

## CURRICULUM VITAE

---

**Chiara Succi**

1979 Nationality: Italian



### Education

---

- 2009** **GCPCL (Colloquium on Participant Centered Learning)**  
Harvard Business School – Boston (USA)
- 2003-2007** **PhD in Communication Sciences** (University of Lugano, Switzerland). Thesis Title: *Corporate eLearning Acceptance: the role of Context and Communication*.
- 1998-2002** **Master of Science in Communication Sciences** (University of Lugano, Switzerland). Thesis Title: *eLearning Management in Swiss Universities and in the Regions of the "Four Motors for Europe"*. Graduated Summa cum Laude (110 cum laude).
- 1993-1998** Liceo Classico School Cesare Beccaria in Milan, Italy.

### Languages

---

**Italian:** mother tongue  
**English:** very good  
**German:** business fluent  
**French:** basic

### Academic Experiences

---

- 2015-2017** Academic Director Bachelor in Management – Turin Campus
- 2016-2017** Visiting Professor Università Pontificia Salesiana
- 2008 -2017** Associate Professor at ESCP Europe Torino Campus
- HRM - Human Resources Management – MIM
  - Leadership & Self-Awareness - MIM
  - P&M - Psychology and Management – PMY
  - OB - Organizational Behaviour & Cultural Management – MEB
  - Intercultural Skills – BIM
  - Managing International Teams – IFBM
  - Organizational Behaviour – EMIB
- 2005-2006** Visiting Assistant at the Edith Cowan University, Faculty of Communications and Creative Industries – Western Australia
- Interactive Multimedia
- 2003-2006** Teaching Assistant at the University of Lugano, Faculty of Communication Sciences
- eLearning (Bachelor)
  - eGovernment (Bachelor)
  - New Media in Education (Master in Technology-Enhanced Communication for Cultural Heritage)
- 2003-2005** Teaching Assistant at the Politecnico di Milano (Como Campus), School of Engineering
- New Media & Communication

## **Research Projects**

---

- 2015-2017 Talent Management Institute:** The goal is to support companies in the war for talent by providing state-of-the-art talent management research and creating a distinct community of TM experts for knowledge sharing.
- 2015-2016 People Strategy Survey:** A survey will be distributed among Italian companies to investigate strategic choices and activities in place to develop human capital.
- 2015-2016 Research Center for the Study of Innovation in Organizations (SIO):** The ambition is to set up a place where academics involved in innovation issues may work together and help develop a strong and visible expertise in that field at ESCP Europe towards both academic and business worlds.
- 2014-2016 Soft Skills Importance Perception in Europe:** A panel composed by managers of multinational companies and business school graduate students will be asked about new recruitment criteria and first job challenges. Soft skills will be assessed through a survey supported also by qualitative data (i.e. one-to-one interviews and focus groups) and by a comparative analysis.
- 2004-2005 The development of eLearning in the Swiss UAS:** The objectives of this mandate of the Swiss National Foundation were the following:
- to examine the strategies and the institutional development of eLearning in the Swiss Universities of Applied Sciences (UAS);
  - to compare Switzerland with other European countries and to identify strengths and weaknesses;
  - to identify best practices in Swiss and foreign institutions;
  - to draw the main lines of a strategy for eLearning.
- 2003-2005 HOSPITALITAS** - Healthcare Online Shared Platform for Increasing Tessin And Lombardy Immigrants' Treatment and Assistance - is a project funded by the Programma Interreg III A 2000-2006. The purpose of the project was to develop an online platform for the continuing education towards healthcare assistance to patients immigrated from developing countries.
- 2003-2004 eLearning Management within Italian Universities:** CTU (University of Milan) – and NewMinE Lab carried out a research to discover the main management models used to develop eLearning activities within Italian Universities. In the first phase, the research focused on 52 universities in the following regions: Baden-Württemberg, Catalunya, Lombardy, Rhône Alpes and Switzerland. A questionnaire was sent and 27 in-depth interviews were also conducted.
- 2002-2003 EDUM** – Educational Management in the Swiss Virtual Campus Programme. A mandate funded by the Swiss National Foundation with the aim to explore the conditions for the successful realization of e-learning activities, focusing in particular on the test and use phase of the courses produced in the framework of the Swiss Virtual Campus programme.

## **Academic Activities**

---

- 2015-2017** Associate editor of World Journal of Management (WJM)  
**2014-2017** Membership OBTS Teaching Society for Management Educators

## **Professional Experiences**

---

- 2009-2016** Associate - 3H Partners  
- Management consulting activities with a focus on leadership development
- 2007-2008** Unicredit Group  
- Internal consultant at UniManagement. Designing of learning activities for the top-management and collaboration to the definition of the Leadership Curriculum. Facilitation of team works during events and strategic meetings of the Group.
- 2005-2006** Masie Center  
- Internship at the MASIE Center (New York), September to December 2005, and research activities with the Learning CONSORTIUM network (nearly 150 Fortune 500 companies);
- 2003-2006** NewMinE Lab  
- Scientific researcher at the NewMinE Lab (New Media in Education Laboratory), at the University of Lugano, coordinating the promotion of events and caring public relations with companies and partners.
- 2002-2006** Consultant activities  
- Aermacchi, Alcoa Australia, Alenia Aeronautica, Ernst & Young Italia, Esprinet, Fiat Auto, Homedepot (Atlanta, GA), I.Re.F, jetBlue (New York, NY), and Kraft UK;
- 2001** Intesa Bank  
- Internship at Banca Intesa Formazione, September to December 2001, and testing activities of the eLearning platform "Intesa Campus" used by 60.000 employees.Relevant

