

**Minna Marinova PAUNOVA**  
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ESCP Business School, Madrid Campus  
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## ACADEMIC POSITIONS

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- Associate professor of Global Leadership, ESCP Business School (since Jun 2024)
- Associate professor of Cross-Cultural Management & Communication, Copenhagen Business School (Sep 2017-Aug 2025, including approx. two years of parental leave, see last page)
- Assistant professor, Copenhagen Business School (Sep 2014–Aug 2017)
- Postdoctoral researcher, DTU Management Engineering, Technical University of Denmark (Jul 2013–Aug 2014)
- Research fellow, Center for Global Leadership, University of California Irvine (Jun–Aug 2011)

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## EDUCATION

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- PhD in Management (*cum laude*), IESE Business School, Barcelona (11 July 2013)
- Master of Research in Management, IESE Business School, Barcelona (2008–2010)
- Bachelor in Economics, University of National and World Economy, Sofia and St. Louis University, Madrid (2003–2007)

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## PROFESSIONAL TRAINING

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- Executive Coaching Certificate, INSEAD, Fontainebleau (2022–2023)
- Higher Education Teaching Excellence Program, Copenhagen Business School (2015–2017)

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## AWARDS & HONORS

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- Global Leadership & Organizational Behavior Effectiveness (GLOBE), Multi-Society Maverick (2023)
- AOM Best Transnational Paper: GDO Division (2022)
- AOM Best Paper Proceedings: IM Division (2021), HCM Division (2017)
- AOM Showcase Symposium / Best International Symposium (finalist) (2018, 2013, 2013)
- Top Papers Published in 2017, Human Relations (2017)
- Global Leadership Advancement Center Best Dissertation (winner), San Jose State University (2014)
- AOM Emerald Best International Dissertation (finalist) (2014)
- AOM Barry M Richman Dissertation Award (finalist) (2014)
- EIASM Best Paper (winner), 11th Workshop on International Management (2013)
- Multiple AOM Reviewer Awards, OB and IM Divisions

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## CURRENT RESEARCH

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### INTERESTS

leadership, global work, diversity (esp. national), ethics, teams and groups, cross-cultural management

### IMPACT

Google Scholar (8 Jul 2025): 390 citations (282 since 2020); h-index 8; i10-index 7

- A. **Paunova, M.** & Blasco, M. Social exchange and reciprocal integration between migrants and locals at work (under review)
- B. Nowinska, A., Dowejko, M., & **Paunova, M.** From solo to social: Understanding pathways to comobility (under review)
- C. **Paunova, M.**, Hardt, D., & Gregoric, A. Social comparison processes in the gendering of performance evaluations (under review)
- D. **Paunova, M.** High status, low favor: Unconscious bias, cooperation, and leadership evaluations in a multinational context (in preparation)
- E. Svejenova, S. & **Paunova, M.** The orchestra as a laboratory: Generative organizing for performance and learning (in preparation)
- F. **Paunova, M.** Other-suffering emotions in leadership (in preparation)
  - Presented at an AMR paper development workshop in May 2023
- G. **Paunova, M.** & Li-Ying. Perceived leader power moderates the relationship between individual and unit-level knowledge sharing in intensive care (in preparation)
- H. **Paunova, M.** & Barratt, D. Moral emotions in the perceptions of leaders (data collection)
- I. GLOBE Project (four high-impact papers in preparation; expected access to a subset of the data)

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## PUBLICATIONS

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### PEER-REVIEWED JOURNAL ARTICLES

