

WENDY K. SMITH

Dana J. Johnson Professor of Management
University of Delaware
Lerner College of Business and Economics

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EDUCATION

Ph.D. **Harvard University**, Organizational Behavior, June 2006
Joint Degree - Harvard Business School and Harvard Graduate School of Arts and Science
M.A. **Harvard University**, Psychology, June 2004
B.A. **Yale University**, Political Psychology, June 1996

ACADEMIC POSITIONS

Primary Positions

Dana J. Johnson Professor of Management, University of Delaware, August 2022 - present
Emma Smith Morris Professor of Management, University of Delaware, Sept 2021-August 2022
Co-Director of the Lerner Women's Leadership Initiative, 2016-present
Founder and Co-Leader of the Women's Leadership Forum, 2016-present

Deutsch Faculty Fellow, 2016 - 2021
Professor, Lerner College, **University of Delaware**, 2018 – 2021
Associate Professor, Lerner College, **University of Delaware**, 2014 – 2018
Assistant Professor, Lerner College, **University of Delaware**, 2006- 2014
Teaching Fellow, Graduate School of Arts and Sciences, **Harvard University**, 2004-2005
Research Associate, Harvard Business School, **Harvard University**, 1998-1999

Additional Positions

Associate Editor, **Academy of Management Journal**, 2016 - 2019
Research Fellow, Social Innovation Centre, **Cambridge Judge Business School**, 2014-present
Research Fellow, Leadership for Impact, **NOVA Lisbon**, 2016-present
International Visiting Fellow, **University of Bath**, 2016-2019
Affiliated Research, Center for Sports and Business, **Stockholm School of Economics**, 2018-present
Visiting Research Fellow, **Cambridge Judge Business School** 2015-2016
Lifetime Fellow, Clare Hall, **Cambridge University**, 2016-present
Visiting Fellow, Clare Hall, **Cambridge University**, 2015-2016
Visiting Lecturer, The Wharton School, **University of Pennsylvania**, 2006

AWARDS

Research Awards

Academy of Management Research, Decade Award, 2021
Awarded to the paper that has had the most impact across a decade for "Toward a Theory of Paradox: A Dynamic Equilibrium Model" (AMR, 2011)
Web of Science, Highly Cited Researcher Award, 2019, 2020, 2021

Awarded to top 0.1% of scholars based on research citations in the “Business and Economics” field, including less than 20 scholars in the area of management

Responsible Research in Management Award, 2020

Awarded to best annual paper addressing responsible management for “Bowling Before Dual Gods” (ASQ, 2019)

Mid-Career Excellence in Scholarship Award, University of Delaware, 2018

Awarded to two faculty across the university

Best Paper Award, Ivey Business School Institute for Leadership, 2017

Awarded to the best paper in any management journal from 2014 (for AMJ, 2014)

Best Paper Award Runner-Up, Academy of Management Annals, 2017

Runner-Up for the Best Paper in the journal from 2016 (for Annals, 2016)

Citation of Excellence, Emerald Publishing 2017

Awarded for one of the mostly highly cited and highly influential papers published in 2014 relating to the areas of Business Management, Finance, Accounting, Economics and Marketing (for AMR, 2014)

Outstanding Scholar Award, Lerner College 2015, 2021

Outstanding Scholar Award, Business Administration Department 2014, 2017

Outstanding Reviewer, Academy of Management Review, 2015

Most Developmental Reviewer Finalist, Academy of Management Review, 2015

Best Reviewer Award, Academy of Management, OMT Division, 2007, 2013, 2017

Best Paper in Graduate Management Education, Academy of Management, MED Division, 2010 (for AMLE, 2011)

Best Overall Conference Paper, European Group for Organization Studies, 2008

Grants and Funding

Social Science and Humanities Research Council; Outside investigator on grant

Ocean Frontier Institute, Canada; Outside investigator as one of 10 teams involved in an overall \$4 Million grant, 2020

Institute for Global Studies, University of Delaware, \$3,000, 2016

General University Research Grant, University of Delaware, \$6,000; 2013

Center for International Studies Research Grant, University of Delaware, \$10,000; 2009-10

Center for Integrative Leadership Research Grant, University of Minnesota, \$2,500; 2009-10

Institute for Social Science Research Grant, Cornell University, \$7,000; 2009-10

General University Research Grant, University of Delaware, \$6,000; 2008

Women’s Affairs Faculty Travel Grant, University of Delaware, 2010

Center for International Studies Travel Grant, University of Delaware, 2009

Teaching Awards

MBA Teaching Award, University of Delaware, MBA Program, 2016, 2021 Honorable Mention 2018; 2019, 2020

MBA Teaching Award Nomination, University of Delaware, MBA Program, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015

Excellence in Teaching Nomination, University of Delaware, University Senate, 2008, 2009, 2012, 2013, 2014, 2016, 2017

Bok Center Award for Teaching Fellow Excellence, Harvard University, 2005

Other

University of Delaware E. Arthur Trabant, 2019

Awarded annually to an individual, department, administrative unit, or committee who has contributed to women’s equity at the University

Delaware Today, Women in Business Award, 2019

Awarded annually to 20 women in business in the state of Delaware

REFEREED JOURNAL PUBLICATIONS

Bednarek, R. and **Smith, W.K.** *forthcoming*. What may be?: Inspiration from Mary Parker Follett for Paradox Theory. **Strategic Organization**.

Lewis, M.W. and **Smith, W.K.** 2022. Navigating Paradox is Paradoxical. **Academy of Management Review**. <https://doi.org/10.5465/amr.2022.0251>

Miron-Spektor, E., Emich K., Argote, L., & **Smith, W.K.** 2022. Conceiving Opposites Together: Cultivating Paradoxical Frames and Epistemic Motivation Fosters Team Creativity. **Organizational Behavior & Human Decision Processes**.
<https://www.sciencedirect.com/science/article/abs/pii/S0749597822000371>

Slawinski, N., Winsor, B., Mazutis, D., Schouten, J. W., & **Smith, W. K.** 2021. Managing the paradoxes of place to foster regeneration. **Organization & Environment**, 34(4): 595-618.
<https://doi.org/10.1177/1086026619837131>

Smith, W.K. and Besharov. M.L. 2019. [Bowling Before Dual Gods: How structured flexibility sustains organizational hybridity](#). **Administrative Science Quarterly**, 64(1): 1-44.
Winner of the 2020 Responsible Research in Management Award
Financial Times Top 100 "Business School Research with Social Impact"
Translated to Chinese

Bednarek, R., Pina Cuhna, M. & **Smith, W.K.** 2019. Integrative ambidexterity: One Paradoxical Mode of Learning. **The Learning Organization**. 26(4): 425-437.

