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## RESEARCH INTERESTS

Management Control, Organizational Theory, Business Ethics & Business Philosophy

## EDUCATION

| | |
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| 1992 | HDR, Université Paris-Est-Créteil-Val-de-Marne, France |
| 1992 | Doctorat in Managerial Science, Université Paris-Est-Créteil-Val-de-Marne, France |
| 1975 | Graduate, Mines ParisTech, France |
| 1972 | Graduate engineer, École Polytechnique, France |

## EMPLOYMENT

### Full-time academic positions

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|---|---|
| 2017 - Present | Distinguished Emeritus Professor, ESSEC Business School, France |
| 2013 - 2017 | Distinguished Professor, ESSEC Business School, France |
| 2000 - 2008 | Professor, Université Paris X Nanterre, France |
| 1998 - 2012 | Professor, ESSEC Business School, France |
| 1993 - 1998 | Associate Professor, ESSEC Business School, France |

### Other affiliations and appointments

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| 2000 - 2003 | Director of the Master « Gestion et Dynamique des Organisations », Université Paris X Nanterre, France |

### Other professional experiences

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| 1987 - 1992 | Project Manager in the Financial Department, BULL, France |
| 1984 - 1986 | Deputy Managing Director of Industry, Minister of industry, France |
| 1981 - 1983 | Technical Adviser to the Minister, Minister of industry, France |
| 1979 - 1981 | Commercial Attaché at the French Embassy in Mexico, Ministère des Affaires étrangères, France |

## GRANTS AND HONORS

### Awards and Honors

2019 EGOS Book Award 2019 for the book "Pragmatism and Organization Studies", at the 35th Annual European Group for Organization Studies (EGOS) Conference in Edinburgh

## PUBLICATIONS

### Journal Articles

LORINO, P. and LOT, N. (2026). Construction of Collective Crisis Management Skills in Ordinary Operations: An Organizational and Processual Approach. *Risk, Hazards & Crisis in Public Policy*, 17(1), pp. 1-10.

FIEROBE, A., LORINO, P., MINVIELLE, E. and PEREZ-TORRENTS, J. (2024). La gestion de l'activité de prise en charge des patients peut-elle devenir visible ? *Revue Française de Gestion*, 50(318), pp. 131-150.

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WAELLI, M., GOMEZ, M.L., SICOTTE, C., ZICARI, A., BONNEFOND, J.Y. and LORINO, P. (2016). Keys to Successful Implementation of a French National Quality Indicator in Health Care Organizations: A Qualitative Study. *BMC Health Services Research*, 553(16).

LORINO, P. (2014). From the Analysis of Verbal Data to the Analysis of Organizations: Organizing as a Dialogical Process. *Integrative Psychological and Behavioral Science*, 48(4), pp. 1-11.

LORINO, P. (2014). Performance, du contrôle à l'enquête. *Soins Cadres*.

LORINO, P. (2013). L'activité collective, processus organisant : Un processus discursif fondé sur le langage pragmatiste des habitudes. *Activité*, 10(1), pp. 221-242.

LORINO, P. and MOUREY, D. (2013). The Experience of Time in the Inter-Organizing Inquiry: A Present Thickened By Dialog and Situations. *Scandinavian Journal of Management*, 29(1), pp. 48-62.

GOMEZ, M.L., WAELLI, M., ZICARI, A., BONNEFOND, J.Y., LORINO, P. and SICOTTE, C. (2012). L'usage des indicateurs de performance sur la qualité-sécurité des soins. *Journal de Gestion et d'Économie Médicales*, 30(7-8), pp. 455-467.

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LORINO, P. (2006). La question de la performance dans les activités de conception : dépasser le paradigme de la conception des artefacts. *Revue Economique et Sociale*, pp. 85-92.

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LORINO, P., DEMEESTERE, R. and GENESTET, V. (2003). Penser la gestion des compétences. *L'Expansion Management Review*, pp. 72-78.

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LORINO, P. (1999). A la recherche de la valeur perdue : construire les processus créateurs de valeur dans le secteur public. *Politiques et Management Public*, pp. 21-34.

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LORINO, P. (1999). Qualité et contrôle de gestion : pour une approche concertée. *Qualité en Mouvement*, pp. 43.

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LORINO, P. (1998). Organisation et innovation : l'organisation à la française. *Réalités Industrielles (série des "Annales des Mines")*, pp. 27-31.

LORINO, P. (1997). Leistungssteuerungssysteme in Frankreich - Entwicklung und Wandel. *Controlling*, pp. 24-28.