1. Alcazar Timon, D., & **Paunova, M.** (2025). Intersectionality and internal discrimination in the Danish LGBTQIA+ community: A systemic queer lens on “Nordic exceptionalism”. *Qualitative Research in Organizations and Management*. <https://doi.org/10.1108/QROM-08-2024-2815>
2. Mohan, G., **Paunova, M.**, Lee, Y. (2024) From heterogeneity to inequality: How nationality diversity affects leadership perceptions in multinational teams. *Journal of World Business* 59 (3), <https://doi.org/10.1016/j.jwb.2024.101535>
3. **Paunova, M.** & Li-Ying, J. (2022). Interactive effects of self-concept and social context on perceived cohesion in intensive care nursing. *Applied Psychology*. <https://doi.org/10.1111/apps.12377>
4. Villesèche, F., Ottsen, C., & **Paunova, M.** (2021). Bias and leadership aspirations: Exploring the interaction of gender and parental status in self-evaluations. *Kvinder, Køn & Forskning*, 32(3), 70-85. <https://tidsskrift.dk/KKF/issue/download/8826/1584#page=71>
5. Lauring, J., Butler, C., **Paunova, M.**, Uman, T., & Zander, L. (2021). Openness towards language differences and cultural differences in multicultural teams: How do they interact? *European Journal of International Management*. <https://doi.org/10.1504/ejim.2021.10035139>
6. Butler, C. L., Minbaeva, D., Mäkelä, K., Maloney, M. M., Nardon, L., **Paunova, M.**, & Zimmermann, A. (2018). HRM implications of global teams for international organizations: An expert dialogue. *International Journal of Human Resource Management*, 29(14), 2209-2229 <https://doi.org/10.1080/09585192.2018.1428720>

7. Lee, Y-t., & **Paunova, M.** (2017). How learning goal orientation fosters leadership recognition in self-managed teams: A two-stage mediation model. *Applied Psychology*, 66(4), 553-576. <http://dx.doi.org/10.1111/apps.12101> (Note: authors contributed equally)
8. **Paunova, M.** (2017). Who gets to lead the multinational team? An updated status characteristics perspective. *Human Relations*, 70(7): 883-907. <http://dx.doi.org/10.1177/0018726716678469>
  - Top Papers Published in 2017. A video the publisher posted to mark this can be found here: <https://www.youtube.com/watch?v=WsenHBQ7Huo>
9. Li-Ying, J., **Paunova, M.**, & Egerod, I. (2016). Knowledge sharing behavior and intensive care nurse innovation: The moderating role of control of care quality. *Journal of Nursing Management*, 4(7), 943-953. <http://dx.doi.org/10.1111/jonm.12404>
10. **Paunova, M.** (2015). The emergence of individual and collective leadership in task groups: A matter of achievement and ascription. *The Leadership Quarterly*, 26(6), 935-957. <http://dx.doi.org/10.1016/j.leaqua.2015.10.002>
11. **Paunova, M.** (2007). How to characterise and evaluate the culture of an organisation. *Economic Alternatives*, 6(83): 111–121. (in Bulgarian) <http://alternativi.unwe.bg/alternativi/br21/9.pdf>
12. **Paunova, M.** (2007). Emotional intelligence and labor performance: Findings, expectations and delusions. *Panorama of Labor: A Review of Labor and Social Relations*, 2/2007: 45–52. (in Bulgarian)

## CHAPTERS IN EDITED VOLUMES

13. Paunova, M. (2025). International diversity and global leadership. In Osland, J.S., Reiche, B.S., Maznevski, M.L. & Mendenhall, M.E. (eds.): *Advances in Global Leadership* (pp. 197-204). Emerald Publishing Limited. <https://doi.org/10.1108/S1535-120320250000016022>
14. **Paunova, M.** (2023). Principlism in practice: Ethics in survey research. In L. R. Ford, & T. A. Scandura (eds.), *The SAGE Handbook of Survey Development and Application* (pp. 54-80). SAGE Publications.
15. **Paunova, M.** & Blagoev, B. (2021). Globalization and employee turnover: The case of Bulgaria. In D. G. Allen & J. M. Vardaman (eds.): *Global Talent Retention* (pp. 87-108). Emerald Group Publishing Limited. <https://doi.org/10.1108/978-1-83909-293-020211005>
16. Holck, L. & **Paunova, M.** (2021). Turnover in Denmark: Between ‘flexicurity’ and collective voice. In D. Allen, J. Vardaman, D. Collings, V. Vaiman (eds.): *Global Talent Retention* (pp. 191-212). Emerald Group Publishing Limited. <https://doi.org/10.1108/978-1-83909-293-020211010>
17. **Paunova, M.** (2020). Diversity as heterogeneity and inequality: The case of nationality. In S. N. Just, A. Risberg, & F. Villèseche (eds.): *The Routledge Companion to Researching Organizational Diversity*. (pp. 107-121). Routledge. <https://doi.org/10.4324/9780429265716-11>
18. **Paunova, M.** & Lee, Y-t. (2016). Collective global leadership in self-managed multicultural teams: The role of team goal orientation. In M. Mendenhall, J. Osland, & L. Li (eds.): *Advances in Global Leadership*, volume 9 (pp. 187-210). Emerald Group Publishing Limited. <https://doi.org/10.1108/S1535-120320160000009007>
19. Zander, L., Butler, C. L., Mockaitis, A. I., Herbert, K., Luring, J., Mäkelä, K., **Paunova, M.**, Umans, T., & Zettinig, P. (2015). Team-based global organizations: The future of global organizing. In R. Van Tulder, A. Verbeke, & R. Drogendijk (eds.): *Progress in International Business Research*, volume 10 (pp. 227-243). Emerald Group Publishing Limited. <http://dx.doi.org/10.1108/S1745-886220150000010008>