Slawinski, N., Winsor, B., Mazutis, D., Schouten, J.W., **Smith, W.K.** 2019. Managing the Paradoxes of Place to Foster Regeneration. **Organization & Environment**. 1086026619837131.

Schad, J., Lewis, M. W. & **Smith, W. K.** 2019. Quo vadis, paradox? Centripetal and centrifugal forces in theory development. **Strategic Organization**, 17(1). 107-119.

Miron-Spektor, E., Ingram, A. S., Keller, J., **Smith, W. K.**, & Lewis, M. W. 2018. [Microfoundations of organizational paradox: The problem is how we think about the problem](#). **Academy of Management Journal**, 61(1): 26-45.

Smith, W. K., Erez, M., Jarvenpaa, S. L., Lewis, M. W., & Tracey, P. 2017. [Adding complexity to theories of paradox, tensions and dualities of innovation and change: Introduction to organization studies special issue on paradox, tensions and dualities of innovation and change](#). **Organization Studies**. 38(3-4) 303-317.
Introduction to a co-edited special issue. The call for papers for this issue received 106 submissions; the largest number of submissions for a special issue at Organization Studies

Schad, J., Lewis, M.W., Raisch, S., & **Smith, W.K.** 2016. [Paradox research in management science: Looking back to move forward](#). **Academy of Management Annals**, 10(1): 5-64.
Best Paper Award Runner-Up, Academy of Management Annals, 2017

Fairhurst, G., **Smith, W. K.**, Banghart, S., Lewis, M. W., Putnam, L., Raisch, S., & Schad, J. 2016. [Diverging and converging: Integrating insights on a paradox meta-perspective](#). **Academy of Management Annals**, 10(1): 173-182.

Smith, W. K., & Tracey, P. 2016. [Institutional complexity and paradox theory: Complementarities of competing demands](#). **Strategic Organization**, 14(4): 455-466.

Smith, W.K. 2014. [Dynamic Decision Making: A Model of Senior Leaders Managing Strategic Paradoxes](#). **Academy of Management Journal**, 57: 1592-1623.

#3 Most Viewed Papers on the AMJ Website; December 2014

Best Paper Award, Ivey Business School Institute for Leadership, 2017

Lewis, M.W. and **Smith, W.K.** 2014. [Paradox as a meta-theoretical perspective: Sharpening the focus and widening the scope](#). **Journal of Applied Behavioral Science**. 50(20): 127-149.

Besharov, M. and **Smith W.K.** 2014. [Multiple Logics in Organizations: A Theoretical Integration](#). **Academy of Management Review**, 39, 364-381.

Citation of Excellence from Emerald Publishing Limited, 2017. Paper recognized as “one of the most highly cited and highly influential papers published in 2014 related to Business Management, Finance, Accounting, Economics and Marketing”

Lewis, M.W., Andriopoulos, C., & **Smith, W.K.**, 2014. Paradoxical Leadership to Enable Strategic Agility, **California Management Review**, 56, 58-75.

One of the Top 10 Cited Articles in CMR in 2016.

Smith, W.K., Gonin, M., & Besharov, M. 2013. Managing Social-Business Tensions. A Review and Research Agenda for Social Enterprises. **Business Ethics Quarterly**. 23 (3):407-442.

Smith, W.K., Besharov, M, Wessels, A., & Chertok, M. 2012. A Paradoxical Leadership Model for Social Entrepreneurs: Challenges, Leadership Skills, and Pedagogical Tools for Managing Social and Commercial Demands. **Academy of Management Learning & Education**, 11: 463-478.

Smith, W.K. and Lewis, M.W. 2012. Leadership Skills for Managing Paradox. **Industrial and Organizational Psychology: Perspectives on Science and Practice**, 5(2): 232-235.

Smith, W.K. and Lewis, M.W. 2011. [Toward a Theory of Paradox: A Dynamic Equilibrium Model of Organizing](#). **Academy of Management Review**, 36(2): 381-403.

Winner of the Academy of Management Decade Award 2021 for the most impactful paper across a decade.

Reprinted: Smith, W.K. and Lewis, M.W. 2014. The Yin and Yang of Management. Rotman Management Magazine. Fall 2014, 23-28.

Dobrow, S., **Smith, W.K.**, & Posner, M. 2011. Managing the Grading Paradox: Leveraging the Power of Choice in the Classroom. **Academy of Management Learning & Education**, 10(2): 261-276.

Best Paper Award, Academy of Management, Management and Education Division, 2010

Tushman, M., **Smith, W.K.**, Wood, R., Westerman, G., & O'Reilly, C. 2010. Organizational Design and Innovation Streams. **Industrial and Corporate Change**. 19:5: 1331-1366.

Smith, W.K., Binns, A., & Tushman, M. 2010. Complex Business Models: Managing Strategic Paradox Simultaneously. **Long Range Planning**, 43: 448-461.

Smith, W.K. 2009. A Dynamic Approach to Managing Contradictions. **Industrial and Organizational Psychology: Perspectives on Science and Practice**, 2: 338-343.

Smith, W.K. and Tushman, M. 2005. [Managing Strategic Contradictions: A Top Management Team Model for Managing Innovation Streams](#). **Organization Science**, 16: 522-536.

*Reprinted: Smith, W.K. and Tushman, M. 2007. Gestion des Contradictions Strategiques. In F. Bournois & J. Duval-Hamel & S. Roussillon & J.-L. Scaringella (Eds.), **Comites Executifs: Voyage au coeur de la dirigeance**: 37-46. Paris: Eyrolles: Editions d'Organisations.*

*Reprinted: Smith, W.K. and Tushman, M. 2010. Managing Strategic Contradictions: A Top Management Team Model for Simultaneously Exploring and Exploiting. **Handbook of Top Management Teams**. F. Bournois, J. Duval-Hamel, S. Roussillon and J.-L. Scaringella. Houndmills, Palgrave-MacMillian: 60-70.*

Gatignon, H., Tushman, M., **Smith, W.K.**, & Anderson, P. 2002. A Structural Approach to Assessing Innovation: Construct Development of Innovation Locus, Type, and Characteristics. **Management Science**, 48: 1103-1122.

