

Dr. Lynn Schäfer

Education

2010-2014

Doctoral programme in International Management at ESCP Europe, Campus Berlin.
Dissertation with the Chair of Human Resource Management and Intercultural Leadership,
topic Talent Management.

2005-2006

Master of Science in International Human Resource Management Oxford Brookes
University, Oxford, UK.

2004-2005

Semester abroad, participation in MBA courses at the Pfeiffer University in Charlotte, North
Carolina USA.

2001–2005

Dual degree of Bachelor of International Management at the University of Applied Science
for Economy and Management in Essen and Bachelor of Business Administration
at Hoogeschool Zeeland in Vlissingen, The Netherlands. At the same time, industrial
business management assistant apprenticeship with Bertelsmann AG, Gütersloh.

Professional Experience

Since 2014

Head of Talent Management Institute, Chair of Human Resource Management & Intercultural
Leadership, ESCP Europe Berlin.

Since 2012

Freelance consultant/trainer, subject:RESOUL AG, Berlin.

2011-2014

Research Assistant at the Chair of Human Resource Management and Intercultural
Leadership, ESCP Europe, Campus Berlin.

2013

Research project on talent management and promotion of women professionals in the software services sector at the Indian Institute of Management Bangalore, India.

2006-2010

Senior Recruiter, in charge of international recruiting projects, candidate relationship management programmes at the German Recruiting Department, McKinsey & Company, Inc. Cologne.

2005

Consultant Corporate Development Asia at Bertelsmann Management Shanghai Ltd, China.

2003-2004

Project Assistant for Recruiting, Management Development projects at the Human Resource Management department, DirectGroup Bertelsman, Guetersloh.

2001-2003

Industrial business management assistant apprenticeship at Bertelsmann AG, Guetersloh.

International Experience

2013

Research stay (Project Talent Management and promotion of women in the IT sector) at the Indian Institute of Management in Bangalore, India.

2005-2006

Master of Science in International Human Resource Management Oxford Brookes University, UK.

2005

Consultant Corporate Development Asia, Bertelsmann Management Shanghai Ltd., China.

2004

Semester abroad, participation in MBA courses at the Pfeiffer University in Charlotte, North Carolina USA.

Research Focus

- International Human Resource Management
- Strategic Human Resource and Management Development
- Talent Management

Publications

Festing, M., Schäfer, L. (in press): Talent Management and Generational Differences and Challenges. In: Tarique I. (Ed.): The Routledge Companion to Talent Management. London and New York: Routledge.

Harsch, K., Schäfer, L. (2019): Talentmanagement und Agilität. In: Thomaschewski, D., Völker, R. (Hrsg.), Agiles Management (S. 127-141). Stuttgart: Kohlhammer.

Schäfer, L., Festing, M., Harsch, K. (2018): Agilität und Talent Management: Wunsch oder Wirklichkeit? In: J. Nachtwei (Ed.), HR Consulting Review, Band 9/2018, p.26-29. Berlin: VQP.

Festing, M., Harsch, K., Schäfer, L., Scullion, H. (2017): Talent Management in small and medium-sized enterprises, in: Collings, D. K., Mellahi, K., Cascio, W., F. (Eds.): The Oxford Handbook of Talent Management, 478-493. Oxford: Oxford University Press.

Harsch, K., Schäfer, L., Severin, C., Festing, M., Bittlingmeier, T. (2016). Smart Workforce - Arbeitswelten der Zukunft, Studie. In Zusammenarbeit mit der Haufe Akademie.

Festing, M., Kornau, A., Schäfer, L. (2015). Think talent – think male? Eine genderspezifische Analyse von Talent Management. PERSONALQuarterly, 2/2015, 34-39.

Festing, M., Kornau, A., Schäfer, L. (2015): Think talent – think male? A comparative case study analysis of gender inclusion in talent management practices in the German media industry. The International Journal of Human Resource Management, 26(6), 707-732.

Festing, M., Schäfer, L. (2014): Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. Journal of World Business, 49 (2), 262-271.

Festing, M., Schäfer, L. (2013): Value Creation Through Human Resource Management and Talent Management in Clusters - A Case Study from Germany. In: Brown, K., Burgess, J., Festing M., & Royer, S. (Eds.): Resources and Competitive Advantage in Clusters. Munich and Mehring. Rainer Hampp Verlag.

Festing, M., Schäfer, L., Scullion, H. (2013): Talent management in medium-sized German companies – an explorative study and agenda for future research. The International Journal of Human Resource Management, Volume: 24, Issue: 09, pages 1872 - 1893.

Festing, M., Schäfer, L., Maßmann, J., Englisch, P. (2012): Mit vereinten Kräften. Personalwirtschaft 02/12, 52-54. [Download](#)

Festing, M., Schäfer, L., Maßmann, J., Englisch, P. (2012): Aufrüsten im "War for Talent". Personalmagazin 02/12, 12-15. [Download](#)

Festing, M., Schäfer, L., Maßmann, J., Englisch, P. (2011): Agenda Mittelstand. Talent Management im Mittelstand - mit innovativen Strategien gegen den Fachkräftemangel. Essen: Ernst & Young. [Download](#)

Conference Papers

Schäfer, L., Festing, M. (2018) Ambidextrous talent management. Paper accepted for presentation at the 7th EIASM Workshop on Talent Management, Helsinki/Finland, October 2018.

Festing, M., Schäfer, L., Tiihonen, J. (2018): Striving for inclusive Talent Management practices: The idea of an inclusion index for TM. Paper accepted for presentation at the 7th EIASM Workshop on Talent Management, Helsinki/Finland, October 2018.

Festing, M., Schäfer, L., Tiihonen, J. (2017). The paradox of exclusive Talent Management and inclusion: Towards an inclusion index in Talent Management. Paper accepted for presentation at the 6th EIASM Workshop on Talent Management, Barcelona/Spain, October 2017.

Festing, M., Schäfer, L. (2015). Conceptual Bias in HRM - Gender Inclusion and Implications for other Diversity Dimensions. Paper presented at the Symposium "Opening Organizations: Managing Diversity and Inclusion through HRM", 75th Annual Meeting of the Academy of Management, Vancouver, Canada, August 2015.

Schäfer, L., Srinivasan, V. (2014). Diversity & Talent Management at Wipro Ltd. in India. Paper presented at the 3rd EIASM Workshop on TM, Berlin/Germany, October 2014.

Festing, M., Schäfer, L. (2013): Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. Paper presented at the 2nd EIASM Workshop on Talent Management, Brussels/Belgium, October 7-8, 2013.

Festing, M., Kornau, A., Schäfer, L. (2013): Talent management and the career advancement of female managers: A single case study in the German media industry. Paper presented at the European Group for Organizational Studies (EGOS) Conference in Montreal/Canada, July 4-6, 2013.

Festing, M., Schäfer L. (2012): Human Resource Management in Clusters: A Case Study from Germany. Paper presented at the IFSAM Conference, Limerick/Ireland, June 2012.

Festing M., Schäfer L., Scullion H. (2012): Talent Management in German Medium-Sized Companies - Empirical Findings and Implications for Future Research. Paper presented at the EIASM Workshop on Talent Management, Brussels/Belgium, April 2012.

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