## MONOGRAPHS, BOOKS, CASES &amp; PRACTITIONER PUBLICATIONS

20. **Paunova, M.** (2024). Power to Your People: Building Belonging and Impact at Pleo. Case Centre. Reference no. CBS054. (Case) <https://www.thecasecentre.org/products/view?id=201536>

21. **Paunova, M.** (2024). Power to Your People: Building Belonging and Impact at Pleo. Case Centre. Reference no. CBS055. (Teaching Note)  
<https://www.thecasecentre.org/products/view?id=201537>
22. **Paunova, M.** (2013). *Essays on leadership emergence in multinational teams*. Doctoral thesis. Barcelona: IESE Insight. T-271-E, 07/2013
  - Multiple awards and honors
23. Paunov, M., **Paunova, M.**, & Paunov, A. (2013). *Organizational behavior*. Sofia: Ciela Norma AD. ISBN:978-954-28-1250-0 (Note: textbook, in Bulgarian)
24. **Paunova, M.** (2011). Gaining and sustaining power through interpersonal ties. *Center for Global Leadership Research Translation Series*. Irvine, CA: University of California, Irvine.  
<https://merage.uci.edu/research-faculty/centers/global-leadership/research.html>

## PEER-REVIEWED CONFERENCE PROCEEDINGS

25. **Paunova, M.**, Hardt, D., & Gregoric, A. (2025) Social comparison processes in the gendering of performance evaluations. *Academy of Management Proceedings*, 2025 (1): 20672  
<https://journals.aom.org/doi/abs/10.5465/AMPROC.2025.20672abstract>
26. Mohan, G. & **Paunova, M.** (2025) Leadership beyond borders: Research frontiers in culture, inclusion, and collaboration. <https://cdmcd.co/Gw6Pdn>
27. Mohan, G., **Paunova, M.** & Lee, Y-T. (2022). The effects of nationality diversity on leadership perceptions in multinational teams. *Academy of Management Proceedings*, 2022(1): 16531.  
<https://doi.org/10.5465/AMBPP.2022.16531abstract>
  - Best Transnational Paper (GDO)
28. **Paunova, M.** & Blasco, M. (2021). Social exchange and reciprocal integration between migrants and locals at work. *Academy of Management Proceedings*, 2021(1): 10892  
<https://doi.org/10.5465/AMBPP.2021.71>
  - Best Paper Proceedings (top 10%)
29. **Paunova, M.**, Davila, A., Allen, D. A., Ogliastri, E., Sully de Luque, M., Pacheco, P. O., Bamberger, P., & Elvira, M. (2020). Doing OB/HR research in Latin America. *Academy of Management Global Proceedings*. 2020: 149
30. **Paunova, M.** & Ehrhardt, K. (2018). Exploring multilevel issues in the integration of skilled international migrants. *Academy of Management Proceedings*, 2018(1): 11071.  
<https://doi.org/10.5465/AMBPP.2018.11071symposium>
  - Showcase Symposium (top 10%)
  - Nominated for Best International Symposium by two Academy of Management Divisions: International Management; Gender and Diversity in Organizations
31. Macias-Alonso, I., Alkhaled, S., **Paunova, M.**, & Villeseche, F. (2018). Women, gender stereotypes, and leadership: Overcoming the negatives or accentuating the positives? *Academy of Management Proceedings*, 2018(1): 16184.  
<https://doi.org/10.5465/AMBPP.2018.16184symposium>
32. Wehrle, K. & **Paunova, M.** (2018). A multi-divisional perspective on what's next in international migration and displacement research. *Academy of Management Proceedings*, 2018(1): 10523.
33. **Paunova, M.** & Li-Ying, J. (2017). Team cohesion in intensive care nursing: At the interface of nurse self-concept and unit structure. *Academy of Management Proceedings*, 2017(1): 10720.  
<https://doi.org/10.5465/AMBPP.2017.20>
  - Best Paper Proceedings (top 10%)
34. **Paunova, M.**, & Svejnova, S. (2017). The orchestra as a laboratory: Generative organizing for performance and learning. *Academy of Management Proceedings*, 2017(1): 10723.  
<https://doi.org/10.5465/AMBPP.2017.10723abstract>

