

## Prof. dr. Kenn MEYFROODT

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(Social Media) Platforms & Repositories:

[Google Scholar](#) - [ResearchGate](#) - [Publons via WoS](#) - [LinkedIn](#) - [Twitter](#) - [Instagram](#)

### RESEARCH INTERESTS

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I am an assistant professor of organizational behavior. My research focuses on how implementing management systems, practices, and artifacts influences the perceptual, attribution, and sensemaking processes of individuals and groups within private, public, and nonprofit sector organizations.

### MAIN POSITION

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#### *Assistant professor of organizational behavior*

Research cluster HRM and Organizational Behavior,  
Department of Marketing, Innovation and Organization,  
Faculty of Economics and Business Administration,  
Ghent University

### OTHER POSITIONS

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*From 11/2021* Visiting Research fellow, WU Vienna, Austria

### CAREER

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<i>From 2024</i>	Assistant professor of organizational behavior
<i>2021 – 2024</i>	Postdoctoral research fellow, Special Research Fund - BOF, Ghent University
<i>From 2021</i>	Visiting Research fellow, WU Vienna, Austria
<i>2020 – 2021</i>	Postdoctoral researcher (Doctor-assistant), Ghent University
<i>2015 – 2023</i>	(Founding) member Investment Club ACCRETIO
<i>2015 – 2020</i>	Doctoral researcher (Teaching assistant), Ghent University
<i>2014 – 2015</i>	Management consultant, Möbius Business Redesign NV (Belgium)
<i>2013 – 2015</i>	Director, Knowledge and Management (K&M) BVBA (Belgium)
<i>2013 – 2014</i>	Member of the Board of Directors, Flanders Concrete NV (Belgium)
<i>2012 – 2014</i>	Strategic advisor of the BoD, 7FTD CO., Ltd & 7RC CO., Ltd (Cambodia)
<i>2011 – 2013</i>	Representative South East Asia, Flanders Concrete NV (Belgium)
<i>2011 – 2012</i>	CEO ad interim, 7FTD CO., Ltd (Cambodia)
<i>2011</i>	Strategic management trainee, De Boer NV (Belgium)
<i>2008</i>	Marketing & Sales trainee, Duvel Moortgat NV (Belgium)

## EDUCATION

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### *PhD in Business Economics (2020)*

- Title: Strategic planning through a cognitive and behavioral lens: strategic plan use, strategic consensus, and strategic voice.
- Supervisor: Prof. Dr. Sebastian Desmidt (Ghent University)
- Certificates: (ML) Structural Equation Modeling (Lavaan, R package), Doctoral Schools  
Multilevel analysis (HLM), Doctoral Schools  
Applied Linear Regression (SPSS), Doctoral Schools  
Leadership & Personal Efficiency: Leadership foundation, Doctoral Schools  
Internationalization – Intercultural communication, Doctoral Schools  
Project Management, Doctoral Schools  
EGPA/IIAS – PhD Symposium, Universiteit Utrecht
- 2011 Ms.Sc., Business administration (Strategic Management), Ghent University  
2008 Professional bachelor Marketing & Sales, Ghent University college

## TEACHING

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- From 2024 Guest lecture “Public Strategic Management”, Ghent University
- From 2020 General management BSG – Ms.Sc., Business economics, Ghent University;  
Bachelor theses (stat.) – Ba.Sc., Business administration, Ghent University;  
Co-supervision / commissioner of master thesis students.
- 2019-2020 Guest lecture “Idea harvest – conversation clusters”, Ghent University.
- 2017-2018 Guest lecture “Peer assessments”, International HR, Ghent University.
- 2015-2020 Teaching assistant duties for business, general, HR & strategic management;  
Co-supervision / commissioner of master thesis students.
- 2014 Placement tutor & company mentor, in cooperation with KDG, Antwerp.
- 2012 Placement tutor & company mentor, in cooperation with OWU, Ohio.