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### Books and book editor

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LORINO, P. (2018). *Pragmatism and Organization Studies*. Oxford University Press, 384 pages.

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TEULIER, R. and LORINO, P. (2005). *Entre connaissance et organisation : l'activité collective. Colloque de Cerisy*. La Découverte, 239 pages.

LORINO, P. (2003). *Méthodes et pratiques de la performance*. Éditions d'Organisation, 521 pages.

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LORINO, P. (1987). *Les saturniens (quand les patrons réinventent la société)*. La Découverte, 219 pages.

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MITEV, N., MORGAN-THOMAS, A., LORINO, P., DE VAUJANY, F.X. and NAMA, Y. [Eds] (2018). *Materiality and Managerial Techniques*. Palgrave Macmillan, 414 pages.

LORINO, P. [Ed] (2000). *Enquêtes de gestion, à la recherche du signe dans l'entreprise. Huit récits, du compact-disc au pain biologique*. L'Harmattan, 366 pages.

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### Book chapters

LORINO, P. (2025). La fiction comme outil d'enquête sur les organisations. L'enquête abductive. In: Rebecca Dickason, Fabien De Geuser, Alain-Max Guénette eds. *Littérature, management et travail. Tome 2. La littérature comme révélateur du travail réel et de l'expérience intérieure du management.* 1st ed. L'Harmattan, pp. 51-70.

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ARNOUD, J. and LORINO, P. (2022). Du contrôle à l'enquête, d'une vision hétéronome à une vision autonome de l'activité. In: Anthony Hussenot, Emilie Lanciano, Philippe Lorino, Jonathan Sambugaro eds. *Pratiques de travail et dynamiques organisationnelles*. 1st ed. Québec: Les Presses de l'Université Laval, Québec, pp. 233-246.

LORINO, P. (2022). L'hôpital pragmatiste : un maillon du système de santé. In: Jean-Paul Dumond (ed.). *Refonder les organisations de santé - Vers l'hôpital post-industriel*. 1st ed. Paris: Seli Arslan.

WEGENER, F. and LORINO, P. (2021). Capturing the Experience of Living Forward from Within the Flow: Fusing "Withness" Approach & Pragmatist Inquiry. In: Juliane Reinecke, Roy Suddaby, Ann Langley, Haridimos Tsoukas eds. *Time, Temporality, and History in Process Organization Studies*. 1st ed. Oxford: Oxford University Press, pp. 138-168.

LORINO, P. (2021). Creating by Communicating. In: François Cooren, Peter Stücheli-Herlach eds. *Handbook of Management Communication*. 1st ed. Mouton De Gruyter, pp. 87-104.

LORINO, P. and MOTTIS, N. (2021). Accréditations : dérapage contrôlé ou saut dans le ravin ? In: Alain Burlaud, Frank Bournois eds. *L'enseignement de la gestion en France*. 1st ed. Éditions Management et Société (EMS), pp. 221-232.

LORINO, P. (2020). Trans-Action: A Processual and Relational Approach to Organizations. In: Morgner, Christian eds. *John Dewey and the Notion of Trans-action*. 1st ed. Palgrave Macmillan, pp. 83-110.

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LORINO, P. (2017). l'Activité, processus collectif de signification et d'organisation. Implications méthodologiques. In: *Encyclopédie d'analyse des activités*. 1st ed. PUF.

LORINO, P. (2016). De Sherlock Holmes au Lean Management : théorie et pratique, deux dimensions inséparables de l'enquête. In: *À la pointe du management*. 1st ed. Dunod.

LORINO, P. (2016). L'apport de la pensée pragmatiste à l'approche processuelle. In: *Théories des organisations. Nouveaux tournants*. 1st ed. Economica, pp. 279-298.

SIMPSON, B. and LORINO, P. (2016). Re-viewing Routines Theory Through a Pragmatist Lens. In: *Organizational Routines*. 1st ed. Oxford University Press, pp. 47-70.

LORINO, P. (2015). La fuite managériale devant la complexité : l'exemple historique du Lean Management. In: *Les systèmes de gestion entre simplification et complexification*. 1st ed. Economica, pp. 37-47.

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### Conference proceedings

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GOMEZ, M.L., KERVEILLANT, M., LANGLOIS, M., LORINO, P. and MOUREY, D. (2021). How to prepare for extreme contexts: The experience of time and space through chronotopic inquiries. In: *EGOS*.

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LORINO, P. (2025). Embodying as a trans-actional and semiotic process. The pragmatist perspective. In: 2025 Process Organization Studies (PROS) International Symposium. Eretria.

