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**Full name** Pascale Marie Le Blanc

**Title** Prof. Dr.

**Date of birth** September 13, 1966

**Place of birth** ‘s-Hertogenbosch, the Netherlands

**Nationality** Dutch

**Gender** Female

 **Languages** Dutch: excellent (native)

English: very good

 German: good

 Spanish: good

 French: reasonable

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**Profile**

*I am a Full Professor of Workplace innovation and Sustainable Employability at the Human Performance Management (HPM) group at Eindhoven University of Technology in the Netherlands. The overarching theme of my research and teaching is the sustainable functioning of organizations and their employees, with a specific interest in the management of change and adaptation processes on the individual, team, and organizational level. I have published many papers and book-chapters on these and related topics, amongst others in top-tier journals like Journal of Applied Psychology, Journal of Occupational Health Psychology, Journal of Vocational Behavior, and European Journal of Work and Organizational Psychology. Currently, my research particularly focuses on identifying social/human factors that play a key role in the implementation and adoption of new (smart) technologies (e.g., AI and robotics) that increasingly impact on many aspects of our work and private lives, and on designing and evaluating interventions to support individuals and (work) teams in adapting to these and other contemporary changes.*

**WWW** *https://www.tue.nl/en/research/researchers/pascale-le-blanc/*

*www.pascaleleblanc.nl*

**Training and professional career path**

# September 2011 – present

# Eindhoven University of Technology

# April 2020 – present

# Full Professor in Workplace Innovation and Sustainable Employability

# Faculty of Industrial Engineering & Innovation Sciences, Human Performance Management Group

# September 2011 – March 2020

# Associate Professor in Work and Organizational Psychology

# Faculty of Industrial Engineering & Innovation Sciences, Human Performance Management Group

# December 2015 – Present

**Stockholm University**, **Affiliate Researcher**

Faculty of Psychology

# January 1998 – August 2011

**Utrecht University**

# January 1998 – August 2011

**Assistant Professor in Work and Organizational Psychology**

Faculty of Social Sciences, Department of Social and Organizational Psychology

# January 2006 – December 2011

**University Jaume I (Castellón de la Plana, Spain)**, **Visiting Professor**

Department of Work and Organizational Psychology

# January 2000 – December 2008

**Deputy Director of the interuniversity Research Institute for Psychology & Health (P&H)**

# January 1995 – December 2010

**Post-doc Researcher**

Faculty of Social Sciences, Department of Social and Organizational Psychology

Projects: *Burnout in Cancer Care*, funded by the Dutch Cancer Society / Stichting KWF

*EURICUS-I:* *The effect of organization and management on the effectiveness and efficiency of Intensive Care Units in the countries of the European Community,* funded by EU-Biomed research program

# January 1994 – December 1996

**Netherlands School of Public Health, Course coordinator Occupational Health Psychology**

# January 1990 – December 1994

**PhD Candidate**

Thesis: *Leader’s support: A study on the Leader-Member Exchange (LMX) model among nurses*

*Promotor: prof. dr. P. Schnabel; co-promotores: dr. R. de Jong & dr. J. Geersing (University of Twente).*

 *Defended on 28-10-1994*

# April 1989 – December 1989

**Tilburg University, Researcher**

Project: *Healthier working at Brabantia Nederland*

# 1984 – 1989

**Tilburg University, Doctorandus (comparable to Master) in Health Psychology (with honors)**

Project: *Job stress at Brabantia Nederland*

 *Supervisors: prof. dr. S. Maes & dr. T. van Elderen-van Kemenade*

# 1988

**Maasland Hospital (Sittard, the Netherlands), Intern**

Department of Clinical Psychology

*Supervisor: drs. J. de Bruin*

# 1982 ‐ 1988

**Dr, Mollercollege (Waalwijk, the Netherlands), Gymnasium Beta (cum laude)**

**Qualifications and Certificates**

# Qualifications

* Licensed Work and Organizational Psychologist, registered by NIP – Dutch Psychological Association (2013)

# Certificates

* Leadership for women in leading positions – Asscher / Van Iren Consultancy (2015-2016)
* Academic leadership for associate professors, TU/e / GITP (2012-2013)
* Masterclass university teaching in English, UU (2009)
* University teaching qualification (Basiskwalificatie Onderwijs, BKO), UU (1999)
* Courses on various topics related to my professional training, e.g. Writing academic English, Presentation skills (1994-1995), Human Resources Management (1994), Advanced statistics (multivariate analysis, structural equation modeling and multilevel analysis; 2004-2005), Intervention Mapping (2007)

**Publications**

# PhD-thesis

* Le Blanc, P.M. (1994) *Leader’s support: A study on the Leader-Member Exchange (LMX) model among nurses.* Amsterdam: Thesis Publishers.

# Supervised and defended PhD-theses

* **Jennifer van den Berg**, 2nd promotor (1st promotor prof. A.G.L. Romme). Eindhoven University of Technology, Faculty of Industrial Engineering and Innovation Sciences, *‘The drivers of (inter)organizational resilience’* (thesis defended 12 November 2021).
* **Jan van de Poll** (external PhD-student), co-promotor (promotor prof. J. de Jonge), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Ambition patterns in strategic decision making’* (thesis defended 10 September 2018).
* **Inge Hulshof**, 2nd promotor (1st promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences*, ‘Let’s go to work: the role of crafting in the process of finding a job’* (thesis defended on 28 June 2018).
* **Eva Carlotta Nylén**, co-promotor (1st promotor prof. M. Sverke), Stockholm University (Sweden), Department of Psychology, *‘Leadership, work commitment and work environment: Intervention study for organizational and workplace improvements’* (thesis defended on 6 October 2017).
* **Haijiang Wang**, co-promotor (1st promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Leadership, job crafting, and work outcomes: How leaders cultivate successful job crafters’* (thesis defended 21 February 2017).
* **Hedy Acosta Antognoni**, co-promotor (promotor prof. M. Salanova), Universitat Jaume I, Castellon de la Plana (Spain), Department of Work and Organizational Psychology, *‘Organizational practices, organizational trust and performance in Small and Medium Enterprises’* (thesis defended 23 June 2017).
* **Heather Gordon**, co-promotor (promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Craft your job: Improving well-being, decision making and performance in health care’* (thesis defended on 9 June 2015).
* **Else Ouweneel**, co-promotor (promotor prof. W. Schaufeli), Utrecht University, Department of Social and Organizational Psychology, *‘Building towards engagement: an individual perspective’* (thesis defended on 15 June 2012).

# Articles under review at international peer-reviewed academic journals

* Berg, J. van den, Alblas, A., Le Blanc, P.M. & Romme, G. (in press). How structural empowerment boosts organizational resilience: A case study in the Dutch home care industry. *Organization Studies.*
* Berg, J. van den, Alblas, A., Le Blanc, P.M. & Romme, G. (revise and resubmit). Designing for resilience: How inter-organizational collaborations anticipate, adapt and thrive during a pandemic.
* Wang, H.J., Demerouti, E., Le Blanc, P.M., Li, J. & Bauer, T. (revise and resubmit). Creative newcomers: A model of individualized newcomer adjustment during socialization. *Journal of Management.*
* Wang, H.J., Demerouti, E., Le Blanc, P.M., Bakker, A.B., & Jiang, F. (revise and resubmit). A dual process model of leader proactive personality and follower daily job crafting. *Human Relations.*
* Berkers, H.A., Le Blanc, P.M. & Rispens, S. (minor revision). The role of robotization in work design: A comparative case study among logistic warehouses. *The International Journal of Human Resource Management.*
* Hosseini, Z., Nyholm, S.R., Le Blanc, P.M., Preenen, P & Demerouti, E. (under review). An ethical framework for evaluating experimental technologies in workplace settings. *Philosophy & Technology.*
* Smids, J., Berkers, H.A., Le Blanc, P.M., Rispens, S. & Nyholm, S.R. (under review). Technology and the ethics of meaningful work: The case of logistic warehouses. *Journal of Business Ethics.*

