

Years at SKEMA Business School: 1



Pauline FATIEN DIOCHON

Innovation
Lille

CV

Skills & Interests

Teaching Skills

Organizational Behavior, Leadership, Business Ethics, Organization Theory

Research Skills

Leadership development, Coaching, Power, Ethics, Management Education, Qualitative Methods

Languages

French (Mother Tongue)

English (Fluent)

Spanish & German (Intermediate)

Vietnamese (Beginner)

Expertise

Leadership development, Coaching, Power, Ethics, Space

Qualification

Scholarly Academic

Academic Degrees

Ph.D. HEC School of Management Paris, Organizations and Human Resources, 2008.

DEA Université Paris 7 Diderot, Paris, Sociology of Power, 2004.

Master Grande Ecole HEC Paris, 2002.

Work Experience

Associate Professor, SKEMA Business School (August, 2018 - Present), Lille, France.

Assistant Professor of Management, PUJ Bogotá (August, 2016 - August, 2018), Bogotá, Colombia.

Associate Professor of Management, Menlo College (January, 2011 - August, 2016), Menlo Park, California.

Intellectual contributions

Articles in Journals

FATIEN DIOCHON, P., & NIZET, J. (2019). Ethics as a Fabric: An emotional reflexive sensemaking process. *Business Ethics Quarterly*.

- FATIEN DIOCHON, P., Otter, K., & Stokes, P. (2019). Let's Sculpt it! Experiencing the Role of Context in Coaching. *Management Teaching Review*.
- Valette, A., FATIEN DIOCHON, P., & Burellier, F. (2018). A chacun son paradoxe. Etude de la délégation des paradoxes organisationnels aux individus. *Revue Française de Gestion*, 44 (270).
- Louis, D., & FATIEN DIOCHON, P. (2018). The coaching space: A production of power relationships in organizational settings. *Organization*, 28 (6), 710-731, doi: 10.1177/1350508418779653.
- Nair, L., FATIEN DIOCHON, P., Lassu, R., & Tilleman, S. (2018). Let's perform or paint! The role of creative mediums in enhancing management research representation. *Journal of Management Inquiry*, 27 (3), 301-308.
- FATIEN DIOCHON, P., Defiebre-Muller, R., & Viola, F. (2018). Toward an ethics of serendipity: Disrupting Normative Ethical Discourses in Organizations. *Human Resource Development Review*, 17 (4), 373-392, doi: 10.1177/1534484318796321.
- FATIEN DIOCHON, P., & NIZET, J. (in press, 2018). Re-embedding leadership development research: Exploring power dynamics to understand the insensitivity of a coaching program to organizational contexts. *Leadership*.
- Lo, A., & FATIEN DIOCHON, P. (2018). Unsilencing power dynamics within third spaces. The case of Renault's fab lab. *Scandinavian Journal of Management*., doi: 10.1016/j.scaman.2018.11.003.
- FATIEN DIOCHON, P. (2017). Passionately dispassionate about coaching. Book Review: A critical introduction to Coaching & Mentoring, by Gray D, Garvey B, Lane, D, Sage. *Management Learning*.
- FATIEN DIOCHON, P., & Otter, K. (2015). Wearing multiple hats? Challenges for managers-as-coaches and their organizations. *Leadership International Journal*, 7 (3), 24-35.
- FATIEN DIOCHON, P., & Nizet, J. (2015). Ethical Codes and Executive Coaches: One Size Does Not Fit All. *Journal of Applied Behavioral Science*, 51 (2), 277-301.
- FATIEN DIOCHON, P., & Lovelace, K. (2015). The Coaching Continuum. Power Dynamics in the Change Process. *International Journal of Work Innovation*, 1 (3), 305-322.
- FATIEN DIOCHON, P., & Dima, L. (2015). De Zorro à Polichinelle. Le coach mis à l'épreuve dans son rôle de tiers. *RIMHE: Revue Interdisciplinaire Management, Homme(s) & Entreprise*, 1 (15), 85-103.
- Louis, D., & FATIEN DIOCHON, P. (2014). Educating Coaching to Power Dynamics: Managing Multiple Agendas Within the Triangular Relationships. *Journal of Psychological Issues in Organizational Culture*, 5 (2), 31-47.
- Geindre, S., Deschamps, B., & FATIEN DIOCHON, P. (2014). L'accompagnement du repreneur : conseil, mentor ou coach ? *Entreprendre et Innover*, 2-3 (21-22), 38-46.
- FATIEN DIOCHON, P., & Nizet, J. (2012). Les coachs, ni muets ni inactifs face à la dimension critique de leur travail ! *Management & Avenir* (53), 163-183.
- Nizet, J., & FATIEN DIOCHON, P. (2012). Comprendre les ambiguïtés du coaching : l'apport du fonctionnalisme. *Gérer et Comprendre* (110), 24-33.
- Deschamps, B., FATIEN DIOCHON, P., & Geindre, S. (2010). Accompagner le repreneur d'entreprise : conduire, escorter mais aussi guider. *Gestion 2000* (3), 77-88.
- FATIEN DIOCHON, P. (2008). Des ambiguïtés des mots/maux du coaching. *Nouvelle Revue de Psychologie* (6), 193-211.
- FATIEN DIOCHON, P. (2007). Apports et limites de l'instrumentation des compétences relationnelles au travail. *Humanisme & Entreprises* (279), 1-18.

