

# Curriculum Vitae

## Prof. Dr. Wolfgang H. Güttel

TU Wien (Vienna University of Technology)  
Institute of Management Science  
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**Wolfgang H. Güttel** is Full Professor for Leadership & Strategy at the Institute of Management Science at the TU Wien (Vienna University of Technology; Austria) and Dean of the TU Wien Academy for Continuing Education. His main field of research concerns leadership, strategic change and learning in the context of newly emerging technologies in complex and dynamically evolving environments. His work has been published in various academic books and journals such as *Long Range Planning*, *Strategic Organization*, *Technological Forecasting & Social Change*, *Human Relations*, *Academy of Management Learning & Education*, *Leadership*, *Management Learning*, *International Journal of Management Review*, *Harvard Business Review*, *Schmalenbach Business Review*, *International Journal of Human Resource Management*, *Journal of Business Research* or *Austrian Management Review*. He is also engaged in executive education and consulting to advise leaders, firms, and public organizations on managing strategic change. His executive teaching focuses on leadership, team development, organization, strategy, and change management. His academic career includes roles as Dean and Managing Director of the JKU Management School LIMAK (Linz International Management Academy) between 2011 and 2015, Professor at the Universities of Linz (Austria), Kassel and Hamburg (Germany), Research Fellow at the Universities of Liverpool (United Kingdom) and Padua (Italy) and Assistant Professor at the WU Vienna (Austria). Before embarking upon his academic career, he acted as Management Consultant at Daimler-Benz AG in Stuttgart (Germany), at Diebold Management Consulting in Vienna (Austria) and founded his own consultancy Güttel Management Consulting, Training, & Research in Vienna (Austria).

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## **Personal Information**

Date of Birth: June 17th, 1968 in Vienna (Austria); Citizenship: Austrian

Marital Status: Married to Christine Güttel

Children: Kerstin (2006), Annika (2008), Karoline (2011) & Niklas (2011)

## **Education**

*WU Vienna - Vienna University of Economics & Business Administration (Austria)*

Habilitation (2008): Venia Docendi in Business Administration

*WU Vienna - Vienna University of Economics & Business Administration (Austria)*

Doctorate (2002): Social & Economics Sciences; passed with distinction (summa cum laude)

*Consulting and Training Group (currently offered by Beratergruppe Neuwaldegg; Austria)*

Certified Systemic Coach (2001)

*University of Vienna (Austria)*

Diploma (1997): Political Science: passed with distinction (summa cum laude)

*WU Vienna - Vienna University of Economics & Business Administration (Austria)*

Diploma (1995): Social and Economics Sciences

## **Academic Appointments**

### *TU Wien (Austria)*

- Full Professor for Leadership & Strategy at the Institute of Management Science (since 2020)
- Dean of the TU Wien Academy for Continuing Education (since 2020)
- Academic Director of the Strategic Management & Technology EMBA (since 2020)
- Academic Director of the Leadership Program (since 2020)

### *Johannes Kepler University Linz (Austria)*

- Dean of the Business School (2019/2020)
- Full Professor & Head of the Institute of Leadership & Change Management (2009-2020)

### *LIMAK Austrian Business School/Johannes Kepler University Linz (Austria)*

- Academic Director of the Global Executive MBA (2012-2020)
- Academic Director of the Leadership Program (since 2012)
- Academic Director of the Digital Transformation & Change Management MBA (2012-2020)
- Dean & Managing Director (2011-2015)

### *Austrian Academy of Management & Leadership (Austria)*

- Chairman (since 2017)

### *University of Geneva (Switzerland)*

- Visiting Professor (part-time) (2016/2017)

### *Ruhr University Bochum (Germany)*

- Visiting Professor (part-time) (2016)

### *University of Kassel (Germany)*

- Full Professor & Chair of Human Resource and Change Management (W3) (2009)
- Dean of the Kassel International Management School (KIMS) (2009)
- Full Professor (interim) Chair of Organization & Human Resource Management (W3) (2007-2008)

### *Hamburg University (Germany)*

- Full Professor (interim) & Chair of Organization and Strategic Management (W3) (2008-2009)

### *University of Padua (Italy)*

- Research Fellow at the Institute of Management and Engineering (Full & Part Time) (2007-2009)

### *University of Liverpool (United Kingdom)*

- Research Fellow (Part Time) at the Management School (2007)
- Fellow (Part Time) of the Advanced Institute of Management Research (AIM) (2007)

### *WU Vienna (Austria)*

- Assistant Professor at the Department of Management/Institute of Human Resource Management (2002-2006)

### *University of Applied Science Wiener Neustadt (Austria)*

- Assistant Professor (Part Time) at the Institute of Management Consulting Research (1999-2002)

## **Business Experience**

### *Güttel Management Consulting, Research, & Training (Vienna; Austria)*

- Founder & Managing Partner (since 1999)

### *LIMAK Austrian Business School/Johannes Kepler University Linz (Austria)*

- Managing Director (2011 - 2015)

### *Diebold Consulting - DaimlerChrysler (Vienna; Austria)*

- Consultant (1998 - 1999)

### *Daimler-Benz (Stuttgart; Germany)*

- Consultant (1997 - 1998)

## Research

My research interest is shaped by the strategic interplay between stability and change. Uncertainty, complexity, and ambiguity characterize the current state in many markets and economies. In other words, firms and leaders need to facilitate change or to achieve stability in disruptively changing environments. Studying the development path of organizations with their embedded organizational routines and rule systems - sometimes over decades - sheds light on the dynamics between exploiting existing capabilities and facilitating exploration in order to create new capabilities. Over the course of the organization's development, firms always need to find an appropriate balance between the contradicting demands of short-term efficiency and innovativeness, which is labelled as ambidexterity. Thus, in my research I focus on the dynamic interplay between strategy, organization, HRM, and leadership. We label our research ***Leading.Strategic Change*** to specify that we are interested how organizations develop appropriate strategies to keep pace with changes in their environment and focus on the role of leaders in this process, who ultimately have to develop and implement strategies in their spheres of responsibility. We use The Behavioral Theory of the Firm as the theoretical foundation. Most of our studies are based on case study research using a longitudinal process perspective aiming at theory development.

## Publication List

### Books & Monographies

1. Güttel, Wolfgang H. (Ed.) (2021): *Erfolgreich in turbulenten Zeiten! Impulse für Leadership, Change Management & Ambidexterity*. Baden-Baden (3rd Edition).
2. Güttel, Wolfgang H. (Ed.) (2019): *Erfolgreich in turbulenten Zeiten! Impulse für Leadership, Change Management & Ambidexterity*. München, Augsburg (2nd Edition).
1. Güttel, Wolfgang H. (Ed.) (2017): *Erfolgreich in turbulenten Zeiten! Impulse für Leadership, Change Management & Ambidexterity*. München, Augsburg.
2. Güttel, Wolfgang H. (2003): *Die Identifikation strategischer immaterieller Vermögenswerte im Post-Merger-Integrationsprozess: Ressourcen- und Wissensmanagement bei Mergers-and-Acquisitions*. München, Mering.

### Peer-Reviewed Publications

1. Kratochvil, Renate/Gruenauer, Johanna/Friesl, Martin/Güttel, Wolfgang H. (2022): Deliberate Simple Rule Creation and Use: Activities and Challenges. *Long Range Planning* (forthcoming; IF 7,8).
2. Rauch, Madeleine/Loock, Moritz/Güttel, Wolfgang H. (2022): Heuristics, Rules, & Capabilities. *Technological Forecasting & Social Change* (forthcoming; IF 8,6)
3. Keller, Arne/Konlechner, Stefan/Güttel, Wolfgang H./Reischauer, G. (2022): Dynamic Capabilities & Path Dependency. *Strategic Organization* (forthcoming; IF 5,4).
4. Förster, Charlotte/Paparella, Caroline/Güttel, Wolfgang H./Duchek, Stephanie (2022). Leading in the Paradoxical World of Crises: How Leaders Contribute to Organizational Resilience During Crises. *Schmalenbach Journal of Business Research* (forthcoming).
5. Wilhelm, Stefan/Lettner, Nicole/Güldenberg, Stefan/Güttel, Wolfgang H. (2022). Customers as Knowledge Partners in a Digital Business Ecosystem: From Customer Analytics Towards Knowledge Partnerships. *Journal of Digital Economy* (forthcoming).
6. Gilli, Katharina/Lettner, Nicole/Güttel, Wolfgang H. (2022). The Future of Leadership: New Digital Skills or Old Analog Virtues? *Journal of Business Strategy* (forthcoming; IF 1,1).
7. Reischauer, Georg/Schüßler, Elke/Güttel, Wolfgang H. (2021): Aligning the Design of Intermediary Organizations with the Ecosystem. *Industry & Innovation*, Vol. 28 (5), 594-619 (IF 4,6).
8. Müller, Barbara/Schwaiger, Sylvia/Güttel, Wolfgang H. (2020): Barriers to leadership development: Why is it so difficult to abandon the hero?. *Leadership*, Vol. 16 (4), 411-433 (IF 1,5).
9. Schweiger, Sylvia/Konlechner, Stefan W./Güttel, Wolfgang H. (2019): A Circle of Reinforcing Disidentification: Projects as Means of Promoting Identity Stability and Hindering the Development of a Common Project Group Identity. *Project Management Journal*, Vol. 51(1), 62-76. (IF 3,8)
10. Hansen, Nina K./Güttel, Wolfgang H./Swart, Juani (2019): HR in Dynamic Environments: Exploitative, Exploratory and Ambidextrous HR Architectures. *International Journal of Human Resource Management*, Vol. 30(4), 648-679. (IF 4,7).
11. Müller, Barbara/Konlechner, Stefan W./Güttel, Wolfgang H./Link, Karin (2019): The Emperor's new clothes: How dealing with failure prevents cultural change. *Organizational Dynamics*, Vol. 48(4). (IF 2,4)
12. Konlechner, Stefan W./Latzke, Markus/Güttel, Wolfgang H./Höfferer, Elisabeth (2019): Prospective Sensemaking during Planned Change Interventions: A Comparison of Two Hospital Units. *Human Relations*, Vol. 72(4), 706-732. (FT 50; IF 6,3)
13. Konlechner, Stefan/Müller, Barbara/Güttel, Wolfgang H. (2018): A Dynamic Capabilities Perspective on Managing Technology: A Review, Framework, and Research Agenda. *International Journal of Technology Management*, Vol. 76 (3-4), 188-213. (IF 1,8)
14. Grünauer, Johanna/Güttel, Wolfgang H./Wurmbrand, Alfred (2018): Simple Rules – Wie sich Unternehmen das Leben einfacher machen können und dennoch effektiver agieren! *Zeitschrift für Führung & Organisation*, Vol. 87 (2), 112-120.

