

Virginie Xhaufclair

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Baillet-Latour Chair in Social Investment and Philanthropy

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Curriculum Vitae

SUMMARY	1
CONTACTS AND PERSONAL DATA	3
EDUCATION	3
ACADEMIC EMPLOYMENT	4
TEACHING EXPERIENCE	5
AWARDS AND GRANTS	5
PUBLICATIONS	7
INVITED SEMINARS AND CONFERENCES PRESENTATIONS	13
RESEARCH PROJECTS	14
AFFILIATIONS AND ACADEMIC RESPONSIBILITIES	17
ORGANIZATION OF SCIENTIFIC EVENTS	17

Summary

PhD in Management, IAE de Paris Sorbonne Graduate Business School / HEC Management School of the University of Liege (2011)

MA in Advanced Studies in Social Sciences, Catholic University of Louvain-la-Neuve (2006)

MA in Anthropology, University of Liege (2001)

Current employment situation

Assistant Professor, Baillet-Latour Chair in Social Investment and Philanthropy
Centre for Social Economy, HEC-Management School of the University of Liege

Teachings

Assistant Professor at University of Liege

Guest lecturer at University Paris Dauphine, University Montpellier 1, University Rennes 2

Main research fields

- Social innovation processes
- Social enterprises management
- Philanthropy and social impact investment
- Innovative forms of organization, work and employment, and their social impacts
- Reflexive governance of partnerships
- Institutional work
- Change management
- Human resources management
- Organizational theory
- Forecasting of employment and skills needs

Current research projects

- Key issues in the management of philanthropic foundations (*Baillet-Latour Chair, 2013-2016*)
- Innovative Neighborhoods and Institutional Work (*ULg Special research Funds, 2012-2014*)
- « Participative governance and Industrial Relations » (*GD Employment, European Union, 2013-2014*)
- « Social Enterprise Management », research project of the ULg SRIW-Sowecsom chair (*2012-2016*)
- « If not for Profit, for What ? And How ? Building interdisciplinary and integrated knowledge on social entrepreneurship and social enterprise », IAP coordinated by Centre for Social Economy (ULg) (*Belgian Scientific Federal Policy, 2012-2017*)

Publications

Audience	Category	Number
English-speaking	Peer-reviewed journal	1
	Book chapters	4
	Peer-reviewed conferences	16
French-speaking	Books	1
	Peer-reviewed journal	6
	Book chapters	5
	Peer-reviewed conferences	20

Working papers

« From Art to Project : Diffusing Social Innovation through Blurring Professional Identities and Field Boundaries » (with B. Huybrechts and F. Pichault), accepted for presentation at EMES conference (July 2013) and ISIRC 2013 (International Social Innovation Research Conference)

« A New Scope for Labour Law : the Network Forms » (with Silvia Borelli and François Pichault), submitted to *Industrial Law Journal*

« Triangular Employment Relationships : Cases for Discussion » (with Silvia Borelli), submitted to *European Journal of Industrial Relations*

Contacts and personal data

Last name, First name:	Xhaufclair, Virginie
Place and date of birth:	Verviers (Belgique) – 10th of June 1978
Nationality:	Belgium
Marital status	Married, 1 daughter
Contact information (Private):	Virginie Xhaufclair Fastré, 733 B-4654 Charneux Belgique Mobile : +32 (0)498 76 28 12 (Belgium) E-Mail: v.xhaufclair@ulg.ac.be Skype : virginie.xhaufclair
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Education

2012	French CNU qualification in Management (section 06)
2006 - 2011	Joint Phd in Management, Paris 1 Panthéon-Sorbonne University and HEC-Management School of the University of Liege (Phd defense on the 28th of January)
2004- 2006	Master Degree in Advanced Studies in Social Sciences, Louvain-la-Neuve University, Belgium
1999 - 2001	Master Degree in Anthropology, University of Liège, Belgium
1997 - 1999	Bachelor Degree in Information and Communication, University of Liège, Belgium

