

Curriculum Vitae - Susanne Boch Waldorff

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Present and former positions

2013-	Department of Organization, CBS	Associate Professor in Public Management and Innovation
2009-2013	Department of Organization, CBS	Assistant Professor
2006-2009	Department of Organization, CBS	PhD scholar
2005-2006	National Institute of Public Health	Researcher
1998-2005	City of Copenhagen,	Head of Division (kontorchef)
1995-1998	Ministry of Health	Head of Section
1992-1995	City of Copenhagen,	Head of Section

Education

2025	'Leadership communication with impact' online course, INSEAD
2020	Study Management, AEU
2009-2012	Assistant Professor Program, CBS Teaching & Learning (pedagogical diploma)
2006-2009	PhD, The Doctoral School of Organisation and Management studies, CBS
1986-1992	Master's in political science, Copenhagen University
1989-1990	Erasmus student, Verwaltungswissenschaft, Konstanz Universität, Germany

Visiting scholar

2018 -	TIAS School for Business and Society, Tilburg University, The Netherlands (Host Professor Nicolette van Gestel)
2009, 2012	WU, Vienna University of Economics and Business, Austria (Host Professor Renate Meyer)
2007	Alberta School of Business, University of Alberta, Canada (Host Professor Royston Greenwood)

Research leadership and management

PHD AND POST.DOC. SUPERVISION

- Silas Blomquist Johansen, CBS, main post.doc. supervisor. (1.8.2025-)

Graduated

- Ann Fugl-Meyer, CBS, main PhD supervisor: 'The Agile Imperative: A qualitative study of a translation process in the Danish Tax Administration'. (2019-23)
- Katharina Jeschke, CBS, main PhD supervisor: 'Balancing Safety in Everyday Work: A case study of construction managers' dynamic safety practices.' (2018-2022)
- Ditte Thøgersen, CBS, main PhD supervisor: 'Managing Public Innovation on the Front-lines'. (2018-2022)
- Robin Andersson Malmros, University of Gothenburg, PhD co-supervisor: 'Translating grand challenges into municipal organizing: Prevention of terrorism, extremism, and radicalization in Scandinavia'. (2019-2022).
- Maria Krysfelt Rasmussen, CBS, PhD co-supervisor: 'Den transformative ledelsesbyrde: Etnografisk studie af en religionsinspireret ledelsesfilosofi i en dansk modevirksomhed'. (2017-2022).
- Christian Uhrenholdt Madsen, Aalborg University, PhD co-supervisor: 'Safe Hands: Institutional Dynamics of Work Environment Management'. (2016-2017).
- Ditte Heering Holt, Southern Copenhagen University, PhD co-supervisor: 'Intersectoral policymaking for health? From policy to practice: a qualitative study of challenging implementation'. (2014-2016)

PHD THESIS ASSESSMENT

- Malia Carvalho, CBS: 'Translating Theory into Practice. A Match Made in Embodiment'. Committee chair. (2025)
- Hanna Varvnes, Handelshögskolan vid Göteborgs universitet: 'Oxymoron organizing: travels of the idea of energy efficient oil tankers.' (2024)
- Tejal Fatania, University of Warwick: 'Senior managers' lived experience of institutional complexity in a UK based global automotive organisation'. (2023)
- Malene Nørskov Bødker, University of Copenhagen, 'Negotiating Needs, Negotiating Old Age – An ethnographic study of reablement in the everyday home care practices of a Danish Municipality'. (2019)
- James Hathaway, University of Bergen: 'Institutional Logics, Organizational Actions, and Change in Zambian Public Accountability Organizations'. (2019)
- Anne Døssing, Aalborg Universitet: 'Sygeplejersker som "organisatorisk lim" i sundheds-væsnet - Interorganisatoriske, professionelle og feminine perspektiver'. (2018)

- Maya Christiane Flensburg Jensen, CBS: 'Boundaries of professionalization at work: An ethnographic-inspired study of care workers' dilemmas at the margin'. Committee chair. (2017)
- Emmie E.M. Vossen, Radboud Universiteit, Nijmegen: 'Uncovering the microfoundations of the activation paradigm: A translation perspective on sickness absence practices in Dutch and Danish hospitals'. (2016)
- Lene Tolstrup Christensen, CBS: 'The marketization of public service provision and state ownership. The Danish and Swedish case of passenger rail'. Committee chair, (2016)
- Sofie Blinkenberg Federspiel, CBS: 'IT, organisation og digitalisering: Institutionel forandring i den kommunale administration', CBS, Committee chair. (2014)

ASSESSMENT FOR POSITIONS

- Applications for an Associate Professor position, committee chair, CBS. (2023)
- Applications for a PhD position, CBS. (2022)
- Applications for a PhD position, CBS. (2019)
- Applications for an Associate Professor position, committee chair, CBS. (2018)
- Application for Senior researcher, VIVE. (2018)
- Applications for an Associate Professor position, Gothenburg University. (2017)
- Applications for an Associate Professor position, committee chair, CBS. (2015)
- Applications for a PhD position, committee chair, CBS. (2014)

