

Dr Julian Waters-Lynch

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Citations: 782 · h-index: 7 · i10-index: 6



Research Profile

I study how new technology waves restructure work and social practices, organisational forms, and the institutional arrangements that govern them. The through-line across my work is the social life of technical transition — how shifts in technical capability reconfigure coordination, identity, and the distribution of opportunity and risk across firms, ecosystems, and wider institutional environments. I am especially interested in recursive technologies: tools and infrastructures that emerge from human meaning-making and return to reshape the protocols by which societies verify knowledge, assign trust, and coordinate collective action.

The active frontier of this work is AI capabilities and product strategy. I examine how generative and agentic systems reshape what firms can build, how they coordinate that building, and where value migrates as previously scarce technical competencies are absorbed into accessible tools. This current chapter sits inside a longer arc. Since the early 2010s I have been tracking how new technology waves restructure work and social practices: wireless work, coworking, and the new economy; remote and hybrid work; social media and the blurring of personal, public, and workplace communication; blockchain-based governance and decentralised coordination; and now the foundation-model era, including the question of where value is created in a post-AI economy.

Methodologically, I combine mechanism-based theory building with empirically grounded inquiry, drawing on qualitative, conceptual, computational, and quantitative approaches. The work aims to connect organisation and management scholarship with broader debates in political economy, social theory, and science and technology studies.

Beyond peer-reviewed scholarship, I build AI-native research, review, decision-support, and strategy systems that make questions of evidence, judgement, provenance, and coordination operational: Variorum, an auditable scholarly-review environment; Fieldwork, a desktop research instrument; TapeEdge, an evidence-governed financial decision-support system; Arca, a work-task and life-practice management system; Founder Compact, an early-team formation and governance system; and Diwan, a regional strategy simulation for business education.

I am a founding co-director of the Strategic Vision Lab (SVL) at Alfaisal University, with Jason Potts and Brendan Lambe — an applied research and strategy lab studying how long-horizon national visions become institutions, markets, firms, and capabilities, anchored on Saudi Vision 2030. I also write Letters from the Uncanny Valley, a public essay series on writing, judgement, and authorship after AI.

Methods

Qualitative ethnography, mechanism-based theorising, and computational analysis:

- **Qualitative ethnography** of organisations, work practices, and atmospheres. PhD-level fieldwork on coworking communities; continuing fieldwork on affective practices and decision procedures in firms.
- **Mechanism-based theorising** — building accounts that name how technical and social shifts produce specific organisational outcomes; the connective tissue across the conceptual papers.

- **Event-study analysis** of social-media attention shocks on stock returns, using large-N panels of social posts (Brandwatch) merged with financial-news coverage (RavenPack) and CRSP-style market data.
- **Agent-based simulation** of collusive cheating networks under leniency regimes, built to ABM publishable standards (ODD documentation, reproducibility scripts, validation tests).
- **Network analysis** of academic hiring lineages and reputation-contagion dynamics, with custom scraping and graph-construction pipelines.
- **Large-N text and media analytics** over media-narrative corpora (RavenPack), including supervised classification, topic structure, and sentiment pipelines.
- **Cross-country governance & prosperity analysis** integrating Freedom House, World Governance Indicators, and HDI panels with regression and visualisation.
- **Machine-learning prediction with longitudinal validation**, using gradient-boosted trees on nine years of national-survey panel data (NSDUH 2015–2023, N = 176,957) with explicit attention to temporal drift and model maintenance.

Implementation primarily in Python (pandas, networkx, scikit-learn, statsmodels), with end-to-end AI-assisted research workflows for literature synthesis, data extraction, code generation, and analysis verification.

Open science. Code released to [GitHub](#); data published to GitHub or OSF where possible, with anonymisation pipelines in development for sensitive datasets so reproducibility holds without exposing source material.

Selected Products

Focused tools for professional work, built end to end across strategy, interface design, architecture, code, testing, and deployment. Each product turns general-purpose AI infrastructure into a specific working system: research, review, planning, formation, or strategy education.