15. Frank, Hermann/Güttel, Wolfgang H./Kessler, Alexander (2017): Environmental Dynamism, Hostility, and Dynamic Capabilities in Medium-sized Enterprises. *International Journal of Entrepreneurship & Innovation* 2017, Vol. 18(3), 185–194.
16. Garaus, Christian/Furtmüller, Gerhard/Güttel, Wolfgang H. (2016): Even Tiny Rewards Can Motivate People to Go the Extra Mile: A Study of Truly Piddling Rewards in Online Learning. *Harvard Business Review/HBR.org.* (FT 50; IF 2,0)
17. Konlechner, Stefan W./Güttel, Wolfgang H./Müller, Barbara/Koprax, Irina/Link, Karin (2016): Sheep in Wolf's Clothing: The Role of Artifacts in Interpretive Schema Change. *Schmalenbach Business Review*, Vol. 17, 129-150. (IF 0,5)
18. Garaus, Christian/Furtmüller, Gerhard/Güttel, Wolfgang H. (2016): The Hidden Power of Small Rewards: The Effects of Insufficient External Rewards on Autonomous Motivation to Learn. *Academy of Management Learning & Education*, Vol. 15, 45-59. (IF 4,9)
19. Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan W./Koprax, Irina/ Lackner, Hubert/Link, Karin/Müller, Barbara (2016): Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions. *International Journal of Human Resource Management*, Vol. 27: 355-381. (IF 4,7)
20. Güttel, Wolfgang H./Konlechner, Stefan W./Trede, Julia K. (2015): Standardized Individuality versus Individualized Standardization: The Role of the Context in Structurally Ambidextrous Organizations. *Review of Managerial Science*, Vol. 9, 261-284. (IF 5,5)
21. Trede, Julia K./Güttel, Wolfgang H. (2014): Geprägte Entwicklung von Organisationen: Fundamentales Imprinting und dynamische Weiterentwicklung. *Zeitschrift für betriebswirtschaftliche Forschung*, Vol. 66 (Sonderband: Zukunftsfähige Unternehmensführung zwischen Stabilität und Wandel), 18-40. (IF 0,5)
22. Müller-Seitz, Gordon/Güttel, Wolfgang H. (2014): Towards a Choreography of Congregating – A Practice-based Perspective on Organizational Absorptive Capacity in a Semiconductor Industry Consortium. *Management Learning*, Vol. 45, 477-497. (IF 3,9)
23. Wilhelm, Stefan/Güldenberg, Stefan/Güttel, Wolfgang H. (2013): Do You Know Your Valuable Customers? *Journal of Knowledge Management* , Vol. 17, 661-676. (IF 10,1)
24. Vogel, Rick/Güttel, Wolfgang H. (2013): The Dynamic Capability View in Strategic Management: A Bibliometric Review. *International Journal of Management Review*, Vol. 15, 426-446. (IF 14,3)
25. Antonacopoulou, Elena/Güttel, Wolfgang H./ Kaiser, Stephan/Macpherson, Allan/ Méric, Jérôme/Müller-Seitz, Gordon (2012): Why Strategic Organisational Learning and Why Now? *International Journal of Knowledge Management Studies*, Vol. 5, 1-9.
26. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara (2012): Entscheidungsmuster und Veränderungsarchitekturen in Wandelprozessen: Eine Dynamic Capabilities-Perspektive. *Zeitschrift für betriebswirtschaftliche Forschung*, Vol. 64, 630-654. (IF 0,5)
27. Filippini, Roberto/Güttel, Wolfgang H./Nerotti, Paolo/Nosella, Anna (2012): The Different Modes for Absorbing Knowledge: An Analytic Lens on Absorptive Capacity from a Process Perspective. *International Journal of Knowledge Management Studies*, Vol. 5, 45-65.
28. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Trede, Julia K./Lehrer, Mark (2012): Facilitating Ambidexterity in Replicator Organizations: Artifacts in their Role as Routine-Re-Creators. *Schmalenbach Business Review*, Vol. 64, 187-203. (IF 0,5)
29. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2012): Ambidexterity and the Evolution of KM Initiatives. *Journal of Business Research*, Vol. 65, 3, 317-324. (IF 8,7)
30. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2012): Dynamic Capabilities and the Evolution of Knowledge Management Practices in SMEs. *International Journal of Technology Management*, Vol. 60, 202-220. (IF 1,8)
31. Konlechner, Stefan W./Güttel, Wolfgang H. (2011): Die Replikation organisationaler Routinen: Replikationsstrategien zwischen Templates und Prinzipien. *Jahrbuch Strategisches Kompetenz-Management*, Vol. 5, 1-27.
32. Frank, Hermann/Güttel, Wolfgang H./Weismeier-Sammer, Daniela (2010): Ambidexterity in Familienunternehmen: Die Top-Management-Familie als Innovationsinkubator. *Managementforschung*, Vol. 20, 117-156.

33. Konlechner, Stefan W./Güttel, Wolfgang H. (2010): Die Evolution von Replikationsstrategien. *Jahrbuch Strategisches Kompetenz-Management*: Ambidexterity, Vol. 4, 27-56.
34. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2010): Extracting Knowledge from Collaborations: The Role of Absorptive Capacity in SMEs. *Advances in Applied Business Strategy*, Vol. 12, 63-86.
35. Antonacopoulou, Elena P./Güttel, Wolfgang H. (2010): Staff Induction Practices and Organizational Socialization: A Review and Extension of the Debate. *Society and Business Review*, Vol. 5, 1/10, 22-47. (IF 0,9)
36. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations. *Schmalenbach Business Review*, Vol. 71, 2/09, 150-172. (IF 0,5)
37. Güttel, Wolfgang H./Konlechner, Stefan W./Kohlbacher, Florian/Halmeyer, Beate (2009): Strategies against Competence Obsolescence: The Case of Research-Intensive Organizations. *International Journal of Human Resource Development and Management*, Vol. 9, 2,3/09, 124-148.
38. Konlechner, Stefan W./Güttel, Wolfgang H. (2009): Kontinuierlicher Wandel mit Ambidexterity. *Zeitschrift für Führung und Organisation*, Vol. 78, 01/09, 44-52.
39. De Toni, Alberto/Filippini, Roberto/Güttel, Wolfgang H./Migliarese, Piero/Nosella, Anna/Vinelli, Andrea (2008): I progetti di gestione della conoscenza e lo sviluppo delle competenze dinamiche. *Finanza Marketing e Produzione*, 4/08, 120-138.
40. Brandl, Julia/Güttel, Wolfgang H. (2007): Organizational Antecedents of Pay-for-Performance Systems in Nonprofit Organizations. *Voluntas International Journal of Voluntary and Nonprofit Organizations*, 2/07, Vol. 18, 176-199. (IF 2,6)
41. Güttel, Wolfgang H. (2007): Wissenstransfer in Organisationen: Koordinationsmechanismen und Anreizsysteme als Gestaltungsparameter. *Zeitschrift für betriebswirtschaftliche Forschung*, 6/07, Vol. 59, 465-486. (IF 0,5)
42. Güttel, Wolfgang H. (2007): Corporate Entrepreneurship (CE) und Strategisches Kompetenz-Management. *Jahrbuch Strategisches Kompetenz-Management*, Vol. 1, 175-201.
43. Brandl, Julia/Güttel, Wolfgang H./Konlechner, Stefan W./Eckardstein, Dudo von/Beisheim, Magret/Elsik, Wolfgang (2007): Pay-for-Performance in Nonprofit-Organisationen: Eine Replik auf den Praktikerbeitrag von Ulrich Drost. *Zeitschrift für Personalforschung*, 2/07, Vol. 21, 258-260. (IF 1,3)
44. Brandl, Julia/Güttel, Wolfgang H./Konlechner, Stefan W./Beisheim, Magret/Elsik, Wolfgang/Eckardstein, Dudo von (2006): Entwicklungsdynamik von Vergütungssystemen in NPOs. *Zeitschrift für Personalforschung*, 4/06, Vol. 20, 356-374. (IF 1,3)
45. Dietrich, Angelika/Frank, Hermann/Güttel, Wolfgang H./Hasenzagl, Rupert (2005): Das Feuer kleiner Gruppen: Analyse der Entwicklungslogik und -dynamik eines Beratungsprozesses. *Gruppendynamik und Organisationsentwicklung*, 3/05, Vol. 36, 271-284.
46. Campbell, David F.J./Güttel, Wolfgang H. (2005): Knowledge Production in Firms: Research Networks and the "Scientification" of Business R&D. *International Journal of Technology Management*, 1,2/05, Vol. 31, 152-175. (IF 1,8)
47. Güttel, Wolfgang H. (2003): Die Identifikation strategischer immaterieller Vermögenswerte im Post-Merger-Integrationsprozess: Ressourcen- und Wissensmanagement bei Mergers-and-Acquisitions. *Zeitschrift für Personalforschung* (Dissertationsheft 2003), 4/03, Vol. 17, 399-401. (IF 1,3)
48. Güttel, Wolfgang H. / Dietrich, Angelika (2001): Aspekte der externen Informationsbeschaffung im Rahmen des Wissensmanagement in kleinen und mittleren Beratungsunternehmen. *Wirtschaftsinformatik/Business & Information Systems Engineering*, 5/01, Vol. 43, 477-486. (IF 7,3)
49. Güttel, Wolfgang H. (1998): Programmatische Innovationen und Parteienwettbewerb. Eine empirische Analyse der Wahlprogramme der österreichischen Parteien von 1983 bis 1995. *Österreichische Zeitschrift für Politikwissenschaft*, 2/98, Vol. 27, 193-210. (IF 0,4)

### **Practitioner Publications**

1. Lettner, Nicole/Konlechner, Stefan W./Güttel, Wolfgang H. (2022): Radikale Innovationen und inkrementelle Veränderungen durch strukturelle Ambidextrie. **WING Business**, 1/22, 26-30.
2. Lettner, Nicole/Gilli, Katharina/Güttel, Wolfgang H. (2022): Leadership in der digitalen Evolution. **Austrian Management Review**, Vol. 12 (forthcoming).
3. Güttel, Wolfgang H./Kleinhanns-Rollé, Astrid (2021): Leadership Landscape. **Austrian Management Review**, Vol. 11, 11-29.
4. Gersch, Martin/Güldenberg, Stefan/Güttel, Wolfgang H./Müller-Seitz, Gordon/Renzl, Birgit/Schulz, Ann-Christine (2020): Gestaltungsherausforderungen der digitalen Transformation: Pfade erkennen, gestalten oder verlassen. **Wirtschaftswissenschaftliches Studium (WiSt)**, Vol. 49 (2-3), 44-48.
5. Güttel, Wolfgang H./Müller, Barbara/Konlechner, Stefan W./Gruenauer, Johanna/Musil, Katharina/Prandstötter, Verena (2019): *Scientific Consulting und Scientific Investigation: Analysen, Interpretationen und Perspektiven*. **Austrian Management Review**, Vol. 9, 11-26.
6. Güttel, Wolfgang H./Güttel, Christine/Voglmayr, Rene (2019): *Management Development*: Fähigkeiten, Wandel und Leistungspotenzial. **Austrian Management Review**, Vol. 9, 68-77.
7. Hasenzagl, Rupert/Güttel, Wolfgang H. (2018): Wozu Beratung? **Austrian Management Review**, Vol. 8, 11-24.
8. Güttel, Wolfgang H. (2018): Hoffentlich tritt der Chef bald ab! **Changemanagement**, 6/18, 20-23.
9. Güttel, Wolfgang H. (2017): Performance Core: Führung und Wandel des Leistungskerns. **Austrian Management Review**, Vol. 7, 9-31.
10. Güttel, Wolfgang H./Gschwandtner, Johannes/Gschwandtner, Andreas (2016): Die inkrementelle Revolution: Industrie 4.0 bei technosert electronic. **Austrian Management Review**, Vol. 6, 84-97.
11. Güttel, Wolfgang H./Koprax, Irina (2015): FACC Produktentstehungsprozess: Analyse & Optimierung. **Take-off**, 2/15, 10-11.
12. Güttel, Wolfgang H. (2015): Was wir wollen sollen: Anspruchsniveaus, Entscheidungsheuristiken & Regelregime. **Austrian Management Review**, Vol. 5, 12-24.
13. Güttel, Wolfgang H./Wiesinger, Judith (2015): Leadership in turbulenten Zeiten: Resilienz und Entscheidungsheuristiken bei disruptiven Veränderungen. **Austrian Management Review**, Vol. 5, 33-45.
14. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2015): Dieser Weg wird kein leichter sein: Wie dem eingeschlagenen Pfad der Unternehmensentwicklung eine neue Richtung gegeben werden kann. **Austrian Management Review**, Vol. 5, 60-68.
15. Güttel, Wolfgang H./Link, Karin (2014): Führung in Veränderungsprozessen: Sinn, Motivation und Selbststeuerung. **Austrian Management Review**, Vol. 4, 19-29.
16. Güttel, Wolfgang H./Leitner, Gerhard (2014): Die LIMAK feiert ihr 25jähriges Bestehen. **Austrian Management Review**, Vol. 4, 64-65.
17. Güttel, Wolfgang H. (2013): Konzeptionelle Kompetenz: Leadership aus der Perspektive der New Austrian School of Management. **Austrian Management Review**, Vol. 3, 80-90.
18. Klinger, Stephan/Güttel, Wolfgang H. (2013): Paradoxien des Wandels rund um die Abschaffung der Stempelmarke: Zur Bedeutung von Legitimitätsliquidität in Veränderungsprozessen **Austrian Management Review**, Vol. 3, 20-27.
19. Garaus, Christian/Güttel, Wolfgang H. (2013): Erfolgreiches Management von radikalen und inkrementellen Innovationen: Erkenntnisse aus Österreichs mittelständischen und großen High-Tech-Unternehmen. **Austrian Management Review**, Vol. 3, 52-59.
20. Güttel, Wolfgang H./Pichler, Otmar (2012): Führen in schwierigen Situationen. **Personal Manager**, 5/12, 12-16.
21. Güttel, Wolfgang H./Müller, Barbara (2012): Schnelle Entscheidungen in turbulenten Zeiten: Wie Selbststeuerungsmechanismen die Veränderungsfähigkeit fördern. **HR-Times**, 2/12, 9.
22. Güttel, Wolfgang H./Leitner, Gerhard (2012): Strategischer Wandel: Die New Austrian School of Management in der Praxis. **Austrian Management Review**, Vol. 2, 13-23.