# Articles published in international peer-reviewed academic journals

* Nuijten, R.C.Y., Van Gorp, P.M.E., Hietbrink, J., Le Blanc, P.M., Kemperman, A.D.A.M., Van den Berg, P.E.W., Simons, M. (2022). Pilot evaluation of the impact of lottery-based incentives on engagement levels of Male Low SES Vocational Students with an mHealth App. *Frontiers in Digital Health, vol 3,* article #748588, *https://doi.org/10.3389/fdgth.2021.748588*
* Nuijten, R.C.Y., Van Gorp, P.M.E., Khanshan, A., Le Blanc, P.M., Kemperman, A.D.A.M., Van den Berg, P.E.W. & Simons, M. (2021) Health promotion through monetary incentives: Evaluating the impact of different reinforcement schedules on engagement levels with a mHealth app. *Electronics, vol. 10, no. 23*, p. 2935.
* Nuijten, R. C. Y., Van Gorp, P., Borghouts, T., Le Blanc, P. M., van den Berg, P. E. W., Kemperman, A. D. A. M., Hadian Haghighi, E., & Simons, M. (2021). Preadolescent students' engagement with an mHealth intervention fostering social comparison for health behavior change: Crossover experimental study. *Journal of Medical Internet Research, 23(7),* [e21202].
* Najafi, P., Mohammadi, M., Le Blanc, P. M., & van Wesemael, P. J. V. (2021). Experimenting a healthy ageing community in immersive virtual reality environment: The case of world’s longest-lived populations. *In: The 17th International Conference on Intelligent Environments (IE2021) [9486595] Institute of Electrical and Electronics Engineers.*
* Aussems, R., Appel-Meulenbroek, R., Le Blanc, P.M. & Van der Voordt, T. (2020). Impact of activity-based workplaces on burnout and engagement. *Journal of Corporate Real Estate, 22,* 279-296.
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2020). A Job Search Demands-Resources intervention among the unemployed: Effects on well-being, job search behavior and reemployment chances. *Journal of Occupational Health Psychology, 25,* 17-31*.*
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2020). Reemployment crafting: Proactively shaping one's job search. *Journal of Applied Psychology, 105,* 58-79*.*
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2020). Providing services during times of change: Can employees maintain their levels of empowerment, work engagement and service quality through a job crafting intervention? *Frontiers in Psychology, 11,* Article 87. <https://doi.org/10.3389/fpsyg.2020.00087>
* Le Blanc, P.M., Gonzalez-Romá, V. & Wang, H.J. (2020). Charismatic leadership and work team innovative behavior: the role of team task interdependence and team potency. *Journal of Business and Psychology, 36,* 333-346.
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2019). Day-level job crafting and service-oriented task performance: The mediating role of meaningful work and work engagement. *Career Development International, 25,* 355-371.
* Le Blanc, P.M., Peeters, M.C.W., Van der Heijden, B.I.J.M. & Van Zyl, L.E. (2019). To leave or not to leave? A multi-sample study on individual, job-related, and organizational antecedents of employability and retirement intentions*. Frontiers in Psychology, 10*, Article 2057. https://doi.org/10.3389/fpsyg.2019.02057
* Wang, H., Le Blanc, P.M., Demerouti, E., Lu, C. & Jiang, L. (2019). A social identity perspective on the association between Leader-member Exchange and job insecurity. *European Journal of Work and Organizational Psychology, 28,* 800-809*.* https://doi.org/10.1080/1359432X.2019.1653853
* Nylén, E.C., Lindfors, P., Le Blanc, P.M. & Sverke, M. (2019). Do personal resources matter beyond job demands and job resources? Main and interaction effects on health-related outcomes among women working within the welfare sector. *Work: A Journal of Prevention, Assessment, and Rehabilitation****,*** *64,*1-15.
* Gonzalez-Romá, V. & Le Blanc, P.M. (2019). The influence of Leader-Member Exchange differentiation on work unit commitment: The mediating role of support climate. *Psychologica, 62,* 81-100.
* Van der Heijden, B., Le Blanc, P.M., Hernandez, A., Gonzalez-Romá, V., Yeves, J. & Gamboa, J. (2019). The importance of horizontal fit of university student jobs for future job quality. *Career Development International, 24,* 239-256.
* Nuijten, R., Kaymak, U., Van Gorp, P., Simons, M., van den Berg, P. & Le Blanc, P. (2019). Fuzzy modeling to ‘understand’ personal preferences of mHealth users: a case study. *Conference of the International Fuzzy Systems Association and the European Society for Fuzzy Logic and Technology (EUSFLAT 2019).* Atlantis Press, Vol. 1
* Van der Heijden, B.I.J.M., Peeters, M.C.W., Le Blanc, P.M. & Van Breukelen, J.W.M. (2018). Job characteristics and experience as predictors of occupational turnover intention and occupational turnover in the European nursing sector. *Journal of Vocational Behavior, 108,* 108-120.
* Wang, H., Demerouti, E., Le Blanc, P.M. & Lu, C. (2018). Crafting a job in ‘tough times’: When being proactive is related to work attachment. *Journal of Occupational and Organizational Psychology, 91,* 569-590.
* Gordon, H.J., Demerouti, E., Le Blanc, P.M., Bakker, A.B., Bipp, T., & Verhagen, M.A. (2018). Individual job redesign: Job crafting interventions in health care. *Journal of Vocational Behavior, 104,* 98-114.
* Nylén, E.C., Lindfors, P., Le Blanc, P.M., Aronsson, G. & Sverke, M. (2017). Can a managerial intervention focusing on job demands, job resources, and personal resources improve the work situation of employees? *Nordic Psychology, 20*, 1-19.
* Le Blanc, P.M., Van der Heijden, B.I.J.M. & Van Vuuren, T. (2017). I will survive: A construct validation study on the measurement of sustainable employability using different age conceptualizations. *Frontiers in Psychology, 8,* Article 1690.
* Wang, H., Demerouti, E., & Le Blanc, P. M. (2017). Transformational leadership, adaptability, and job crafting: the moderating role of organizational identification. *Journal of Vocational Behavior, 100,* 185-195.
* Le Blanc, P.M. & Oerlemans, W.G.M. (2016). Amplition in the workplace: Building a sustainable workforce through individual positive psychological interventions. *Papeles de Psicologo, 37,* 3-13.
* Gordon, H.J., Demerouti, E., Le Blanc, P.M. & Bipp, T. (2015). Job crafting and performance of Dutch and American Health Care professionals. *Journal of Personnel Psychology, 14,* 192-202.
* Gordon, H.J., Demerouti, E., Bipp, T & Le Blanc, P.M. (2015). The Job Demands and Resources Decision Making (JD-R-DM) Model. *European Journal of Work and Organizational Psychology, 24,* 44-58.
* Vera, M., Le Blanc, P.M., Salanova, M. & Taris, T.W. (2014). Patterns of engagement: the Relationship between Efficacy Beliefs and Task Engagement at the Individual vs. the Collective Level. *Journal of Applied Social Psychology, 44*, 133-144.
* Ouweneel, E., Le Blanc, P.M., & Schaufeli, W.B. (2013). On being grateful and kind: Results of two randomized controlled trials on positive emotions, negative emotions, and study engagement. *Journal of Psychology: Interdisciplinary and Applied, 148, 37-60.*
* Ouweneel, A.P.E., Schaufeli, W.B. & Le Blanc, P.M. (2013). Believe, and you will achieve: Changes over time in self-efficacy, engagement, and performance. *Applied Psychology: Health and Well Being, 5,* 225-247.
* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2013). Do it yourself: An online positive psychology intervention to promote positive emotions, self-efficacy, and engagement at work. *Career Development International, 18,* 173-195.
* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2012). Don’t leave your heart at home: Gain cycles of positive emotions, resources, and engagement at work. *Career Development International, 17,* 537-556*.* ***Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2013***
* Ouweneel, A.P.E., Le Blanc, P.M., Schaufeli, W.B. & Van Wijhe, C.I. (2012). Good morning, good day: A diary study on positive emotions, hope, and work engagement. *Human Relations, 65,* 1129-1154.
* Le Blanc, P.M. & González-Romá, V. (2012). A team-level investigation of the relationship between LMX-differentiation, and commitment and performance. *The Leadership Quarterly. 23,* 534-544.
* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2011). Flourishing students: A longitudinal study on positive emotions, personal resources, and study engagement. *The Journal of Positive Psychology, 6,* 142-153.
* Brenninkmeijer, V., Demerouti, E., Le Blanc, P.M., Van Emmerik, IJ. H. (2010). Regulatory focus at work: The moderating role of regulatory focus in the Job Demands-Resources model. *Career Development International, 15,* 708-728.
* Le Blanc, P.M., Schaufeli, W.B., Salanova, M., Llorens, S. & Nap, R.E. (2010). Efficacy beliefs predict collaborative practice among Intensive Care Unit (ICU) nurses. *Journal of Advanced Nursing, 66,* 583-594.
* Demerouti, E., Le Blanc, P.M., Bakker, A.B., Schaufeli, W.B. & Hox, J.J. (2009). Present but sick : a three-wave study on job demands, presenteeism, and burnout. *Career Development International, 14,* 50-68.
* De Jonge, J., Le Blanc, P.M., Peeters, M.C.W. & Noordam, H. (2008). Emotional job demands and the role of matching job resources: a cross-sectional survey study among health-care workers. *International Journal of Nursing Studies, 45*, 1460-1469.
* Le Blanc, P.M., Hox, J.J., Schaufeli, W.B., Taris, T.W. & Peeters, M.C.W. (2007). ‘Take Care!’ The evaluation of a team-based burnout intervention program for oncology care providers. *Journal of Applied Psychology, 92*, 213-227.
* Van Breukelen, W., Schyns, B. & Le Blanc, P. M. (2006). Leader-member exchange theory and research: accomplishments and future challenges. *Leadership, 2,* 295-316.
* Taris, T.W., Le Blanc, P.M., Schaufeli, W.B & Schreurs, P.J.G. (2005). Are there causal relationships between the dimensions of the Maslach Burnout Inventory? A review and two longitudinal tests. *Work & Stress, 19,* 238-255.
* Bakker, A.B., Le Blanc, P.M. & Schaufeli, W.B. (2005). Burnout contagion among ICU-nurses. *Journal of Advanced Nursing, 51,* 276-287.
* Van Dierendonck, D., Le Blanc, P.M. & Van Breukelen, W. (2002). Supervisory behavior, reciprocity, and subordinate absenteeism. *Leadership & Organization Development Journal, 23,* 84-92.
* Le Blanc, P.M., De Jonge, J., De Rijk, A.E. & Schaufeli, W.B. (2001). Well-being of intensive care nurses (WEBIC): a job analytic approach. *Journal of Advanced Nursing, 36,* 460-470.
* Taris, T.W., Peeters, M.C.W., Le Blanc, P.M., Schreurs, P.J.G. & Schaufeli, W.B. (2001). From inequity to burnout: the role of job stress. *Journal of Occupational Health Psychology, 6,* 303-323.
* Le Blanc, P.M., Bakker, A.B., Peeters, M.C.W., Van Heesch, N.C.A. & Schaufeli, W.B. (2001). Emotional job demands and burnout among oncology care providers. *Anxiety, Stress, and Coping, 14,* 243-263.
* Peeters. M.C.W. & Le Blanc, P.M. (2001). Towards a match between job demands and sources of social support: a study among oncology care providers. *European Journal of Work and Organizational Psychology, 10,* 53-72.
* De Jonge, J., Dollard, M.F., Dormann, C. & Le Blanc, P.M. (2000). The job demand-control model: specific demands, specific control, and well-defined groups. *International Journal of Stress Management, 7,* 269-287.
* De Rijk, A.E., Le Blanc, P.M., Schaufeli, W.B. & De Jonge, J. (1998). Active coping and need for control as moderators of the job demand-control model: effects on burnout. *Journal of Occupational and Organizational Psychology, 71,* 1-18.
* Keijsers, G.J., Schaufeli, W.B., Le Blanc, P.M., Zwerts, C. & Reis Miranda, D. (1996). Performance and burnout in Intensive Care Units. *Work and Stress, 9,* 513 527.
* Le Blanc, P.M., Geersing, J. , Furda, J. & Jong, R.D. de (1993). Leader-Member Exchanges: distinction between two factors. *The European Work and Organizational Psychologist, 3,* 297-309.