Articles in Proceedings

- Lo, A., & FATIEN DIOCHON, P. (2018). Rethinking contextual ambidexterity through parallel structures: The case of Renault's Fab Lab. *Academy of Management*.
- FATIEN DIOCHON, P. (2018). Leader-as-Coach: Good shepherd or wolf in sheep's clothing? *International Studying Leadership Conference 'The Power of Leadership?'*.

Books, Monographs, Compilations, Manuals

- Louis, D., & FATIEN DIOCHON, P. (2019). *Complex Situations in Coaching. A critical case-based approach*. Routledge.
- FATIEN DIOCHON, P. (2017). *Dark Side 3 - Critical cases on the Downside of Business*. Greenleaf. Greenleaf.
- FATIEN DIOCHON, P. (2014). *A journey into the grey: a student perspective on ethics*. Create Space Independent Publishing Platform.
- FATIEN DIOCHON, P. (2012). *Dark Side 2 - Critical cases on the Downside of Business*. Greenleaf.
- FATIEN DIOCHON, P., & Nizet, J. (2012). *Le coaching dans les organisations*. Paris: La découverte.

Chapters, Cases, Readings, Supplements

- FATIEN DIOCHON, P. (2018). "Make love, not war?" A process-based approach to social innovation. In (Eds) Espina MI, Phan PH,

Markman GD (Ed.), *Social innovation and sustainable entrepreneurship*.

FATIEN DIOCHON, P. (2017). Case Study 16.3 Coaching in South America: a "glocal" practice?. In Garvey, B., Stokes, P, Megginson, D. (Ed.), *Coaching & mentoring. Theory & Practice* (pp. 284-286). Sage.

FATIEN DIOCHON, P., Chanut, M., & Molinié, M. (2014). Le développement de la réflexivité et de la critique dans la formation au coaching. Le sujet dans la Cité. In sous la direction de Dominique Jaillon (Ed.), *Du coaching à l'accompagnement professionnel personnalisé. Une sociologie pour les individus* (pp. 157-176). Editions L'Harmattan.

FATIEN DIOCHON, P., & Yalénios, J. (2014). Sollac Méditerranée: Faut-il du coaching pour les managers?. *CCMP, H0614*. CCMP.

FATIEN DIOCHON, P. (2014). Le contexte organisationnel: un facteur déterminant de l'adoption et de la mise en oeuvre des dispositifs d'accompagnement. In E. Bourgeois & S. Enlart (Eds.) (Eds.), *Apprendre en entreprise* (pp. 111-120). Paris: PUF.

FATIEN DIOCHON, P. (2014). Le coach universel existe-il ? Une analyse de l'utilité du coaching en situation interculturelle à l'éclairage du constructivisme social.. In U. Mayrhofer & P. Very (Eds.) (Eds.), *Le management international à l'écoute du local* (pp. 251-276). Gualino.

FATIEN DIOCHON, P. (2013). L'ambiguïté au coeur de l'efficacité du coaching ? Une analyse des dynamiques de pouvoir.. *Le livre d'or du coaching* (pp. 207-217). Paris: Eyrolles.

FATIEN DIOCHON, P. (2012). Ethical Issues in Coaching. In M. Espesito, M. Smith & P. O'Sullivan, (Eds.) (Eds.), *Business Ethics - A Critical Approach: Integrating Ethics Across the Business World* (pp. 302-316). Routledge.

