



Maria Vakola, PhD

Professor

Director of the MSc in HRM

Department of Marketing and Communication

Athens University of Economics and Business

Work Address: 76 Patission Ave., 104 34 Athens, Greece

tel.: +30-210-8203177 / +306974850123 (mobile) / e-mail: mvakola@aueb.gr

Education

- **Oct 1996- Oct 2000: PhD**

School of Business and Informatics, University of Salford, UK

Title: Business Process Re-engineering and Organisational Change: Evaluation of implementation strategies funded by the European Union and private sector.

- **Sep.1995 – Oct. 1996: M.Sc. in Organisational Psychology**

Manchester School of Management, University of Manchester

Institute of Science and Technology (UMIST), UK

- **Sep. 1991- Sep.1995: BSc (honours) in Psychology**

Psychology Department, National University of Athens

Grade: 2.1

Academic Experience

- **Jan. 2022- : Professor in HRM and OB**

- **October 2014- Jan. 2022: Associate Professor in HRM and OB**

Athens University of Economics and Business

Department of Marketing and Business Communications

- **October 2007-2014: Assistant Professor in HRM and OB (with tenure)**

Athens University of Economics and Business

Department of Marketing and Business Communications

- **July 2001 – 2007: Lecturer in HRM and OB**

Athens University of Economics and Business

Department of Marketing and Business Communications

Teaching: Organisational Psychology and Behaviour (PG), Human Resources Management (UG), Change Management (UG, Erasmus and PG), Personal Skills Development (PG)

- **Sep.2004- Sep.2011: Visiting Lecturer**

Hellenic Open University

Department of Business Administration

Module: Introduction to Business Administration

- **Sep. 1998 – Jul. 2001: Lecturer**

School of Business and Informatics, Information Systems Institute, University of Salford, UK

Teaching: Change Management (UG) and Organizational Behaviour (UG)

European, national and private sector funded research projects (most recent)

1. **Thrive@Work**

Erasmus+

Duration: 2021-2023

2. **Project title: PACOME- Partenariat pour les compétences et l'emploi**

Funded by EU/Tempus

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Duration: 2012-2015

Role: Team member/AUEB representative

3. Project Title: Development of a Situational Judgment Test assessing employees' potential

Funded: National bank of Greece

Duration: 2011-2013

Role: Team member

4. Project Title: Measuring behavior change and learning transfer in food retailing blue collar supervisors using SJTs: An individual differences approach

Funded: Athens University of Economics and Business/Basic research funding program-competitive process

Duration: 2010-11

Role: Principal Investigator

5. Project Title: Productive and Counter-productive work behaviours across cultures

Funded by: EPSRC/University of Nottingham

Duration: 2008-2010

Role: Team member

6. Project Title: Individuals' Reactions to Organizational Change: A Longitudinal Investigation (IROC)

Funded: Athens University of Economics and Business/Basic research funding program-competitive process

Duration: 2008-09

Role: Principal Investigator

7. Project Title: Implementation of competency-based management in HRM practices

Funded by: Emporiki Bank

Duration: 2002-2006

Role: Project manager

8. Project Title: Organizational Culture survey

Funded by Metaxas Diagnostics A.E

Duration: Sep 2004-Feb.2005

Role: Principal Investigator

Publications

1. Vakola, M., Xanthopoulou, D., & Demerouti, E. (2023). Daily Job Crafting and Adaptive Performance During Organizational Change: The Moderating Role of Managers' Influence Tactics. *The Journal of Applied Behavioral Science*, 59(2), 232-261.
2. Demerouti, E., Soyer, L. M., Vakola, M., & Xanthopoulou, D. (2021). The effects of a job crafting intervention on the success of an organizational change effort in a blue-collar work environment. *Journal of Occupational and Organizational Psychology*, 94(2), 374-399.
3. Schwarz, G. M., Bouckennooghe, D., & Vakola, M. (2021). Organizational change failure: framing the process of failing. *Human relations*, 74(2), 159-179.