## **Certifications**

---

### **MBTI (Myers Briggs Type Indicator) Step I and Step II**

A psychometric tool designed to identify and develop personal attitudes, which is widely used in leadership development and team empowerment activities.

### **TKI (Thomas-Kilmann Conflict Mode Instrument)**

The TKI assesses an individual's typical behavior in conflict situations and describes it along two dimensions: assertiveness and cooperativeness.

### **Belbin Team Roles**

A model of nine team roles to help managers and organisations in building working teams.

### **ESCI (Emotional and Social Competency Inventory)**

360° questionnaire used to measure emotional intelligence of leaders and professionals and to raise awareness through powerful feedback.

## **Publications**

---

### **Books**

1. Succi, C. (2010) *eLearning Acceptance. A study about learning innovations within international companies*, Saarbrücken - Germany: VDM Verlag.
2. Cantoni, L., Botturi, L. & Succi, C. (2007) *E-learning. Capire, progettare, comunicare*, FrancoAngeli: Milano.

### **Chapters**

3. Succi, C. & Cantoni, L. (2009), 'Acceptance and failure of e-learning in organizations: a map', in Bertagni, B., La Rosa, M., Salvetti, F. (eds), *Learn how to learn! Knowledge society, education and training*, FrancoAngeli: Milano.
4. Botturi L., Cantoni L., Inversini A. & Succi C. (2007) 'Sustainable eLearning quality: A lightweight method from experience', in N. Buzzetto-More (ed.), *Advanced Principles of Effective eLearning*, Santa Rosa, CA: Informing Science Press, 161-183.

### **Articles**

5. Succi, C. (2015) 'Soft Skills for the Next Generation: Toward a comparison between Employers and Graduate Students' Perceptions', *Sociologia del Lavoro*, 244-256.
6. Bertoldi, B. Succi, C., Zalica, M. (2014) 'Splitting Up the Pie: An Analysis of Partner Compensation Systems in Italian Professional Firms', *World Review of Business Research*, 4(1), 129-145 - ISSN: 1838-3955.
7. Bertoldi, B. Succi, C., Zalica, M. (2013) 'Managing Professional Firms: How Partner Compensation Supports Strategic Choices', *World Review of Business Research*, 3(1), 59-79 - ISSN: 1838-3955.
8. Succi, C. & Cantoni, L. (2008) 'A Map of eLearning Acceptance (MeLA) and a Corporate eLearning Readiness Index (CeLeRI)', *International Journal of Advanced Corporate Learning - iJAC*, 1(1) 139-47.
10. Succi, C., & Cantoni, L. (2006) 'Accettazione e rifiuto dell'eLearning nelle organizzazioni: una mappa', *Sociologia del lavoro*, (3), 132-142.
11. Succi, C. (2006) 'Accettazione dell'eLearning: il caso di Home Depot', *E-Learning & Knowledge Management*, July, 51.

### **Book reviews**

12. Succi, C. (2004) 'Book review: Martyn Sloman, The e-Learning Revolution. How technology is Driving a New Training Paradigm', *Studies in Communication Sciences*, 4(2), 234-235.

### **Papers with peer review**

13. Succi, C & Cinque, M. (2015) 'Hard Findings on Soft Skills. How new needs of the job market demand to re-design learning processes', *Proceedings Annual Conference Human Resource Management and Professional Development in the Digital Age*, Singapore, 14-15 December 2015.
14. Bertoldi, B., Succi C., Zalica M. (2013) 'Partner Compensation Criteria in Italian Law Firms', *Proceedings Annual Paris Business and Social Science Research Conference*, Paris, 4-5 July - ISBN 978-1-922069-27-6, Journal Best Paper Award.
15. Succi, C., Quaglia, R., Sharma, R. (2013) 'Strategy Execution Emergency: a focus on Leadership and People Alignment', *Proceedings IFDFO 2013*, New Dehli.
16. Bertoldi, B. Succi, C., Zalica, M. (2012) 'Managing Professional Firms: How Partner Compensation Supports Strategic Choices', *European Business Research Conference Proceedings 2012*, 978-1-922069-09-2
17. Viotto, P., Quaglia, R. & Succi, C. (2009) 'Where do CEOs come from?', *Proceedings EURAM conference*, Liverpool.
18. Succi, C., Quaglia, R. & Viotto, P. (2009) 'Leadership Development Methodology. Strategies to learn emotional intelligence', *Proceedings Developing Leadership Capacity Conference*, Bristol.