DIRECTOR OF RESEARCH NETWORKS

Co-director of the Center of Public Organization, Value, and Innovation) (2018-2022)

The ambition of the POVI-center was to advance research around public organizations, value, and innovation in Denmark as well as internationally. The center was organized as a network of researchers at CBS interested in exploring public sector challenges. I co-directed the center together with Professor (MSO) Anne Reff Pedersen and Associate Professor Naima Mikkelsen (earlier Professor Carsten Greve). I initiated and organized several research activities such as:

- "Policy and program implementation" – a seminar with invited guest speaker Professor Jodi Sandfort, Humphrey School of Public Affairs University of Minnesota. (2020)
- "Leadership for the public sphere: Purposes, publics and political astuteness" – a seminar with invited guest speaker Professor Jean Hartley, Open University Business School, UK. (2019)
- "New Reforms for New Problems, an international context" – a seminar with invited guest speaker Professor Geert Bouckaert, University of Leuven, Belgium. (2019)

Director of ‘Center for Health Management’ at CBS (2014 – 2018)

The center for Health Management was a network of researchers with a particular interest in exploring health care. Using primarily qualitative methods and grounded in a practice orientation, the various research projects investigated new organizational developments, reforms, technologies, professions, quality, safety and more. Besides organizing internal research seminars, I initiated and organized research activities such as:

- “User involvement in practice and policy” - a workshop organized with VIBIS, a knowledge network on user involvement in health care. (2017)
- “Value based Leadership”, a master class for 100 managers organized with VIVE. (2017)
- ” Managerial challenges in future health care”, lecture at management program, The Capitol Region. (2017)
- “Sustaining research in practice: Implementing new ways of managing and organizing health care” - a workshop organized with University College Metropol. (2016)
- “Health care in new settings” - a workshop organized with KORA, the Danish Institute for Local and Regional Government Research. (2015)

MEMBER OF INTERNATIONAL RESEARCH NETWORKS

Nordic network on Scandinavian institutionalism (2016-)

This network brings together scholars from several strong research environments in four Nordic countries (DK, NO, SE and FIN). The main topic is theoretical (re-invigorating Scandinavian institutionalism) and multi-disciplinary (organization studies). The outputs are academic publications, conference tracks etc. As part of the network, I have initiated and participated in several research activities such as:

- NNF conference, standing track on ‘Exploring ecologies of translations in complex settings’. Convening together with Linda Wedlin and Anna Tyllström, Uppsala University. (2024-2026)
- EGOS, sub-theme on 'Organizations and Organizing in a welfare state context'. Convening together with Linda Wedlin and Josef Pallas. (2017)
- Workshop on ‘Scandinavian Institutionalism’. Organized by Kerstin Sahlin, Linda Wedlin, Josef Pallas and Stefan Arora-Jonsson, Uppsala University. (2018)
- ‘Ethnography and Institutions’ – Convener at seminar with invited guest speakers Rebecca W. B. Lund, University of Tampere, Finland, and Tammar B. Zilber, The Hebrew University, Israel. Held at CBS. (2018)
- ‘Translating Organizations: A Dialogue between Organization Studies, International Business, and Translation Studies’ – a workshop held at Aalto University, School of Business, in Helsinki, Finland. (2018).

The 'ABC network' (2009-2013)

An international research network on the micro-foundations of institutions. The research network was a joint partnership between Copenhagen Business School, University of Alberta, Harvard University, Boston College, Ecole des Mines de Paris, and WU Vienna University of Economics and Business (e.g., Professors Eva Boxenbaum, Ann Westenholtz, Jesper Strandgaard, Silviya Svejnova, Renate Meyer, Royston Greenwood, Mike Lounsbury, Trish Reay, Bob Hinings, Frank Dobbin, Julie Battilana, and Mary-Ann Glynn). The network was managed by Eva Boxenbaum and funded by the Danish Council for Independent Research / Social sciences (FSE). Based upon this international research network we organized international workshops each year and published several joint publications, including an article on health care reforms in Denmark and Canada. (Waldorff, Reay & Goodrick, 2013).

'Collaborative Innovation in the Public Sector' (CLIPS) (2009-2013)

A research network of four universities (CBS, RUC, KU, AAU), one union (FTF), one public sector management school (Metropol) and one theatre group (Dacapo). The project was managed by Professor Eva Sørensen and funded by the Danish Council for Strategic Research. The network funded my post.doc. position. The group's approach to innovation in the public sector is that not only technological developments, but also the collaboration between users, providers, employees, managers, and politicians, can create innovation. This unique cross-disciplinary community has contributed to fruitful discussions about innovation and resulted in many conferences, seminars and publications, including a chapter on the development of health care centres as processes of collaborative innovation (Waldorff, 2011); a chapter on traditional public management, new public management and network governance, conceptualizing innovation differently, and how public sector managers deal with this complexity (Waldorff, Kristensen & Ebbesen, 2013); and the collaborative innovation process initiated by the 'Danish Council of Ethics' (Sørensen & Waldorff, 2014).

