

Personal Information

Surname Gilardi
Name Silvia
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date of birth 22/03/1960
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CURRENT ACADEMIC POSITION

Associate professor in Work and Organizational Psychology –
Università degli Studi di Milano, Department of Social and Political Sciences

PAST -ACADEMIC POSITION

Università degli studi di Milano
January 2005 – March 2018 Assistant Professor in Work and Organizational Psychology - Department of Social and Political Science
Catholic University of Milan
1999 - 2008 Adjunct Professor in Work and Organizational Psychology, Department of Psychology
University of Turin
1999 – 2003 Tutor and Lecturer in Work and Organizational Psychology. Post-graduate course in Health Psychology

TEACHING EXPERIENCES**Università degli studi di Milano**

2015 – present Course in Organizational Behavior – Master Degree in Management of Human Resources and Labor Studies
2018 - present Course in Psychology of communication – Bachelor Degree in Communication and society
2005 - present Course in Work psychology – Bachelor Degree in Labour, Administration and Management Sciences.
2008 - 2014 Course in Psychology of negotiation – Master Degree in decisional processes and Cognitive Science
2008 - 2014 Course in Psychology for organizations Master Degree in Labor sciences
2008 - 2014 Course in Studying the processes of organizing: organizational theory and psycho-social aspects (with professor Luca Solari) –Graduate School in Social, Economic & Political Sciences.
2009 Course in Business organization and project management – Master Degree in Biotecnologie mediche e medicina molecolare
2013 - 2014 Laboratory in Designing business training: approaches and methods – Master Degree in decisional processes and Cognitive Science
2009 Laboratory in Conflict management and negotiation – Bachelor degree in Organizations and Human resource management.
2008 Laboratory in Personnel selection: approaches and methods - Bachelor degree in Organizations and Human resource management.

Catholic University of Milan

2003 – 2008 Course in Organizational psychology and training processes – Master degree in Organizational and marketing Psychology
2003 - 2004 Course in Psychology for organizations and training- Master Degree in Education for adults
2003 - 2004 Course in Analysis of organizing in services – Master in Design, organization and evaluation of services.
2002 - 2004 Course in Organizational Psychology – Master Degree in Social policies: management of services.
2001 - 2004 Course in Organizational Psychology for training – Bachelor Degree in Education for adults
1999 - 2000 Course in Organizational psychology – Faculty of Education Sciences

University of Genoa

- 2011 Course in Organizational Socialization – Master II level in Human resource management: people, processes and organizational forms.

University of Aosta Valley

- 2012 - 2013 Lectures on Changing organizational practices through action-research– Faculty of Psychology

University of Milano Bicocca

- 2009 Lectures on Qualitative interviews – Graduate school in Social, cognitive and clinical psychology

University of Turin

- 2000 – 2003 Course in Approaches and methods for evaluating the quality of healthcare services (with prof. Dario Romano) – Post-graduate course in Health Psychology (Scuola di Specializzazione post laurea, 4–years)

ADMINISTRATIVE POSITIONS AT THE UNIVERSITÀ DEGLI STUDI DI MILANO

- 2017-present Vice president of the Bachelor Degree in Labour, Administration and Management Sciences.
- 2006- present Member of the PhD program in Economic Sociology and Labour Studies (ESLS)
- 2015- 2018 Member of the Academic Committee on Equal Opportunities, Well-being and against Discriminations.

RESEARCH INTERESTS

Her research interests include the relationship between human resource management practices and healthy organizations; the relationship between technological developments, organizational forms, and employee well-being; violence and aggression in the workplaces; psychosocial resources for employability and work transitions; co-production in healthcare services and patient engagement; action research approach in organization studies.

