

## Anne-Laure FAYARD

Assistant Professor of Management  
Department of Technology Management  
Polytechnic Institute of New York  
6 Metrotech Center  
Brooklyn, NY 11231, USA  
alfayard@poly.edu  
<http://www.bazartropicando.com/alfwebsite/>  
<http://v.poly.edu/node/45>

April 2009

---

### Research Interests

Organizational communication, including discourse analysis, discursive practices and technology-mediated communication.  
Socio-material practices, including the affordances of material artifacts and the influence of space.  
Cross-disciplinary collaboration, including design and art.

---

### Education

1998 Sociales -	Ph.D. in Cognitive Science, Ecole des Hautes Etudes en Sciences Sociales - (Highest Honors)
1993 (Center for	Diplome d'Etudes Approfondies in Cognitive Science (MA) , CREA Applied Epistemology), Ecole Polytechnique. (Highest Honors)
1992 (MA)	Diplome d'Etudes Approfondies in History and Philosophy of Science University of Paris I-Sorbonne. (Highest Honors)
1991 (Highest Honors)	Maitrise of Philosophy (BA), University of Paris I-Sorbonne

---

### Employment

2006 - Present	Assistant Professor of Management, Polytechnic Institute of NYU
Sept-Dec. 2005	Visiting Faculty, Center for Sociology of Innovation (CSI), Ecole des Mines, Paris
1999- 2005 the	Assistant Professor of Technology Management, INSEAD , both on

	Asian and Singapore campuses.
1999 Paris	Part-time lecturer in Human-Computer Interaction, University of Sud, Master Degree Program in Computer Science
1998-1999	Researcher at the R&D Division, EDF. Involved in a research program <b>Information and Organization in the Office.</b>
1996-97	Researcher at the Centre d'Etudes de la Navigation Aerienn <b>Cameleon Project: Augmented Paper Flight Strips for Air Traffic Control</b>
1995-96	Lecturer in Philosophy, University Paris X- Nanterre:

---

## Publications

### Articles in Journals

Fayard, AL. and DeSanctis, G. 2009. Enacting language games: The development of a sense of "we-ness" in online forums, *Information Systems Journal*, Forthcoming

Fayard, AL and DeSanctis, G., 2008, Kiosks, Clubs and Neighborhoods: The Language Games of Online Forums," *Journal of the Association for Information Systems*: Vol. 9: Iss. 10, Article 2.

Fayard, AL and Weeks, J. 2007, Photocopiers and Water-coolers: The Affordances of Informal Interactions, *Organization Studies*, Vol. 28, No. 5, 605-634

Fayard, AL. 2006, Interacting on a Virtual Stage: The collaborative construction of an interactional video setting, *Information Technology and People*, Vol. 19, No. 2, 2006 , pp. 152-169(18)

Fayard, AL and DeSanctis, G. 2005. Evolution of An Online Club for Knowledge Management Professionals: A Language Game Analysis, *Journal of Computer-Mediated Communication*.

DeSanctis, G. Fayard, AL. Roach, M. and Jiang, L. 2003. Learning in Online Forums, *European Management Journal*

### Articles in Books

Fayard, AL and Metiu, A. 2009. Expressing emotions and building relationships over distance: Fixedness and Fictionalization in correspondence, Book chapter in *Qualitative Research*, Forthcoming

Fayard, AL. 2006. One School / Two campuses: A Socio-technical Approach for Building the Distributed Classroom. *Teaching and learning with Virtual Teams*, Ferris & Godar (eds.), Idea Group.

DeSanctis, G., Roach, M., & Fayard, A-L , 2004. Structure and Interactions in Online Discussion Forums, in H. Dumez (Ed.) *Gouverner les Organisations*, Paris: L'Harmattan.

