

## Jan Wynen

15/09/1984, Turnhout, Belgium

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English language proficiency: C2

### Education

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- 2011 – 2014    PhD in Social Sciences: “*Comparing and explaining the effects of organizational autonomy in the public sector.*”  
KU Leuven/ University of Antwerp  
Supervised by prof. Geert Bouckaert (KU Leuven) & prof. Koen Verhoest (UAntwerp)
- 2007 – 2008    Advanced Master in International Business Economics, KU Leuven
- 2005 – 2007    Licentiate in Business Administration (master equivalent), KU Leuven

### Current position

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- 2019-present    Research professor (Assistant professor, tenure track), Department of Management, Faculty of Business and Economics, University of Antwerp
- 2018-present    Affiliated professor at Politics & Public Governance, Department of Political Science, Faculty of Social Sciences, University of Antwerp

### Previous positions

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- 2018-2019    Assistant professor, Tilburg School of Economics and Management (TiSEM), Tilburg University
- 2014-2018    Postdoctoral fellow at Public Governance Institute, KU Leuven/ Politics & Public Governance, University of Antwerp
- 2011-2014    PhD student at Public Governance Institute, KU Leuven/ Politics & Public Governance, University of Antwerp
- 2010-2011    Analyst at IDEA Consult (research-based consultancy - regional, national and European level) in the field of competitiveness and innovation
- 2008-2010    Research & teaching assistant, Department of Managerial Economics, Strategy and Innovation, Faculty of Business and Economics, KU Leuven

### Fellowships, awards & grants

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- 2020    Best development paper in the leadership and leadership development track of the British Academy of Management Conference (2020) for the paper: “*The impact of CEO turnover rates on manager level perceptions of participatory decision-making and information-provision: a threat-rigidity perspective.*” Together with D.Pieters and B.Kleizen
- 2020-2024    UAntwerp research fund (€200.000, main applicant & supervisor)  
“Avoiding repetitive reform injury in the public sector. Can leadership behaviour reduce the damaging effect of repetitive reforms?”
- 2020-2021    UAntwerp research fund (€8.500, main applicant)

2019	“Repetitive Reform Injury: Exploring the usefulness of biomarkers to examine unintended side-effects of continuous governmental restructuring” Top downloaded paper award for the article: “ <i>Are Public Organizations Suffering From Repetitive Change Injury? A Panel Study Of The Damaging Effect Of Intense Reform Sequences</i> ” in Governance, together with K.Verhoest and B.Kleizen
2019-2023	UAntwerp research fund (€200.000, main applicant & supervisor) “Are structural changes paradoxically undermining organizational adaptability? A study to the impact of continuous structural changes on decision-making within organizations.”
2019-2022	Research Foundation Flanders (€237.294, co-applicant & co-supervisor) “Using Twitter as a public communication strategy: Can 140 characters reduce the Performance-Satisfaction Gap in the public sector?”
2019-2022	Research Foundation Flanders (€213.941, co-applicant & co-supervisor) “Slow-healing wounds? How continuous structural reforms in the public sector reduce levels of job satisfaction and slow the recovery of job satisfaction in the long term.”
2018-2021	VENI grant (Netherlands Organization for Scientific Research, €249.895)
2015-2018	Postdoctoral fellowship FWO (Research Foundation Flanders, €250.000)
2014-2015	Postdoctoral fellowship KULeuven (KULeuven Research Council, €80.000)
2013	Best conference paper award: International Research Society for Public Management (IRSPM) conference, for the paper: “ <i>Do NPM-type reforms lead to a cultural revolution within public sector organizations?</i> ” Together with K. Verhoest.

### Teaching activities (selection)

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2021-2022	Organisation and strategy: special issues (UAntwerp, Faculty of Business and Economics, master students)
2016-2017	Data-analyse II, Faculty of Social Sciences, KU Leuven, bachelor students sociology and political sciences (+/- 100 students), 6 study points.
2008-2010	As a teaching assistant I was involved in the teaching of the following courses: <ul style="list-style-type: none"> <li>- Innovation management (KU Leuven, Faculty of Economics, master students)</li> <li>- Introduction to management and strategy (KU Leuven, Faculty of Economics, bachelor students)</li> <li>- Product innovation (KU Leuven, Faculty of Economics, master students)</li> <li>- Inleiding tot management en strategie (KU Leuven, Faculty of Economics, master students)</li> <li>- Entrepreneurship (KU Leuven, Faculty of Economics, master students)</li> </ul>
2008-2010	Program coordinator of the advanced master in International Business Economics