External funding

Granted 3 million Dkr. for the research project 'Leadership of a cross-sectorial partnership', including two senior researchers (CBS and SDU) and one post.doc. (CBS). I am PI. The project is an investigation of how the concept of systemic leadership is practiced and translated into practice. The funding is obtained from the Center for Childhood Health (2025-2028)

Granted 3,5 million Dkr for PhD scholarships

- Industrial PhD scholarship on "Organisational change in the Danish tax administration". Funding from the Danish Ministry for Taxation and the Innovation Fund Denmark. Granted 1,6 million Dkr. (2017)
- PhD scholarship on 'Public innovation'. Funding from the Center for Public Innovation. Granted 0,9 million Dkr. (2017)

- PhD project (my own) on 'Health care reform'. Funding from the National Institute for Public Health and the Danish Agency for Science, Technology, and Innovation (2006-2009). Granted 1,0 million Dkr. (2006)

Granted 300.000 SEK. In application to Handelsbanken in Sweden: 'In defense of lost causes: re-invigorating Scandinavian institutionalism'. The application was part of the Nordic network on Scandinavian institutionalism bringing together scholars from several strong research environments in four Nordic countries (DK, NO, SE and FIN). See description above. (2016)

Granted 30.000 Dkr for a research stay at University of Alberta, Canada (15.000 Dkr from Otto Mønsted Fond; 6.000 Dkr from Familien Hede Nielsens fond; 8.500 Dkr from Oticon. (2007)

Granted 700.000 Dkr for the project: "Municipalities' organizational development of health care centers". Funding from the Ministry of the Interior and Health Care. (2006)

Employment since 2024 at the center 'Impact – Research and Care' at Rigshospitalet, as fundraiser and developer of a national research project 'Collaborate to care.' The project is a collaboration between 4 universities, 1 university college and 7 hospitals addressing the challenge of organizing care and recruiting staff. We are looking for funding opportunities over a 5 years period.

Collaboration with business and society

- Research: Obtained funding for collaborative research projects from – and/or published joint publications with - the Center for Childhood Health, Center for Public Innovation, Danish Center for Social Science Research, Danish Ministry for Taxation, Ministry of the Interior and Health Care, National Institute for Public Health, and National Research Center for the Working Environment. Employment at Rigshospitalet as fundraiser and developer of a national research project.
- Teaching: Organizing dialogues with public sector managers within the context of MPG, such as developing partnerships in selected areas and hosting workshops in the development of new courses to match public sector needs.
- Dissemination: Organizing seminars and master classes on topical themes in collaboration with external partners and for public sector audiences.

ORGANIZER OF INTERNATIONAL SCIENTIFIC CONFERENCES

- European Group for Organizational Studies – in Program Committee planning the 33th. EGOS colloquium. Copenhagen Business School. 3,000+ participants. (2017)
- “The 9th International Organisational Behaviour in Healthcare Conference” organized together with Anne Reff Pedersen, CBS, Louise Fitzgerald, University of Oxford, Ewan Ferlie, King’s College London, and Aoife McDermott, Cardiff University. Copenhagen Business School. 120 participants. (2014)
- “Body, Public Health & Social Theory” – organized together with Nanna Mik-Meyer, CBS and Morten Hulvej Rod, The National Institute of Public Health. Keynotes: Professors Bryan Turner, Annemarie Mol, Richard Jenkins, Peter Taylor-Gooby, Simon Cohn, and Katherine Frohlich. 100 participants. Copenhagen Business School. (2013)

CONVENER OF SCIENTIFIC CONFERENCE SUBTHEMES:

- NNF conference, standing track on ‘Exploring ecologies of translations in complex settings’. Convening together with Professors Linda Wedlin and Anna Tyllström, Uppsala University. (2024–2026)
- FEKIS conference, workshop on “Institutional theory, translation and impact in the time of digitalization”. Convening together with Linda Wedlin and Anna Tyllström, Uppsala University. (2025)
- EGOS, PhD workshop, chair of feedback roundtable, (Edinburgh 2019, Hamburg 2020)
- International Research Society in Public Management, the panel: “Bridging public administration and organization theory”. Convening together with Professors Anne Reff Pedersen, Renate Meyer, and Jean Hartley. (Wellington, NZ, 2019)
- EGOS, the sub-theme on 'Organizations and Organizing in a welfare state context'. Convening together with Professor Linda Wedlin and Professor Josef Pallas. (Copenhagen 2017)
- EGOS, the subtheme on ‘Challenges and Balancing Acts in Organizing’. Convening together with Professors Vincenza Esposito and Bernard Forgues. (Naples 2016)
- The 10th New Institutional Workshop, (Rome 2014)
- International Research Society in Public Management, (Prague 2013)
- Nordic Workshop on Health Management and Organization, (Copenhagen 2011)

