



# REINVENTING WORK CHAIR

Decode the changes  
in today's work  
to **anticipate**  
tomorrow's work





SIGNING CEREMONY AT BIVWAK!, DECEMBER 2019

ESCP | BNP PARIBAS | BIVWAK! | INTERNATIONAL RETAIL BANKING | PERSONAL FINANCE | WEALTH MANAGEMENT

# Objectives of the Chair

## Decode the changes in today's work to anticipate tomorrow's work

Signed in 2019, BNP Paribas, BivwAk! and ESCP were ahead of time, at the forefront of the huge impact of the Covid-19 crisis on the way we work. The sanitary situation made the Chair's work even more relevant, bringing insights to managers on emerging issues.

The "Reinventing Work" Chair aims to improve our understanding of how the transformation of work as a whole leads to organizational changes.

The Chair is devoted to studying the development of new or renewed skills, deployed in different types of work environments (remote leadership, working from home, management of experts).

“This partnership is fully in line with BivwAk!'s mission to support the transformation and continuous development of BNP Paribas and its teams by opening up the Group to external ecosystems. This is a great opportunity to feed our strategic thinking while experiencing ways of working for tomorrow!”



**Marie Guillaume** [in](#)

Head of the transformation set-up BivwAk! by BNP Paribas

“Digital technology and artificial intelligence are leading us, above all, to question what we call 'work', 'business', 'management' and even 'workspaces'! We must also understand the changes taking place, their origins and their consequences for employees and their managers. From considering how to develop skills in response to increasing flexibility, agility and digitalisation, to rethinking the balance between private and professional life, or analysing the role of algorithms in recruitment... the issues are exciting and I am thrilled by the opportunities offered by this new Chair to explore them in detail and reinvent them...”



**Emmanuelle Léon** [in](#)

Professor ESCP and Scientific Director of the Chair



Video kick-off  
Watch our video



Meet the team

An international research team of 26 Professors and Researchers

# Benefits from the Chair

## A governance model based on strong and agile interactions between BNP Paribas and the Research teams:

- Involved HR directors activate the relevant research fields with a strong reactivity - e.g. Reshaping the work experience project has been launched within 2 months with a sample of 18000 employees.
- Researchers focus on providing BNP Paribas with insights and results along the way.

## Fostering a transversal discussion around the future of work within BNP Paribas organisation:

- Sharing anticipated challenges and mutualising thinking efforts.
- BNP Paribas launched [a program towards 700 senior managers \(Successful Hybrid Management\)](#) in September 2020 anticipating the long-term challenges to manage teams in an hybrid context and uncertain world
- Accelerating the dissemination of key learnings and best practices internally thanks to conferences led by Prof. Emmanuelle Léon.

## Opening doors for a high level ecosystem of teachers and students:

- Company projects to get new insights from a fresh perspective on operational questions.
- Jury to select best master thesis to enlarge topics addressed within the scope of the Chair.
- Recruitment of a PhD student in BiwWak! to explore "How does collaboration between Humans and AI materialise and what are the associated impacts on jobs?"

“We face strong and accelerated mutations of our ways of working. This is why it is crucial to benefit from recent and applied research to anticipate and adapt our business. To perform and grow, we need to well understand what is at stake for our collaborators and managers: The Reinventing Work chair thus sustains BNP Paribas Group's Smartworking program.”



**Vincent Lecomte**   
CEO, BNP Paribas Wealth Management

“Work is going through major transformations that impact all levels of the organisation. In 2019, we decided to support the Chair to anticipate the major trends coming forward. The pandemic was an accelerator of these transformation and the Chair helps us drive our HR strategy.”



**Claire Maldera**   
Head of Human Resources, BNP Paribas Wealth Management

“We need to be a step forward to help us transform our company and think about the consequences of this transformation. It's not only about the run, it's also about the future. This partnership allows us to benefit from exceptional research fields and high-level research teams. It really fosters creativity and innovation. This partnership helps us to speed up our company's transformation through research.”



**Frédéric Thorat**   
Human Resources Director BNP Paribas Personal Finance

**12** International research projects

**26** Professors and Researchers involved worldwide

**19** Published academic articles

**84** Media articles amplifying the Chair results

**3** White papers on Hybrid Working

**2** Master thesis prizes

**2** Company consultancy projects

**19** Group projects among MiM students

# Research outcomes

Research projects are conducted in different contexts – national, international, in-house at BNP Paribas – and can be extended to other companies.