### (Post)graduate supervision

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First supervisor on 5 ongoing PhD theses (starting & expected finishing date):

- Stéphanie Verlinden (2019-2023)
- Dries van Doninck (2020-2024)
- Nguyen Nguyet (2020-2024)
- Filip Raps (2020-2024)
- Alexander Deblond (2022-2026)

Co-supervisor on 2 ongoing PhD theses (starting & expected finishing date):

- Danika Pieters (2019-2022)
- Steven De Vadder (2019-2022)

Co-supervisor on 1 completed PhD thesis (starting & finishing date)

- Bjorn Kleizen (October 2015- March 2019)

PhD Committee: Roosmarij Clercx (chair, UAntwerp, ongoing), Harshil Vyas (chair, UAntwerp, ongoing), Laura De Boom (chair, UAntwerp, ongoing), Jolijn De Roover (Jury member, UAntwerp, defended 05/2021), Chesney Callens (Jury member, UAntwerp, defended 02/2022)

(Co-)Supervisor of approximately 25 Master theses (2014-present; KU Leuven & UAntwerp)

### Academic service

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- 2022 Invited as foreign member of the expert evaluation team for the HS4 SONATA & PRELUDIUM BIS calls of the National Science Centre Poland (24-25/02/2022)
- 2020 Invited as foreign member of the expert evaluation team for the GRIEG evaluation panel (Basic Research Program operated by the National Science Centre Poland under the EEA and Norway Grants and is prepared in cooperation with the Research Council of Norway. (13-14/01/2020)
- 2017 & 2018 Co-chair of the Netherlands Institute of Governance (NIG) panel on *Public Management Reform*.
- 2016 Invited speaker. February (23th) Solvay Business School (Brussels, Belgium). Topic: the effect of organizational history on organizational culture
- 2016 Invited speaker. March (18<sup>th</sup>) Data Users Group, American Society of Public Administration (Seattle, US). Topic: Gender and perceived career opportunities.
- 2013-present Ad-hoc reviewer for: Public Administration Review, Public Management Review, International Review of Administrative Sciences, Public Performance Management Review, Public Administration, Public Money and Management, International Journal of Human Resource Management, International Public Management Journal.

### Publications

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#### *Articles in international journals (Web-of-Science Journals)*

- 2022 Wynen, J. Boon, J. & Verlinden, S. (Accepted). Reform stress in the public sector? Linking change diversity to turnover intentions and presenteeism among civil servants using a matching approach. *Public Performance & Management Review*.
- 2022 Dockx, E., Verhoest, K., Langbroek, T. & **Wynen, J.** (2022). Bringing together unlikely innovators: do connective and learning capacities impact collaboration for innovation and diversity of actors?, *Public Management Review*, DOI: 10.1080/14719037.2021.2005328
- 2022 **Wynen, J.**, Op de Beeck, S., Verhoest, K., Glavina, M., Six, F., Van Damme, P., Beutels, P., Pepermans, K., & Verlinden, S. (2022). Taking a COVID-19 Vaccine or Not? Do Trust in Government and Trust in Experts Help us to Understand Vaccination Intention? *Administration & Society*. doi:10.1177/00953997211073459
- 2021 Boon, J, **Wynen, J.**, Callens, C. (2021) A stakeholder perspective on public sector innovation: Linking the target groups of innovations to the inclusion of stakeholder ideas. *International Review of Administrative Sciences*. doi:10.1177/00208523211043704
- 2021 Kleizen, B, **Wynen, J.**, Boon, J, de Roover, J. (2021). Bullying and Harassment as a Consequence of Workplace Change in the Australian Civil Service: Investigating the Mediating Role of Satisfaction With Change Management. *Review of Public Personnel Administration*. August 2021. doi:10.1177/0734371X211036732
- 2021 **Wynen, J.**, Boon, J., & Op de Beeck, S. (2021). Fear of missing out? Linking workplace changes and presenteeism. *Aust J Publ Admin*, 80, 690– 712. <https://doi.org/10.1111/1467-8500.12517>
- 2020 Boon, J. and **Wynen, J.** (2020). When are organizational reforms perceived positively? An examination of the role of employees' hierarchical level, *Public Management Review*, DOI: 10.1080/14719037.2020.1856403

