



2019-2025

# REINVENTING WORK CHAIR

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



TRANSFORMATION  
& INNOVATION HUB





SIGNING CEREMONY AT BIVWAK!, DECEMBER 2019

# 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 new 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 31 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 (Read the [2023 Conference & Workshops key take aways around Sustainable Hybrid Working](#)).
- 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.
- Recrutement 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 Thoral** Human Resources Director BNP Paribas Personal Finance

**19** International research projects

**31** Professors and Researchers involved worldwide

**36** Published academic articles /outcomes (book chapters, conference papers...)

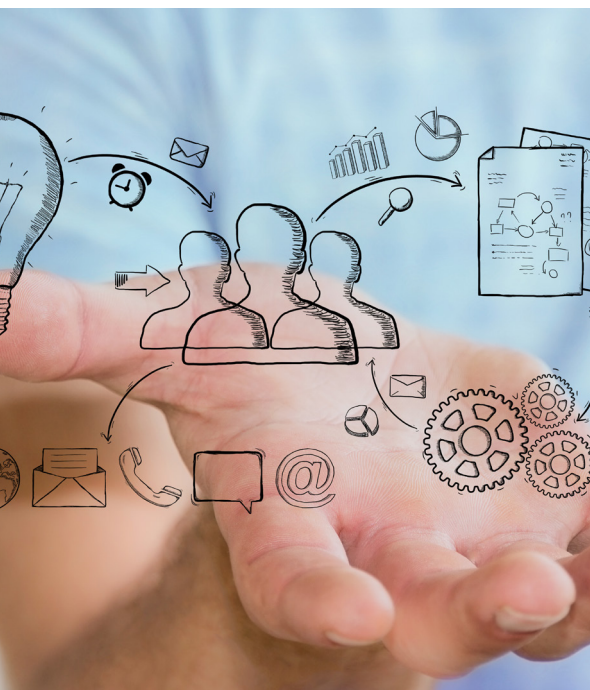
**114** Media articles amplifying the Chair results

**6** White papers

**5** Company consultancy projects

**80k** Impressions on LinkedIn posts

**36** Group projects among MiM students



As the world of work undergoes unprecedented transformation, three interconnected themes—flexibility at work, evolving roles and HR practices, and transformed engagement and leadership—emerge as cornerstones of organizational success in the future.











Flexibility redefines how and where work is performed, demanding a careful balance between autonomy, belonging, performance and well-being. Distributed work environments challenge organizations to reimagine roles, practices, and the management of knowledge, emphasizing the need for inclusion, trust, and shared purpose. The rapid adoption of artificial intelligence accelerates these shifts, highlighting the urgent need to realign business strategies with sustainability priorities while maximizing long-term value and adaptability.

At the heart of these transformations lies engagement and leadership, where adaptability, emotional intelligence, and the ability to inspire across virtual and physical divides are critical to fostering cohesion and driving sustainable performance.

Together, these themes illuminate the path forward for organizations striving to thrive in an era defined by rapid change, technological innovation, and evolving employee expectations. They are not just responses to current challenges but essential pillars for building workplaces that are innovative, human-centered, and prepared for the complexities of tomorrow.







## 17 Research projects launched with an international coverage

### FLEXIBILITY AT WORK









- 1 Reshaping the work experience  
- 2 Measuring the paradox of flexible working  
- 3 Constructing organizational space in purely virtual organizations  
- 4 Virtual teamworking and well-being  
- 5 New contact centers & hybrid work  

### ROLES & PRACTICES IN NEW WORK ENVIRONMENTS

- 6 HR & digitalisation  
- 7 The role of agility to organise and change work  
- 8 Talent sharing for organisational development  
- 9 Technology-enabled interviews  
- 10 Onboarding practices: developing managerial relationships in a hybrid environment  

- 11 Knowledge management practices in the hybrid work environment  
- 12 Navigating electronic surveillance in the workplace : a Canadian perspective  
- 13 AI and Emotions: Redefining Roles and Relationships in the Workplace  

### ENGAGEMENT & LEADERSHIP

- 14 Managing new work relationships  
- 15 Shifts of expertise in the data science area  
- 16 Personal organization at work  
- 17 Cultural intelligence and team leadership in hybrid work context  

 Read page

 On going project

 External link

 Project done!



# Flexibility at work

Flexibility has become a cornerstone of organizational and work transformations. It redefines concepts of space, collaboration, and well-being while raising critical questions about its boundaries and implications. These research projects delve into the emerging realities of virtual and hybrid work: how organizations without physical premises construct collective spaces, how virtual teams balance increased demands with reduced interpersonal resources, and how new work arrangements affect employee attitudes and performance. The findings reveal that flexibility unlocks unprecedented opportunities. Together, these research projects shed light to the flexibility practices and their consequences at the organizational, team, and individual levels.

1

**Reshaping the work experience**



2

**Measuring the paradox of flexible working**



How do employees manage the tensions of flexible working? Are experiences of flexible working connected to employee well-being? If so, how?

3

**Constructing organizational space in purely virtual organizations**



How can organizational space be conceived, perceived and lived in purely virtual organizations?

