



## Lorenza Micacchi

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**Gender:** Female **Date of birth:** 07/07/1993 **Nationality:** Italian

### ABOUT ME

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Researcher in Public Management and HR management in the Public Sector.  
Main expertise domains: Public Service Motivation, and HR management.

## WORK EXPERIENCE

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[ 18/11/2017 – 09/2023]

### **PhD Student**

*Kompetenzzentrum für Public Management (KPM), University of Bern*

**City:** Bern

**Country:** Switzerland

Research activities on the topic of Public Service Motivation

[ 18/11/2017 – 09/2023]

### **Junior Lecturer**

*SDA Bocconi School of Management*

**City:** Milan

**Country:** Italy

Teaching activities with executives and research activities for the Government, Health and Non profit (GHNP) Knowledge Group

[ 01/01/2018 – 06/2023]

### **Academic Fellow, Department of Social and Political Sciences**

*Bocconi University*

**City:** Milan

**Country:** Italy

teaching initiatives and teaching support activities for the Department of Social and Political Sciences

[ 01/08/2020 – 31/12/2021 ]

### **Consultant**

*Formez PA (in house company of the Italian Ministry for Public Administration)*

**City:** Rome

**Country:** Italy

Member of the research team providing methodological and research support to 8 Italian Public Administration in developing new Public Leadership Models and performance appraisal systems

[ 15/04/2017 – 31/10/2017 ]

### **Business Analyst (previous Intern)**

*Arthur D Little*

**City:** Rome

**Country:** Italy

Strategic consultant for the Italian Ministry of Economy and Finance; support in the definition of a new strategic and corporate governance model for the control of the in-house providers

[ 01/01/2017 – 31/03/2017 ]

### **Stagiaire**

*United Nations- Joint Inspection Unit (JIU)*

**City:** Geneva

**Country:** Switzerland Economic analysis and managerial support for the audit activities performed by the Joint Inspection Unit

[ 01/01/2016 – 31/05/2016 ]

### **Stagiaire**

*European Commission, DG Just and Consumers- Unit E1*

**City:** Brussels

**Country:** Belgium

Support in performing quantitative analysis and in the realization of market study, behavioural study and survey to define policy implications for the European Commission

## PROJECTS

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### [ 01/01/2018 – 09/2023] **Main Grants and research projects, SDA Bocconi**

*"Decision-making process among managers the public sector"* (2022), Research funded by the Invernizzi Foundation.

Topic: Assessment of biases and noise affecting the public managers' decision-making process. The research implied the use of DCE and factorial surveys.

Role: member of the research team

*"We Want Young: attracting and motivating young employees in the public sector"* (2021-2022), SNA (National Italian School of Administration)

Topic: Assessment of the work motives and preferences of under 35 working inside and outside the public sector. The research implied the use of surveys, DCE, and qualitative interviews.

Role: research coordinator

*"How to foster trust in the public sector: a new psychological contract between citizens and the Public Sector"* (2021-2022), SNA (National Italian School of Administration)

Topic: Assessment of the organizational and personal resources affecting public employees' emotional exhaustion and extra-role performance in a large Municipality in Italy. The research implied using surveys and data analysis through structural equation modeling.

Role: member of the research team

*"The state of the art of performance appraisal in Italy: Valutare per crescere"* (2018-2020), Italian Ministry of Public Administration

Topic: Assessment of the features of 60 performance appraisal systems in Italy; analysis of the employees' perceptions of performance appraisal justice. Assessment of public employees' preferences toward performance appraisal process and method. The research implied the use of both surveys and DCE.

Role: research coordinator

*"A comparison between private and public sector leaders"* (2018), Research funded by SDA Bocconi

Topic: A replication study of Anderson's (2010) study assessing the differences in terms of motivational profile, decision-making style, and leadership style among public and private managers. The research implied the use of surveys.

Role: research coordinator

### [ 01/01/2023 – Current]

#### **Co-Director of the Online Program "Public Management Fundamentals", SDA Bocconi**

Definition of teaching objectives and tools. Development of online teaching activities to support the onboarding of young employees in the Italian Public Sector (the course will be available starting from July 2023 and will be taught in Italian).