RESEARCH EXPERIENCES

- 2018 - present Research project on “Industry 4.0 and its impacts on organizational forms and quality of work life” (in partnership with Politecnico di Milano)
- 2018 - present Research project on “Well-being oriented HRM practices” (with Marco Guerri & Sven Hauff)
- 2018 - presente Research project “Dirtying jobs: the role of managerial strategies” (with Luca Carollo)
- 2016 - presente Research project on Co-production in Healthcare services (with Chiara Guglielmetti, Marta Marsilio, Maddalena Sorrentino)
- 2016 - 2018 Scientific coordinator (with Chiara Guglielmetti) of the research project “Workplace aggression in healthcare services”.
- 2013 - 2015 Scientific coordinator (with Chiara Guglielmetti) of the collaborative research “How to promote organizational health and to prevent workplace violence in healthcare services”
- 2012 - 2013 Scientific coordinator of the collaborative research “MARGHERITA: designing and implementing new services for old people”, in collaboration with not-for-profit organization and Caritas Ambrosiana (Financing: Fondazione Cariplo).
- 2011 - 2013 Scientific coordinator of the collaborative research on Good practices to prevent school dropout (Financing: Milan Municipality), in collaboration with private, public and not-for-profit organizations.
- 2011–2012 Scientific coordinator of the collaborative research “networking services ‘for’ and ‘with’ old people”, in collaboration with private, public and not-for-profit organizations in Milan (Financing: Fondazione Unicredit).
- 2010–2011 Scientific coordinator of the research: “Resources of employability for the unemployed”.
- 2009–2011 Collaborative research on “Evaluating and improving clinical practices with chronic patients” (Financing Foundation IRCCS CA’ GRANDA).
- 2009–2011 Scientific coordinator of the research: “Models for evaluating and improving reflexivity” (with Andreina Bruno, Università degli studi di Genova, & Laura Galuppo, Università Cattolica di Milano).
- 2009-2010 National research on “Temporary jobs in Italy” (Scientific supervisor: Luigi Ferrari).
- 2008 -2010 National research on “Innovations in labour policies: the Welfarma experience”. (Financing: Federazione Nazionale dell’Industria Farmaceutica, in collaborazione con Filcem-Cgil, Femca-Cisl, Uilcem-Uil, Ministero del Lavoro (Scientific supervisor: Luca Solari).

- 2007 Research “Interpersonal and organizational factors that influence decisional processes in the Emergency Departments (with: Chiara Guglielmetti)
- 2007 Research on “Engagement styles of academic students” (with Chiara Guglielmetti)
- 2006 Research on “Predictive factors of students’ retention” della *retention* (with Chiara Guglielmetti)
- 2004–2006 Scientific supervisor of the collaborative research “P.R.A.S.S.I. Preventive interventions of drug addiction with intercultural sensitivity (Financing: Ministry of health, Law 45/99).
- 2004 - 2005 Research on “Interventions for developing a professional identity in academic students” (Scientific supervisor: Cesare Kaneklin).
- 2003 - 2004 Research “Designing a model to develop effective training experiences for unemployed people” (Financing: Fondo Sociale Europeo, progetto EDUNETPMI FSE) (with Camillo Regalia).
- 2001-2003 Collaborative research on Models for tutorship in universities (Scientific coordinator: Cesare Kaneklin)
- 2001 - 2004 Research on “The youth condition in Italy” (2001, 2002, 2004) (Scientific coordinators: C. Buzzi, A. Cavalli, A. de Lillo).

PREVIOUS JOB POSITIONS

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- 1989 - 2004 Professional researcher and consultant in non-academic contexts
 - Professional researcher for Research Centres (e.g. IARD, Milan)
 - Consultant and trainer for Public Administrations, for-profit and No-Profit Organizations on organizational and social issues (e.g. building network among private and public services; quality evaluation of services; change management of organizational practices; team building).

PARTICIPATION IN RESEARCH GROUPS

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- 2017–present Inter-academic national team on QUALITY OF LIFE AT WORK (QoL@Work).
 - 2016 - 2017 First Italian Consensus Conference on Patient Engagement (CCIPE) (as invited expert)
 - 2014 - 2017 Inter-academic and multidisciplinary national research team on “Co-production in healthcare services”
 - 2008 - 2010 National network of work and organizational psychologists on “Temporary jobs”.
 - 2006 - 2009 National research team on “Action research in organizations”.

MEMBERSHIP

- European Association of Work and Organizational Psychology (EAWOP)
- Italian Society of Health Psychology (Società Italiana di Psicologia della Salute (SIPSA)
- Italian Association of Academic Psychology (Associazione Italiana Psicologi - AIP)
- Research Center in People and Technologies for Human and Organizational Sustainability - Università degli studi di Milano

REVIEWER

2017 –	Editorial board: Frontiers in psychology
2007 -	Journal of Managerial Psychology; Qualitative Research in Organizations and Management. An International Journal; International Journal of Nursing Giornale Italiano di Psicologia; Studi organizzativi La medicina del lavoro; Giornale di Medicina del lavoro ed Ergonomia – Suppl. di Psicologia Applicata; Polis, Ricerche e studi su società e politica in Italia.