Fieldwork — a qualitative-research companion for transcription, speaker separation, and AI-powered thematic analysis. Built with local models (Whisper, LLaMA) so sensitive interview data never leaves the researcher's machine. Tauri + Rust desktop app.

Variorum — an AI-assisted manuscript review pipeline calibrated to think like a strong editor rather than a compliance bot. Multi-model architecture (GPT-5, Claude, Gemini) that identifies the strongest contribution, assesses evidence, and proposes revision paths.

Arca — an AI-native work-task and life-practice management system spanning execution, planning, health, and wealth. The personal-systems counterpart to the broader question of how humans coordinate with intelligent software. julianwaterslynch.com/products#arca.

Founder Compact — a formation system for early teams: equity education, agreement generation, milestone-based vesting design, and an evidence ledger for mentor and adviser arrangements. Pre-MVP.

Diwan — a GCC/MENA strategy simulation where students run firms, make functional trade-offs, and learn how regional institutions shape competitive strategy. A regional alternative to CAPSIM, with a connected business-level and corporate/national transformation layer.

The Recursive Mirror (*book in progress*) — Myth, Fiction, and the Politics of Artificial Intelligence. How stories shape machines, and how machines reshape the stories we live inside: the long arc of symbolic technologies remaking their makers, from fire and song to the archive that answers back.

Academic Qualifications

2013–2018: PhD (Management), School of Management, RMIT University, Melbourne

Thesis: [A Theory of Coworking: Entrepreneurial Communities, Immaterial Commons and Working Futures](#).
[12 citations]

Passed outright in 2018; examiner listed it in the top 5% of theses examined.

Supervised by Prof. Cameron Duff and Dr John Postill. Examined by Prof. Clay Spinuzzi and Prof. Adam Arvidsson.

2004–2006: Bachelor of Arts (International Studies) with First Class Honours, RMIT University, Melbourne (GPA 3.9)

Honours thesis: Development Through Engaging with the World: Are You Mad?

Employment History

2026 – present Founding Co-Director, Strategic Vision Lab, Alfaisal University, Riyadh

2024 – present Assistant Professor, Management, Alfaisal University, Riyadh

2023 – 2024 Senior Lecturer, Entrepreneurship and Innovation, RMIT University

2020 – 2022 Lecturer, and Director of the Entrepreneurship and Innovation Program, RMIT University

Scholarships and Awards

- School of Management Award for Innovative Teaching (2023)
- School of Management Award for Inspirational Teaching (2019)
- Nominated for Vice Chancellor's Prize for Research Excellence (2018)

Publications

Peer-Reviewed Publications

Van Bueren, B. J., Lim, W. M., Donthu, N., Argus, K., **Waters-Lynch, J. M.**, Sabani, A., & Leenders, M. A. (2026). [How to Conduct a Multi-Domain Systematic \(Literature\) Review? Guidelines Using The Lotus Protocol.](#) *Psychology & Marketing.*

Waters-Lynch, J., Allen, D. W., Potts, J., & Berg, C. (2025). [Shadow user innovation: governing covert generative-AI use for dynamic-capability renewal.](#) *Innovation*, 1–17. [3 citations]

Waters-Lynch, J., & Duff, C. (2024). [Learning under lockdown: sensing, feeling and learning to work from home.](#) *Journal of Organisational Ethnography.* DOI: 10.1108/JOE-07-2023-0043 (ABDC B, Scimago Q1). [2 citations]

Waters-Lynch, J., & Duff, C. (2021). [The Affective Commons of Coworking.](#) *Human Relations*, 74(3). DOI: 10.1177/0018726719894633 (ABDC A*, FT 50, Scimago Q1). [144 citations]

Waters-Lynch, J., & Potts, J. (2017). [The Social Economy of Coworking Spaces: A Focal Point Model of Coordination.](#) *Review of Social Economy*, 75(4):417–433 (ABDC B). [281 citations]

