

Center for Sports and Business at the Stockholm School of Economics invites you to the research seminar:

**Paradox Theory:
A Lens for Understanding Organizational Tensions**

Monday March 14th 2016, Stockholm School of Economics, room KAW 10-15

Wendy Smith



In an increasingly global world with high technological progress and new organizational forms, organizations and their leaders constantly have to deal with competing demands. Effectively managing these tensions is vital for an organization's success and even survival.

To address these tensions, scholars have applied insights from theories of paradox, dualities and dialectics (Schad, Lewis, Raisch, & Smith, 2016, Smith and Lewis, 2011). Together, these approaches challenge academics and practitioners to explore both the contradictory *and* interdependent nature of such tensions. At the *organizational level*, scholars have explored tensions inherent to ambidexterity, organizational change (Lüscher & Lewis, 2008), organizational identity, and social responsibility. At the *individual level*, studies expound our understanding of competing demands embedded in creativity, leadership and everyday work experiences.

This proliferation of research suggests the value of a paradoxical approach to understanding and addressing our increasingly complex world (Schad et al., 2016; Smith & Lewis, 2011). In this masterclass, we will explore insights from research about the nature and management of paradox. We will unpack key

dimensions of paradox as contradictory, interdependent, persistent and unresolvable tensions. We will further explore strategies for addressing paradox from individual emotional and cognitive approaches, as well as organizational practices of differentiating and integrating. Finally, we will investigate how paradox theory can inform your own research questions.

SCHEDULE

09.30-10.00	Registration and coffee
10.00-12.00	Lecture – introduction to paradox theory and how it can be used to study organizational tensions
12.00-13.00	LUNCH (will be provided if you let us know in advance)
13.00-15.00	Workshop – how to use paradox theory on your own research and how to publish in top-tier journals.

PRACTICAL INFORMATION

Registration: E-mail martin.carlsson-wall@hhs.se before March 1st.

Directions: Room KAW is in the main Atrium at the Stockholm School of Economics, Sveavägen 65.

Questions: E-mail martin.carlsson-wall@hhs.se or call +46 730 440 900.

READINGS BEFORE THE SEMINAR

Lüscher, L. S., & Lewis, M. W. 2008. Organizational change and managerial sensemaking: Working through paradox. *Academy of Management Journal*, 51(2): 221-240.

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).

Smith, W. K., & Lewis, M. W. 2011. Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2): 381-403.