35. **Paunova, M.**, & Lee, Y. (2016). Identity, status, complexity: How nationality-based categorization shapes shared leadership. *Academy of Management Proceedings*, 2016(1): 11679. <https://doi.org/10.5465/AMBPP.2016.11679abstract>
36. **Paunova, M.**, Li, Y., & Egerod, I. (2016). Knowledge sharing, control of care quality, and innovation in intensive care nursing. *Academy of Management Proceedings*, 2016(1): 10326. <https://doi.org/10.5465/AMBPP.2016.10326abstract>
37. Luring, J., **Paunova, M.**, & Butler, C. L. (2015). Openness to language and value diversity fosters multicultural team creativity and performance. *Academy of Management Proceedings*, 2015(1): 13090. <https://doi.org/10.5465/AMBPP.2015.13090abstract>
38. **Paunova, M.** (2014). Nationality divides and shared leadership in multinational teams. *Academy of Management Proceedings*, 2014(1): 13288. <https://doi.org/10.5465/AMBPP.2014.13288abstract>
  - Best Paper (winner), EIASM 11th Workshop on International Management (2013)
39. **Paunova, M.** (2014). Essays on leadership emergence in multinational teams. In: International Management (organizer), Barry M. Richman Best Dissertation Award. *Academy of Management Proceedings*, 2014(1): 19083. <https://doi.org/10.5465/AMBPP.2014.19083symposium>
40. **Paunova, M.**, Glikson, E., & Watson-Manheim, M. B. (2013). Exploring the dynamics of collocated and global multicultural teams. *Academy of Management Proceedings*, 2013(1): 11367. <https://doi.org/10.5465/AMBPP.2013.11367symposium>
  - Best International Symposium (finalist)
41. Rockstuhl, T., Ang, S., Lee, Y.-t., & **Paunova, M.** (2013). Beyond international experience: Effects of cultural capital on cultural intelligence. In: M. Erez, A. Lisak, & S. Ang (organizers), The contributions of context-related global characteristics to global leadership effectiveness. *Academy of Management Proceedings*, 2013(1):13244. <https://doi.org/10.5465/AMBPP.2013.13244symposium>
  - Best International Symposium (finalist)

#### OTHER PEER-REVIEWED CONFERENCE PRESENTATIONS

42. **Paunova, M.** (2025) Unconscious Bias, Cooperation, and Leadership in a Multinational Context. Paper presentation at the *8th Interdisciplinary Perspectives on Leadership Symposium* in Mykonos, Greece.
43. **Paunova, M.**, Hardt, D. & Lamprinidis, S. (2021). Gender, nationality, and age effects in student evaluations of teaching. Paper presentation at the *European Group for Organizational Studies colloquium* (virtual).
44. **Paunova, M.** (2021). How do they integrate? Social exchange and reciprocal integration among migrants and locals. Agent-based models of social networks. Paper presentation at the *European Conference on Social Networks*.
45. **Paunova, M.** & Blasco, M. (2020; postponed to 2021). Social exchange and reciprocal integration between migrants and locals at work. *SCOS Conference* in Copenhagen, Denmark.
46. Blasco, M. & **Paunova, M.** (2019). Migrant integration. Paper presented at the *OMICS Conference* in Gothenburg, Sweden.
47. Blasco, M., **Paunova, M.** (2017). Who should adapt ‘at home’? Microdynamics of social exchange for reciprocal integration and a sense of belonging among migrants and hosts. Paper presentation at the *European Group for Organizational Studies colloquium* in Copenhagen, Denmark.
48. **Paunova, M.**, Holck, L., Sanden, G. R., Remke, R., Pepper, M., Kriek, D. (2017). Making a difference in global teams and organizations. Panel presentation at the *4<sup>th</sup> International Conference on Responsible Leadership: Leadership Challenges That Matter* in Pretoria, South Africa.