23. Güttel, Wolfgang H. (2011): New Austrian School of Management. *Austrian Management Review*, Vol. 1, 17-29.
24. Güttel, Wolfgang H./Wize, Christoph (2011): Evolutionäres IT-basiertes Wissensmanagement. *Austrian Management Review*, Vol. 1, 70-80.
25. Güttel, Wolfgang H./Eckardstein, Dudo von (2005): Grundlagen und Wirkungsbereiche qualitätsvoller Beratung. *Corporate Consulting News*, 1/05, 11.
26. Güttel, Wolfgang H. (2003): Wissen teilen braucht Vertrauen. *HiTech*, 1/03, 18-20.
27. Dietrich, Angelika/ Güttel, Wolfgang H. (2001): Empirische Analyse zur Verbreitung sowie zur Erstellung und Einführung der Balanced Scorecard in österreichischen Großunternehmen. Teil 2: Erstellung und Einführung. *Controller News* 5/01, 130-133.
28. Dietrich, Angelika/ Güttel, Wolfgang H. (2001): Die Balanced Scorecard in österreichischen Großunternehmen. Teil 1: Empirische Analyse zur Verbreitung. *Controller News* 4/01, 98-101.
29. Dietrich, Angelika/ Güttel, Wolfgang H. (2001): Perspektiven der Informationsbeschaffung im Rahmen des Wissensmanagements. *WING Business* 2/01, 34-37.
30. Güttel, Wolfgang H. (1994): Liberalismus und das Prinzip der Nachhaltigkeit (Sustainable Development). *liberal aktuell* 2/94, 68-74.

#### **Chapters in Books**

1. Güttel, Wolfgang H. (2021). Performance Core: Leistungsverhalten, Leadership und Entwicklung. Güttel, Wolfgang H. (Ed.): **Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity**. Baden-Baden, 33-75.
2. Güttel, Wolfgang H./Güldenberg, S./Klinger, Stephan/Renzl, Birgit (2021). Austrian School of Management: Strategien, Evolution und Unternehmertum in dynamischen Märkten. Güttel, Wolfgang H. (Ed.): **Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity**. Baden-Baden, 76-101.
3. Güttel, Wolfgang H. (2021). Was wir wollen sollen: Anspruchsniveau, Entscheidungsheuristiken und Regelregime. Güttel, Wolfgang H. (Ed.): **Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity**. Baden-Baden, 102-118.
4. Gruenauer, Johanna/Güttel, Wolfgang H./Wurmbrand, Alfred (2021): Simple Rules: Regeln, Lernen und Kompetenzentwicklung. Güttel, Wolfgang H. (Ed.): **Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management und Ambidexterity**. Baden-Baden, 119-137.
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90. Güttel, Wolfgang H. / Strunz, Herbert (1996): Konfliktmanagement in der Öffentlichen Verwaltung. In: Strunz Herbert/ Fohler-Norek C./Edtstadler K. (Eds.): ***Öffentliche Verwaltung im Wandel. Wirtschaftliche und rechtliche Aspekte des Managements öffentlicher Aufgaben***. Wien, 219-246.

#### Conference Presentation & Proceedings

1. Keller, Arne/Martin, Alexander/Konlechner, Stefan/Güttel, Wolfgang H./Fortwengel, Johann: Managing Conflict Patterns Across Different Stages of Ambidexterity: The Stony Pathway of a Revolutionary Firetruck . ***Strategic Management Society (SMS) 42nd Annual International Conference***, London (United Kingdom), September 17-20, 2022 (best paper award honorable mention).

2. Konlechner, Stefan W./Keller, Arne/Güttel, Wolfgang H. (2022): Reconfiguring or rather Redeploying in the Face of Technological Change. *Annual Meeting of the Academy of Management (AoM)* 2022, Seattle (WA, United States), August 6-9, 2022.
3. Lettner, Nicole/Gilli, Katharina/Güttel, Wolfgang H. (2022): *Interconnectedness of humans, organizations and machines: Leaders central role for digital transformation*. *38<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Vienna (Austria), July, 5-9, 2022.
4. Keller, Arne/Martin, Alexander/Konlechner, Stefan/Güttel, Wolfgang H./Fortwengel, Johann: Managing conflict patterns across different stages of ambidexterity: The stony pathway of a revolutionary fire truck. *13<sup>th</sup> International Symposium on Process Organization Studies*, Rhodes (Greece), June 25-28, 2022, Greece.
5. Lettner, Nicole/Gilli, Katharina/Güttel, Wolfgang H. (2022): Leaders' Changing Role in the Digital Era. *Strategic Management Society (SMS) Special Conference*, Milano (Italy), June 15-17, 2022.
6. Gilli, Katharina/Lettner, Nicole/Güttel, Wolfgang H. (2021): The Future of Leadership: New Digital Skills or Old Analog Virtues? A Group Delphi Study. *VHB Kommission Personal*, Düsseldorf September 16-17, 2021.
7. Gilli, Katharina/Lettner, Nicole/Güttel, Wolfgang H. (2021): The Future of Leadership: New Digital Skills or Old Analog Virtues? *Strategisches Kompetenz-Management (SKM)-Conference*, Vienna (Austria), September 6-8, 2021.
8. Förster, Charlotte/Duchek, Stephanie/Paparelle, Caroline/Güttel, Wolfgang H. (2021): Paradoxical leadership behavior: How leaders contribute to organizational resilience. *Annual Meeting of the Academy of Management (AoM)* 2021, Philadelphia (PA, United States), July 30-August 3, 2021.
9. Gilli, Katharina/Güttel, Wolfgang H. (2020): Competencies for Digital Transformation in Highly Digitized vs. Less-Digitized Environments: A Leader's Perspective. *VHB Kommission Personal*, Düsseldorf September 17-18, 2020.
10. Müller, Barbara/Musil, Katharina/Güttel, Wolfgang H. (2020): Middle Managers' Identity Work in the Phase of Organizational Transition. *36<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Hamburg (Germany), July, 2-4, 2020.
11. Gusenleitner, Nina/Güttel, Wolfgang H./Konlechner, Stefan W./Gruenauer, Johanna (2020): Tracing the Cognitive Microfoundations of Capability Development Trajectories: The Role of Perceived Identity and Openness to Technological Opportunities. *36<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Hamburg (Germany), July, 2-4, 2020.
12. Musil, Katharina/Müller, Barbara/Güttel, Wolfgang H. (2020). Under Pressure: In The Middle of Change towards more Flexiblity. *Verband der Hochschullehrer Betriebswirtschaft (VHB)-Jahrestagung*. Frankfurt am Main (Germany), March 17-19, 2020.
13. Lettner, Nicole/Wilhelm, Stefan/Güldenberg, Stefan/Güttel, Wolfgang H. (2020): Customers as Experts: Be Strategic About Your Customers Because They Know More than You and are Willing to Share. *Verband der Hochschullehrer Betriebswirtschaft (VHB)-Jahrestagung*. Frankfurt am Main (Germany), March 17-19, 2020.
14. Musil, Katharina/Müller, Barbara/Güttel, Wolfgang H. (2019): Under Pressure: The Middle Manager's Role for Creating more Flexible and Adaptive Organizations. *Strategisches Kompetenz-Management (SKM)-Conference*, Stuttgart (Germany), September 25-27, 2019.
15. Gusenleitner, Nina/Güttel, Wolfgang H. (2019): Cognitive Microfoundations of Capability Development in the Context of Technological Change. *Strategisches Kompetenz-Management (SKM)-Conference*, Stuttgart (Germany), September 25-27, 2019.
16. Musil, Katharina/Güttel, Wolfgang H. (2019): Führungs- und Expertenidentitätskonstruktion im Krankenhauskontext: Was Führungskräfte am (durch)führen von Lernprozessen hindert. *Strategisches Kompetenz-Management (SKM)-Conference*, Stuttgart (Germany), September 25-27, 2019.
17. Konlechner, Stefan W./Güttel, Wolfgang H. (2019): Replication: A Co-Evolutionary Perspective. *Strategisches Kompetenz-Management (SKM)-Conference*, Stuttgart (Germany), September 25-27, 2019.
18. Musil, Katharina/Güttel, Wolfgang H. (2019): Führungs- und Expertenidentitätskonstruktion im Krankenhauskontext: Was Führungskräfte am (Durch)Führen von Lernprozessen hindert. *VHB Kommission Personal*, Munich September 11-13, 2019.

19. Gruenauer, Johanna/Kratochvil, Renate/Güttel, Wolfgang H. (2019): Requisite Simplicity of Strategic Learning: Applying a Heuristics Process Method. *Annual Meeting of the Academy of Management (AoM)* 2019, Boston (MA, United States), August 9-13, 2019.
20. Garaus, Christian/Koprax, Irina/Güttel, Wolfgang H. (2019): The Role of Analogy in the Implementation of Distant Alternartives for Path-breaking Change. *Annual Meeting of the Academy of Management (AoM)* 2019, Boston (MA, United States), August 9-13, 2019.
21. Müller, Barbara/Schweiger, Sylvia/Güttel, Wolfgang H. (2019): Leader Identity Development: Promoting and Hindering Dynamics. *35<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Edinburgh (United Kingdom), July, 4-6, 2019.
22. Gruenauer, Johanna/Güttel, Wolfgang H.(2019): Illuminating the Core of Capabilities: Strategically relevant Information Embedded in Elementary Heuristics. *35<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Edinburgh (United Kingdom), July, 4-6, 2019.
23. Güttel, Wolfgang H./Konlechner, Stefan W./Latzke, Markus/Paparella, Caroline (2019): Performing in a Straightjacket: How Organizations Deal Effectively with Publicly Demanded Safety Rules Tightening. *35<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Edinburgh (United Kingdom), July, 4-6, 2019.
24. Güttel, Wolfgang H./Garaus, Christian/Koprax, Irina (2019): Moving beyond Alternative Generation: Analogies, Self-fulfilling Prophecies, and Path-breaking Change. *11<sup>th</sup> International Symposium on Process Organization Studies*, Chania (Greece), June 19-22, 2019, Greece.
25. Gruenauer, Johanna/Kratochvil, Renate/Güttel, Wolfgang H. (2019): Requisite Simplicity: The Process of Reductive Learning for Capability Development. *11<sup>th</sup> International Symposium on Process Organization Studies*, Chania (Greece), June 19-22, 2019.
26. Voglmayr, René/Müller, Barbara/Güttel, Wolfgang H. (2019): Wie Entrepreneure Start-ups gestalten: Der Übergang von individuellen zu organisationalen dynamischen Fähigkeiten. **VHB Kommission Organisation**, Münster (Germany), February 14/15, 2019.
27. Gruenauer, Johanna/Kratochvil, Renate/Güttel, Wolfgang H. (2019): Requisite Simplicity of Learning: Simple Heuristics and Capability Development in Complex Environments. **VHB Kommission Organisation**. Münster (Germany), February 14/15, 2019.
28. Güttel, Wolfgang H./Konlechner, Stefan W./Gruenauer, Johanna (2019): Cross-functional Ambidexterity as a Means for Connecting Competing Managerial Frames: The Dynamics of (Im-)Balancing Exploration and Exploitation. **VHB Kommission Organisation**. Münster (Germany), February 14/15, 2019.
29. Garaus, Christian/Koprax, Irina/Güttel, Wolfgang H. (2019): Moving beyond alternative generation: Analogies, self-fulfilling prophecies, and path-breaking change. **OMT Paper Development Workshop**, London (United Kingdom), January 31/February 1, 2019.
30. Güttel, Wolfgang H./Kratochvil, Renate (2018): Pfadentwicklung der Digitalisierung. *3<sup>rd</sup> Change-Symposium*, Steinbach am Attersee (Austria), September 12-14, 2018.
31. Gruenauer, Johanna/Güttel,Wolfgang H. (2018): Elementary Heuristics: On Identifying Strategically Relevant Intraorganizational Connections. *Annual Meeting of the Academy of Management (AoM)* 2018, Chicago (IL, United States), August 10-14, 2018.
32. Güttel, Wolfgang H./Konlechner, Stefan/Gruenauer, Johanna (2018): Cross-functional Ambidexterity as a Means for Managerial Frame Integration: The Dynamics of (Im-)Balancing Exploration and Exploitation. *Annual Meeting of the Academy of Management (AoM)* 2018, Chicago (IL, United States), August 10-14, 2018.
33. Müller, Barbara/Link, Karin/Güttel, Wolfgang H. (2018): Dealing with Complexity: Managing by Paradox: The Role of Paradoxical Tensions for Embracing Environmental Complexity. *Annual Meeting of the Academy of Management (AoM)* 2018, Chicago (IL, United States), August 10-14, 2018.
34. Gruenauer, Johanna/Kratochvil, Renate/Güttel, Wolfgang H. (2018): The complexity of learning and managing heuristics. *34<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Tallinn (Estonia), July, 5-7, 2018.
35. Güttel, Wolfgang H./Duchek, Stephanie/Paparella, Caroline/Förster, Charlotte (2018): Leaders' decision heuristics for the development of resilient organizations: An empirical investigation. *34<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium*, Tallinn (Estonia), July, 5-7, 2018.

