network Theory and Organizing*. Stockholm: Studentlitteratur.

Hussenot, A., Hernes T. & Bouty, I. (2019). Suivre et retranscrire l'organisation à partir des approches processuelles in Garreau L et Romealer P. (eds) *Méthodes de recherche qualitatives innovantes*, (125-144). Paris: Economica.

Hernes, T. (2019) Forord til Plotnikof, M. & Vaaben, N. (2019) (Red.) *Tid til velfærd ? Tidsorganisering i velfærdsprofessionerne*. København: Hans Reitzels Forlag.

Hernes, T. & Schultz, M. (2017). A temporal understanding of the connections between organizational culture and identity. In Tsoukas, H. & Langley, A. (Eds) *Sage Handbook of Process Organizational Studies*. (356-372). London: Sage Publications.

Hernes, Tor (2017) Process as the becoming of temporal trajectory. In Tsoukas, H. & Langley, A. (Eds) *Sage Handbook of Process Organizational Studies*. (601-607). London: Sage Publications

Helin, Jenny, Tor Hernes, Daniel Hjorth and Robin Holt (2014) Process is what process does. In Helin, J., T. Hernes, D. Hjorth and R. Holt (Eds.) *Oxford Handbook Of Process Philosophy And Organization Studies*. Oxford: Oxford University Press.

Hernes, Tor (2014) (in Danish) Proces, emergens og meningsskabelse. In S. Vikkelsø and Peter Kjær (Eds.) *Klassisk og Moderne Organisationsteori*. (279-301). København: Reitzel Forlag

Hernes, Tor (2014) Alfred North Whitehead. In Helin, J., T. Hernes, D. Hjorth and R. Holt (Eds.) *Oxford Handbook of Process Philosophy and Organization Studies*. (255-271). Oxford: Oxford University Press.

Hernes, Tor and Sally Maitlis (2010) Introduction. Process, Sensemaking & Organizing. In Hernes, T, Maitlis, S., Langley, A. & Tsoukas, H. (Eds.) *Process, sensemaking and organizing* (Perspectives on process organization studies series). Pp 27-37. Oxford: Oxford University Press.

Hernes, Tor (2010) The importance of Callon's scallops for organization studies, and why they deserve to be looked at again in the light of process thinking. Hernes, T, Maitlis, S., Langley, A. & Tsoukas, H. (Eds.) *Process, Sensemaking and Organizing* (Perspectives on process organization studies series). (161-184). Oxford: Oxford University Press.

Bakken, Tore, Tor Hernes and Eric Wiik (2009) An autopoietic understanding of 'Innovative organization'. In R. Magalhes and R. Sanchez (Eds.) *Autopoiesis in organization theory and practice*. (pp 169-184) Bingley: Emerald.

Bakken, Tore, Tor Hernes and Eric Wiik (2009) Innovation and organization: An overview from the perspective of Luhmann's autopoiesis. In R. Magalhes and R. Sanchez (Eds.) *Autopoiesis in Organization Theory and Practice*. (pp 69-88) Bingley: Emerald.

Garsten, Christina and Tor Hernes (2009) beyond CSR: Dilemmas and paradoxes of ethical conduct in transnational organizations. In K.E. Browne and B.L. Milgram (Eds) *Economics and Morality – Anthropological Approaches* (pp189-210). Plymouth, UK: Altamira.

Garsten, Christina and Tor Hernes (2008) Introduction: Dilemmas of ethical organizing. In Garsten, Christina and Tor Hernes (Eds.) *Ethical Dilemmas in Management*. London: Routledge.

Garsten, Christina and Tor Hernes (2008) Tying some ends together: Reflecting around a 'lightning rod' model of business ethics. In Garsten, Christina and Tor Hernes (Eds.) *Ethical dilemmas in management*. London: Routledge.

Hernes, Tor, Gerhard E: Schjelderup and Anne Live Vaagaasar (2008) White as snow or milk? Strategies for handling ethical dilemmas in a dairy corporation. In Garsten, Christina and Tor Hernes (Eds.) *Ethical Dilemmas in Management*. London: Routledge.

Bakken, Tore and Tor Hernes (2007) Autopoietic Organization Theory. In *The SAGE Dictionary of Qualitative Management Research*. London: Sage.

Hernes, Tor og Anne Louise Koefoed (2007) Innovasjonsprosesser – en introduksjon. I T. Hernes og A.L. Koefoed (Red.) *Innovasjonsprosesser: Om Innovasjonens Odysée*. Bergen: Fagbokforlaget.

Hernes, Tor og Rannveig Røste (2007) Innovasjonsprosessers utfordringer og behovet for å arbeide strategisk relasjonelt. I T. Hernes og A.L. Koefoed (Red.) *Innovasjonsprosesser: Om Innovasjonens Odysée*. Bergen: Fagbokforlaget.

Hernes, Tor and Elke Weik (2006) Towards a Theory of Organizational Becoming. In Lang R. and Schmidt A. (Eds.) *Individuum und Organisation*. pp 73-95. Wiesbaden: Deutscher Universitätsverlag.

Hernes, Tor (2005) The organization as nexus of macro actors: Tugs of war around a personnel case. In B. Czarniawska and T. Hernes (Eds.) *Actor-network Theory and Organizing*. Stockholm: Liber, Abstrakt and Copenhagen Business School Press.

Czarniawska, B. and Hernes, T. (2005) Macro actors according to Actor-Network Theory. Introduction to B. Czarniawska and T. Hernes (Eds.) *Actor-network Theory and Organizing*. Stockholm: Liber, Abstrakt and Copenhagen Business School Press.