19. Succi, C. & Cantoni, L. (2008) 'Corporate eLearning Acceptance: The Role of Context and Communication', in D. Guralnick (ed.), *ICELW Conference Proceedings* (12-13 June 2008), Columbia University, New York.
20. Succi, C., Cantoni, L., Pallard, A. & Pilotti, V. (2006) 'Accettazione dell'eLearning nelle organizzazioni: il caso di Fiat Auto', *Atti del 3° Congresso Nazionale della Società italiana dell'e-Learning*, Roma.
21. Succi, C., & Cantoni, L. (2005) *Quality Benchmarking for eLearning in European Universities*, Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications 2005, Norfolk, VA: AACE, 116-123.
22. Lepori, B. & Succi, C. (2004) *eLearning and the Governance of Higher Education in Continental Europe*, in G. Richards (Ed.), Proceedings of World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education, AACE: Chesapeake, VA, 1727-1733.
23. Lepori, B., Rezzonico, S. & Succi, C. (2004) *eLearning in Swiss Universities. Recent Developments and Future Prospects*, in V. Mahnic, B. Vilfan, EUNIS 2004, Bled, Slovenia.
24. Lepori, B. & Succi C. (2004) *Universities of applied sciences: a new frontier for eLearning?*, in A. Szücs, I. Bo, EDEN 2004, Budapest, Hungary.
25. Cantoni, L., Succi, C., Selvitella, L., Esposito, E., Bianchi, F. & Barni S. (2004) *L'eLearning nelle università italiane. Una ricerca sulla qualità*, Expo e-learning, Ferrara, Italy.
26. Cantoni, L., Lepori, B. & Succi, C. (2003) *European Universities managing quality in eLearning*, in A. Szücs, E. Wagner & C. Tsolakidis, Eden 2003, Rhodes, Greece.
27. Lepori, B., Cantoni, L. & Succi, C. (2003) *The introduction of eLearning in European universities: models and strategies*, in M. Kerres, B. Voss, GMW03, Duisburg, Germany.
28. Cantoni, L., Inglese T., Lepori, B. & Succi, C. (2003) *Quality and management of eLearning in European Universities*, in Malpica F., Tremante A., Sala N., EISTA'03, Orlando, Florida.
29. Cantoni, L. & Succi, C. (2002) *Swiss and EU Universities Facing the Issue of eLearning Quality. A qualitative and a quantitative research*, Netlearning2002, Ronneby, Sweden.
30. Cantoni, L. & Succi, C. (2002) *La qualità dell'eLearning nelle Università svizzere ed europee*, eLearning 2002: a challenge for universities, Milano, Italy.

## Reports

31. Succi, C., & Cantoni, L. (2006) 'Accettazione dell'eLearning nelle organizzazioni: il caso di Fiat Auto', *Atti del 3° Congresso Nazionale della Società italiana dell'e-Learning*, Roma.
32. Succi, C. & Cantoni, L. (2006) Una ricerca sull'accettazione dell'eLearning nelle aziende, *Bernabè Digital magazine*, 27/07/2006.
33. Cantoni, L. & Succi, C. (2006) 'eLearning e qualità: uno studio sulle università italiane, svizzere e dei "Quattro Motori d'Europa"', *Lettera Asfor*, (1), 12-13.
34. Succi, C. (2006) Survey on e-Learning Acceptance, internal document Masie Center.
35. Succi, C. (2005) Report of the Case Study at JetBlue, internal document NewMinE Lab, Lugano.
36. Succi, C. (2005) Report of the Case Study at Alcoa Australia, internal document NewMinE Lab, Lugano.
37. Succi, C. (2005) 'Quality and Evaluation', in Lepori B., Cantoni C. (eds.) EDUM project. EDUM eLearning Manual, NewMinE Lab, Lugano.
38. Succi, C. (2005) 'Quality and Evaluation', in Lepori B., Cantoni C. (eds.) EDUM project. EDUM eLearning Manual, NewMinE Lab, Lugano.
39. Lepori, B. & Succi, C. (2004) eLearning in the Swiss Universities of Applied Sciences, New MinE Lab, Lugano.

40. Lepori, B., Succi, C. (2004) eLearning in the Universities of Applied Sciences. Country Report on Germany, NewMinE Lab, Lugano.
41. Succi, C. (2004) 'I risultati: il benchmarking', in Cantoni, L. & Esposito, A. (eds.) La qualità nella gestione dei progetti di eLearning nelle università italiane, CTU, Milano.
42. Lepori, B. & Succi, C. (2003) eLearning in Higher Education. Prospects for Swiss Universities, NewMinE Lab, Lugano.

**Others**

43. Cantoni, L. & Succi, C. (2003) Piano nazionale di formazione degli insegnanti sulle tecnologie dell'informazione e della comunicazione, approfondimento nel Modulo 1 "Innovazione nella scuola e Tecnologie Didattiche", dal titolo "Storia e basi teoriche delle Tecnologie Didattiche" e Laboratorio dal titolo "Misurare la Qualità".