- 2020 **Wynen, J.**, Kleizen, B., Verhoest, K. Laegreid, P., Rolland, V. (2020). Keeping a watchful eye in times of turmoil? How intense structural reform sequences lead to more attention to political signals. *Public Administration*. <https://doi.org/10.1111/PADM.12653>
- 2020 **Wynen J**, Boon J, Kleizen B and, Verhoest K. (2020). How Multiple Organizational Changes Shape Managerial Support for Innovative Work Behavior: Evidence From the Australian Public Service. *Review of Public Personnel Administration*. 40(3):491-515.  
doi:10.1177/0734371X18824388
- 2020 Boon, J., **Wynen, J.** and Kleizen, B., (2020). What Happens When the Going Gets Tough? Linking Change Skepticism, Organizational Identification, and Turnover Intentions. *Public Management Review*. <https://doi.org/10.1080/14719037.2020.1722208>
- 2020 Bach, T., Verhoest, K. and **Wynen, J.** (2020). The interaction of administrative tradition and organisational characteristics : the case of agency personnel management autonomy. *International review of administrative sciences* <https://doi.org/10.1177/0020852319889674>
- 2020 Molenveld, A., Verhoest, K. and **Wynen, J.** (2020) Why Public Organizations Contribute to Cross-Cutting Policy Programs The Role of Structure, Culture, and Ministerial Control. *Policy Sciences*.
- 2019 Boon, J., Verhoest, K., **Wynen, J.**, (Forthcoming). What Determines The Audiences That Public Service Organisations Target For Reputation Management?. *Policy & Politics*
- 2019 **Wynen, J.**, Verhoest, K., Kleizen, B. (2019). Are Public Organizations Suffering From Repetitive Change Injury? A Panel Study Of The Damaging Effect Of Intense Reform Sequences. *Governance* DOI: 10.1111/gove.12404 (Top downloaded paper 2018-2019)
- 2019 **Wynen, J.**, Kleizen, B., Verhoest, K. Laegreid, P., Rolland, V. (2019) Just Keep Silent...Defensive Silence as a Reaction to Successive Structural Reforms. *Public Management Review*. DOI: 10.1080/14719037.2019.1588358
- 2019 **Wynen, J.** Boon, J., Kleizen, B., Verhoest, K. (2019). How multiple organizational changes shape managerial support for innovative work behavior: evidence from the Australian Public Service. *Review of Public Personnel Administration*. DOI: 10.1177/0734371X18824388
- 2019 **Wynen, J.** van Dooren, W., Mattijs, J., Deschamps, C. (2019). Linking Turnover to Organizational Performance: The Role of Process Conformance. *Public Management Review*. DOI: 10.1080/14719037.2018.1503704.
- 2018 Kleizen, B., Verhoest, K., **Wynen, J.** (2018). Structural reform histories and perceptions of organizational autonomy: do senior managers perceive less strategic policy autonomy when faced with frequent and intense restructuring? *Public Administration*. 96(2) 349-367.
- 2018 Op de Beeck, S., **Wynen, J.**, Hondeghem, H. (2018). Explaining Effective HRM Implementation: A Middle versus First-line Management Perspective. *Public Personnel Management*. 47(2) 144-174.
- 2018 **Wynen, J.**, Verhoest, K. (2018). Why do autonomous public agencies use performance management techniques? Revisiting the role of basic organizational characteristics. *International Public Management Journal*. 21(4), 619-649.

