

Fabien Littel, MSc, MCIPD

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Education

- Expected September 2025:** **PhD in HRM & Organisational Behaviour**
University of Southampton
Research: Construction and enactment of individual ethics for climate change in the oil and gas industry
Supervisors: Dr Ai Yu & Prof. Peter Rodgers
- September 2022:** **Master of Science in Organisational Psychology**
Birkbeck, University of London
Dissertation (awarded distinction): Engineering pride – Experiences of moral conflict among Defence industry employees: a Foucauldian Discourse Analysis
- September 2004:** **Master's Degree in HR Management**
EM Strasbourg Business School, France
- June 2003:** **Bachelor's Degree in Human Resources**
Université de Paris 1 Panthéon-Sorbonne, France
- Professional body:** **Chartered member of the Chartered Institute for Personnel Development (CIPD) – Joined in 2016 via Experience assessment**
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Academic Experience

Teaching experience (Postgrad)

- September to December 2024: Associate Tutor in Research Methods – Run seminars, support students and mark assessments for MSc students in Birkbeck, University of London
- April to June 2024: Associate Tutor in Selection and Assessment – Run seminars, support students and mark assessments for MSc students in Birkbeck, University of London
- January to September 2024: Research Supervisor for MSc students in Organisation Psychology and HRM at Birkbeck, University of London. Co-designed and delivered three qualitative research skills sessions for all MSc students
- November 2023: Diversity, Equity and Inclusion in Organisational Development – Designed and delivered guest lecture for MSc Students in Southampton Business School

Teaching experience (Undergrad)

- November 2024: Ethics and Sustainability – reconciling self, business and planet – Designed and delivered guest lecture and group seminars, undergraduate level in Southampton Business School
- November 2023: Personal Ethics and Business Ethics – Designed and delivered guest lecture and group seminars, undergraduate level in Southampton Business School

- October 2001 – April 2002: Teaching Assistant in French for Business – Supporting teaching delivery, designing and delivering seminars for students in Business and Languages, Hospitality Management, and Engineering in Dublin Institute of Technology, Ireland

Current research (PhD – Completion expected in September 2025)

Construction and enactment of individual ethics for climate change in the oil and gas industry. This research seeks to investigate the experiences and ethical construction of oil and gas industry employees in relation to climate change, under their industry’s practices of corporate environmentalism. The project is split in three qualitative studies:

- Analysis of oil majors’ discourses in relation to climate change, and ethical construction and positioning of industry employees gathered from interviews with 30 current employees
- In-depth analysis of stories of former oil and gas industry employees who left the industry due to environmental concerns to engage in climate activism or lobbying – seven stories gathered from mixed sources including interviews and written material (social media posts, blogs and articles)
- Experimentation of the potential for co-creation of collective visions for a sustainable future between oil and gas industry employees and climate activists or lobbyists – conducted through workshops developed using dialogical storytelling and visual methods

Awarded a grant (£4,440) from the University of Southampton’s Public Engagement with Research Unit for a project called “Creating collective visions of sustainable futures through storytelling”, aiming to use the co-creation developed for my research to facilitate discussions between local community members, businesses and climate groups.

Publications

- Islam, M., Littel, F., Das, N., Odaro, L. (2024). PGR Student Partners – Empowering doctoral students through partnership and co-creation in institutional equality, diversity and inclusion change projects. *Educational Developments*. 25.3.
- Chatrakul Na Ayudhya, U., Edmondson, M., Harris, A., & Littel, F. (2023). Moving from responsibility learning inaction to ‘responsibility learning-in-action’: A student-educator collective writing on the ‘unnoticed’ in the hidden curriculum at business schools. *Management Learning*. <https://doi.org/10.1177/13505076231164011>

Papers submitted and in development

- Littel, F., Yu, A. & Rodgers, P. Beyond ‘adoption or resistance’: Oil and gas employees’ ethical self-formation and *Telos* under corporate environmentalism. Status: revised resubmission under review with *Organisation Studies* (ABS 4*)
- Littel, F., Chatrakul Na Ayudhya, U. Navigating moral uncertainty and institutional wilful ignorance: The case of the British defence industry. Status: submitted to special issue of *Journal of Business Ethics* (ABS 3*)
- Littel, F., Yu, A. Moral disengagement as micro-foundation of neoliberal environmentalism. Status: submitted to Academy of Management 2025 conference – journal submission pending
- Littel, F., Yu, A. Radical or immanent? A (post-)structural narrative analysis of climate ethics enactment stories. Status: in development

