

Justine Massu | Curriculum Vitae

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Professional address : Institut de Recherche en Gestion, Université Paris-Est Créteil Val de Marne (UPEC) Faculté de sciences économiques et de gestion. Place de la Porte des Champs 4 Route de Choisy, 94000 Créteil

Education

- 2019 - 2020 **Postdoctoral training**
Project title: Developing a meta-analysis methodology for Necessary Condition Analyses with application to necessary factors for organizational creativity.
Department of Technology & Operations Management— Rotterdam School of Management, Netherlands
Supervisor : Pr. Jan Dul
- 2014 - 2017 **PhD in Industrial/Organizational Psychology**
Thesis title: Thinking outside the boss: Understanding managers' engagement in creative actions
Laboratory Adaptations Travail - Individus (LATI) — University Paris Descartes, France
Grant CIFRE – ANRT and Safran
Supervisors: Dr. Xavier Caroff and Pr. Todd Lubart
Jury: Pr. Isaac Getz ; Pr. José Maria Peiro ; Pr. Roni Reiter-Palmon ; Dr. Xavier Caroff and Dr. Olivier Leclerc
- 2014 **Vith Edition of Winter School "Bernhard Wilpert"**
University of Valencia, Spain
- 2011 - 2013 **M.A. in Work, Organizational and Personnel Psychology (WOP-P)**
University Paris Descartes, France and University of Barcelona, Spain
- 2008 - 2011 **B.A in Psychology**
University Paris Descartes, France

Teaching Experiences

- 2021-2023 **Lecturer**
Institut de Recherche en Gestion, Université Paris Est Créteil
Course title: Introduction to R software and Statistics (Lab Seminars for Professors and PhD Students)
- 2023 **Coach**
Leadership program, INSEEC MSc & MBA Paris
- 2023 **Teaching assistant**
Master of Commercial Management, INSEEC MSc & MBA Paris
Course title: Social policy & innovation

- 2021 – 2023 **Master of Economy and Psychology, University Paris 1 Panthéon-Sorbonne, France**
Course title: Psychology of Personnel
- 2020 - 2023 **L3 Corporate Management - IAE Gustave Eiffel**
Course title: Human Resources Management
- 2019 **Rotterdam School of Management**
Course title: Necessary Condition Analysis (Summer course: Doctoral students)
- 2018 - 2019 **Master of Work, Organizational and Personnel Psychology, University Paris Descartes, France**
Course title: Analysis of professional practices (graduate course)
- 2014 - 2019 Course title: Psychology of Organizational Change – New organizational practices (graduate course)
- 2017 - 2019 Course title: Psychology of Organizations – Management and Person-Environment fit (graduate course)
- 2019 **EDC Business school**
Course title: Human resources and Management (graduate course)
- 2017-2019 Course title: Corporate entrepreneurship (graduate course)
- Substitute lecturer**
- 2015 - 2017 **Master of Work, Organizational and Personnel Psychology, University Paris Descartes, France**
Course title: Evidence Base Management: Practical case of Telework Management (one class - graduate course)
- Substitute lecturer**
- 2014 – 2019 **Master of Work, Organizational and Personnel Psychology, University Paris Descartes, France**
Master of Economy and Psychology, University Paris 1 Panthéon-Sorbonne, France
Course title: Organizational climate for creativity and innovation (two classes - graduate course)
- 2014 - 2018 **Students mentoring**
Co-mentoring of 3 undergraduate students (scientific internships)
Co-mentoring of 10 students in their first year of Master of I/O Psychology (Master thesis)
Co-mentoring of 1 student in her second year of Master of I/O Psychology (Pre-doc Master thesis)

Publications

Massu, J., & Caroff, X. (in preparation). Dimensions of the organizational climate for creativity: A necessary condition analysis.

Massu, J., Caroff, X., & Lubart, T.L. (in preparation). Effects of organizational climate for creativity: A supply-need fit approach.