4

**Virtual teamworking and well-being**



5

**New contact centers & hybrid work**



What are the effects of remote work on supervision practices, performance, and managers' and employees' well-being?

## Press review

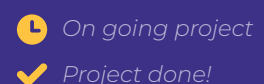
### THE CONVERSATION

Amsallem, Yaelle and Léon, Emmanuelle (2024). *"The future of work: Why we need to think beyond the hype of the four-day week"*

Afota, Marie-Colombe, Ollier-Malaterre, Ariane, Léon, Emmanuelle, Yanick Provost-Savard (2021). *"To demonstrate their commitment, teleworkers are making themselves more available than ever"*

### Harvard Business Review FRANCE

Amsallem, Yaelle and Léon, Emmanuelle (2024). *"Lieu, temps et subordination : redéfinir le tryptique du travail salarié"*



## 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

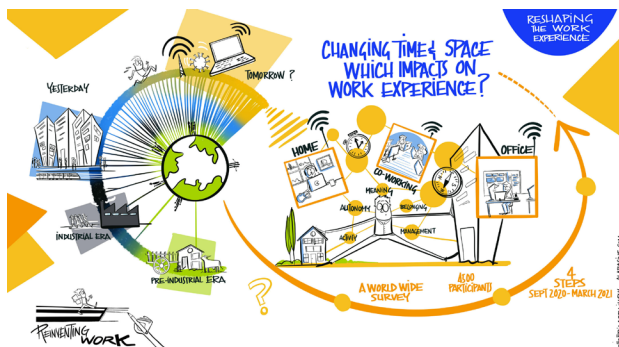
An online questionnaire was administrated 4 times (Sept & Nov 2020, Jan & Mar 2021) in 3 different languages (English, French, Spanish) with up to 4000 answers. This methodology enables to follow the changes at hand in a situation that has been evolving throughout the project.

First two waves analysed in Q2 2021.

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.

## 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, M. C., Provost Savard, Y., Léon, E., & Ollier-Malaterre, A. (2024). *"Changes in belongingness, meaningful work, and emotional exhaustion among new high-intensity telecommuters: Insights from pandemic remote workers"*, *Journal of occupational and organizational psychology*
- Afota, M. C., Provost Savard, Y., Ollier-Malaterre, A., & Léon, E. (2023). *"Work-from-home adjustment in the US and Europe: the role of psychological climate for face time and perceived availability expectations"*, *The International Journal of Human Resource Management*
- 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*



## Focus Research Project 4 Kick off June 2020

# Virtual teamworking and well-being

## Research question

**How do workers in virtual teams experience and report job demands and resources, and how do these factors dynamically interact to influence their subjective well-being?**

## Research context

This project was designed to study how virtual teamwork, which surged as a result of the covid-19 pandemic, impacts well-being. Using the job demands-resources (JDR) framework, we have examined the specific demands that are presented when working in both newly formed and established virtual teams, and the resources that people need to mitigate these demands, in order to work well and effectively.

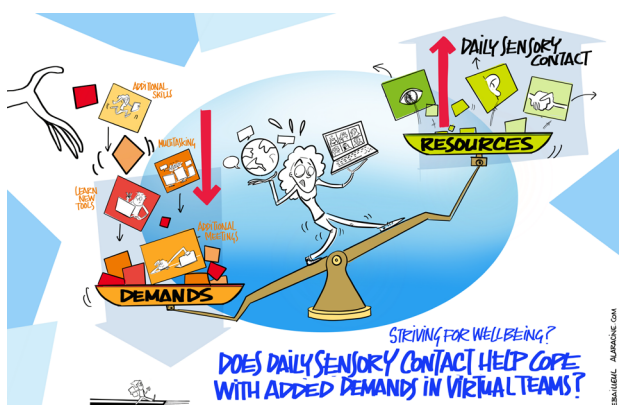
## Methodology & milestones

This study has been conducted in 3 phases:

	Phase 1	Phase 2	Phase 3
<b>Purpose</b>	Exploratory	Exploratory	Generalizability
<b>Data collection</b>	14 interviews 2 companies	27 interviews 5 companies (inc. BNPP)	10-day Daily diary study (387 participants)
<b>Timeline</b>	Pre-pandemic	Post-pandemic	Post-pandemic

## Research team

- Almudena Cañibano (ESCP, Paris campus)
- Emma Russell (University of Sussex)
- Petros Chamakiotis (ESCP, Madrid campus)
- Jay McCloskey (University of Sussex)



## Research Key take aways

- 1** Virtual teamworking has specific demands (e.g. more meetings, new work processes and reporting mechanisms, learning new tools, etc.) that are added to the existing demands of the job. Virtual team members also experience a decrease in their resources (particularly interpersonal ones). The combination of increased demands and reduced resources puts virtual team members' well-being at risk.
- 2** The context influences what workers experience as a job demand, or a job resource and can change over time. For example, while in-person social events are generally perceived as providing resources, over time, workers start understanding them as demands.
- 3** Daily sensory contact (DSC) refers to subtle, in-person sensory cues (eye contact, handshakes, shared spaces) that foster workplace connection. Its impact on well-being varies: positive with strong team belonging, but negative when belonging is low.

