

## JEAN-BAPTISTE LITRICO

Smith School of Business, Queen's University  
143 Union Street, Kingston, ON, Canada K7L 3N6  
[jlitrico@queensu.ca](mailto:jlitrico@queensu.ca)

### ACADEMIC APPOINTMENTS

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Queen's University, Smith School of Business

Director, Centre for Social Impact, 2019-present

Associate Professor of Strategy and Organization (with tenure), 2015-present

Assistant Professor of Strategy and Organization, 2009-2015

McGill University, Desautels Faculty of Management

Instructor, 2007

Research Assistant, Teaching Assistant, 2003-2008

#### *Visiting Positions:*

Hitotsubashi University, Institute of Innovation Research (Japan)

Visiting Professor, March-July 2017

Kwansei Gakuin University (Japan)

Visiting Professor, August 2016-January 2017; April-August 2018

Universidad Torcuato di Tela (Argentina)

Visiting Researcher, March-June 2009

### EDUCATION

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#### **Ph.D. in Management** (support area: Sociology)

Desautels Faculty of Management, McGill University, Montreal, Canada

Dissertation: The Diffusion and Evolution of Environmental Management Concepts in Civil Aviation

Committee Members: Robert David, Mary Dean Lee, Ann Langley, Suzanne Staggenborg

#### **M.Sc. in Human Science and Technology**

Université de Technologie de Compiègne, France

#### **B.Sc. in Mechanical Engineering and Industrial Design**

Université de Technologie de Compiègne, France

Technische Universität Graz, Austria: 1 year exchange program

University of Pennsylvania, USA: 1 year exchange program

### RESEARCH INTERESTS

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Social Innovation; Institutional Change; Sustainability; Environmental Issues; Business Collective Action

### PUBLICATIONS

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Besharov, M., Litrico J.-B., & Kislenco S., (2019) "The many roads to revenue generation: Commercialization strategies for nonprofits." *Stanford Social Innovation Review*, Fall Issue.

Litrico J.-B. & Besharov, M., (2018) "Unpacking variation in hybrid organizational forms: Changing conceptions of social enterprise among nonprofits, 2000-2013." *Journal of Business Ethics*, 159(2), 343-360.

Litrico J.-B. & Lee, M.D. (2018) "Naturalizing sustainability: How industry actors make sense of a threatening concept," *Advances in Strategic Management*, Volume 38: 259-288. Special issue on "Sustainability, Stakeholder Governance and Corporate Social Responsibility."

Litrico J.-B. & David, R.J. (2017). "The evolution of issue interpretation within organizational fields: Actor positions, framing trajectories, and field settlement," *Academy of Management Journal*, 60 (3), 986-1015.

Litrico J.-B. & Choi J.N. (2013). "A look in the mirror: Reflected efficacy beliefs in groups," *Small Group Research*, 44 (6), 658-679.

Litrico J.-B., Lee M.D., & Kossek E.E. (2011). "Cross-level dynamics between changing organizations and career patterns of reduced-load professionals," *Organization Studies*, 32 (12): 1678-1697.

Lee M.D., Kossek E.E., Hall D.T., & Litrico J.-B. (2011). "Entangled strands: A process perspective on the evolution of careers in the context of personal, family, work, and community life," *Human Relations*, 64(12): 1531-1553.

Litrico J.-B. & Lee M.D. (2008). "Balancing exploration and exploitation in alternative work arrangements: A multiple case study in the professional and management services industry." *Journal of Organizational Behavior* 29(8): 995-1020. Lead article in the special issue on Professional Services Firms.

Litrico J.-B. (2007). "Beyond paternalism: Cross-cultural perspectives on the functioning of a Mexican production plant." *Journal of Business Ethics* 73: 53-63.

## Reports

"Changing conceptions of social enterprise among nonprofits, 2000-2013," (2014). With Marya Besharov. Executive Feedback Report prepared for study participants. Kingston: Queen's School of Business.

"La diffusion des innovations sociales: Le cas des cuisines collectives," (2014). Executive Feedback Report prepared for study participants. Kingston: Queen's School of Business.

