

## Curriculum Vitae: dr. Lode De Waele



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### PERSONAL DATA

Nationality: Belgian

Sex: Male

Marital Status: Married

Date of Birth: 18/06/1986

Place of Birth: Borgerhout (Belgium)

Driving licence: A and B

### PERSONAL PROFILE

Dr. Lode De Waele Dr. Lode De Waele earned his PhD from the Faculty of Applied Economics at the University of Antwerp, Belgium, in 2019. Initiating his PhD journey in 2013, he previously served in the public sector in roles such as an accountant, cabinet member, and senior consultant. His research primarily centers on hybridity, performance management, public service motivation, organizational commitment, and integrity.

Between 2018 and 2020, Dr. De Waele mentored postgraduate students in the Master of Public Management program at Antwerp Management School. In 2018, he co-initiated the international CorPuS research project, addressing corruption in the public sector, involving researchers from fourteen countries.

Post-PhD, he held a dual role: a post-doc position at VU Amsterdam and an Advisor on Fiscal Policy at the Federal Parliament of Belgium. By October 2022, after a stint as a lecturer at Tilburg University, Netherlands, he was named Assistant Professor at the Utrecht School of Governance, Netherlands. Here, he oversees and instructs courses like Academic and Professional Skills, Organization Studies, Organizational Behaviour, Behavioural Public Administration, and Strategic HRM.

Currently, Dr. De Waele spearheads a research project on organizational culture, integrity, and performance at Rijksdienst Sociale Zekerheid, Belgium. He also imparts knowledge in Financial Public Management for the executive master's program at KULeuven.

Furthermore, since April, Dr. De Waele has taken on the role of Conference Manager at the International Research Society for Public Management (IRSPM).

Dr. De Waele advocates for a synergy between research, teaching, and professional experience in academia. He is dedicated to producing top-tier publications with findings that resonate with both professionals and students, thereby fostering sustainable networks and ensuring meaningful societal impact.

## EDUCATION

**PhD in Business and Economics (2019)**, University of Antwerp, entitled:

‘Struggling Between Control, Competition, and Collaboration: Concepts of Hybridity and Its Main Conditions and Consequences’.

Many public organizations today are behaving as hybrids in that they are simultaneously combining different governance logics, such as those of Traditional Public Management, New Public Management, or Public Value Governance. In this context, the main aim of the PhD has been to develop a conceptual framework that could be used to determine if a given public organization behaves as a hybrid. In addition, a secondary aim was to gain more insight into the underlying antecedents at both individual and organizational levels that may drive public organizations towards hybridity, with the third and final aim being to determine how hybridity affected organizational performance.

**Master in Applied Economics (2008)**, International Management and Diplomacy, magna cum laude, University of Antwerp.

## EMPLOYMENT

Assistant Professor Organization Studies (100%)	October 2022	Utrecht University
Lecturer and Researcher Organization Studies (100%)	2021-2022	Tilburg University
Lecturer Business and Economics (5%)	2021-present	University of Antwerp
Financial advisor	2020-2021	Federal Parliament of Belgium
Postdoc (20%)	2019-2020	VU Amsterdam
Lecturer (5%)	2018-present	KULeuven
Researcher	2019-2020	Erasmus Hogeschool Brussel
Lecturer at the Management Department of the faculty of Business and Economics	2019	University of Antwerp
Teaching Assistant and PhD candidate at the Management Department of the faculty of Business and Economics	2013-2019	University of Antwerp
Senior Consultant in the Public Services team	2013	Deloitte
Employee in the Finance Cabinet	2012	City of Antwerp
Accountant	2011	Municipality of Wommelgem
Researcher	2009	University of Brussels

Research-intern	2008	United Nations Office (Geneva)
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## PROFESSIONAL MEMBERSHIPS

Member of IRSPM, Euram and the Academy of Management

## LANGUAGE SKILLS

Dutch: Mother tongue

English: Excellent

French: Fair

German: Fair

Mandarin: Equivalent to HSK2

## IT SKILLS

Qualtrics, SPSS, Smart PLS, NVivo, Endnote

## TEACHING STATEMENT

University of Antwerp (Belgium)

### Co-teaching the course: 'International and European Environments' (2018-2019)

This course focuses on the institutional frameworks of organizations such as the EU, WTO, World Bank, and the IMF, with about 450 undergraduate students enrolled. I organized two guest lecturers, prepared the course outline, taught the courses (10x2 hours), and evaluated the students based on MC-questions. The course has been evaluated well by the students.

### Teaching the course 'Introduction to Business Administration' (2021-2022)

This course focuses on the principles of business administration such as foundations of micro and macro-economy, HRM, marketing and cost and management accounting. The course is set-up as a short-track for post-graduate students who already obtained a degree in another study-field. The course has been composed by twelve courses of three hours, including two tutorials. About 300 students are enrolled in this course. The course has been evaluated well by the students.