LORINO, P. and ARNOUD, J. (2024). Organizing Work Beyond Controlling. The Pragmatist Concept of Inuquiry As a Critical Alternative to the Controlling Perspective. In: EGOS (European Group for Organization Studies) 40th colloquium. Milan.

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LORINO, P. (2022). From “commons” to “commoning”, from “commoning” to “inquiring”. In: 13th International Process Symposium (PROS) 2022. Rhodes.

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LORINO, P. (2021). Herbert Simon: for a reasoned assessment of cognitivism. In: 1st International Colloquium on Philosophy and Organization Studies (PHILOS). Online.

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LORINO, P. and ARNOUD, J. (2017). Dialogical Organizing in the Interstices of a Monological Organization. In: 33rd European Group for Organizational Studies (EGOS) Colloquium 2017.

LORINO, P. and PAILLET, M. (2017). Process (Inquiring) or Process (Control): The Collective Organizing of Activity, a Precarious Undertaking. In: 9th International Process Symposium, Theme: Institutions and Organizations, a Process View (PROS 2017).

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LORINO, P. (2016). Activity Control or Activity Inquiring? The Turbulent Relationship Between Management and Collective Activity and its Mediating Artefacts. In: 32nd European Group for Organizational Studies (EGOS) Colloquium 2016.

LORINO, P. (2016). Contradiction or Integration? Dialogism Versus Monologism, Heterology Versus Commonality. In: 8th International Process Symposium (PROS).

LORINO, P. (2016). Le pragmatisme, une approche processuelle de la société. In: 2016, XXVe Conférence annuelle de l'AIMS.

LORINO, P., GOMEZ, M.L. and BLANC, B. (2015). Designing, Organizing Cities and Living: A Pragmatist Inquiry Perspective. In: 2015 Asia Pacific Researchers in Organization Studies Conference (APROS).

LORINO, P. (2015). From PDSA to PDCA: The Strange Odyssey of “Lean Management”. In: 5th Organizations, Artifacts and Practices (OAP) Workshop.

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LORINO, P., GOMEZ, M.L. and BLANC, B. (2014). Felicitous Heterotopia or Infelicitous Prototopia? The Development of New Rules as a Pragmatist Inquiry. In: 4th Organizations, Artifacts, Practices (OAP) Workshop.

SIMPSON, B. and LORINO, P. (2014). Re-viewing Routines Theory Through a Pragmatist Lens. In: 6th International Symposium on Process Organization.

LORINO, P. (2014). The Curious and Truthful Story of Lean Management... From Process Thinking, Back to Old Control Habits. In: 30th European Group for Organization Studies (EGOS) Colloquium 2014.

LORINO, P. (2013). Ignorance-based Management and Non-information Systems as Sources of Organizational Inertia. In: 3rd Organizations, Artifacts and Practices (OAP) Workshop.

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LORINO, P. (2013). The Innovating Process as a Transactional Inquiry: The Polyphonic Story of a Ghost. In: 29th EGOS Colloquium 2013.

LORINO, P. (2013). Transaction and Transformation: A Pragmatist Perspective on Learning. In: OLKC 2013.

TRICARD, B. and LORINO, P. (2012). Designing Mediating Tools: An Encounter Between Peirce and Vygotsky. In: 28th EGOS Colloqium 2012.

LORINO, P. (2012). From Speech Acts to Act Speeches. Habits as a Language of Action and Collective Action as a Habit-Based Discourse. In: 4th International Symposium on Process Organization Studies.

GOMEZ, M.L., WAELLI, M., ZICARI, A., BONNEFOND, J.Y., LORINO, P. and MINVIELLE, E. (2012). L'usage des indicateurs de performance sur la qualité-sécurité des soins : le cas de l'indicateur de tenue du dossier anesthésique à l'hôpital. In: Congrès ARAMOS 2012.

CAVELIUS, F., GOMEZ, M.L., LINDER, S., LORINO, P., MOTTIS, N. and ZICARI, A. (2012). The Impact of Management Control Systems on Work. In: 3ème Etats Généraux du Management 2012: Nouvelles Frontières du Management.

TRICARD, B. and LORINO, P. (2012). Transient Designs and Persistent Impacts. Peirce's Theory of Sign, the Mediation of Organizing Processes and Conflicting Temporalities. In: 28th EGOS Colloqium 2012.

HABRAN, Y., LORINO, P., MOURITSEN, J. and BLANC, B. (2011). Artifacts as Mediators of Action: A Debate Between ANT, Activity Theory and Pragmatist Views of Mediation. In: 3rd International Symposium on Process Organization Studies.