"The diffusion and evolution of environmental management concepts in civil aviation," (2010). Executive Feedback Report prepared for study participants. Montreal: Desautels Faculty of Management, McGill University.

"Development of a learning tool on human resources management: Recommendations and design proposal," (2005). With Schneider P., Jaeger A., Gagnon S., & StAmand S. Report submitted to UNESCO by the Center for International Management Studies, McGill University.

"Making flexibility work: What managers have learned about implementing reduced-load work," (2005). With Kossek E.E. and Lee M.D., with Gersick C., Hall D.T., Schreiber C., Bernstein, M., Lirio P., Friede A., Karakas F. Executive Feedback Report prepared for study participants in Phase II of "Managing Professionals in New Work Forms," Montreal: Faculty of Management, McGill University.

"Crafting lives that work: A six-year retrospective on reduced-load work in the careers and lives of professionals and managers," (2005). With Kossek E.E. and Lee M.D., with Gersick C., Hall D.T., Schreiber C., Bernstein, M., Lirio P., Friede A., Karakas F. Executive Feedback Report prepared for study participants in Phase I of "Managing Professionals in New Work Forms," Montreal: Faculty of Management, McGill University.

"Food for thought: A patchwork of quotes from participants in the McConnell Applied Dissemination Workshop," (2004). Report submitted to the McConnell Foundation, Montreal, QC.

## Media

"How non-profits can use business as a force for good", with Marya Besharov. The Conversation Canada, August 29, 2019. Republished in The Conversation US; Salon.com; Winnipeg Free Press; Big News Network; The Queen's Gazette; Smith Insight, Worth.com, Prince George Citizen, Thoroldnews.com, Yahoo Finance.

"Making sense of sustainability" Smith Insight. November 28, 2018.

“Framing Issues on the Fly” Smith Insight. September 30, 2016.

“The trouble with reduced work weeks”, with M.D. Lee. National Post, August 11, 2009.

### **Teaching Cases**

A Brewer’s Dilemma: Skeleton Park Brewing. Smith Living Case, September 2019

The Circular Economy. Smith Living Case, February 2019

Flixbus: Buzzing in the Canadian Market. Smith Living Case, February 2019

Fitbit: Growing and Leveraging a User Community. Smith Living Case, February 2019

Delta: Climbing Higher. Smith Living Case, September 2017

Charting Samsung’s Corporate Strategy. Smith Living Case, September 2015

### **ACADEMIC AWARDS**

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Nominated for Graduate Supervision Award, Smith School of Business, 2021

ABCD (Above and Beyond the Call of Duty) Reviewing Award, OMT Division, AOM: 2015, 2018

Distinguished Faculty Fellow of Strategy, Smith School of Business: 2014-17, 2017-21

New Researcher Achievement Award, Queen’s School of Business: 2011

Nominated for Graduation Prize, McGill University: 2010

Dissertation Research Award, SSHRC Grant Subcommittee, McGill University: 2008

Excellence in Teaching Award, Ph.D. Program in Management, McGill University: 2007

Doctoral Fellowship, Fonds Québécois de Recherche sur la Société et la Culture: 2006

Arthur Tagge McGill Majors Fellowship, McGill University: 2005

Norman Strauss Doctoral Fellowship, McGill University: 2004

Recruitment Doctoral Fellowship, McGill University: 2003

Honours (Mention Bien), M.Sc. Program, Université de Technologie de Compiègne: 1997

Erasmus Scholarship, European Union: 1994

Full Tuition Scholarship for one year exchange at the University of Pennsylvania: 1992

### **RESEARCH GRANTS**

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Social Sciences and Humanities Research Council of Canada Insight Grant (2017), Principal Investigator (with M. Spitzmuller, Co-Investigator), \$124,760

Monieson Collaborative Research Grant (2016), Smith School of Business, Project Lead (with M. Spitzmuller, Co-Investigator), \$87,740

Undergraduate Student Summer Research Grant (2014), Queen’s University, Ara Dungca (Student), JB Litrico (Advisor), \$5,000

Social Sciences and Humanities Research Council of Canada Insight Development Grant (2013), Principal Investigator (with M. Besharov, Co-Investigator), \$45,831