By bringing together academics and professionals, the Chair facilitates renewed theoretical and practical views of the following key topics that are strategic for the Business.

From the beginning, the Chair has been at the forefront of headlines topics, inscribing its work in an approach that is both prospectivist and operational.



## 12 Research projects launched with an international coverage

- 1 Reshaping the work experience [🔗](#)
- 2 HR & digitalisation [🔗](#)
- 3 Psychological contract and new work relationships [🔗](#)
- 4 The role of agility to organise and change work [🔗](#)
- 5 Measuring the paradox of flexible working [🔗](#)
- 6 Talent sharing as a new development tool [🔗](#)
- 7 Technology-enabled interviews [🔗](#)
- 8 Shifts in expertise in the data science era [🔗](#)
- 9 Managing in geographically dispersed virtual organisations [🔗](#)
- 10 Virtual teams and well-being [🔗](#)
- 11 Meaning of work and self organisation [🔗](#)
- 12 New contact centers & hybrid work [coming soon](#)

## And more to come...

Topics the Chair will tackle very soon

The Chair will continue to focus on detecting the major transformations that will affect tomorrow's ways of working.

- Company & work engagement: How do flexibility and hybrid work impact the relationship to the company?
- Social capital & people development: How does Smart working change the HR and management practices?
- Digital space relationships: How do managers and employees occupy digital territories?

Digital nomadism  
**Data driven HR Expertise**  
 Employer branding  
 Company culture **Platforms**  
**Work engagement**  
**Sense** Isolation  
**Team cohesion** Autonomy  
**Professional development**  
 Resilience Surveillance  
**Weak signals** Web 3.0  
**Inclusion** Personalization  
 Knowledge transfer

## Focus Research Project 1 Kick off July 2020

# Reshaping the work experience

## Research question

**How does hybrid work influence employees' work experience regarding team cohesion, performance, well-being and engagement?**

## Research context

This project has been designed with VPHR from different business lines in July 2020 and launched within BNP Paribas in September 2020, in order to fully understand the challenges of remote & hybrid work.

It has reached over 18.000 participants within BNP Paribas (WM, AM, RE, IRB headquarter & Bank of the West, Spain territory) over a six months period with 4 data collections from September 2020 to March 2021. Being ahead of the hybrid work trend, this research project was one of the very first to address this key issue on such a global scale and has been rewarded by a prestigious award from the Academy of Management.

## Methodology & milestones

An online questionnaire was administrated 4 times (Sept & Nov 2020, Jan & Mar 2021) in 3 different languages (English, French, Spanish) with up to 4000 answers. This methodology enables to follow the changes at hand in a situation that has been evolving throughout the project.

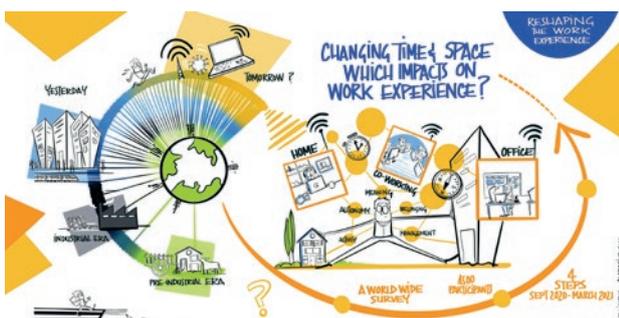
First two waves analysed in Q2 2021.

Global results will be delivered in Q3 2022.

In-depth analysis of the results has been performed through a partnership with Towers Watson Willis, giving BNP Paribas entities the possibility to better understand their results in H1 2021.

## Research team

Marie-Colombe Afota (Université de Montréal)  
Emmanuelle Léon (ESCP, Paris campus)  
Ariane Ollier-Malaterre (UQAM)  
Yannick Provost-Savard (UQAM)



## Research Key take aways

- 1** Productivity is on the rise, due to reduced transportation time (often devoted to work). The number of working hours is similar when employees are on site or remote.
- 2** One third of the participants consider that physical presence at the office remains a signal of their engagement, which will be taken into account for their promotion.
- 3** When companies value physical presence, teleworkers try to compensate their absence by being available outside working hours. Availability off-site has replaced visibility on-site. This trend is stronger in countries where employment is less protected.
- 4** Managing by objectives, delegating and trusting one's teams remains a challenge for both managers and employees. Areas of improvements have been identified.