OTHER PUBLICATIONS – BOOKS AND EDITED VOLUMES

Bednarek, R., Schad, J, Pina Cunha, M. & **Smith, W.K.** (eds.) 2021. *Interdisciplinary Dialogues on Organizational Paradox: Learning from Belief and Science, Volume A*. Research for the Sociology of Organizations.

Volume I of editing handbook series with 10 chapters.

Bednarek, R., Schad, J, Pina Cunha, M. & **Smith, W.K.** (eds.) 2021. *Interdisciplinary Dialogues on Organizational Paradox: Investigating Social Structures and Human Expression, Volume B*. Research for the Sociology of Organizations.

Volume II of editing handbook series with 10 chapters.

M. Farjoun, **W.K. Smith**, A. Langley and H. Tsoukas (eds.) 2017. *Perspective on Process Organizational Studies, 8th Volume*. Oxford University Press.

Edited handbook with 10 chapters.

W. K. Smith, M. W. Lewis, P. Jarzabkowski, & A. Langley (eds.), 2017. [The Oxford Handbook of Organizational Paradox](#). Oxford, UK: Oxford University Press.

Edited handbook with 28 chapters.

OTHER PUBLICATIONS - BOOK CHAPTERS, INVITED MANUSCRIPTS, CONFERENCE PROCEEDINGS

Keller, J., S. Carmine, Jarzabkowski, P. Lewis, M.W., Pradies, C., Sharma, G., **Smith, W.**, Vince, R. (2021). "Our Collective Tensions: Paradox Research Community's Response to COVID-19." *Journal of Management Inquiry*: <https://doi.org/10.1177/1056492620986859>

This publication is one of four papers in which we invited 42 scholars to write about how paradox theory could help understand the global pandemic.

Carmine, S. and **Smith, W.K.** 2020. Organizational Paradox. Oxford Bibliographies in Management. Ed. Ricky Griffin. New York: Oxford University Press.

Bednarek, R., M. Pina Cunha, Schad, J. and **Smith, W.K.** 2020. The Value of Interdisciplinary Research to Advance Paradox in Organization Theory. *Interdisciplinary Dialogues on Organizational*

Paradox: Learning from Belief and Science, Volume A. R. Bednarek, M. Pina Cunha, J. Schad and W. K. Smith (eds), Emerald Insight.

Introduction to Volume I of this edited book series

Bednarek, R., M. Pina Cunha, Schad, J. and **Smith, W.K.** 2020. Implementing Interdisciplinary Paradox Research. *Interdisciplinary Dialogues on Organizational Paradox: Investigating Social Structures and Human Expression*, Volume B. R. Bednarek, M. Pina Cunha, J. Schad and W. K. Smith (eds). Emerald Insight.

Introduction to Volume III of this edited book series.

Smith, W. K. and M. P. e Cunha. 2020. A Paradoxical Approach to Hybridity: Integrating Dynamic Equilibrium and Disequilibrium perspectives. *Organizational Hybridity: Perspectives, Processes, Promises*, Emerald Publishing Limited.

Besharov, M., **Smith, W.K.** & Darabi, T. 2019. A Framework for Sustaining Hybridity in Social Enterprises: Combining Differentiating and Integrating. *Handbook of Inclusive Innovation*. George, G, Baker, T., Tracey, P, and Joshi, H. (eds), 394-419.

Besharov, M.L., **Smith, W.K.**, Tushman, M. 2019. How Companies Can Balance Social Impact and Financial Goals. Harvard Business Review.

Farjoun, M., **Smith, W.K.**, Langley, A. and Tsoukas, H. 2018. Dualities, dialectics and paradox in organizational life. In M. Farjoun, **W.K. Smith**, A. Langley and H. Tsoukas (Eds.) *Perspective on Process Organizational Studies, 8th Volume*. Oxford University Press.

Introductory chapter for an edited handbook with 10 chapters.

Simsek, Z., Bansal, P., Shaw, J. D., Heugens, P., & **Smith, W. K.** 2018. From the Editors—Seeing Practice Impact in New Ways: *Academy of Management Journal*, 61 (6): 2021-2025

Bansal, P., **Smith, W. K.**, & Vaara, E. 2018. From the Editors - New ways of seeing through qualitative research. *Academy of Management Journal*, 61(4): 1189-1195.

Smith, W. K., Lewis, M.W., Jarzabkowski, P., & Langley, A. 2017. The paradoxes of paradox. In **W. K. Smith**, M. W. Lewis, P. Jarzabkowski, & A. Langley (Eds.), [The Oxford Handbook of Organizational Paradox](#). Oxford, UK: Oxford University Press.

Introductory chapter for an edited handbook with 28 chapters.

Jarzabkowski, P., Lewis, M. L., & **Smith, W. K.** 2017. Practices for the leveraging the paradoxes of engaged scholarship. In J. McKenzie, & J. Bartunek (Eds.), *Handbook of Academic-Practitioner Partnerships*: Routledge. 126-141.

Cunha, M.P., Lewis, M.W., Rego, A. & **Smith, W.K.** 2017. Biographical methods in leadership research. In B. Schyns, P. Neves & R. Hall (Eds.), *Handbook of Methods in Leadership Research*. Cheltenham: Elgar.

Schad, J., Raisch, S., Lewis, M.W., & **Smith, W.K.** 2015. Paradox research in management science: The first 25 years and the next 25 years. **Academy of Management Proceedings**.

Gonin, M., Besharov, M. L., & **Smith, W.K.** 2013. Managing social-business tensions: A review and research agenda for social enterprise. **Academy of Management Proceedings**, 2013.

Smith, W.K., Lewis, M.W., & Tushman, M. 2011. Organizational Sustainability: Organization Design and Senior Leadership to Enable Strategic Paradox. In K. Cameron, & G. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship*: 798-810. New York, NY: Oxford University Press.