## SERVICE

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### *Service to the profession*

- Member of the IIAS-IISA Open Access **Board of Reviewers** (since 2020).
- Reviewer of **journal manuscripts** (For registered reviews see Publons):
- Public Administration Review;
  - Journal of Public Administration Research and Theory;
  - Public Management Review;
  - Government information Quarterly;
  - Nonprofit Management and Leadership;
  - Public Money & Management;
  - Public Performance & Management Review;
  - International Public Management Journal;
  - International Journal of Public Sector Management;
  - Public Personnel Management;
  - International Review of Administrative Sciences;
  - Public Management & Governance Review;
  - Vlaams Tijdschrift voor Overheidsmanagement.

Reviewer of **conference manuscripts** for Academy of Management annual meeting (2019, 2020, 2022).

***Ghent University / FEB / EB23 / HRM & OB research cluster service***

2023 Member of the reading committee for 1 FWO postdoc proposal.  
2023-2024 Mentorship dr. Hira Kanwal, Ghent University.  
2023 Member of the selection committee for 1 PhD student (teaching assistant).  
2023-2024 Moderator of the **research cluster Teams group for knowledge sharing**.  
2022 Member of the internal reading committee for 2 FWO predoc proposals.  
2022 Member of the selection committee for 1 PhD student (teaching assistant).  
2021 Member of the selection committee for 1 Assistant Professor in HRM.  
From 2021 Paper discussant during the annual FEB research day (online & in person).  
From 2020 Co-organizer of the **Monthly HRM & OB research cluster seminars**.  
2020-2021 Mentorship drs. Benjamin Descamps, Ghent University.  
2020 Member of the selection committee for 4 PhD students (3 teaching assistants).  
2020-2024 Responsible for the **HRM & OB research cluster Twitter account**.  
2019-2023 Mentorship drs. Tom Kluijtmans, Ghent University.  
2019-2024 OAP rep in the **Scientific Research committee**, FEB, Ghent University.  
2018-2021 Mentorship drs. Kevin De Cock, Ghent University.  
2018-2020 Mentorship Dr. Ebru Karatas Acer, Ghent University.  
2018-2024 AAP rep. in the **EB23 Department Council**, FEB, Ghent University.  
2017-2023 Member of the **Library committee**, FEB, Ghent University.  
From 2016 HAWE informant during yearly **SID-in exhibition**, FEB, Ghent University.  
2016-2024 OAP rep. in the **HAWE Education Committee**, FEB, Ghent University.  
2016-2018 Support team for annual Academics Meet Practitioners Conference, SSPM.

***Other***

2011 – 2014 Member of the Cambodia Chamber of Commerce & EUROCHAM.

**HONORS & AWARDS**

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2022 **Best Paper award - Corporate Responsibility Research (CRR) Conference** for “Doing good and doing well? CSR climate as a driver of team empowerment and team performance.” by Tom Kluijtmans, Kenn Meyfroodt & Saskia Crucke;  
**Article selected for Public Management Review’s virtual open access (IRSPM) symposium**: “Does performance-based accountability impact how non-profit directors perceive organizational performance? Insights from rational planning.” by Ben Suykens, Kenn Meyfroodt, Sebastian Desmidt, & Bram Verschuere.

2020 **Best Doctoral Student Conference Paper Award – Academy of Management (PNP Division)** for “How Do Organizational Sustainable Practices Foster Public Service Motivation and Job Satisfaction?” by Saskia Crucke, Tom Kluijtmans, Kenn Meyfroodt & Sebastian Desmidt.

2019 Runner-up Best Poster Award, Research day, FEB, Ghent University.

2008 **Best Student Award**, Marketing & Sales, Ghent University College;  
**Best Marketing plan**, Marketing & Sales, Ghent University College;  
**Trainee of the year Award**, Marketing & Sales, Duvel Moortgat NV.

1998 **Most Promising Student Award**, Municipal council, Waasmunster.

## SKILLS & COURSES (for a more detailed list see LinkedIn)

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<b>Language</b>	Dutch	(Native);
	English	(Full professional proficiency);
	Khmer	(Elementary proficiency);
	French	(Elementary proficiency);
	German	(Elementary proficiency).
<b>Software</b>	MS Office	(Advanced);
	SPSS	(Advanced);
	R	(Intermediate);
	HLM	(Intermediate).