DISCUSSANT AT PHD WORK-IN-PROGRESS SEMINARS

- Charlotte Dadelborg Thomsen, CBS. (2025)
- Malia Carvalho, CBS. (2024)
- Nina Frausing, CBS. (2022)
- Anders Brøndum Klein, CBS. (2020)
- Anne Mette Møller, Political Science, Copenhagen University. (2018)
- Niels Borch Rasmussen, Political Science, Copenhagen University. (2017)
- Marcia Arico, CBS. (2017)
- Jannick Friis Christensen, CBS. (2017)
- Mie Plotnikof, CBS. (2015)
- Lara Anne Hale, CBS. (2014)
- Anne Petersen, CBS. (2013)

REVIEWER

- Academy of Management Journal
- Administrative Science Quarterly
- Critical Policy Studies
- European Management Review (Member of Editorial Board 2015-2022)
- Journal of Management Studies
- Journal of Professions and Organization
- Nordiske Organisasjonsstudier
- Organization Studies
- Scandinavian Journal of Management
- Tidsskriftet Politik

APPOINTED RESPONSIBILITIES AND ADMINISTRATIVE POSITIONS

- 2023 - Member of Advisory Board, Högskolan för lärande och kommunikation, Jönköping University
- 2018 - CBS representative in the national censor corps for political science
- 2021-2023 The CBS Leadership initiative, in Sounding Board

2016-2022	CBS representative in the Bibliometric Research Indicator network (Public health group)
2022	Appointed member of working group developing principles for new research groups at IOA
2015-2017	Elected member of internal Staff Involvement Committee' at Department of Organization, CBS
2014-2016	CBS representative in the 'Horizon 2020 reference group for health care and innovation', the Ministry for Research and Innovation
2014	Participation in the EU-workshop "Implementation of solutions in health systems in Europe". Organized by Creo.Dk at the Capital Region Denmark EU Office, Brussels.
2010	Appointed member of advisory board for "project 18" in the Capital Region - implementation of a pathway program for patients with COPD.
2006-2008	Project manager of a research project and evaluation of Danish health care centres. The project was financed by the Ministry of Health and carried out by researchers at the National Institute of Public Health (2006-2008).

Dissemination - public engagement

- Public seminar on co-management, speaker, Master of Public Governance. (2024)
- Video presenting Master of Public Governance. (2024)
- Video on "Innovate or Die" – INNOFF (Nasjonalt forskernettverk for innovasjon i offentlig sektor). (2023)
- "Vi er europamestre i omstruktureringer" i Perspektiv 1, Februar 2023. (2023)
- Podcast on "The iron cage revisited" – IOA series. (2022)
- "Fleksibilitet eller fællesskab: Den hybride arbejdsform sætter ledere på prøve. Ritzau. (2022).
- "Managing public value", speaker at masterclass for public managers, Helsingør municipality. (2022)
- "New forms of working call for a new type of leader", convener of discussion panel, Folke-mødet. (2022)

- “Implementation of steering technologies”, speaker at a management seminar – 120 participants, Herlev Municipality. (2022)
- “The role as change agent”, speaker at the national universities’ HR Conference. (2022).
- “Engaging and enabling professionals in co-creation”. Invited expert at EU research project workshop on Collaborative Governance organized by Nicolette van Gestell, TIAS School for Business and Society. (2022)
- “Why management ideas do not change organizational practices”, at a public seminar organized by Department of Organization, CBS. (2021)
- “New directions of institutional logics - dialogue”, invited expert at webinar, UiT, The Arctic university of Norway. (2021)
- “A new strategy is one thing realizing it is something else.” CBS homepage. (2021)
- “Implementation of innovation”, expert at webinar organized by Center for Innovation (2021)
- “Public sector innovation – sustainable value creation or hypocrisy?” convener of discussion panel, Folkemødet. (2021)
- “With the right competences - a crisis may facilitate agency”. Politiken. Jakob Rohde-Brøndum & Anne Kathrine Gottfred Jensen. (2020)
- “Experience from Corona will guide us in future crises”. Politiken. Jakob Rohde-Brøndum. (2020)
- “Towards joint public leadership”, host at MPG management conference. (2019)
- “Translating Organizations: A Dialogue between Organization Studies, International Business, and Translation Studies” – invited expert at workshop held at Aalto University, School of Business, in Helsinki, Finland. (2018).
- “Public Value in a Danish managerial context” at MPG management conference. (2018)
- “Value based health care” at seminar, invited expert, VIVE. (2018)
- “Academics take over police tasks”. Akademikerbladet. Martin Ejlersen. (2017)
- “Rapid increase: Less officers – more academics in police”. Avisen.dk. Anders Bruhn Kristensen. (2017).
- “Academics enter the Police”. Ugebrevet A4. Anders Bruhn Kristensen. (2017)
- “Value based management” at MPG management conference. (2017)
- “Implementing Public School Reform”, invited expert at seminar, KORA. (2017)
- “Implementing innovative solution”, invited expert at the Welfare innovation conference, Mandag Morgen think-tank. (2016)
- “Family physicians in cross-collaborative work” at workshop organized by the Public-Private Platform/Centre for Health Management, CBS, and the University College Metropolit: “Sustaining research in practice: Implementing new ways of managing and organizing health care”. (2016)
- “Policy Innovation”, invited expert at seminar, Department of Business Studies, Uppsala University. (2015)