Dobrow, S., R., **Smith, W.K.**, & Posner, M. A. 2010. Managing the grading paradox: Leveraging the power of choice in the classroom. **Academy of Management Proceedings**, 2010(1): 1-6. *Awarded Best Paper Award in Graduate Management Education in the Management and Education Development Division.*

Smith, W.K. 2006. Top management team approaches to simultaneously managing exploration and exploitation. **Academy of Management Proceedings**, 2006(1): D1-D6.

Tushman, M. and **Smith, W.K.**, 2002. Organizational Technology. J. Baum (Ed.), Companion to Organizations, Malden, MA, Blackwell. 386-414.

*Reprinted: Tushman, M. and **Smith, W.K.** 2004. Innovation streams, organizational designs, and organizational evolution. In M. Tushman, & P. Anderson (Eds.), **Managing strategic innovation and change**, Second Edition ed.: 2-17. Oxford: Oxford University Press.*

OTHER PUBLICATIONS - PRACTITIONER PUBLICATIONS, BLOG POSTS

Joe, J. and **Smith, W.K.** 2021. [3 ways Black people say their white co-workers and managers can support them and be an antidote to systemic racism](#)

Over 27,000 views on The Conversation

Over 190,000 views on Yahoo News.

Smith, W.K. and Slawinski, N. 2020. [Fogo Island shows how social enterprises can help rebuild communities post-coronavirus.](#) **The Conversation.**

Besharov, M., **Smith, W.K.**, Tushman, M. 2019 [How Companies Can Balance Social Impact and Financial Goals](#) **Harvard Business Review Online**

Slawinski, N. and **Smith, W.K.** 2019. Rebuilding community through social innovation: a PLACE model. **Nova School of Business and Economics Blog.**

Slawinski, N. and **Smith, W.K.** 2019. [Rebuilding community through social innovation: a PLACE model](#) **Cambridge Social Innovation Blog.**

Smith, W.K. and Besharov, M. 2018. [How senior leaders sustain social and business objectives simultaneously](#) **Cambridge Social Innovation Blog.**

Smith, W.K. and Babcock, T. 2018. [How many women does it take to change a broken Congress.](#) **The Conversation.**

Over 30,000 views on The Conversation.

Smith, W. K., Lewis, M. W., & Tushman, M. 2016. [Both/And Leadership.](#) Harvard Business Review, 94(5): 62-70.

This publication has been chosen to be included in the highly curated volume of Harvard Business Reviews 10 Must Reads on Leadership: Volume 2; including 10 top articles from the last decade.

Tushman, M., **Smith, W.K.**, & Binns, A. 2011. [The Ambidextrous CEO](#). **Harvard Business Review**, 89(6): 1700-1706.

*Reprinted: Tushman, M., **Smith, W.K.**, & Binns, A. 2011. De Ambidextere CEO. Management Executive, 9(4): 42.*

*Excerpted: Binns, A. and **Smith, W.K.** 2011. Managing Paradox: The Discipline of Strategic Execution. **The European Business Review**, November-December: 30-33.*

WORK IN PROGRESS

Smith W.K. & Lewis, M.W. Both/And Thinking

Book under contract with Harvard Business School Press; to be released Spring 2022

Slawinski, N. , Van der Byl, C. & **Smith, W.K.** Managing the Competition/Cooperation Tension. *Under second round review.*

Miron-Spektor, E., K. Emich, Gino, F. Argote, L., Smith, W.K. Conceiving Opposites Together How a Paradoxical Frame and Epistemic Motivation Affect Team Creativity. *Under second round review.*

Slawinski, N. & **Smith, W.K.** Inviting Engagement with Paradox.

Keller, J., Berti, M. Smith, W. Li, X. Gaim, M. Paradox: Learning from Indigenous Theories. *Paper targeted for submission to **Organizational Theory**; new theory journal in the field of org theory.*

Bednarek, R.& **Smith, W.K.** Mary Parker Follet: Expanding Her Foundational Influence on Paradox Theory

Miron-Spektor, E., K. Emich, Gino, F. Argote, L., Smith, W.K. Conceiving Opposites Together How a Paradoxical Frame and Epistemic Motivation Affect Team Creativity.

CONFERENCES AND RESEARCH PRESENTATIONS

Academy of Management (Virtual, August 2021)

- Presenter, *Business Agility: Where have we gone and where do we go from here?*
- Mentor, *OMT Dissertation Proposal Workshop*
- Discussant, *Understanding a Crisis Through Communal Theorizing*
- Paper presenter and discussant, *Paradox and Well-being: A Multilevel Perspective on Cognitive and Emotional Responses to Paradoxes*
- Presenter, *Responding to Competing Demands: Exploring Relations of Both/And and Either/Or Responses to Paradox*
- Discussant, *Interacting Productively with Paradox Theory in Practice - Education, Interventions & Dissemination*

European Group for Organizational Studies, Paradox Subtrack, (Virtual, July 2021)

- Convener for the paradox subtrack

Academy of Management (Virtual, August 2020)

- Organizer and discussant on symposium, *Impacting Grand Challenges: A 'Both/And' Approach*
- Mentor, *OMT Dissertation Proposal Workshop*
- Presenter at PDW, *Dynamics of Paradox – Exploring the Inherent, Constitutive, and Quantum View for Mutual Inspiration*
- Mentor, *OMT New and Returning Member Networking and Research Forum*
- Discussant, *Interdisciplinary Dialogues on Organizational Paradox*
- Presenter in paper session, *Paradoxes of Competition and Collaboration in Firms*

European Group for Organizational Studies, Paradox Subtrack, (Virtual, July 2020)

- Paper presentation, *Navigating coopetition paradoxes*

Academy of Management (Boston, August 2019)

- Panelist, *Moving up the Organizational Ladder*
- Mentor, *OMT New and Returning Members*
- Panelist and Organizer, *New Ways of Approaching Qualitative Research*
- Table Facilitator in professional development workshop, *MOC Connecting*, MOC
- Co-organizer, *Drinking Away Tensions*, OMT Off Program event for paradox scholars
- Discussant on symposium, *Paradox and Uncertainty*,
- Chair for paper session, *Navigating Paradox and Tensions*