Academic employment

Since October 2013	Assistant Professor, Baillet-Latour Chair in Social Investment and Philanthropy, HEC – Management School of the University of Liège
Janvier 2013 – October 2013	Post-doctoral researcher at the Centre for Social Economy, SRIW-SOWECSOM Chair in Social Enterprise Management, HEC – Management School of the University of Liège
Septembre 2011 – Avril 2012	Invited research fellow at the Centre for Business Research (Prof. Simon Deakin), Judge Business School, University of Cambridge, Darwin College Fellow
2007-2012	Deputy Director of LENTIC Research Centre, in charge of the acquisition and management of externally funded research projects
Septembre 2001 – Décembre 2012	Researcher at LENTIC (Laboratoire d'Etude sur les Nouvelles Technologies, l'Innovation et le Changement), University of Liège [Action-Research Centre focusing on New Technologies, Innovation and Change] www.lentic.be
Septembre 2006 –Janvier 2011	Phd Researcher, Sorbonne Graduate Business School, University of Paris 1 and HEC Management School of the University of Liege

Phd Thesis

Xhaufclair V. (2011), *La formation de régulations inter-organisationnelles équilibrées et pérennes : Le cas des pratiques de mutualisation de main-d'œuvre [Building balanced and long-lasting regulations at the inter-organizational level: the case of workforce pooling practices]*, Joint PhD thesis in Management Sciences, HEC Management School of the University of Liege University Sorbonne Graduate Business School, University of Paris 1, public defense on January 28th

Co-Supervisors: Pr François Pichault (University of Liège & ESCP-Europe Paris)
Pr José Allouche (Université de Paris 1)

Jury members: Pr Isabelle Huault (University Paris Dauphine)
Pr Eve Chiapello (HEC Paris Management School)

Pr Bernard Gazier (University of Paris 1 Panthéon Sorbonne)

Pr Marc Maesschalck (University of Louvain-la-Neuve)

Pr Thomas Froehlicher (University of Nancy & HEC Management School of the University of Liege)

Teaching experience

Hec-Ulg (from 2013) <i>Master in Management of Social Enterprises</i>	Social Investment and Community Development (30h) Governance and HRM in Social enterprises (30h) Philanthropy: from theory to practice (30h)
University Rennes 2 (since 2012) <i>ISSTO</i>	Enjeux de RSE et innovation sociale (8h)
HEC-ULg (since 2011) <i>Master en Gestion et Droit de l'Entreprise</i>	Gestion des ressources humaines (20 heures)
University of Montpellier (since 2010) <i>Master 2 en Développement des Organisations et Management Responsable</i>	Nouvelles formes de travail et d'organisation (8h)
HEC-Ulg (since 2010) <i>Master in management - Skills portfolio</i>	Négociation sociale (4 ECTS)
Paris Dauphine University (since 2008) <i>Master 2 en Négociation et Relations sociales</i>	Nouvelles formes de travail et d'organisation : enjeux pour la régulation sociale (24h)

Supervision experience

Master theses	Supervision of Master theses (about 6/y) and jury member of about 15 Master theses/y
PhD	Member of two thesis committees <ul style="list-style-type: none"> • Amélie Mernier, <i>Philanthropic foundations strategies</i> • Marius Kamto, <i>Du management de la sécurité à la gestion intégrée des risques dans les organisations complexes : une application à des entités universitaires de haute technologie</i>

Pedagogical Tools

- Innovative Neighborhoods : Participative Redeployment of the City of Seraing : multimedia and inter-disciplinary pedagogical case study (under process)
- The restructuring of Carrefour Belgium in 2010 : multimedia pedagogical case study
- Design and development of the tool ODISSER (Outils du Dialogue Social dans l'Entreprise Réseau) : training to the issues of social regulation inside new forms of work and organization, developed in the framework of a European Social Fund project (Article 6)
- Design and development of the tool DECODER (Développement des compétences dans l'Entreprise Réseau) : training to the issues of skills and careers management inside new forms of work and organization, developed in the framework of a European Social Fund project (EQUAL)
- Design of a training module about collective bargaining processes, in the framework of the skills portfolio (Master in management – HEC-ULg) : concepts, role-plays, professional speakers

Awards and Grants

- Award 2013 of the ULg Alumni Network Association for the past research work
- PRISME Phd Fellowship, 2008, HEC Management School of the University of Liege
- Award 2002 of the Belgian Human Resource Managers Association (ADP) for the Master's thesis :