### ***Courses, workshops & training sessions (selection):***

2024	Workshop FeedbackFruits peer assessment tool – Ghent University Aan de slag met AI tools – Ghent University
2023	Innovatie op je bord: Panopto – Ghent University Online info session ChatGTP – Ghent University Introduction to Meta-analyses: A Practical Guide – dr. Peikai Li
2022	Feedback for large groups – Ghent University
2021	Business Administration Seminar – Prof. dr. Jos Akkermans Interaction with large groups: the use of Wooclap – Ghent University Blended learning – Ghent University Teaching online – Ghent University
2020	Multilevel Structural Equation Modelling – Yves Rosseel – Ghent University ZOOM online training – Ghent University
2019	Ufora training A,B & C – Ghent University Time Management – Erik Talboom – Ghent University Twitter – SSHT Training session – Ghent University Data Management Plan – SSHT Training session – Ghent University
2018	Structural Equation Modelling – Doctoral schools: Specialist Course Career Management – Katrien De Gelder
2017	Multilevel Analysis (HLM) - Doctoral Schools: Specialist Course Internationalization – Doctoral schools: Transferrable skills course Project Management – Doctoral schools: Transferrable skills course SIMON (studieoriëntering) – Ghent University Sustainable development & education – Ghent University Blended learning & Flipped classroom – Ghent University
2016	Applied Linear Regression – Doctoral schools: Specialist course Networking – Ghent University postdoc community Feedback course – Ghent University New Public Leadership and Performance - SSPM
2015	Leadership Foundation course: Doctoral schools: Transferable skills course

## PUBLICATIONS

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### ***International peer-reviewed journal articles***

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Desmidt, S. & Meyfrootd, K. (2024). Be prepared! Local politicians' proclivity for local government adaptive capacity building in response to COVID-19: the role of risk

perceptions. *Public Management Review*, 26(7), 1803–1826.  
[Doi:10.1080/14719037.2023.2165699](https://doi.org/10.1080/14719037.2023.2165699)

*Part of the WHO COVID-19 Research Database*

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Meyfrootd, K., & Desmidt, S. (2024). All aboard? How Line-of-Sight impacts the strategic commitment of nonprofit employees. *Public Management & Governance Review*, 1(1), 1-22. [Doi:10.60733/PMGR.2024.02](https://doi.org/10.60733/PMGR.2024.02)

*Part of the opening volume and edition of Public Management & Governance Review.*

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Khalifa, B., Desmidt, S., Huisman, J., Meyfrootd, K., & Karataş Acer, E. (2024). Similar or different? An analysis of the organisational values expressed by public and private Turkish universities. *Higher Education Quarterly*, 00, e12538. [Doi:10.1111/hequ.12538](https://doi.org/10.1111/hequ.12538)

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Kluijtmans, T., Meyfrootd, K., & Crucke, S. (2024). Doing good and doing well? CSR climate as a driver of team empowerment and team performance. *Journal of Business Ethics*. [Doi:10.1007/s10551-024-05678-z](https://doi.org/10.1007/s10551-024-05678-z)

*Awarded the 2022 Best Paper award – Corporate Responsibility Research (CRR) Conference.*

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Willems, J. & Meyfrootd, k. (2024). Group Research: Why are we Throwing Away the Best of our Observations? *Group & Organization Management*. [Doi:10.1177/10596011241246303](https://doi.org/10.1177/10596011241246303)

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Willems, J. & Meyfrootd, k. (2024). Debate: Reporting Pre-election Polls: It is Less About Average Jane and Joe, and More about Polarized Karen and Kevin. *Public Money & Management*, 44(3), 185-186. [Doi:10.1080/09540962.2024.2306912](https://doi.org/10.1080/09540962.2024.2306912)

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Meyfrootd, K., & Desmidt, S. (2024). Does governing board involvement impact strategy implementation effectiveness? The role of information sharing in the politics-administration interface. *Public Management Review*, 26(3), 565-590. [Doi:10.1080/14719037.2022.2103174](https://doi.org/10.1080/14719037.2022.2103174)