### **Articles in Conference Proceedings**

Qureshi, S. and Fayard, AL. 2008. Virtual Teams and Development: A Language Games Perspective. *Hawai International Conference on Systems Science - January 2008*

Fayard, AL. DeSanctis G. and Roach, M. 2004. Language games in Online Forums *Academy of Management Best Papers Proceedings*

Fayard, AL and Henderson, A. 2001, Looking at "Situated Technology": Differences in Patterns of Interaction Reflect Differences in Context. *Modelling and Using Context. Proceedings of CONTEXT'01*, Akman, Bouquet, Thomason and Young. (eds.) Springer.

Mackay, W. and Fayard, AL. 1998, Designing Interactive Paper: Lessons from three Augmented Reality Projects In *Proceedings of IWAR'98, International Workshop on Augmented Reality*. Natick, MA: A K Peters, Ltd. San Francisco, November 1998.

Mackay, W., Fayard, AL., Frobert, L., and Medini, L. 1998. Reinventing the familiar : Exploring an Augmented Reality Design Space for Air Traffic Control In *Proceedings of CHI'98 (Conference on Computer-Human Interactions)*, LA, USA.

Mackay, W. and Fayard, AL. 1997. Radicalement nouveau et néanmoins familier : les strips papiers revus par la réalité augmentée, in *Proceedings of IHM'97*, Poitiers, France.

Mackay, W. and Fayard, AL. 1997. HCI, Natural Science and Design: A Framework for Triangulation Across Disciplines, in *Proceedings of DIS'97 : Designing Interactive Systems*, Amsterdam, The Netherlands.

### **Invited Articles**

Fayard, AL. 2006. Influences: "Un hommage à Gerardine DeSanctis", *Le Libellio*, The Research Newsletter of The Center of Research in Management, Ecole Polytechnique, Paris, France.

---

### **Working Papers and Manuscripts under review**

Fayard, AL and Wilson, A. 2009. Building\_space\_with\_words: Making Visible the Invisible, Submitted to *Leonardo, Journal of the International Society for the Arts, Science and Technology*

Fayard, AL and Metiu, A. Organizing through Writing: Letters and Organizational Communication, Working Paper, DR08014 -

Metiu, A. and Fayard, AL. Discourse and communities: The role of letters and written discursive practices in the development of scientific communities, ESSEC Working Paper

---

## Work in progress

Weeks, J. and Fayard, AL The Affordance of Practice

Fayard, AL and Wilson, A., Thinking with your hands: Learning from art practice

The computational mind and the collaborative practice of science: a multi-disciplinary study of work, networks and socio-material practices in science and engineering: Research project with a Ph.D student, Paul Russo and one of my colleagues, Oded Nov

---

## Presentations

### Refereed

Fayard, AL and Weeks, J. Bringing Materiality in: affordance as a lens to analyze sociomaterial practices, The Academy of Management (Chicago, 2009)

Fayard, AL and Weeks, J. Organizers of the Symposium *Materiality and Organization Studies*, Participants: Beth Bechky, K. Elsbach, P. Leonardi and B. Pentland; Discussant: Wanda Orlikowski - The Academy of Management (Chicago, August 2009)

Fayard, AL and Metiu, A. A literacy perspective on writing: Evidence from Letters, - The Academy of Management (Chicago, August 2009)

Fayard, AL and Metiu, A. *Expressing emotions and building relationships over distance* - The Academy of Management, (Anaheim, August 2008)

Weeks, J. and Fayard, AL - *The Affordance of Practice: The Influence of Structure and Setting on Practice* -The Academy of Management, (Anaheim August 2008)

Fayard, AL. *Enacting language games: The development of a sense of “we-ness” in online forums*, Conference on Organizational Discourse, London, 23<sup>rd</sup>-25<sup>th</sup> July

Metiu, A. and Fayard, AL. *Discourse and communities: The role of letters and written discursive practices in the development of scientific communities*, Conference on Organizational Discourse, London, 23<sup>rd</sup>- 25<sup>th</sup> July 2008

Fayard, AL and Metiu, A. *Beyond Orality and Literacy: Letters and Online Interactions* Egos (Vienna, July 2007)

Fayard, AL and Metiu, A. *Beyond Orality and Literacy: Letters and Online Interactions* - The Academy of Management (Philadelphia, August 2007).