EDUCATION

-
- 1988 Psy.D in Work Psychology (70/70 cum laude)
Post-Degree Specialization in Work and Organization Psychology at Catholic University of Milan
 - 1984 Master Degree in Philosophy (110/110 cum laude)
State University of Genoa

PUBLICATIONS

ARTICLES:

- Gilardi, S., Guglielmetti, C., Converso, D., Fida, R. & Viotti S. (under review). Third-party aggression and emotion work among nurses: testing a moderated mediation model. *International Journal of Stress Management*
- Hauff, S., Guerci, M. & Gilardi, S. (2018, under review). Well-being-oriented HRM configurations: Diffusion, contingencies, and outcomes. *Human Resource Management Journal*.
- Guerci M., Hauff S. & Gilardi S. (under review). High performance work practices and their associations with health, happiness and relational well-being: Are there any tradeoffs?. *The International Journal of Human Resource Management*.
- Shaba E., Guerci M., Gilardi S., Bartezaghi E. (2019, in press). Industry 4.0 technologies and organizational design—Evidence from 15 Italian cases. *Studi Organizzativi*.
- Gilardi, S., Guglielmetti, C. Tassara, F. (2018). Far fronte all'aggressività dei clienti in servizi in cambiamento: i Management Standards proteggono il benessere degli operatori? *Giornale Italiano di Psicologia*, 2. 361-381.
- Fida R., Tramontano C., Paciello M, Guglielmetti C., Gilardi S., Probst T.M., Barbaranelli C. (2018) 'First, Do No Harm': The Role of Negative Emotions and Moral Disengagement in Understanding the Relationship between Workplace Aggression and Misbehavior. *Frontiers in Psychology*.
- Sorrentino, M., Guglielmetti, C., Gilardi, S., & Marsilio, M. (2017). Health care services and the coproduction puzzle: Filling in the blanks. *Administration & Society*, 49(10), 1424-1449.
- Guglielmetti C., Gilardi S., De Luca, G. & Licata M. (2016). L'esperienza degli operatori sanitari con pazienti e accompagnatori aggressivi: uno studio trasversale in quattro aree cliniche. *Giornale di Medicina del lavoro*, 107(2), 223-234.
- De Battisti, F., Gilardi, S., Guglielmetti, C., & Siletti, E. (2016). Perceived employability and reemployment: Do job search strategies and psychological distress matter? *Journal of Occupational and Organizational Psychology*, 89(4), 813-833.
- Gilardi S. & Guglielmetti C. (2015). Will I make it? Self-perceived employability in the unemployed people. *Ricerche di Psicologia*, 1, 63-87.
- Viotti S., Gilardi S., Guglielmetti C. & Converso D. (2015). Verbal aggression from care recipients as a risk factor among nursing staff: a study on burnout in the JD-R model perspective. *BioMed Research International 2015* (Special issue: "Psychosocial Factors and Workers Health and Safety").
- Gilardi S., Guglielmetti C. & Pravettoni G. (2014). Interprofessional Team Dynamics and Information Flow Management in Emergency Departments. *Journal of Advanced Nursing*, 70(6), 1299-1309.