# Articles published in national (Dutch) peer-reviewed academic journals

* Berkers, H.A., Smids, J., Nyholm, S.R. & Le Blanc, P.M. (2020). Robotisering en betekenisvol werk in distributiecentra: bedreigingen en kansen {Robotization and meaningful work in logistic warehouses: threats and opportunities]. *Gedrag & Organisatie, 4,* 324-347.
* Ouweneel, E., Van Wijhe, C., Schaufeli, W., Le Blanc , P. & Peeters, M. (2012). Op zoek naar verschillen tussen werkverslaving en bevlogenheid. *Tijdschrift voor Arbeidsvraagstukken, 28,* 434-451.
* Vink, J., Ouweneel, A.P.E. & Le Blanc, P.M. (2011). Psychologische energiebronnen voor bevlogen werknemers: Psychologisch kapitaal in het Job Demands-Resources Model. *Gedrag & Organisatie, 24,* 101-121.
* Stringer, S., Ouweneel, A.P.E., Le Blanc, P.M., Cheriakova, A. & Smulders, J. (2009). Emotionele arbeid en psychologisch welzijn van docenten [Emotional labour and well-being of teachers]. *Gedrag & Organisatie, 22,* 251-268.
* Ouweneel, A.P.E., Schaufeli, W.B. & Le Blanc, P.M. (2009). Van preventie naar amplitie: interventies voor optimaal functioneren [From prevention to amplition: Interventions to optimize employee functioning]. *Gedrag & Organisatie, 22*, 118-135.
* De Bruin, R., van Boxmeer, F., Verwijs, C. & Le Blanc, P.M. (2007). Het DISC-model nader onderzocht: resultaten van een Internet-studie in verschillende beroepsgroepen [Further investigation of the DISC-model: results of an Internet study among various occupational groups]. *Gedrag & Organisatie, 20,* 238-259.
* De Jonge, J. Peeters, M.C.W. & Le Blanc, P.M. (2006). Emotionele arbeid en positieve werkuitkomsten: de rol van specifieke hulpbronnen in het werk [Emotion work and positive work outcomes: The role of specific job resources]. *Gedrag en Organisatie, 19,* 345-367.
* Schaufeli, W.B., Taris, T., Le Blanc, P.M., Peeters, M.C.W., Bakker, A.B. & De Jonge, J. (2001). Maakt arbeid gezond? Op zoek naar de bevlogen werknemer [In search of the engaged employee]. *De Psycholoog, 36,* 422-428.
* De Jonge, J., Le Blanc, P.M., Schaufeli, W.B. & Van der Linden, S. (1998). Verandering in werkkenmerken in relatie tot verandering in burnout en arbeidstevredenheid [The relationship between changes in job characteristics and changes in burnout and job satisfaction]. *Gedrag en Organisatie, 11*, 121-134.
* Zwerts, C., Schaufeli, W.B., Keijsers, G., Le Blanc, P.M. & Reis-Miranda, D. (1995). Burnout en prestatie in Intensive Care Units [Burnout and performance in Intensive Care Units]. *Tijdschrift Sociale Gezondheidszorg, 73,* 382-389.
* Furda, J., Jonge, J. de, Le Blanc, P.M., Meijman, T., Schreurs, P.J.G. & Scheenen, J. (1994). Het demand-control-support model in relatie tot gezondheidsklachten en herstelklachten: een longitudinale studie [The Demand-Control Support model in relation to health complaints and recovery complaints: a longitudinal study]. *Gedrag en Organisatie, 4,* 225-238.