49. Mockaitis, A. I., Zander, L., De Cieri, H., Butler, C., Minbaeva, D., Mäkelä, K., **Paunova, M.**, Maloney, M., Zellmer-Bruhn, M., Nardon, L., Zimmermann, A. (2016). The benefits of global teams for international organizations: HR implications. Panel presentation at the *European International Business Academy* in Vienna, Austria.
50. **Paunova, M.**, & Svejenova, S. (2016). The orchestra as a laboratory: In-between organizing at Spira mirabilis. Paper presentation at the *European Group for Organization Studies* in Naples, Italy.
51. **Paunova, M.** (2016). Do subgroups in multinational teams help or hurt shared leadership? Paper presentation at *INGRoup* conference in Helsinki, Finland.
52. Luring, J., **Paunova, M.**, Umans, T., Butler, C., & Zander, L. (2014). Team-based global organizations: the future of global organizing: Openness to language and value diversity fosters multicultural team creativity and performance. Paper presentation at *EIBA Annual Conference*, Uppsala, Sweden.
53. **Paunova, M.** (2014). Nationality-based subgroups and shared leadership in multinational teams. Paper presentation at JIBS Paper Development Workshop, *Academy of International Business* in Vancouver, Canada.
54. **Paunova, M.**, & Rouzies, A. (2013). Identification dynamics in international joint ventures: A model of dual identification of IJV managers. Paper presentation at the *European Academy of Management* in Istanbul, Turkey.
55. **Paunova, M.** (2013). Eloquent and “more developed”: Network centrality in multinational teams as function of language ability, nationality and self-evaluations. Paper presentation at the *International Network for Social Network Analysis* (Sunbelt XXXIII) in Hamburg, Germany.
56. **Paunova, M.** (2012). Uncertainty, quality and status: An empirical examination in diverse groups. Paper presentation at the *Academy of Management* in Boston, MA.
57. Lee, Y.-t., & **Paunova, M.** (2012). Dynamics between vertical and shared leadership in multicultural teams: The role of cultural intelligence. Paper presentation at the *Society of Industrial and Organizational Psychology* in San Diego, CA.
58. **Paunova, M.**, & Lee, Y.-t. (2011). A process model of leadership in self-managed multicultural teams: Empirical examination of the roles of learning goal orientation, psychological safety, and cultural intelligence. Paper presentation at the *Academy of Management* in San Antonio, TX.
59. **Paunova, M.** (2011). Identity and identification in international joint ventures: Implications for performance. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
60. **Paunova, M.** (2011). Networking: Its ethical implications. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
61. **Paunova, M.** (2011). How the strength of ties matters, if at all: A commentary on dyadic tie strength research. Paper presentation at the *European Academy of Management* in Tallinn, Estonia.
62. **Paunova, M.** (2010). Self-monitors – the effective networkers: Individual-level processes behind structural outcomes. Paper presentation at the *European Academy of Management* in Rome, Italy.

#### CONFERENCES ON TEACHING & LEARNING

63. **Paunova, M.**, Hardt, D., & Gregoric, A. (2023). Gender and student evaluations of teaching. Universities in Turbulent Times, *European Group for Organizational Studies* colloquium, Sardinia.
64. Zander, L., Sue-Chan, C., Lee, Y. K., **Paunova, M.**, & Young, L. V. (2017). Teamwork teaching challenges: We really do need to teach students how to work in teams. Panel presentation at *Teaching and Learning Conference (TLC@AOM)* in Atlanta, GA.
65. Zander, L., Mäkelä, K., Butler, C., Berdrow, I., Eisenberg, J., Lee, Y.-t., **Paunova, M.**, Vodosek, M. (2013). Teaching management to the culturally aware students of today. Panel presentation at the *Teaching and Learning Conference (TLC@AOM)* in Orlando, FL.