Community on Social Innovation (Toronto, May/June 2019)

- Panelist, *The Future of Social Innovation Research*
- Presented *Navigating Cooperative Tension in a Strategic Alliance*

Academy of Management (Chicago, August 2018)

- Presented in PDW – *AMJ Tips from the Editors*
- Panelist on journal editors panel for the Organizational Design Division Doctoral Consortium
- Table Facilitator in professional development workshop, *Into the Unknown: From Empirical Insights to Theoretically Compelling Contributions*
- Participants for the OMT New and Returning Members Network Forum
- Co-organizer and presenter in showcase symposium, *Leading Social Innovation*

Academy of Management (Atlanta, August 2017)

- Co-Organizing Organization and Management Theory Division Junior Faculty Consortium, with Tal Simmons
- Presented in professional development workshop, *Paradox and Ambidexterity*
- Presented in professional development workshop, *New Ways of Seeing Qualitative Methods*
- Presented in professional development workshop, *Perspectives on Optimal Distinctiveness*
- Panelist on journal editors panel for the Organizational Design Division Doctoral Consortium

European Group for Organizational Studies, Paradox Subtrack, (Copenhagen, July 2017)

- Proposed and organized subtrack, *Paradox and Emotions*, with Russ Vince and Camille Pradies
- Presented “Inviting Engagement with Paradox” with Natalie Slawinski

May Meaning Meeting (Boston, April 2017)

- Presented “Inviting Engagement with Paradox” with Natalie Slawinski

Academy of Management (Anaheim, August 2016)

- Co-Organized Organization and Management Theory Division Junior Faculty Consortium, with Anne-Claire Pache
- Co-Organized and presented in professional development workshop *Paradox and Sustainability*. Organization and Management Theory Division, with Tobias Hahn, Lutz Preuss, Pratima Bansal, Mike Russo, Jason Jay

Process Conference: Dualities, Dialectics and Paradoxes in Organizational Life (Greece, June 2016)

- Co-Organized, with Hari Tsoukas, Ann Langley, Moshe Farjoun

Paradox Theory Mini-Conference (London UK, May 2016)

- Organized second annual paradox theory mini-conference; with Paula Jarzabkowski, Costas Andriopolous, Garima Sharma

Academy of Management (Vancouver, August 2015)

- Organized and presented in professional development workshop *Lenses on Competing Demands: Institutional Theory and Paradox Theory*. Organization and Management Theory Division, with Royston Greenwood, Paul Tracey, Michael Smets and Jane Le.
- Panelist, *Process Research PDW: Using Tensions to Advance Process Research*
- Presented *Paradox Research in Management Science*, Organization and Management Theory Division, with Jonathan Schad, Sebastian Raisch, and Marianne Lewis

Paradox and Sustainability Conference (Vancouver, August 2015)

- Panelist, *Understanding Paradox Theory*

European Group for Organizational Studies, Paradox Subtrack, (Athens 2015)

- Proposed and organized subtrack, *Paradoxes and Unreason: Provoking Greater Examination into Organizational Life*, with Costas Andriopoulos and Ella Miron-Spektor
- Panel - *From Zeno's Paradox to Organizational Paradox*; with Ann Langley, Paula Jarzabkowski, Marianne Lewis

oikos, Young Scholars Entrepreneurship Academy (Zurich, 2015)

- Invited faculty advisor to a conference for 11 doctoral students and junior faculty focused on social enterprise research.

Paradox Theory Mini-Conference (London UK, November 2014)

- Presented keynote talk; *Organizational Paradox: Exploring the Nature and Response to Tensions*, with Marianne Lewis

Academy of Management (Philadelphia, August 2014)

- Organized and presented in professional development workshop *Enriching Paradox Theory: Comparing Eastern and Western Views*, Organization and Management Division.
- Facilitated professional development workshop *Diamonds in the Rough*, Managerial and Organizational Cognition Division. Support research development for junior colleagues.
- Facilitated professional development workshop *Doctoral Consortium*, Organization and Management Theory Division. Support research and career development for doctoral candidates.
- Presented in symposium *The Potential of Social Entrepreneurship*, Business Policy and Strategy Division, with Marya Besharov.

- Discussant for symposium *Exploring the duality of stability and change in and of change initiatives*, Organization and Management Theory Division, Organization Development and Change Division, and Strategy as Practice Division.
- Presented *Cultural Determinants of Social Entrepreneurs: Exploring Social Entrepreneurship in China*, Social Issues in Management Division, with Evelyn Tian.

Community on Social Innovation (Toronto, May 2014)

- Presented work in progress: *Managing Social and Financial Goals Simultaneously: A Case Study of a Global Social Enterprise*, with Marya Besharov

May Meaning Meeting (Minnesota, May 2014)

- Presented work in progress: *Managing Social and Financial Goals Simultaneously: A Case Study of a Global Social Enterprise*, with Marya Besharov

Academy of Management (Orlando, August 2013)

- Organized and presented in professional development workshop *Advancing Paradox Theory: Methods to Empirically Explore Organizational Tensions*, Organization and Management Theory Division
 - Organized and presented in professional development workshop *Advancing Research on Social-Business Hybrid Organizations: Emergence and Internal Dynamics* Organization and Management Theory Division, with Marya Besharov and Julie Battilana
 - Organized and presented in symposium *The Rise of Social Enterprises: Emergence and Sustainability of a Hybrid Organizational Form* with Marya Besharov; Organization and Management Division, Social Issues in Management Division
 - Presented in professional development workshop *Commuting to Campus: Strategies for Managing Remote Academic Careers*, Careers Division
 - Presented *Managing Social-Business Tensions: A Review and Research Agenda for Social Enterprises*, with Marya Besharov and Michael Gonin, Social Issues in Management Division
- * Academy of Management Best Paper Proceedings (Top 10% of papers)

European Group for Organization Studies (Montreal, July 2013)

- Proposed and organized subtrack, *Embracing Paradoxes and Tensions: Implications for Research, Practice and Teaching*, with Valerie Michaud and Luc Audeband
- Presented *Enacting paradoxical tensions over time: A longitudinal study of a global social enterprise*, with Marya Besharov

Community on Social Innovation (Toronto, June 2013)