**Contributions to refereed conferences**

* Shahrestani, A., Van Gorp, P. M. E., Le Blanc, P. M., Greidanus, F., de Groot, K., & Leermakers, J. (2017). Unified health gamification can significantly improve well-being in corporate environments. In *2017 39th Annual International Conference of the IEEE Engineering in Medicine and Biology Society (EMBC), 11-15 July 2017, Jeju Island, South Korea* (pp. 4507-4511). Piscataway: Institute of Electrical and Electronics Engineers (IEEE). DOI: 10.1109/EMBC.2017.8037858

# Books

* Le Blanc, P.M., Peeters, M.C.W., Büssing, A. & Schaufeli, W.B. (Eds) (1999). *Organizational psychology and health care: European contributions.* München: Rainer Hampp Verlag.

# Book chapters published

* Schaufeli, W.B. & Le Blanc, P.M. (2020). Theoretische modellen over werkstress [Theoretical models of job stress]. In: W.B. Schaufeli, & A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 4e editie* (pp, 25-48). Houten: Bohn Stafleu Van Loghum.
* Steensma, H., Le Blanc, P.M. & De Ridder, D.T.D. (2020). Interventieonderzoek in organisaties [Intervention research in organizations]. In: W.B. Schaufeli, & A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 4e editie* (pp. 235-255)*.* Houten: Bohn Stafleu Van Loghum.
* Daniels, K. & Le Blanc, P.M. (2019). Continuity and change in job design research. In: T. Taris, M. Peeters & H. De Witte (Eds), *The fun and frustration of modern working life: Contributions from an Occupational Health Psychology perspective. Festschrift for Prof. dr. Wilmar Schaufeli.* Antwerpen: Pelckmans Pro.
* Appel - Meulenbroek, H. A. J. A., Le Blanc, P. M., & de Kort, Y. A. W. (2019). Person-Environment fit: optimizing the physical work environment. In: R. Ayoko & N. Ashkanasy (Eds), *Organizational behaviour and the built environment.* Routledge/Taylor & Francis.
* Le Blanc, P.M., Demerouti, E. & Bakker, A.B. (2017). How can I shape my job to suit me better? Job crafting for sustainable employees and organizations. In: N. Chmiel, F. Fraccarolli & M. Sverke (Eds), *An introduction to work and organizational psychology, 3rd edition* (pp. 48-63). New York: Wiley.
* De Jonge, J., Le Blanc, P.M. & Schaufeli, W.B. (2013). Psychosociale stress theorieën [Psychosocial models of job stress]. In: W.B. Schaufeli, &A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 3e editie* (pp. 23-46). Houten: Bohn Stafleu Van Loghum.
* Steensma, H., Le Blanc, P.M. & De Ridder, D.T.D. (2013). Interventieonderzoek in organisaties [Intervention research in organizations]. In: W.B. Schaufeli & A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 3e editie (*pp. 213-234). Houten: Bohn Stafleu van Loghum.
* Dollard, M., Le Blanc, P.M. & Cotton, S.J. (2008). Participatory Action Research as Work stress intervention. In: K. Näswall, J. Hellgren & M. Sverke (Eds)., *The individual in the changing working life* (pp. 353-379). Cambridge: Cambridge University Press.
* Le Blanc, P.M., De Jonge, J. & Schaufeli, W.B. (2008). Job stress and occupational health. In: N. Chmiel (ed.), *An introduction to work and organizational psychology: a European perspective*, *2nd revised edition* (pp. 119-147). Oxford: Blackwell.
* Le Blanc, P.M. & Schaufeli, W.B. (2008). Burnout interventions: an overview and illustration. In: J.R.B. Halbesleben (Ed.), *Handbook of Stress and burnout in health care* (pp. 201-215). Hauppauge (NY): Nova Science Publishers Inc.
* Le Blanc, P.M. (2007). Take Care! Un programa participativo de intervención en burnout [Take Care! A participative burnout intervention program]. In: M. Salanova, E. Cifre, I. Martinez & S. Llorens (Eds), *Caso a caso en la prevención de riesgos psicosociales* (pp. 131-144). Bilbao: Lettera Publicaciones.
* De Jonge, J., Le Blanc, P.M. & Schaufeli, W.B. (2007). Psychosociale theorieën over werkstress [Psychosocial models of job stress]. In: W.B. Schaufeli & A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 2e editie* (pp. 25-49)*.* Houten: Bohn Stafleu Van Loghum.
* Steensma, H., Le Blanc, P.M. & De Ridder, D.T.D. (2007). Interventieonderzoek [Intervention research]. In: W.B. Schaufeli & A.B. Bakker (Eds.), *De psychologie van arbeid en gezondheid, 2e editie* (pp. 241-264)*.* Houten: Bohn Stafleu van Loghum.
* Le Blanc, P.M. & Schaufeli, W.B. (2003). Burnout among oncology care providers. In: M.F. Dollard, H.R. Winefield & A.H. Winefield (Eds.), *Occupational stress in the service professions* (pp. 143-168). London: Taylor & Francis.
* Le Blanc, P.M. & Peeters, M.C.W. (2003). Towards a group and organization oriented approach to stress management in health care. In: J. Hellgren, K. Näswall, M. Sverke, & M. Söderfeldt (Eds.). *New organizational challenges for human service work* (pp. 207-225)*.* Munich: Rainer Hampp Verlag.
* De Jonge, J., Le Blanc, P.M. & Schaufeli, W.B. (2003) Psychosociale stress theorieën [Psychosocial models of job stress]. In: W.B. Schaufeli, A.B. Bakker & J. de Jonge (Eds.), *De psychologie van arbeid en gezondheid* (pp. 41-62). Houten: Bohn Stafleu Van Loghum.
* Steensma, H., Le Blanc, P.M. & De Ridder, D.T.D. (2003) Interventieonderzoek [Intervention research]. In: W.B. Schaufeli, A.B. Bakker & J. de Jonge (Eds.), *De psychologie van arbeid en gezondheid* (pp. 241-264). Houten: Bohn Stafleu van Loghum.
* Le Blanc, P.M., De Jonge, J. & Schaufeli, W.B. (1999). Job stress and health. In: N. Chmiel (ed.), *An introduction to work and organizational psychology: a European perspective* (pp. 148-177). Oxford: Blackwell.
* Schaufeli, W.B. & Le Blanc, P.M. (1998). Personnel. In: D. Reis-Miranda, D.W. Ryan, W.B. Schaufeli & V. Fidler (eds.), *Organization and Management of Intensive Care: a prospective study in 12 European countries* (pp. 169-207). Heidelberg: Springer Verlag.