- “Management of health care and medical dilemmas in management”, at management program, Danish Medical Association. (2012, 2014)
- ”Reforms in Denmark” at seminar, Norwegian Master of Public Administration. (2013, 2014)
- “Public innovation and leadership” at MPG management conference. (2013)
- “Challenges in policy innovation” at conference, Municipalities’ Innovation Academy. (2013)
- ”Complexity in governance” at management program, Moderniseringsstyrelsen. (2013)
- “Collaborative innovation in the public sector” at public MPG intro seminar. (2013)
- ”Danish Health care centers” at workshop, UK Leadership delegation, Local Government Association. (2012)
- ”Research based Innovation” at management program, The Capitol Region. (March, June, September, 2011)
- “Health care centers and policy implementation” at seminar, Alumni of Master of Health Care Management. (2010)
- “Health care centers in Denmark” at seminar, The Association of Health Visiting and School Nursing. (2009).
- ”Institutional theory” at public sector organization program, CBS Executive. (2008)
- “Health care centers” at Health care conference, Local Government Denmark [KL]. (2008)
- ”Danish health care centers” at conference, The association of municipalities in Region Midt. (2007)
- ”The development of health care centers” at the Heart rehabilitation conference, Center for Competence development. (2007)
- ”The development of health care centers” at various seminars, the network of health care center managers, Local Government Denmark [KL]. (2006, 2007, 2008)
- Due, T.D., Waldorff, S. B., Aarestrup, A. K., Laursen, B & Curtis, T. 2008. *Sundhedscentre i Danmark – organiserings og samarbejdsrelationer*. Copenhagen: National Institut of Public Health. Copenhagen. A report financed by the Danish Ministry of Health.
- Waldorff, S. B., Kristoffersen, J. & Curtis T. 2007. *Nyhedsbrev om sundhedscentre – april 2007*. Copenhagen: National Institut of Public Health.
- Waldorff, S. B., Kristoffersen, J. & Curtis T. 2006. *Sundhedscentre i kommunerne. Status om målgrupper, organisering og typer*. Copenhagen: National Institut of Public Health.
- Waldorff S. B. 2003. Københavns kommunes håndtering af mediernes negative omtale af ældreomsorgen. In Riis, P. (Ed.). *Ældre billedet i medierne*. Ældre Forum.

List of publications

GOOGLE SCHOLAR CITATIONS: 1186, H-INDEX= 15, I10-INDEKS=18

RESEARCH GATE CITATIONS: 826, H-INDEX=13

INTERNATIONAL PEER REVIEWED JOURNAL ARTICLES

1. Waldorff, S. B., & van Gestel, N. 2025. A Controversial Digitalization Strategy for the Police's Crime Prevention in Denmark. *Administrative Sciences*, 15(8), 326.
2. Angell, H., Waldorff, S.B. & Olsen, T.H. 2025. How creative entrepreneurs balance art and business before and during a disruptive environmental event: Approaches of creators and creative sustainers. *Creativity and Innovation Management. Journal*, 34(3), 632-649. (IS: 4,32).
3. Jensen, T.B, Waldorff, S.B. & Kornberger, M. 2024. Rethinking value in public management. *International Journal of Management Reviews*, 26(3), 369-383. (AJG 3)
4. Waldorff, S.B. & Madsen, M.H. 2023. Translating to maintain existing practices: Micro-tactics in the implementation of a new management concept. *Organization Studies* 44(3): 427-450. (AJG 4)
5. Thøgersen, D. & Waldorff, S. B. 2022. Innovate or die? Interpretations of the imperative to innovate in the frontline of the public sector. *Nordic Journal of Innovation in the Public Sector*, 1(1): 1-19.
6. Farid, P. & Waldorff, S. B. 2022. Navigating tensions to create value outcomes: An institutional logics perspective on the change program and its organizational context. *Journal of Project Management*. (AJG 1)
7. Jeschke, K.N, Waldorff, S.B., Dyreborg, J. & Ajslev, J.Z.N. 2021. Complaining about occupational safety and health: a barrier for collaboration between managers and workers on construction sites. *Construction Management and Economics*, 1-16. (AJG 2)
8. Bruun Hansen, K. & Waldorff, S.B. 2020. Collaborative planning for radical innovation: Learnings from a health care region in Denmark. *Scandinavian Journal of Public Administration*, 24(4): 3 - 23.
9. Thøgersen, D., Waldorff, S.B. & Steffensen, T. 2020. Public Value through Innovation: Danish public managers' views on barriers and boosters. *International Journal of Public Administration*, pp 1-10. (AJG 2)
10. Van Gestel, N., Waldorff, S.B. & Denis, J.L. 2019. (Mis)taking Social Responsibility? Implementing welfare state reform by private and non-profit organizations. *Public Management Review*, 22 (12):1739-1759. (AJG 4)
11. Uhrenholdt Madsen, C. & Waldorff, S.B. 2019. Between advocacy, compliance and commitment: A multilevel analysis of institutional logics in work environment management. *Scandinavian Journal of Management*, Vol. 35, No. 1, pp 12-25. (AJG 2)