LORINO, P. (2011). The Pragmatist view of agency as semiotically mediated, inquiry-based and dialogical. In: 20ème Conference de l'AIMS.

LORINO, P. (1999). A Pragmatic Analysis of Organizational Learning and Non-learning: The Role of Management and Control Systems. The Case of Group Bull in 1987-1992.

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LORINO, P. and TARONDEAU, J.C. (1997). Une approche de la stratégie fondée sur les processus.

LORINO, P. (1996). Target Costing : Why is it so Difficult in Western Companies ?

LORINO, P. (1995). Du contrôle de la stratégie à la stratégie du contrôle : la recherche de nouvelles représentations.

LORINO, P. (1995). Le pilotage d'entreprise : de la mesure à l'interprétation.

LORINO, P. (1995). Strategy Deployment through Joint Application of Business Process Management and Activity Based Costing.

LORINO, P. (1993). Steering the Performance of the Firm : From the Taylorian Allocation Paradigm to the Collective Interpretation Paradigm.

LORINO, P. (1992). L'économie-gestion comme science des processus cognitifs collectifs.

### Prefaces of a book

LORINO, P. (2016). Préface : Le management et l'action complexe : contrôler ou explorer? In: *De la complexité de l'action dans les organisations*. 1st ed. Growth Publisher.

LORINO, P. (2014). Préface. In: *La responsabilité sociétale des entreprises (écrit par Bernard Blanc)*. 1st ed. Éditions de l'Aube, pp. 9-15.

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### Prefaces of a journal

CHIAPELLO, E., EYRAUD, C., LORINO, P. and SUPIOT, A. (2015). Débat : A propos de l'emprise du chiffre. *Entreprises et Histoire*, (79).

### Working Papers

LORINO, P. (2026). *Abduction and Peirce's Logic of Vagueness. Human Action as a Semiotic and Inherently Creative Process*. WP 2611, ESSEC Business School.

LORINO, P. and ARNOUD, J. (2025). *Organizing beyond controlling: The pragmatist concept of inquiry as a critical alternative to control.* WP 2503, ESSEC Business School.

LORINO, P. and TRICARD, B. (2025). *The narrative construction of temporality and meaning in organizing: A field study of work safety management.* WP 2504, ESSEC Business School.

LORINO, P. (2019). *La contribution ambiguë de Herbert Simon à l'étude des organisations. Bilan raisonné du cognitivisme.* WP1912, ESSEC Business School.

LORINO, P. (2014). *La fuite managériale devant la complexité : l'exemple historique du "lean management"*. ESSEC Business School.

LORINO, P. (2012). *Management Systems as Organizational "Architextures": The Tacit Narrative Frames of Collective Activity*. ESSEC Business School.

LORINO, P., CLOT, Y. and TRICARD, B. (2010). *Research Methods for Non-Representational Approaches of Organizational Complexity. The Dialogical and Mediated Inquiry*. ESSEC Business School.

LORINO, P. (2007). *Competence-based Competence Management: a Pragmatic and Interpretive Approach. The Case of a Telecommunications Company*. ESSEC Business School.

LORINO, P. and GEHRKE, I. (2007). *Coupling Performance Measurement and Collective Activity: The Semiotic Function of Management Systems. A Case Study*. ESSEC Business School.

LORINO, P. (2007). *Process Based Management and the Central Role of Dialogical Collective Activity in Organizational Learning. The Case of Work Safety in the Building Industry*. ESSEC Business School.

LORINO, P. (2007). *Stylistic Creativity in the Utilization of Management Tools*. ESSEC Business School.

LORINO, P. (2007). *The Instrumental Genesis of Collective Activity. The Case of an ERP Implementation in a Large Electricity Producer*. ESSEC Business School.

LORINO, P. (2002). *Vers une théorie pragmatique et sémiotique des outils appliquée aux instruments de gestion*. ESSEC Business School.

LORINO, P. and PEYROLLE, J.C. (1999). *Enquête sur le facteur X. L'autonomie de l'activité pour le management des ressources humaines et pour le contrôle de gestion*. ESSEC Business School.

LORINO, P. (1999). *Les indicateurs de performance dans le pilotage organisationnel*. ESSEC Business School.

LORINO, P. (1998). *L'apprentissage organisationnel bloqué (Groupe BULL, 1986-1992) : du signe, porteur d'apprentissage, au piège de l'habitude et de la représentation-miroir*. ESSEC Business School.

DEMEESTERE, R., LORINO, P. and MOTTIS, N. (1997). *Business Process Management : Case Studies of Different Companies and Hypotheses for Further Research.* ESSEC Business School.

