

# UNIVERSITY OF LUCERNE

## Center for Human Resource Management (CEHRM)

### Activity Report Spring / Fall Term 2021

(01.02.2021 – 31.01.2022)

#### Bachelor's Curriculum

- Lecture "Human Resource Management (HRM)", University of Lucerne (Prof. Dr. Bruno Staffelbach, Jacob Naemi, MSc) 126 students
- Lecture "Organization and Change Management", University of Lucerne (Dr. Manuela Morf) 83 students
- Seminar "Leadership", University of Lucerne (Dr. Feena May, Dr. Lea Rutishauser) 49 students
- Seminar "Praxisorientierte Managementprozesse mit Beispielen aus dem HRM", University of Lucerne (Dr. Patrick Hofstetter, Claudio Zihlmann, MA, Dr. Andreas Schmid, Joël Kritzer, BSc) 6 students

#### Master's Curriculum

- Lecture "Strategic HRM", University of Lucerne (Dr. Anna Sender) 70 students
- Seminar "HR Lab", University of Lucerne (Dr. Lea Rutishauser) 4 students
- Seminar "Leadership: Fortgeschrittene Führungs- und Planungsprozesse", University of Lucerne (Dr. Patrick Hofstetter, Dr. Reto Wegmann) 6 students
- Seminar "HR Business Simulation", University of Lucerne (Dr. Lea Rutishauser, Dr. Reto Wegmann) 21 students
- Seminar "People Analytics", University of Lucerne (Dr. Manuela Morf, Dr. Anna Sender) 12 students

#### Doctoral Studies

- PhD Research Seminar in HRM FS 21, University of Lucerne (Prof. Dr. Bruno Staffelbach, Dr. Anja Feierabend) 12 participants
- PhD Research Seminar in HRM HS 21, University of Lucerne (Prof. Dr. Bruno Staffelbach, Dr. Anja Feierabend) 10 participants
- Workshop on Strategic Human Resource Management, European Institute for Advanced Studies in Management, Online (Prof. Dr. Bruno Staffelbach, Dr. Lea Rutishauser) 36 participants

## **Executive Education**

- CAS in Human Factors in Leadership, University of Lucerne (Claudio Zihlmann, MA) 10 participants
- CAS in Decision Making and Leadership, University of Lucerne (Claudio Zihlmann, MA) 16 participants
- CAS in Information Management and Leadership, University of Lucerne (Dr. Reto Wegmann) 12 participants
- Master Module MAS in Effective Leadership, University of Lucerne (Dr. Reto Wegmann, Dr. Patrick Hofstetter, Claudio Zihlmann, MA) 3 participants
- CAS in Leading by Example, International Committee of the Red Cross and University of Lucerne (Thomas Knobel, MSc) 120 participants
- CAS in Leading High-Performing Multidisciplinary Teams, International Committee of the Red Cross and University of Lucerne (Thomas Knobel, MSc) 101 participants
- CAS in Leading Complex Operations and Transformations, International Committee of the Red Cross and University of Lucerne (Thomas Knobel, MSc) 45 participants
- Master Module MAS in Humanitarian Leadership, University of Lucerne (Thomas Knobel, MSc) 18 participants

## **Term Papers, Bachelor and Master Theses**

- Accorinti Siro, Einfluss der Selbstreflexion auf den Führungsstil (Dr. Patrick Hofsetter)
- Baumann Sinan, Interplay between job design and co-worker support at the workplace (Dr. Lea Rutishauser)
- Baumeler Martina, The relationship between qualitative job insecurity and emotional exhaustion (Dr. Anja Feierabend)
- Bürgler Mauritz, Effects of working from home on employees' well-being and job satisfaction (Dr. Lea Rutishauser)
- Dietschi Lukas, Führung und Engagement – die Rolle des Linienvorgesetzten (Dr. Reto Wegmann)
- Dolfini Alina, Karriereerfolg: Ein Überblick über Karriere-Coaching-Ansätze und Interventionen (Dr. Lea Rutishauser)
- Erni Patrick, Wie hilfreich ist Hochsensibilität im Arbeitsalltag? Der Zusammenhang zwischen Hochsensibilität und der Fähigkeit die eigenen/organisationalen Ziele in einer Organisation zu erreichen (Dr. des. Sandra Furrer; Dr. Laura Schärer)
- Fischer Noemi, Auswirkungen der Digitalisierung auf work-nonwork boundaries, (Dr. Anja Feierabend)
- Fuchs Aileen, HR as success factor - the role of positioning of the HR function for organizational performance (Dr. Anna Sender)
- Gisler Jasmin, Flexible Arbeitsmodelle, (Dr. Manuela Morf)
- Hofstetter Jonas, Das Zusammenspiel der Führungsbeziehung und der physischen Gesundheit der Mitarbeitenden (Dr. Anja Feierabend)
- Jauch Sven, Headhunters and employee turnover – what can organizations do? (Dr. Anna Sender)
- Jülke Janis, Führungskommunikation im Gesundheitswesen und Bedeutsamkeit der Aufgabe (Dr. Manuela Morf)