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## ACADEMIC LEADERSHIP

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### SERVICE TO THE PROFESSION

- Chair, Global Committee of the OB Division, Academy of Management (since Aug 2023; member of the committee since 2017)
- Associate Editor, *Applied Psychology* (since 1 Dec 2023)
- Editorial board member: *Human Resource Management Journal* (since 2019), *Proceedings of BAS–Humanities & Social Sciences*, Bulgarian Academy of Sciences (since 2017), *Advances in Global Leadership*, Emerald (since 2016), *Academy of Management Review* (2017-2020), *Thunderbird International Business Review* (2016-2019)
- Regular reviewer for *Journal of International Business Studies*, *Journal of World Business*, *Academy of Management Journal*, *Socio-Economic Review*, emergency & award committees at AOM (IM, OB, DEI)
- Convenor of biennial sub-theme at European Group for Organization Studies on topics related to multiculturalism, nationalism and cosmopolitanism, migration and inclusion (2019; 2021; 2023)

### SERVICE TO ESCP BUSINESS SCHOOL

- Recruitment committee, Department of Management (2024/2025)

### SERVICE TO COPENHAGEN BUSINESS SCHOOL

- Coordinator, CBS Leadership Paper Series, CBS Leadership Center (since Jan 2023)
- Academic support for students with special needs, SPS Studenterrådgivningen/CBS (since Mar 2022)
- Member of the steering committee, HRM Research Group, Department of Organization (since Sep 2021)
- Program director, Business, Language and Culture (BSc and MSc) (Sep 2021-Mar 2023)
- Vice program director, Business, Language and Culture (BSc and MSc) (Jun 2019- Aug 2021)
- Coordinator, Leadership Research Cluster, Diversity & Difference CBS-wide platform (2018-2022)
- Mentor, CBS Cross-Departmental Mentor Programme (2017-2021)
- Ambassador for Responsible Management Education, BA European Business (2016-2020)
- Coordinator, Communication, Organization and Governance Research Cluster, Department of Management, Society and Communication (2017-2018)
- Member of study board, BA English and Organizational Communication (2016-2018)

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## SUPERVISION

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### DOCTORAL SUPERVISION

- Primary supervisor: Sylvia Seleka (exp. 2028) – Global Executive PhD, ESCP
- Primary supervisor: Sarosh Asad (Dec 2021) – Copenhagen Business School
  - PhD title: *Top management team diversity and CEO narcissism*
  - Placement: Assistant Professor, University of Groningen, The Netherlands
- PhD committee member:
  - Farzana Ashraf (Macquarie University, 2025)
  - Kristina Kazuhara (CBS, 2024)
  - Elisabet Skov Nielsen (CBS, 2024)
  - Lise Dahl Arvedsen (CBS, 2020)

- Maria Lundberg (CBS, 2018)
- Tali Padan (CBS, n/a)

### OTHER SUPERVISION

- Dozens of projects at graduate and undergraduate levels
- 31 MSc & MA students at CBS, 25 BSc & BA students at CBS, LaSalle and Pompeu Fabra.
- Topics include leadership, applied psychology, teams and teamwork, diversity and inclusion, sustainability, intercultural and cross-cultural management.
- Lectures and workshops on research project design and research methods, various programs across CBS.

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### TEACHING

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#### PEDAGOGICAL TRAINING AND PERFORMANCE

- Assistant Professor Program at CBS (now HETEP, Advance HE Fellow equivalent) completed with the grade “Extraordinarily Competent”.
- Student evaluations range between 4 and 5 (out of 5), with an average of 4.6 on the criterion “Minna Paunova was overall a good teacher”, and an average of 4.3 on “My overall impression of the course is positive”.

#### EXECUTIVE AND POST-GRADUATE

- Leading diverse and inclusive workplaces, NIVA, The Nordic Council of Ministers (online)
- Leadership, Executive MBA, Copenhagen Business School (CBS), Denmark
- Leadership (LEAD), Full-time MBA, IESE Business School, Spain – teaching assistant (TA)
- Globalization of business enterprise (GLOBE), Full-time MBA, IESE Business School – TA
- Teambuilding (workshop facilitation), Global Executive and Full-time MBA, IESE Business School

#### PHD

- Survey design & data management, ESCP
- Advanced topics in leadership research, CBS
- Critical perspectives on leadership, Lund University, Sweden
- Survey methods, Technical University of Denmark
- Research in OB: State of the art, La Salle University, Spain