**Attention points:** Informal networking/exposition, Identification of weak signals, Professional mobility.

## Key outcomes

### Published academic papers

- Afota, MC.; Provost Savard, Y.; Ollier-Malaterre, A.; Leon, E. (2021). *"Work-From-Home Adjustment in the COVID-19 Pandemic: The Role of Psychological Climate for Face Time"*, *Academy of Management Proceedings*
- Afota, MC.; Ollier-Malaterre, A.; Leon, E.; Provost Savard, Y. (2021). *"To demonstrate their commitment, teleworkers are making themselves more available than ever"*, *The Conversation*

### BNP Paribas insights

**"This research project has been very conclusive and helpful for us as HR professionals. It has indeed been realized on a large perimeter enabling to gather wide range of data. It offered us the opportunity to better understand underlying trends, identify weak signals and anticipate the impacts on our behaviours. This research project gives us strong orientations about needed adaptations on each of the 4 pillars of Smartworking programme, connecting the dots!"**



**Claire Maldera**

Head of Human Resources, BNP Paribas Wealth Management

## Focus Research Project 2 Kick off January 2020

# HR & Digitalisation

## Research question

**Does digitalisation make HR goals and practices evolve and, if so, with which consequences for HR professionals?**

## Research context

Digitalisation's impact on HR function, roles and practices has been tremendous over the past years. Research has highlighted the impact of digitalisation on operational HR objectives (reducing costs and administrative workload). However HR also has responsibilities regarding relational goals (e.g. delivering services and supporting managers and employees) as well as transformation goals (e.g. aligning HR policy and practices with the company's strategy). In this renewed context, digitalisation could offer the HR function the opportunity to better address relational and transformational goals, and eventually take the lead as the success of digitalisation lies more on the employees buy-in than on the technology.

In this research, we aim to understand, in a prospectivist approach, how HR professionals view the future of their roles : will they be following the digitalisation, supporting managers or leading the transformation?

## Methodology & milestones

- Delphi methodology
- Iterative data collection based upon experts' points of view in order to identify consensus and differences
- 3 waves of data collection through questionnaires
- Involving HR professionals from 2 companies

24 from BNP Paribas

13 from Safran Aircraft Engines

## Research team

Géraldine Galindo (ESCP, Paris campus)

Emmanuelle Léon (ESCP, Paris campus)



## Research Key take aways

- 1** The mastery of HR data appears to be key in the coming years for all HR professionals. However, very few of them intend to develop their competencies in this field.
- 2** Most HR practices can be digitalised in the future. Nevertheless HR professionals highlight the risk of doing so without studying the pros and cons.
- 3** A taxonomy of HR professionals has been developed upon 2 dimensions:
  - positive/negative view of digitalisation
  - HR function as a leader or as a follower of digital transformation
- 4** Overall, participants to this research have a positive view of digitalisation. Within BNPP, half of the respondents consider that the HR function will lead the transformation in the years to come, whereas 2/3 of SAE HR professionals consider that it will mainly support managers, without the power nor the competencies to actually lead the digital transformation.

**Attention points:** HR data reliability, Data training for HR professionals, Segmentation of HR practices depending on the added-value of digitalisation.

## Key outcomes

### Published academic papers

- Article to be submitted in June 2022 to a French academic journal

### BNP Paribas insights

**“We consider digital and data as a key topics for our HR teams in the coming years. The results of this study will help us define our strategic priorities related to HR digitalization including Data issues. It will also enable us to underline the crucial role of HR in the whole digital transformation of the company.”**



**Frédéric Thoral** [in](#)

Human Resources Director BNP Paribas Personal Finance

## Focus Research Project 3 Kick off January 2021

# Psychological contract and new work relationships

## Research question

**Why do people contribute to open source and why do they stop? Being external to the organisation, how can they be managed?**

## Research context

Open source software are computer programs that have traditionally been built by volunteers. These volunteers donate their time and effort to collaborate in developing code and documentation, which they make available to other developers who can, in turn, share and modify them. Open source development has increased in many countries, with a recent study suggesting that the passing of a French law promoting open source led to an increase of 600 000 yearly contributions.