Maddock, A., **Waters-Lynch, J.**, & Parasol, M. (2023). [Harnessing digital twins for fostering city-scale entrepreneurial ecosystems.](#) *IEEE Engineering Informatics*, 1–9. [1 citations]

Manuscripts Under Review

Timming, A., Wilkinson, A., **Waters-Lynch, J.**, & Breteler, A. When Civic Expression Becomes Workplace Evidence: Peer Circulation, HR Governance, and Employee Voice. *Human Resource Management Journal* (ABDC A*, FT 50, Scimago Q1).

Somlai, R., **Waters-Lynch, J.**, Lockrey, S., & Polson, D. Why Food-Waste Strategies Stall: Decision Procedures for Environmental Management in Food-System Firms. *Corporate Social Responsibility and Environmental Management* (Scimago Q1).

Goldstein, T., **Waters-Lynch, J.**, Verreyne, M.-L., & Wade, B. Who Gets to Be Fundable? Venture Investors and the Cross-Border Translation of Entrepreneurial Ideology. *California Management Review* (Special Issue: Entrepreneurialism Beyond Borders). — 36 interviews with early-stage investment actors in Australia and India; comparative qualitative analysis

Waters-Lynch, J., & Timming, A. R. Predicting Employee Suicidal Ideation Using Machine Learning: Temporal Validation and Model Maintenance Across Nine Years of U.S. Survey Data. *Journal of Business and Psychology*. — NSDUH 2015–2023, N = 176,957; gradient-boosted trees; nine-year temporal validation; framed for clinician-mediated risk-governance, not standalone diagnostic use

Waters-Lynch, J., Lambe, B., Smolarski, J., & Ahmad-Khan, A. Do Social-Media Boycotts Move Markets? Evidence from U.S. Consumer Brands. *Journal of Business Research* (ABDC A, Scimago Q1). — event study; Brandwatch + RavenPack + Refinitiv panel; daily equity returns

Waters-Lynch, J., Lambe, B., & Potts, J. The AI Adoption Premium Collapse. *Technological Forecasting and Social Change* (ABDC A, Scimago Q1). — event study of 123 U.S. large-cap AI-adoption announcements; CAR analysis

Waters-Lynch, J., & Allen, D. W. E. Identity Regimes as Organization Design: Accountable Pseudonymity in Digital Organizations. *Journal of Organization Design* (Point of View). — conceptual; theory-building across DAOs and scholarly peer review as design settings

Working Papers / Active Manuscripts

Waters-Lynch, J. When Competence Becomes Infrastructure: The Capability Shift in the Foundation Model Era. — conceptual; foundation models embed formerly scarce technical competence into accessible infrastructure, shifting advantage from possession of AI expertise to orchestration, assurance, and organisational judgement

Waters-Lynch, J. Beyond Duty, Utility, and Virtue: Islamic Jurisprudential Ethics as an Interpretive Moral Architecture for Business Ethics. Target: *Journal of Business Ethics* (ABDC A, Scimago Q1). — conceptual; Islamic jurisprudential reasoning; digital-commerce / dark-patterns example

Waters-Lynch, J., Tavassoli, S., Duff, C., & Arenius, P. Entrepreneurial Atmospheres: What Makes a Place Entrepreneurial? Target: *Entrepreneurship, Theory and Practice* (ABDC A*, Scimago Q1). — theory integration; atmospheres from human geography + knowledge spillover theory + historical vignettes

Waters-Lynch, J., Potts, J., & Lambe, B. AI Scenario Framework. — formal conceptual model linking AI productivity gains to macroeconomic circulation and sovereign leverage

Waters-Lynch, J. Digital Ghosts Governance: Consent, Legitimacy, and Posthumous Identity in Organizations. — AI ethics / organisation governance; planned conjoint and vignette studies; synthetic-professor experiment