12. Holt, D. H, Waldorff, S. B, Tjørnhøj, T & Rod, M. H. 2018. Ambiguous expectations for intersectoral action for health: A document analysis of the Danish case. ***Critical Public Health***. Vol. 28, No. 1, pp 35-47. (2018 IF: 2,742)
13. Holt, D. H. Rod, M. H, Waldorff, S. B. & Tjørnhøj-Thomsen, T. 2018. Elusive implementation: an ethnographic study of intersectoral policymaking for health. ***BMC Health Services Research***. (5-year IF: 2.636)
14. Reay, T., Goodrick, E., Waldorff, S.B. & Casebeer, A. 2017. Getting Leopards to Change their Spots: Co-Creating a New Professional Role Identity. ***The Academy of Management Journal***. Vol. 60, No. 3, 2017, pp 1043-1070. (2018 IF: 6,700) (AJG 4+)
15. Sørensen, E. & Waldorff, S.B. 2014. Collaborative policy innovation: Problems and potential. ***The Innovation Journal: The Public Sector Innovation Journal***, Volume 19(3), 2014, article 2.
16. Waldorff, S. B. 2013. What is the meaning of Public Sector Health? Translating discourse into new organizational practices. ***Journal of Change Management*** special Issue of on Discourse, Translation and Change, Vol. 13, No. 3, pp 283-307. (AJG 1)
17. Waldorff, S. B. 2013. Accounting for organizational innovations: Mobilizing institutional logics in translation. ***Scandinavian Journal of Management***, Vol. 29, No. 3, pp 219-234. (AJG 2)
18. Waldorff, S. B., Reay, T. & Goodrick, E. 2013. A tale of two countries: How different constellations of logics impact action. In Lounsbury, M. & Boxenbaum, E. (Eds.) ***Institutional Logics in Action – Part A (Research in the Sociology of Organizations, Volume 39a)***, Emerald Group Publishing Limited, pp 99-129. (AJG 3)
19. Waldorff, S. B. & Greenwood, R. 2011. The Dynamics of Community Translation: Danish Health-Care Centres. In Christopher Marquis, Michael Lounsbury, Royston Greenwood (Eds.) ***Communities and Organizations (Research in the Sociology of Organizations, Volume 33)***, Emerald Group Publishing Limited, pp 113-142. (AJG 3)
20. Nissen, N. K., Madsen, M., Kjoeller, M, Waldorff, S. B. & Zwisler, A. O. 2008. Are hospitals also for relatives? A survey of hospitals' activities regarding relatives of cardiac patients. ***Scandinavian Journal of Public Health*** (36), pp 827-831. (2018 IF: 1,761)

BOOKS (PEER REVIEWED)

21. La Cour, A., Waldorff, S.B. & Højlund, H. (Eds). 2017. *Når teknologier holder mere end de lo-
ver – Kritiske perspektiver på ledelse af velfærd*. **Samfundslitteratur**.
22. Waldorff, S. B., Pedersen, A. R., Fitzgerald, L. & Ferlie, E. (Eds.) 2015. *Managing Change:
From Health Policy to Practice*. **Palgrave Macmillan**.
23. Justesen, L. & Waldorff, S. B. (Eds). 2013. *Strategies in action: A Case collection*. Frederiks-
berg: **Samfundslitteratur**.
24. Justesen, L. & Waldorff, S. B. (Eds.) 2012. *Strategier i praksis: En casesamling*. Frederiksberg:
Samfundslitteratur.

PHD DISSERTATION

25. Waldorff, S. B. 2010. *Emerging Organizations: In between local translation, institutional logics and discourse*. Frederiksberg: **Copenhagen Business School Press**.

The thesis was assessed very positively. The assessment committee wrote:

The novel contribution of Susanne Boch Waldorff's dissertation is to extend the emerging literature on the heterogeneous institutional context, legitimizing accounts to the notion of translation [...]. This thesis also extends this work empirically with a very creative research design that includes both the field level of analysis (in the first paper) and the organizational level of analysis (the third paper). This is an important empirical/methodological contribution in that most prior work has focused exclusively on the field level or inter-organizational level and has largely ignored how processes of institutional change and interpretation occur at the intra-organizational level of analyses.

