

## WENDY K. SMITH

Assistant Professor of Management  
Alfred Lerner College of Business; University of Delaware  
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### ACADEMIC POSITIONS

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**Assistant Professor**, Lerner College of Business, University of Delaware, June 2006-present.  
**Visiting Lecturer**, Wharton School of Business, University of Pennsylvania; Spring 2006.  
**Teaching Fellow**, Harvard University; Spring 2005, Spring 2004.  
**Research Associate**, Harvard Business School; 1998-1999.

### EDUCATION

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

### AWARDS

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#### *Research Awards*

**Best Paper – AOM, MED Division, Best Paper in Graduate Management Education**, 2010  
**Best Paper – European Group for Organization Science Conference**, 2008.  
**Best Reviewer Award – “Above and Beyond the Call of Duty”**, OMT Division, AOM, 2007  
**Best Paper Proceedings**, Academy of Management, 2006.

#### *Grants and Funding*

**Center for International Studies Research Grant**, University of Delaware, 2009-2010  
**Center for Integrative Leadership Research Grant**, University of Minnesota, 2009-2010  
**Institute for Social Science Research Grant**, Cornell University, 2009-2010  
**General University Research Grant**, University of Delaware, Summer 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 Nomination**, Univ. of Delaware, MBA Program, 2007, ‘08, ‘09, ‘10  
**Excellence in Teaching Nomination**, Univ. of Delaware, University Faculty Senate, 2008, ‘09  
**Bok Center Award for Teaching Fellow Excellence**, Harvard University, 2005

### PUBLICATIONS

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**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.

**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., **Smith, W.**, & Posner, M. 2011. Managing the grading paradox: Leveraging the power of choice in the classroom. **Academy of Management Learning & Education**, 10(2): 261-276.

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

**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**. Chapter 62.

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. *Senior Teams and Managing Contradictions: On the Team Dynamics of Managing Exploitation and Exploration*. **Organization Science**, 16: 522-536.

Reprinted: **Smith, W. K.** & 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.

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

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

#### **WORKING PAPERS**

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**Smith, W.K.** and Besharov, M. A Paradoxical Leadership Model for Social Entrepreneurs: Challenges, Leadership Skills, and Pedagogical Tools for Managing a Double Bottom Line *Under Review*; **Academy of Management Learning and Education Special Issue**; August 2011

**Smith, W.K.** Dynamic Decision Making: Supporting Multiple Strategic Goals Simultaneously. *Under Review*; **Academy of Management Journal**.

Besharov, M. and **Smith W.K.** Conflicting Logics in Hybrid Organizations: A Process Model of Internal Organizational Responses.

*Under Review; Academy of Management Review.*

Lewis, M. **Smith, W.K.** Andriopoulos, C., Strategic Agility as Managing Paradox

*Under Review; California Management Review.*

Audebrand, L. **Smith, W.K.**, Lewis, M. Paradoxical Roots of Organizational Sustainability.

*Revise and Resubmit at Journal of Management Studies.*

Gonin, M. , **Smith, W.K.**, Besharov, M. and Gachet, N. Business Ethics and Social Enterprises.

*Working paper and invited publication at Business Ethics Quarterly.*

**Smith, W.K.** and M. Besharov. Managing Social and Financial Goals Simultaneously: A Case

Study of a Social Enterprise. *Work in progress*

Alagbile, A., **Smith, W.K.**, Posner, M.. Moderators of Multiple Goals. *Work in progress*

#### RESEARCH PRESENTATIONS

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

*Conflicting Logics in Hybrid Organizations: A Process Model of Internal Organizational Responses.* With Marya Besharov

Academy of Management (San Antonio, August 2011)

*Conflicting Logics in Hybrid Organizations: A Process Model of Internal Organizational Responses.* With Marya Besharov

Theoretical Approaches to Social Enterprises Symposium

Symposium Organizers. With Marya Besharov

*Enacting and Sustaining a Hybrid Identity.* With Marya Besharov

May Meaning Meeting (Salt Lake City, May 2011)

*Managing Paradoxes in a Global Social Enterprise.* With Marya Besharov

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

*Managing Paradoxes in a Global Social Enterprise.* With Marya Besharov

Academy of Management (Montreal, August 2010)

*Managing the Grading Paradox: Leveraging the Power of Choice in the Classroom.*

MED Division. With Shoshana Dobrow and Michael Posner

**\*Awarded Management Education Division 2010 Best Paper in Graduate Management Education**

\* Included in AOM Best Paper Proceedings

*Equifinal Top Management Team Designs to Enable Strategic Flexibility and Agility.*