# Articles published in professional journals

* Le Blanc, P.M., Loo, M., Janssen, S. (2013). *Dossier Sociale Innovatie [Dossier Social Innovation].* Link: <http://www.arbokennisnet.nl/kennisdossier_sociale_innovatie.html>
* Wild, U., Ouweneel, A.P.E., Schaufeli, W.B. & Le Blanc, P.M. (2012). Bevlogen aan het werk: Een e-training [Engaged at work: An e-training]. In: Jonge, J. de, Peeters, M.C.W., Sjollema, S., & Zeeuw, H. de (Red.). *Scherp in Werk: Vijf routes naar optimale inzetbaarheid* (pp. 76-97).NSvP, Assen: Van Gorcum.
* De Geus, A.C., van Son, A.M., Le Blanc, P.M. & Schaufeli, W.B. (2000). *Take Care ! Een teamgerichte interventie ter bevordering van welzijn op het werk [Take Care! A team-based intervention to enhance work-related well-being]*. Houten: Bohn Stafleu van Loghum.
* Le Blanc, P.M., Schaufeli, W.B. & Heesch, N.C.A. van (1999). Burnout in de oncologie: resultaten van een landelijk onderzoek [Burnout in oncology: Results of a national study]**.** *Medisch Contact, 54*, 24-26.
* Le Blanc, P.M., Schaufeli, W.B. & Heesch, N.C.A. van (1998). Burnout bij radiotherapeutisch laboranten: resultaten van een landelijk onderzoek [Burnout among radiotherapy assistants: Results of a national study]. *Gamma, 48, 243-247.*
* Le Blanc, P.M., Schaufeli, W.B. & Heesch, N.C.A. van (1998). Burnout bij oncologie verpleegkundigen: resultaten van een landelijk onderzoek [Burnout among oncology nurses: Results of a national study].*Oncologica, 15,* 9-12.
* Le Blanc, P.M. & Schaufeli, W.B. (1997). Burnout in de oncologische zorg [Burnout among oncology care providers]. *Nederlands Tijdschrift voor Obstetrie en Gynaecologie, 110,* 240-241.
* Le Blanc, P.M. & Schaufeli, W.B. (1996). Burnout bij IC-verpleegkundigen: een kwestie van balans [Burnout among Intensive Care nurses: an issue of balance]. In: J. Bakker, B. de Lange & J.H. Rommes (eds.), *Intensive Care Capita Selecta 1996.* Utrecht: Stichting Venti Care.
* Le Blanc, P.M., Jong, R.D. de & Geersing, J. (1995). Leiderschap en werkbeleving [Leadership and well-being at work]. *TVZ, Tijdschrift voor verpleegkundigen, 105*, 563-566.
* Furda, J., Le Blanc, P.M. & Schreurs, P.J.G. (1990). Machinist: een meesterlijke baan [Train driver: A briljant job]. *Recht Spoor, Maandblad van de Federatieve Spoorweg Vakvereniging*, *30(9),* 2-3.
* Maes, S., Kittel, F. & Le Blanc, P.M. (1989). Gezondheidsbevordering in het bedrijf: Het project 'Gezonder werken' bij Brabantia Nederland’ [Health promotion at work: the project ‘Healthier working at Brabantia Nederland’]*. Tijdschrift voor Gezondheidsvoorlichting, 6(9),* 10-11.

**Academic recognition**

# Grants

# 2021 *LLEAD - Leading Logistics in the Era of Ambiguity and Disruption.* Financed by TKI-Dinalog; *role: main applicant*. Grant acquired in collaboration with prof. dr. Evangelia Demerouti. *1 post-doc researcher (2 years).*

# 2020 *Hoe kunnen ZZPers en MKBers gezond en financieel weerbaar blijven tijdens en na de COVID-19 crisis? [How can independent entrepreneurs stay healthy and financially resilient during the COVID-19 crisis?].* Financed by ZONMw; *role: co-applicant/promotor.* Grant acquired in collaboration with prof. dr. Evangelia Demerouti. *1 PhD-student and 1 post-doc researcher (2 years).*

# 2019 *Sharehouse, a living lab for innovating warehousing, logistics education, and work.* Financed by NWO; *role: co-applicant/work package leader/promotor*. Grant acquired in collaboration with dr. P. Preenen, prof. dr. S. Dhondt, prof. dr. M. de Looze, prof. dr. R. de Koster, Dr. M. Vos, G. Somers MSc., M. v. Ogtrop). *1 PhD-student (4 years).*

# 2017 *Working with or against the machine? Optimizing human-robot collaboration in logistic warehouses.* Financed by NWO; *role: main applicant/project lead/PI*. Grant acquired in collaboration with dr. SvenNyholm, dr. Sonja Rispens & prof. dr. Albert Veenstra). *2 post-doc researchers (1.5 years).*

# 2016 *The drivers of organizational resilience: Towards a blueprint for sustainable organizing.*

# Financed by Eindhoven University of Technology, Department of Industrial Engineering & Innovation Sciences; *role: co-applicant/co-promotor.* Grant acquired in collaboration with prof. dr. G. Romme & Dr. A. Alblas). 1 PhD-student *(4 years).*

# 2014 *Aan het werk: De rol van job crafting in het proces van arbeidsbemiddeling [Let’s get to work: The role of job crafting in the process of finding a new job].* Financed by UWV Werkbedrijf Zuidoost Brabant; *role: main applicant/2nd promotor.* Grant acquired in collaboration with prof. E. Demerouti. *1 PhD-student (4 years).*

# 2009 *Enhancing job-motivation by means of a web-based coaching tool*. Financed by NSvP; *role: co-applicant.* Grant acquired in collaboration with prof. W. Schaufeli.

# 2007 *Vitality at work: Validation, evaluation, and optimalization of the Vitality Scan.* Financed by Stichting Instituut GAK (SIG) as part of the research program ‘Preventative Occupational Health Care’; *role: co-applicant/co-promotor*. Grant acquired in collaboration with prof. W. Schaufeli & prof. F. van Dijk. *1 PhD-student (4 years).*

# 2000 *Health and performance in hospital settings.* Financed by Utrecht University, Faculty of Social Sciences; *role: co-applicant/post-doc researcher.* Grant acquired in collaboration with prof. W. Schaufeli. *1 post-doc researcher (2 years).*

# 1996 *Burnout in cancer care*. Financed by Dutch Cancer Society/Stichting KWF; *role: co-applicant/post doc researcher.* Grant acquired in collaboration with prof. W. Schaufeli. *1 post-doc researcher (4 years).*

# Awards

# 2016 *WAOP Best Paper Award:* Wang, H.J, Demerouti, E., Le Blanc, P.M. & Li. J. (2016). How core self-evaluations and leadership behaviors relate to newcomer creativity: a job crafting perspective.

# 2013 *Outstanding Paper Award Literati Network Awards for Excellence 2013:* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2012). Don’t leave your heart at home: Gain cycles of positive emotions, resources, and engagement at work. *Career Development International, 17*, 537-556.

**Contract research**

2013 - 2018 *Transparency Lab.* Development of assessment tools for online consultancy.

2013 *Stichting Preventie Project Management /Ministry of Social Affairs.* Writing ‘Kennisdossier Sociale Innovatie’ (published on Arbokennisnet.nl).

2006 *Active Living Papendal.* Development of a Quick Scan instrument to assess stressors, motivators, and well-being among employees of ING Bank Nederland.

2005 *St. Antonius Hospital Nieuwegein.* Development of Employee Satisfaction Monitor.

1990-2000 *University Medical Centre Amsterdam (AMC) and Stichting ter Bevordering van Gezondheid in Organisaties (SBGO).* Effect-evaluation of the team-based intervention programs ‘Take Care AMC 1’ and ‘Take Care AMC 2’.

**Other research-related activities**

# Scientific and Organizing Committees

2021 Member of the Organizing/Scientific Committee of the EAWOP virtual Small Group Meeting *‘Advanced technologies and Artificial Intelligence at work’* (January 2021).

2020 Member of *the Scientific Committee of the III Congreso Internacional de Psicología del Trabajo y los RR. HH.* (May 2020, Gran Canaria).

2019 *Member of the Organizing Committee* of the *HPM Center Research Day* (April 2019, Eindhoven)

2018*Chair of the Organizing/Scientific Committee* of the EAWOP Small Group *Meeting ‘New frontiers in employability research’* (June 2018, Eindhoven).

2018 *Chair of the Organizing Committee* of the Research Meet *‘Social Robotics: The future of human-machine relationships’* of the Center for Humans & Technology (January 2018, Eindhoven).

2016*Member of the Organizing Committee* of the Symposium *‘New technologies, health, and well being’* (October 2016, Tilburg).

2013 *Member of the Organizing and Scientific Committee* of the *Conference for Ph.D.-students of the Dutch Association of Researchers in Work and Organizational Psychology (WAOP)* at Eindhoven University of Technology (November 2013. Eindhoven).

2012 *Member of Scientific Committee ‘Psychology for Health Conference’ (on behalf of the European Association for Work and Organizational Psychology)* organized by the European Federation of Psychological Associations.