### Supervising graduate theses (2013-2019)

I supervised about fifteen master's theses, in addition to the supervision of ten postgraduate students enrolled on the Master in Public Management program at the Antwerp Management School. Several of my students won prestigious prizes for their theoretical and empirical contributions.

Katholieke Universiteit Leuven (Belgium)

### Teaching the course: 'Financial Public Management (2023-present)

This course delves into the intricacies of financial management and caters to approximately 15 executive master students. Spanning over a 2.5-day schedule, participants will gain insights into capital management, financial analysis, cost structures, financial reporting, and budgeting.

#### **Teaching the course: ‘Strategic Management in the Pharmaceutical Industry’ (2017-2021)**

This course focuses on strategic management within the pharmaceutical sector, with about 50 postgraduate and doctoral students enrolled. Field trips are organized with the students, in which they visit pharmaceutical companies and, based on the field trips and lectures, they have to develop a strategic written report for a given pharmaceutical company, which they then have to defend orally. The course has been evaluated well by the students.

Tilburg University (the Netherlands)

#### **Teaching the course ‘Financial Management’ (2021-2022)**

Second bachelor students are introduced to basic financial and accounting principles and learn in which ways accounting information is used in order to support organizational decision makers such as (project) managers (management accounting) and external decision makers such as stockholders (financial accounting). An introduction will be given to the different techniques and tools that are used by decision-makers on future (project) investments, such as return on investments and financial leverage/engineering, in order to be able to assess the attractiveness of certain investment opportunities (finance). Students develop the skills to apply the tools and techniques mentioned. The course is composed by eight theoretical lectures of three hours. About 100 students are enrolled in this course. The course has been evaluated well by the students.

#### **Co-teaching the course ‘Introduction to Organization Studies’ (2021-2022)**

This course allows first bachelor to identify the general building blocks of organizations and organizational thinking, which they can internalize and interpret in the context of their studies. The course has been composed by twelve lectures and twelve seminars. During these seminars, students have to prepare a report in which they discuss and compare the main characteristics, structure and environmental features of several companies, operational within a specific industry. I taught theoretical courses and seminars, graded the exam and the reports. About 180 students are enrolled in this course.

#### **Coordinating and co-teaching the course ‘Academic and Professional Skills’ (2021-2022)**

This course introduces students in the scientific processes by explaining the structure of scientific articles, by discussing different ontological and epistemological viewpoints and by analysing principles of philosophy of science. Furthermore, students are prepared for future careers by – amongst others – teaching them professional skills such as presentation-skills and foundations of excel. During this course, students are continuously evaluated by mandatory assignments such as writing an academic paper, preparing a consultancy-report and giving presentations. I am coordinating this course and supervise five student-assistants. About 180 students are enrolled in this course.

#### **Supervising graduate theses (2021-2022)**

I am enrolled in two research circles. The first research circle includes students from the regular master program (about eight students enrolled). The second research circle includes students from the extended master program (about six students enrolled). These students are employed as interns within an organization. Within these organization, the students approach a more practically-oriented challenge from a scientific viewpoint. The research circles are composed by twelve sessions of three hours each time.

## RESEARCH STATEMENT

My main research interests focus on (1) organizational culture, (2) organizational commitment, (3) employee-integrity and (4) the mechanisms of inequality. Methods used are quantitative analyses (mostly regression analyses), case-study research, quasi- experimental research, or systematic literature reviews. At the moment, I am coordinating two main research-projects: CorPuS (Corruption in the Public Sector) and ECICPS (Effects of Culture on Integrity and Commitment among Public Servants).

### CorPuS

In 2018, together with two other colleagues (prof. dr. Arjen van Witteloostuijn and dr. Kristian S. Weissmüller), I founded the CorPuS-project. This project connects twenty researchers in fourteen countries with the aim of advancing theoretical insights about, and collecting evidence into, a few of the main underlying mechanisms of integrity and their interactions at micro, meso, and macro levels of behaviour through conducting rigorous experimental research. The second aim, following recent calls by van Witteloostuijn (2016) and Walker, Lee and James (2017) for more experimental work, is to account for contextual effects by replicating the experimental study within different countries, organizations, and populations. In this regard, the study involves a multi-lab design that requires replication and meta-analysis, employing both methods of agreement and difference. The practical objective of the project is to provide suggestions for public sector managers on ways to prevent corruption, and this state-of-the-art research will result in a series of papers that will have a large impact on the scientific discourse. Participating countries are Austria (Lisa Schmidhuber and Denis Hilgers), Australia (Jeannette Taylor, Jenny Lewis, Catherine Althaus, and Janine O'Flynn), Belgium (Lode De Waele), China (Liang Ma), Germany (Kristina S. Weißmüller), Hong Kong (Richard Walker), Italy (Fabio Monteduro), Norway (Kristoffer Kolltveit), South Korea (King Sangmook and Shim Dong Chul), Spain (Guillem Ripoll Pascual), Switzerland (Adrian Ritz), Taiwan (Mei-Jen Hung and Ming-feng Kuo), the UK (Fabian Homberg) and the US (Robert Christensen). For this project, I developed the different vignettes and codebooks, programmed the survey, developed the publication-strategy and managed the different research-teams. The project has been self-funded and the codebooks have been translated in twelve different languages. The dataset has been collected and analyzed and contains more than 4000 respondents. The outcomes of the project already resulted in five articles that have been either published or under review.