Open source participants are interesting to study because they are often used as an example of new forms of digitized independent work, carried out by « the crowd ». Drawing on them, this project seeks to develop management theory to understand 21st century work relationships, involving workers who are independent from the companies they contribute their work to.

## Methodology & milestones

Construction of an archive of participant data (159 threads within 9 000+ emails) in an open source project that mix paid employees and voluntary participants to understand the process by which contributors' participation evolves and may come to an end.

Reliance on psychological contract theory as the analytical lens.

## Research team

Almudena Canibano (ESCP, Madrid campus)

Daniel Curto-Millet (University of Gothenburg, Sweden)



## Research Key take aways

- 1 In open source projects, participants hold multiple psychological contracts with different actors (the project / fellow developers / users).
- 2 Open source participants stop or reduce their contributions when they experience psychological contract breach with any of these actors.
- 3 Participants expectations and psychological contracts interact. Experiencing breach with one actor can affect participants' behaviors towards other actors.
- 4 To manage open source participants, it is essential to monitor their psychological contracts with all the different actors (project, developers, users).

## Key outcomes

### Published academic papers

- Cañibano, A; Curto-Millet, D and Rojahn, L. (2022). *"Sustained participation in open source: A psychological contract approach"* Hawaii International Conference on System Sciences Proceedings (HICSS). T. De Vreede, D. Kong, GJ De Vreede. (Eds). DOI: 10.24251/HICSS.2022.093 [🔗](#)
- Nominated to the Best Paper Award for the Track "Collaboration Systems and Technologies"

### BNP Paribas insights

**“At BivwAk! we are experiencing new ways of working based on innovation and agile methodologies. Our pluridisciplinary team is composed of multiple types of contribution: internal and external. We regularly experience extended collaboration with external partners (academics, act tanks, clients) with whom we share common projects and goals and only a psychological contract. This Research project is nourishing our thinking in continuously improving our cooperation and work relationships.”**



**Marie Guillaume** [in](#)

Head of the transformation set-up BivwAk! by BNP Paribas

## Focus Research Project 4 Kick off April 2021

# The role of agility to organise and change work practices

## Research question

**How can agile methodologies influence the digitalisation process of organisations?**

## Research context

Digital transformation is usually driven from the top-down by IT systems which enforce new work practices. It is hoped that these systems can align the business operations with the strategic goals of an organisation. The onus of the change depends on the adoption of the IT as imagined or expected by strategy and the acceptance by the employees for such a change.

In contrast, we are interested in Biwwak's way to induce digital transformation at BNP Paribas because it does not follow a typical process that relies on IT systems. In particular, what we see is an attempt to create polycentric digital transformation, to prepare the organisation for digitalisation. There are many potential advantages to such polycentric transformation (e.g., scaling, local adaptation, costs) and issues (conflicts with procedural thinking, management control, meaning of work).

## Methodology & milestones

16 interviews with BNP Paribas including Biwwak! and offspring companies.

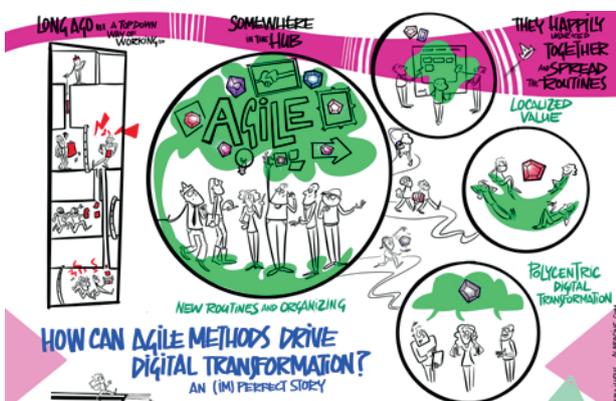
Data analysis.

## Research team

Almudena Canibano (ESCP, Madrid campus)

Daniel Curto-Millet (University of Gothenburg, Sweden)

Johan Magnusson (University of Gothenburg, Sweden)



## Research Key take aways

- 1** Digital transformation can be driven by the introduction of agile methodologies.
- 2** Workers learn agile methodologies at the hub and then return to their original teams where they apply and adapt the methodology to their local context. This can incentivise small-scale digital transformation processes at multiple locations at the same time.
- 3** We coin the term “polycentric digital transformation” to describe how the large-scale digital transformation of a traditional organisation can be pursued through these small-scale local changes.
- 4** Further work will explore advantages and issues of polycentric digital transformation and develop an evaluative framework for digital transformation maturity.