36. Gruenauer, Johanna/Rauch, Madeleine/Loock, Moritz/Güttel, Wolfgang H. (2018): Heuristics & Rules in Turbulent Environments: A Review & Extension. **34<sup>th</sup> EGOS (European Group of Organization Studies) Colloquium**, Tallinn (Estonia), July, 5-7, 2018.
37. Konlechner, Stefan/Gruenauer, Johanna/Güttel, Wolfgang H. (2018): How Success Leads to Capability Restriction: On the Impact of Managerial Actions on (Im-)Balancing Exploration and Exploitation. **10<sup>th</sup> International Symposium on Process Organization Studies**, Halkidiki (Greece), June 20-23, 2018.
38. Schweiger, Sylvia/Müller, Barbara/Güttel, Wolfgang H. (2018): From Leadership Training to Leadership Identity Development. **13<sup>th</sup> Conference on Organizational Learning, Knowledge and Capabilities (OLKC)**, Liverpool (United Kingdom), April 26-28, 2018.
39. Grünauer, Johanna/Güttel, Wolfgang H. (2018): Elementary Heuristics & Simple Rules: Untangling the Nexus between Cognitions & Capabilities. **VHB Kommission Organisation**, Hamburg (Germany), February 14-16, 2018.
40. Keller, Arne/Güttel, Wolfgang H./Konlechner, Stefan W./Reischauer, Georg (2017): How to become a different kind of company: Dynamic capabilities and path-breaking change. **10<sup>th</sup> SKM (Competence-based Strategic Management - Strategisches Kompetenzmanagement) Symposium**, Berlin (Germany), September 28-29, 2017.
41. Gruenauer, Johanna/Güttel, Wolfgang H. (2017): Elementary Heuristics & Simple Rules: Untangling the Nexus between Cognitions & Capabilities. **10<sup>th</sup> SKM (Competence-based Strategic Management - Strategisches Kompetenzmanagement) Symposium**, Berlin (Germany), September 28-29, 2017.
42. Schweiger, Sylvia/Konlechner, Stefan W./Güttel, Wolfgang H. (2017): The path towards reinforced disidentification: A process perspective on identity dynamics and stability. **33<sup>rd</sup> EGOS (European Group of Organization Studies) Colloquium**, Copenhagen (Denmark), July 6-8, 2017 (best conference track paper award).
43. Gruenauer, Johanna/Güttel, Wolfgang H. (2017): Simple Rules as Bridges between Individual Heuristics and the Organization. Capability Identification, Building, and Refinement. **33<sup>rd</sup> EGOS (European Group of Organization Studies) Colloquium**, Copenhagen (Denmark), July 6-8, 2017.
44. Schweiger, Sylvia/Güttel, Wolfgang H./Konlechner, Stefan (2017): Responding to identity threats by using defensive tactics: Understanding tension persistence through self-reinforcing processes. **9<sup>th</sup> International Symposium on Process Organization Studies**, Kos (Greece), June 20-23, 2017.
45. Hansen, Nina K./Swart, Juani/Güttel, Wolfgang H. (2017): Ambidextrous HR architectures for Organizational Capability Renewal in Professional Service Firms. **12<sup>th</sup> Conference on Organizational Learning, Knowledge and Capabilities (OLKC)**, Valladolid (Spain), April 26-28, 2017.
46. Konlechner, Stefan W./Latzke, Markus/Güttel, Wolfgang H./Höfferer, Elisabeth (2017): Prospective Sensemaking during Planned Change Interventions: A Comparison of Two Hospital Units. **VHB Kommission Organisation**, Hamburg, February 16-17, 2017.
47. Güttel, Wolfgang H. (2016): Die inkrementelle Revolution: Industrie 4.0 bei Technosert. **2<sup>nd</sup> Change-Symposium**, Vienna (Austria), September 22-23, 2016.
48. Güttel, Wolfgang H. (2016): Modularity & Co-creation in Executive Education Programs - Crafting Meaningful International Teaching Collaborations. **Annual Meeting of the Academy of Management (AoM) 2016**. Anaheim (CA; United States), August 5-9, 2016.
49. Latzke, Markus/Konlechner, Stefan W./Güttel, Wolfgang H./Höfferer, Elisabeth (2016): Surgical Intervention for Improving Safety Standards in a Hospital: Defensive Mechanisms in Schema Change. **32<sup>nd</sup> EGOS (European Group of Organization Studies) Colloquium**, Naples (Italy), July 7-9, 2016.
50. Schweiger, Sylvia/Güttel, Wolfgang H. (2016): When aspirations collide: Studying a change process in a public authority. **32<sup>nd</sup> EGOS (European Group of Organization Studies) Colloquium**, Naples (Italy), July 7-9, 2016.
51. Koprax, Irina/Güttel, Wolfgang H. (2016): Issue selling and issue clouding as complementary processes to influence the firm's strategic agenda bottom up. **32<sup>nd</sup> EGOS (European Group of Organization Studies) Colloquium**, Naples (Italy), July 7-9, 2016.
52. Schweiger, Sylvia/Güttel, Wolfgang H./Klinger, Stephan M. (2016): Developing and institutionalizing meta-aspirations: From dualism to duality. **8<sup>th</sup> International Symposium on Process Organization Studies**, Korfu (Greece), June 15-18, 2016.
53. Güttel, Wolfgang H. (2016): Dealing with Disruptive Change: Decision Making Heuristics & Simple Rules. **16<sup>th</sup> EURAM European Academy of Management Conference**. Paris (France), June, 1-4, 2016.

54. Hansen, Nina K./Güttel, Wolfgang H./Swart, Juani (2016): Able to Innovate: The Role of HRM Systems in Enabling Dynamic Capabilities. **11th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)**, St. Andrews (United Kingdom), April 26-29, 2016.
55. Konlechner, Stefan/Müller, Barbara/Güttel, Wolfgang/Link, Karin (2016): Defensive Behaviour in Organizations Revisited: A Multi-Perspective Analysis of Routine Replication Failure in a Health-Care Context. **11th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)**, St. Andrews (United Kingdom), April 26-29, 2016.
56. Koprax, Irina/Güttel, Wolfgang H. (2016): Setting the Agenda: Issue Selling and Issue Hiding for Influencing Resource Allocation. **VHB Kommission Organisation**. Zurich (Switzerland), February 18/19, 2016.
57. Güttel, Wolfgang H. (2015): Führungskräfte im Umgang mit disruptiven Veränderungen. **VHB Kommission Personal**. Graz (Austria), September 24-25, 2015.
58. Koprax, Irina/Güttel, Wolfgang H. (2015): Issue-selling as a dynamic managerial capability: Ability, opportunity, and motivation in changing routines. **9th SKM (Competence-based Strategic Management - Strategisches Kompetenzmanagement) Symposium**, Bochum (Germany), September 22-23, 2015.
59. Güttel, Wolfgang H. (2015): Leadership in turbulenten Zeiten Resilienz und Entscheidungsheuristiken bei disruptiven Veränderungen. **9th SKM (Competence-based Strategic Management - Strategisches Kompetenzmanagement) Symposium**, Bochum (Germany), September 22-23, 2015.
60. Müller, Barbara/Link, Karin/Güttel, Wolfgang H. (2015): Dealing with complexity: Managing by paradox as trigger for learning and change. **9th SKM (Competence-based Strategic Management - Strategisches Kompetenzmanagement) Symposium**, Bochum (Germany), September 22-23, 2015.
61. Wilkens, Uta/Spafke, Nicole/Güttel, Wolfgang H. (2015): The influence of managerial cognition and action on dynamic capabilities: Empirical evidence. **Annual Meeting of the Academy of Management (AoM) 2015**. Vancouver (Canada), August 7-11, 2015.
62. Koprax, Irina/Güttel, Wolfgang H. (2015): Issue selling as Dynamic Managerial Capability: The Role of Managers in Changing Routines. **Annual Meeting of the Academy of Management (AoM) 2015**. Vancouver (Canada), August 7-11, 2015.
63. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang h. (2015): Fly on the Wings of R&D: Path Dependence, Creation, & Separation. **Annual Meeting of the Academy of Management (AoM) 2015**. Vancouver (Canada), August 7-11, 2015.
64. Keller, Arne/Güttel, Wolfgang H./Konlechner, Stefan W./Reischauer, G. (2015): How to become a different kind of company: Dynamic capabilities or path breaking change? **31st EGOS (European Group of Organization Studies) Colloquium**, Athens (Greece), July 2-4, 2015.
65. Güttel, Wolfgang H. (2015): Dealing with Disruptive Change: Decision-making Heuristics & Dynamic (Managerial) Capabilities. **31st EGOS (European Group of Organization Studies) Colloquium**, Athens (Greece), July 2-4, 2015.
66. Wilkens, Uta/Spafke, Nicole/Güttel, Wolfgang H. (2015): The influence of managerial cognition and action on dynamic capabilities: Empirical evidence. **31st EGOS (European Group of Organization Studies) Colloquium**, Athens (Greece), July 2-4, 2015.
67. Koprax, Irina/Güttel, Wolfgang H. (2015): Can dynamic managerial capabilities compensate for lacking dynamic capabilities of organizations? **31st EGOS (European Group of Organization Studies) Colloquium**, Athens (Greece), July 2-4, 2015.
68. Schweiger, Sylvia/Güttel, Wolfgang H. (2015): Process Organization Studies and System Dynamics: A Perfect Match? **7th International Symposium on Process Organization Studies**, Kos (Greece), June 24-27, 2015.
69. Bischof, Nicole/Müller, Barbara/Güttel, Wolfgang H. (2015): David and Goliath: The interplay between small groups and organizational change. **10th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)**, Milano (Italy), April 9-11, 2015.
70. Konlechner, Stefan W./Güttel, Wolfgang H./Müller, Barbara/Link, Karin/Koprax, Irina (2015): A Wolf in Sheep's Clothing: Organizational Defense in Interpretive Schema Change. **VHB Kommission Organisation**. Zurich (Switzerland), February 12-13, 2015.
71. Link, Karin/Müller, Barbara/Güttel, Wolfgang H. (2015): Managing through Paradox: Creating Instead of Simply Responding to Paradox. **VHB Kommission Organisation**. Zurich (Switzerland), February 12-13, 2015.

72. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Link, Karin/Koprax, Irina (2014): Surgical Intervention for Improving Safety Standards in a Hospital: Elaborating Organizational Defense Mechanisms. **VHB Kommission Personal**. Graz (Austria), September 25-26, 2014.
73. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara (2014): Dynamic Capabilities & Paradoxes. **Dynamic Capabilities-Symposium**, Vienna (Austria), September 10-12, 2014.
74. Keller, Arne/Güttel, Wolfgang H. (2014): How to become a different kind of company: Dynamic capabilities or path breaking change? **Dynamic Capabilities-Symposium**, Vienna (Austria), September 10-12, 2014.
75. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Path Creation: Like a Phoenix from the Snow. **Dynamic Capabilities-Symposium**, Vienna (Austria), September 10-12, 2014.
76. Keller, Arne/Güttel, Wolfgang H. (2014): How to become a different kind of company: Dynamic capabilities or path breaking change? **Annual Meeting of the Academy of Management (AoM)** 2014. Philadelphia (PA; United States), August 1-5, 2014.
77. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Path Creation: Like a Phoenix from the Snow. **30th EGOS (European Group of Organization Studies) Colloquium**, Rotterdam (The Netherlands), July 3-5, 2014.
78. Güttel, Wolfgang H./Konlechner, Stefan W./Trede, Julia (2013): The Complementary Roles of Context and Structure for Ambidexterity: Empirical Case-study Evidence. **30th EGOS (European Group of Organization Studies) Colloquium**, Rotterdam (The Netherlands), July 3-5, 2014.
79. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Link, Karin/Koprax, Irina: Surgical Intervention for Improving Safety Standards in a Hospital: Elaborating Organizational Defense Mechanisms. **6th International Symposium on Process Organization Studies**, Rhodos (Greece), June 19-21, 2014.
80. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Like a Phoenix from the Snow: Path Dependence, Creation and Separation. **6th International Symposium on Process Organization Studies**, Rhodos (Greece), June 19-21, 2014.
81. Güttel, Wolfgang H./Konlechner, Stefan W./Trede, Julia (2013): Coupling Innovation and Productivity via Ambidexterity: Empirical Case-study Evidence. **9th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)**, Oslo (Norway), April 23-25, 2014.
82. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Like a Phoenix from the Snow: Path Dependence, Creation and Separation. **9th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)**, Oslo (Norway), April 23-25, 2014.
83. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Path Creation: Like a Phoenix from the Snow. **VHB Kommission Organisation**. Jena (Germany), February 27-28, 2014.
84. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2014): Fly on the Wings of R&D: Tensions between Path Creation and Path Maintenance **3rd International Conference on Path Dependence**. Berlin (Germany), February 17-18, 2014.
85. Güttel, Wolfgang H./Konlechner, Stefan W./Trede, Julia (2013): The Complementary Roles of Context and Structure for Ambidexterity: Empirical Case-study Evidence. **8th SKM Symposium jointly with 10th International Conference on Competence-based Management**, Magdeburg (Germany), September 18-21, 2013.
86. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2013): Fly on the Wings of R&D: A Dynamic Perspective on Organizational Ambidexterity. **29th EGOS (European Group of Organization Studies) Colloquium**, Montreal (Canada), July 4-6, 2013.
87. Link, Karin/Güttel, Wolfgang H. (2013): Managing Learning Paradoxes: Insights from the Trade-off between Arts & Commerce. **29th EGOS (European Group of Organization Studies) Colloquium**, Montreal (Canada), July 4-6, 2013.
88. Wilhelm, Stefan/Güldenberg, Stefan/Güttel, Wolfgang H. (2013): Are You Utilizing One of Your Most Valuable Knowledge Sources? An International Case Study Approach Concerning Entrepreneurial Firms and their Strategic Customers. **13th EURAM European Academy of Management Conference**, Istanbul (Turkey), June 26-29, 2013.
89. Koprax, Irina/Garaus, Christian/Güttel, Wolfgang H. (2013): Fly on the Wings of R&D: A Dynamic Perspective on Organizational Ambidexterity **5th International Symposium on Process Organization Studies**, Chania (Greece), June 20-22, 2013.