#### MASTER

- Organization & management, Master in Management, ESCP
- Growing SMEs and family firms, MBA in International Management, ESCP
- Organizational design, MSc Digital Project Management & Consulting, ESCP
- Strategy and leadership, MSc Business Administration and Psychology, CBS
- Diversity and corporate social responsibility beyond borders, MSc Business, Language and Culture, CBS
- Cross-cultural management, MA International Business Communication, CBS
- Leadership and communication, MSc Business Administration & Organizational Communication, CBS
- Workshops on working in multicultural teams, Technical University of Denmark

#### BACHELOR

- Intercultural skills, Bachelor in Management, ESCP
- Interdisciplinary research methods, BSc Business, Language and Culture, CBS



- Communicating across cultures, BA Intercultural Market Communication, CBS
- Intercultural management and communication, BSc European Business, CBS
- Intercultural communication, BA English and Organizational Communication, CBS
- Responsibility day/Intro week/Bachelor kick-off, Various programs, CBS
- Leading teams and organizations, La Salle University
- Strategic management, Pompeu Fabra University, Spain
- Organizational behavior, Barcelona Business School, Spain

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## OUTREACH & SOCIETAL IMPACT

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### COACHING AND CONSULTING

- Leadership for the Future Think Tank, member (Copenhagen, since Jun 2023)
- ConnectingCultures, Principal Consultant (Copenhagen, since Mar 2023)
- Individual and group-based leadership coaching (Copenhagen and virtual; 50+ hours since Mar 2019)
- Work with corporate partners on diversity and inclusion, intercultural communication, teamwork and leadership (Copenhagen and virtual), including: Pleo (ongoing, since Jul 2022), PharmaDenmark (Nov 2023), NOCA/Cranet (Mar 2023), British Chamber of Commerce (Jun 2019), DONG Energy (Oct 2017), Vattenfall (May 2016)

### MEDIA AND OUTREACH

- National diversity and workplace relationships, SAGE, <https://methods.sagepub.com/video/how-national-diversity-effects-workforce-relationships-in-financial-services> (Mar 2023)
- Arbejdsgiverne skal tage mere ansvar for at integrere nydanskere, Information (5 Sep 2018)
- Minna Paunova discusses her article, SAGE, <https://youtu.be/WsenHBQ7Huo> (Jun 2018)
- Leading today (invited talk), OECD Forum (Paris, France) (May 2018)
- Managing multicultural teams: What you should know, Forbes India–Global (8 Feb 2017)
- Three tips to help multicultural teams succeed, Eurasia Review (6 Jan 2017)
- Experts in the area of promoting integration, Migration Research Catalogue (May 2016)
- Team-based global organizations: Goodbye to hierarchy-based organizing, Strategic Direction 32/3
- How nationality shapes social status (invited talk), TEDxBG (Sofia, Bulgaria) (May 2014)

### INVITED TALKS

- Research seminars at academic institutions such as HEC Montreal, CEU Business School, Amsterdam Business School, University Carlos III, IESE Business School, TU Dresden, University of Copenhagen, Cuneo University, Nova School of Business and Economics, IESEG School of Management, Uppsala University
- As panelist in Academy of Management PDWs on “Redefining the Mentor-Mentee Relationship” (2025), “Change Agents for DEI in and Around Organizations” (2024, 2025), “Broadening the AOM Experience for Emerging International Members” (2023, 2024, 2025)

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**OTHER**

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**LANGUAGES**

English (fluent), Spanish (fluent), Bulgarian (native), Danish (advanced)

**PERSONAL AND FAMILY**

Bulgarian national. Married to Miguel Morillas, Spanish national. Mother of Elia (2018) and Gael (2020).

**PERIODS OF LEAVE**

- 2 Jan 2023 to 31 Mar 2023 (13 weeks; part-time)
- 08 June 2020 to 28 February 2021 (38 weeks; full-time)
- 30 July 2018 to 6 May 2019 (40 weeks; full-time)

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**REFERENCES**

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**Yih-teen Lee**

Professor of Managing People in  
Organizations  
IESE Business School, Spain  
[ylee@iese.edu](mailto:ylee@iese.edu)

**Lena Zander**

Professor of Business Studies  
Uppsala University, Sweden  
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