LORINO, P. (1997). *Théorie stratégique : des approches fondées sur les ressources aux approches fondées sur les processus*. ESSEC Business School.

LORINO, P. (1995). *Les deux fonctions du pilotage de l'entreprise : coordination et équilibration*. ESSEC Business School.

LORINO, P. (1995). *Réseaux de construction et de diffusion des connaissances*. ESSEC Business School.

LORINO, P. (1995). *Role of an ABC-ABM Model in Continuous Learning*. ESSEC Business School.

LORINO, P. (1995). *Une lecture de l'interdisciplinarité : le décloisonnement des métiers dans l'entreprise*. ESSEC Business School.

### Press

KERVEILLANT, M. and LORINO, P. (2020). « Pour organiser la France déconfinée, il faut que la société participe massivement à la gestion de crise ». *Le Monde*.

LORINO, P. (2006). Les progiciels de gestion ERP : étouffoirs ou déclencheurs ? *Les Echos*, pp. 10-11.

LORINO, P. (2000). Cohérence : la quête du Graal. *Les Echos*, pp. 10-11.

LORINO, P. (1995). L'entreprise, des individus ou des personnes ? *Alternatives Economiques*, pp. 13.

## OTHER RESEARCH ACTIVITIES

### Editorial Board Membership

| | |
|---|---|
| 2018 | Revue Française de Gestion |
| Since 2018 | Organization Studies |
| Since 2016 | Gérer et Comprendre |
| 2014 - 2016 | Organization Studies |
| 2014 - 2019 | Finance Contrôle Stratégie |
| 2011 - 2016 | Revue Française de Gestion |
| 2011 | Gérer et Comprendre |
| 1999 - 2000 | Accounting Auditing Control |

### Affiliations

| | |
|---|---|
| Since 1950 | Member of "Association Francophone de Comptabilité" Board |

### PhD Supervision

| | |
|---|---|
| 2018 | M. PAILLET (Université Paris X Nanterre), Thesis director |
| 2017 | Marie KERVEILLANT (ESSEC Business School), Thesis director, First Placement: Directrice académique adjointe Management et Gestion des Organisations - ESSEC Executive Education |
| 2010 | Diane-Laure ARJALIÈS de la LANDE (ESSEC Business School), Thesis co-director, First Placement: Assistant Professor - Ivey Business School at Western University |
| 2009 | B. TRICARD (ESSEC Business School), Thesis director |
| 2008 | D. MOUREY (IAE Paris - Sorbonne Business School), Thesis co-director |
| 2007 | Y. HABRAN (Université Paris X Nanterre), Thesis director |
| | F. WEGENER (Delft University of Technology), Thesis co-director |

### Other research activities

| | |
|---|---|
| Since 1950 | Member of the standing group of the “Organizations, Artifacts and Practices” (OAP) international workshop and member of the scientific committee of the 4th Organizations, Artifacts and Practices (OAP) workshop in Rome |

## TEACHING EXPERIENCE

| | |
|---|---|
| 2008 | Epistemology, ESSEC Business School, France |
| 2003 | Organization and dynamics of management techniques, Université Paris X Nanterre, |
| 2001 | Advanced Management Control: Plans, Projects and Time Treatment, ESSEC |
| 1993 | Core Course in Management Control, ESSEC Business School, France |

## PROFESSIONAL ACTIVITIES

### Consulting

| | |
|---|---|
| 2015 | Expertise mission at EDF (Electricité de France) about the needs of competence reinforcement in performance management (first and second level managers) |
| 2015 | Expertise mission at Orange about “Performance management and customer-centred strategy” |
| 2014 - 2015 | Conferences at Orange company about lean management |
| 2011 | Expertise mission for Club Management et Marketing of the Social Housing Union (France) USH about Global Performance Management. |
| 1950 - Present | Design of new control methods and practices for Electricité de France (EDF), France Télécom, Renault, French Railways, Usinor Sacilor, Rockwell, Hydro-Québec. |

### Other professional activities

| | |
|---|---|
| 1984 - 1987 | Member of the Board of Directors : Pechiney, Commissariat à l'Energie Atomique, Banque Worms |
| 1950 - Present | Member of the Scientific board of the Observatoire des Cadres (CFDT trade union) |
| 1950 - Present | Member of Conseil d’Orientation Stratégique des carrières, French Railways (SNCF) |

## SERVICE

| | |
|---|---|
| Since 1950 | Member of the management of the Master Recherche "Gestion et Dynamique des Organisations" Université Paris X - ESSEC - Ecole Polytechnique - Ecole des Mines de Paris - ESCP-EAP. |