FATIEN DIOCHON, P. (2011). Le coaching, une pratique critique?. In L. Taskin & M. De Nanteuil (Eds.) (Eds.), *Perspectives Critiques en Management, Pour une gestion citoyenne*. Edition de Boeck.

FATIEN DIOCHON, P. (2010). Travail salarié et coaching : s'approprier une pratique malléable.. In SF Coach (Ed.) (Ed.), *Avenir du travail et avenir du coaching*. Paris: Le Manuscrit.

FATIEN DIOCHON, P. (2008). De nouvelles règles du "je" dans l'organisation ? Le coaching, un dispositif managérial de médiation de contradictions socio-économiques ?. In JC. Sardas, D. Giaque & AM. Guénette (Eds.) (Eds.), *Comprendre et organiser : quels apports des sciences humaines et sociales ?* (pp. 341-364). Editions L'Harmattan.

FATIEN DIOCHON, P. (2008). Enjeux socio-organisationnels du recours au coaching.. In SF. Coach (Ed.) (Ed.), *Coaching professionnel : quelles spécificités ?* (pp. 207-229). Paris: Le Manuscrit.

Conference Presentations

FATIEN DIOCHON, P. (2019). *Creatively And Critically Teaching Business Ethics Using Cases*. Academy of Management (AoM) Conference, Boston, Massachusetts.

FATIEN DIOCHON, P. & LO, A. (2019). *Recontextualizing Entrepreneurship: Embracing Paradoxes in Liminality*. Academy of Management (AoM) Conference, Boston, Massachusetts.

FATIEN DIOCHON, P. & LOUIS, D. (2019). *(Un)Faking it: The coach at the interplay between identity regulation and identity work*. EGOS, Edindburgh, United Kingdom.

FATIEN DIOCHON, P. & FARNDAL, E. (2019). *The Global Work Design Project*.. Academy of Management (AoM) Conference, Boston, Massachusetts.

Abbott, G. & FATIEN DIOCHON, P. (2018). *Leader-as-Coach: Good shepherd or wolf in sheeps clothing?* International Studying Leadership Conference 'The Power of Leadership?', Lancaster, United Kingdom.

FATIEN DIOCHON, P., Otter, K., & Stokes, P. (2018). *Let's Sculpt it! Experiencing the Role of Context in Coaching*. Columbia Teachers College 3rd Coaching Conference, NYC, New York.

Lo, A. & FATIEN DIOCHON, P. (2018). *Rethinking contextual ambidexterity through parallel structures: The case of Renault's Fab Lab*. Academy of Management, Chicago, Illinois.

Lo, A. & FATIEN DIOCHON, P. (2018). *Liminality and the (in)visibility of entrepreneurship: Unveiling an "in-between" process though the open collaborative space Le Square*". EGOS Colloquium, Tallinn, Estonia.

FATIEN DIOCHON, P. (2018). *Le futur du coaching*. Congres des 30 ans du coaching en France, Paris, France.

FATIEN DIOCHON, P. (2018). *L'éthique dans le coaching, un travail de funambule*. Synergie Coaching, Lyon, France.

FATIEN DIOCHON, P. & Moljerg Jorgensen, K. (2018, March). *Creative coaching in the space of appearance in organizations*. LAEMOS, Buenos Aires, Argentina.

FATIEN DIOCHON, P. & Louis, D. (2017, August). *Power Dynamics at the Interface: The Case of Leadership Development*. AOM (Academy of Management) Conference, Atlanta, United States of America.

FATIEN DIOCHON, P. (2017, August). *Ethics at the Interface: Learning from Dilemmas in Coaching*. AOM (Academy of Management) Conference, Atlanta, United States of America.

FATIEN DIOCHON, P. & Lo, A. (2017, July). *"Third spaces and empowerment: The transgression of standardized innovation processes*

at Renault's Fab Lab. EGOS Colloquium, Copenhagen, Denmark.

FATIEN DIOCHON, P., van Hove, L., & Hurlow, S. (2017, June). *It takes 3 to Tango: Negotiating the Complexities of the Organizational Context in Coaching Education*. GSAEC 2nd International Coaching Education Conference, Toronto, Canada.