General Research Grant (2013), with G. Andrevski, Queen’s School of Business, \$4,200

Faculty Development Fund (2013), Queen’s School of Business

SSHRC 4A Status Grant (2012), Queen’s University, \$5,000

General Research Grant (2012), with T. Dacin, Queen’s School of Business, \$5,000

D.I. McLeod Research Assistantship, Smith School of Business: 2010, 2011, 2012, 2013, 2019

General Research Grant (2011), sole investigator, Queen's School of Business, \$4,900  
Faculty Development Fund, Queen's School of Business: 2010, 2011

## PRESENTATIONS

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### Refereed Conference Presentations

Litrico J.-B., Marques J.C. & van Wijk J., "Coach or referee (or both)? The multifaceted role of business-interest meta-organizations in the governance of organizational fields" *European Group for Organizational Studies Colloquium 2019*, Edinburgh, UK.

Litrico J.-B., Edman J. & Hoyt, E. "Stalled emergence: How social and ecological embeddedness constrained growth in the Japanese whale-watching field" *Academy of Management Annual Meeting 2018*, Chicago, IL.

Litrico J.-B. & Besharov M. "Unpacking variation in hybrid organizational forms: Changing models of social enterprise among nonprofits, 2000-2013" *Academy of Management Annual Meeting 2018*, Chicago, IL.

Litrico J.-B., Marques J.C. & van Wijk J., "Field governance: Business interest organizations and collective action in response to social activism" *European Group for Organizational Studies Colloquium 2018*, Tallinn, Estonia.

Litrico J.-B., Edman J. & Hoyt, E. "Stalled emergence: How social and ecological embeddedness constrained growth in the Japanese whale-watching field" *Society for the Advancement of Socio Economics Annual Conference 2018*, Kyoto, Japan.

Litrico J.-B., Marques J.C. & van Wijk J., "Institutional complexity response strategies: Exploring the role of Business-Interest Organizations" *European Group for Organizational Studies Colloquium 2017*, Copenhagen, Denmark.

Litrico J.-B. & van Wijk, J., "Responding to institutional complexity: Exploring the role of Business-Interest Organizations" *Academy of Management Annual Meeting 2015*, Vancouver, BC.

MacAulay M. & Litrico J.-B., "Boundary work in meta-organizations" *European Group for Organizational Studies Colloquium 2015*, Athens, Greece.

Litrico J.-B. & Besharov M. "Constructing institutional complexity: Changing conceptions of social enterprise" *Academy of Management Annual Meeting 2014*, Philadelphia, PA.

Litrico J.-B. & David R. "A field-level analysis of response to institutional pressure: Divergent framing of environmental management in civil aviation" *European Group for Organizational Studies Colloquium 2014*, Rotterdam, Holland.

Litrico J.-B. & Besharov M., "Pathways toward institutional complexity: Changing conceptions of social enterprise among nonprofits, 2000-2010" *European Group for Organizational Studies Colloquium 2014*, Rotterdam, Holland.

Litrico J.-B. & Lee, M.D. "Responding to industry identity threat: Naturalizing 'sustainability' in aviation" *European Group for Organizational Studies Colloquium 2013*, Montreal, QC.

Litrico J.-B. & Besharov M., "Emergence of a hybrid category: Changing conceptions of social enterprise, 2000-2010" *Academy of Management Annual Meeting 2013*, Orlando, FL.

Litrico J.-B. & David R. "How umbrella constructs evolve within fields: The framing of environmental management in aviation" *Academy of Management Annual Meeting 2012*, Boston, MA.

Litrico J.-B. "Who are we becoming? Managing collective identity during the scaling up of social innovations" *NYU Satter Conference on Social Entrepreneurship 2010*, NYC.

Litrico J.-B. "Framing the environmental impact of aviation: A longitudinal perspective" *Organization Studies Workshop 2010*, Margaux, France.

Litrico J.-B., Lee M.D. and Kossek E.E. "Cross-level dynamics between individual career journeys and organizational currents" *Academy of Management Annual Meeting 2009*, Chicago, IL.

Litrico J.-B. “Spillover: On the fluidity of management practices – how they spread across organizational boundaries,” *Academy of Management Annual Meeting 2008*, Anaheim, CA.