90. Konlechner, Stefan W./Güttel, Wolfgang H. (2013): Projecting as a Means for Organizational Learning in Research-intensive Organizations: A Dynamic Capability Perspective. *8th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*, Washington (D.C.; USA), April 25-27, 2013.
91. Link, Karin/Güttel, Wolfgang H. (2013): Project-oriented job design as a means for managing paradox: Insights from a small organization in the arts milieu. *Workshop on Paradoxes and Tensions in HRM: Exploring the Field and Moving Ahead*. Innsbruck (Austria), February 14-15, 2013.
92. Koprax, Irina/Garaus, Christian/Link, Karin/Güttel, Wolfgang H./Konlechner, Stefan W./Lackner, Hubert/Müller, Barbara (2013): Managing the Exploration-Exploitation Paradox: The role of HRM-practices for organizational ambidexterity. *Workshop on Paradoxes and Tensions in HRM: Exploring the Field and Moving Ahead*. Innsbruck (Austria), February 14-15, 2013.
93. Güttel, Wolfgang H./Konlechner, Stefan W. (2013): The Role of Projecting as a Dynamic Capability in Research-intensive Organizations. *Strategic Management Society (SMS) Special Conference*, Lausanne/Geneva (Switzerland), March 20-23, 2013.
94. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara (2012): Dynamic capabilities, Decision-Making Patterns, and Organizational Change. *Strategic Management Society (SMS) 32nd Annual International Conference*, Prague (Czech Republic), October 7-9, 2012.
95. Konlechner, Stefan W./Güttel, Wolfgang H. (2012): Strategien der Kompetenzaktualisierung in ambidextren Organisationen. *VHB Kommission Personal*. Hamburg (Germany), September 27-28, 2012.
96. Güttel, Wolfgang H./Konlechner, Stefan W. (2012): Projecting as a Dynamic Capability in Contextually Ambidextrous Organizations. *Annual Meeting of the Academy of Management (AoM) 2012*. Boston (MA; United States), August 3-7, 2012.
97. Koprax, Irina/Mayrhofer, Eva-Maria/Konlechner, Stefan W./Güttel, Wolfgang H. (2012): Managing complexity in knowledge-intensive organizations. A dynamic perspective on balancing exploration & exploitation *28th EGOS (European Group of Organization Studies) Colloquium*, Helsinki (Finland), July 5-7, 2012.
98. Güttel, Wolfgang H./Hansen, Nina K. (2012): The Different Speed of Adaptation: Dynamic Capabilities, Learning Architectures and HRM Systems. *28th EGOS (European Group of Organization Studies) Colloquium*, Helsinki (Finland), July 5-7, 2012.
99. Garaus, Christian/Müller, Barbara/Güttel, Wolfgang H./Konlechner, Stefan/Lackner, Hubert (2012): Balancing Exploratory and Exploitative Projects: The Decisive Role of Project Designs for Organizational Learning. *28th EGOS (European Group of Organization Studies) Colloquium*. Helsinki (Finland), July 5-7, 2012.
100. Mayrhofer, Eva-Maria/Koprax, Irina/Güttel, Wolfgang H. (2012): Managing Causal Ambiguity and Complexity at the Top Management's Role in Evolving Ambidextrous Learning Architectures. *3rd Workshop on Top Management Teams & Business Strategy*. Milano (Italy), June 25-26, 2012.
101. Mayrhofer, Eva-Maria/Koprax, Irina/Güttel, Wolfgang H. (2012): Managing Causal Ambiguity and Complexity at the Top Management's Role in Evolving Ambidextrous Learning Architectures. *3rd Workshop on Top Management Teams & Business Strategy*. Limerick (Ireland), June 26-29, 2012.
102. Garaus, Christian/Müller, Barbara/Güttel, Wolfgang H./Konlechner, Stefan W./Lackner Hubert (2012): Enhancing Absorptive Capacity through Project Designs: An Empirical Case Study in a Research-intensive Ambidextrous Organization. *7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*, Valencia (Spain), April 25-27, 2012.
103. Güttel, Wolfgang H./Trede, Julia K. (2012): Formal Rules as a Backbone of Evolution: A Dynamic Model of Organizational Memory. *7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*, Valencia (Spain), April 25-27, 2012.
104. Güttel, Wolfgang H./Hansen, Nina K. (2012): The Different Speed of Adaptation: Dynamic Capabilities, Learning Architectures and HRM Systems. *7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*, Valencia (Spain), April 25-27, 2012.
105. Güttel, Wolfgang H./Lackner, Hubert/Garaus, Christian/Konlechner, Stefan/Müller, Barbara (2012): Dynamic Model of Ambidexterity: The Changing Interplay between Exploration and Exploitation, *7th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*, Valencia (Spain), April 25-27, 2012.

106. Güttel, Wolfgang H./Konlechner, S./Müller, Barbara (2012): Dynamic Capabilities: Decision-Making Patterns and Change Architectures. ***Competence-based Strategic Management Workshop***, Duisburg (Germany), March 2012.
107. Mayrhofer, Eva-Maria/Koprax, Irina/Güttel, Wolfgang H. (2012): Top-Management: How to manage tensions. ***Management International Conference (MIC) 2012***, Portoroz (Slovenia), November 2011.
108. Lackner, Hubert/Güttel, Wolfgang H./Garaus, Christian/Konlechner, Stefan W./Müller, Barbara (2011): A Micro-foundation of ambidextrous strategies and the role of HRM. ***International Conference of Global HRM***, Karmiel (Israel), November 23-25, 2011.
109. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Trede, Julia/Lehrer, Mark (2011): Rules as Crown Jewels in Amidextrous Replicator-Organisations. ***Strategic Management Society (SMS) 31st Annual International Conference***, Miami (FL; United States), November 6-9, 2011.
110. Güttel, Wolfgang H./Garaus, Christian/Konlechner, Stefan W./Lackner, Hubert/Müller, Barbara (2011): Rebuilding Learning Architectures: A Process Perspective on Ambidexterity. ***Strategic Management Society (SMS) 31st Annual International Conference***, Miami (FL; United States), November 6-9, 2011.
111. Mayrhofer Eva-Maria/Güttel, Wolfgang H./Campbell, David (2011): Parteipolitisches Wettbewerbsverhalten im Spannungsfeld zwischen Exploration und Exploitation. Thematische Kernkompetenzen und neue Themenbereiche. ***7th SKM Symposium jointly with 9th International Conference on Competence-based Management***, Linz (Austria), September 28-30, 2011.
112. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara (2011): The Boundaries of Rule-breaking: Dynamic capabilities and Organizational Defense. ***27th EGOS (European Group of Organization Studies) Colloquium***, Gothenburg (Sweden), July 7-9, 2011.
113. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Trede, Julia K./Lehrer Mark (2011): Replicating Routines: Artifacts in their Role as Routine-Re-Creators. ***27th EGOS (European Group of Organization Studies) Colloquium***, Gothenburg (Sweden), July 7-9, 2011
114. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2011): Ambidextrous Learning Routines: Emergence and Evolution in Knowledge Management Projects. ***2nd Annual Conference of European Decision Sciences (EDSI)*** 2011 June 24-25, 2011 Wiesbaden (Germany)
115. Lackner, Hubert/Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Hansen, Nina K. (2011): Different Ambidextrous Learning Architectures and the Role of HRM Systems. ***DRUID Society Conference***. Copenhagen, Denmark, June, 15-17, 2011.
116. Lackner, Hubert/Garaus, Christian/Güttel, Wolfgang H./Hansen, Nina K./Konlechner, Stefan W./Müller, Barbara (2011): Adapting the Fit to Survive: On the Role of HRM Systems in Managing Ambidextrous Organizations. ***11th EURAM European Academy of Management Conference***. Tallinn, Estonia, June, 1-4, 2011.
117. Garaus, Christian/Güttel, Wolfgang H./Konlechner, Stefan W./Lackner, Hubert/Müller, Barbara (2011). Contextual ambidexterity: Enhancing absorptive capacity through project structures. ***11th EURAM European Academy of Management Conference***. Tallinn, Estonia, June, 1-4, 2011.
118. Furtmüller, Gerhard/Garaus, Christian/Güttel, Wolfgang H. (2011): The Hidden Power of Small Rewards. Paper accepted to the ***6th Conference for Organizational Learning, Knowledge and Capabilities (OLKC)*** in Hull (England), April 12-14, 2011.
119. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Lehrer, Mark/Trede, Julia (2011): Ambidextrous Learning in Replicator Organizations: Artifacts as Linking-pin. ***VHB Kommission Organisation***. Berlin, Germany, February 24-25, 2011.
120. Güttel, Wolfgang H./Hansen, Nina Katrin (2010): Strategic HRM & Dynamic Capabilities. Paper presented at the ***Herbstworkshop der Wissenschaftlichen Kommission Personalwesen im Verband der Hochschullehrer Betriebswirtschaft (VHB)***, Rauschholzhausen (Germany), November 11-12, 2010.
121. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Garaus, Christian/Lackner, Hubert (2010): The Role of HRM Systems in Managing Ambidextrous Organizations. ***Herbstworkshop der Wissenschaftlichen Kommission Personalwesen im Verband der Hochschullehrer Betriebswirtschaft (VHB)***, Rauschholzhausen, Deutschland, November 10-12, 2010.

122. Güttel, Wolfgang H./Konlechner, Stefan W./Müller, Barbara/Garaus, Christian/Lackner, Hubert (2010): Generating Competitive Advantage through Ambidexterity: The Role of Intraorganizational Knowledge Transmission. *5th Workshop on Organizational Change and Development*. Vienna, Austria, September 23-24, 2010.
123. Güttel, Wolfgang H./Konlechner, Stefan W. (2010): Dynamic Capacity: A Reconceptualization and Microfoundation of Dynamic Capabilities. *Strategic Management Society (SMS) 30th Annual International Conference* in Rome (Italy), September 12-15, 2010.
124. Hasenzagl, Rupert/Güttel, Wolfgang H. (2010): HRM Systems and Radical Innovations: A Theoretical Framework. *10th International Continuous Innovation Network (CiNet) Conference* in Zürich (Switzerland), September 3-6, 2010.
125. Güttel, Wolfgang H./Konlechner, Stefan W. (2010): Dynamic Capacity: A Reconceptualization and Microfoundation of Dynamic Capabilities. *Annual Meeting of the Academy of Management (AoM)* 2010 in Montreal (Canada), August 6-10, 2010.
126. Güttel, Wolfgang H./Konlechner, Stefan W. (2010): Dynamic Capacity: A Reconceptualization and Microfoundation of Dynamic Capabilities. *4th International Conference on Organizational Routines*. Nice (France), June 11-12, 2010.
127. Hansen, Nina Katrin/Güttel, Wolfgang H./Antonacopoulou, Elena P. (2010): Induction Practices and the Continuous Recreation of Organizational Routines. *4th International Conference on Organizational Routines*. Nice (France), June 11-12, 2010.
128. Hansen, Nina Katrin/Güttel, Wolfgang H./Antonacopoulou, Elena P. (2010): Against Organizational Forgetting: How Organizations Continuously Recreate their Memories. *5th International Conference on Organizational Learning, Knowledge and Capabilities (OLKC)*. Boston (MA; The United States), June, 3-6, 2010.
129. Filippini, Roberto/Güttel, Wolfgang H./Nerotti, Paolo/Nosella, Anna (2010): The different modes for absorbing knowledge: An analytic lens on absorptive capacity from a process perspective. *10th Annual Conference of the European Academy of Management (EURAM)*, Rome (Italy), May, 19-22, 2010.
130. Güttel, Wolfgang H./Hansen, Nina Katrin (2010): Governing the Velocity of Change: The Role of Strategic HRM Systems in Dynamically Different Environments. *Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Berlin (Germany), February 25-26, 2010 (participation cancelled).
131. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2009): Developing Organizational Routines for Exploitation and Exploration: Emergence of Ambidextrous Routines for Managing Knowledge. *40th Annual Meeting of the Decision Science Institute (DSI)* in New Orleans (LA; United States), November 14-17, 2009.
132. Vogel, Rick/Güttel, Wolfgang H. (2009): Bibliometric Analysis of the Dynamic Capabilities-Perspective: Convergent Traditions, Divergent Trends. *Strategic Management Society (SMS) 29th Annual International Conference* in Washington (D.C., United States), October 11-14, 2009.
133. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Contextual Ambidexterity as Catalyst for Intraorganizational Knowledge Transmission. *Strategic Management Society (SMS) 29th Annual International Conference* in Washington (D.C., United States), October 11-14, 2009.
134. Antonacopoulou, Elena P./Güttel, Wolfgang H./Hansen, Nina Katrin (2009): Organizational Memory and Induction Practices. *6th Symposium of the Strategisches Kompetenz-Management (SKM)*. Marburg (Germany), September 23-24, 2009.
135. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Market Dynamics, Organizational Design, and Replication Strategies: A (Co-)evolutionary Perspective. *Annual Meeting of the Academy of Management (AoM)* 2009 in Chicago (IL; United States), August 7-11, 2009.
136. Güttel, Wolfgang H./Hansen, Nina K. (2009): Dynamic Capabilities and beyond. Symposium *Innovation Capabilities: Theories and Indicators* in Berlin (Germany), July 9-10, 2009.
137. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Exploring the Context of Contextually Ambidextrous Organizations. *25th EGOS (European Group for Organizational Studies) Colloquium* in Barcelona (Spain), July 2-4, 2009.
138. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Co-Evolutionary Perspective on Replication. *9th Annual Conference of the European Academy of Management (EURAM)*, Liverpool (United Kingdom), May, 11-14, 2009.