“Modes organisationnels et relations interactionnelles au sein de l'entreprise Mölnlycke : essai anthropologique” [Organizational Modes and Interactional Relations within the Mölnlycke Company: an anthropological essay

Publications

Journal articles

Xhaufclair, V., (2013), "Apprentissage collectif et réflexivité systémique : le rôle des acteurs tiers dans la structuration des méta-organisations " [Collective learning and systemic reflexivity: third-parties role in structuring meta-organizations], *Interventions Economiques / Papers in Political Economy*, n°48, forthcoming

Xhaufclair, V. et Pichault, F. (2012), "Comment forger l'avenir après deux siècles de sidérurgie? Les apports d'une gouvernance réflexive des restructurations" [How to shape the future after two centuries of steel industry? Inputs from reflexive governance of restructuring], *Revue de l'IREES*, n°72, pp. 65-90

Xhaufclair, V. et Pichault, F. (2012), "Can flexicurity make ethical sense? The "terceisation function" as a moral lever for inter-organizational employment schemes", *International Journal of Work Innovation*, vol. 1, n°1, pp. 65-78

Xhaufclair, V. et Pichault, F. (2012), "Du Tiers à la Tercéisation. Modalités d'une fonction essentielle pour l'émergence d'une régulation à l'échelon inter-organisationnel" [From the Third party to the Terceisation function. Details of a critical function for emerging regulations at the inter-organisational level], *Négociations*, n°2, automne-hiver, pp. 43-59

Xhaufclair V. and Pichault F. (2011), « Le chercheur comme entrepreneur de l'innovation inter-organisationnelle » [The researcher as entrepreneur of inter-organizational innovation], *SociologieS*, Dossiers, Les partenariats de recherche , [mis en ligne le 18 octobre](#)

Xhaufclair V., Pichault F. et Maesschalck M. (2010), « Partenariats inter-organisationnels et nouvelles formes de gouvernance : les conditions d'un compromis équilibré et pérenne » [Inter-organizational partnerships and new governance forms : conditions for a balanced and long term compromise], *Management et Avenir*, avril, n°33, pp. 298-316

Xhaufclair V., Deflandre D. et De Schampheleire J. (2006), « Le secteur de la construction vu par les entrepreneurs » [The building industry seen by general contractors], *Courrier hebdomadaire du CRISP*, n°1917, septembre, 52 p.

Huybrechts B., Mertens S. et Xhaufclair V. (2006), « Les interactions entre l'économie sociale et la responsabilité sociale des entreprises. Illustrations à travers la filière du commerce équitable » [The interactions between social economy and corporate social responsibility. The example of the fair-trade industry], *Revue Internationale de Gestion*, vol. 31, n°2, juin, pp. 65-74

Books

Pichault F., Lisein O., Rondeaux G. et Xhaufclair V. (sous la coordination de) (2008), *La recherche-intervention peut-elle être socialement responsable ? [Could action research be socially responsible?]*, Paris, Vuibert, collection « AGRH »

Chapters of books

Xhaufclair V. et Pichault F. (to be published in 2013), « Toward sustainable employment schemes at the inter-organizational level », in Koene B., Galais N., and Garsten C. (Eds), *Management and Organization of Temporary Agency Work*, London, Routledge

Xhaufclair, V. (2012), « Quel devenir pour les métiers de la CP 209 ? Récit d'une démarche prospective » [Which future for jobs in the technology industry ? A prospective approach], SETCA (eds), Liège, Editions de l'IHOES, pp. 281-293

Xhaufclair, Virginie (2012), « La mutualisation de main-d'œuvre. Diversité des pratiques et nouveaux enjeux » [Sharing workforce. Multiple schemes and new issues at stake], in José Allouche (coord.), *Encyclopédie des Ressources Humaines*. 3^e édition, Paris, Vuibert, pp. 948-955

Pichault F. et Xhaufclair V. (2010), « Le dialogue social face aux nouvelles formes de sous-traitance dans le secteur de la construction » [Social Dialogue facing new subcontracting forms in the building industry], in Arcq E., Capron M., Leonard E. and Reman P. (Dir.), *Dynamiques de la concertation sociale*, Bruxelles, Editions du CRISP, pp.325-345