Waters-Lynch, J. AI Mythos: Mythic Ontologies, Factions, and Firm-Level AI Strategy. Target: *Organization Studies* (ABDC A*) or *Science, Technology & Human Values* (A). — discourse analysis of long-form AI leader transcripts; faction typology; firm vignettes

Waters-Lynch, J., & Potts, J. Too Good to Be True? Reputation Dynamics and Contagion Hiring in Low-Trust Labour Markets. — network analysis of academic hiring lineages; bibliometrics; AI-era signal inflation

Waters-Lynch, J., Dodson, J., Potts, J., Hurley, J., & Butcher, T. (2016). [Coworking: A Transdisciplinary Overview](#). *Social Science Research Network*. [243 citations]

Book Chapters

Waters-Lynch, J., Breteler, A., & Timming, A. (2026, forthcoming). [Employee Voice and Free Speech](#). In Prouska, R. et al., *Elgar Concise Encyclopaedia of Employee Voice*. Elgar University Press.

Waters-Lynch, J., & Tavassoli, S. (2025). [Collaborative Work Spaces, Diversity and Regional Entrepreneurship Growth](#). In Anderson, M. et al., *The Handbook of Spatial Diversity and Business Economics*. Oxford University Press.

Waters-Lynch, J., & Duff, C. (2021). [Coworking's Cooperation Paradox: On the role of stigmergic curation](#). In Orel, M., *The Flexible Workplace*. Springer. [8 citations]

Waters-Lynch, J. (2016). [Coworking: Challenges and Opportunities for a Prosperous and Fair New Economy](#). In Ramos, J. M. (Ed.), *The City as Commons: A Policy Reader*. Melbourne: Commons Transition Coalition. Pp. 52–65. [45 citations]

Waters-Lynch, J. (2008). [Young people driving networks](#). In Black, R. (Ed.), *Beyond the Classroom: Building New School Networks*. Melbourne: ACER Press. Pp. 68–79. [3 citations]

Eckersley, R., Cahill, H., Wierenga, A., Wyn, J., & **Waters-Lynch, J.** (2007). [Generations in Dialogue about the Future](#). Melbourne: Australia 21 Ltd and Australian Youth Research Centre. [59 citations]

Conference Papers

Waters-Lynch, J., & Tavassoli, S. (2021). Collaborative Work Spaces, Diversity and Regional Entrepreneurship Growth. ACERE Conference, QLD (Virtual).

Waters-Lynch, J., & Duff, C. (2017). The Affective Commons. ANZAM, Melbourne.

Waters-Lynch, J. (2016). 'It's more like a hive than a hub': Stigmergic activity and governance dilemmas in contemporary coworking spaces. SCOS, Uppsala, Sweden.

Media Articles

Waters-Lynch, J., Glover, A., & Lewis, T. (2022). ['We haven't built it, and they've come': the e-change pressures on Australia's lifestyle towns](#). *The Conversation*.

Lewis, T., Glover, A., & **Waters-Lynch, J.** (2022). ['Let's just do it': how do e-changers feel about having left the city now lockdowns are over?](#) *The Conversation*.

Waters-Lynch, J. (2021). [Why can't Australia make mRNA vaccines? Because we don't make enough 'deep technology' companies](#). *The Conversation*.

Waters-Lynch, J., & Chan, C. (2020). [Co-working spaces look pretty attractive right about now](#). *Channel News Asia*.

Waters-Lynch, J. (2020). [50 years of bold predictions about remote work: it isn't all about technology](#). *The Conversation*.

Waters-Lynch, J., & Chan, C. (2018). [Don't fall prey to the seductive lure of fancy co-working spaces](#). *Channel News Asia*.

Waters-Lynch, J., & Butcher, T. (2013). [Quitting the cubicle farm for coworking](#). *The Conversation*.

Research Income

2023 \$140,000 from Gander Pty Ltd and the End Food Waste Cooperative Research Centre to investigate digital technology and Retail Food Waste Savings.