## Key outcomes

### Published academic papers

- Cañibano, A., Chamakiotis, P., Rojahn, L. & Russell, E. (2021). *'Understanding Well-being in Virtual Teams: A Comparative Case Study'*, Information Systems. M. Themistocleous & M. Papadaki (Eds.). Springer. [🔗](#)
- Cañibano, A., Chamakiotis, P. and Russell, E. *"Virtual teamwork and employee well-being: The Covid-19 effects"*, ESCP Impact Paper [🔗](#)

### Academic papers under peer review

- Cañibano, A., Russell, E & Chamakiotis, P. (2024). *"Categorization shifts of job demands and resources in abrupt transitions to virtual work"*.
- Russell, E, Cañibano, A., Chamakiotis, P., McCloskey, J. (2024). *"The human touch: how daily sensory contact impacts the well-being and work performance of hybrid team members"*

# Roles and practices in new work environments

As organizations increasingly embrace distributed work environments, the roles and practices that sustain them are undergoing profound transformation. Trust and collaboration are being reimaged to adapt to hybrid dynamics, where the boundaries between virtual and in-person interactions blur. At the same time, the management of knowledge and expertise is shifting, driven by technological innovations and evolving employee expectations. These studies explore the delicate balance between human connection and technological efficiency, offering insights into how organizations can design HR and management practices adapted to this ever-changing work context.

6

HR & digitalisation



11

Knowledge management practices in the hybrid work environment



7

The role of agility to organise and change work



12

Navigating electronic surveillance in the workplace : a Canadian perspective



8

Talent sharing for organisational development



13

AI and Emotions: Redefining Roles and Relationships in the Workplace



9

Technology-enabled interviews



10

Onboarding practices: developing managerial relationships in a hybrid environment

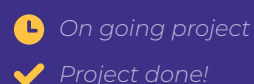


What emotions does the use of AI-based tools like Co-Pilot trigger among employees, and how do these emotions influence their adoption, perceived usefulness, and effectiveness in supporting employees' tasks and professional development?

## Press review

### THE CONVERSATION

Galindo, Géraldine and Léon, Emmanuelle (2023).  
*"Les professionnels des ressources humaines doivent s'emparer de la digitalisation de leur fonction"*





## Focus Research Project 6 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.

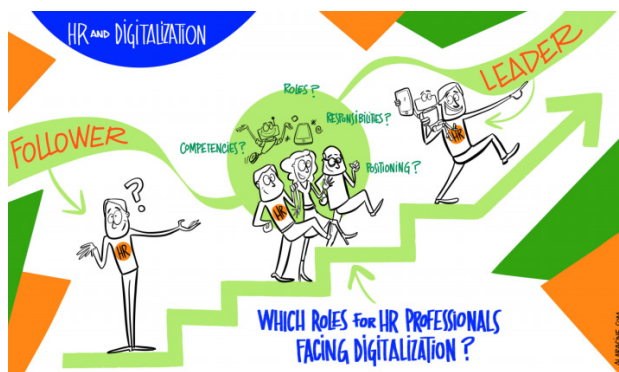
In this research, we aim to understand, in a prospectivist approach, how HR professionals view the future of their roles : will they be following the digitalisation, supporting managers or leading the transformation?

## 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

- Galindo, G., & Léon, E. (2023). *"Visions prospectives de la fonction RH à l'ère de la transformation digitale au travers de la méthode DELPHI"*, Revue de gestion des ressources humaines
- Galindo, G. & Léon, E. (2023). *"Les professionnels RH doivent s'emparer de la digitalisation de leur fonctions"*, The Conversation (over 4.000 readers)

## Focus Research Project 7 Kick off April 2021

# The role of agility to organise and change work practices

## Research question

**How can agile methodologies contribute to an organization's digital transformation?**

## 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 organization. The onus of the change depends on the adoption of the IT as imagined or expected by strategy and the acceptance by the employees of such a change.

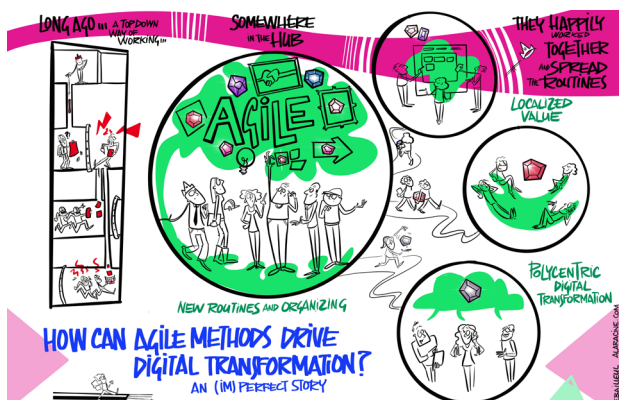
In contrast, we are interested in BivwAk's way to induce digital transformation at BNP Paribas because it does not follow a typical process that relies on IT systems. In particular, what we see is an attempt to create polycentric digital transformation, to prepare the organization for digitalization. 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

19 interviews were conducted with 15 hub members (11 project workers, 4 hub staff) and 4 employees from other departments involved in agile deployment across the bank. Questions focused on four areas: participants' background and role, the hub's role in the bank, specific hub projects, and work dynamics within the hub.