Xhaufclair V. et Pichault F. (2009), « Les pratiques de flexicurité : pour une approche analytique » [Flexicurity practices: proposing an analytical approach], in Pras B. (Dir.), *Management : Tensions d'aujourd'hui*, Paris, Vuibert, 2009, pp. 255-266

Pichault F., Lisein O., Rondeaux G. et Xhaufclair V. (2008), « La recherche-intervention face à ses tentations » [The research intervention faced with its temptations], dans Pichault F., Lisein O., Rondeaux G. et Xhaufclair V. (sous la coordination de), *La recherche-intervention peut-elle être socialement responsable ?*, Paris, Vuibert, collection « AGRH », pp.7-25.

Pichault F. and Xhaufclair V., (2007), « Rethinking Flexicurity at the level of work situations », in Madsen, P. K. and Jorgensen, H. (Eds), *Flexicurity and Beyond*, Copenhagen, DJOF Publishing, pp. 481-501.

Xhaufclair V. and Zune M. (2006), « Managing CSR in Complex Environments : Stakeholder Theory in Action », in Allouche J. (Ed.), *Corporate Social Responsibility : Performances and Stakeholders (Vol. 2)*, New York, Palgrave MacMillan, pp. 119-132

Rorive B. and Xhaufclair V. (2004), « What binds together virtual teams? Some answers from three case studies », in Reddy, S. (Ed.), *Virtual teams: concepts and applications*, India, ICFAI University Press, pp. 132-140.

Articles published in conference proceedings

Defourny J., Nyssens M., Thys S. and Xhaufclair V. (2013), « Beyond philanthropy : When philanthropy becomes social entrepreneurship », Proceedings of the 6th ERNOP conference, Riga, July 11-12

Xhaufclair V., Huybrechts B., Pichault F. (2013), « From Art to Project. Diffusing social innovation through blurring professional identities and field boundaries », Proceedings of the 4th EMES conference, July, 1-4

Dervaux A., Pichault F., Vrancken D. and Xhaufclair V. (2013), «New ways of managing “boundaryless careers: an institutional innovation? », Proceedings of the 29th EGOS conference, Montreal, July 4-6

Beaujolin-Bellet R., Bobadilla N., Mourey D., Perret V., Pichault F., Schmidt G. et Xhaufclair V. (2012), « Quand l’Art parle des restructurations : au-delà du dévoilement, une forme d’expérimentation », FNEGE - Etats Généraux du Management, Strasbourg, octobre

Xhaufclair V. et Pichault F. (2012), " Comment forger l’avenir après deux siècles de sidérurgie? Les apports d’une gouvernance réflexive des restructurations", Actes du XXIIIème Congrès de l'AGRH, Nancy, 12-14 septembre.

Beaujolin-Bellet R., Bobadilla N., Mourey D., Perret V., Pichault F., Schmidt G. et Xhaufclair V. (2012), « Quand l’Art parle des restructurations : dévoiler les dimensions impensées et inaccessibles», Actes du XXIIIème Congrès de l'AGRH, Nancy, 12-14 septembre.

Beaujolin-Bellet R., Bobadilla N., Mourey D., Perret V., Pichault F., Schmidt G. et Xhaufclair V. (2012), « A-BCDE, an art-based, collective and dialogic ethnographic method – Unveiling corporate restructuring practices », Proceedings of the 28th EGOS Conference, Helsinki, July 5-7

Xhaufclair V. and Pichault F. (2011), « Putting the collective interest to the test. The role of the third-party in building trust at the inter-organisational level », Proceedings of the Critical Management Studies Conference, Naples, July 11-13th

Xhaufclair V. and Pichault F. (2011), « Social regulation within inter-organisational partnerships. Which conditions for balanced and long-lasting compromises? », Proceedings of the 23rd SASE Annual Conference, Madrid, June 23-25th

Xhaufclair V. et Pichault F. (2010), « Du Tiers à la Tercéisation : Caractéristiques d'une fonction essentielle pour l'émergence d'une régulation à l'échelon inter-organisationnel », *Actes du 21e Congrès de l'Association Francophone de Gestion des Ressources Humaines*, Rennes-Saint-Malo, 17-19 novembre.