139. Hansen, Nina Katrin/Güttel, Wolfgang H. (2009): Human Resource Management Systems, Dynamic Capabilities and Environmental Dynamics: A Practice-theoretical Analysis. *4<sup>th</sup> International Conference on Organizational Learning, Knowledge and Capabilities (OLKC)*. Amsterdam (The Netherlands), April, 26-28, 2009.
140. Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Balancing Replication Efficiency and Innovativeness in Replication Strategies: A (Co)Evolutionary Perspective. *Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Berlin (Germany), February 26-27, 2009.
141. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2008): Elaborating the Absorptive Capacity Cycle in SMEs. *39<sup>th</sup> Annual Meeting of the Decision Science Institute (DSI)* in Baltimore (MD; United States), November 22-25, 2008.
142. Frank, Hermann/Güttel, Wolfgang H./Kessler, Alexander (2008): Dynamic Capabilities: How They Become What They Are. *Strategic Management Society (SMS) 28<sup>th</sup> Annual International Conference* in Köln (Germany), October 12-15, 2008.
143. Güttel, Wolfgang H./Konlechner, Stefan W. (2008): Dynamic Capabilities, Market Dynamics, and Development Modes. *Strategic Management Society (SMS) 28<sup>th</sup> Annual International Conference* in Köln (Germany), October 12-15, 2008.
144. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2008): Extracting Knowledge from Collaborations: The Role of Absorptive Capacity in SMEs. *8<sup>th</sup> International Conference of Competency based Management (ICCBM)* in Copenhagen (Denmark), October 1-3, 2008 (participation cancelled).
145. Konlechner, Stefan W./Güttel, Wolfgang H. (2008): Contradicting Evolution: The Role of Innovation in Replication Strategies. *8<sup>th</sup> International Conference of Competency based Management (ICCBM)* in Copenhagen (Denmark), October 1-3, 2008 (participation cancelled).
146. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2008): SMEs and the Skilful Management of the Absorptive Capacity Cycle. *8<sup>th</sup> International Continuous Innovation Network (CiNet) Conference* in Valencia (Spain), September 5-9, 2008.
147. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2008): The Simultaneity of Exploration and Exploitation: Ambidextrous Routines in KM Projects. *Annual Meeting of the Academy of Management (AoM) 2008* in Anaheim (CA; United States), August 8-13, 2008.
148. Güttel, Wolfgang H./Konlechner, Stefan W. (2008): Learning whilst Replicating: The Evolution of Replication Strategies. *24<sup>th</sup> EGOS (European Group for Organizationional Studies) Colloquium* in Amsterdam (The Netherlands), July 10-12, 2008.
149. Antonacopoulou, Elena P./Güttel, Wolfgang H. (2008): You cannot step into the same river twice: Towards a Dynamic Theory of Organizational Memory. *OLKC (Organizational Learning, Knowledge, and Capabilities) 08 Conference* in Copenhagen (Denmark), April 28-30, 2008 (participation cancelled).
150. Güttel, Wolfgang H./Konlechner, Stefan W. (2008): Continuously Hanging by a Thread: Dynamic Capabilities in Ambidextrous Organizations. *Jahrestagung der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Munich (Germany), February 21-22, 2008.
151. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2007): Knowledge Management Projects and the Evolution of Dynamic Capabilities. *35<sup>th</sup> Annual Meeting of the Decision Science Institute (DSI)*. Phoenix (AL; United States), November, 17-20, 2007.
152. Güttel, Wolfgang H./Konlechner, Stefan W. (2007): Dynamic Capabilities and the Ambidextrous Organisation: Empirical Results from Research-intensive Firms. *27<sup>th</sup> Annual International Conference of the Strategic Management Society (SMS)*. San Diego (CA; United States), October 14-17, 2007 (best paper award honorable mention).
153. De Toni, Alberto/Filippini, Roberto/Güttel, Wolfgang H./Migliarese, Piero/Nosella, Anna/Vinelli, Andrea (2007): I progetti di gestione della conoscenza e l'evoluzione delle dynamic capabilities. *XVIII Associazione italiana di Ingegneria Gestionale (AIG) Conference*. Milano (Italy), October 11-12, 2007.
154. Güttel, Wolfgang H./Konlechner, Stefan W. (2007): Weiterentwicklung von Replikationskompetenzen: Organisationale Lernprozesse zwischen Exploration und Exploitation. *5. Symposium zum Strategischen Kompetenz-Management: Strategisches Kompetenz-Management in der Betriebswirtschaftslehre - Eine Standortbestimmung*. Friedrichshafen (Germany), September 27-28, 2007.

155. Güttel, Wolfgang H./Elšik, Wolfgang (2007): Kontrollierte Autonomie: Die Wissensbilanz österreichischer Universitäten. *Jahrestagung der Kommission Personal des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Essen (Germany), September 20-21, 2007.
156. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (2007): Knowledge Management and the Evolution of Dynamic Capabilities: An Empirical Analysis in SMEs. *8th International Continuous Innovation Network (CINet) Conference*: "Continuous Innovation - Opportunities and Challenges". Göteborg (Sweden), September 7-11, 2007.
157. Güttel, Wolfgang H./Klinger, Stephan M. (2007): At the Core of Dynamic Capabilities: (Re-)Framing an impetus of change in the Public Sector. *23<sup>rd</sup> EGOS (European Group for Organizational Studies) Colloquium*. Vienna (Austria), July 5-7, 2007.
158. Güttel, Wolfgang H./Konlechner, Stefan W. (2007): How to live in two different worlds at the same time: Enabling ambidexterity and governing ambidextrous organizations. *International Conference on Organizational Learning, Knowledge and Capabilities (OLKC) 07*. London/Ontario (Canada), June 14-17, 2007.
159. Güttel, Wolfgang H./Konlechner, Stefan W. (2007): Strategien zur Kompetenzaktualisierung: empirische Befunde aus forschungsintensiven Organisationen. *69. Jahrestagung des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Paderborn (Germany), May 31-June 2, 2007.
160. Güttel, Wolfgang H./Konlechner, Stefan W. (2007): Change Routines and Ambidextrous Learning: Empirical Results from Research-intensive Firms. *3<sup>rd</sup> International Conference on Organizational Routines*. Strasbourg (France), May 25-26, 2007.
161. Güttel, Wolfgang H./Konlechner, Stefan W./Halmeyer, Beate/Kohlbacher, Florian (2007) Preventing Competencies from Obsolescence: The Case of Research-Intensive Organizations. *European Academy of Management (EURAM) 2007 Annual Conference*. Paris (France), May 17-19, 2007.
162. Güttel, Wolfgang H. (2007): Dynamic Capabilities und Ambidexterity. *Jahrestagung des wissenschaftlichen Nachwuchses der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. München (Germany), February 28, 2007.
163. Güttel, Wolfgang H./Kotzab, Herbert (2006): Identification of Organisational Capabilities through Business Process Analysis. *Management International Conference (MIC) 2006*, Portoroz (Slovenia), November 23-25, 2006.
164. Güttel, Wolfgang H. (2006): Governance Structures for Intrafirm Knowledge Transfer. *Workshop of the Center of Strategic Management and Globalization/Copenhagen Business School (CBS)*, Frederiksberg (Denmark), October 27, 2006.
165. Güttel, Wolfgang H./Konlechner, Stefan W./Elšik, Wolfgang (2006): Aging Alter und Qualifikation in forschungsintensiven Organisationen. *Jahrestagung der Kommission Personal des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Essen (Germany), September 22-23, 2006.
166. Güttel, Wolfgang H. (2006): Rule-breaking: A Rule-based Model of Organisational Change. *22<sup>nd</sup> EGOS (European Group for Organizational Studies) Colloquium*. Bergen (Norway), July 6-8, 2006.
167. Elšik, Wolfgang/Güttel, Wolfgang H. (2006): The Knowledge-Courier from a Political Perspective. *European Academy of Management (EURAM) 2006 Annual Conference*. Oslo (Norway), May 17-20, 2006.
168. Güttel, Wolfgang H. (2006): Innovation, Change and Rule Breaking. *International Conference on Organizational Learning, Knowledge and Capabilities (OLKC) 06*. Warwick (United Kingdom), March 20-22, 2006.
169. Güttel, Wolfgang H. (2005): Methoden der Identifikation organisationaler Kompetenzen: Mapping vs. Interpretation. *4. Symposium zum Strategischen Kompetenz-Management*: Denkanstöße und neue Perspektiven. Bremen (Germany), November 2-4, 2005.
170. Elšik, Wolfgang/Güttel, Wolfgang H. (2005): Die Wissensstafette: eine mikropolitische Analyse eines Instruments des Wissensmanagements. *Jahrestagung der Kommission Personal des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Berlin (Germany), September 16-17, 2005.
171. Güttel, Wolfgang H. (2005): Organisationale Kompetenzen in Innovationsprozessen. Eine regelbasierte Konzeption. *67. Jahrestagung des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Kiel (Germany), May 18-21, 2005.

172. Brandl, Julia/Güttel, Wolfgang H. (2005): Development of Compensation Systems in NPOs. *First European Conference of ISTR (International Society of Third Sector Research) and EMES: Concepts of the Third-Sector*: The European Debate. Civil Society, Voluntary and Community Organizations, Social Economy. Paris (France), April, 27-29, 2005.
173. Güttel, Wolfgang H. (2005): Organisationale Kompetenzentwicklung und Innovation aus Perspektive des Knowledge-based View. *Symposium des Zentrums für angewandte Weiterbildungsforschung (ZAWF)*: Lernkultur und Kompetenzentwicklung. Lahr (Germany), March 17-18, 2005.
174. Güttel, Wolfgang H. (2005): Organisationale Kompetenzen bei M&A. *Symposium: Management und Bewertung von Intangible Assets*. Innsbruck (Austria), February 23-25, 2005.
175. Güttel, Wolfgang H./Wagner, Christian (2004): Beraterkompetenzen. *2. Wr. Neustädter Managementgespräche* der Fachhochschule Wr. Neustadt: Wirtschaftsberatung in Österreich. Wr. Neustadt (Austria), November 12, 2004.
176. Güttel, Wolfgang H. (2004): Kompetenzentwicklung und Innovation. Corporate Entrepreneurship als/und Strategie. *Jahrestagung des wissenschaftlichen Nachwuchses der Kommission Organisation des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Erfurt (Germany), October 7-8, 2004.
177. Brandl, Julia/Güttel, Wolfgang H. (2004): Entwicklungsdynamik von Vergütungssystemen in Nonprofit-Organisationen. *Jahrestagung der Kommission Personal des Verbands der Hochschullehrer Betriebswirtschaft (VHB)*. Konstanz (Germany), September 24-25, 2004.
178. Güttel, Wolfgang H. (2003): Reicht ein Anreiz aus, um innovativ zu sein? Anreizsysteme und die Rolle der Unternehmenskultur im Wissens- und Innovationsmanagement. *Symposium Innovationsmanagement*. Steyr (Austria), November 6, 2003.
179. Dietrich, Angelika/Güttel, Wolfgang H. (2002): Die Zinsen des Intellektuellen Kapitals: Wissensschaffung und Wissensteilung im Wirtschafts- und in Wissenschaftssystem und deren Relevanz für das Management der Mitarbeiterexpertise in IT-Beratungsunternehmen. *Multikonferenz Wirtschaftsinformatik* der Gesellschaft für Informatik (GI). Nürnberg (Germany), September 3-5, 2002.
180. Güttel, Wolfgang H./Kropsch, Peter (2002): Wissens- und Informationsmanagement in der Praxis: Bedarfe, Marktmechanismen und Content-Angebote. *1. Wr. Neustädter Managementgespräche* der Fachhochschule Wr. Neustadt: Management abseits von Modetrends. Wr. Neustadt (Austria), March 25-26, 2002.
181. Dietrich, Angelika/Güttel, Wolfgang H. (2002): Die Balanced Scorecard in Österreich - empirische Daten und Einsatzgebiete. *4. Wissensmanagement-Kongresses* des Österreichischen Controller Instituts (ÖCI), Wien (Austria), March, 20-21, 2002.
182. Dietrich, Angelika/Güttel, Wolfgang H. (2001): Soziale und technisch-materielle Gestaltungselemente für Wissensmanagementsysteme: Konzeptionelle Überlegungen auf empirischer Basis. *31. Jahrestagung der Gesellschaft für Informatik (GI)*, Uni Wien, Wien (Austria), September 25-28, 2001.
183. Güttel, Wolfgang H./Dietrich, Angelika (2001): Content im Internet: Eine Klassifikation nach objektiven Inhalten und subjektiver Aufbereitungsqualität. *3. liechtensteinisches Wirtschaftsinformatik-Symposium*, Vaduz (Liechtenstein), May 17-18, 2001.