- 2017 Van Acker, W., **Wynen, J.**, Op de Beeck, S. (2017). Illuminating the Gender Divide in Public Sector Innovation: Evidence From the Australian Public Service. *Public Personnel Management*. 47(2) 175-194.
- 2017 Boon, J., **Wynen, J.** (2017). On the Bureaucracy of Bureaucracies: Analyzing the Size and Organization of Overhead in Public Organizations. *Public Administration*. 95(1) 214-231.
- 2017 **Wynen, J.**, Verhoest, K., Kleizen, B. (2017). More Reforms, Less Innovation? The Impact of Structural Reform Histories on Innovation-Oriented Cultures in Public Organizations. *Public Management Review*, 19(8) 1142-1164.
- 2017 **Wynen, J.**, Kleizen, B. (2017). Improving dynamics or destroying human capital? The nexus between excess turnover and performance. *Review of Managerial Science*, 1-23. Doi.org/10.1007/s11846-017-0249-9
- 2016 **Wynen, J.**, Verhoest, K. (2016). The Nexus between Agencification and Horizontal Accountability: a Multi-Country Survey Analysis. *Transylvanian Review of Administrative Sciences*, 48 (E), 184-202.
- 2016 **Wynen, J.** (2016). Sexual Harassment The Nexus Between Gender and Workplace Authority Evidence from the Australian Public Service. *Australian Journal of Public Administration*, 75 (3), 345-358.
- 2016 **Wynen, J.**, Verhoest, K. (2016). Internal performance-based steering in public sector organizations: examining the effect of organizational autonomy and external result control. *Public Performance & Management Review*, 39(3), 535-559.
- 2016 Op de Beeck, S., **Wynen, J.**, Hondeghem, A. (2016). HRM implementation by line managers: Explaining the discrepancy in HR-line perceptions of HR devolution. *International Journal of Human Resource Management* 27(17) 1901-1919.
- 2015 **Wynen, J.**, Op de Beeck, S., Ruebens, S. (2015). The Nexus between Gender and Perceived Career Opportunities: Evidence from the U.S. Federal Government. *Public Personnel Management*, 44 (3), 375-400.
- 2015 **Wynen, J.** & Verhoest, K. (2015). Do NPM-type reforms lead to a cultural revolution within public sector organizations?. *Public Management Review* 17(3), 356-379.
- 2014 **Wynen, J.**, Verhoest, K., van Thiel, S., Ongaro, E. (2014). Innovation-oriented culture in the public sector: Do managerial autonomy and result control lead to innovation? *Public Management Review* 16(1), 45-66.
- 2014 **Wynen, J.**, Verhoest, K., Rubecksen, K. (2014). Decentralization within public sector organizations: do organizational autonomy and result control lead to decentralization towards lower hierarchical levels? *Public Performance & Management Review* 37(3), 496-520.
- 2014 **Wynen, J.**, Op de Beeck, S. (2014). The Impact of the Financial and Economic Crisis on Turnover Intention in the U.S. Federal Government. *Public Personnel Management* 43(4), 565-585.
- 2014 **Wynen, J.** (2014). Using Financial Management Techniques within public sector organizations, does result control matter? A heterogeneous choice approach. *Transylvanian Review of Administrative Sciences*. (Special Issue) 202-222.

- 2013 **Wynen, J.**, Op de Beeck, S., Hondeghem, A. (2013). Interorganizational Mobility within the U.S. Federal Government: Examining the Effect of Individual and Organizational Factors. *Public Administration Review* 73(6), 869-882.
- 2013 **Wynen, J.** (2013). An estimation of the determinants of same- day visit expenditures in Belgium. *Tourism economics: the business and finance of tourism and recreation*, 19(1), 161-172.
- 2013 **Wynen, J.** (2013). Explaining travel distance during same- day visits. *Tourism Management*, 36, 133-140.

***Articles in international journals (Peer-reviewed, not listed in Web-of-Science)***

- 2021 Verlinden, S., Van Doninck, D., Pieters, D., Kleizen, B., **Wynen, J.**, Boon, J., Verhoest, K. (2021). De impact van veelvuldige structurele hervormingen op publieke organisaties in Vlaanderen en Noorwegen. *Vlaams Tijdschrift voor Overheidsmanagement*, 2, 43-61.
- 2021 **Wynen, J.**, Op de Beeck, S., Verhoest, K., Glavina, M., Six, F., Van Damme, P., Beutels, P., Pepermans, K., & Verlinden, S. (2021). Vertrouwen en vaccinatietwijfel in Vlaanderen: De invloed van vertrouwen in de overheid en experts op de bereidheid om zich te laten vaccineren tegen COVID-19. *Vlaams Tijdschrift voor Overheidsmanagement*, 26(1), 9-24.
- 2017 Op de Beeck, S., **Wynen, J.**, Hondeghem, A. (2017). Effective HRM Implementation by Line Managers: Relying on Various Sources of Support. *International Journal of Public Administration*, 40(2), 192-204.
- 2016 **Wynen, J.**, Verhoest, K., Demuzere, S. (2016). Quality Management in Public Sector Organizations: Evidence from Six EU Countries. *International Journal of Public Administration* 39(2), 122-134.
- 2013 Verhoest K. & **Wynen J.** (2013). Leiden meer beheersautonomie en resultaatsturing tot een innovatievere cultuur bij publieke sector organisaties? *Res Publica*, 55, 535-538.
- 2016 **Wynen, J.** (2016). Dissertaties – Vergelijken en verklaren van de effecten van autonomie in de publieke sector. *Bestuurskunde – Aflevering 1*

***International book chapters (peer-reviewed)***

- 2017 Verhoest, K., Vandenabeele, W., **Wynen, J.**, Van de Walle, S. (2017). Challenges for large-scale international comparative survey-based research in public administration. In: Ongaro E., van Thiel S. (Eds.), *The Palgrave Handbook of Public Administration and Management in Europe*. London: Palgrave.
- 2015 **Wynen, J.** (2015). Regression Analysis. In: Dubnick M., Bearfield D. (Eds.), *Encyclopedia of Public Administration and Public Policy* Taylor & Francis.