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Desmidt, S. & Meyfrootd, K. (2024). Unlocking politicians' potential: what fosters purposeful use of performance information in support of voice? *Local Government Studies*, 50(1), 150-173. [Doi:10.1080/03003930.2023.2198216](https://doi.org/10.1080/03003930.2023.2198216)

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Suykens, B., Meyfrootd, K., Desmidt, S., & Verschuere, B. (2022). Does performance-based accountability impact how non-profit directors perceive organizational performance? Insights from rational planning. *Public Management Review*, 24(9), 1355-1382. [Doi:10.1080/14719037.2021.1900349](https://doi.org/10.1080/14719037.2021.1900349)

*Selected for the virtual symposium of 21 IRSPM papers that found a home in PMR. In this [symposium](#), the community of scholars who have made IRSPM and PMR leading outlets for their work is celebrated.*

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Crucke, S., Kluijtmans, T., Meyfrootd, K., & Desmidt, S. (2022). How does organizational sustainability foster public service motivation and job satisfaction? The mediating role of organizational support and societal impact potential. *Public Management Review*, 24(8), 1155-1181. [Doi:10.1080/14719037.2021.1893801](https://doi.org/10.1080/14719037.2021.1893801)

*Awarded the 2020 Best Doctoral Student Conference Paper Award – Public and Nonprofit (PNP) Division, the Academy of Management (AOM) Annual Meeting.*

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Bauwens, R., & Meyfrootd, K. (2021). Debate: Towards a more comprehensive understanding of ritualized bureaucracy in digitalized public organizations. *Public Money & Management*, 41(4), 281-282. [Doi:10.1080/09540962.2021.1884349](https://doi.org/10.1080/09540962.2021.1884349)

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Desmidt, S., & Meyfrootd, K. (2021). How does public disclosure of performance information affect politicians' attitudes towards effort allocation? Evidence from a survey experiment. *Journal of Public Administration Research and Theory*, 31(4), 756-772. [Doi:10.1093/jopart/muaa054](https://doi.org/10.1093/jopart/muaa054)

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Meyfrootd, K., & Desmidt, S. (2021). Can rational planning stimulate cooperative behaviour? How perceived self-efficacy mediates the relationship between strategic plan use, performance information use and strategic voice by local councillors. *Public management review*, 23(6), 818-842. [Doi:10.1080/14719037.2019.1699949](https://doi.org/10.1080/14719037.2019.1699949)

*Runner-up for the Best Poster Award, Research day, FEB, Ghent University.*

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Desmidt, S., & Meyfrootd, K. (2021). What motivates politicians to use strategic plans as a decision-making tool? Insights from the theory of planned behaviour. *Public management review*, 23(3), 447-474. [Doi:10.1080/14719037.2019.1708438](https://doi.org/10.1080/14719037.2019.1708438)

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Meyfrootd, K., Desmidt, S., & Goeminne, S. (2019). Do politicians see eye to eye? The relationship between political group characteristics, perceived strategic plan quality, and strategic consensus in local governing majorities. *Public Administration Review*, 79(5), 749-759. [Doi:10.1111/puar.13058](https://doi.org/10.1111/puar.13058)

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Desmidt, S., Meyfrootd, K., & George, B. (2019). Shared strategic cognition in Flemish city councils: the relevance of political and demographic group characteristics. *Public Management Review*, 21(7), 945-967. [Doi:10.1080/14719037.2018.1538423](https://doi.org/10.1080/14719037.2018.1538423)

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Desmidt, S., & Meyfrootd, K. (2018). Debate: Unravelling strategic planning effectiveness—what about strategic consensus?. *Public Money & Management*, 38(4), 255-256. [Doi:10.1080/09540962.2018.1449456](https://doi.org/10.1080/09540962.2018.1449456)

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***Dutch language peer-reviewed journal articles***

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Meyfroidt, K., Desmidt, S., & Crucke, S. (2023). Doet de authenticiteit van duurzaamheidsinitiatieven ertoe? Een perceptieonderzoek bij departementshoofden van Vlaamse lokale besturen. *Vlaams Tijdschrift voor Overheidsmanagement*, 3, 33-49.