Massu, J., Lubart, T.L., & Caroff, X. (in preparation). Solving management problems creatively: A sensemaking perspective.

Massu, J., Caroff, X., Delfosse, C., & Lubart, T.L. (in preparation). If you don't fit, change it: Managers' innovative behaviors as a response to value misfit.

Massu, J., Caroff, X., & Lubart, T.L. (in preparation). Effects of implicit theories on managers' innovative behaviors.

Massu, J., Caroff, X., Lubart, T.L., Morales, A., & Tavani, J.L. (in preparation). Implicit Theories of Creativity and Innovation in the Management Domain.

Caroff, X., & **Massu, J.** (2022). The Black Box of the Consensual Assessment Technique: Some Questions and Doubts on the Subjective Rating of Creativity. In *Homo Creativus* (pp. 193-217). Springer, Cham.

Allard-Poesi, F., **Massu, J.,** & de Souza Matos, L. B. (2022). Bien-être en ville: Toutes les natures ne se valent pas. *The Conversation France*. Hal-03736808.

Allard-Poesi, F., Matos, L. B., & **Massu, J.** (2022). Not all types of nature have an equal effect on urban residents' well-being: A structural equation model approach. *Health & Place, 74*, 102759.

Dubreuil-Nayrac, I., Caillat, C., **Massu, J.,** Boisson, J-F., & Werlen, M. (2019). Accompagner les transformations des organisations: Prendre soin du collectif et de chacun. *Journal des psychologues, 367*(5), 33-37. DOI:10.3917/jdp.367.0033.

Massu, J. (2018). Démystifions l'innovation managériale (Debunking managerial innovation). *Personnel, 592*, 68-69.

Massu, J., Caroff, X., Souciet, H., & Lubart, T.L. (2018). Managers' Intention to Innovate in a Change Context: Examining the Role of Attitudes, Perceived Control and Organizational Support. *Creativity Research Journal, 30*(4), 329-338. DOI:10.1080/10400419.2018.1530532

Caroff, X., **Massu, J.,** & Lubart, T. (2018). Measuring Creativity at Work. In *The Palgrave Handbook of Creativity at Work* (pp. 3-22). Palgrave Macmillan, Cham.

Massu, J., Caroff, X., Souciet, H., & Lubart, T.L. (2016). Managers' Intention to Innovate as Predicted by Attitude, Perceived Capacity and Organizational Climate. In *ICIE2016-Proceedings of the 4th International Conference on Innovation and Entrepreneurship: ICIE2016* (p. 142). Academic Conferences and publishing limited.

Conference presentations

Massu, J. (2022). OKRs : Why, How and When should we implement them?. 22th congress of the European Association of Work and Organizational Psychology (EAWOP). Glasgow, Scotland.

Massu, J., & Caroff, X. (2019). *Dimensions of the organizational climate for creativity: A necessary condition analysis*. European academy of Management (EURAM 2019). Lisbon, Portugal.

Massu, J., Caroff, X., & Lubart, T.L. (2019). *If you don't fit, change it: Managers' innovative behaviors as a response to value misfit*. 19th congress of the European Association of Work and Organizational Psychology (EAWOP). Turin, Italy.

Massu, J., Caroff, X., & Lubart, T.L. (2019). *Solving management problems creatively: A sensemaking perspective*. 19th congress of the European Association of Work and Organizational Psychology (EAWOP). Turin, Italy.

Massu, J., & Caroff, X. (2019, April). *Dissatisfaction as a source of managerial creativity*. Seminar presented at the Department of Organisation & Personnel Management, Rotterdam School of Management, Rotterdam, NL.

Caroff, X., **Massu, J., & Lubart, T.L.** (2017). *Creative organizational climate and management innovation: A needs-supplies fit perspective*. 18th congress of the European Association of Work and Organizational Psychology (EAWOP). Dublin, Ireland.