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4. Vakola, M., Petrou, P., & Katsaros, K. (2021). Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change. *The Journal of Applied Behavioral Science*, 57(1), 57-79.
5. Tomprou, M., Xanthopoulou, D., & Vakola, M. (2020). Socio-emotional and monetary employee-organization resource exchanges: Measurement and effects on daily employee functioning. *Work & Stress*, 34(2), 189-214.
6. Kaltiainen, J., Lipponen, J., Fugate, M., & Vakola, M. (2020). Spiraling work engagement and change appraisals: A three-wave longitudinal study during organizational change. *Journal of Occupational Health Psychology*, 25(4), 244.
7. Vakola, M. (2016) 'The reasons behind change recipients' behavioral reactions: a longitudinal investigation', *Journal of Managerial Psychology*, Vol. 31(1) pp: 202-215
8. Vakola, M. (2014). "What's in there for me? Individual readiness to change and the perceived impact of organizational change." *Leadership & Organization Development Journal*, 35(3) pp. 195-209
9. Vakola, M. (2013), 'Multilevel readiness to change: A conceptual approach' *Journal of Change Management*, Special issue on readiness for change, 13(1) pp 96-109
10. Coyne, I., Gentile, D., Born, M., Cem, N., & Vakola, M., (2013) 'The relationship between productive and counterproductive work behavior across four European countries', *European Journal of Work and Organizational Psychology*, 22(4) pp 377-389
11. Tomprou, M., Nikolaou, I., & Vakola, M. (2012) Experiencing organizational change in Greece: the framework of psychological contract, *International Journal of Human Resources Management*, 23(2), 385-405
12. Oreg, Sh. Vakola, M. & Armenakis, Ach., (2011) Change recipients reactions to organizational change: A sixty-year review of quantitative studies , *Journal of Applied Behavioural Science*, 47(4), 461-524
13. Nikolaou, I., Vakola, M & Bouradas, D., (2011) The role of silence on employees' attitudes "the day after" a merger, *Personnel Review*, 40(6), 723-741
14. Nikolaou, I., Vakola, M & Bouradas, D., (2008) Who speaks up at work? Dispositional influences on employees' voice behaviour, *Personnel Review*, 37(6), 666-679
15. Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., et al. (2008). Dispositional Resistance to Change: Measurement Equivalence and the Link to Personal Values Across 17 Nations. *Journal of Applied Psychology*, 93(4), 935-944.
16. Nikolaou, I., Gouras, A., Vakola, M., & Bourantas, D. (2007). Selecting Change Agents: Exploring Traits and Skills in a Simulated Environment. *Journal of Change Management*, 7(3/4), 291-313.
17. Nikolaou, I., Tomprou, M., & Vakola, M. (2007). Individuals' inducements and the role of personality: implications for psychological contracts. *Journal of Managerial Psychology*, 22(7), 649-663.
18. Panayotopoulou, L., Vakola, M., & Galanaki, E. (2007). E-HR adoption and the role of HRM: evidence from Greece. *Personnel Review*, 36(1/2), 277-294.
19. Vakola, M., Soderquist, K. E., & Prastacos, G. P. (2007). Competency management in support of organisational change. *International Journal of Manpower*, 28(3/4), 260-275.