***National book chapters (peer-reviewed)***

- 2011 *Innovatie, export en werkgelegenheidsgroei* Belderbos R, **Wynen J.** STOIO Jaarboek 2010-2011- 'Internationalisatie', (Roularta Books, Roeselare, Belgium)
- 2011 *De attractiviteit van Vlaanderen voor O&O investeringen door buitenlandse multinationale ondernemingen* Belderbos R, Van Roy V, **Wynen J.** STOIO Jaarboek 2010-2011 'Internationalisatie', (Roularta Books, Roeselare, Belgium)

### ***Reports – Consultancy – Blogs***

- 2021 **Wynen, J.**, Verhoest, K., Boon, J., Kleizen, B., Van Doninck, D., Pieters, D., Verlinden, S. (2021) Repetitive reform: doing more harm than good? Do Better by Esade (2021.02.24-<https://dobetter.esade.edu/en/repetitive-reform>)
- 2020 Boon, J., **Wynen, J.**, Verhoest, K. (2020). Which audiences matter to public service organisations when managing their reputations? Policy press blog. <https://policyandpoliticsblog.com/2020/07/15/which-audiences-matter-to-public-service-organisations-when-managing-their-reputations/>
- 2013 Verhoest, K., **Wynen, J.**, Molenveld, A., Oomsels, P. (2013). Beschrijvende statistieken Cobra-survey 2013: Eerste beschrijvende bevindingen inzake autonomie en sturing, coördinatie en samenwerking en vertrouwen, 67 pp. Leuven: Instituut voor de Overheid.
- 2011 Sørensen, Stig Yding, Benita Kidmose Rytz, Valentijn Bilsen, **Jan Wynen**, Koen Berden. (2011) Competitiveness of energy intensive industries under the European Emission *Trading Scheme (ETS)*. *Orientation study for the SILC Initiative. Published by European Commission, DG Enterprise and Industry.*
- 2011 Isabelle Devoldere, Kristof Mertens, **Jan Wynen**. (2011) Analyse van de globale impact van buitenlandse investeringen in België. Published by FOD Economie KMO, Middenstand en Energie.
- 2011 Raf Myncke, Kristof Mertens, **Jan Wynen** (2011) Pilootonderzoek naar dagtoeristische activiteiten van de Vlaming. In opdracht van steunpunt Toerisme en Recreatie.

### ***Articles - international conferences***

- 2021 Verlinden, S., Wynen, J., Kleizen, B., Verhoest, K. (2021). Blurred lines: exploring the impact of change complexity on role clarity in the public sector. New Nationalisms in an Open World : World Congress of Political Science, 10-15 July, 2021 - 2021, p. 1-18
- 2021 Verlinden, S., Wynen, J., Kleizen, B., Verhoest, K. (2021). Blurred lines: exploring the impact of change complexity on role clarity in the public sector. BAM2021 Conference, 31st August - 3rd September, 2021 - British Academy of Management, 2021, p. 1-12
- 2021 Verlinden, S., Wynen, J., Kleizen, B., Verhoest, K. (2021). Blurred lines: exploring the impact of change complexity on role clarity in the public sector. Resilience and agility of public institutions in times of crises : EGPA 2021 Conference, 7-10 September, 2021, Brussels, Belgium - 2021
- 2021 Boon, J., Wynen, J., Verhoest, K., Daelemans, W. (2021). Reforms as reputational signals : an examination of the longitudinal relation between organizational reputation and structural reform intensity. European Consortium for Political Research (ECPR) general conference, 30 August – 3 September, 2021, virtual event - 2021, p. 1-25.
- 2020 Wynen, J., Kleizen, B. and, Pieters, D. (2020). CEO turnover and openness of decision-making processes in the post-succession phase : a threat-rigidity perspective, British Academy of Management Conference (BAM2020), 2nd - 4th September, 2020 - 2020, p. 1-9
- 2020 Wynen J., Op de Beeck S., Verhoest K., Six F., Glavina M., van Damme P., Pepermans K. (2020). Taking the Covid-19 vaccine or not? Understanding vaccine hesitancy using institutional trust. Political trust in crisis, 22-23 October 2020, digital conference – University

of Southampton, Department of Politics and International Relations, 2020, p. 1-39