Fayard, AL and Weeks, J, *Photocopiers and Watercoolers*, Academy of Management, The Academy of Management, Atlanta, August 2006

Fayard, AL. *Language Games and situated interactions: The emergence of collective identity in online forums*, The Academy of Management, Atlanta, August 2006

Weeks, J. and Fayard, AL. *The Affordance of Practice*, Organization Studies Summer Conference, June 15, 2006

Fayard, AL and Weeks, J. *Affordances for informal interactions: What a space affords that "makes" it a place*. European Computer Supported Collaborative work Conference, Paris, September 2005

Fayard, AL, DeSanctis, G. and Roach, M. *Language games in Online Learning Forums*, The Academy of Management, New Orleans, 8 August 2004

Fayard, AL, *How to build a classroom experience across 2 continents: A socio-technical approach*, Technology-Mediated Learning Research Colloquium, The Academy of Management, New Orleans, 7 August 2004

Fayard, AL. *The Virtual Stage: Adjusting Behaviors to Achieve Coordination in a Video-Mediated Environment*, Symposium "Coordination and Control in Distributed Teams", The Academy of Management, Seattle, August 2003

Fayard, AL. *Copying as a collective Activity*, The Academy of Management, Denver, 13 August 2002

Fayard, AL. *Being Part of the Same Class while Located in Fontainebleau and Singapore: A Case Study of a Distributed Elective*. Euro 2001, The European Operational Research Conference, 9-11 July 2001: Rotterdam, The Netherlands).

Fayard, AL. *Unconscious Perceptions, peripheral awareness and consciousness*, Cognitive Conference on Consciousness and Art, Vrije Universiteit Brussel, Centrum voor Empirische Epistemologie, Brussel, Belgium, 17-19 May 1999

Fayard, AL. *Participatory Design in the Work Context: Why Is It So Hard to Achieve?*, Workshop on User-Centered Design in Practice- Problems and Possibilities, CSCW'98, Seattle, November 14, 1998

## **Invited**

*Beyond Orality and Literacy: Letters and Online Interactions*  
UC Davis Qualitative Research Conference, March 31, 2007  
*Best paper and presentation award.*

*When Home Becomes Wild: A cultural perspective on organizations*  
Mars Inc. MRDU, February 15, 2006

*Structuring and Organizing Online Forums through Language Games*  
Duke University, March 2006.

*Language Games and the Study of Organizing and Structuring in Emerging Organizations*  
Aegis Seminar, Ecole Polytechnique, Paris, France, November 22, 2005.

*Language Games and the Study of Organizing and Structuring in Emerging Organizations*,  
Center for Sociology of Innovation, Ecole des Mines, Paris. November 18, 2005

*Understanding interactions and situated actions: Video analysis, ethnography, and field studies*, Ph. D. Seminar, Center for the Sociology of Innovation, Ecole des Mines, Paris, October 18, 2005

*The Language Games of Online Forums*, IESE, Barcelona, Spain, April 2005

*The Language Games of Online Forums*, Indian School of Business, Hyderabad, India, February 2005

*Future ATC User Interfaces. ATC 2001* (22-24 August 2001: Bretigny sur Orge; France).

*With a little Help of your friends: Diffuse collaboration in a Mundane Activity* ANVIE Seminar (National Association for Promoting interdisciplinary research in Human and Social Sciences to Companies), Maison des Sciences de l'Homme, Paris, 31st May 2000

*Video analysis and distributed cognition*, Doctoral Seminar, Center Sociology of Innovation, Ecole des Mines Paris, 6 January 2000

---

## Cases

- *Unisys Corporation: IT Governance and Prioritization* 2004  
with Theodoros Evgeniou and Marios Klapsis (case writer)
- *Xerox: Building, Sustaining and Monetizing Knowledge Management* 2003  
with Soumitra Dutta, Luk Van Wassenhove and Patricia Reese (case writer) (INSEAD case + teaching note)
- *INTEL: Building an E-Corporation*, with Charles Galunic 2002  
and Caroline Abraham (case writer) (INSEAD case)

---

## Videos and other media

Fayard, AL and Wilson, A. *Building\_space\_with\_words*. an interactive multimedia installation.

