

CATHERINE THOMAS



Current Position

Professor in Management – Université Côte d’Azur, CNRS, GREDEG (UMR 7321) – since 2008

Project Leader for European Leadership for Safety Education (ELSE - project funded by the European Community) – since 2019

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Education

- 2003 Habilitation for supervising doctoral research - University of Nice Sophia Antipolis - France
- 1997 PhD - « Hierarchy evolution within organizations » - University of Nice Sophia Antipolis - France

Research areas

Organizational dynamics, Knowledge Management, Innovation Project Management, Resilience and Research Methods

Selection of Publications :

- *Peer-Reviewed Journal Articles (2013 - 2022):*
- Rouby E., Thomas C. (2022) From individual to collective qualities of attention in dynamic work settings: learning barriers to development of collective mindful attention, *M@n@gement*, to be published.
- Klessova S., Engell S., Thomas C. (2022) Assessment of the advancement of market-upstream innovations and of the performance of research and innovation projects, *Technovation*, 116, 102495 <https://www.sciencedirect.com/science/article/pii/S0166497222000426> <https://doi.org/10.1016/j.technovation.2022.102495>
- Polova O., Thomas C. (2020) How to perform collaborative servitization innovation projects: the role of Servitization Maturity, *Industrial Marketing Management*, Vol. 90, October 2020, pp. 231-25.
- Klessova S., Thomas C., Engell S. (2020) Structuring inter-organizational R&D projects: Towards a better understanding of the project architecture as an interplay between activity coordination and knowledge integration, *International Journal of Project Management*, Vol. 38, Issue 5, July, pp. 291-306. <https://doi.org/10.1016/j.ijproman.2020.06.008>
- Echajari L., Thomas C., 2015, "Learning from complex and heterogeneous experiences: The role of knowledge codification", *Journal of Knowledge Management*, Vol. 19 Iss: 5, pp. 968-986.
- Avenier M.J., Thomas C., 2015, « Finding one’s way around various methodological guidelines for doing rigorous case studies: A comparison of four epistemological frameworks », *Systèmes d’information & management*, Vol. 20, pp. 61-98 ([SIM best paper 2015](#)).
- Rouby E., Thomas C., 2014, La construction de compétences collectives en environnement complexe : une analyse en termes d’attention organisationnelle. Le cas exploratoire de la conduite d’un four de cimenterie. *@GRH*, Vol. 3 - n° 12, pp. 39 à 74.
- Pascal A., Thomas C., Romme A.G., 2013, « Testing a human-centered and science-based design methodology », *British Journal Management*, vol. 24, issue 2, pp. 264-280.
- *Book chapters (2013 - 2022):*
- Thomas C., Kaminska R. & Andriani P., 2020, « Bill McKelvey - Les sciences de la complexité : un méta-paradigme pour intégrer les différentes perspectives de l’organisation » dans *Les grands Auteurs en Stratégie*, coordonné par T. Loillier et A. Tellier, Editions Management et Société (2ième Edition), pp.531-548.