## Research team

- Daniel Curto-Millet (University of Gothenburg)
- Almudena Cañibano (ESCP, Paris campus)
- Lukas Rojahn (ESCP, Paris campus)



## Research Key Takeaways

- 1** Digital transformation does not only happen in a top-down approach, but through a process we call 'polycentric digital transformation'
- 2** Polycentric digital transformation creates small pockets that drive change in an organization to digitally transform it
- 3** Digital transformation does not need to happen through the adoption of technology. As this case shows, it is agile methodologies that attempt to achieve digital transformation at a larger scale
- 4** Digitally transforming an organization through agile methodologies puts the onus of transformation on those promoting agile methodologies through their use
- 5** Agile-based digital transformation re-configures the organization's identity, how employees relate to each other and the organization with accrued desires of autonomy that disrupt traditional managerial expectations.

### Attention points

Digital transformation, agile methodologies, institutional entrepreneurship

## Key outcomes

### Published academic papers

- Curto-Millet, D; Cañibano, A. (2024). "Digital transformation: An agile, polycentric, bottom-up approach", *European Group of Organization Studies conference*, Milan, Italy
- Rojahn, L. (2022). Agility at scale – Success factors and challenges at the organisational and team level and its effect on wellbeing – a banking case, Master in Management, MSc dissertation, ESCP



## Focus Research Project 10 Kick off December 2023

## Onboarding practices: developing managerial relationships in a hybrid environment

### Research question

**How does hybrid work affect the development of employee-manager relationships and how can onboarding practices foster the quality of this relationship?**

### Research context

This project has been designed to address the challenges of adapting to hybrid work conditions. Hybrid work, in particular, adds complexity to the integration and socialization of new hires, posing significant challenges for managerial practices that must adapt to this evolving context. These challenges raise critical concerns regarding employee engagement and retention. This research aims to highlight the best practices for onboarding practices and for developing positive and efficient manager-employee relationships.

### Methodology & milestones

This research uses a mixed-methods approach:

- **Quantitative:** Online questionnaires, administered to up to 500 newcomers (in English or French) four times within their first year, aim to understand how employee-manager relationships develop during this period and their long-term impact. Managers also provide matching perspectives.
- **Qualitative:** Interviews with ~40 managers and newcomers explore how hybrid contexts affect relationships and onboarding practices.

Data collection started in December 2023 and will conclude by June 2026. Quantitative results are expected in Q4 2026. Manager interviews are complete, and newcomer interviews will occur in early 2025, with feedback expected mid-2025.

### Research team

- Marie-Colombe Afota (Université de Montréal)
- Pedro Gonzalo (Toulouse School of Management)
- Emmanuelle Léon (ESCP, Paris campus)
- Véronique Robert (Toulouse School of Management)

## Research Key take aways (preliminary)

- 1** Hybrid work has fundamentally transformed onboarding and relationship dynamics within teams. Managers now view onboarding as a collective effort, involving the entire team rather than being solely their responsibility. This shift, however, often slows down the process of building strong relationships, as hybrid settings prioritize task completion over individual connections. Remote interactions, in particular, tend to be more instrumental and work-focused, making it harder to detect subtle signals or address personal needs. In-person time, while valuable for informal and spontaneous exchanges, requires intentional planning to fully leverage its benefits.
- 2** Another key challenge of hybrid work lies in monitoring the integration and performance of newcomers. Managers find it harder to assess the quality of relationships and work outcomes, as hybrid settings lack immediate visibility. This requires relying on diverse sources of information, such as input from peers, team members, or data provided by technological tools.
- 3** The use of communication tools and the introduction of newcomers to the company's culture demand special attention. Newcomers often lack an understanding of organizational dynamics, such as power relations and interaction norms. Managers must dedicate additional time to educate them, ensuring they feel integrated and aligned with the company's way of working.

## Key outcomes

### Published academic papers

- Submission of abstracts to different European conferences in 2025: *"XXIIIrd International Congress of Work Psychology"* (July 2025), XXIIInd Europea Congress of Work and Organizational Psychology

## Focus Research Project 11 Kick off May 2024

# Knowledge management practices in the hybrid work environment

## Research question

**How the shift to hybrid work influence knowledge exchanges among employees – that is, knowledge seeking, knowledge sharing and knowledge hiding behaviours?**

## Research context

Pre-COVID research suggested that remote work could inhibit knowledge seeking and sharing due to the lack of face-to-face interactions, reducing serendipitous informal exchanges and diminishing trust between colleagues. However, the contemporary hybrid work environment offers opportunities for face-to-face interactions alongside new technologies for online communication. This raises the question: do these earlier concerns still hold today?