Xhaufclair V. et Pichault F. (2009), « La recherche-action au sein des partenariats inter-organisationnels: L'entrepreneur institutionnel peut-il théoriser son propre travail d'institutionnalisation? », *Actes du 20e Congrès de l'Association Francophone de Gestion des Ressources Humaines*, Toulouse, 9-11 septembre.

Xhaufclair V. and Pichault F. (2009), « Facing the risks of flexibility and security through mutualisation and partnership: The case of Belgian Employer Pools », *Proceedings of the 21st SASE Annual Conference*, Paris, July 16-18th.

Xhaufclair V. and Pichault F. (2009), « Action-research in inter-organizational partnerships: can the institutional entrepreneur theorize his/her own institutionalization practice? », *Proceedings of the 25th EGOS Colloquium*, Barcelona, July 2-4th.

Xhaufclair V. and Pichault F. (2009), « Flexibility and Security : micro perspectives on dealing with Flexicurity », *Proceedings of International Conference on evaluation metrics of corporate social and environmental responsibility*, Academy of Management/University of Lyon, Lyon, June 8-10th.

Naedenoen F., Pichault F. and Xhaufclair V. (2009), « How to deal with radical changes in downsizing strategies of global companies? Territorial renewal and adaptative institutionalization », *Proceedings of the 9th EURAM Conference*, Liverpool, May 11-14th.

Xhaufclair V. et Pichault F. (2008), « Les pratiques de flexicurité : pour une approche analytique », *Actes des Etats Généraux du Management*, FNEGE, Paris, 17 octobre.

Xhaufclair V. et Pichault F. (2007), « La Flexicurité revisitée à l'aune des pratiques effectives », *Actes du 18e Congrès de l'AGRH*, Fribourg, 19-21 septembre

Deflandre D. et Xhaufclair V. (2007), « L'entreprise à l'envers comme nouvel outil de restructuration : la GRH face à ses paradoxes », *Actes du 18e Congrès de l'AGRH*, Fribourg, 19-21 septembre

Xhaufclair V. and Pichault F. (2007), « Flexicurity: a new choreography for the organisation-individual relationship? », *Proceedings of the 23rd EGOS Conference*, Vienna, July 5-7th

Deflandre D. et Xhaufclair V. (2007), « Quelle transférabilité pour les « bonnes pratiques » en matière de gestion des restructurations ? Le cas de l'entreprise à l'envers », *Actes des 11^e Journées Internationales de Sociologie*, Londres, 20-22 juin

Pichault F., Lisein O., Rondeaux G. and Xhaufclair V. (2007), « Can action research be socially responsible? Considerations and lines of thought stemming from the practice », *Proceedings of the 23rd EGOS Conference*, Vienna, July 5-7th.

Xhaufclair V. et Pichault F. (2007), « La Flexicurité : entre normativité et opérationnalisation », *Actes de la Conference on Research Methods*, Academy of Management Research Methods Division, ISEOR, Université de Lyon, 26-28 mars

Pichault F., Lisein O., Rondeaux G. and Xhaufclair V. (2006). « La recherche

Other articles

Xhaufclair V. (2008), « Créer et sécuriser des emplois en les partageant », *La Libre Entreprise, La Libre Belgique*, Mars

Xhaufclair V. (2007), « Le Groupement d'employeurs : un outil pour fidéliser des travailleurs saisonniers et/ou disposer de compétences pointues à temps partiel, de manière fiable. », *Gagner et Réussir*, Novembre-Décembre

Lisein O., Rondeaux G, Xhaufclair V. et Pichault F. (2006), « Vers une recherche responsable », *La Libre Entreprise, La Libre Belgique*, 18 novembre, p.6.