- Koch Sabrina, Coworker support und Stress: Reduziert oder fördert die Unterstützung von Arbeitskollegen am Arbeitsplatz das persönliche Stressempfinden? (Dr. Lea Rutishauser)
- Kohler Timo, Die Rolle von Führungskommunikation auf Mitarbeiterstress (Dr. Reto Wegmann)
- Köpfler Nora, Wer hat einen Vorteil? Der Zusammenhang zwischen dem Persönlichkeitsmerkmal introvertiert/extrovertiert und der Fähigkeit die eigenen/organisationalen Ziele in einer Organisation zu erreichen (Dr. des. Sandra Furrer; Naemi Jacob, MSc)
- Küchler Eric, Job Design und Stress (Dr. Lea Rutishauser)
- Kurmann David, Wie (hoch) sensibel sind Top-Führungskräfte? (Dr. des. Sandra Furrer, Dr. Manuela Morf)
- Kurmann Jan, Welche Lohnsysteme werden transparent kommuniziert? (Dr. Alexandra Arnold; Delia Meyer, MSc)
- Luccarini Francesca, Weiterbildungen: Wer erhält die Möglichkeit und wer nicht? (Dr. Laura Schärner)
- Lüscher Yves, Wie hängen die Persönlichkeit (Big Five) und die Fähigkeit die eigenen/organisationalen Ziele in einer Organisation zu erreichen (political skill) zusammen? (Naemi Jacob, MSc)
- Mazzi Giada, Arbeitsplatzunsicherheit: Wer fühlt sich gefährdet? (Dr. Laura Schärner)
- Menegalli Davide, Which companies have increased or reduced wage transparency? (Dr. Alexandra Arnold)
- Nokaj Dedë, Führungspersonen und politisches Geschick: die Fähigkeit, die eigenen/organisationalen Ziele zu erreichen (Naemi Jacob, MSc)
- Pitschen Jonas, Zusammenhang zwischen Beschäftigungsgrad und Commitment (Dr. Laura Schärner; Dr. Anna Sender)
- Rickenbach Gabriel, Rationale Analyse oder kreative Intuition: Wie denken und arbeiten Führungspersonen? (Naemi Jacob, MSc)
- Sak Sara, Influence of job satisfaction on turnover intention in China and in Switzerland – A comparative study (Dr. Anna Sender)
- Schlumpf Anina, Der Einfluss der Organisationskultur auf Mitarbeiterengagement (Dr. Reto Wegmann)
- Sekan Lisa Marie, Komprimierte Arbeitswoche: Einflussfaktoren für die Einführung im Schichtbetrieb (Dr. Lea Rutishauser)
- Steffen Alyssa, Relationship between pay transparency and gender pay gap (Dr. Alexandra Arnold)
- Thürig Elias, How HRM practices can foster social capital? The role of compensation (Dr. Anna Sender)
- Wehrmann Maik, Kommunikationsbarrieren in generationsübergreifenden Teams (Dr. Manuela Morf)
- Wilke Louisa, When colleagues leave: An empirical analysis of the effects of turnover on stayers (Dr. Anna Sender)
- Wüst Sara, War früher alles besser? Der Einfluss von COVID-19 auf die Zusammenarbeit (Dr. Manuela Morf)

#### **Master Theses Executive Education**

- Winiger Marcel, Bindungsorientierte Führung im Lehrverband Infanterie (Dr. Patrick Hofstetter)
- Zemp Martin, Transformationale Führung – Schweizer Offiziere als interkulturelle Leuchttürme (Dr. Florian Demont)
- Alshaer Abdalmajid, Basic set of skills required for humanitarian leaders in complex and security-prone contexts (Trudi West, Executive PhD)