- Presented *Enacting paradoxical tensions over time: A longitudinal study of a global social enterprise*, with Marya Besharov

Harvard Business School Conference: Connecting Rigor and Relevance in Institutional Analysis (Boston, June 2013)

- Presented *Enacting paradoxical tensions over time: A longitudinal study of a global social enterprise*, with Marya Besharov

Community on Social Innovation (Boston, August 2012)

- Presented *Managing a Global Social Enterprise*, with Marya Besharov
- Presented *Multiple Logics within Organizations: An Integrative Framework and Model of Organizational Hybridity*, with Marya Besharov

Academy of Management (Boston, August 2012)

- Presented *Ambidexterity and Senior Leadership: Paradoxical Practices to Explore and Exploit Simultaneously*, Organization and Management Theory Division
- Organized professional development workshop *Advancing Research on Hybrid Organizations*, Organization and Management Theory Division
- Presented *Global Social Enterprises*
- Presented *A Paradoxical Leadership Model for Social Entrepreneurs*, Organization and Management Theory Division, with Marya Besharov
- Presented *Organizational Paradoxes* in the professional development workshop “A Research Incubator for Exploring Tensions and Paradoxes in Creativity and Innovation Management” in the Organizational Behavior Division

European Group for Organizational Studies, Paradox Subtrack, (Helsinki, July 2012)

- Proposed and organized subtrack, *Exploring the Paradoxes of Organizations and Organizing*, with Marianne Lewis and Costas Andriopoulos
- Presented *Strategic Agility as Managing Paradox*, with Marianne Lewis and Costas Andriopoulos
- Presented *Methods to Manage Paradox*, with Marianne Lewis and Costas Andriopoulos

May Meaning Meeting (Connecticut, May 2012)

- Presented *Managing a Global Social Enterprise*, with Marya Besharov

New York University Social Enterprise Conference (New York, November 2011)

- Presented *Conflicting Logics in Hybrid Organizations: A Process Model of Internal Organizational Responses*, with Marya Besharov

Academy of Management (San Antonio, August 2011)

- Presented *Conflicting Logics in Hybrid Organizations: A Process Model of Internal Organizational Responses*, Organization and Management Division, with Marya Besharov
- Organized symposium *Theoretical Approaches to Social Enterprises*, Organization and Management Division, with Marya Besharov
- Presented and Discussed *Enacting and Sustaining a Hybrid Identity*, Cognition in the Rough professional development workshop, with Marya Besharov
- Presented and Discussed *Competing Demands in Hybrid Organizations: Vicious and Virtuous Cycles of Social Enterprises* for Organization and Management Theory Division Junior Faculty Workshop, with Marya Besharov
- Organized All Academy Caucus, *West Meets East: Exploring Alternative Traditions to Organizational Paradoxes*

May Meaning Meeting (Salt Lake City, May 2011)

- Presented *Managing Paradoxes in a Global Social Enterprise*, with Marya Besharov

New York University Social Enterprise Conference (New York, November 2010)

- Presented *Managing Paradoxes in a Global Social Enterprise*, with Marya Besharov

Academy of Management (Montreal, August 2010)

- Presented *Managing the Grading Paradox: Leveraging the Power of Choice in the Classroom*, Management Education and Development Division, with Shoshana Dobrow and Michael Posner
 - *Awarded MED 2010 Best Paper in Graduate Management Education
 - * Academy of Management Best Paper Proceedings (Top 10% of papers)

- Presented *Equifinal Top Management Team Designs to Enable Strategic Flexibility and Agility*, Business Policy and Strategy Division, Organization and Management Theory Division, and Organizational Behavior Division, with Andy Binns
- Presented *Managing Strategic Paradoxes in a Global Social Enterprise*, Organization and Management Theory Division, Organizational Behavior Division, with Marya Besharov

European Group for Organization Studies, Paradox Track (Lisbon, July 2010)

- Proposed and organized subtrack, *Energizing a paradox perspective: A response to organizational tensions*, with Marianne Lewis and Paula Jarzabkowski
- Presented *Managing Strategic Paradoxes in a Global Social Enterprise*, with Marya Besharov

Lilly East Conference on College and University Teaching (Washington DC, June 2010)

- Presented *Managing the Grading Paradox: Leveraging the Power of Choice in the Classroom*, Poster Session, with Shoshana Dobrow and Michael Posner

Academy of Management (Chicago, August 2009)

- Organized Symposium, *Energizing a Paradox Perspective: A Retrospective and A Vision*, Organizational Behavior Division
- Presented *The Other Side of Stakeholder Theory: A Paradoxical Approach to Managing Social Responsibility*, Social Issues in Management Division
- Presented *Managing Organizational Tension: Toward a Paradox Perspective*, Organization and Management Theory Division, with Marianne Lewis

May Meaning Meeting (North Carolina, April 2009)

- Presented *Managing Strategic Paradoxes: A Longitudinal Study of a Social Enterprise*, with Marya Besharov

Israel Strategy Conference (Tel Aviv, December 2008)

- Presented *Managing Exploration and Exploitation Simultaneously*

Academy of Management (Anaheim, August 2008)

- Presented *The Paradox of Corporate Social Responsibility*, Organization and Management Theory Division, with Marc Epstein

European Group for Organization Studies (Amsterdam, July 2008)

- Presented *Managing Exploration and Exploitation Simultaneously*
*Awarded EGOS 2008 Best Paper of the Conference

University of Delaware, Department Colloquium (Newark, February 2008)

- Presented *The Paradox of Corporate Social Responsibility*

Academy of Management (Philadelphia, August 2007)

- Presented *Processing Strategic Contradictions, TMTs and Cognitive Decision Processes*, Organization and Management Theory Division
- Presented *Strategic Agility and Corporate Renewal: Managing Strategic Renewal*, Organization and Management Theory Division, Business Policy and Strategy Division, with Michael Tushman
- Presented *Organizational Learning and the Ambidextrous Form: The Case of IBM Microelectronics*, Organization and Management Theory Division, with Robert Wood, George Westerman, and Michael Tushman

Academy of Management (Atlanta, August 2006)