The exhibit uses the language of art and digital media technologies to investigate the question: "What happens when the physical properties of space become intangible and discourse is the main material?"

NYU-Poly March 5 - 27, 2009. [www.poly.edu/bsww](http://www.poly.edu/bsww)

Photos: <http://www.flickr.com/photos/64085459@N00/sets/72157614820969966/>.

A video: <http://vimeo.com/3539585>

A video on the process: <http://v.poly.edu/node/74>

Fayard, AL and Lahlou, S. 1998. *The SubCam: A New Tool for Analyzing Office Work* 1998, in the *Video Proceedings of CSCW'98*, Seattle, November 1998

---

## Teaching

### Teaching interests:

Organizational Behavior; Teams; Organizational Change; Leadership; Creativity; Qualitative Research Methods

### Graduate Teaching

#### NYU-Poly:

- *Organizational Behavior Core Course* in the Masters Programme and in the Executive Program “Management of Technology”
- *Coaching for Leadership* - in the Executive program and in the MBA program.
- Ph.D. *Research Seminar on Qualitative Research Methods*
- *Managing Yourself*: MBA workshop
- *Creativity, Art and Management*: MBA program

#### Insead:

- *Information System Management* – Core course, MBA program
- *Managing Global Teams and Projects* – Distributed elective across the 2 campuses (MBA program), <http://faculty.insead.edu/fayard/mgtp/>
- *Managing Technological Change in Organizations* - Elective, MBA program
- *IT strategies* - Elective, MBA program

### University of Paris Sud and University of Paris- Dauphine (Master Degree Programme in Computer Science)

#### Ecole Nationale de l'Aviation Civile, Toulouse France (Engineer Diploma):

- A Participatory Design Approach to Human-Computer Interaction

### Executive education

- Session *Managing Global Virtual Teams* in different executive programmes at INSEAD (International Project Management, China Internationalization Programme, Project , Young Managers Programme)
- Session *Learning Organizations* in the Young Managers Programme, INSEAD
- Session *Working in Multicultural Teams*, Levin Institute, SUNY ( Program Science, Technology and International Relations)

### Undergraduate Teaching

#### University of Paris X – Nanterre (Department of Philosophy):

- *Introduction to the Philosophy of Psychology*
- *Epistemology and Philosophy of Science*

---

## Workshop organized:

INSEAD Qualitative Research Workshop, Singapore Dec. 2003  
Co-organized with Vibha Gaba

---

## Honors, Grants and Awards

*UC Davis Qualitative Conference*, Best Paper Award, 2007.

Nominated by students for the *Distinguished Teacher Award*, NYU-Poly, 2008.

*Academy of Management*, OCIS Division, Best paper, 2003.

Ph.D Scholarship, French Ministry of National Education, Advanced Instruction, and Research, 1993-1995

---

## Professional Activities

Ad Hoc Reviewer for:

Organization Science, Human Relations Journal, MIS Quarterly, Information Systems Research, Academy of Management (OB and OCIS division)

Associate Editor for the **Breakthrough Ideas** track at ICIS2008 (International Conference on Information Systems)

## Professional Affiliation

- Academy of Management
- Association of Computing Machinery

**Private Sector Consultation:** 3 1/2 year project (ongoing) with Mars Inc. on their organizational culture and its implications in the context of M&A (including Royal Canin, Wrigley). Qualitative work including mostly interviews and some participant observation.

---

## Languages

French: Mother tongue

English: Fluent

Spanish: Basic

Mandarin: Notions (Certificate of the Singapore Chinese Chamber of Commerce and Industry).