- Bazirutwabo Bonaventure, The impact of Servant Leadership on the motivation and the intention to stay of the Red Cross volunteers in Africa (Trudi West, Executive PhD)
- Blazeby Leonard, Language matters: How do mindsets affect the use of language by women leaders in the inspiration and engagement of teams? (Audrey Behaegel, MA)
- Chalisey Krishna Chandra, Separation and Overlapping of Governance and Management in Nepali NGOs (Dr. Anna Sender)
- Dawobe Aliyu, Does Ethnic Diversity Amongst Red Cross Staff & Volunteers Influence ICRC's Decision-making Processes on aid-giving in Conflict-Prone Communities of Central Nigeria? (Dr. des. Sandra Furrer)
- Dulic Dika, Leadership and Management in a Humanitarian setting with focus on a smaller structure (smaller teams) - Seeing the forest and the tree at the same time (Howard Atkins, MSc)
- Evans Peter, A Grounded Theory Study of Operational Decision-making Processes in ICRC Delegations (Dr. Reto Wegmann)
- Gillani Syed Waqas, Community Engagement - How a community can be engaged in decision making process for water and habitat interventions (Dr. des. Sandra Furrer)
- Halimi Abdul Azim, Remote Work - Making Remote Work Really Work - The Role of ICT in ICRC Afghanistan During Covid-19 (Dr. Manuela Morf)
- Heinrichs Lilli, Informal Mentoring Experiences of Female Managers in the Humanitarian Field: Illuminating the Path for Aspiring Women Leaders (Pierre Mine, MSc)
- Javarov Asaf, Digital Transformation and ICT Organization Optimization - What are the ICT setup design options within the global non-profit organization field setting in the digital-transformation age? (Aaron Joseph Butler, MA)
- Kazouini Ahmad, Understanding the level of human centric approach in the problem-solving process in the ICRC's Water and Habitat department in protracted conflicts (Paul Donkers, BSc)
- Khan Naveed, How Do We Encourage a Culture of Feedback, in Particularly 360-Degree Feedback, within the ICRC? - A Cross Sectional Based Study (Howard Atkins, MSc)
- Leclerc Elena, Decision-making in humanitarian organizations - Understanding the challenge of compliance (Dr. Anna Sender)
- Mousa May, Identifying the intergenerational differences in motivation within the ICRC, and their implications in terms of leadership (Elizabeth Bell, BA)
- Nawaz Umer Shazia, Technological Innovation for Humanitarian Aid and Assistance – Optimization of Humanitarian Aid by Artificial Intelligence (Aaron Joseph Butler, MA)
- Pandey Uma, Can flexible work options improve the retention of female workforce in the humanitarian sector within South Asian Context? (Maya Khallouf, MSc)
- Safi Hafizullah, The importance of trust in building high performing team during emergency relief assistance for displaced people (Dr. Alexandra Arnold)
- Soua Makram, Impact of Country Level Leadership Succession on Employee Engagement in ICRC - Does the leaders' age and gender, and employees' job grade influence the level of impact of succession on engagement? (Dr. Lea Rutishauser)
- Tamarcaz Christophe Ami Léon, Shared Services Centers for nonprofit organizations - What are the motives for establishing Shared Services Centers in nonprofit organizations? (Dr. Anna Sender)
- Thumba Guillaume Tendeme, Relationship between ICRC compliance guidelines and the delivery of assistance in local field of operations (Ulrike Otto, Post grad.)

- Ziaullah, Islamic Principles of Leadership as Practiced by Prophet Muhammad (peace be upon him) and Contemporary Leadership Theories: An Appraisal of Transformational Leadership (Prof. Dr. Peter Kirchschräger)

### Doctoral Theses

- Furrer Sandra, Dilemmas in Talent Identification, University of Lucerne (Prof. Dr. Bruno Staffelbach, Prof. Dr. Adam Smale)
- Schärer Laura, Retention in a Changing World of Work, University of Lucerne (Prof. Dr. Bruno Staffelbach, Prof. Dr. Hans Peter Wehrli)
- Wegmann Reto, Disease, Disasters and Decisions. A Multi-Method Analysis of Temporary Response Organizations, University of Lucerne (Prof. Dr. Bruno Staffelbach, Prof. Dr. Gilles Carbonnier)

### Examinations

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| • Human Resource Management (HRM), University of Lucerne                             | 137 participants |
| • Organization and Change Management, University of Lucerne                          | 91 participants  |
| • Leadership, University of Lucerne  | 49 participants  |
| • Praxisorientierte Managementprozesse mit Bsp. aus dem HRM, University of Lucerne   | 6 participants   |
| • Strategic HRM, University of Lucerne   | 68 participants  |
| • HR Lab, University of Lucerne  | 4 participants   |
| • Leadership: Fortgeschrittene Führungs- und Planungsprozesse, University of Lucerne | 6 participants   |
| • HR Business Simulation, University of Lucerne                                      | 21 participants  |
| • People Analytics, University of Lucerne  | 12 participants  |

### Guest Speakers

- Dr. Jürg Stadelmann, Leiter Personal Luzerner Kantonalbank, Presentation Strategic HRM University of Lucerne: «Strategic HR-Management at LUKB», 08.03.2021
- Matthias Möllene, Owner of peopleXpert, Presentation HRM University of Lucerne: "HRM und Motivationsmanagement aus Sicht der Praxis", 23.03.2021
- Dr. Heidi E. Bodenmann, Head of CC Organizational Health, Diversity & Inclusion, Migros-Genossenschafts-Bund, Presentation Organization and Change Management University of Lucerne: "Diversity & Inclusion bei der Migros-Gruppe", 24.03.2021
- Thomas Vogel, Co-Founder & CEO, Yonder AG, Presentation CAS in Information Management and Leadership University of Lucerne: "Yonder and Information Management", 26.03.2021
- Dr. Stephan Hostettler, Managing Partner HCM, Presentation HRM University of Lucerne: "Lohnsysteme für Führungskräfte", 20.04.2021
- Dr. Patrick Hofstetter, Leiter Weiterbildungsakademie Universität Luzern, Presentation Organization and Change Management University of Lucerne: "Lucerne Leadership Landscape", 21.04.2021
- Marco Strässle, HR Business Partner at Migros-Genossenschafts-Bund, Presentation HR Lab University of Lucerne: "Project Management in HR – Case Study by Migros", 21.04.2021