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20. Reed, J., & Vakola, M. (2006). What role can a training needs analysis play in organisational change? *Journal of Organizational Change Management*, 19(3), 393-407.
21. Tassabehji, R., & Vakola, M. (2005). Business e-mail: The killer impact. *Communications of the ACM*, 48(11), 64-70.
22. Vakola, M., & Bouradas, D. (2005). Antecedents and consequences of organisational silence: an empirical investigation. *Employee Relations*, 27(5), 441-458.
23. Vakola, M., & Nikolaou, L. (2005). Attitudes towards organizational change: What is the role of employees' stress and commitment? *Employee Relations*, 27(2), 160-174.
24. Vakola, M., Tsaousis, L., & Nikolaou, L. (2004). The role of emotional intelligence and personality variables on attitudes toward organisational change. *Journal of Managerial Psychology*, 19(2), 88-110.
25. Vakola, M., & Wilson, I. (2004). The challenge of virtual organisation: critical success factors in dealing with constant change. *Team Performance Management*, 10(5/6), 112-120.
26. Kenyon J., and Vakola M., (2003): 'Customer Relationship Management: A Viable Strategy for the Retail Industry' *International Journal of Organization Theory and Behavior*, 6 (3), 329-353
27. Vakola, M. (2000). Exploring the relationship between the use of evaluation in business process re-engineering and organisational learning and innovation. *Journal of Management Development*, 19(10), 812-835
28. Vakola M. & Rezgui Y., (2000): The role of evaluation in business process re-engineering' *Knowledge and Process Management: The Journal of Corporate Transformation*, 7(4), 207-216
29. Vakola M. & Rezgui Y., (2000): Organisational Learning and Innovation in the Construction Industry, *Learning Organisation: An International perspective*, 7(4), 174-183
30. Vakola M., & Rezgui Y., (2000): Critique of existing business process re-engineering methodologies: The development and implementation of a new methodology, *Business Process Management Journal*, 6 Number 3, 238-250
31. Vakola M., Rezgui Y. & Wood-Harper T., (2000): 'The CONDOR business process re-engineering methodology' *Managerial Auditing Journal*, 15(1/2), 42-46

Book Chapters

1. Vakola, M. & Petrou, P., (2018). An overview of the impact of organizational change and a synthesis of suggested coping strategies: An introductory note, In M. Vakola & P. Petrou (Eds), *The impact of organizational change: Coping strategies and resources*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
2. Tsaousis, I. & Vakola, M., (2018). Measuring Change Recipients' Reactions: The Development and Psychometric Evaluation of the CRRE Scale, In M. Vakola & P. Petrou (Eds), *The impact of organizational change: Coping strategies and resources*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.

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3. Vakola, M., Bourantas, D., & Karli, M. (2017). 7 It is not a way of making money; it is a way of life. In *Leadership and Change Management: A Cross-Cultural Perspective*, Halkias, D., Santora, J., Harkiolakis, N., & Thurman P. (Eds), New York: Routledge, pp. 56-61
4. Vakola, M., Armenakis, Ach. & Oreg, Sh., (2013), Reactions to organizational change from an individual differences perspective: a review of empirical research, In *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective*, Sh. Oreg, Al. Mitchell & B. Rune (Eds), UK: Sage, pp 95-123
5. Vakola, M (2012), Resistance to change: Technology implementation in the public sector, *In Cases and Exercises in Organization Development*, Anderson, D. (ed). pp 112-118, USA: Sage Publications.
6. Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., et al. (2010) Measurement equivalence using multi-group confirmatory factor analysis and confirmatory smallest space analysis: The case of dispositional resistance to change. In *Cross-cultural analysis: Methods and applications*. Davidov, E., Schmidt, P. & Billiet, J. New York: Routledge.
7. Pilavaki, A. & Vakola, M.,(2007) Sexual Harassment at the workplace' in Vakola, M., & Apospori, H., (Eds) 'Women in Management' Sideris Publications, Athens
8. Vakola, M (2007) 'The role of women in change management' in Vakola, M., & Apospori, H., (Eds) 'Women in Management' Sideris Publications, Athens
9. Nikolaou, I., Vakola, M. & Robertson, I.T. (2006). 360 degree feedback and leadership development. In R. Burke & C. L. Cooper (Eds.) *Inspiring Leaders*. London: Taylor & Francis.
10. Vakola M., and Nikolaou I.,(2002): 'Organisational readiness for change: the role of strategy, culture and human resource management' in Farhad Analoui (Ed) 'The changing patterns of Human Resource Management' London:, Ashgate. pp. 270-283