- Gilardi S., Guglielmetti C., Casati S. & Monti P. (2014). Promuovere l'engagement dei pazienti con malattie croniche: un percorso di ricerca collaborativa. *Psicologia della salute*, 3, 58-79.
- Guglielmetti C., Gilardi, Accorsi L. & Converso D. (2014). La relazione con i pazienti in sanità: quali risorse lavorative per attenuare l'impatto degli stressor sociali? *Psicologia della salute*, 2, 121-138
- De Battisti F., Gilardi, S., Siletti E. & Solari L. (2014). Employability and mental health in dismissed workers: the contribution of lay-off justice and participation in outplacement services. *Quality & Quantity: International Journal of Methodology*, 48, 1305-1323.
- Gilardi S., De Battisti F., Riccò R., Siletti E. & Solari L. (2013). Risorse di occupabilità e gestione delle transizioni occupazionali involontarie: indagine esplorativa con lavoratori in mobilità. *Giornale Italiano di Psicologia dell'Orientamento*, 14 (1), 31- 47.
- Colombo S. & Gilardi S. (2012). Modelli decisionali nella selezione del personale. I criteri di scelta dei giovani in ingresso nel mercato del lavoro. *Sociologia del lavoro*, 126, 115-131.
- Guglielmetti C., Gilardi S., Casati S. & Monti P. (2012). Divenire partner del team di cura: qualità del servizio e senso di appartenenza negli adulti con Beta Talassemia major. *Psicologia della salute*, 1, 87-109.
- Guglielmetti C. & Gilardi S. (2012). L'esperienza universitaria degli studenti silenti: modalità di partecipazione e identificazione di ruolo. *Counseling*, 5(1), 71-87.
- Bruno A., Galuppo L. & Gilardi S. (2011). Evaluating the reflexive practices in a learning experience. *European Journal of Psychology of Education*, 26 (4), 527-543.
- Gilardi S. & Guglielmetti C. (2011). University life of non-traditional students: Engagement styles and impact on attrition. *The Journal of Higher Education*, 82 (1), 33-53.
- Gilardi S. & Lozza E. (2009). Inquiry-based learning and undergraduates' professional identity development: Assessment of a field research-based course. *Innovative Higher Education*, 34(4), 245-256.
- Gilardi S. (2008). Dialoghi riflessivi per costruire il futuro. *HC – Human Connections*, 6.
- Kaneklin C. & Gilardi S. (2007). Formare una pratica professionale competente in ambito psicologico: il ruolo dell'università. *Psicologia Sociale*, 3, pp. 389-408.
- Gilardi S. (2007). Effetti psicologici delle forme contrattuali non standard. *Opinioni. Periodico trimestrale della FAI_CISL di cultura, di politica e di sindacato*, XVIII (2-4), pp. 39-46.
- Gilardi S. & Bruno A. (2006). Action Research negli studi organizzativi: lo stato dell'arte. *Risorsa Uomo*, 2-3, 129-149.
- Bruno A, Gilardi S. & Kaneklin C. (2006). Processi di innovazione della didattica universitaria: una ricerca-azione. *Risorsa Uomo*, 2-3, 191-207.
- Gilardi S. (2004). Cura dei legami organizzativi nei servizi e prospettive teoriche del concetto di "persona". *Politiche sociali e servizi*, VI (2), 149-164.