- Littel, F., Yu, A. When carbon production meets climate action: co-creating sustainable development for climate change via innovative storytelling. Status: in development

Other research activity

- Part of an international research group investigating career development of LGBT+ refugees in Canada (Lead researcher: Dr Mostafa Ayoobzadeh, UQAM, Canada)
- April to June 2024: Research assistant, conducting in-depth interview analysis using Interpretative Phenomenological Analysis for research on internal coaching and the role of supervision in developing ethical practices (Lead researcher: Dr Yi-Ling Lai, University of Southampton)

Conference presentations

- “Moving from responsibility learning inaction to ‘responsibility learning-in-action’: A student-educator collective writing on the ‘unnoticed’ in the hidden curriculum at business schools.” Presented with co-author U. Chatrakul Na Ayudhya at the following conferences:
 - International Critical Management Studies – Nottingham, UK, 21st June 2023
 - British Academy of Management – Brighton, UK, 5th September 2023
 - Society for Research into Higher Education – Online, 4th December 2023
- “From moral disengagement to practices of the self: enacting moral subjectivities for climate change in the oil and gas sector” – European Academy of Management (EURAM), Bath, UK, 26th June 2024
- “Resisting hegemonic discourses: Enacting ethical subject positioning for climate change in the oil and gas sector” – European Group for Organizational Studies (EGOS), Milan, Italy, 6th July 2024
- “From oil and gas to climate action: Temporality in the search for meaning through radical change” – European Group for Organizational Studies (EGOS), Milan, Italy, 6th July 2024
- “When carbon production meets climate action: Co-creating sustainable development for climate change via innovative storytelling” – British Academy of Management (BAM), Nottingham, UK, 4th September 2024
- “Navigating moral uncertainty and institutional wilful ignorance: The case of the British defence industry” – British Academy of Management (BAM), Nottingham, UK, 5th September 2024

Citizenship and contribution to University life

- August 2024 to present: Co-chair (PGR) of the University of Southampton’s Pulse LGBTQ+ employee and PGR network
 - July 2024 to present: Fellow PGR member of the University of Southampton’s Work Futures Research Centre
 - November 2023 to June 2024: Reverse mentor as part of the University of Southampton’s Reverse Mentoring programme, mentoring a member of the university’s executive leadership team
 - September to December 2023: PGR Partner with the University of Southampton’s Doctoral College, investigating Postgraduate Researchers’ experiences and research culture
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Other Employment History

April 2022 – September 2022:

HR Project Manager (Part-Time Contract)
Kubrick Group, London, UK

Leading HR projects in support of the growth of the organisation, including the implementation of a new competency model, and the development and implementation of a Diversity, Equity and Inclusion plan

November 2019 – March 2022:

Head of UK Graduate Programmes
BAE Systems, Portsmouth, Hampshire, UK

Responsible for the design and overall governance of BAE Systems' UK undergraduate, graduate, and future talent programmes, leading their transformation to develop the next generation of talent for the organisation

- Completed the transformation of the graduate programme, enriching the graduate experience, improving business flexibility and alignment to strategic objectives
- Designed and implemented a new scheme providing accelerated development to high performing graduate talent
- Gathered external insights through professional bodies such as the Institute for Student Employers (ISE)
- Partnered with delivery teams and centres of expertise to improve candidate and graduate experience, particularly from a diversity and inclusion perspective. Member of the ISE's D&I working group

August 2018 – November 2019:

Resourcing and Talent Manager, Maritime Services
BAE Systems, Portsmouth, Hampshire, UK

Provided leadership and subject matter expertise on strategic workforce planning, talent management & development, resourcing, performance management, and diversity & inclusion

- Lead for talent management (talent development and succession reviews) as part of strategic workforce planning
- Lead the network of change champions for the roll out of the new BAE Systems Behaviours framework
- Managed third party recruitment service provision, and lead process improvement initiatives