FATIEN DIOCHON, P. & Lo, A. (2017, March). *Rethinking contextual ambidexterity through parallel structures: The case of Renault's Fab Lab*. WAM Conference, Palm Spring, United States of America.

FATIEN DIOCHON, P., Muller, R., & Viola, F. (2017, February). *The Utopian Call: Disrupting Normative Ethical Discourses in Organizations*. SEE-Sustainability Ethics Entrepreneurship Conference, Puerto Rico, Puerto Rico.

FATIEN DIOCHON, P. & Lo, A. (2016, December). *The hacking of standardized innovation processes: third spaces and empowerment. The case of Renault's Fab Lab*. International RGCS (Research Group Collaborative Space) Symposium, Paris, France.

FATIEN DIOCHON, P. & Otter, K. (2016, October). *Educating Managers-as-Coaches: The Role of Transformative Learning*. International Coaching Conference, New York, United States of America.

FATIEN DIOCHON, P. & Otter, K. (2016, October). *Ethical Dilemmas in Coaching: From Deviation to Transformation*. International Coaching Conference, New York, United States of America.

FATIEN DIOCHON, P. & Nizet, J. (2016, August). *Unpacking Ethical Dilemmas: A Neo-Weberian Model*. AOM (Academy of Management), Los Angeles Anaheim, United States of America.

FATIEN DIOCHON, P. & Nizet, J. (2016, August). *Meaningfully Embracing Ethical Challenges in Coaching: A Systemic Approach to the Exit, Voice, Loyalty Model*. AOM (Academy of Management), Los Angeles Anaheim, United States of America.

FATIEN DIOCHON, P. & Louis, D. (2016, July). *When the frontier is the territory: Power dynamics, leadership development, and boundary spaces*. EGOS Colloquium, Naples, Italy.

FATIEN DIOCHON, P., Pek, S., & Nizet, J. (2016, March). *Coaching as a liminal space: Embracing ambiguity to create meaning in a globalized company*. WAM Conference, Portland, United States of America.

FATIEN DIOCHON, P. (2015, March). *Can't do it! When coaches' worldviews challenge their interventions*. WAM Conference, Kauai, United States of America.

FATIEN DIOCHON, P. & Louis, D. (2014, October). *Me, a politician? An analysis of the inherent power dynamics in coaching interventions*. International Columbia Coaching Conference, New York, United States of America.

FATIEN DIOCHON, P. (2014, March). *Champagne or Table Wine? The Perception of Ethics by Executive Coaches*. WAM Conference, Napa, California.

FATIEN DIOCHON, P. & Louis, D. (2014, March). *Educating Coaching to Power Dynamics: Managing Multiple Agendas Within the Triangular Relationships*. GSAEC First International Conference on Graduate Coaching Education, California, United States of America.

Other Research

2017: FATIEN DIOCHON, P., *Revista Javeriana, Vol 838 (153) Nuevas miradas de liderazgo – Una entrevista con Pauline Fatien, pp. 40-43*. [Basic or Discovery Scholarship]

2017: FATIEN DIOCHON, P., *De ligne en ligne, L'engagement au travail une fausse bonne idée ?, pp. 18-19, April-September Issue*. [Applied or Integrative/application Scholarship]

2015: FATIEN DIOCHON, P., *THANK, Le coaching sous influence, Testimonial*. [Applied or Integrative/application Scholarship]

2011: FATIEN DIOCHON, P., *Prescription Sante, Les dérives du coaching, Testimonial, pp 14, June*. [Applied or Integrative/application Scholarship]

2008: FATIEN DIOCHON, P., *Entreprise et carrières, Pourquoi un coaching du middle management ? Plus loin avec P. Fatien, Interview, 919, pp 28-29*. [Applied or Integrative/application Scholarship]

2008: FATIEN DIOCHON, P., *HR Today, Choisir un coach pour intervenir en entreprise, comment sortir du brouillard, Interview, 11 nov*. [Applied or Integrative/application Scholarship]

Professional Service

Chair: Conference / Track / Program

2019: GSAEC (International).

Editor: Guest Editor of Journal

2018: Cuadernos de Administracion (International).

Other Professional Service Activities

2018: External Member of PhD Proposal Defense (International).

Reviewer: Reviewer for a Journal

2018: Cuadernos de Administracion (International).

2018: Journal of Management Development (International).

2018: Business and Society (International).