- 2020 Wynen J., Op de Beeck S., Verhoest K., Six F., Glavina M., van Damme P., Pepermans K. (2020). Taking the Covid-19 vaccine or not? Understanding vaccine hesitancy using institutional trust. Annual Work conference NIG (Netherlands Institute of Governance) November 12th, 2020 – 2020
- 2018 Kleizen, B., Wynen, J., Junjan V. (2018). *Brewed in the EU, packaged in Member States: how national-level institutionalization affects turnover rates in European Arrest Warrant cases*. Netherlands Institute of Governance conference. Den Haag.
- 2018 Wynen, J., Kleizen, B., Verhoest, K. (2018). *Just Keep Silent...Defensive Silence as a Reaction to Successive Structural Reforms* European Consortium for Political Research. Hamburg.
- 2017 Wynen, J., Kleizen, B., Verhoest, K. (2017). *Too much, too fast? Linking successive public-sector reforms to risk-averse behavior*. Netherlands Institute of Governance conference. Maastricht
- 2017 Wynen, J., Kleizen, B., Verhoest, K. (2017). *Too much, too fast? Linking successive public-sector reforms to risk-averse behavior*. European Consortium for Political Research. Oslo.
- 2016 Verhoest, K., Bach, T., Wynen, J. (2016). *The differential effects of organizational characteristics and politico-administrative context on agency autonomy: investigating differences between and within country clusters*. European Consortium for Political Research. Prague.
- 2016 Wynen, J., Verhoest, K., Kleizen, B. (2016). *More Reforms, Less Innovation? The Impact of Reform Histories on Innovation-Oriented Cultures in the Public Sector*. EGPA conference. Utrecht, 24-26 August 2016.
- 2016 Wynen, J., Verhoest, K., Kleizen, B. (2016). *More Reforms, Less Innovation? The Impact of Reform Histories on Innovation-Oriented Cultures in the Public Sector*. IPSA World Congress of Political Science. Poznan, 23-28 July 2016.
- 2015 Op de Beeck, S., Wynen, J., Hondeghem, A. (2015). *Explaining Effective HRM Implementation: A Middle versus First-line Management Perspective*. Annual Meeting of the Academy of Management. Vancouver, BC, Canada, 7-11 August 2015.
- 2014 Buttiens, B., Wynen, J. & Hondeghem, A. (2014). *Talent Management in the public sector. What about the employees?* Paper presented at European Institute of Advanced studies in Management (EIASM), Third workshop on Talent management, Berlin, 13-14 October, 17 p
- 2014 Boon, J., Verhoest, K., Wynen, J. (2014). *Understanding the relational strategies of public sector organizations to enhance their reputation: does the prioritization of audiences co-vary with organizational type and task?*. SOG conference. Jerusalem, January 2014.
- 2014 Verhoest, K., Bach, T., Wynen, J. (2014). *The differential effects of organizational characteristics and politico-administrative context on agency autonomy: investigating differences between and within country clusters*. EGPA. Speyer, 10-12 September 2014.
- 2014 Wynen, J. (2014). *Gender and Career Opportunities within the U.S. Federal Government. Are we closing the gap?*. IIAS. Ifrane (Morocco), 13-17 June 2014.
- 2013 Wynen, J. & Verhoest, K. (2013). *Do NPM-type reforms lead to a cultural revolution within public sector organizations?* Public Management Reserach conference, Madison (U.S.)



- 2013 Wynen, J. & Verhoest, K. (2013). *Do NPM-type reforms lead to a cultural revolution within public sector organizations?* IRSPM conference, Prague.
- 2013 Wynen, J. & Oomsels, P. (2013). *Analyzing inter-organizational trust: how to obtain trustworthy results?*. EGPA conference, Edinburgh.
- 2012 Verhoest, K. & Wynen, J. (2012). *Why do public agencies use performance management techniques?* CIGAR Workshop, Barcelos, Portugal, 26 p.
- 2012 Wynen, J. & Verhoest, K. (2012). *Letting or making public managers use performance management tools?* EGPA conference, Bergen, Norway, 33 p.
- 2012 Wynen, J., Verhoest, K., Ongaro, E. & van Thiel, S. (2012). *Innovation-oriented culture in the public sector: Do managerial autonomy and result control lead to innovation?* EGPA conference, Bergen, Norway, 20 p.