Rorive B. et Xhaufclair V. (2004), « Vers un dialogue social rénové », *La Libre Entreprise, La Libre Belgique*, Mai

Invited seminars and conferences presentations

« A review of innovative employment schemes across Europe », invited speaker at the seminar organized par University Jean Moulin Lyon 3 « *Formes d'emploi et de travail atypique* » [*Unusual forms of work and employment*], Lyon, September 2013

« Overcoming inhibiting routines : the pivotal role of the third party actor in collective institutional entrepreneurship », invited speaker at the Centre for Business Research Seminar Series, Cambridge, February 2012

« Dynamique de dialogue social territorial » [“Dynamics of Local Social Dialogue”], invited speaker at the RDSL Conference « *Enjeux et Réalités du Dialogue Social Local* » [*Issues and Realities of Local Social Dialogue*"], Paris, January 2007

« La Responsabilité globale : un mode pertinent de régulation des entreprises réseaux ? » [« The Global Responsibility: a relevant way to regulate network companies? »], invited speaker at the research seminar organized by the Centre for Global responsibility at AUDENCIA Business School « *Comment entraîner ses fournisseurs et sous-traitants dans une démarche de responsabilité globale ?* » [« How to take off suppliers and subcontractors in a global responsibility approach? »], Nantes, May 2006

« Les expériences belges en matière de dialogue social territorial » [« The Belgian experiences of territorial social dialogue »], invited speaker at a seminar organized by ANACT and the social partners of the Rhône-Alpes Region, September 2005

« La flexicurité constitue-t-elle une réponse adéquate ? » [« Is Flexicurity a relevant answer? »], invited speaker at the seminar « *Le travail demain : au croisement des enjeux de performance et des attentes individuelles* » [*Work tomorrow: where the performances issues cross individual needs*"], ANVIE, Paris, January 2005

Invited speaker at the seminar « L'innovation dans la GRH de projets inter-organisationnels » [« Innovation in HRM of inter-organizational projects »], *Journée de l'Innovation sociale* [*Social Innovation Day*], Louvain-la-Neuve, December 2004

« Effets individuels et organisationnels des restructurations » [“Individual and organizational effects of restructuring”], invited speaker at the research seminar « *Réorganisations, autres effets sociaux et conséquences pour les parties prenantes* » [“Reorganizations, other social effects and consequences for the stakeholders”], Université d'été du travail organisée par l'Université européenne du travail [Summer University on Work organized by the European University of Labour Studies], Nantes, August 2004

« Evaluation de la RSE : la richesse d'une approche par les parties prenantes » [“CSR Evaluation: the richness of the stakeholders approach”], invited speaker at the Université d'été de l'Institut des Auditeurs Sociaux [Summer University of the Social Auditors Institute], Luxembourg, August 2004

Research Projects

Innovative Neighborhoods and Institutional Work
ULg Special research Funds, 2012-2014

If not for Profit, for What ? And How ? Building interdisciplinary and integrated knowledge on social entrepreneurship and social enterprise, Inter-university project coordinated by the Centre for Social Economy (ULg)
Belgian Federal Scientific Policy, IAP, 2012-2017

Participative management in the Social Enterprise and Industrial Relations
GD Employment and Social Affairs, European Commission, 2013-2014

Understanding Flexicurity: a multilevel theoretical perspective; multi-disciplinary project associating sociologists, vocational psychologists and experts in law and philosophy in the exploration of the flexibility and security needs and flexicurity schemes at individual, (inter-) organizational and labour market levels
Actions de recherche concertée, French Community of Belgium, 2011-2016

Analyzing the artistic representations and critical looks at the company restructuring issue
GD Employment and Social Affairs, European Commission, 2011-2012

Forecasts about the transformation of white collar jobs in the technology industry in Belgium
TALENTEO asbl, Belgium 2011-2012

Providing methodological tools for sectoral analysis and job forecast
CEFORA asbl, Belgium, 2011

Exploring the Governance of network organizations, Interuniversity Attraction Pole « Democratic Governance and Theory of Collective Action » coordinated by CPDR (UCL)
Belgian Scientific Policy, IAP, 2007-2011

Building a set of indicators about qualitative professional transitions on the basis of European databases in the framework of the EU Belgian Presidency
Belgian Public Service Employment, Work and Social Dialogue, 2010

The accompaniment measures of professional transitions in a restructuring context, "En-TRAiN" Project
Regional Competitiveness and Employment Program, European Social Fund, 2008-2013