- Avenier, M.J., Thomas C., 2018, « Dialogue vivant entre chercheurs : constructivisme pragmatique vs réalisme critique », dans *Stratégie Organisationnelle par le Dialogue coordonné* par Fabbe-Costes N. et Gialdini L., Economica, chapitre 9, pp.105-113.
- Dang R., Roux K., Longhi C.; Talbot D. and Thomas C., 2014, "Territorial Innovation Dynamics: A Knowledge Based Perspective." In *Shedding New Lights on Organisational Learning, Knowledge and Capabilities*. Cambridge Scholars Publishing, edited by Alegre J., Chiva R, Fernandez-Mesa A. and Ferreras-Mendez J.L., Chapter 6, 139-174.
 - *Colloquium (2019 -2022 selection)*
- Jubault Krasnopevtseva N., Thomas C., Kaminska R. (2021) Capturing the Unobservable: Uncovering Mechanisms of Leadership as Process through a Critical Realist Lens, *British Academy of Management 2021 Annual Conference*, August 31 – September 3, (online/Manchester, UK).
- Klessova, S., Thomas, C., Engell, S. (2021). Is Bigger Better? A Deeper Look on Size and Innovation Performance of Multi-actor R&D Projects. *81st Annual Meeting of the Academy of Management (AOM)* 27- 29 July (online/ Philadelphia/ USA).
- Klessova, S., Engell, S., Thomas, C. (2021). The Evolution of Collaboration in Multi-actor R&D Projects: Patterns of Couplings and Innovations. *81st Annual Meeting of the Academy of Management (AOM)* 27- 29 July (online/ Philadelphia/ USA).
- Jubault Krasnopevtseva N., Thomas C., Kaminska R. (2021) Unintended cascading effects of exceeding organizational limits while trying to improve resilience: lessons from the nuclear industry, *37th European Group for Organizational Studies (EGOS) Colloquium*; July 8–10 (online/Amsterdam, Netherlands).
- Klessova, S., Engell, S., Thomas, C. (2021). Contextual dynamics in market upstream collaborative R&D projects and its implication on collaborative innovations: Empirical evidence". *R&D Management Conference 2021*. Best Paper Award, Track: Contextual specificity in R&D Management, Glasgow 6-8 July.
- Engell, S., Klessova, S., Thomas, C. (2021). Dynamics of collaboration in inter-organizational multi-actor research and innovation projects and implications on collaborative innovations: Empirical evidence. *EURAM European Academy of Management Conference*. Best Paper Award, International Project Management Association - Project Management Institute, June 16-18 (online/Montréal, Canada).
- Klessova, S., Thomas, C., Engell, S. (2021). More isn't always more: how, when and why more actors generate more outputs in inter-organisational R&D projects. Qualitative evidence from European Research and Innovation Programmes. *EURAM European Academy of Management Conference*, June 16-18 (online/Montréal, Canada).
- Jubault Krasnopevtseva N., Thomas C., Kaminska R. (2021) Leadership for safety and resilience: challenges of sensemaking across organizational levels, *EURAM European Academy of Management Conference*, June 16-18 (online/Montréal, Canada).
- Lacosta A., Thomas C., (2020). "The Role of an Enterprise Social Networking Tool on Organisational Knowledge Dynamics", *12th International Conference on Knowledge Management and Information Systems (KMIS) proceedings*, 2 au 4 November, (online).
- Jubault Krasnopevtseva N., Thomas C., Kaminska R. (2020). The dynamics of safety risk perception in high reliability organizations, *30th European Safety and Reliability Conference and the 15th Probabilistic Safety Assessment and Management Conference*, November 2 – 5, 2020 (on-line, Venice, Italy)
- Jubault Krasnopevtseva N., Thomas C., Kaminska R. (2020). Leadership for Resilient Organizing: a Critical Realist Approach to Revisit the Role of Leadership in High-Risk Organizations, *XXIXe AIMS Conference*, June 2-5, Toulouse, France, on-line.
- Versailles D., Mérindol V., Rouby E., Thomas C. (2019). Heedful interrelating in three modes: Reliability versus performance in French fighter pilot squadrons, *35th European Group for Organizational Studies (EGOS) Colloquium*; Sub-theme 21: Heuristics & Simple Rules: Decision-making under Uncertainty in Dealing with the Unexpected, Jul 4-6, Edinburgh, UK.

PhD Thesis supervision

- 9 PhD thesis defended: 8 doctors are currently in post in higher education and research, 7 in France, 1 in Netherlands, 1 doctor is in post in a start-up.
- 3 PhD thesis in progression: two defenses are planned in 2022, one in 2024.

Else project

- Project aim: A new research-based approach to safety leadership education in nuclear and other high-risk sectors. ELSE also intends to develop innovative research on organizational safety leadership. This research includes a variety of themes such as safety culture, organizational resilience, high reliability organizations, and organizational mindfulness, and is thus interdisciplinary.
- Contract duration: initially 36 months, extended by 12 months due to COVID, start September 1, 2019.
- Partners: UCA (ISEM / SKEMA) lead applicant, European Nuclear Safety Training and Tutoring Institute (ENSTTI) co-applicant, European Nuclear Education Network (ENEN, co-applicant since 01/01/2021) and Jacques Repussard Conseil (JRC) affiliated entity.
- Sources of funding: the Instrument for Nuclear Safety Cooperation of the European Commission (€ 800,000)
- <https://univ-cotedazur.eu/european-leadership-for-safety-education-2>

Courses taught:

- Process Management – Bachelor’s Degree
- Strategic Management – Master’s Degree
- International Strategy – Master’s Degree
- Theory of the Firm - Master’s Degree
- Organizational Theory - Master’s Degree
- Competency Management - Master’s Degree
- Knowledge Management - Master’s Degree
- Epistemology and Methodologies in Management Science - Master’s Degree