2006 – 2007 *Member of the Scientific Committee*of the *XIIIth European Congress on Work and Organizational Psychology* (May, 2007, Stockholm)

2000 – 2008: *Chair of the Organizing Committee and Member of the Scientific Committee* of the *Fourth (2002), Fifth (2004) and Sixth (2006)**Conference on Psychology and Health* (May 2002, May 2004, May 2006, Rolduc/Kerkrade) and of the *Seventh (2008)* *Conference on Psychology and Health* (May 2008, De Werelt/Lunteren)

1997 *Member of the Organizing and Scientific Committee* of the *Fifth Conference on Organizational Psychology and Health Care (ENOP V)* (May 1997, Utrecht)

1996 *Member of the Organizing and Scientific Committee*of the *bi-annual conference for Ph.D.-students of the Dutch Association of Researchers in Work and Organizational Psychology (WAOP)* (November 1996, Utrecht)

# Memberships of Academic Associations

* European Association of Work and Organizational Psychologists (EAWOP)
* Werkgemeenschap van Onderzoekers in de Arbeids- en Organisatiepsychologie/Dutch Association of Researchers in Work- and Organizational Psychology (WAOP)
* European Academy of Occupational Health Psychology (EAOHP)
* BETA Research School

# Reviewing roles

# PhD-thesis committees

2021 Member of the thesis committee: thesis by Sophie Charlotte Albrecht, “The highs and lows\

of work-time control” Defended December 2022, Stockholm University.

2021 Member of the thesis committee: thesis by Jolanda Botke “Understanding the transfer-to-

work of soft skills training.”. Defended November 2021, Vrije Universiteit Amsterdam.

2021 Member of the thesis committee: thesis by Bregje van der Staak “Adjust or accept

suggestions by algorithms Uncovering human behavior in forecasting and inventory

planning.” Defended March 2021, Technische Universiteit Eindhoven.

2020 Member of the thesis committee: thesis by Judith Plomp, “Job crafting among different employment arrangements”. Defended October 2020, Vrije Universiteit Amsterdam.

2020 *Member of the thesis committee*: thesis by Ties van Bommel, “Managing R&D projects in technology-intensive firms”. Defended June 2020, Technische Universiteit Eindhoven.

2019 *Member of the thesis committee*: thesis by Jonro Erasmus, *“The application of BPM in smart manufacturing operations”.* Defended November 2019, Technische Universiteit Eindhoven.

2019 *Member of the thesis committee*: thesis by Ramon Eliens, *“Commitment and Decision Making in Product Innovation”.* Defended June 2019, Technische Universiteit Eindhoven.

2019 *Member of the thesis committee:* thesis by Minou Weijs, *“The users’ value of business center concepts for knowledge sharing and networking behavior within and between organizations”.* Defended March 2019, Technische Universiteit Eindhoven.

2017 *Member of the thesis committee:* thesis by Cibeles Miralles Ortiz, *“Cognition, affect, and state work engahement: A diary study”.* Defended July 2017, Universitat de

 Barcelona, Barcelona, España.

2015 *Member of the thesis committee:* thesis by Irene Niks, *“Balance at work: Discovering dynamics in the Demand-Induced Strain-Compensation Recovery (DISC-R) model”.* Defended July 2015, Eindhoven University of Technology.

2015 *Member of the thesis committee:* thesis by Kimberley Breevaart, *“Engaging leadership”.* Defended May 2015, Erasmus University Rotterdam.

2014 *Member of the thesis committee*: thesis by Bogdan Vasilescu, *“Social aspects of collaboration in online software communities”,* Defended January 2014, Eindhoven University of Technology.

2013 *Member of the thesis committee:* thesis by Sharon Dolmans, “*The people behind the technology: decision making in technology commercialization”.* Defended December 2013,Eindhoven University of Technology.

2013 *Member of the thesis committee:* thesis by Malgorzata Kozusnik, *“Stress appraisal at work: Its measurement and implications for well-being”.* Defended September 2013, Universitatde Valencia, Valencia, España.

2013 *Member of the thesis committee:* thesis by Mario Martinez Corcoles , *“Liderazgo potentador y desempeno de seguridad percibido en la industria nuclear. Factores psicosociales intervinientes”,* Defended March 2013, Universitat de Valencia, Valencia, España.

2012 *Member of the thesis committee:* thesis by Michel van der Borgh, “*Selling new*

 *products”.* Defended October 2012, Eindhoven University of Technology.

2009 *Member of the thesis committee:* thesis by Laura Lorente Prieto, “*Exploring the*

*power of self-efficacy at work: Some empirical studies from the social cognitive perspective”*

Defended June 2009, Universitat Jaume I, Castellón, España.

2008 *External reviewer:* thesis by Edgar Bresó Esteve , *“Well-being and performance in*

*academic settings: The predicting role of self-efficacy”,* Universitat Jaume I, Castellón,

España.

2007 *External reviewer:* thesis by Nuria Gamero Vázquez, *“El clima afectivo en equipos*

*de trabajo: Antecedentesy consequencias”,* Universitat de València, España.

2004 *Member of the thesis committee:* thesis by Susana Llorens Gumbau, *“Burnout and engagement among information and communication technology users: A test of the Job Demands-Resources Model.* Defended June 2004, Universitat Jaume I, Castellón, España.

1995 *Member of the thesis committee:* thesis by Jur Furda, *“Werk, persoon en welzijn:*

*Een toetsing van het Job\_demand Control Model [Work, person and well-being: A test of the Job Demand-Control Model].* Defended December 1995, Utrecht University, Utrecht, The Netherlands.

# Editorships

2018 – present *Associate Editor* of the *Career Development International*

2015 - present *Editorial Board Member* of the *Scandinavian Journal of Work and*

 *Organizational Psychology*

2008 – 2014 *Associate Editor* of the *European Journal of Work and Organizational*

*Psychology*

2002 – 2008 *Editorial Board Member* of *De Psycholoog*, monthly journal of

the Dutch Psychological Association

2000 – 2008 *Editor* of the *Newsletter of Research Institute for Psychology &*

*Health (P&H)*

1997 – 2000 *Editor* of the *Newsletter of the European Association of Work and*

*Organizational Psychology*

1993 – 1998 *Editorial Board Member* of A&O-items, official *Newsletter of*

*the Dutch Association of Researchers in Work and Organizational Psychology*

# Ad-hoc reviewer

# I am an ad-hoc reviewer for various journals in the domain of Work and Organizational psychology and Human Resource Management, amongst others:

* + European Journal of Work and Organizational Psychology
	+ Journal of Occupational Health Psychology
	+ Journal of Occupational and Organizational Psychology
	+ Work and Stress
	+ International Journal of Stress Management
	+ Journal of Organizational Behavior
	+ International Journal of Human Resource Management

Moreover, I am an ad-hoc reviewer of project grant applications for, amongst others,

* + NWO (Open Competition, VENI, Future of Work)
	+ ZON-Mw
	+ FWO (Belgium)

# Public Media exposure (past 5 years)

* + “Blijft er zinvol werk?” [Will there be meaningful work left?] *Logistiek,* Oktober 2020.
	+ “Werk zoeken is keihard werken [Looking for a job is hard work]”.Interview with Inge Hulshof about her PhD-thesis (supervised by prof. E. Demerouti and myself);  *NRC Handelsblad*, 22 June 2018.
	+ “Het gaat om meer dan alleen het aantal vrouwelijke poppetjes [It’s more than just the number of women]”; *Cursor*, 20 October 2017.
	+ “Work engagement: de bouwsteen voor duurzame inzetbaarheid [Work engagement: A building block for sustainable employability”; *Scope*, June 2015.