Creating a toolbox about innovative practices for anticipating and managing restructuring (Belgian partner), "Toolbox Restructuring" Project
GD Employment and Social Affairs, European Commission, 2009-2010

Prospective study about skills and qualifications in the technology industry
Training Fund of the Technology Industry, Belgium, Liège-Luxembourg, 2009

Consulting activities

Design and implementation of an innovative inter-organizational network supporting people with a brain trauma

SERAC, Belgium, 2010-2013

Organizational analysis of a youth assistance NPO, elaboration and implementation of recommendations

Chanmurly asbl, Belgium, 2012

Design and implementation of pilot projects preventing the loss of knowledge of ageing workers leaving the company

Agoria Federation, Belgium, 2011-2012

Improvement of the social dialogue within the Walloon Public Transportation Company: training of the social partners to new social dialogue procedures

Project "Amédis - improvement of social dialogue", Regional Walloon Transport Company, 2010

Development of the Employers' Pools scheme, implementation and scaling-up of this innovative employment scheme in various enterprises partnerships

Walloon Region, 2005-10

Organizational and HRM support to 5 social enterprises in the setting-up of a commercial and HRM partnership

Project "PERISERVICES", PERICLES Program, Walloon Region, 2007-2008

Development of a collaborative partnership between Belgian youth information NPO, through a joint software development project

INFOGENERATION Project, SSTC Belgium, 2003-2005

Design, organization and implementation of a HRM department in an car import company (1500 people in Belgium) :

D'Ieteren, 2003-2005

Organizational and HRM audit in 12 fast-growing SME's, strategic workshop on HRM and drawing up of action plans in HRM

ACE Project, Walloon Region, 2003

HRM and Social climate analysis (including the external stakeholders of the company) in an express air freight transport company, conception of recommendations and action plan

TNT EuroHub, Belgium, 2003

Work processes reengineering in an insurance company, preliminary audit and design of a process optimisation methodology

Ethias Group, Belgium, 2001-2002

Evaluation and assessment activities

Evaluation of the « Hommes et Emploi» innovative corporate project set up by Arcelor in the framework of the restructuring of the Liege plant

Arcelor-Mittal, Liège, 2006-2008

Evaluation of project proposals in the framework of the European LEONARDO programme (programme Mobility - procedure A)

European Social Fund, 2002

Evaluation of an awareness raising and training program of SMEs managers to e-business

Technifutur Liège, 2001

Affiliations and Academic Responsibilities

Membership

- EMES network (global research network on the emergence of social enterprises)
- ISTR (International Society for Third-Sector Research)
- EGOS (European Group of Organizational Studies)
- SASE (Society for the Advancement of Socio-Economics)
- ERNOP (European Research Network on Philanthropy)
- AGRH (Association Francophone pour la Gestion des Ressources humaines)

Ad-hoc reviewer

- Revue Française de Gestion
- Revue Internationale PME
- Revue @GRH
- Revue de l'Organisation Responsable
- EURAM, EMES and AGRH annual conferences

Academic responsibilities

- Member of the HEC-ULg “Sustainability Platform”
- Elected Vice-President of the Scientific Staff at HEC Management School - University of Liège (since 2011)
- Elected Representative of the Scientific Staff in the Academic Promoting Commission of HEC Management School - University of Liège (since 2010)
- Elected Representative of the Scientific Staff University Council (CUPS) of the University of Liège (since September 2010)
- Elected Representative of the Research Centers in the Research Management Council (PRISME) of HEC Management School - University of Liège (2006-2008 and since 2010)

Organization of Scientific Events

- Co-organization of the 4th EMES conference (European Research Network on Social Enterprises) « If not for profit, for what ? and how ? », wich gathered 350 international scholars in Liège, July 2013
- Organization of the conference “Should we get rid of Flexicurity ? The conditions for an economically and socially responsible compromise”, closing event of the FLEXICURITY European Research Project (European Social Fund), Bruxelles, 15th January 2008
- Co-organization of the International Symposium “Intervention in the field of work: the social responsibility of a Research Centre in Human Sciences”, LENTIC / HEC Management School - University of Liège, Liège, 30 November 2006