This project explores the idea that the intensity of knowledge exchange depends not only on the objective opportunities for face-to-face interaction (e.g., days worked in the office) but also on subjective perceptions and norms surrounding remote work. Launched within BNP Paribas Wealth Management (WM), the project aims to understand the effects of remote and hybrid work on knowledge behaviors.

## Methodology & milestones

The study involved over 1100 participants across six countries (France, Luxembourg, Portugal, Hong Kong, Singapore, Taiwan) within BNP Paribas Wealth Management. It targeted employees in three professional categories—financial and technical expertise, sales development, and customer relationship management—where knowledge exchange is critical for successful role execution.

An online questionnaire was conducted in two waves: spring and summer 2024. The survey was distributed to 1130 participants, with over 400 responses for the first wave and 150 responses across both waves.

Data collection was completed in Q3 2024, followed by data cleaning in Q4 2024. Data analysis is currently underway and is expected to conclude in Q1 2025. Preliminary findings will be presented in conference paper drafts and a report for BNPP in Q2 2025.

## Research team

- Tatiana Andreeva (Maynooth University, Ireland)
- Argyro Avgoustaki (ESCP, London campus)
- Emmanuelle Léon (ESCP, Paris campus)

## Research Key take aways (preliminary)

- 1** The persistence of remote work stigma has important consequences on knowledge behaviors
  - Perceptions of whether remote work is risky for their career vary between different groups of employees, depending on their job roles, age and country where they work. Such variations can inhibit optimal uptake of remote work and collaboration between employees with different levels of remote working.
  - Employees with the lowest level of remote work have higher levels of remote work stigma. Such perceptions may inhibit both the optimal level of remote work uptake for these employees, and their effective collaborations with those who do hybrid work.
  - Remote work stigma can harm knowledge exchange among employees
- 2** Since remote work may limit employee visibility, managers should actively create structured opportunities for increasing visibility of this employee group.
- 3** Manage multiple interpretations of hybrid work availability. Employee perceptions of the organisational hybrid work policy and whether they can avail of hybrid work vary and are not always accurate. Many employees work remotely less than the policy allows and than they would prefer, because they have different concerns about technical feasibility of remote work for their role.

## Key outcomes

### Published academic papers

- Abstract paper submitted to EGOS conference (2025)
- Short conference paper to be submitted to Academy of Management Annual Meeting conference in January 2025
- Full article to be submitted to a journal in Q3 2025



# Engagement & leadership

In an era marked by rapid shifts in work practices, engagement and leadership remain pivotal forces shaping organizational success. Leadership today transcends traditional boundaries, requiring adaptability, emotional intelligence, and a capacity to inspire in hybrid and virtual settings. Engagement, meanwhile, relies on creating meaningful connections and fostering a sense of purpose, even in distributed environments. These research projects delve into the evolving interplay between leadership and engagement, highlighting strategies to cultivate trust, align diverse teams, and drive performance in ways that are both impactful and human-centered.

**14** Managing new work relationships



**16** Personal organization at work



**15** Shifts of expertise in the data science area



**17** Cultural intelligence and team leadership in hybrid work context



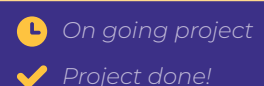
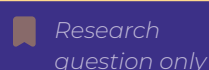
## Press review



Léon, Emmanuelle, Amsallem Yaelle (2024). *"Beyond the water cooler: building workplace connections in a hybrid world"*



Léon, Emmanuelle (2024). *"Collaboration & Engagement à l'ère hybride : entre mythes et réalité"*



## Focus Research Project 14 Kick off June 2020

# Managing new work relationships

## Research question

**How can organizations effectively manage external workers, considering their motivations, sense of belonging, and the tensions they experience between being insiders and outsiders?**

## Research context

In today's professional world, a growing trend towards project-based work, performed by contingent and self-employed workers, is evident. For instance, 83% of executives surveyed by Oxford Economics (2020) reported increasingly using consultants, intermittent employees, or contingent workers in their operations. Yet management theory and people management practices in organisations are still primarily oriented towards workers with employment relationships. This project seeks to develop management theory to understand 21st century work relationships, by studying workers who are independent from the companies they contribute their work to. The project focuses on two types of independent workers: open-source software contributors and IT freelancers, providing complementary findings.

## Methodology & milestones

This study consists of two sub-projects:

- Open Source Contributors (2021–2022): Analysis of 159 threads from over 9,000 emails in an open-source project combining paid employees and volunteers to examine how contributors' participation evolves and ends.
- Freelance Workers (2021–2024): Data collection included:
  - Two rounds of qualitative interviews with 36 European freelancers
  - A survey in three waves (three weeks apart) with 229 freelancers from Australia, New Zealand, the UK, and the US.