BOOK CHAPTERS (PEER REVIEWED)

26. Meyer, R. E. & Waldorff, S. B. 2022. Organization theory and Public management. In Schedker, K. (Ed). *Elgar Encyclopedia of Public Management*. **Edward Elgar Publishing Limited**, pp. 21-26.
27. Berg Johansen, C., & Waldorff, S. B. 2017. What are institutional logics - and where is the perspective taking us? In C. Mazza, R. Meyer, G. Krucken & P. Walgenbach (Eds.), *New themes in institutional analysis: Topics and issues from European research* (1st ed.,) **Edward Elgar Publishing**, pp 51-76.
28. Waldorff, S. B. 2017. På forkant med kriminalitet: Politiets implementering af strategisk analyse. In La Cour, A., Waldorff, S. B. & Højlund, H. (Eds). *Når teknologier holder mere end de lover – Kritiske perspektiver på ledelse af velfærd*. **Samfundslitteratur**, pp 43-64.
29. Waldorff, S. B., Pedersen, A. R., Fitzgerald, L. & Ferlie, E. 2015. Introduction. In Waldorff, S. B., Pedersen, A. R., Fitzgerald, L. & Ferlie, E. (Eds.) *Managing Change: From Health Policy to Practice*. **Palgrave Macmillan**, pp 1-8.
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31. Waldorff, S. B., Ebbesen B. V. & Kristensen, L. S. 2014. "The Complexity of Governance: Challenges for Public Sector Innovation" in Ansell, C. and Torfing, J. (Eds). *Public Innovation Through Collaboration and Design*. New York, NY: **Routledge**, pp 70-88.
32. Waldorff, S. B. 2011. Sundhedscentre - som resultat af samarbejdsdrevet innovation. In Sørensen, E. & Torfing J. (Eds), *Samarbejdsdrevet innovation – i den offentlige sektor*. Copenhagen: **Jurist- og Økonomforbundets Forlag**, pp 321-338.

33. Waldorff, S. B. 2010. Et nyt sundhedscenter: Men for hvem? In Kjær, P. & Reff, A. (Eds.), *Ledelse gennem patienten: Nye styringsformer i sundhedsvæsenet*. Copenhagen: **Handelshøjskolens Forlag**, pp 181-207.

BOOK CHAPTERS – TEACHING CASES

34. Waldorff, S. B. & Justesen, L. 2012. Indledning. In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: **Samfundslitteratur**, pp 11-22. [in English 2013]
35. Waldorff, S. B. & Justesen, L. 2012. Dong Energy. In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: **Samfundslitteratur**, pp 63-84. [in English 2013]
36. Degnegaard, R. & Waldorff, S. B. 2012. Politiet. In Justesen, L. & Waldorff, S. B. (Eds). *Strategier i Praksis: En casesamling*. Frederiksberg: **Samfundslitteratur**, pp 101-121. [in English 2013]
37. Lisby, M. & Waldorff, S. B. 2012. Kræftens Bekæmpelse. In Justesen, L. & Waldorff, S. B. (Eds). 2012. *Strategier i Praksis: En casesamling*. Frederiksberg: **Samfundslitteratur**, pp 123-142. [in English 2013]
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Teaching portfolio

PROGRAM COORDINATION

- Associate Dean, Master of Public Governance, 500+ active students. (2019-)
- Electives Coordinator - of 15-20 electives every semester, Master of Public Governance. (2011-2019)
- Program co-director of MSc in Business and Psychology. (2014)
- Deputy program director, Master of Health Management. (2010)

COURSE COORDINATION

- Coordinator of the annual PhD-course “**Perspectives in Organizational Analysis**”, The Doctoral School of Organization and Management Studies, CBS, together with Morten Thanning Vendelø. (2014-)
- Coordinator of the PhD course “**Institutional Logics and Conventions in Organizational Analysis**”, The Doctoral School of Organization and Management Studies, CBS, together with Ann Westenholz and Christina Berg Johansen. With invited guest Professors Roger Friedland and Laurent Tévenot. (2015)
- Coordinator of “**Business research methods**” at HD1, 10 courses in Danish, 1 in English and 1 online, approx. 500 students. (2016-2019)
- Academic lead of executive course (4 days study trip) on **public innovation for TIAS School for Business and Society**, the Netherlands, approx. 50 students. (2019)
- Coordinator of the course “**Managing public value creation**”, together with Lene Holm Petersen, Copenhagen University, Master of Public Governance. (2018, 2022)
- Coordinator of the course “**Managing reform and change**”, together with Carsten Greve, Master of Public Governance. (2011-2018)
- Coordinator of “**Organizations and Society**”, MSc in Strategy, Organization and Leadership. (2013-2014)

PHD LEVEL -TEACHING

- “**Perspectives in Organizational Analysis**”, The Doctoral School of Organization and Management Studies, CBS. (2014-)
- “**Institutional Organizational Analysis – Change and Transformation**”, The Doctoral School of Organization and Management Studies, CBS. (2016, 2018, 2021, 2022, 2023)
- “**Institutions and Ethnography**”, invited as Professor into self-organized PhD course, The Doctoral School of Organization and Management Studies, CBS. (2018)
- “**Institutional Logics and Conventions in Organizational Analysis**”, with invited guest Professors Roger Friedland and Laurent Tévenot. The Doctoral School of Organization and Management Studies, CBS. (2015)

- **“Methodology in Organization and Management Analysis”**, The Doctoral School of Organization and Management studies, CBS. (2012)