#### **Invited Presentations and Talks (Exemplary)**

1. Güttel, Wolfgang H. (2022): Back to Office. *TU Wien Academy Expert Talk*, Vienna (Austria), June 29, 2022.
2. Güttel, Wolfgang H. (2022): Digitalisierung: Leadership im Wandel? *Wirtschaftsforum der Führungskräfte*, Vienna (Austria), June 14, 2022.
3. Güttel, Wolfgang H. (2022): Quality Culture & Leadership Wie formale Regeln mit Kultur & Führungsverhalten zusammenhängen. *Hospital Quality Manager Circle*, Salzburg (Austria), May 3, 2022.
4. Güttel, Wolfgang H. (2022): Leadership neu in der digitalisierten Welt? *WING Digital*, Vienna (Austria), April 7, 2022.
5. Güttel, Wolfgang H. (2021): Effektives Krisenmanagement. *Landesverwaltung Salzburg*, Hallein (Austria), November 3, 2021.
6. Güttel, Wolfgang H. (2020): Führung aus der Krise. *Biz-up Human Capital Management Talk*, Linz (Austria), July 7, 2020.

7. Güttel, Wolfgang H. (2020): Digital Transformation. ***INNO-PEER Closing Conference***, Breslau (Poland), May 19, 2020.
8. Güttel, Wolfgang H. (2020): Simple Rules. Gaining and Maintaining the Requisite Simplicity. ***Research Workshop at the Institute of Business Administration & Organization at the University of Bamberg***, Bamberg (Germany), February 18, 2020.
9. Güttel, Wolfgang H. (2019): Management der digitalen Transformation. ***10 Jahresfeier des Institute of Leadership & Change Management*** der Johannes Kepler University Linz, Linz (Austria), November 26, 2019.
10. Güttel, Wolfgang H./Fink, Matthias (2019): 30 Jahre LIMAK. ***30 Jahresfeier der LIMAK Austrian Business School***, Linz (Austria), November 5, 2019.
11. Güttel, Wolfgang H. (2019): Digitale Transformation im Spannungsfeld zwischen Innovation und Optimierung. ***Arbeitskreis für Unternehmensführung der Schmalenbach Gesellschaft***. Salzburg (Austria), October 11, 2019.
12. Güttel, Wolfgang H. (2019): Management der digitalen Transformation. ***LIMAK Talk***. Vienna (Austria), May 16, 2019.
13. Güttel, Wolfgang H. (2019): Organizational Paralysis. ***Research Workshop Geneva University***. Geneva (Switzerland), April 29, 2019.
14. Güttel, Wolfgang H. (2019): Digitale Entwicklungspfade in traditionellen Unternehmen. ***WKO Industrieforum***. Grieskirchen (Austria), April 24, 2019.
15. Güttel, Wolfgang H. (2019): Leadership & Change in Hospitals. ***Clinical Decision Support Symposiums***. Linz (Austria), April 25, 2019.
16. Güttel, Wolfgang H. (2019): Exploitation, Exploration, and Ambidexterity. ***Research Workshop Bath University***, Bath (United Kingdom), April 10, 2019.
17. Güttel, Wolfgang H. (2018): Digitale Transformation & Change Management. ***LIMAK Talk***. Vienna (Austria), June 28, 2018.
18. Güttel, Wolfgang H. (2018): Digitale Transformation & Change Management. ***Wirtschaftsforum der Führungskräfte & LIMAK Talk***. Linz (Austria), May 8, 2018.
19. Güttel, Wolfgang H. (2018): Digitale Transformation & Change Management. ***Führungskräfteempfang der landeseigenen Unternehmen Oberösterreichs***. Linz (Austria), April 20, 2018.
20. Güttel, Wolfgang H. (2018): Digitalisierung & Change Management. ***Führungskräfteempfang des Landes Oberösterreich***. Linz (Austria), March 6, 2018.
21. Güttel, Wolfgang H. (2017): Digitale Transformation. ***ecoplus Mechatronic Cluster-Konferenz***. Vienna (Austria), December 4, 2017.
22. Güttel, Wolfgang H. (2017): Alternde Mitarbeiter oder alternde Kompetenzen? Aspekte der Erwerbstätigkeit älterer Arbeitnehmer aus Sicht der Managementlehre. „***Arbeitnehmer 50+ -Kongress***. Linz (Austria), September 14, 2017.
23. Güttel, Wolfgang H. (2017): Wie Wandel in das Gesundheitssystem zu bringen ist. ***Sozialversicherung: Wissenschaftstag***. Linz (Austria), July 4, 2017.
24. Güttel, Wolfgang H. (2017): How to Improve Interaction between Managers and Employees. ***Quality Culture Conference Boehringer-Ingelheim***. Stromberg (Germany), June 27, 2017.
25. Güttel, Wolfgang H. (2017): Arbeitswelt im Wandel. ***Betriebsratsklausur voestalpine***. Bergheim (Austria), May 16, 2017.
26. Güttel, Wolfgang H. (2016): Erfolgreiche Führung in stürmischen Zeiten. ***Raiffeisen Leadership Kongress***. Wien (Austria), September 22, 2016.
27. Güttel, Wolfgang H. (2016): Leadership in turbulenten Zeiten. ***Führungskräftetag Diözese Linz***. Linz (Austria), Juni 23, 2016.
28. Güttel, Wolfgang H. (2016): Dealing with Crisis: Leadership in Turbulent Environments. ***RUB Kolloquium***. Ruhr University Bochum, Bochum (Germany), May 2, 2016.
29. Güttel, Wolfgang H. (2016): Leadership in turbulenten Zeiten. ***LIMAK Leadership Evening Lounge***, Linz (Austria), April 23, 2016.

30. Güttel, Wolfgang H. (2016): Decision-making Heuristics & Simple Rules in High-velocity Environments. ***Research Workshop***. University of Padua, Padua (Italy), March 15, 2016.
31. Aschauer, Anneliese/Güttel, Wolfgang H. (2016): Innovation & Resilienz: Feuer & Eis der Smart Economy. ***Trescon Personal Intensiv***, Linz (Austria), March 10, 2016.
32. Gschwandtner, Andreas/Gschwandtner, Johannes/Güttel, Wolfgang H. (2015): Industrie 4.0: Technosert. ***ÖÖ Plattform Industrie 4.0***. Linz (Austria), December 11, 2015.
33. Güttel, Wolfgang H./Konlechner, Stefan W. (2015): Diagnostic Tools: Funktionalitäten und Dysfunktionalitäten von Persönlichkeits- und Kompetenztests. ***P Unplugged-Symposium***. Linz (Austria), November 23, 2015.
34. Güttel, Wolfgang H. (2015): Innovation & Wandel - Führungsherausforderungen in unsicheren Zeiten. ***Leadership Summit***. Linz (Austria), November 10, 2015.
35. Güttel, Wolfgang H. (2015): Fly on the Wings of R&D: Path Dependence, Creation, & Separation. ***Reseach Workshop***. Viadrina University Frankfurt (Oder) (Germany), May 12, 2015.
36. Güttel, Wolfgang H. (2014): Führung im Wandel. ***IfU-Dialog***, WU Vienna, Vienna (Austria), May 15, 2014.
37. Güttel, Wolfgang H./Link, Karin (2014) Sinn stiften in Zeiten des Wandels. ***Reseach Workshop***. Universität der Bundeswehr München, Munich (Germany), April 2-3, 2014.
38. Güttel, Wolfgang H. (2013): Führungskompetenz und Leadership. ***Trescon Personal Intensiv***, Linz (Austria), November 13, 2013.
39. Güttel, Wolfgang H. (2013): Führung im Wandel: Leadership in Zeiten turbulenter Märkte. ***Industriellenvereinigung ÖÖ***. Linz (Austria), October 10, 2013.
40. Güttel, Wolfgang H./Perg, Doris (2013): Führung im Wandel: Change Management - Unternehmensentwicklung steuern. ***WKOÖ Jungunternehmertag***. October 16, 2013.
41. Güttel, Wolfgang H. (2013): Fly on the Wings of R&D. ***PhD Workshop*** University of Graz (Austria), June 12, 2013.
42. Güttel, Wolfgang H. (2013): Wissensmanagement & Lernen. ***Energie AG***, Linz (Austria), March 12, 2013.
43. Güttel, Wolfgang H. (2013): Der Weg nach oben: Wissenschaftliche Befunde zu Karrieren. ***Karriere-Forum***, Linz (Austria), March 5, 2013.
44. Güttel, Wolfgang H./Trede, Julia K./Schwarz, Wolf-Peter (2012): Lern- und Kreativitätsregeln bei Ehinger-Schwarz. ***Arbeitskreis für Unternehmensführung der Schmalenbach Gesellschaft***. Stuttgart (Germany), July 13, 2012.
45. Güttel, Wolfgang H. (2012): Mitarbeiter für den Wandel gewinnen. ***LIMAK-Club Brush up-Talk***. Linz (Austria), May 15, 2012.
46. Güttel, Wolfgang H. (2012): Ambidexterity and Human Resource Management. ***Global 500 Experts Meeting***. Linz (Austria), May 9, 2012.
47. Güttel, Wolfgang H. (2012): Welche Kompetenzen braucht die Zukunft? ***Oberösterreichische Zukunftsakademie***. Linz (Austria), May 8, 2012.
48. Güttel, Wolfgang H./Ambos, Tina (2012): Wettbewerbsfähigkeit von Universitäten. ***Kepler Salon***. Linz (Austria), April 21, 2012.
49. Güttel, Wolfgang H. (2012): Führungskompetenzen für turbulente Märkte. ***Industrieforum der WKOÖ, Linz*** (Austria), February 14, 2012.
50. Güttel, Wolfgang H. (2012): Kompetenzmanagement in turbulenten Märkten. ***IfU-Dialog***, WU Vienna, Vienna (Austria), March 15, 2012.
51. Güttel, Wolfgang H. (2011): The Role of Leadership in Radically Changing Environments. ***Siemens-VAI-Conference***, Linz (Austria), November 29, 2011.
52. Güttel, Wolfgang H. (2011): Effizienz-Innovationsbalance. ***Industriellenvereinigung KMU-Lobbyinggruppe***. Linz (Austria), September 12, 2011.
53. Leitner, Gerhard/Güttel, Wolfgang H. (2011): Nachhaltige Veränderung durch integrierte Führungskräfte- und Organisationsentwicklung meistern. ***4. Industriekongress***. Linz (Austria), June 21, 2011.