- Presented *Top Management Team Approaches to Exploring and Exploiting*, Organization and Management Theory Division
 - * Academy of Management Best Paper Proceedings (Top 10% of papers)
- Presented *Strategic Renewal Symposium: Exploring and Exploiting: Top Management Teams and Decision Processes*, Organization and Management Theory Division, with Michael Tushman

Executive Leadership Conference (Park City, March 2006)

- Presented *Managing Strategic Contradictions*, Invited Paper Presentation

Strategic Management Society (Puerto Rico, October 2004)

- Presented *Managing Exploration and Exploitation: A Comparison of Senior Teams Integration of Strategic Paradoxes*

Academy of Management (New Orleans, August 2004)

- Presented *Managing Strategic Contradictions: A Qualitative Study of Senior Teams Managing Exploration and Exploitation*, Organization and Management Theory. Business Policy and Strategy Division, with Michael Tushman
- Presented *Managing Strategic Contradiction: A Theoretical Model for Senior Teams Simultaneously Managing Exploration and Exploitation*. Organization and Management Theory Division

Colloquium on Collaboration and Competition (Atlanta, April 2004)

- Presented *Managing Exploration and Exploitation*, Doctoral Dissertation Research Colloquium

Organization Science: Frontiers of Organizational Science (Laguna Beach, November 2003)

- Presented *Managing Strategic Contradictions*, Invited paper presentation, with Michael Tushman

Academy of Management (Seattle, August 2003)

- Presented *Managing Strategic Contradictions*, Organization and Management Theory Doctoral Dissertation Research Workshop

Academy of Management (Denver, August 2002)

- Presented *Innovation Streams and Ambidextrous Organizations*, Organization and Management Theory Division, with Michael Tushman, Robert Wood and George Westerman

Academy of Management (Washington, D.C., August 2001)

- Presented *A Structural Approach to Assessing Innovation*. Organization and Management Theory Division, with Michael Tushman, Hubert Gatignon, and Phil Anderson

INVITED RESEARCH PRESENTATIONS AND WORKSHOPS

Paradox Theory Workshop

- **INSEAD**, December 2019
- **University of Alberta**, April 2018
- **Tilburg University**, February 2017
- **Erasmus University**, February, 2017
- **HEC Montreal**, February 2017
- **University of Cambridge, Social Entrepreneurship Conference**, June 2016

- **University of Geneva**, April 2016
- **Stockholm School of Economics**, March 2016
- **City University of London, Cass School of Business**, March 2016
- **University of Edinburgh**, March 2016
- **Oxford University, Said School of Business**, March 2016
- **University of Bath**, November 2015
- **University of Cambridge, Judge School of Business**, November 2015

Navigating Coopetition in a Strategic Alliance

- **George Washington University**, December 2019

Engaging Paradox: A Model of Inviting Engagement

- **INSEAD**, December, 2019
- **University of Maryland**, March 2019
- **Temple Business School**, October 2018
- **University of Alberta**, April 2018
- **McGill University**, April 2018
- **Ivey Business School**, February, 2018
- **Rutgers Business School**, November 2017

Bowing Before Dual Gods: How Structured Flexibility Enables Hybridity

- **Tilburg University**, February 2017
- **Erasmus University**, February, 2017
- **HEC Montreal**, February 2017
- **London School of Economics**, October, 2015
- **University of Western Ontario, Ivey Business School**, November, 2014
- **University of Oxford, Said Business School**, November, 2014
- **University of Cambridge, Judge Business School**, November, 2014
- **Nottingham University Business School China**, October, 2014

Presentation on Publishing in High Quality Journals

- **Nanyang Technological Institute**, Singapore, March 2019
- **Indian Institute of Management – Bangalore**, India, February 2018
- **Memorial University**, Newfoundland, June 2017
- **City University of London, Cass School of Business**, - Paradox Mini-Conference Keynote Speaker “Organizational Paradox: Exploring the nature and responses to tensions” (November, 2014)

INVITED TALKS AND KEYNOTE ADDRESSES

SunLife Asia. January, 2021.

Innovation Roundtable Keynote, April 2019

Association of Chief Executives Officers (ACEO) – “The Power of Paradox”; Keynote speech to over 500 Executives (Athens, Greece, May 2017)

Harvard Education School, Learning Innovation Laboratories - “Leveraging Paradoxes – Challenge and Opportunities”; Keynote speech to 50 Chief Learning Officers of Fortune 500 Companies to kick off their annual topic of focus (Cambridge, MA, October 2015)

Society for Human Resource Management, Delaware Chapter – “Paradox Mindsets: Building Employee Skills for Addressing Complex Problems” (Newark DE, February 2015)

Harvard Education School, Learning Innovation Laboratories - “Understanding Paradox in Organizations” – Webinar to Chief Learning Officers of Fortune 500 Companies (February, 2015)

Grameen Social Business Summit Research Forum - “Social Business as Paradoxical Organizations” (Mexico City, November 2014)

Inspiring Women in STEM – “Building Your Sphere of Influence” (Newark DE, July 2014)

TED Talk – TEDxUD – “The Power of Paradox”, April 2012

<http://tedxtalks.ted.com/video/TEDxUD-Dr-Wendy-Smith-The-Power>

Viewed over 4,900 times (as of 09/2015)

MEDIA MENTIONS, BLOG POSTS,

- **INC. Magazine**, February 2021; [*Why Creative Geniuses Like David Bowie Embrace the Power of 'Unchangeable' Constraints. You Should Too*](#)
- **INC. Magazine**, December 2020; [*Want to be more creative \(and successful\)? Adopt a paradox mindset.*](#)
 - [*Translated to Spanish.*](#)
- **Knowledge at INSEAD**, [*Overwhelmed: Adopt a Paradox Mindset*](#)

TEACHING EXPERIENCE

Undergraduate

- Lerner College, Organizational Behavior, 2007, 2008, 2013, 2015 (avg) 4.37/5.0
- Lerner College, Business Ethics, 2017 4.64/5.0
- The Wharton School of the University of Pennsylvania, Organizational Behavior, 2006 3.6/4.0

MBA

- Lerner College, Business Ethics ONLINE; 2018, 2019, 2020, 2021
- Lerner College, Leadership Core Class, 2007-2019 (avg) 4.59/5.0
- Lerner College, Business Ethics, 2012, 2014, 2015, 2017 (avg) 4.71/5.0
- Lerner College, One Week Leadership Development Intensive, 2017-2020