Books

1. Vakola M. & Katsaros K., (2020): *Managing Change*, Publications, Benou
2. Vakola, M. & Nikolaou, I., (2019): *Organizational Psychology and Behaviour*, Rosili Publications: Athens, Greece, 2nd edition
3. Vakola, M., & Petrou, P. (Eds.) (2018): *The impact of organizational change: Coping resources and strategies*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
4. Vakola M. & Apospori, H., (Eds.) (2007): *Women in Management*. Sideris Publications, Athens, Greece
5. Vakola, M., (2005): *Managing Change*. Sideris Publications: Athens

Invited Publications

1. Nikolaou, I., Vakola, M. & Kantas (2009). History and Development of Industrial & Work Psychology in Greece. *The Industrial-Organizational Psychologist*, 47(2), 87-91
2. Prastacos, P, Soderquist, K & Vakola, M (2005): 'A strategic forward looking approach to competency modelling' *Business Leadership Review*, vol 2 (2)
3. Vakola, M. & Wilson, I.E. (2003), "Open Road: Proposing a Migration Path to the Digital Construction Virtual Enterprise", *Les Cahiers du Management*

Technologique, vol. 13(1), pp. 67-77

4. Kenyon J., and Vakola M., (2001): 'Evolving the customer relationship management paradigm in the retail industry' *International Journal of Customer Relationship Management*, vol 3(4), pp. 313-332

Conferences (most recent)

- Vakola, M & Kaltiainen, (2023). Perceived similarity and change reactions' endurance and valence: The mediating role of trust in dyads, EAWOP, Poland
- Sanders, K. et al. (2021), The antecedents of HR strength in times of crisis: an attributional lens, *Academy of management proceedings*, 2021 (1), pp. 11154.
- Vakola, M., Petrou, P., & Katsaros, K. (2019, July). Work Engagement and Job Crafting as Conditions of Ambivalent Employees' Adaptation to Org Change. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 14266). Briarcliff Manor, NY 10510: Academy of Management.
- Vakola, M., Katsaros, K.K., & Petrou, P., (2019) Ambivalence and adaptive performance: The moderating role of work engagement, EAWOP, Turin, Italy.
- Kaltiainen, J, Jukka L, Vakola, M. & Fugate M., (2018), Dynamic Relations Between Changes in Work Engagement and Coping Appraisals, SIOP, Chicago
- Vakola, M., (2017): Employee Reactions To Organizational Change: The Role Of Task Adaptivity And Proactivity And Leader-Member Exchange, EAWOP, Dublin
- Van Dam, K. & Vakola, M., (2017), Individual adaptation to organizational change: Complex inter- and intrapersonal processes, Symposium, EAWOP, Dublin
- Lazanaki, V. & Vakola, M., (2017): Issues you don't communicate at work: Antecedents and Consequences, EAWOP, PS, Dublin
- Vakola, M., Xanthopoulou, D. & Demerouti, E (2016): 'Job crafting and adaptive performance: The moderating role of influence tactics', EAWOP small group meeting, Athens
- Vakola, M., Bourantas, D., & Karli, M. (2016), 'Managing Change through Leader's Cultural and Personal Values: The Case of Apivita', 12th European Academy of Occupational Health Psychology, Athens
- Vakola, M., Nikolaou, I. & Kyriakou, O., (2015) 'Dealing with unemployment through pairing', 17th European Congress of Work and Organizational Psychology, Oslo
- Tompou, M., Xanthopoulou, D., & Vakola, M., (2015) ' Overall and daily employee-organization resource exchanges: Developing a scale across levels of analysis, 17th European Congress of Work and Organizational Psychology, Oslo
- Vakola, M., & Katsaros, K., (2015) 'Responding to change recipients' reactions to change: A conceptual model', 17th European Congress of Work and Organizational Psychology, Oslo
- Vakola, M., (2014)'Investigating reactions to, and performance following, change-instigating feedback', 28th International Congress of Applied Psychology, Paris