- Peter Ziswiler, Head Corporate HR at Georg Fischer AG, and Nesibe Bruggmann, Head of Corporate Learning & Development at Georg Fischer AG, Presentation Strategic HRM University of Lucerne: «Georg Fischer Strategy», 03.05.2021
- John Beadle, Global Head of Performance and Reward at ABB, Presentation HR Lab University of Lucerne: “People Management”, 05.05.2021
- Mirjam Schaffner, Founder and Senior Consultant, Synfluence, Presentation Strategic HRM University of Lucerne: “Development and implementation of an HR strategy using the example of S-GE”, 10.05.2021
- Dr. Eva-Maria Aulich, Managing Director of the Research Campus of Central Hessen (RCCH), Presentation HRM University of Lucerne: “Entscheidungsfehler im HRM”, 11.05.2021
- Eva Best, Partner Implement Consulting Group Zürich, Presentation Organization and Change Management University of Lucerne: “Agile Organisationen & Change”, 26.05.2021
- Yves Schultheiss, Swiss Mocean, Presentation CAS in Human Factors in Leadership University of Lucerne: “Zu Viert Über den Atlantik – Human Factors unter schwierigen Bedingungen”, 29.06.2021
- Olivier Müller, Dynaplan AG, Presentation CAS in Human Factors in Leadership University of Lucerne: “Modellierung und Simulation von Strategischer Personalentwicklung”, 27.08.2021
- Tatjana Hänni, Head of Womens Football, SFV (ex-FIFA), Presentation CAS in Human Factors in Leadership University of Lucerne: “Weibliche Chefs in ‘Männerberufen’ am Beispiel der FIFA”, 03.09.2021
- Gian-Andri Diem, Co-Founder and Managing Director of dhp technology, Presentation HR Business Simulation University of Lucerne: “Praxisbeispiel dhp technology”, 16.09.2021
- Nikolaj Rogovsky, Economist in ILO Genève, Presentation Lucerne Research Seminar in Economics and Management University of Lucerne: “Towards a Human-Centred Agenda: HRM in BRICS Countries in Times of Global Challenges”, 30.09.2021
- Prof. Dr. Verena Briner, Medizinische Direktorin Waldhotel Bürgenstock, Presentation CAS in Decision Making and Leadership University of Lucerne: “Entscheidungsfindung in der Medizin”, 05.11.2021
- Dr. Andreas Schmid, Geschäftsführer Schmid + Partner AG – Family Business Advisors, Praxistage Seminar “Praxisorientierte Managementprozesse mit Beispielen aus dem HRM” bei Schindler Aufzüge AG, 15./16.11.2021
- Dr. Jürg Stadelmann, Leiter Personal Luzerner Kantonalbank, Presentation People Analytics University of Lucerne: “Promoting Gender Equality at LUKB”, 01.12.2021
- Fritz Messerli, Abteilungsleiter Sicherheit Flugbetrieb, Bundesamt für Zivilluftfahrt (BAZL), Presentation CAS in Decision Making and Leadership University of Lucerne: “Entscheidungsfindung in einer High-Reliability-Organisation”, 10.12.2021

#### **Authored Book**

- Staffelbach, B. (2021). HRM Basics: Zentrale Arbeitsfelder und Theorien des Personalmanagements (2. Auflage). München: Vahlen.
- Wegmann, R. (2021). Disease, Disasters and Decisions - A Multi-Method Analysis of Temporary Response Organizations. Göttingen, Deutschland: Cuvillier.

#### **Journal Articles**

- Sender, A., Morf, M., & Feierabend, A. (2021). Aiming to Leave and Aiming to Harm: the Role of Turnover Intentions and Job Opportunities for Minor and Serious Deviance. Journal of Business and Psychology, 36, 449-460.

- Schärre, L., & Sender, A. (in press). Boomerang independent contractors: an experimental study using a psychological contract approach. *The International Journal of Human Resource Management*. doi: 10.1080/09585192.2021.2013922

### Book Section

- Schärre, L. & Wegmann, R. (2021). Task Forces as Silver Bullets for Crisis Management: A Case Study of an SME During COVID-19. In Al-Aali, Ebithaj & Masmoudi, Meryem (Eds.), *Global Perspectives on Change Management and Leadership in the Post-COVID-19 Era* (pp.240-253). Hershey, PA: IGI Global.
- Krebs, B., Wach, B., Wehner, M., Heine, H., Reichel, A., Mayerhofer, W., Sender, A., Staffelbach, B., Ligthart, P. (2021). Human Resource Management in the Germanic context. In Parry, Emma, Morley, Michael & Brewster, Chris (Eds.), *Handbook on Contextual Approaches to Human Resource Management* (pp. 177-208). Oxford: Oxford University Press.
- Sender, A., Staffelbach, B., & Mayrhofer, W. (2021). One size fits all? Contextual factors and the profile of the HR director. In Parry, Emma, Brewster, Chris & Morley, Michael (Eds.), *Handbook on Contextual Approaches to Human Resource Management* (pp. 605-630). Oxford: Oxford University Press.