GRADUATE LEVEL-TEACHING

- **“Organizing Health Care Innovation”**, MSc in Innovation in Health care. (2016, 2017)
- **“Managing Innovation and Change”**, MSc in Strategy, Organization and Leadership. (2017)
- **“Organizations and Society”**, MSc in Strategy, Organization and Leadership. (2010, 2011, 2012, 2013, 2014)
- **“Change Management”**, MSc in Business Administration and Psychology. (2011)

UNDERGRADUATE LEVEL -TEACHING

- **“Strategy”**, BSc in Economics and Business Administration. (2010)
- **“Organizing and Society”**, BSc in Business Administration and Philosophy. (2010)
- **“Organizational Analysis”**, BSc in Economics and Business Administration. (2008)
- **“Foundation and Qualitative methods”**, BSc in Business Administration and Service Management (internal examiner). (2010, 2011, 2012)

EXECUTIVE LEVEL- TEACHING

- **“The Manager Education – new avenues for public leadership”** – a collaboration between Master of Public Governance and the trade union DJØF. (2026)
- **“Co-management”**, Master of Public Governance. (2025)
- **“Strategy in Practice”**, Master of Public Governance in Edinburgh and Vienna. (2018, 2024)
- **“Managing Reform and Change”**, Master of Public Governance. (2011-2023)
- **“Managing Public Value Creation”**, Master of Public Governance. (2018-2022)
- **“Public Value and Innovation”**, Master of Management in Education” and “Master of Public and Non-profit Management”, TIAS School for Business and Society, Tilburg University. (2018, 2019)
- **“The relationship between politicians and public administration”**, Master of Public Governance (internal examiner). (2017)
- **“Managing Professionals”**. Master of Public Governance (internal examiner). (2014)
- **“Economic Incentives”**, Master of Public Governance (internal examiner). (2013, 2014)
- **“Organization, Management and Finance”**, Master of Public Health, Copenhagen University. (2010-2013)
- **“Modern welfare organizations’ work in the perspective of power”**, Master of Public Governance (internal examiner). (2013, 2014)
- **“Political Governance in Healthcare”**, Master of Public Governance. (2011, 2012)

- **“Social Science Methodology”**, Master of Public Governance (internal examiner). (2012, 2014)
- **“Organizing Healthcare”**, Master of Health Management. (2009)
- **“Reform and Management”**, Master of Public Administration. (2008)
- **“Bottom-up Policy Analysis”**, Master of Health Management. (2007)

MASTER THESIS SUPERVISION

- In total: **25 master theses**
 - Master of Public Governance. (2015-2025)
 - MSc in Strategy, Organization and Leadership. (2010, 2011, 2012, 2016)
 - MSc in Human Resource Management. (2012)
 - MSocSc Management of Creative Business Processes. (2013)
 - MSocSc in Political Communication & Management. (2014)
 - Master of Public Health, Copenhagen University. (2006)

The master thesis by Charlotte Hauerslev was in 2018 **awarded the Master of Public Governance prize** for best thesis.

TEACHING DEVELOPMENT PROJECTS

- Initiator and project owner of a quality improvement project at MPG. We collaborate with the unit Educational Development & Quality (EDQ) at CBS to gain deeper insight into the impact of the MPG program on participants' professional lives and to identify potential barriers to the integration and application of learning within the participants' organizations and daily practice. We will use this knowledge to inform and improve the further development of the MPG program. (2025).
- Initiator and project owner of strategic development project at MPG creating educational partnerships with external stakeholders (e.g., the trade union DJØF) within the fields of state governance, culture, security, civic society and green transition. The project resulted in the development of new courses and the additional enrolment of more than 100 students pr. year. (2022-24)
- Appointed 'Supervision ambassador' at the Assistant Professor Program, CBS Teaching & Learning. Supervision of Assistant Professors' teaching, including classroom observations, feedback and assessments. (2016-2020)
- HD1 development project – participated in a national working group developing a new structure and content at HD1. (2019)

- Implementing digital learning methods (blended learning) at “Business research methods”, HD1, both Danish and English courses, (2016-2019)
- Appointed Teaching facilitator at the ‘CBS Public-Private Platform’. Exploring external demands for a master’s in Public-Private relations and developing new program. (2013 - 2016)

EVALUATIONS OF TEACHING

- “Perspectives in Organizational Analysis”, The Doctoral School of Organization and Management Studies, CBS. (2018: **4,7**; 2019: **4,4**; 2020: **4,6**; 2021: **4,9**; 2022: **4,6**; 2023: **4,8**; 2024: **4,6**)
- “Institutional Organizational Analysis – Change and Transformation”, The Doctoral School of Organization and Management Studies, CBS, (2018: **4,9**; 2021: **4,8**; 2022: **4,8**; 2023: **4,7**).
- “Managing public value creation”, Master of Public Governance, (2019: **4,8**; 2020: **4,4**; 2021: **4,4**; 2022: **5,0**)
- “Managing reform and change”, Master of Public Governance, (2018: **4,7**; 2019: **4,5**)