## Research team

### Open source contributors

- Daniel Curto-Millet (University of Gothenburg)
- Almudena Cañibano (ESCP, Paris campus)
- Lukas Rojahn (ESCP, Madrid campus)

### Freelancers

- Thomas Gigant (ESCP, Berlin campus)
- Kerstin Alfes (ESCP, Berlin campus)

## Research Key take aways

- 1** Workers outside of employment relationships hold multiple psychological contracts with different actors (the project / fellow developers / users for open source contributors; the organization vs. the team for freelancers).
- 2** These multiple psychological contracts create tensions and contradictions than individuals must navigate and can influence the evolution of workers' careers.
- 3** There is a compelling need to encourage a sense of 'insider-ness' of workers outside of employment relationships at the team level, rather than focusing exclusively on the organisational level. This shift in perspective requires changes in human resource management and leadership practices, with a focus on developing a sense of belonging within teams.
- 4** Support from team members is crucial in this process, but its effect is mediated by social cohesion and team trust. There should be active encouragement and support for team members (both employees and non-employees) to help colleagues and make contingent workers feel part of the in-group.

## 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 (HICCS). T. De Vreede, D. Kong, GJ De Vreede. (Eds) 

### Articles undergoing peer review

- Gigant, T, Alfes, K., Cañibano, A. (2024). *"Team-Based Perceived Insider Status: Exploring the Drivers and Outcomes of Freelancers' Sense of Belonging to their Project Teams"* Under review at Journal of Vocational Behavior
- Gigant, T, Cañibano, A., Alfes, K. (2024). *"The freelancer's paradox: mastering the tightrope walk between the insider and outsider's worlds"* Under review at Work Employment and Society

## Focus Research Project 15 Kick off March 2021

# Shifts of expertise in the data science era

## Research question

**How does the diffusion of data science challenge established forms of expertise in organizations? Do we still need experts?**

## Research context

Our research aims at further understanding how multiple forms of expertise are competing within the organization, in the wake of the data science trend.

Our first phase of field work at BNPP PF revealed the centrality of scoring practices or scores, that is, mathematical models aimed at evaluating customers. These practices are historically embedded in the organization and have relied since the 1970s on strong mathematical skills, embodied by the Risk teams and their statisticians. However, the spread of data science—through new occupations, new tools and new sets of skills— especially computer science skills— allows a new way to produce scores in the organization.

## Methodology & milestones

Our research had two phases. During the first phase, we led 18 exploratory interviews with 16 Personal Finance employees and observed weekly online meetings for a data science project from June 2021 to January 2022.

For the second phase of the research, we focused on Risk teams and added 26 interviews to our sample—with data scientists, scoring and business process experts, and managers.

## Research team

- Valentin Mesa (ESCP, Paris campus)
- Géraldine Galindo (ESCP, Paris campus)

## Research Key take aways

- 1** Data science reframes expertise in organizations, promoting expert work supported by computer science. This happens as a result of data scientists seeking legitimacy in the organization.
- 2** This transformation may not be frictionless, as historical forms of expertise are embedded in the organization through tools, processes and recognized skills.
- 3** Data practices emphasize the role of in-between actors— data workers who operate business software and databases— and whose knowledge and skills are key ingredients for data science.
- 4** Finally, as the data science field is still evolving, the division of expert work is still being redefined, with more emerging technologies, occupations and skills. This presents a challenge for HRM in order to adapt talent management practices to maintain the supply of expert work within the organization.

### Attention points

Talent management, History-mindful innovation and change

## Key outcomes

### Conference papers

- Mesa, V. (2022). *"Famous objects: Studying organizations through the lens of symbolic capital"*, 38th EGOS colloquium
- Mesa, V., & Galindo, G. (2023). *"Data scientists tried to come through the window and we closed it: Understanding professional change with symbolic capital"*, 38th EGOS colloquium



## Focus Research Project 17 Kick off April 2024

# Cultural intelligence & team leadership in hybrid work context

## Research question

**Which leadership qualities and competencies, including Cultural Intelligence, are essential for effectively managing Hybrid Virtual Teams?**

## Research context

The shift to hybrid work has reshaped traditional workplace dynamics, positioning hybrid work as a critical factor for employee attraction, retention, and productivity. As the ongoing debate between Return-To-Office and Work-from-Home shows, leading Hybrid Virtual Teams (HVTs), i.e. teams that combine a mix of Face-to-Face / in presence and virtual interactions, introduces unique challenges, including fostering engagement, cohesion, and trust, managing work-life boundaries, and addressing employee well-being.

This research investigates the impact of hybrid work on team leadership, with a focus on the role of Cultural Intelligence (CI) in effectively managing HVTs. Indeed, traditionally in global organizations, CI was seen as a critical skill for team leaders to successfully adapt to unfamiliar settings and positively influence team performance. Our study extends beyond traditional intercultural contexts to identify the key qualities and competencies team leaders need to address the unique challenges of managing HVTs. It aims to deliver actionable insights that help organizations navigate the complexities of hybrid work to foster sustainable team performance and enhance employee satisfaction.

## Methodology & milestones

This study employs a case-study method with semi-structured interviews conducted across various entities with different implementations of hybrid work. Each entity includes 5 to 7 participants, balancing team managers and members to capture perspectives from both leadership providers and receivers. This approach allows for an in-depth exploration of hybrid work dynamics and leadership strategies across diverse cultural and operational contexts.