### HIRAM

Since March 2022, I have been overseeing the HIRAM-project, which I initiated in December 2022. In this endeavor, I investigate the influence of organizational culture on the integrity and productivity of public sector employees. We are set to commence data collection in September of this year. We surveyed approximately 350 public servants from the Belgian Social Security Office (RSZ), probing into various factors including culture, dark triad traits, integrity, organizational commitment, leadership, and team dynamics. Our research approach blends traditional survey methods with vignette techniques.

## PUBLICATIONS

### Published

Institutional Logics, Hybridity and Configurations: An Organization Design Perspective on Business Schools.

Published as a peer-reviewed journal article in *Scandinavian Journal of Management* (2023). Sascha Albers, Markus Raueseir, Volker Rundshagen, Johanna Vanderstraeten and Lode De Waele. Research design: Conceptual study. Applied methods: Systematic literature review. Presented at the Academy of Management, 2018. Enrolment: Co-author.

Would You Bribe Your Lecturer? An International Replication Study on Burnout and Corruption in Higher Education.

Published as a peer-reviewed journal article in *Research in Higher Education* (2021). Kristina S. Weißmüller and Lode De Waele. Research design: Quasi-experiment. Applied methods: Regression analysis. Enrolment: Co-author.

Connecting Bribery, Public Service Motivation, and Social Value Orientation: A Multi-Site Experimental Study in Belgium, Germany, and the Netherlands.

Published as a peer-reviewed journal article in *Frontiers in Psychology* (2021). Lode De Waele, Kristina S. Weißmüller and Arjen van Witteloostuijn. Research design: Quasi-experiment. Applied methods: Regression-analysis. Presented at IRSPM 2019. Enrolment: Lead author, in addition to planning and managing the research project.

"A little bit of everything?" Conceptualising performance measurement in hybrid public sector organisations through a literature review.

Published as a peer-reviewed journal article in *Journal of Public Budgeting, Accounting & Financial Management* (2021). Lode De Waele, Tobias Polzer, Liselore Berghman and Arjen van Witteloostuijn. Research design: Conceptual study. Applied methods: Systematic literature review. Presented at IRSPM 2017. Enrolment: Lead author, in addition to planning and managing the research project and recording, analysing, and interpreting the data.

Public Service Motivation and Pro-social Rule-Breaking: An International Vignettes Study in Belgium, Germany and the Netherlands.

Published as a peer-reviewed journal article in *Review of Public Personnel Administration* (2020). Kristina S. Weißmüller, Lode De Waele and Arjen van Witteloostuijn. Research design: Quasi-experiment. Applied methods: Regression analysis. Presented at Euram and the Academy of Management 2018. Enrolment: Co-lead author, in addition to planning and managing the research project, recording, and interpreting the data.

How Public Value Governance Enables Innovation: The Case of a Public Hospital in Portugal.

Published as a peer-reviewed journal article in *International Review of Administrative Sciences* (2020). Sara Melo, Lode De Waele and Tobias Polzer. Research design: Qualitative. Applied methods: Single case-study research. Presented at EGOS and PMRC 2018. Enrolment: Co-lead author, in addition to preparing the theory and discussion-section.

Hybriditeit in Publieke Organisaties: Wat en Waarom?

Published as a peer-reviewed journal article in *Vlaams Tijdschrift voor Overheidsmanagement* (2017), 22(2): 57-74. Lode De Waele and Liselore Berghman.

Over de Bureaucratische Paradox en de Effecten van Public Service Motivation op Corruptie.

Published as a peer-reviewed journal article in *Vlaams Tijdschrift voor Overheidsmanagement* (2019), 24(2): 43-56. Lode De Waele and Kristina S. Weißmüller.

Defining Hybridity and Hybrid Contingencies in Public Organizations: An Alternative Conceptual Model.

