

CALL FOR PAPERS

THRIVING AT WORK: REDESIGNING PERFORMANCE MANAGEMENT IN A MORE HUMAN-CENTRED WAY

THIRD EDITION OF THE “CONTROL AS PRACTICE” WORKSHOP

APRIL 30, 2025, ESSEC CAMPUS LA DEFENSE, CNIT, PARIS

Building on the success of our previous workshops, we are delighted to present the third edition of our initiative on “Control as practice”, which comes back with a new theme and a new format.

This year, we turn our focus to the hidden costs of performance and control management systems. These systems, while designed to enhance efficiency, motivation and accountability, often have unintended negative consequences such as demotivation, stress, burnout, bias, and unethical behavior.

Our goal is to reimagine performance management through a lens of responsibility and care. Together, we will explore how to design responsible performance management systems—systems that not only achieve organizational goals but also promote employee well-being and foster a culture of ethical excellence.

We encourage researchers to explore the following topics in their submissions (non-exhaustive list):

- The impact of performance measurement and control on employees’ motivation and well-being.
- The challenges of remote and hybrid work on managerial control and employee autonomy.
- The emerging tools and forms of control, including algorithmic management, and their impact on well-being, trust, accountability and inequality.
- The ethical dimensions of performance measurement systems’ design and use.
- The effects of performance measurement systems on inequalities at work.

PRELIMINARY PROGRAM:

The workshop will combine keynote presentations, presentations of scientific papers, and two round-table discussions with researchers and practitioners. We are happy to announce our three keynote speakers:



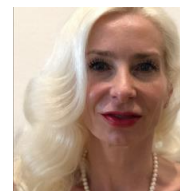
Dr. Alessandro Ghio

Associate Professor of Diversity and Social Accounting at ESCP Paris, expert on diversity, equity and inclusion at work.



Prof. Danièle Linhart

Sociologist of work, research director at CNRS, expert on the evolution of work and the impact of managerial practices on employees.



Dr. Alexandra Michel

Independent researcher, Professor, member of Organization Science board, previously a Goldman Sachs banker, expert on control in professional settings.

The two round tables of researchers and practitioners will serve to foster exchanges between researchers and practitioners and to provide new insights as well as inspiration for practitioners wishing to enhance their organizations' performance measurement and management systems. The first one will explore how performance management impact on employees' motivation and well-being. The second will look at how to give meaning to work and issues of fairness and inclusiveness.

DEADLINES:

- We invite you to participate by submitting an abstract of up to 1,000 words or a full paper, showcasing a current research project or a paper in progress that you would like to present. Please submit your application, including the names and details of all authors via the following e-mail **by March 1, 2025: cap2022@essec.edu**.
- Acceptance notifications will be shared with applicants by **March 15, 2025**.
- Registration is required by **April 1, 2025**.

REGISTRATION FEES:

- PhD candidates: 50 euro
- Faculty: 100 euro

SCIENTIFIC COMMITTEE:

- Eléonore Brouard
- Veronica Casarin
- Christoph Endenich
- Marie-Léandre Gomez
- Ioana Lupu
- Stefan Linder

We look forward to receiving your contributions!