Executive Education

- Women’s Leadership Online Certificate Program – Developed and launched an online program for mid-career women.
- Lerner College, Women’s Leadership Forum; Developed and launched a women’s high potential leadership forum; 2016 – present;
6 cohorts, over 110 participants; Over 30% of participants moved into new jobs or roles within 1 year of the program.
- Lerner College Executive Education. Taught entry level, middle managers, and senior managers in topics including managing paradox, power and influence, leading with emotional intelligence, and skills for change agents, 2008-present

- Change Logic, Taught senior executives in topics including managing change, organizational culture, and organizational alignment; 2009-present
- Navigant Consulting Firm, Taught workshop for 300 women on leading ambidextrously, 2012
- Harvard Business School Executive Education, Facilitated workgroups for senior executives as part of the “Leading Change and organizational Renewal” program, 2000-2005
- Harvard Business School Publishing, Taught executives at various companies in topics including emotional intelligence, providing feedback, and retaining talent; 2007-2009

CURRICULUM DEVELOPMENT

Trelstad, Brian, Natalie Slawinski and Wendy K. Smith. 2020. "Shorefast: Changing the Nature of Capitalism." Harvard Business School Case.

Leonard, Dutch, Wendy K. Smith and Marc Epstein. 2007. "Digital Divide Data: A Social Enterprise." Harvard Business School Case.

Tushman, Michael L., Wendy K. Smith, and David Kiron. 2005. "Arctic Timber AB: Engineered Woods Division (A, B, C)." Harvard Business School Case.

Tushman, Michael L., Wendy K. Smith, and David Kiron. 2003. "IBM Canada: Global Services (A, B, C)." Harvard Business School Case.

DOCTORAL STUDENTS – OUTSIDE REVIEWER

Shirah Foy, EPFL, Lausanne, Switzerland – Graduated 2020

PROFESSIONAL SERVICE AND MEMBERSHIPS

Editorial Boards

- Academy of Management, Associate Editor; 2016-2019
- Academy of Management Review, 2014 - 2016
- Academy of Management Journal, 2014 - current
- Business Ethics Quarterly, 2014 - 2016

Special Issue – Guest Editor

- Special Issue – “Paradox, Tensions and Dualities of Innovation and Change”, *Organization Studies*, with Miriam Erez, Marianne Lewis, Paul Tracey, and Sirkka Jarvanpaa
Received 106 submissions; the largest number of submissions for a special issue at Organization Studies

AdHoc reviewing

- Administrative Science Quarterly
- Academy of Management Journal
- Academy of Management Review
- Business Ethics Quarterly
- California Management Review
- Human Performance
- IEEE Transactions on Engineering Management
- Journal of Neuroscience, Psychology and Economics
- Journal of Management Studies
- Journal of Personality and Social Psychology

- Journal of Organization Design
- Management Learning
- Organization Science
- Organization Studies
- Research Policy
- Strategic Organization
- Studies in Higher Education
- Zeitschrift für Personalforschung

Reviewing – Teaching Materials

- Harvard Business School Publishing ‘Brief Cases’, 2007 – 2011
- Wiley, Organizational Behavior Textbook, 2010
- Hitt, Organizational Behavior Textbook, 2009

Reviewing – Conference Paper

- Academy of Management Organization and Management Theory Division, *Best Reviewer Award, 2007, 2013; 2017 Top 2% of Reviewers*
- Academy of Management, Social Issues in Management Division, 2007- 2009
- Academy of Management, All Academy, 2007 – 2009
- Israel Strategy Conference, 2009

Reviewing – Other

- Israel Science Foundation, 2013; 2019

Professional Membership and Service

- Academy of Management, Organization and Management Theory Division, Representative-at-Large, 2015 - 2018
- Academy of Management, Member, 1999 – present
- European Group for Organization Studies, Member, 2008 - present
- American Psychological Association, Member, 2008 - 2010

UNIVERSITY SERVICE

Department Service – Business Administration

- Chair, Department P&T Committee, 2021-22
- Member, Strategy Faculty Search Committee, 2021-22
- Member, Department Chair Search Committee, 2017-18
- Member, Organizational Behavior Faculty Search Committee, 2016-17
- Organizer, BUAD Seminar Series, 2016-17
- Chair, Organizational Behavior Faculty Search Committee, 2014-15
- Guest Lecture, *Qualitative Data Analysis* for Professional Project Seminar of the Organizational Effectiveness Development and Change Program, University of Delaware, October 2009, April 2010, October 2010; October 2013 (*upcoming*)
- Member, Strategy Faculty Search Committee, 2013
- Member, Department Website Development Committee, 2013
- Member, Organizational Behavior Faculty Search Committee, 2012
- Chair, Strategy Faculty Search Committee, 2010
- Member, Strategy Faculty Search Committee, 2007

College Service – Alfred Lerner College of Business and Economics

- Women's Leadership Initiative at UD, co-founder, 2016-present
- Lerner College Promotion and Tenure committee, 2020, 2021
- Dean Review Committee, 2016
- MBA Curriculum Committee, 2008-2009; 2014-2015
- MBA Aspen Social Enterprise Case Competition, 2015
- MBA Business Case Competition Committee, 2009

University Service – University of Delaware

- Member, University of Delaware Leadership Initiative Steering Committee
- Member, University of Delaware Strategic Planning Initiative Committee - Models for the New American Research University Working Group, Fall 2015
- Guest Lecture, *University of Delaware, Engineering Students; Building Your Sphere of Influence*, October 2014
- Co-Facilitator, *University of Delaware, Presidents Retreat*, Helped organize and facilitate annual retreat of University of Delaware's senior leaders, August 2011
- Member, Diversity Faculty Search Committee, 2011
- Guest Lecture, *Managing Interpersonal Relationships* for Faculty Roles in Institutions of Higher Education Class, University of Delaware, June 2010
- Guest Lecture, *Ethical Leadership* for Blue Hen Leadership Program, University of Delaware, March 2010
- Faculty Advisor to KOACH – Conservative Jewish Students at the University of Delaware, Fall 2008 - 2010
- Panelist, *Perspectives on Environmental Sustainability*, UD Sustainability Task Force, September 2008