Caroff, X., **Massu, J., & Lubart, T.L.** (2017). *How managers conceive creativity affects their creative self-efficacy and their evaluation of innovative practices*. 18th congress of the European Association of Work and Organizational Psychology (EAWOP). Dublin, Ireland.

Caroff, X., **Massu, J., & Krasteva, A.** (2016). *Quelles dimensions du climat organisationnel influencent la créativité et l'innovation (Dimensions of the organizational climate influencing creativity and innovation)?* XIXème congrès de l'Association Internationale de Psychologie du Travail de Langue Française (AIPTLF), Bruxelles, Belgique.

Massu, J., Caroff, X., Souciet, H., Lubart, T.L. (2016). *Predicting managers' intention to implement telework*. In Peiro, J.M., **Massu, J.** (Co-chairs), *Leading by distance: Challenges and considerations around virtual team management*. Symposium conducted at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Massu, J., Caroff, X., Lubart, T.L. (2015). *How to manage virtual teams? A systematic review of research*. 17th congress of the European Association of Work and Organizational Psychology (EAWOP), may 2015, Oslo, Norway.

Caroff, X., **Massu, J., Lubart, T.L.** (2015). *L'implémentation du télétravail : Un exemple d'innovation managériale (Telework implementation : an example of managerial innovation)*. Journée de l'Institut Universitaire Paris Descartes de Psychologie (IUPDP), june 2015, Paris, France.

Massu, J., Caroff, X., Tavani, J.L., Lubart, T.L. (2015). *Créativité et innovation : Etude des représentations sociales chez les managers (Creativity and innovation: Managers' social representations)*. 56ème congrès de la société française de psychologie, september 2015, Strasbourg, France.

Posters

Massu, J., Caroff, X., & Lubart, T.L. (2017). *Organizational climate for creativity and innovation: Toward a bi-factorial model*. 18th congress of the European Association of Work and Organizational Psychology (EAWOP). Dublin, Ireland.

Caroff, X., **Massu, J.,** Krasteva, A., Houssin, M. (2015). *The organizational climate for creativity and innovation: A validation of the taxonomy proposed by Hunter, Bedell and Mumford (2005)*. 17th congress of the European Association of Work and Organizational Psychology (EAWOP). Oslo, Norway.

Related Experiences

- 2021 - Ongoing **Researcher in organizational innovations** – Skapa, Paris France
Development of research programs and tools to improve scientific knowledge on personnel consequences of innovation programs.
- 2020 **R&D Manager** – Central Test, Paris France
Development of assessment tools and predictive models.
- 2019 **Consultant** – Safran, Paris France
Assessment of the impact of the intrapreneurship project on individuals' climate perception and behaviors
- 2018 **Consultant** – Cocoworker, Paris France
Literature review on peer recognition communicated via interviews and a white paper
- 2017-2019 **Data analyst** — French Army, Paris, France
Qualitative and Quantitative analyses on HR data (using R), research projects development on attrition reduction and influencing professional behaviors
- 2014 – 2017 **Researcher on managerial innovation** — Safran, Paris, France
CIFRE agreements (Industrial Training and Research Agreement)
- 2013 **Scientist – practitioner Consultant (intern)** — OMS Consulting, University of Guelph, Ontario, Canada
Supervisors : Pr. Gloria Gonzales - Morales and Pr. Peter Hausdorf
Creation of a training module on telework management
Creation of a training module on diversity awareness in organizations
Creation of a recruitment process for University Professors
Organizational health assessment

Skills/Interests

- Qualitative and quantitative analyses using R, Jamovi or SPSS (e.g. structural equation modelling, polynomial regression and response surface analyses, Necessary Condition Analyses), data simulations.
- Psychometry (scales development, exploratory and confirmatory analyses)
- English : biligual
- Spanish : moderate

Professional affiliation

SIOP member, EAWOP member, EURAM member

Associations on Entrepreneurship, Intrapreneurship and Innovation : Les Hacktivateurs, Innov'acteurs

Professional interventions on creativity, management & innovation : Les Hacktivateurs, Elle Active