## Key outcomes

### Published academic papers

- Paper submitted to *International Conference of Information Systems* (2022) [🔗](#)
- Master thesis in preparation

### BNP Paribas insights

“**Agile transformation is key for our company to adapt and meet our clients' needs and employees' expectations through a “better, faster, happier” focus.**

Over the past few years, we have put in place a continuous “learn and experiment” agile loop, trained our teams to develop their agile mindset and rituals, and progressively transformed our organizations to agile or agile@scale, combining adequate “pilot and roll-out” phases with “big bang” approaches. BNPP Polska is a great concrete example of agile transformation in the International Retail Banking Banks. The capacity for our teams to work agile, learn from their experimentation and share their best practices on a larger scale will be key to foster our agile transformation and deliver BNPP GTS 2025 Strategic Plan.”



**Géraldine Conti** [in](#)

Head of HR at BNP Paribas International Retail Banking

## Press review



*"Les télétravailleurs se rendent plus disponibles pour signaler leur engagement"*

## Les Echos

*"Opinion | Réinventons le management"*

## THE CONVERSATION

*"To demonstrate their commitment, teleworkers are making themselves more available than ever"*



*"Face-time pressure may force us back to the office, new research reveals"*



*"Manager au bureau ou à distance, même combat ?"*

## Le Journal du Dimanche

*"Déconfinement : comment la crise va chambouler le monde du travail tel que nous le connaissons"*



More reviews

# Research & Publications

### 2022



#### White paper

Emmanuelle Léon (2022).  
*"Retour au bureau : vers un management hybride"*   
*"Back to the office: towards hybrid management"*

### 2021



#### White paper

Emmanuelle Léon. (2021).  
*"Travail à distance : quels sont les défis et enjeux pour les managers ?"*

\* Remote work: what are the challenges for managers?

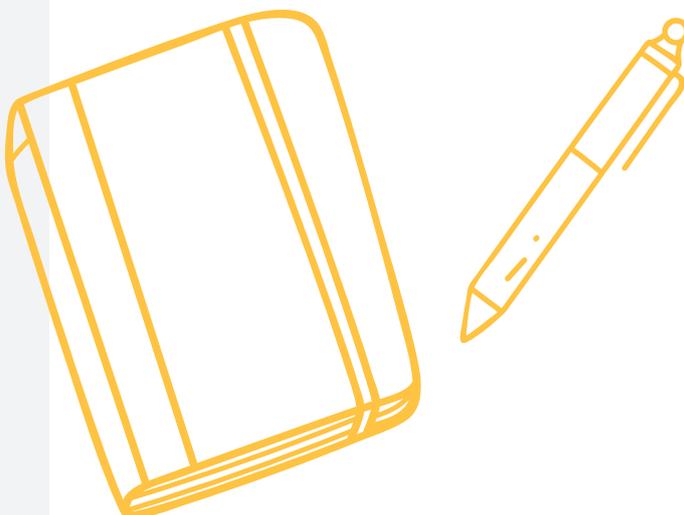
### 2020



#### Impact paper

Emmanuelle Léon. (2020).  
*"Quand le travail à distance réinterroge le travail : leçons managériales issues de la crise du covid-19"*

*"When teleworking questions the meaning of work: Managerial lessons from the Covid-19 crisis"*



## Students' contributions to the Chair

### Course "Shaping the future of leadership in the digital era"

This 30-hour course is exploring the organisational changes that have impacted companies over the last decade, and how they influence management, organisational commitment and performance. It is designed to prepare students to the various transformations they will face in their professional environment.

As part of the assignment, students crack a challenge in group and confront their points of views with a jury of professionals coming from ESCP and various partner companies including BNP Paribas.