Original Title: Fondamenti di Management Pubblico

[ 01/01/2019 – 09/2023] **Training activities- Executive Education, SDA Bocconi**

1. Lecturer of "Public Leadership"– Executive Master in Management of Public Administration (EMMAP), SDA Bocconi. Last available evaluation: 9.50/10.00
2. Lecturer involved in several courses and training initiatives related to HR management in the public sector for both Central Government, Municipalities, and Public utilities on the following topics: Public Service Motivation and work engagement in the public sector; Public Leadership, Organizational culture, Negotiation, and Conflict Management, individual differences in the public sector, SDA Bocconi. Last available evaluation (average): 9.10/10.00

[ 01/01/2019 – 09/2023]

**Member of the managing team Executive Master in Management of Public Administration (EMMAP), SDA Bocconi**

Support to Faculty activities, support in the definition of the Master's objectives and training methods, support to Executives attending the Master

[ 01/01/2021 – 09/2023] **Faculty member of the Government Academy, SDA Bocconi**

Lecturer involved in the following courses: "Assessment of public leadership competencies", "Performance evaluation: how to evaluate and develop public employees"; "Change management in the public sector: the role of leadership and organizational culture"; "Work motivation in the public sector: how to sustain public employees' motivation to improve public organization performance".

Last available evaluation (average): 9.00/10.00

[ 01/01/2018 – 09/2023] **Training support activities- Executive Education, SDA Bocconi**

Support activity in several training courses for both the Central and the Local Italian Government (Public Leadership Programs, Change Management Programs)

[ 01/01/2022 – 06/2023]

**Contract Instructor - Bocconi University, Department of Social and Political Sciences**

Course "Managing the Green Transition: the role of Public Utilities", Bachelor of Science Programs.

Topic: Corporate governance, stakeholder management, HR management in the context of public utilities, course taught in English.

Last available evaluation: 8.90/10.00

[ 01/01/2020 – 06/2023] **Contract Instructor- Bocconi University, Department of Social and Political Sciences**

Course "Public Management" (Original title: Economia e Management delle Pubbliche Amministrazioni), Bachelor of Science Programs.

Topic: principles of public management, course taught in Italian.

Last available evaluation: 9.26/10.00

[ 01/09/2018 – 06/2023] **Teaching Assistant, Bocconi University, Department of Social and Political Sciences**

Course "Strategic and HR Management in public and international organizations", Master of Science Program, Government and International Organizations (GIO)

Topic: strategic management and HR management in the public sector; course taught in English.

Last available evaluation: 9.14/10.00

## EDUCATION AND TRAINING

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[ 01/09/2014 – 17/12/2016 ]

### **Master of Science in Economics**

*Bocconi University*

**Address:** Milan, Italy

**Thesis:** Final work: "Innovation and Global Value Chains: a firm-level analysis"

[ 01/09/2011 – 14/07/2014 ]

### **Bachelor of Science in Management**

*Libera Università Internazionale degli Studi Sociali (LUISS Guido Carli)*

**Address:** Rome, Italy

**Thesis:** Final work: "The Great Depression: interpretation and future Consequences"

[ 09/2006 – 07/2011 ]