Litrico J.-B. “Framing as a strategic response to meaning inflation in the diffusion of collective kitchens in Quebec,” *European Group for Organization Studies 2008*, Amsterdam, Holland.

Litrico J.-B. “Meaning inflation and identity maintenance in the diffusion of new organizational forms: The case of collective kitchens in Quebec” *Cornell-McGill Conference on Institutions and Entrepreneurship 2007*, Cornell University, Ithaca, NY.

Litrico J.-B. “A story of institutional entrepreneurship: The diffusion of collective kitchens in Quebec.” *Administrative Sciences Association of Canada Annual Meeting 2006*, Banff, Alberta.

Litrico J.-B. & Lee M.D. “Balancing exploration and exploitation in alternative work arrangements: A multiple case-study in the professional and management services industry” *Academy of Management Annual Meeting 2005*, Honolulu, HI.

Litrico J.-B. “Legitimacy delays in the diffusion of new organizational forms” *Administrative Sciences Association of Canada Annual Meeting 2005*, Toronto, ON.

### Invited Presentations

- 2019 Community for Social Innovation, Toronto  
Faculty Research Seminar, Smith School of Business, Queen’s University.
- 2018 John Molson School of Business, Concordia University.  
Innovation Research Center, Kwansai Gakuin University, Nishinomiya, Japan  
Smith School of Business Research Showcase, Kingston, Queen’s University, Kingston, Canada
- 2017 Institute of Innovation Research Seminar, Hitotsubashi University, Tokyo, Japan  
McGill MBA Program in Japan, Tokyo, Japan  
Colloquium on Organization Studies, Sophia University, Tokyo, Japan
- 2016 Institute of Innovation Research Seminar, Hitotsubashi University, Tokyo, Japan  
Canadian Studies Seminar, Kwansai Gakuin University, Nishinomiya, Japan  
Japanese Association of Canadian Studies Annual Meeting, Tokyo, Japan  
ITAM, D.F., Mexico  
School of Policy Studies Seminar Series, Queen’s University, Kingston, Canada
- 2015 Smith School of Business Research Showcase, Queen’s University, Kingston, Canada  
Queen’s University SSHRC Research Showcase, Queen’s University, Kingston, Canada
- 2014 Center for Responsible Leadership, Queen’s School of Business, Kingston, Canada
- 2013 Community for Social Innovation, Toronto  
Queen’s School of Business Faculty Research Seminar, Queen’s University, Kingston, Canada  
Ontario Qualitative Research Workshop, Queen’s University, Kingston, Canada
- 2008 London Business School, U.K.  
Queen’s School of Business, Queen’s University, Kingston, Canada  
Rochester Institute of Technology, USA  
McGill University, Montreal, Canada
- 2004 Concordia University, Montreal, Canada
- 2003 University of Technology of Compiègne, France.

### Academic Conference Organization and Discussant Participation:

*Discussant*, European Group for Organization Studies Colloquium, Edinburgh, UK, July 2019.

*Session Chair & Discussant*, Administrative Sciences Association of Canada Annual Meeting, St Catherines, June 2019.

*Session Chair*, Academy of Management Annual Meeting, Chicago, August 2018.

*Workshop Organizer* (with M. Spitzmuller), Queen's Workshop on Meaning across Levels, October 2017.

*Session Chair*, Academy of Management Annual Meeting, Vancouver, August 2015.

*Session Chair*, European Group for Organization Studies Colloquium, Athens, July 2015.

*Discussant*, Queen's Qualitative Research Workshop, Kingston, ON, May 2013.

*Workshop Organizer* (with C. Cloutier, L. Cohen, T. Dacin, R. Huising, S. Kaplan, C. Rerup, M. Zbaracki), Quebec-Ontario Qualitative Research Workshop, Montreal, May 2015.

*Discussant*, European Group for Organization Studies Colloquium, Rotterdam, July 2014.

*Discussant*, European Group for Organization Studies Colloquium, Montreal, QC, July 2013.

*Discussant*, Queen's Qualitative Research Workshop, Kingston, ON, May 2013.