July 2016 – August 2018:

HR Manager – Global Business Services (GBS)
BP plc, Sunbury, Surrey, UK

Strategic business partner to the Vice President and leadership of BP's Global Business Services (GBS), to define and deliver the organisation's people strategy, covering globally dispersed teams totalling around 3,500 staff

- Lead the global GBS HR network in the delivery of the people plan and ongoing HR operations
- Lead global talent strategy and execution of interventions, including talent development and succession planning
- Implemented improvement initiatives in partnership with centres of expertise in the areas of HR operations and reporting, talent management, reward, resourcing and learning & development
- Lead the people aspect of major transition and transformation programmes, in relation to organisation design, change management, legal and consultation requirements

March 2014 – July 2016:

HR Business Partner – Global Business Services
BP plc, Bedfont Lakes, Middlesex, UK

Partner with the senior leadership for BP's Global Business Services (GBS) on the delivery of people strategy and priorities, in support of business objectives

- Global lead for talent management across GBS; implementation of career development frameworks
- Collated and analysed global HR MI and performance reports; improved overall MI quality and efficiency
- Lead employee engagement initiatives, including global Employee Value Proposition, and associated programmes on recognition, corporate social responsibility, and diversity & inclusion
- Lead the design and execution of necessary organisation design changes and associated people transitions

December 2011 – March 2014:

HR International Mobility Client Services Manager
BP plc, Bedfont Lakes, Middlesex, UK

Client Services Manager responsible for the delivery of international mobility services to BP's Downstream business and corporate functions for the UK and Europe region

- Main point of contact for HR leaders for guidance on International Mobility matters, complex cases, exceptions
- Improved team performance through new ways of working, coaching, optimised resources, and peer support
- Provided recommendations for policy review; lead the implementation of new policy in the business

August 2010 – November 2011:

Global Mobility Manager France, Italy and Nordics
Unilever, Kingston-upon-Thames, UK

Responsible for the management of the newly insourced global mobility programme in France, Italy, and the Nordics

- Roll out of new in-house global mobility programme, technology, suppliers, and process improvement
- Management of a team of Global Mobility Advisors, including performance, development, and coaching
- Country specific process improvement projects, and adjustments to local requirements or compliance needs

September 2008 – August 2010:

Manager – Human Capital
Ernst & Young LLP, London, UK

Europe Regional Lead on a global outsourced engagement providing International HR / mobility services to circa 1,600 assignees (leading FMCG company)

- Management of a team of Consultants (resourcing, performance, coaching and development)
- Client relationship management through regular performance and operational review meetings
- Project lead for annual compensation review, process & experience improvements and country specific projects

April 2007 – August 2008:

International Assignment Case Manager
The Royal Bank of Scotland plc, London, UK

Transformation of the RBS Global Mobility programme, transitioning from an outsourced into an in-house model, and management of an international assignee population

- Design and mapping of new in-house global model and processes, training of a new team in Europe and Asia
- Design and roll out of communication to HR community about the new model, processes, and policies
- End to end management of international assignments

October 2006 – April 2007:

Case Manager – Global Mobility Services
PricewaterhouseCoopers LLP, Southampton, UK

Management of a global population of international assignees on behalf of a large banking group

- Conducted pre-assignment briefings including counselling on policy, compensation package and process
- Review and sign off of assignment packages – cost projections, compensation statements, assignment letters
- Issue and policy exception management with the relevant client contacts

March 2005 – January 2006:

Relocation Service Owner
IBM, Newcastle-upon-Tyne, UK

Management of international assignees moving to Germany and Switzerland on behalf of a leading FMCG group

- Developed compensation packages and cost estimates
- Conducted pre-assignment briefings, coordinated third-party suppliers and addressed any queries or escalations

September 2003 – September 2004:

Human Resources Assistant
Flender, Illkirch-Graffenstaden, France

Apprenticeship in the HR team while completing master's degree in HR Management

- Payroll and Time & Attendance administration
 - Internal communication coordination and editor for the quarterly internal staff magazine
 - Competency framework project lead: review of job descriptions and competencies inventory
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