### Articles in Public Media

- Feierabend, A. (2021). Unterschätzte Telefonate. *HR Today*, (1/2).
- Rutishauser, L. (2021). Improvisation: die Fähigkeit der Zukunft. *HR Today*, (3).
- Schärre, L. (2021). Employer Branding statt Headhunting? *HR Today*, (4).
- Jacob, N. (2021). Kontraproduktivem Arbeitsverhalten entgegenwirken. *HR Today*, (5).
- Arnold, A. (2021). Warum Arbeitgebende nicht nach dem Lohn fragen sollten. *HR Today*, (6).
- Sender, A. (2021). Der interne Arbeitsmarkt und seine Tücken. *HR Today*, (7/8).
- Wegmann, R. (2021). Skaliertes Basteln. *HR Today*, (9).
- Morf, M. (2021). Führung aus der Ferne: Gratwanderung zwischen Mikromanagement und Involvement. *HR Today*, (10).
- Sender, A., & Mormann, H. (2021). Plädoyer für den konstruktiven Umgang mit Paradoxien. *HR Today*, (11).
- Staffelbach, B. (2021). Mit gutem Beispiel voran. *HR Today*, (12).
- Rutishauser, L., & Feierabend, A. (2021). Das Büro: Hat es in Zukunft noch seine Berechtigung? *personalSCHWEIZ*, (2), 44-46.
- Hofstetter, P. (2021). Authentisches Employer Branding. *personalSCHWEIZ*, (3), 42-44.
- Furrer, S., & Rutishauser, L. (2021). New Work – New Brain? *personalSCHWEIZ*, (5), 38-39.
- Wegmann, R. (2021). Vom Schachspieler zur Gärtnerin. *personalSCHWEIZ*, (6), 30-31.
- Hofstetter, P. (2021). Führungskräfte bieten Orientierung. *personalSCHWEIZ*, (6), 32-33.
- Morf, M. (2021). "Eine gut klingende Mission reicht nicht". *personalSCHWEIZ*, (7/8), 38-39.
- Sender, A., & Mormann, H. (2021). Was moderne Personalarbeit und Hofnarren gemeinsam haben (sollten): Ein Gespräch über erste Forschungsergebnisse aus dem Projekt "It takes a fool to remain sane". *personalSCHWEIZ*, (9), 29-30.
- Neyer, L., & Sender, A. (2021). Was erwarten junge Talente? So können KMU die Ansprache von Kandidat\*innen optimieren. *personalSCHWEIZ* (10).

- Morf, M., Bodenmann, H., & Gartmann, M. (2021). Wie gelingt Gesundheitsmanagement zu Zeiten von Corona? *personalSCHWEIZ*, (12), 28-29.
- Mormann, H., & Sender, A. (2021). Den CEOs den Spiegel vorhalten. *Cogito. Das Wissensmagazin der Universität Luzern*.
- Staffelbach, B., & Zihlmann, C. (2021). Die Miliz (-Armee) und die Bildungslandschaft (Brennt die Welt? Wie wappnet sich die Schweizer Armee für die Zukunft?), (pp. 33-34). Luzern.
- Staffelbach, B. (01/2022). Führung im Wettbewerb mit Algorithmen. *Neue Zürcher Zeitung*, 18.

### **Research Reports**

- Schärfer, L., Pfrombeck, J., Feierabend, A., Grote, G., & Staffelbach, B. (2021). Frühlingsnewsletter Schweizer HR-Barometer 2021. *Arbeitseinstellungen in Raum und Zeit*.
- Schneider, L., Meyer, D., Feierabend, A., Grote, G., & Staffelbach, B. (2021). Herbstnewsletter Schweizer HR-Barometer 2021. *Technischen und organisationalen Wandel besser verstehen*.

### **(Co-) editor of book series / member of a journal's editorial board / (Co-) editor of scientific blog**

- Prof. Dr. Bruno Staffelbach, Member of the Editorial Board “Zeitschrift für Personalforschung” – German Journal of Human Resource Research
- Prof. Dr. Bruno Staffelbach, Member of the Editorial Board “Journal of Organizational Effectiveness: People and Performance”
- Prof. Dr. Bruno Staffelbach, Co-Editor of the Swiss HR-Barometer
- Dr. Anna Sender, Member of the Editorial Board “Central European Management Journal”
- Dr. Anna Sender, Member of the Editorial Board “Journal of eastern European Management Studies”

### **Peer reviewing for journals/books/book chapters**

- Several members of the Center were reviewers for: Swiss National Science Foundation, The International Journal of Human Resource Management, Academy of Management, German Journal of Research in Human Resource Management, Human Resource Management, Human Relations, European Academy of Management, European Journal of Work and Organizational Psychology, Central European Management Journal, Applied Psychology: An International Review, Journal of Organizational Effectiveness: People and Performance