*Workshop Organizer* (with C. Cloutier, L. Cohen, T. Dacin, R. Huising, S. Kaplan), Queen's Qualitative Research Workshop, Kingston, ON, May 2013.

*Subtheme Convenor* (with T. Dacin and P. Tracey), "Collective Processes of Social Innovation", EGOS Colloquium, Helsinki, July 2012.

*Discussion Paper Coach*, Academy of Management Annual Meeting, Boston, MA, OMT division, August 2012.

*Organizer of Panel-Symposium* (with S. Shah), "Developing more robust theory by building bridges between qualitative and quantitative research methods," sponsored by the RM, OMT and BPS divisions, Academy of Management Annual Meeting, Anaheim, CA, August 2008.

*Paper Session Discussant*, Administrative Sciences Association of Canada Annual Meeting, Halifax, NS, June 2008. Organization Theory Division.

*Paper Session Discussant*, Administrative Sciences Association of Canada Annual Meeting, Ottawa, ON, June 2007. Organization Theory Division.

*Paper Session Discussant*, Administrative Sciences Association of Canada Annual Meeting, Banff, Alberta, June 2006. Organization Theory Division.

## TEACHING

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### Queen's University

Business and Corporate Strategy, Commerce Program

Strategy Process, PhD Program

Introduction to Research Methodology, PhD Program

Organizational Analysis, Commerce Program

Strategies for Social Innovation, Commerce Program

Guest Lecturer in the Program for Professional Development in Ultra Large-Scale Software Systems, Computer Science Department, Queen's University

### McGill University / ESPM (Brazil):

Cross-cultural Management, MBA/Undergraduate Summer School in Brazil, 2007

### Hitotsubashi University (Japan):

International Comparison of Innovation, Undergraduate/Graduate elective, 2017

### Kwansei Gakuin University (Japan):

Business and Society in Canada, Undergraduate elective, 2016, 2018

Strategic Management in Canada, Undergraduate elective, 2016, 2018  
 Global Career Seminar in Japan (Cross-Cultural College), 2016, 2018

### **Research Supervision and Committees**

Andrew Roland, M.Sc. 2012 (Reader)  
 Tom Moir, M.Sc. 2013 (Supervisor)  
 Diego Soares, M.Sc. 2014 (Supervisor)  
 Yoanna Sayili, M.Sc. 2014 (Reader)  
 Dean Howley, M.Sc. 2015 (Supervisor)  
 Kui Chen, M.Sc. 2015 (Reader)  
 Suchit Ahuja, Ph.D. 2017 (Member of Doctoral Committee)  
 Jeff Wiebe, Ph.D. 2019 (Member of Doctoral Committee)  
 Simon Iskander, M.Sc. 2018 (Reader)  
 Hadi Shaheen, M.Sc. 2019; Ph.D. Candidate (Supervisor)  
 Carol Li, Ph.D. Candidate (Member of Doctoral Committee)  
 Muhammad Deabas, Ph.D. Candidate (Supervision of Summer Project)  
 Waqas Nawaz, Ph.D. Candidate (Supervisor)  
 Jordyn Hrenyk, M.Sc. 2019 (Reader)  
 Ali Khan, Ph.D. Candidate (Member of Doctoral Committee)  
 Sarim Jamal, M.Sc. 2021 (Supervisor)  
 Ugwuanyi Ndubuisi, M.Sc. 2021 (Reader)  
 Ashkan Salehi Sadaghiani, M.Sc. 2021 (Reader)

#### *External Examiner:*

Rachel Jackson, University of Cape Town Graduate School of Business MBA (2014)  
 Anne Pao, University of Cape Town Graduate School of Business MBA (2014)  
 Una Wilson, University of Cape Town Graduate School of Business MSc (2014)  
 Sean Buchanan, Schulich School of Business, York University, PhD (2016)

### **PROFESSIONAL SERVICE**

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Editorial Board Member:

- *Strategic Organization* (December 2015-)

Grant Reviewer:

- SSHRC (Social Sciences and Humanities Research Council of Canada):
  - Chair of the Selection Committee, Insight Program, Business, Management and related fields: 2021
  - Committee Member, Insight Program, Business, Management and related fields: 2018-20
  - External Reviewer, Insight Program.
- FQRSC (Fonds Québécois de Recherche sur la Société et la Culture) :
  - Member of the Selection Committee, Young Professors Program (2011);
  - External Reviewer, Young Professors Program.