**Educational activities**

# Bachelor/undergraduate level

# Course design (Eindhoven University)

2014 Bachelor-course *Social Innovation and Sustainable Employability*

2013 Bachelor-course *Leadership and Self-Management*

**Coordination (Eindhoven University)**

2015-2020 Coordination Bachelor-course *Social Innovation and Sustainable Employability*

**Teaching (Eindhoven University)**

2011-present Lectures and Group Assignment as part of the Bachelor-course *Gedrag, Prestatie en Organisatie: Basis / Work and Organizational Psychology: Basic*

2011-2013 Lectures and workshops as part of the Bachelor-course *Gedrag, Prestatie en Organisatie: Advanced / Work and Organizational Psychology: Advanced*

2013-2015 Lectures as part of the Bachelor-course *Leadership and Self-Management*

2014-present Lectures and workshops as part of the Bachelor-course *Social Innovation and Sustainable Employability*

2011–present *Supervision of Bachelor-theses* in the field of Human Performance Management

**Honors (as of 2011; Eindhoven University)**

2015, 2020 Industria Education Award Finalist (for my teaching in the Bachelor-course *Work and Organizational Psychology: Basic*

**Teaching (Utrecht University)**

2009-2011 Lectures as part of the Bachelor-course *Personnel Psychology*

2008–2011 Workshops as part of the Bachelor-course *Power and leadership*

2008-2011 Workshops as part of the Bachelor-course *Work Psychology*

1990-2000 Workshops as part of several introductory courses, e.g. *Introduction to Psychology, Introduction to Psychology & Health, Introduction to Social Psychology*

1990-2000 Invitational lectures as part of the course *Introduction to Occupational Health*

*Psychology* (e.g. on psychosocial models of job stress)

1990–2011 *Supervision of Bachelor-theses* in the field of Work and Organizational Psychology

# Master-level

# Course design (Eindhoven University)

2016 Master course *Management of Organizational Change and Innovation*

# Coordination (Eindhoven University)

2016-present Coordination Master-course *Management of Organizational Change and Innovation*

2014 Coordination Master-course *Performance Enhancement*

# Teaching (Eindhoven University)

2016-present Lectures and Group Assignment as part of the Master-course *Management of Organizational Change and Innovation*

2011-2014 Lectures and Group Assignment as part of the Master-course *Performance Enhancement*

2011–present *Supervision of Master-theses* in the field of Operations Management and Logistics and in the field of Innovation Management

# Course design (Utrecht University)

2009-2012 Master-course *Personnel Psychology: Strategic Human Resource Management*

2007-2008 Master course *Work Psychology*

2005 Research Seminar I and Research Seminar II of the Research Master *Psychological Health Research*

# Coordination (Utrecht University)

2010-present Coordination Master-course *Personnel Psychology: Strategic Human Resource*

*Management*

2008 - 2009Coordination Research Seminar I and Research Seminar II of the Research

Master *Psychological Health Research*

# Teaching (Utrecht University)

2009-2012 Lectures and Workshops as part of Master-course *Personnel Psychology: Strategic Human Resource Management*

2007-2011 Lectures and Workshops as part of Master course *Work Psychology*

2005 Workshops Research Seminar I and Research Seminar II of the Research Master *Psychological Health Research*

1990–2011 *Supervision of Master-theses* in the field of Work and Organizational Psychology

# Teaching (International)

2010 Two-day seminar ‘From prevention to amplition: interventions to optimize

employee well-being’ for the *Erasmus Mundus European Master in Work,*

*Organizational and Personnel Psychology* at Universitat de Valencia

2009-2013 Two-day seminar ‘The sunny side of work teams’ for the *Master en Salud Laboral*

of Universitat Jaume I, Castellón de la Plana

2007 Two-day seminar *‘*Teams @ Work’ for the *Master de Psychología del Trabajo, de*

*Las Organizaciones y en Recursos Humanos (TORH)* of Universitat Jaume I,

Castellón de la Plana

# Postgraduate/PhD-level

# Course design (Eindhoven University)

2011 Postgraduate course *Management of Organizational Change and Implementation*

# Coordination (Eindhoven University)

2011 - 2017Coordination Postgraduate course *Management of Organizational Change and Implementatio*

# Teaching (Eindhoven University)

2011 - 2017Lectures, Workshops, and Group Assignment as part of the Postgraduate Course *Management of Organizational Change and Implementatio*

# Course design (Utrecht University)

2006 Redesign of the *Core Module* of the Training Program for Ph.D. students of the

Research Institute for Psychology & Health

2002International PhD-student Research Seminar *Intervention Research in (Occupational) Health Psychology*

2000 International PhD-student Research Seminar *Longitudinal Research in (Occupational) Health*

 *Psychology*

# Coordination (Utrecht University)

2000-2008 Overall coordination of the Training Program for Ph.D. students of the interuniversity *Research Institute for Psychology & Health*

# Teaching (Utrecht University)

2006 - 2007Research Seminar I and Research Seminar II of the Research Master *Psychological Health Research*

2005–present Tutor/Mentor of the Research Master *Psychological Health Research*

# 2000 - 2008 *Introduction to Psychology & Health* for newly appointed PhD-students

#  *Annual seminars Presentation of PhD-research*

# 2000 – 2005 Chairing *International PhD-student Research Seminars* (see above)

**Supervision of Post-doc researchers, PhD-, MSc-, and BSc-students**

# Postdoc (ongoing)

* *Keri Pekaar,* project “*LLEAD: Leading Logistics in the Era of Ambiguity and Disruption”* (January 2021-December 2022).
* *Hannah Berkers*, project *‘Working with or against the machine: optimizing human-robot collaboration in logistic warehouses’* (September 2018-September 2020).

# PhD-theses ongoing

* *Kees Maton,* 1st promotor, Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *“Context matters: optimizing human-AI decision making at work”* (since December 2021).
* *Renee Boesten,* 2nd promotor (1st promotor prof. Evangelia Demerouti). Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *“How can independent entrepreneurs stay healthy and financially resilient during and after the COVID-19 crisis?”* (since August 2020).
* *Raoul Nuijten,* 1st promotor, Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *“Gamification for Overweight prevention and Active Lifestyle (GOAL).* (since August 2020).
* *Ziagul Hosseini,* 1st promotor, Eindhoven University of Technology, Faculty of Industrial Engineering and Innovation Sciences, *“Designing sustainable workplaces for warehouse employees working with new technologies”* (since February 2020).
* *Peyman Nayafi*, 2nd promotor (1st promotor prof. M. Mohammadi), Eindhoven University of Technology, Faculty of the Built Environment, *‘Shaping smart neighbourhoods for healthy ageing’* (since June 2019).

# PhD-theses defended

* *Jennifer van den Berg,* 2nd promotor (1st promotor prof. A.G.L. Romme). Eindhoven University of Technology, Faculty of Industrial Engineering and Innovation Sciences, ‘The drivers of (inter)organizational resilience’ (thesis defended 12 November 2021).
* *Jan van de Poll* (external PhD-student), co-promotor (promotor prof. J. de Jonge), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Ambition patterns in strategic decision making’* (thesis defended 10 September 2018).
* *Inge Hulshof*, 2nd promotor (1st promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences*, ‘Let’s go to work: the role of crafting in the process of finding a job’* (thesis defended on 28 June 2018).
* *Eva Carlotta Nylén*, co-promotor (1st promotor prof. M. Sverke), Stockholm University (Sweden), Department of Psychology, *‘Leadership, work commitment and work environment: Intervention study for organizational and workplace improvements’* (thesis defended on 6 October 2017).
* *Haijiang Wang*, co-promotor (1st promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Leadership, job crafting, and work outcomes: How leaders cultivate successful job crafters’* (thesis defended 21 February 2017).
* *Hedy Acosta Antognoni*, co-promotor (promotor prof. M. Salanova), Universitat Jaume I, Castellon de la Plana (Spain), Department of Work and Organizational Psychology, *‘Organizational practices, organizational trust and performance in Small and Medium Enterprises’* (thesis defended 23 June 2017).
* *Heather Gordon*, co-promotor (promotor prof. E. Demerouti), Eindhoven University of Technology, Faculty of Industrial Engineering & Innovation Sciences, *‘Craft your job: Improving well-being, decision making and performance in health care’* (thesis defended on 9 June 2015).
* *Else Ouweneel,* co-promotor (promotor prof. W. Schaufeli), Utrecht University, Department of Social and Organizational Psychology, *‘Building towards engagement: an individual perspective’* (thesis defended on 15 June 2012).

# Mentoring

* Both in my previous positions at Utrecht University and in my current position at Eindhoven University, I have supervised and am currently supervising on average 4 Bachelor- and 6 Master thesis projects each year.

**Invited talks and presentations**

# External lectures/seminars (as of 2011)

* Lecture ‘The physical work environment in relation to employee work engagement and performance’ for the *Health in the Built Environment Research Meeting* (May 2019, Eindhoven).
* Expert lecture ‘How robotization changes work’at the *Technological Change and the*

 *Opportunities for the Future of Work Horizon 2020 Expert Meeting* (April 2019, Amsterdam).