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- Tsaousis, I. & Vakola, M., (2013) "Development of the Attitudes Toward a Specific Organizational Change (ATSOC) Scale", Academy of Management meeting, Orlando
- Gouras, A., Nikolaou, I. & Vakola, M. (2012). Selecting for change: Developing a SJT to measure change agent's behaviours. Paper presented at the Symposium entitled: *"Advances in testing and measurement: Job performance, change and innovation"*, chaired by Neil Anderson & Kristina Potocnik of the *8th Conference of the International Test Commission, Amsterdam, The Netherlands*
- Vakola, M (2011), Reasons as predictors of change recipients' behavioural reactions, Academy of Management conference, San Antonio, USA
- Vakola, M, Armenakis, Ach. & Oreg, Sh., (2011), Change recipients' characteristics and reactions to organizational change, Academy of Management conference, San Antonio, USA
- Vakola, M., Armenakis, Ach., & Oreg Sh. (2011), Change recipients' reactions to change: A review, European Association of Work and Organizational Psychology, Maastricht, The Netherlands
- Vakola, M (2010) Reasons as predictors of change recipients' behavioural reactions: A Longitudinal investigation, British Academy of Management, Sheffield, UK
- Gentile, D; Coyne, I; Born, M; Vakola, M; Cem, N; Jooren, J; Kontou, E (2010), Productive and counterproductive work behaviour: Bi-polar or independent constructs? A cross cultural comparison of four European countries, British Psychological Society, UK
- Vakola, M. (2008) Macro, Meso and micro readiness to organizational change, Institute of Work Psychology International Conference, Sheffield, UK
- Vakola, M. & Nikolaou, I. (2008), Selecting Change Leaders, 12th International Conference in Organization Studies, New Delhi, India
- Oreg Sh. & Vakola M. (2007) Employees reactions to organizational change: A review of empirical findings, Academy of Management Conference, Philadelphia, USA
- Papalexadris, A., Vakola, M. & Prastacos G., (2007) Workplace Olympics: Inspiring great performance through fundamental values in use, Academy of Management Conference, Philadelphia, USA
- Oreg, Sh., Bayazit, M., Armenakis, Ac., Barkauskiene, R, Bozionelos, N., Gonzales-Fernandez, L., Feric I., Fujimoto, Y., Han, J., Hetland, H., Hrebickova, M., Mitsuhashi, H., Mlacic, B., Ohly, S., Saksvik P., Srinivas, E., Vakola M. & Van Dam. (2007). Dispositional resistance to change across culture, Academy of Management Conference, Philadelphia, USA
- Vakola, M. & Nikolaou, I. (2006). Exploring Individual Readiness to Organizational Change. Academy of Management Conference, Atlanta, USA
- Vakola, M. (2006). Multilevel readiness to change. International Association of Applied Psychology, International Conference, Athens, Greece
- Vakola, M., Nikolaou, I. & Bourantas, D. (2006). Who Remains Silent at Work? The Role of Personality Characteristics in Organizational Silence. Academy of Management Conference, Atlanta
- Vakola, M. (2005). 'Toward a predictive model of individual readiness to organizational change', Academy of Management Conference, Honolulu, USA

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- Tsaousis, I & Vakola, M., (2005). 'Emotional Intelligence and Locus of Control: Exploring their relationship with sales performance', International Conference of the European Association of Work and Organizational Psychology, Turkey

Associate Editor, Editorial Board Member, Guest Editor and Reviewer

Associate Editor, Journal of Applied Behavioural Science start from Jan. 2020

Editorial Board Membership

- 1) Journal of Change Management (since 2011)
- 2) Employee Relations (since 2012)
- 3) Frontiers Review editor for Organizational Psychology (since 2016)

Books (Editor)

- 4) Vakola, M., & Petrou, P. (Eds.) (2018): *The impact of organizational change: Coping resources and strategies*, Current Issues in Work and Organizational Psychology Series, UK: Routledge.
- 5) Vakola M. & Apospori, H. (Eds). (2007): *Women in Management*. Athens: Sideris Publications

Guest editor

6) Gavin Schwarz, Dave Bouckenoghe & Maria Vakola, Organizational Change Failure: Framing the Process of Failing, Human Relations (2018-2020)