Ad hoc Reviewer for Journals / Publishers:

- *Academy of Management Journal*
- *Administrative Science Quarterly*

- *Business Ethics Quarterly*
- *Business & Society*
- *Canadian Journal of Administrative Sciences*
- *Gestion*
- *Harvard Business School Publishing*
- *Human Relations*
- *INFORMS Organization Science Dissertation Proposal Competition*
- *Journal of Business Ethics*
- *Journal of Business Venturing*
- *Journal of Organizational and Occupational Psychology*
- *Journal of Management Studies*
- *Organization Science*
- *Organization Studies*
- *Pearson Higher Education*
- *Small Group Research*
- *Strategic Organization*
- *Cambridge University Press*

Ad hoc Reviewer for Conferences:

- *Academy of Management Annual Meetings*
- *Administrative Sciences Association of Canada Annual Meetings*
- *Strategic Management Society Conference*

### **Smith School of Business Service**

Renewal, Tenure and Promotion Committee: 2013

Research Committee: 2014, 2015, 2018, 2019

Awards Committee: 2018

Building Usage Committee: 2012

Unit Research Ethics Board, 2017

Advisory Committee for Associate Dean Faculty Position, 2020

Strategy Area Seminar Series Coordinator: 2011, 2013, 2014, 2017, 2018, 2019

Strategy Area Representative, Commerce Course Information Session: 2012, 2013

Internal Advisory Board, Center for Social Impact: 2011-2013

Judge, ICBC Case Competition: 2010, 2011, 2012, 2013, 2014

Judge, QCC Case Competition: 2011

Judge, QEC Competition: 2020

Strategy Area Comprehensive Exam Coordinator: 2019

Participation to area activities: Faculty hiring, MSc/PhD students recruitment, etc.

### **Queen's University and Broader Community Service**

Sustainability in the Curriculum Working Group, 2021

Co-facilitator, 17 Rooms event, Queen's University, 2021

Member, Queen's in the Community Committee, 2021

Assessor, Small Business Grant Program, City of Kingston, 2021

Member of Kingston Mayor's Economic Recovery Working Group on Consumer Confidence, 2020-22



Member of Innovation Working Group, Queen's University, 2020-21  
 President of the Board of Directors, Queen's Daycare Corporation, 2015-2016  
 Board of Directors, Queen's Daycare Corporation, 2014  
 Dissertation Defense Chair, 2016, 2018, 2020  
 Session Leader for Queen's Reads Program: 2013  
 Reviewer of Queen's Chancellor's Scholarship applications: 2011, 2014, 2015  
 Presenter, SSHRC Grant Development Session, Queen's University Research Services: 2013  
 Roundtable Discussant, Queen's Conference on Philanthropy: 2010  
 Panel Presenter, Center for Teaching and Learning Workshop: 2009  
 Co-Founder and first elected Vice President Academic, Desautels Doctoral Students Society, McGill University

### **BUSINESS EXPERIENCE / CONSULTING**

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2005 Training Needs Assessment of UNESCO Managers: Individual interviews and focus groups conducted at UNESCO headquarters in Paris, France. Work under contract for the Center for International Management Studies, McGill University

2004 Formative Evaluation of the Program for Voluntary Leaders, J. W. McConnell Family Foundation, in collaboration with Prof. Frances Westley, McGill University, and Dr. Michael Q. Patton. The results were presented at the Workshop on Social Innovation hosted by the McConnell Foundation, Montreal, Canada

1995–2003 Montupet SA, a specialist in aluminum automotive components  
*Technical Director* (Mexico, 2<sup>1/2</sup> years)  
*Product Development Director* (Canada, 6 months)  
*Project Manager* (France, 2 years)  
*Co-founder and Technical Representative*, German Commercial Office (Germany, 2 years)  
*Project Engineer* (France, 1 year)

### **LANGUAGES**

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French, English, Spanish: Fully fluent.

German: Advanced.