### **Conference contribution/presentation**

- Anna Sender, Navigating Paradoxes with Supporting Actors: How HRM professionals can learn from the Court Jester. (Panel) contribution, Sub-theme 09: [SWG] Unpacking Paradoxical Nestedness across Level of Analysis, 37<sup>th</sup> EGOS Colloquium 2021, Amsterdam (Online), 2021
- Anna Sender, Navigating Paradoxes with Supporting Actors: How HRM professionals can learn from the Court Jester. Lecture, Doctoral Research Seminar in HRM FS21, Center for Human Resource Management (CEHRM), University of Lucerne, 2021
- Naemi Jacob, Similarity Bias in Talent Identification - A Quantitative Investigation of Contextual Influence. Lecture, EIASM workshop on Talent Management, EIASM, Online, 2021
- Naemi Jacob, Similarity Bias in Talent Identification - A Quantitative Investigation of Contextual Influence. Lecture, EIASM workshop on Strategic Human Resource Management, EIASM, Online, 2021



- Naemi Jacob, Similarity Bias in Talent Identification - A Quantitative Investigation of Contextual Influence. Lecture, Doctoral Research Seminar in HRM FS+HS21, Center for Human Resource Management (CEHRM), University of Lucerne, 2021
- Delia Meyer, Fostering, resilience in organizations: the impact of framing, task significance and volunteering. Lecture, Doctoral Research Seminar in HRM HS21, Center for Human Resource Management (CEHRM), University of Lucerne, 2021
- Marina Pletscher, Educate, support, involve: effective strategies of internal communication. Lecture, Doctoral Research Seminar in HRM HS21, Center for Human Resource Management (CEHRM), University of Lucerne, 2021

### **Event contribution/presentation**

- Bruno Staffelbach, IKRK – Auftrag – Einsätze – Herausforderungen 1863-2021. Megatrends oder Eintagsfliege, Luzern, 2021
- Bruno Staffelbach, HR Governance und HR Management am Beispiel des IKRK. VR-Zertifikatslehrgang, St. Gallen, 2021
- Bruno Staffelbach, Universität Luzern – Vision und Strategie. Inauguration Beirat Stiftung Universität Luzern, Luzern, 2021
- Anna Sender, People Analytics - in der Praxis auf den Punkt gebracht! Zürcher Gesellschaft für Personalmanagement (ZGP), May 2021
- Anja Feierabend, Schweizer HR-Barometer: Digitalisierung und Generationen. Netzwerkabend des CEHRM, Center für Human Resource Management (CEHRM), University of Lucerne, Lucerne, Online, May 2021
- Anja Feierabend, Wie unbewusste Vorurteile unser Verhalten beeinflussen. Gender Biases, Bern, 2021
- Naemi Jacob, Bias in Talent Identification: Erste Ergebnisse aus einem laufenden SNF-Forschungsprojekt. Netzwerkabend des CEHRM, Center für Human Resource Management (CEHRM), University of Lucerne, Lucerne, October 2021
- Reto Wegmann, Führung in der Strafverfolgung. Staatsanwaltsakademie, University of Lucerne, Lucerne, 2021

### **Services in favor of the public**

- Prof. Dr. Bruno Staffelbach, Member of the Assembly and Member of the Council of the Assembly of the International Committee of the Red Cross, Geneva
- Prof. Dr. Bruno Staffelbach, Member of the Advisory Board, HR ConScience
- Prof. Dr. Bruno Staffelbach, Mitglied Begleitgruppe WEA, Schweizerische Armee, Armeestab
- Prof. Dr. Bruno Staffelbach, Member of the Board, Forum Sicherheit Schweiz
- Prof. Dr. Bruno Staffelbach, Member of the Executive Committee, Europa Forum Luzern
- Prof. Dr. Bruno Staffelbach, Member of the Foundation, Carl Friedrich von Weizsäcker-Gesellschaft Schweiz
- Dr. Anna Sender, Member of the Board of the "Zürcher Gesellschaft für Personalmanagement (ZGP)"
- Dr. Patrick Hofstetter, Member of the Study Group "Herausforderungen der Schweizer Armee 2030+"
- Dr. Alexandra Arnold, Dr. Anja Feierabend, Dr. Lea Rutishauser, Co-founders and Managing Directors of HR ConScience

### **Services in external research & educational institutions**

- Prof. Dr. Bruno Staffelbach, Member of the Advisory Board, Institut für Personalmanagement und Organisation, Hochschule für Wirtschaft, Fachhochschule Nordwestschweiz
- Prof. Dr. Bruno Staffelbach, Chair of the International HRM Group, University of Lucerne
- Prof. Dr. Bruno Staffelbach, Member of the Board of the Institute for Leadership and Human Resource Management of the University of St. Gallen
- Prof. Dr. Bruno Staffelbach, Partner (for HR-Governance) of the International Center for Corporate Governance, St. Gallen
- Prof. Dr. Bruno Staffelbach, Member of the Academic Council of the European Institute for Advanced Studies in Management (EIASM), Brussels (with Dr. Lea Rutishauser)
- Prof. Dr. Bruno Staffelbach, Co-Investigator for Switzerland of the Global Leadership and Organizational Behavior Effectiveness Project (GLOBE) (with Dr. Lea Rutishauser)
- Prof. Dr. Bruno Staffelbach, Partner and Swiss representative of the Cranfield Network on Comparative Human Resource Management (CRANET) (with Dr. Anna Sender, Dr. des. Sandra Furrer, and Marina Pletscher, MA)
- Dr. Lea Rutishauser, Member of the International HRM Group, University of Lucerne
- Dr. Anna Sender, Lecturer for research methods, Lucerne University of Applied Sciences and Arts (HSLU)