Case Studies Editor

7) HR Case study series editor: Published four times a year by the Athens University of Economics and Business, Athens, Greece

Ad hoc Reviewer:

- Human Relations,
- Journal of Organizational Behaviour
- Journal of Managerial Psychology
- European Journal of Work and Organizational Psychology,
- British Journal of Management,
- Journal of Change Management,
- Journal of Personnel Psychology
- Group and Organization Management

Administrative Roles

2017- Head of the Athens Laboratory of Human Resources Management; it is a research lab offering seminars on research skills and form co-operations to attract research funding

2005-2016 Departmental Erasmus Co-ordinator

2003- Member of the managing committee of the MSc in Human Resources Management and of the International MBA

2002- Member of PG selection and admissions team

2005- Co-founder of the Personal Skills Development Program for PG students

2008- Staff training and development co-ordinator

Invited Speaker

1. Vakola, M (2023), Invited Speaker, The Hebrew University of Jerusalem, Research Workshop of the Israeli Research Foundation.
2. Vakola, M (2023), Keynote presentation 7^o Symposium of the Hellenic Psychological Association (Organizational Psychology Division) ‘The Psychology of Change’
3. Vakola, M. (2022), The Future of Work, Beyond Summit, Thessaloniki
4. Βακόλα, Μ (2022), The Future of Work, 2^o International Summit, Hellenic Council of Personnel Selection, Αθήνα
5. Vakola, M (2022), Well-being at work and the future of work: an introductory note, Employee Assistance European Forum, Conference, Athens
6. Vakola, M (2016), The psychology of organizational change, Research Seminar, Em-Lyon Business School, France
7. Vakola, M (November 2014), ‘*Mentoring and Unemployment*’, Cypriot Association of Human Resource Management
8. Vakola, M (April 2014) Speech at TEDxAUEBWomen
9. Vakola, M & Nikolaou (2013) Speech at TEDxAthens Unconference
10. Vakola, M (December 2013), Keynote Speech, ‘*Leadership and Managing Change*’ Pharmaceutical Marketing Association
11. Vakola, M (November 2012) Public Lecture, ‘Reactions to Organizational Change’ Cyprus International Institute of Management
12. Vakola, M. (November 2011). The Big HR Debate. Hellenic Management Association & Boussias Conferences.
13. Vakola, M. (November 2010). The Big HR Debate. Hellenic Management Association & Boussias Conferences
14. Vakola, M. & Bouradas, D. (2002). *Managing Organizational Change. 2nd International Human Resources Conference*. PricewaterhouseCoopers, Athens, Greece.

Conference Organization-Community building

June 2018- EAWOP early career summer school

Role: Organizing Committee

June 2016- European Association of Work & Organizational Psychology Small Group Meeting Preparation ‘Reactions to Organization Change’ in co-operation with Shaul Oreg

Role: Organizing Committee

June 2016 International Forum of Psychology of Organizational Change Researchers

Role: Co-founder

June 2014- 7th International Human Resources Management Conference, Athens, Greece. Organized by the MSc in Human Resources Management, AUEB

Invited Speaker: Professor Cameron

Size: 250 participants

Role: Conference Organizer



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Impact on Society

- NGO co-founder: Job-pairs. gr is a mentoring program to graduates unemployed
- Job-pairs in academia: Organizer of a mentoring program to PhD students during the 2017 EAWOP meeting

Awards

- Awards for excellence 2017-Outstanding Papers from Journal of Managerial Psychology
 - Highly commended
 - Vakola, Maria : The reasons behind change recipients' behavioral reactions: a longitudinal investigation
- Teaching excellence awards
 - International MBA executive programme 2001-2002
 - International MBA full time programme 2005-2006
 - International MBA full time programme 2011-2012
 - Marketing and Communication Department-Undergraduate Programme 2014-2015
 - Executive MBA 2015
 - Teacher of the year, 2018
- Job-pairs.gr
 - Greek Management Association innovation award 2014
 - Boussias Communication HR awards 2015