2023 \$50,000 from RMIT's Strategic Capability Deployment fund to establish a 'Cafe Lab', a Living Lab for creative experiments in zero waste food futures.

2020 \$45,754 from The Australian Communications Consumer Action Network (ACCAN) to investigate E-Change and experiences of Remote Work.

2018 \$10,000 from Impact Investment Group to prepare discussion paper on Urban Futures: The Future of Work, Innovation and Entrepreneurial Ecosystems.

Journal Reviews

Human Relations; Entrepreneurship, Theory and Practice; Journal of Management Studies; British Journal of Management; Journal of Business Research; Cambridge Journal of Economics; Journal of Small Business

Management; Applied Psychology: An International Review; Geoforum; Review of Managerial Science; Journal of Entrepreneurship and Public Policy.

Teaching

Courses Designed, Taught, and Coordinated

Alfaisal University

- Strategic Management, Alfaisal University (2026)
- Entrepreneurial Finance, Alfaisal University (2026)
- Business Ethics, Alfaisal University (2025)
- Principles of Management, Alfaisal University (2025)
- Design Thinking, Alfaisal University (2025)
- Business Ethics, Alfaisal University (2024)

RMIT University

- Digital Technology Strategy, Bachelor of Business (Strategy and Innovation), RMIT University (2024)
- Driving Innovation in Organisations, Bachelor of Business (Entrepreneurship), RMIT University (2019–2024)
- Managing Global/Remote Teams, Bachelor of Innovation and Enterprise, RMIT University (2021)
- Enterprise Beyond Profit, Bachelor of Business (Entrepreneurship), RMIT University (2019)

Industry Engagement and Impact

Industry Reports

Maddox, A., Flore, J., Markham, A., Lewis, T., Denham, T., Ilyushina, N., MacDonald, T., **Waters-Lynch, J.**, Holcombe-James, I., & Bailey (Nabben), K. (2022). Are people ready for a Digital CBD? Victorian Higher Education State Investment Fund.

Glover, A., Lewis, T., & **Waters-Lynch, J.** (2022). E-change and remote work in Australia. ACCAN.

Waters-Lynch, J. (2019). DUCT TAPE: Exploring the Mindset of the Victorian Founders. Startup Victoria.

Waters-Lynch, J. (2019). Bench2Business Training Program Evaluation. LaunchVic and SpaceTank Studios.

Waters-Lynch, J. (2018). Urban Futures: The Future of Work, Innovation and Entrepreneurial Ecosystems. Impact Investment Group.

Waters-Lynch, J. (2018). User Experience Improvements at Westmead Hospital. Westmead Hospital and ID-LAB.

Waters-Lynch, J. et al. (2018). Future of Membership: Reimagining the role of Red Cross Australia. Australian Red Cross.

Waters-Lynch, J. (2012). Understanding Urban Sustainability: Sustainable Entrepreneurship. Global Cities Institute Annual Review.

Waters-Lynch, J. (2012). Lifelong Learning for Sustainability in a Climate Changing World. International Council for Adult Education (Rio+20 Summit).

Black, R., & **Waters-Lynch, J.** (2009). Making a Difference: Young people, schools and social inclusion. *Education Quarterly Australia*.

Selected Industry Presentations

- Networking the gig economy: options for the future of work. RMIT Centre for Future Skills and Workforce Transformation (June 2022)

- Leading the Next Hybrid Workforce. Dell Technologies (November 2021)
- Affective Commons of Coworking. European Coworking Symposium, Prague University (April 2021)
- New Ways of Working Post-Covid. Guest lecture, University of Sydney MBA (December 2020)
- Business Innovation and the Pandemic. KPMG Futures and Innovation Challenge Group (November 2020)
- Emerging technology for the future of business. RMIT Technology Matters series (May 2020)
- Exploring the mindset of Victorian Founders. Startup Victoria (October 2019)