### **Services within University of Lucerne**

- Prof. Dr. Bruno Staffelbach, President of the University of Lucerne
- Prof. Dr. Bruno Staffelbach, President of the Foundation Council Otto Herz-Studienstiftung
- Prof. Dr. Bruno Staffelbach, President of the Foundation Council Stiftung Judentum/Christentum
- Prof. Dr. Bruno Staffelbach, President of the Board, Leadership Academy
- Prof. Dr. Bruno Staffelbach, President of the Board, MAS in Effective Leadership
- Prof. Dr. Bruno Staffelbach, President of the Board, MAS in Humanitarian Leadership
- Prof. Dr. Bruno Staffelbach, Member of the Board, Senioren-Universität Luzern
- Prof. Dr. Bruno Staffelbach, Member of the Foundation Council, Universitätsstiftung
- Prof. Dr. Bruno Staffelbach, Member of the Board, Universitätsverein
- Dr. Anna Sender, Member of the Equal Opportunity Committee (GLK) of the University of Lucerne
- Naemi Jacob, MSc, Board Member and Representative of the Faculty of Economics and Management, MOL (Mittelbauorganisation Universität Luzern) (2020-2021)
- Naemi Jacob, MSc, MOL Representative actionuni (2020-2021)

### **Event organization**

- Prof. Dr. Bruno Staffelbach, Dr. Lea Rutishauser, Esther Kunz, Frühjahrstagung International HRM Group, Online, 13.04.2021
- Prof. Dr. Bruno Staffelbach, Dr. Lea Rutishauser, 36nd Workshop on Strategic Human Resource Management, European Institute for Advanced Studies in Management, Online, 27./28.05.2021

- Prof. Dr. Bruno Staffelbach, Dr. Lea Rutishauser, Esther Kunz, Herbsttagung International HRM Group, Kölliken, 26.10.2021

### **Awards, honors, prizes and scholarships/grants**

- The Swiss National Science Foundation (SNSF) supports again the "Swiss Human-Relations-Barometer", an infrastructure project of the University of Lucerne (Prof. Dr. Staffelbach, Dr. Anja Feierabend, Dr. Laura Schärner, Delia Meyer, MSc), University of Zurich and ETH Zurich (Prof. Dr. Gudela Grote, Dr. Julian Pfrombeck) with CHF 650'000 for a duration of 48 months
- The Swiss National Science Foundation (SNSF) supports the project "Biases in Talent Identification: A Quantitative Investigation of Contextual Influence" with CHF 420'950 for a duration of 34 months (Prof. Dr. Bruno Staffelbach, Dr. des. Sandra Furrer, Dr. Lea Rutishauser, Naemi Jacob, MSc, Marina Pletscher, MA)
- The Swiss National Science Foundation (SNSF) supports the Spark project "It Takes A Fool To Remain Sane: Integrating The Court Jester Figure Within The Hr Professional Role" with CHF 91'783 for a duration of 12 months (Dr. Anna Sender, Dr. Hannah Mormann)
- The Swiss National Science Foundation (SNSF) supports the Spark project "Career Success 4.0: An event-based intervention study among gig workers" with CHF 99'720 for a duration of 12 months (Dr. Manuela Morf)
- The Swiss National Science Foundation (SNSF) supports the project "Effects of pay transparency: A multi-level perspective" with CHF 335'367 for a duration of 24 months (Prof. Dr. Bruno Staffelbach, Dr. Alexandra Arnold, Dr. Anna Sender)
- Several members of the Center received funding for conference travel costs from Faculty of Economics and Management and Swiss Academy of Humanities and Social Sciences