### **High School Diploma in Classical Studies**

*Liceo Classico Francesco Vivona*

**Address:** Rome, Italy

## PUBLICATIONS

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- [ 2023 ] **Giacomelli G., Micacchi M., Micacchi L. Performance shall not live by results alone: organizational subcultures and perceived performance in public administration. Public Money & Management**  
accepted
- Micacchi L., Lenzi L. Public Utilities as hybrid organizations: at the interplay between competing logics and corporate governance mechanisms, Management delle Utilities e delle Infrastrutture**  
in print
- Micacchi L., Giacomelli G., Vidè F., Barbieri M., Performance appraisal justice and employees' work engagement in the public sector: making the best out of performance appraisal design, Public Administration**  
In print
- [ 2022 ] **Saporito R., Lenzi L., Micacchi L., Barbieri M., Micacchi M., Public Leadership and Competency Management: from theory to practice, and back, Azienda Pubblica**  
In print
- [ 2021 ] **[Vidè F., Micacchi L., Barbieri M., Valotti G., The renaissance of performance appraisal: engaging public employees through perceived developmental purpose and justice, Review of Public Personnel Administration](#)**
- [ 2020 ] **[Barbieri M., Micacchi L., Vidè F., Valotti G., The Performance of Performance Appraisal Systems: A Theoretical Framework for Public Organizations, Review of Public Personnel Administration](#)**
- [Barbieri M., Micacchi L., Montanelli R., Vidè F., Gestire il personale in Sanità: una mappatura delle caratteristiche della Funzione Risorse Umane nel contesto Italiano, Mecosan, 114 \(2\), 33-65](#)**
- [ 2020 ] Title translation: HR Management in the Healthcare Sector: an assessment of the characteristics of the HR function in the Italian context

[ 2020 ] [Barbieri M., De Giorgi M., Giannella R., Micacchi L. Vidè F., Valotti G. Valutare per crescere: stato dell'arte e prospettive di sviluppo, EGEA](#)

**Reference:** Book

Title Translation: State of the art of Performance appraisal in Italy: toward a developmental approach

[ 2023 ] **Giacomelli G., Micacchi L., Micacchi M., Performance shall not live by results alone: organizational subcultures and perceived performance in public administration**

**Reference:** Submitted to Public Money & Management (II review round)

Article submitted and under peer-review

[ 2023 ] **Micacchi L., Giacomelli G., Vidè F., Barbieri M. How to retain Millennials in public organizations? A comprehensive study on job, organizational and personal resources**

**Reference:** Submitted to Public Administration

Article submitted and under peer-review

## CONFERENCES AND SEMINARS

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[ 03/04/2023 – 05/04/2023 ] **Micacchi L., Micacchi M., Mele V., Giacomelli G., Vidè F., Barbieri M. Employer Attractiveness and PSM: do not expect an easy answer**

Budapest, IRSPM 2023

Conference Paper presented at IRSPM 2023

[ 03/04/2023 – 05/04/2023 ] **Trincherò E., Micacchi L., Saporito R., Perobelli E., Longo F. Ethical leaders as crisis sense-maker: exploring the impact on emotional exhaustion and extra-role performance among street level bureaucrats**

Budapest, IRSPM 2023; Vancouver, AOM, 2022

Conference Paper presented at IRSPM 2023 and at Academy of Management 2022

[ 03/04/2023 – 05/04/2023 ] **Giacomelli G., Barbieri M., Bellè N., Micacchi L., Vidè F. Human resources and the human factor. Experimental evidence of biases and noise in public HR management**

Budapest, IRSPM 2023

Conference Paper presented at IRSPM 2023

[ 20/04/2021 – 23/04/2021 ] **Micacchi L., Barbieri M., Vidè F. A leadership behaviour for all seasons? Evidences from Italian public, hybrid and private organizations**

online, IRSPM 2021

Conference Paper presented at IRSPM 2021

## LANGUAGE SKILLS

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**Mother tongue(s):** Italian

**Other language(s):**

### English

**LISTENING** C2 **READING** C2 **WRITING** C2

**SPOKEN PRODUCTION** C1 **SPOKEN INTERACTION** C1

### French

**LISTENING** B2 **READING** B2 **WRITING** B2

**SPOKEN PRODUCTION** B2 **SPOKEN INTERACTION** B2

## DIGITAL SKILLS

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Expert in SPSS | Expert in STATA | Expert in AMOS | Basic knowledge of Eviews |  
Expert knowledge of Microsoft Office | Good knowledge of Ngen Choicemetrics  
Software | Basic knowledge of Mplus

## HONOURS AND AWARDS

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[ 13/01/2023 ] **Andrea Gilardoni Young Research Award** Awarding institution: AGICI in  
partnership with Bocconi University

Winner of the I prize for the best paper presented by under-35 researchers, Call for  
Papers in honour of Prof. Andrea Gilardoni

## RESULTS OF INTERNATIONAL TESTS

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[ 21/03/2014 – Current ] **Graduate Management Admission Test**

Total score: 660/800