Interviews began in June 2024, with 30 interviews completed so far (averaging 50 minutes, in French or English) across seven BNP Paribas entities (IMEX, NIKEL, Real Estate, Finance & Strategy, Risk, IT, and Europe Méditerranée). Interviews will continue until data saturation is reached, expected by early Q1 2025.

## Research team

- Isabelle Bouisse-Bloigu (ESCP, Paris campus)
- Petros Chamakiotis (ESCP, Madrid campus)

## Initial emerging trends / take aways

- 1** Situational Responsiveness: Some leaders shift between hands-on and hands-off leadership styles based on corporate and operational context, hybrid work configuration, and individual team member needs. CI could be valuable to enhance their adaptability and leadership style fluidity.
- 2** Purposeful Face-To-Face Interaction Design: Strategically planned in-person engagements strengthen team cohesion, trust, and creativity. CI could guide in defining the appropriate Face-to-Face purpose and format to meet team-specific needs.
- 3** Tailoring Hybrid Work Practices: Some leaders customize hybrid work practices within policy constraints, aligning with roles, team lifecycles, and hierarchy dynamics. Leveraging CI could help this process balance operational efficiency and relational harmony.

## Next steps

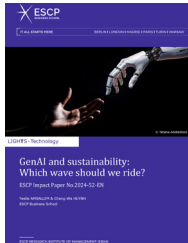
We will continue interviewing until we reach saturation (i.e. when interviews do not yield new insights) which we expect for early Q1 2025, probably reaching at around 45 interviews in total. In parallel, we will transcribe, anonymize, and analyze the data gathered. We target to submit our work at academic conferences during early Q2 2025 and present our findings during those avenues and preparing for journal publications in Q3 2025.

## Key expected outcomes


- Provide insights to HR and Learning and Development managers to develop and justify potential hybrid-specific trainings (including but not limited to CI).
- Propose actionable strategies via frameworks or "best practices" for e-leaders and team members to leverage CI and key competencies to adapt leadership and communication styles, resolve conflicts, foster trust and engagement, and design hybrid team configurations that enhance cohesion, creativity, and performance.

# Research & Publications

## 2024




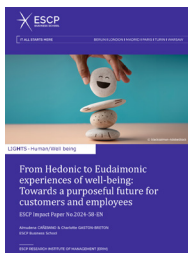
### White paper

Amsallem, Yaelle and Huynh, Chang-Wa (2024). *"GenAI and sustainability: Which wave should we ride?"* 




### White paper

Amsallem, Yaelle and Léon, Emmanuelle (2024). *"Quel monde du travail pour demain ? Regards sur quatre tendances clés"* 




### White paper

Cañibano A., Gaston-Breton C. (2024). *"From Hedonic to Eudaimonic experiences of well-being: Towards a purposeful future for customers and employees"* 





### A chapter in a collective work

*"From Les défis des managers face au travail hybride"*, published in *Le management à l'ère numérique : nouvelles pratiques, réalités et régulations* (2024). 

## 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?

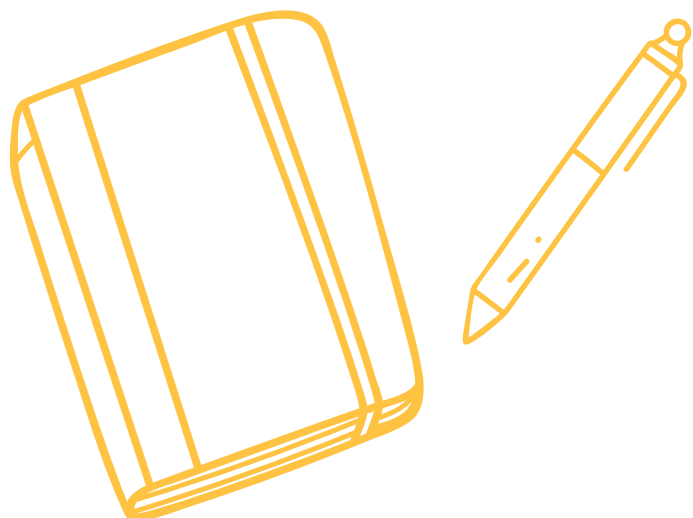
## 2020



### 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"* 



# Press review

courrier  
**Cadres**

"Mesurer l'efficacité de votre modèle hybride, c'est possible!"

**Les Echos**

"L'entreprise à l'ère de l'hybridation de son organisation et de sa mission"

"Opinion | Réinventons le management"

**Le Monde**

"Désireux d'un autre cadre de vie, de jeunes diplômés heureux de travailler loin de leur bureau"

**HRsquare**

"Le travail hybride n'est ni vertueux, ni problématique"



"Peut-on pérenniser le télétravail?"



**LA TRIBUNE**  
PARTAGEONS L'ÉCONOMIE

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

**Finance**  
DIGEST

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

**MONDE**  
DES GRANDES ÉCOLES  
ET UNIVERSITÉS

"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"

# CIFRE\* at BivwAk!

## Research question

**Which types of role strains are Data scientists confronted with, and which strategies do they implement to palliate them?**

**To what extent do myths about AI infiltrate different levels (both operational and strategic) of the organization?**

**In the face of pervasive uncertainty, could alternative strategies rooted in religious frameworks offer novel pathways for AI acceptance?**

## Research context

These projects were conducted as part of a CIFRE partnership with BivwAk!, spanning from September 2021 to September 2024, and articulated between 3 research projects tackling distinct aspects of AI's acceptance within the organization. The objective was to explore the challenges associated with implementing AI within organizations and fostering its acceptance among employees.