### **Research projects**

- Swiss Human-Relations-Barometer (SNSF: 10F114\_198051). Dr. Anja Feierabend (lead), Delia Meyer, MSc, Prof. Dr. Bruno Staffelbach
- Cranfield Network on International Human Resource Management (CRANET). Dr. Anna Sender (lead), Marina Pletscher, MA, Prof. Dr. Bruno Staffelbach
- Global Leadership and Organizational Behavior Effectiveness (GLOBE), Prof. Dr. Bruno Staffelbach, Dr. Lea Rutishauser, Prof. Dr. Jürgen Weibler
- Effects of pay transparency: A multi-level perspective. Dr. Alexandra Arnold (lead), Dr. Anna Sender (co-lead), Prof. Dr. Bruno Staffelbach,
- Being a Gig Worker – Needs, Challenges, and Impacts on Well-Being. Dr. Laura Schärner (lead), Dr. Anna Sender
- Performance of Temporary Disaster Response Teams, Dr. Reto Wegmann
- It takes a fool to remain sane: Integrating the court jester figure within the HR Professional Role. Dr. Anna Sender (lead), Dr. Hannah Mormann, Prof. Dr. Boris Previsic, Sreten Ugricic, MA
- Career success 4.0: An event-based intervention study among gig workers. Dr. Manuela Morf (lead), Dr. Anna Sender
- Conceptualizing Effective Talent Identification: An Integrative Framework for Research and Practice. Dr. des. Sandra Furrer
- Similarity Biases in Talent Identification: A Quantitative Investigation of Contextual Influence. Naemi Jacob, MSc (lead), Prof. Dr. Bruno Staffelbach, Dr. des. Sandra Furrer, Dr. Lea Rutishauser, Marina Pletscher, MA

- The talent recipe: Multi-actor perspective on managing tensions in talent definitions in organizations. Project in Cooperation with Lucerne University of Applied Sciences and Arts. Dr. Anna Sender (lead), Prof. Dr. Stephanie Kaudela- Baum (Lucerne University of Applied Sciences and Arts)

#### **International scientific cooperations**

- Prof. Dr. Susan Jackson, Rutgers school of Management and Labor Relations
- Prof. Dr. Randall Schuler, Rutgers school of Management and Labor Relations
- Prof. Dr. Ingrid Fulmer, Rutgers school of Management and Labor Relations
- Prof. Dr. Arnold B. Bakker, Rotterdam School of Management, Erasmus University
- Prof. Dr. Steffen Giessner, Rotterdam School of Management, Erasmus University
- Prof. Dr. David Allen, University of Memphis
- Prof. Dr. Marion Eberly, University of Washington Tacoma
- Prof. Dr. Adam Smale, University of Vaasa
- Prof. Dr. Nele de Cuyper, KU Leuven
- Dr. Wiebke Doden, London School of Economics (LSE) / King's College London
- Prof. Dr. Alessandra Lazazzara, University of Milan
- Prof. Dr. Wolfgang Mayrhofer, VU Vienna
- Prof. Dr. David Collings, DCU Business School
- Prof. Dr. Stephanie Kaudela- Baum, Lucerne University of Applied Sciences and Arts
- Prof. Dr. Markus Gmür, University of Fribourg

#### **Cooperations with companies and organisations**

- Great Place to Work, Michael Hermann
- Amman Schweiz AG, Patrick Kilchmann
- Georg Fischer AG, Peter Ziswiler
- Pilatus Flugzeugwerke AG, Kurt Bucher
- EY, Christine Vogel
- ICRC, Gherardo Pontrandolfi & Feena May
- Luzerner Kantonsspital, Dr. Guido Schüpfer
- Luzerner Kantonalbank (LUKB), Dr. Jürg Stadelmann
- Dätwyler, Hans-Christoph Six
- Schweizerisches Paraplegiker Zentrum, Myriam Landtwing
- ABB Schweiz, Nicole Kamm Steiner

#### **Members of the Advisory Board**

- Albisser Doris, Executive Chairman of Evaluglobe AG
- Bergen Thomas, CEO of getAbstract
- Bucher Kurt, Director Human Resource of Pilatus Flugzeugwerke AG

- Jackson Susan, Distinguished Professor of HRM, Rutgers school of Management and Labor Relations
- Keller Creus Doris, Partner of Executive Consulting Group AG
- Payer Gabriela Maria, Dr., Owner of PAYERPARTNER
- Schuler Randall, Distinguished Professor of HRM, Rutgers school of Management and Labor Relations

### **Events**

- Newcomers in 2021: Delia Meyer, MSc, and Marina Pletscher, MA, as research assistants; Olga Pollack, lic. phil., as a programme coordinator “MAS Humanitarian Leadership”; Claudio Zihlmann, MA, as a programme manager “MAS Effective Leadership” & external doctoral student; Etienne Dimitri Gerber as a student assistant “MAS Effective Leadership”
- Persons who left the center in 2021: Dr. Alexandra Arnold; Dr. des. Sandra Furrer; Dr. Laura Schärner; Dr. Reto Wegmann; Joël Kritzer, BSc
- Network meeting of the CEHRM on “Digitalisierung und Generationen / Ergebnisse des Schweizer HR-Barometers 2020”, 19.05.2021, Online
- Strategy meeting of the CEHRM team took place in Lucerne on 29.09.2021
- Network meeting of the CEHRM on “Bias in Talent Identification / Erste Ergebnisse aus einem laufenden SNF-Forschungsprojekt», 27.10.2021, University of Lucerne
- Very first certification ceremony of the MAS Humanitarian Leadership (2020) was on 30.11.2021, Online
- Certification ceremony of the MAS Effective Leadership was on 10.12.2021, University of Lucerne