Published as a peer-reviewed book chapter in *Contingency, Behavioural and Evolutionary Perspectives on Public and Non-Profit Governance Studies in Public and Non-Profit Governance* (2015), Volume 4, 113-154,

Emerald. Lode De Waele, Liselore Berghman and Paul Matthyssens. Research design: Conceptual study. Applied methods: Systematic literature review. Enrolment: Lead author, in addition to planning and managing the research project and recording, analysing, and interpreting the data.

## In progress

PRO-SOCIAL RULE-BREAKING: Experimental evidence on the role of harm awareness and professional socialization on affect-based client discrimination from 12 countries

Expected time of submission: December 2022. To: *Nature Humanities and Social Sciences*. Kristina S. Weißmüller, Lode De Waele and Arjen van Witteloostuijn. Research design: Quasi-experiment. Applied methods: Multi-level analysis. Enrolment: Co-lead author, in addition to planning and managing the research project.

Civil Servants' Corruptibility in Sectoral Contexts: Experimental Evidence on the Moderating Effect of PSM on Bribery from Hong Kong, Switzerland, Taiwan, and the United States

Expected time of submission: December 2022. To: *Public Management Review*. Kristina S. Weißmüller, Lode De Waele, Arjen van Witteloostuijn, Adrian Ritz, Robert K. Christensen, Tsai-Tsu Su, Richard Walker. Research design: Quasi-experiment. Applied methods: Multi-level analysis. Enrolment: Co-lead author, in addition to planning and managing the research project.

The Moderating Role of Dark Triad Characteristic Traits between Motivational Antecedents and Organizational Commitment: Evidence from a Quasi-experiment among Private Sector Employees

Expected time of submission: December 2022. To: *Journal of Applied Psychology*. Lode De Waele, Lisa Schmidhuber, Eleonore Smalle and Tobias Polzer. Research design: Quasi-experiment. Applied methods: Multi-level analysis. Enrolment: Lead-author, in addition to planning and managing the research project and recording, analysing, and interpreting the data. This paper has been nominated for best paper at the Academy of Management conference (2022) and has been published in the AoM proceedings.

REGIMES OF RULE BREAKING – A 14-country experimental study on politico-administrative traditions and client discrimination in bureaucracies.

Expected time of submission: December 2022. To: *Public Administration Review*. Lode De Waele, Kristina S. Weißmüller and Arjen van Witteloostuijn. Research design: Quasi-experiment. Applied methods: Multi-level analysis. Enrolment: Lead-author, in addition to planning and managing the research project.

How Organizational Change Induces Hybridity: A Case Study Among Local Governments in Belgium.

Expected time of submission: April 2023. To: *Organization Studies*. Lode De Waele, Joris Voets and Arjen van Witteloostuijn. Research design: Qualitative. Applied methods: Multi case study-research. Presented at IRSPM 2019. Enrolment: Lead author, in addition to planning and managing the research project and recording, analysing, and interpreting the data.

## ADMINISTRATION AND OTHER ATTESTATIONS

- Successfully obtained the attestation to become a teaching assistant
- Currently enrolled to obtain the attestation to become a lecturer
- Followed a doctoral course at the University of Maastricht (the Netherlands), specialized in quantitative research (MLA, SEM, PLS, time-series, network analysis)

- Followed a doctoral course, specialized in qualitative research, hosted by EIASM
- Received the attestation of academic writing
- Founded and chaired the pluralistic political umbrella organization Spectrum at the University
- Basic University Teaching Qualification (BKO) will be finished in August 2022

## ACADEMIC AWARDS

**Best Paper Award at the Euram Conference, 2018:** The Paradox of Public Bureaucracies: Discriminatory Bureaucrats in Non-Discriminatory Bureaucracies.

**Nominated for the Best Paper Award at the Academy of Management Conference, 2022:** The Moderating Role of Dark Triad Characteristic Traits between Motivational Antecedents and Organizational Commitment: Evidence from a Quasi-experiment among Private Sector Employees.

## REFEREES (Reference letters available upon request)

Name	Enrolment	Institution	Contact
Arjen van Witteloostuijn	Dean of the School of Business and Economics	VU Amsterdam	a.van.witteloostuijn@vu.nl
Tom Christensen	Professor	University of Oslo	tom.christensen@stv.uio.no
Jeannette Taylor	Associate Professor	University of Western Australia	jeannette.taylor@uwa.edu.au
Janine O'Flynn	Professor	University of Melbourne	janine.oflynn@unimelb.edu.au
Richard Walker	Professor	City U Hong Kong	rmwalker@cityu.edu.hk
Sangmook Kim	Professor	Seoul National University of Technology	smook@seoultech.ac.kr