CHAPTERS:

- Benozzo, A., Gilardi, S. & Piccardo, C. (2018). Le emozioni nella vita organizzativa. In Argentero, C. Cortese. *Psicologia delle organizzazioni* (II edizione). Milano: Raffaello Cortina Editore.
- Gilardi, S., Guglielmetti, C., Marsilio, M., & Sorrentino, M. (2016). Co-production in Healthcare: Moving Patient Engagement Towards a Managerial Approach. In E. Bracci, M.G. Fugini & M. Sicilia (Eds). *Co-production in the Public Sector* (pp. 77-95). London: Springer International Publishing.
- Bruno, A. & Gilardi, S. (2014). Assessing reflective competence through students' journals. In M.F. Freda (eds). *Reflexivity in higher education* (pp. 179-189). Roma: Aracne.
- Gilardi S. (2014). L'approccio della psicologia allo studio del lavoro. In R. Semenza (a cura di). *Il mondo del lavoro. Le prospettive della Sociologia* (pp. 95-97). Torino: Utet Universitaria.
- Gilardi S. (2010). Il funzionamento del gruppo-ricercatore collettivo nella ricerca-azione. In C. Kaneklin. *Il gruppo in teoria e in pratica* (pp. 229-245). Milano: Raffaello Cortina Editore.
- Gilardi S., & De Carlo A. (2010). Dignità a rischio: esperienze di vessazione nei luoghi di lavoro ed effetti psicologici. In Rete degli psicologi del lavoro accademici per lo studio del lavoro atipico e Rete delle Consigliere di parità. *Vita, identità, genere in equilibrio precario. Ricerche psicologiche sul mercato del lavoro in Italia* (pp. 219-238). Milano: Unicopli.
- Gilardi S., Benozzo A., Bruno A., & Colombo M. (2010). Pratiche riflessive nella ricerca-azione. In C. Kaneklin, C. Piccardo & G. Scaratti. *La ricerca-azione. Cambiare per conoscere nei contesti organizzativi* (pp. 249-269). Milano: Raffaello Cortina Editore.
- Bruno, A., Gilardi S, & Metitieri L. (2010). Oscillazioni e ambiguità nelle origini della ricerca-azione in ambito organizzativo. In C. Kaneklin, C. Piccardo & G. Scaratti. *La ricerca-azione. Cambiare per conoscere nei contesti organizzativi* (pp. 29-54). Milano: Raffaello Cortina Editore.
- Gilardi S., Guglielmetti C., Perry S., Pravettoni G., Wilson S., & Wears R. (2009). People: Technology and complex work in healthcare. In B.L.W. Wong, N. Stanton (eds). *NDM 9 Naturalistic Decision Making and computers*. Swindon: BCS Publishing and Information Products.
- Gilardi S. (2008). Il gruppo nella ricerca-azione. In F.P. Colucci, M. Colombo & L. Montali. *La ricerca-intervento* (pp. 119-143). Bologna: il Mulino.
- Gilardi S. & Guglielmetti C. (2007). Quando a decidere è il gruppo: teorie e modelli di presa di decisione nel gruppo e nell'organizzazione. In G. Pravettoni & L. Vago (a cura di). *La scelta imperfetta* (pp. 87-121). Milano: McGrawHill.
- Gilardi S. & Dipace A. (2007). Giovani allo specchio: immagine di sé di fronte a difficoltà e cambiamenti. In C. Buzzi, A. Cavalli & A. de Lillo. *Rapporto giovani. Sesta indagine dell'Istituto IARD sulla condizione giovanile in Italia* (pp. 175-198). Bologna: il Mulino.
- Gilardi S. & Kaneklin C. (2006). Sostenere percorsi di individuazione professionale: il ruolo formativo dell'università. In C. Kaneklin, G. Scaratti & A. Bruno (a cura di). *La formazione universitaria. Pratiche possibili* (pp. 47-72). Roma: Carocci.
- Gilardi S. & Lozza E. (2006). I tirocini: l'esperienza pratica di tirocinio con finalità professionalizzanti. In C. Kaneklin, G. Scaratti & A. Bruno (a cura di). *La formazione universitaria. Pratiche possibili* (pp. 121-144). Roma: Carocci.
- Gilardi S., Bruno A. & Pezzotta C. (2006). Discursive Practices and Mentalization Ability in Adult at Work. In A. Antonietti, O. Liverta Sempio & A. Marchetti (eds). *Theory of Mind and Language in Different Developmental Contexts* (pp. 173-191). New York: Springer.
- Gilardi S. & Kaneklin C. (2006). Il servizio dei tutor di gruppo in Università Cattolica In F. Avallone (a cura di). *Tutor, manuale teorico-pratico per migliorare l'efficacia dei sistemi formativi* (pp. 23-44). Milano: Guerini e Associati.
- Gilardi S. & Pezzotta C. (2005). Teoria della mente e mondo del lavoro. In O. Liverta Sempio, A. Marchetti & F. Lecciso. *Teoria della mente tra normalità e patologia* (pp.114-143). Milano: Raffaello Cortina Editore.
- Gilardi S. (2005) Gli studenti si descrivono: come mi vedo, come vedo il futuro e come faccio fronte alle difficoltà. In C. Buzzi (a cura di). *Crescere a scuola* (pp. 251-270). Torino: Fondazione per la scuola della Compagnia di San Paolo.

MEMBERSHIP

- Società Italiana di Psicologia della Salute (SIPSA)
- European Association of Work and Organizational Psychology (EAWOP)
- Associazione Italiana Psicologi (AIP)
- P.A.T.H.O.S. lab - People And Technologies for Human and Organizational Sustainability
- Centro Icona per l'innovazione e il cambiamento organizzativo nell'amministrazione pubblica dell'Università degli studi di Milano
- Ordine degli Psicologi e degli Psicoterapeuti della Lombardia (n. 2010)

Autorizzo il trattamento dei miei dati personali ai sensi del Decreto Legislativo 30 giugno 2003, n. 196 (Codice in materia di protezione dei dati personali) e sue successive modifiche e integrazioni, nonché del Regolamento UE 679/2016 (Regolamento Generale sulla Protezione dei dati o, più brevemente, RGPD).

Silvia Gilardi

Milan, March 1st 2019