* Lecture ‘Working with or against the machine: How to optimize human-robot collaboration’

 at the *Seminar Warehouse Cobotics* of the Material Handling Forum (November 2018, Utrecht).

* Keynote lecture ‘Job crafting interventions, worker well being and performance’ at the *Stockholm Stress Center Annual Workshop* (September 2016, Stockholm).
* Keynote lecture ‘Psychosocial interventions to promote worker well-being: From prevention to amplition’ at the *Swedish National conference on Work and Organizational Psychology* (September 2011, Lund).
* Seminar ‘From prevention to amplition: interventions to optimize employee well-being’ for the *Division of Work and Organizational Psychology / Stockholm Stress Center* (September 2011, Stockholm).

# Conference presentations (as of 2011)

* Berkers, H.A., Rispens, S. & Le Blanc, P.M (2021). The influence of robots on work characteristics. Paper presented at the *online EAWOP Small Group Meeting on Advanced Technologies and Artificial Intelligence at work* (January 2021).
* Berkers, H.A., Rispens, S. & Le Blanc, P.M. (2019). How robots are changing work design. Paper presented at the *19th European Congress of Work and Organizational Psychology* (May 2019, Torino).
* Berkers, H.A., Rispens, S. & Le Blanc, P.M. (2019). Robotization at work: A curse or a blessing? Panel debate at the *19th European Congress of Work and Organizational Psychology* (May 2019, Torino).
* Le Blanc., P.M., Van der Heijden, B.I.J.M., Akkermans, J. & De Vos, A. (2019). New frontiers in employability research. Series of 3 interrelated Symposia at the *19th European Congress of Work and Organizational Psychology* (May 2019, Torino).
* Le Blanc, P.M., Hulshof, I.L. & Demerouti, E. (2018). The JSD-R intervention: a crafting intervention to enhance well-being, job search behavior, and reemployment chances among the unemployed. Paper presented at the *13th European Academey of Occupational Health Psychology Conference* (September 2018, Lisbon).
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2018). Reemployment crafting : How to proactively shape one’s job search. Paper presented at the *13th European Academey of Occupational Health Psychology Conference* (September 2018, Lisbon).
* Le Blanc, P.M., Wang, H. & Demerouti, E. (2017). Daily empowering leadership and job crafting: uncovering the underlying process. Paper presented at the *18th European Congress of Work and Organizational Psychology* (May 2017, Dublin).
* Hulshof, I.L. & Le Blanc, P.M. (2017). Interventions to enhance employee and organizational sustainability in our ever-changing world. Symposium chaired at the *18th European Congress of Work and Organizational Psychology* (May 2017, Dublin).
* Le Blanc, P.M., Oerlemans, W.J.M., Nylen, E.C., Sverke, M. & Lindfors, P. (2018). Examining the long term impact of recovery on employee sustainability in a swedish municipality organization:
* A two-wave multilevel study. Paper presented at the *18th European Congress of Work and Organizational Psychology* (May 2017, Dublin).
* Wang, H., Demerouti, E. & Le Blanc, P.M. (2016). A longitudinal study of job crafting in a Chinese context. Paper presented at the *2016 Academy of Management Annual Meeting* (August 2016, Anaheim).
* Wang, H., Demerouti, E. & Le Blanc, P.M. (2016). Empowering employees to job craft: How and when empowering leadership relates to job performance. Paper presented at the *12th Conference of the European Academy of Occupational Health Psychology* (April 2016, Athens).
* Hulshof, I.L., Demerouti, E. & Le Blanc, P.M. (2016). Daily job crafting in the service sector : Results of a diary study. Paper presented at the *12th Conference of the European Academy of Occupational Health Psychology* (April 2016, Athens).
* Wang, H., Le Blanc, P.M. & Demerouti, E. (2015). Daily empowering leadership, job crafting and basic needs satisfaction. Paper presented at the *17th European Congress of Work and Organizational Psychology* (May 2015, Oslo).
* Le Blanc, P.M., González- Romá, V & Wang, H. (2015). Charismatic leadership and work team innovative behavior: The role of team potency. Paper presented at the *17th European Congress of Work and Organizational Psychology* (May 2015, Oslo).
* Le Blanc, P.M. & Krooymans, K.W. (2014). The road from transformational leadership to creative work behavior. Paper presented at the *11th Conference of the European Academy of Occupational Health Psychology* (April 2014, London).
* Gordon, H.G., Demerouti, E., Le Blanc, P.M., Bipp, T. & Bakker, A.B. (2013). Bottom-up job redesign: The test of two job-crafting interventions among health care professsionals. Paper presented at the *13th European Congress of Psychology* (July 2013, Stockholm).
* Acosta, H.C., Salanova, M., Llorens, S & Le Blanc, P.M. (2013). Learn to trust your company: A multilevel model to explain performance. Paper presented at the *Third World Congress on Positive Psychology* (June 2013, Los Angeles).
* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2013). Conducting individual positive interventions to promote engagement at work: lessons learned. Paper presented at the *16th European Congress of Work and Organizational Psychology* (May 2013, Munster).
* Le Blanc, P.M. (2013). Take care! Promoting the health and well- being of health care staff. Symposium chaired at the *16th European Congress of Work and Organizational Psychology* (May 2013, Munster).
* González- Romá, V. & Le Blanc, P.M. (2013). The influence of Leader-Member Exchange differentiation on team satisfaction: the mediating role of support climate. Paper presented at the *16th European Congress of Work and Organizational Psychology* (May 2013, Munster).
* Le Blanc, P.M. & Demerouti, E.. (2011). Work meeting quality, social resources at work, and work motivation: a longitudinal study among oncology nurses. Paper presented at the *15th European Congress of Work and Organizational Psychology* (May 2011, Maastricht).
* Ouweneel, A.P.E., Le Blanc, P.M. & Schaufeli, W.B. (2011). Positive emotions, resources, and work engagement over time. Paper presented at the *15th European Congress of Work and Organizational Psychology* (May 2011, Maastricht).
* González- Romá, V. & Le Blanc, P.M. (2011). Does team cohesion mediate the relationship between LMX-differentiation and team performance? Paper presented at the *15th European Congress of Work and Organizational Psychology* (May 2011, Maastricht).

**Managerial service (as of 2011 at Eindhoven University)**

As of September 2019 Co-chair of the Human Performance Management Group (together with dr. Josette Gevers).

2017 – Present Member of the ‘Think Tank’ of the 4TU Center for Resilience Engineering.

2015 – Present Member of the Research Committee of the School of Industrial Engineering, Eindhoven University of Technology.

2015 – Present Member of the Examinations Committee of the School of Industrial Engineering, Eindhoven University of Technology.

2014 – Present Member of the Program (Redesign) Committee Master Operations Management and Logistics of the School of Industrial Engineering, Eindhoven University of Technology.

2014-present Board Member Management Team Human Performance Management Group.

2016 - 2017 Member of the Committee to draft the report for the KNAW-ECOS

 Research Visitation for re-accreditation of the Department of Industrial Engineering & Innovation Sciences, Eindhoven University of Technology and Panel Member during the Site Visit on 8-10 May 2017.

2015 – 2018 Coordinator Strategic Area Sustainability, Department of Industrial Engineering & Innovation Sciences, Eindhoven University of Technology.

2011 – 2015 Member of the BKO (Academic Teacher Qualification) committee of the Department of Industrial Engineering & Innovation Sciences, Eindhoven University of Technology.

**Other activities (as of 2011)**

2019 – current Member of the *High Tech Systems Center network of researchers on robotics*

2015 – 2018 Board Member *Stichting voor Onderzoek naar Psychosociale Stress*

2013 – 2018 President of *Section Work and Organizational Psychology of the Dutch Psychological Association* *(NIP)*

2013 – 2018 Chair of the Board of *the Women In Science Network of Eindhoven University of Technology (WISE)*