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Suykens, B., Meyfroidt, K., Desmidt, S., & Verschuere, B. (2022). Leidt publieke verantwoording tot 'betere' non-profitprestaties? *Vlaams Tijdschrift voor Overheidsmanagement*, 1, 31-44.

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Kluijtmans, T., Meyfroidt, K., Crucke, S., & Desmidt, S. (2021). Is managementaandacht voor duurzaamheid belangrijk voor de jobtevredenheid in publieke organisaties? Een onderzoek binnen Vlaamse lokale besturen. *Vlaams Tijdschrift voor Overheidsmanagement*, 2, 25-41.

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Meyfroidt, K., Desmidt, S., & Goeminne, S. (2020). Eén coalitie, één strategische visie? De relatie tussen politieke groepskenmerken, gepercipieerde kwaliteit van het strategisch plan en strategische consensus in Vlaamse lokale coalities. *Vlaams Tijdschrift voor Overheidsmanagement*, 3, 31-50.

\*\*\*

Meyfroidt, K., Desmidt, S., Decock, K., & George B. (2019). Een gedeelde strategische visie in Vlaamse gemeenteraden: De relevantie van politieke en demografische groepskenmerken. *Vlaams Tijdschrift voor Overheidsmanagement*, 2, 19-41.

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### ***PhD thesis-related material***

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Meyfroidt, K. (2022). Strategic planning through a cognitive and behavioral lens : strategic plan use, strategic consensus, and strategic voice. *Bestuurskunde [dissertatierubriek]*, 31(3), 81-82. [Doi:10.5553/Bk/092733872022031003007](https://doi.org/10.5553/Bk/092733872022031003007)

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Meyfroidt, K. (2020). *Strategic planning through a cognitive and behavioral lens : strategic plan use, strategic consensus, and strategic voice*. Ghent University. Faculty of Economics and Business Administration, Ghent, Belgium.

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### ***Popular press articles***

Willems, J., and Meyfroidt, K. (2024). [We Disagree to Agree: A Call to Apply Agreement Metrics More Extensively for Advancing Management Theory](#). BUSINESS AND MANAGEMENT INK

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George, B., and Meyfroidt, K. (2016). [Terrorisme aanpakken vraagt strategisch staatsmodel](#). *Knack*

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## RESEARCH

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### *Funded research projects, fellowships and grants*

Title	From	Until	Funding
“It takes two to tango: The barriers, catalysts and benefits of strategic information sharing between political boards and senior management in local authorities.”	2021	2024	Special Research Fund BOF.PDO.2021.0046.01 - BOF21/PDO/053
Mobility grant for the participation in the “European Group for Public Administration 2019 annual conference (Belfast, UK)	2019	2019	FWO
Mobility grant for the participation in the “79th Annual Meeting of the Academy of Management, Boston (MA.) (USA)”	2019	2019	FWO

### *PhD (co-)supervisor / Guidance committee member*

Role	From	Doctoral candidate	Defended
Guidance committee member	2023	Aaron Van Steenlandt, UGent	
Co-supervisor	2022	Tom Kluijtmans, UGent	22/11/2023
Guidance committee member	2022	Shaldeen Somers, UGent	

### *Internal & external research seminars*

- 2024 Consensus metrics, Ghent University (internal)  
2024 Consensus metrics, Tilburg University (the Netherlands)

## CONFERENCES

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- The International Society for Third-Sector research (**ISTR**):  
2024
- The European Consortium for Political Research (**ECPR**):  
2023
- Interdisciplinary perspectives on public administration, governance, and policy (**PU**):  
2022; 2023
- The Academy of Management (**AOM**) conference – PNP Division:  
2019; 2020
- The International Research Society for Public Management (**IRSPM**) conference:  
2017; 2019
- The **FEB research day** (Ghent University, Faculty of Economics & Business Administration):  
2017; 2018; 2019; 2021; 2022; 2023
- The European Group for Public Administration (**EGPA**) conference:  
2016; 2017; 2018; 2019; 2021; 2023; 2024
- The European Academy of Management (**EURAM**) conference:  
2016