Hernes, T.; Vaagaasar, A.L. and Schjelderup, G. (2005) Hvit som snø eller melk? Samvittighetshåndtering i kooperativ virksomhet. In F. Nyeng and G. Wenn (Red.) *Organisasjon og Emosjoner*. Oslo: Cappelen Akademisk.

Hernes, Tor (2005). Organisasjonsteori i fravær av organisasjoner: Fra korrelasjonell til relasjonell tenkning. I Åge Johnsen og Erik Døving (Eds.) *Organisasjonsteori på Norsk? Oversikt og Fremtidsmuligheter*. Bergen: Fagbokforlaget

Hernes, Tor, Bakken, T. and Olsen, P.I. (2005) Spaces as process: Developing a recursive perspective of organizational space. Clegg, S. and Kornberger, M. (Eds.) *Spaces in Organizations*. Amsterdam: John Benjamins.

Hernes, T. (2003) Organization as evolution of space. In B. Czarniawska and G. Sevón (Eds.) *Northern Lights Organization Theory*. Stockholm: Liber, Abstrakt, Copenhagen Business School Press.

Hernes, T. and Paulsen, N. (2003) "Introduction: Boundaries and organization." In N. Paulsen and T. Hernes (Eds.) *Managing boundaries in organizations: Multiple perspectives*. London: Palgrave MacMillan.

Paulsen, Neil and Tor Hernes (2003) Epilogue: Managing boundaries: A review and future directions." In N. Paulsen and T. Hernes (Eds.) *Managing boundaries in organizations: Multiple perspectives*. London: Palgrave MacMillan.

Hernes, Tor (2003) "Enabling and constraining properties of organizational boundaries: Explaining developments in the Network University in Norway". In N. Paulsen and T. Hernes (Eds.) *Managing boundaries in organizations: Multiple perspectives*. London: Palgrave MacMillan.

Bakken, Tore and Tor Hernes (2003) "The macro-micro problem in organization theory: Luhmann's autopoiesis as a way of handling recursivity." In T. Bakken and T. Hernes (Eds.) *Autopoietic Organization Theory*. (53-74) Oslo: Abstrakt, Liber, Copenhagen Business School Press.

Hernes Tor and Tore Bakken (2003) "Introduction: Niklas Luhmann's autopoietic theory and organization studies – a space of connections." In T. Bakken and T. Hernes (Eds.) *Autopoietic Organization Theory*. (9-22) Oslo: Abstrakt, Liber, Copenhagen Business School Press.

Hernes, Tor (2002) "Boundary dynamics and organizational change": In A. van Iterson, W. Mastenbroek, T. Newton and D. Smith (Eds) *Norbert Elias and the future of organization studies*. Amsterdam: John Benjamins.

Non-academic books:

Hernes, Tor (1988) *Training Contractors for Results*. Geneva : International Labour Office

Hernes, Tor and Majken Schultz (2016) *Bjergtaget. At vandre fra det hvide til det blå*. København: Gyldendal.

Newspaper Chronicles (national newspaper in Norway and Denmark)

Feddersen, J., Feuls, M., Hernes, T., Schultz, M. Thys, K. & Xu, S. Fire fællestræk hos virksomheder til en bæredygtig fremtid. Børsen, 28.08.24.

Hernes, Tor & Svejenova, Silvyia "Den grønne omstilling kræver en radikal ændring af vores madvaner–og det haster". Børsen, 5.3.22

Schultz, Majken & Hernes, Tor "Ledelsesudfordringer i coronakrisen". Børsen, 26.5.20

Hernes, Tor "En middelmådig molbohistorie" Berlingske, 30.12.18

Hernes, Tor "Illusionen om den tabte fortid". Politiken 13.9.15

Hernes, Tor. "BIs teoretiske fallitt". Dagens Næringsliv, 20.05.11

Hernes, Tor og Majken Schultz. "Når kontrolsystemer misbruges" Politiken 9.2.11

Hernes, Tor "Relevansens pris". Dagsavisen 17.02.10

Hernes, Tor "Fra tjæresand til kvikksand" Dagsavisen 06.09.09

Schultz, Majken and Tor Hernes. "Beslutningens pris". Børsen 19.12.08

Hernes, Tor. "Th!nk again, politikere!", Dagens Næringsliv 17.12.08.

Schultz, Majken og Tor Hernes "Kan vi lære af historien?" Børsen 31.10.08

Hernes, Tor. "Når elefanter skal danse." Aftenposten 03.06.08

Hernes, Tor. "Telenor-ledelsen bør gå". Dagbladet 20.04.08

Hernes, Tor. "Trykknappledelse", Dagens Næringsliv 17.04.07.

Hernes Tor. "Den kostbare misforståelsen om endring og ledelse". Ukeavisen Ledelse, 03.02.06

Hernes, Tor "Ryddemani i ledelse", Dagbladet, 17.01.06

Hernes, Tor "Systemet og mennesket", Dagbladet 02.05.05

Hernes, Tor "Næringslivets moral", Dagens Næringsliv, 1.2.05

Hernes, Tor "Myten om den rene og nøytrale forskningen". Aftenposten, 07.03.04.

Hernes, Tor "To alen av samme stykke? Er det likhet mellom det norske

Fremskrittspartiet og franske Front National?" Verdens Gang 23.04.98

Hernes, Tor "Mot en legoverden?" Aftenposten, 29.10.97