BPS, OMT, OB Division. With Andy Binns

*Managing Strategic Paradoxes in a Global Social Enterprise.* OMT, OB, ODC

With Marya Besharov

- European Group for Organization Studies (Lisbon, July 2010)  
*Managing Strategic Paradoxes in a Global Social Enterprise*. Paradox Track  
With Marya Besharov
- Lilly East Conference on College and University Teaching (Washington DC, June 2010)  
*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)  
*Energizing a Paradox Perspective: A Retrospective and A Vision*. OB Division.  
Symposium Convener. With Marianne Lewis.
- The Other Side of Stakeholder Theory: A Paradoxical Approach to Managing Social  
Responsibility*. SIM Division. Paper Presentation.
- Managing Organizational Tension: Toward a Paradox Perspective*. OMT Division.  
Paper Presentation.
- May Meaning Meeting (North Carolina, April 2009)  
*Managing Strategic Paradoxes: A Longitudinal Study of a Social Enterprise*. With  
Marya Besharov
- Israel Strategy Conference (Tel Aviv, December 2008).  
*Managing Exploration and Exploitation Simultaneously*.
- Academy of Management (Anaheim, August 2008).  
*The Paradox of Corporate Social Responsibility*. OMT Division. With Marc Epstein.
- European Group for Organization Studies (Amsterdam, July 2008)  
Managing Exploration and Exploitation Simultaneously.  
**\*Awarded EGOS 2008 Best Paper of the Conference.**
- University of Delaware, Department Colloquium (Newark, February 2008).  
*The Paradox of Corporate Social Responsibility*.
- Academy of Management (Philadelphia, August 2007).  
*Processing Strategic Contradictions, TMTs and Cognitive Decision Processes*. OMT  
Division. Paper Presentation.
- Strategic Agility and Corporate Renewal: Managing Strategic Renewal*. OMT and BPS  
Division. Symposium. With Michael L. Tushman.
- Organizational Learning and the Ambidextrous Form: The Case of IBM  
Microelectronics*. OMT Division. Paper Session. With R. Wood, G. Westerman, and  
M.Tushman.
- Academy of Management (Atlanta, August 2006).  
*Top Management Team Approaches to Exploring and Exploiting*. OMT Division. Paper  
Presentation. Included in Best Paper Proceedings.

*Strategic Renewal Symposium: Exploring and Exploiting: Top Management Teams and Decision Processes.* OMT Division. Symposium. With Michael L. Tushman.

Executive Leadership Conference (Park City, March 2006).  
*Managing Strategic Contradictions.* Invited Paper Presentation.

Strategic Management Society (Puerto Rico, October 2004).  
*Managing Exploration and Exploitation: A Comparison of Senior Teams Integration of Strategic Paradoxes.* Paper Presentation.

Academy of Management (New Orleans, August 2004).  
*Managing Strategic Contradictions: A Qualitative Study of Senior Teams Managing Exploration and Exploitation.* Symposium Presentation in “Exploration vs. Exploitation; Managing the Contradiction.” OMT and BPS Division. Panel Presentation.

*Managing Strategic Contradiction: A Theoretical Model for Senior Teams Simultaneously Managing Exploration and Exploitation.* OMT Division. Paper Presentation.

Colloquium on Collaboration and Competition (Atlanta, April 2004).  
*Managing Exploration and Exploitation.* Doctoral Dissertation Research Colloquium.

Organization Science: Frontiers of Organizational Science (Laguna Beach, November 2003).  
*Managing Strategic Contradictions.* Invited paper presentation.

Academy of Management (Seattle, August 2003).  
*Managing Strategic Contradictions.* OMT Doctoral Dissertation Research Workshop.

Academy of Management (Denver, August 2002).  
*Innovation Streams and Ambidextrous Organizations.* OMT Division. Paper Presentation.

Academy of Management (Washington, D.C., August 2001).  
*A Structural Approach to Assessing Innovation.* OMT Division. Paper Presentation.

## **TEACHING EXPERIENCE**

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### **Organizational Behavior and Leadership**

#### Undergraduate

Wharton School; University of Pennsylvania  
Spring 2006  
Evaluation: 3.6/4.0

Lerner College; University of Delaware  
Fall 2007; 2008  
Avg. Eval: 4.4/5.0

*Core Organizational Behavior class with approx.. 60 students each.  
Nominated Best Professor both years from the University Faculty Senate.*

#### MBA

Lerner College; University of Delaware  
Spring 2007,08,09,10, 11; Fall 2010  
Avg. Eval: 4.7/5.0

*Core Organizational Behavior class with approx. 35 students each.  
Nominated Best MBA Professor all five years.*

### **Executive Seminars**

Emotional Intelligence; Harvard Business School Publishing  
Leading Change and Organizational Renewal; Harvard Business School Exec. Ed.  
Managing Paradox for Peak Performance; University of Delaware Exec. Ed.  
Skills for Change Agents; University of Delaware Exec Ed.

### **COURSE MATERIALS**

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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.

### **ADVISING EXPERIENCE**

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University of Delaware. BUAD Independent Study. 2008  
Stephan Zweidler; "Leadership in a Complex World"

Harvard University. Department of Social Psychology. 2004.  
Thesis Advisor. Eliot Hamlisch, B.A., "Effects of Multiple Goals on Performance."

Harvard School of Continuing Education. Department of Psychology. 2003.  
Thesis Advisor. Edd Brown, M.A., "Mindful Contagion."

### **ACADEMIC SERVICE AND MEMBERSHIPS**

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**Administrative Science Quarterly.** Reviewer. 2010 – present.  
**Academy of Management Journal.** Reviewer. 2005 – present.  
**Academy of Management Review.** Reviewer. 2006 – present.  
**Organization Science.** Reviewer. 2007 – present.  
**Management Learning.** Reviewer. 2008 – present.  
**Human Performance.** Reviewer. 2008 – present.  
**Business Ethics Quarterly.** Reviewer, 2010.  
**IEEE Transactions on Engineering Management.** Reviewer. 2009.  
**Research Policy.** Reviewer. 2009.  
**Journal of Neuroscience, Psychology and Economics.** Reviewer. 2008 – present.  
**Harvard Business School Publishing 'Brief Cases'.** Reviewer. 2007 – present.  
**Israel Strategy Conference.** Reviewer. 2009.  
**Academy of Management OMT Division.** Reviewer. 2004 - 2009.  
**Academy of Management SIM Division.** Reviewer. 2007 – 2009.  
**Academy of Management All Academy.** Reviewer. 2007 – 2009.  
**Academy of Management (AOM).** Member. 1999 - present.  
**American Psychological Association.** Member. 2008- present.

### **INDUSTRY WORK EXPERIENCE**

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*Analyst*, Mercer Management Consulting; 1999-2000.  
*Director of Development*, Israel Association for Ethiopian Jews; Jerusalem, Israel; 1996-1998.