The CIFRE\* initiative aimed to leverage a close connection between the academic and research spheres. BivwAk!'s role as a cross-functional hub provided access to a rich and diverse research environment within the BNPP group. Additionally, the research conducted was designed with a focus on operationalization, resulting in tangible applications and deliverables for the organization.

## Methodology & milestones

- 28 semi-structured interviews with Data scientists and non-expert collaborators (November 2021 - March 2022)
- Multimodal content analysis (2023):
  - semiologic analysis of 5 science-fiction works mostly cited by collaborators
  - 37 AI-related internal content (communications, upskilling workshops, events)
- 4 ZMET (Zaltman Metaphor Elicitation Technique) adapted interviews (2024):
  - 22 participants (11 data scientists, 11 non experts)
  - 132 images and 8 collective collages gathered
- Ethnography - participant observation (2021-2024)
  - 150 hours dedicated to AI specific meetings / projects

## Research team

- Sophie Geneste (ESCP Business school)
- Géraldine Galindo (ESCP Business school) for the 3rd project

## Research Key take aways

- 1 Project 1:** Data Scientists encounter numerous strains. Interestingly, they are found to leverage these challenges without experiencing the negative outcomes typically associated with role strains. The research highlights an analogy between Data Scientists and boundary spanners, underscoring their role in bridging diverse organizational actors amidst conflicting, excessive, and ambiguous expectations in data science project implementations.
- 2 Project 2:** Our study uncovers 7 prevalent myths surrounding AI, and reveals how these myths permeate all levels of organizational discourse, including materials specifically designed to familiarize employees with AI. These myths, deeply rooted in science fiction, influence individual and collective strategies, questioning traditional power structures.
- 3 Project 3:** Our findings suggest that organizational actors can leverage symbolic valorization strategies, employing structured narratives, rituals, and symbolic practices to frame AI in a quasi-sacred light. We also introduce the concept of liminal adherence, which describes how employees navigate emotional ambivalence and symbolic interpretations of AI rather than rational comprehension, aligning with definitions of faith

## Key outcomes

### Academic papers under peer-review

- Geneste, S. (2021). *"How data scientists shed light on the challenges of AI implementation in organizations : a study on role strains and coping strategies"*, presented at AGRH's 32th congress.
- Geneste, S.; Fréry, F. (2024). *"Always the same story? Not this time. The mythical nature of the IA and its influence on power dynamics in organizations"*, presented at EURAM, EGOS, and AIMannual conferences.
- Geneste, S.; Galindo, G. (2024). *"I believe in AI": An exploration of employee acceptance of AI through religious lenses"*, submitted to AOM annual conference, 2025

\*A CIFRE (Convention Industrielle de Formation par la Recherche) is a French scheme that allows a company to hire a PhD student to conduct a research project in collaboration with an academic laboratory, while benefiting from public funding.



## Course 'Shaping the Future of Leadership'



### Challenge in group and jury of professionals

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.

#### Winning projects

- 2024: *"Sustainable AI - How to navigate sustainability challenges in GenAI?"* 
- 2023: *"How has hybrid work affected time management?"* 

## Master Thesis Prizes

**2024 – Louise Van Oosterwyck**  
*"The Development of Self-Awareness through Reflexivity in and beyond the Workplace: a Longitudinal, Inductive and Qualitative Study"* 

Under the direction of Prof. Anna Glaser

**2022 – 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





## Students' publications in the press



Louise Van Oosterwyck (2024). *"Unleashing self-awareness through reflexivity: Practical insights for business leaders"* 

Shruti Jha and Milap Bhaveshkumar Trivedi (2024). *"Unlocking the power of AI in the workplace: A practical guide for today's leaders"* 

Julius von Diergardt (2024). *"Behind the Algorithm: Unveiling Trust Issues in AI Decisions"* 

Natsuki Barclay & Leon Gaensslen (2023). *"Unlocking knowledge sharing in a hybrid work environment"* 

## 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**.

**2025** *Generative AI : can we develop a framework that optimize resource usage and minimize environmental impacts?*

**Sponsor:** BivwAk! by BNP Paribas

**2024** *How to leverage on venture philanthropy, private assets and private debt to enrich the Impact Solutions offering?*

**Sponsor:** BNP Paribas Wealth Management

**2023** *How to engage wealthy client on a journey towards ESG investments?*

**Sponsor:** BNP Paribas Wealth Management

**2022** *On the road to digital sobriety: measuring the impact of BNP Paribas' transformation hub*

**Sponsor:** BivwAk! by BNP Paribas

**2021** *Why do diversity & inclusion really matter?*

**Sponsor:** BNP Paribas Personal Finance



2019-2025

# REINVENTING WORK CHAIR

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