#### 2022 winning projects

- Managing weak signals at a distance
- Hiring digital nomads

#### 2021 winning projects

- Leading virtual teams
- Integrating newcomers in a remote environment

## Master Thesis Prizes

**2021 – Catalina Schweitzer** "*Leadership in the New Now - Rethinking Leadership in the Context of the Global Pandemic: a Grounded Theory.*"

Under the direction of Prof. Anna Glaser

**2020 – Eymeric Guinet** "*Can the Liberated Companies really combine higher profits, higher performance and higher freedom ?*"

Under the direction of Prof. Gilles Arnaud 



## MBA Company Consultancy Projects

The **Company Consultancy Project** is a key element of the MBA programme offering students a **collaborative experience** and allowing them to **apply the concepts and tools studied during the programme in a real-world situation.**

#### 2022

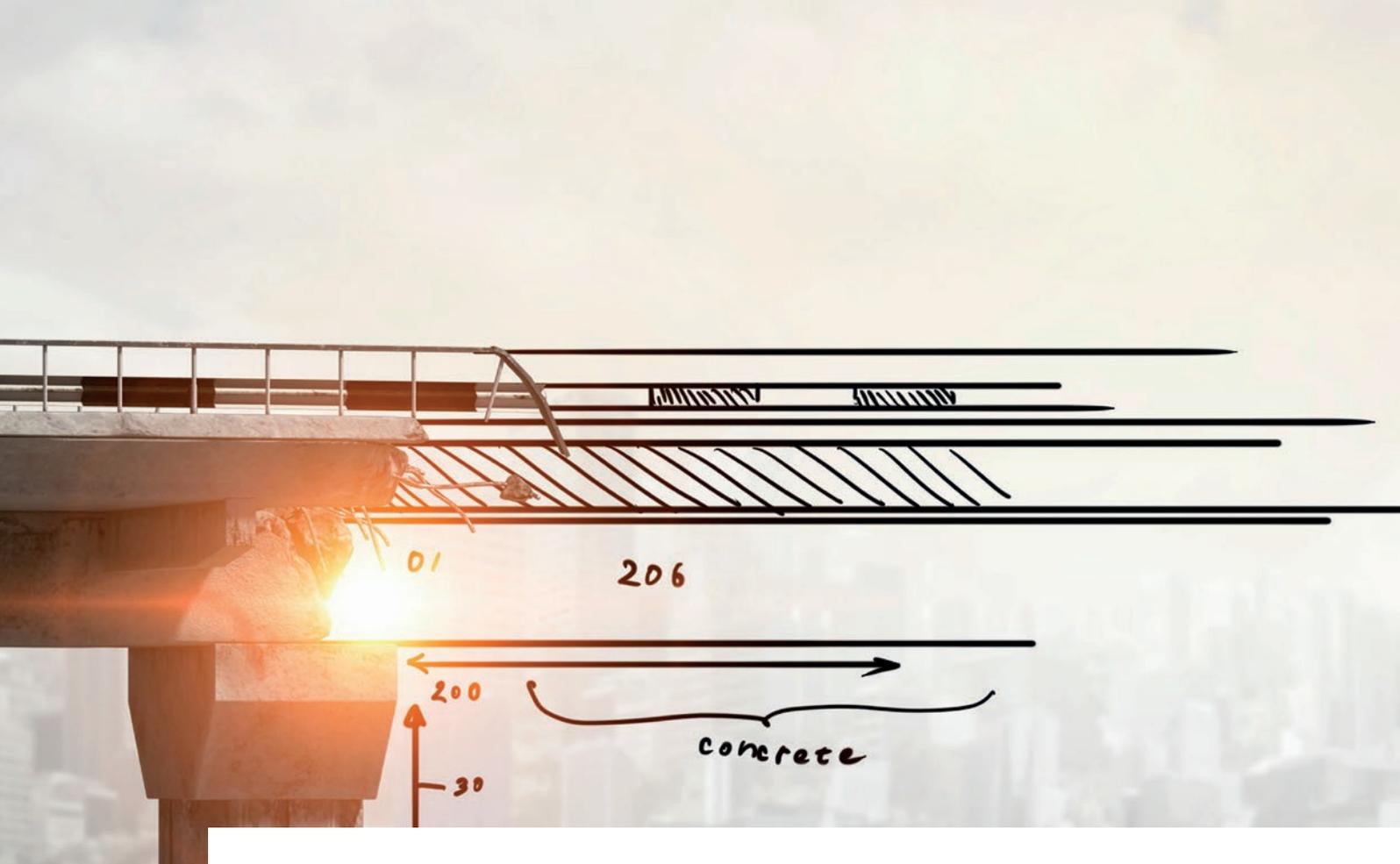
*On the road to digital sobriety: measuring the impact of BNP Paribas' transformation hub*

Sponsor: BiwAk! by BNP paribas

#### 2021

*Why do diversity & inclusion really matter?*

Sponsors: BNP Paribas Personal Finance



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