54. Güttel et al. (2011): Head in the Clouds ... Feet on the Ground - A Process Perspective on Organizational Ambidexterity. ***Reseach Workshop***. Universität der Bundeswehr München, April 19, 2011.
55. Güttel et al. (2011): München-Workshop: Regeln der Regeländerung. ***Research Workshop***. Universität der Bundeswehr München, April 19, 2011.
56. Güttel, Wolfgang H. (2010): Innovations-Effizienz-Balance. ***WiFi***. Linz (Austria), 2010.
57. Güttel, Wolfgang H. (2010): Strategic Learning: Wie Organisationen zwischen Innovation und Effizienz in ihren Lernprozessen Kurs halten. ***Inaugural Lecture at the Johannes Kepler University Linz***, Linz (Austria), June 21, 2010.
58. Güttel, Wolfgang H. (2010): Soft Modes of Government. Sub-plenary Key Note Speech at the ***72nd Jahrestagung des Verbands der Hochschullehrer Betriebswirtschaft (VHB)***. Bremen (Germany), May 27-29, 2010.
59. Güttel, Wolfgang H. (2010): Strategic Learning: How Firms Create their Learning Corridor. ***Forum Personal*** in Linz (Austria), March 23, 2010.
60. Güttel, Wolfgang H. (2009): Creating an Innovation Architecture: Ambidextrous Organizations. ***Experience-IT Siemens Conference*** in Loipersdorf (Austria), November 10, 2009.
61. Güttel, Wolfgang H. (2009): Reisen bildet. Ist es aus nützlich? Die Rolle von Auslandsstudium und -entsendung im Karriereverlauf. ***International Week at the Johannes Kepler University Linz***, Linz (Austria), November 9, 2009.
62. Güttel, Wolfgang H. (2007): Ambidextrous Learning: An Extension of the Dynamic Capabilities Approach. ***Invited Talk at the Management School at the University of Liverpool***. Liverpool (United Kingdom), March 26, 2007.
63. Konlechner, Stefan W./Güttel, Wolfgang H. (2007): Kompetenzmanagement: Kompetenzmanagementsysteme im Vergleich. ***Competencia-Brush up 2007: Symposium zu Kompetenzmanagement***. Nuremberg (Germany), October, 20, 2007.
64. Güttel, Wolfgang H. (2007): Knowledge Management: State of the Field. ***Invited Talk at the Department of Technology and Management at the University of Padua***, Padua (Italy), January 29, 2007.
65. Güttel, Wolfgang H. (2005): Mergers-and-Acquisitions and the Identification of Organisational Capabilities. ***Invited Talk at the Department of Operations Management at the Copenhagen Business School (CBS)***, Frederiksberg (Denmark), June 7, 2005.
66. Güttel, Wolfgang H. (2001): Die Entwicklung eines innovativen Internetauftritts am Beispiel eines Unternehmens aus der Region. ***Wiener Neustädter Forschungs- und Technologiegespräche***, Wiener Neustadt (Austria), February 21, 2001.
67. Güttel, Wolfgang H./Gruber, Regine (1999): Prozesscontrolling in der Öffentlichen Verwaltung. ***Ueberreuter Managementakademie-Symposium***, Wien (Austria), April 29, 1999.
68. Güttel, Wolfgang H. (1998): Methoden der Geschäftsprozessoptimierung. ***Debis-Days 1998***, Wien (Austria), October 16, 1998.

### Master Theses

1. Güttel, Wolfgang H. (1995): ***Konflikte in der Öffentlichen Verwaltung***. WU Vienna.
2. Güttel, Wolfgang H. (1997): ***Programmatische Innovationen und Parteienwettbewerb. Eine empirische Analyse der Wahlprogramme der österreichischen Parteien von 1983 bis 1995***. University of Vienna.

### Dissertation

1. Güttel, Wolfgang H. (2002): ***Die Identifikation strategischer immaterieller Vermögenswerte im Post-Merger-Integrationsprozess: Ressourcen- und Wissensmanagement bei Mergers-and-Acquisitions***. WU Vienna (and Munich, Mering 2003).

### Habilitation

1. Güttel, Wolfgang H. (2008): ***Dynamic Capabilities: The Evolution of the Organizational Knowledge and Capability Base***, WU Vienna.

### **Editorial Activities**

1. Güttel, Wolfgang H./Konlechner, Stefan W. (2018-to date): *Austrian Management Review*.
2. Güttel, Wolfgang H./Müller, Barbara/Link, Karin (2011-2017): *Austrian Management Review*.
3. Rauch, Madeleine/Loock, Moritz/Güttel, Wolfgang H. (2022): Special Issue “Heuristics in Technological Forecasting & Social Change” in *Technological Forecasting & Social Change*.
4. Bellmann, Klaus/Burmann, Christoph/Freiling, Jörg/Gemünden, Hans-Georg/Güttel, Wolfgang H./Hinterhuber, Hans H./von der Oelsnitz, Dietrich/Proff, Heike/Rasche, Christoph/Stephan, Michael, Zahn (2014-to date): *Jahrbuch Strategisches Kompetenz-Management/Journal of Competence-based Strategic Management*.
5. Güttel, Wolfgang H./Freiling, Jörg (2014): Editor of the 7<sup>th</sup> Issue of *Jahrbuch Strategisches Kompetenz-Management/Journal of Competence-based Strategic Management*.
6. Güttel, Wolfgang H./Konlechner, Stefan (2012): Special Issue on “Strategic Learning” in 6<sup>th</sup> Issue of *Jahrbuch Strategisches Kompetenz-Management*.
7. Antonacopoulou, Elena P./Güttel, Wolfgang H./Pesqueux, Yvon (2010): Special Issue on „Induction Practices: Part 2“ in: *Society and Business Review*.
8. Antonacopoulou, Elena P./Güttel, Wolfgang H./Pesqueux, Yvon (2010): Special Issue on „Induction Practices: Part 1“ in: *Society and Business Review*.
9. Güttel, Wolfgang H. (2010- to date): Associate Editor of the *International Journal of Knowledge Management Studies*
10. Güttel, Wolfgang H. (2010- to date): Associate Editor of the *International Journal of Human Resource Development and Management*
11. Filippini, Roberto/Güttel, Wolfgang H./Nosella, Anna (Eds.) (2010): *Dall’AUT-AUT all’ET-ET: Competere con la conoscenza bilanciando efficienza e innovazione*. Milano.
12. Kohlbacher, Florian/Güttel, Wolfgang H./Halmeyer, Beate (Eds.) (2009): Special Issue on ‘Aging Workforce and HRM – Challenges, Chances, Perspectives’. In *International Journal of Human Resource Development and Management*, Vol 9, 2,3/09.

### **Reviews**

1. Güttel, Wolfgang H. (2018): Review of ,Wie Governance gelingen kann: Auf der Suche nach Antworten mit Dirk Baecker und Friedrich Glasl’ Eds. Wesenauer, Andrea/Oberneder, Josef/Reinbacher, Paul. *Soziale Sicherheit*, 12/18, 10.
2. Güttel, Wolfgang H. (2009): Review of ‘Jahrbuch Strategisches Kompetenz-Management. Band 2’. Eds. Freiling, Jörg/Wilkens, Uta/Rasche, Andreas. *Zeitschrift für Personalforschung*, Vol. 23, 3/09, 267-269

### **Community Activities**

1. Keller, Arne/Konlechner, Stefan W./Güttel, Wolfgang H. (2022): Capability Development & Reconfiguration. Discussants: Erwin Danneels & Dovev Lavie. *Annual Meeting of the Academy of Management (AoM)* 2022. Seattle (United States), August 5-9, 2022.
2. Schulz, Ann-Christine/Gersch, Martin/Güttel, Wolfgang H. (2022): Convener of the *38<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium* – Track: Orgachines?! Organizational Decision-making and Machine Algorithms. Vienna (Austria), July 6-9, 2022.
3. Güttel, Wolfgang H. (2021): Organizer of the *6<sup>th</sup> Change Symposium/SKM Symposium*, Vienna (Austria), September 6-8, 2021.
4. Güttel, Wolfgang H./Konlechner, Stefan W. (2020): Organizer of the *5<sup>th</sup> Change Symposium*, Fürberg am Wolfgangsee (Austria), September 18-20, 2019.
5. Keller, Arne/Güttel, Wolfgang H./Kratochvil, Renate (2020): Dynamic Capabilities. Discussants: Cornelia Helfat & Oliver Schilke. *Annual Meeting of the Academy of Management (AoM)* 2020. Philadelphia (United States), August 7-11, 2020.

6. Güttel, Wolfgang H./Güldenberg, Stefan/Renzl, Birgit/Kaiser Stephan/Brandl, Julia (2019): **4<sup>th</sup> Alpine PhD Conference in Management**, Obergurgl (Austria), March 2-4, 2020.
7. Güttel, Wolfgang H./Lettner, Nicole (2019): Organizer of the **Digitale Transformation Symposium** (10 Years Institute of Leadership & Change Management Anniversary)
8. Güttel, Wolfgang H./Müller, Barbara (2019): Organizer of the **4<sup>th</sup> Change Symposium**, Fürberg am Wolfgangsee (Austria), September 18-20, 2019.
9. Güttel, Wolfgang H. (2019): Convener of the **12th SKM Symposium** – Track: Ambidexterity, Stuttgart (Germany), September 25-27, 2019.
10. Güttel, Wolfgang H./Güldenberg, Stefan/Renzl, Birgit/Kaiser Stephan (2019): **3<sup>rd</sup> Alpine PhD Conference in Management**, Obergurgl (Austria), March 4-6, 2019.
11. Güttel, Wolfgang H./Müller, Barbara (2018): Organizer of the **3<sup>rd</sup> Change Symposium**, Steinbach am Attersee (Austria), September 12-14, 2018.
12. Güttel, Wolfgang H./Rauch, Madeleine/Loock, Moritz (2018): Convener of the **34<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium** – Track: Organizational Heuristics, Tallinn (Estonia), July, 5-7, 2018.
13. Güttel, Wolfgang H. (2018): Convener of an **EGOS Subplenary** Heuristics: A New Lens in Organization Theory. Participants: Eisenhardt, Kathleen/Magnematin, Vincent/Madeleine Rauch. **34<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium**, Tallinn (Estonia), July, 6, 2018.
14. Güttel, Wolfgang H./Güldenberg, Stefan/Renzl, Birgit/Kaiser Stephan (2018): **2<sup>nd</sup> Alpine PhD Conference in Management**, Obergurgl (Austria), March 14-16, 2018.
15. Güttel, Wolfgang H./Güldenberg, Stefan/Renzl, Birgit (2017): **1<sup>st</sup> Alpine PhD Conference in Management**, Obergurgl (Austria), March 14-16, 2017.
16. Güttel, Wolfgang H. (2015): Convener of the **10th SKM Symposium** – Track: Dynamic Capabilities, Berlin (Germany), September 27-29, 2017.
17. Güttel, Wolfgang H./Müller-Seitz, Gordon/Le Mason, Pascal (2016): DWG: Dealing with crisis, uncertainty, and the unknown through cooperation. **16<sup>th</sup> EURAM European Academy of Management Conference**. Paris (France), June, 1-4, 2016.
18. Güttel, Wolfgang H./Konlechner, Stefan W. (2016): Organizer of the **2<sup>nd</sup> Change Symposium** of the **Competence-based Strategic Management/Strategisches Kompetenz-Management Community**, Vienna (Austria), September 21-23, 2016.
19. Güttel, Wolfgang H. (2015): Convener of the **9th SKM Symposium** – Track: Dynamic Capabilities, Bochum (Germany), September 21-22, 2015.
20. Reischauer, Georg/Güttel, Wolfgang H. (2015): Opening Dynamic Managerial Capabilities. Discussants: Jeff Martin & Gianmario Verona. **Annual Meeting of the Academy of Management (AoM)** 2015. Vancouver (Canada), August 7-11, 2015.
21. Güttel, Wolfgang H./Wilke, Uta/Cohendet, Patrick (2015): Convener of the **31<sup>st</sup> EGOS (European Group for Organization Studies) Colloquium** – Track: Dynamic Capabilities in Practice. Athens (Greece), July, 2-4, 2014.
22. Güttel, Wolfgang H./Konlechner, Stefan W. (2014): Organizer of the **1<sup>st</sup> Change (Dynamic Capabilities) Symposium** of the **Competence-based Strategic Management/Strategisches Kompetenz-Management Community**, Vienna (Austria), September 10-12, 2014.
23. Güttel, Wolfgang H. (2013): Convener of the **8th SKM Symposium jointly with 10th International Conference on Competence-based Strategic Management** – Track: Dynamic Capabilities, Magdeburg (Germany), September 18-21, 2013.
24. Müller, Barbara/Antonacopoulou, Elena P./Güttel, Wolfgang H. (2013): Convener of the **29<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium** – Track: Organizational Learning in Turbulent Environments. Montreal (Canada), July, 3-5, 2013.
25. Delmestri, Giuseppe/Güttel, Wolfgang H./Ambos, Tina (2013): Organizer of the **1<sup>st</sup> Austrian Young Scholar Workshop**. Participants: Royston Greenwood, Michael Lounsbury, Renate Meyer, Tatiana Kostova; A.R. Elangovan, Linz (Austria), April 25-26, 2013.

26. Güttel, Wolfgang H. (2013): Facilitator at the **4th EURAM Early Career Colloquium**, Vaduz (Liechtenstein), January 30-February 1, 2013.
27. Ambos, Tina/Güttel, Wolfgang H. (2012): Organizer of a SMS 2012-Extension: Ambidexterity and Knowledge Management in Turbulent Environments. Linz/Prague. **30<sup>th</sup> Strategic Management Society (SMS) 32<sup>nd</sup> Annual International Conference** in Prague (Czech Republic), October 4-10, 2012.
28. Güttel, Wolfgang H./Boisot, Max/Canals, Agusti/Ihrig, Martin (2012): Convener of the **28<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium** – Track: The Governance of Effective Learning Strategies. Helsinki (Finland), July, 5-7, 2012.
29. Güttel, Wolfgang H./Canals Agusti/Ihrig, Martin (2012): Organizer of the “In Honor Max Boisot”- Commemorative Seminar. **28<sup>th</sup> EGOS (European Group for Organization Studies) Colloquium**. Helsinki (Finland), July, 5-7, 2012.
30. Güttel, Wolfgang H./Konlechner, Stefan W. (2011): Organizer of the **8<sup>th</sup> SKM (Strategisches Kompetenz-Management/Competence-based Strategic Management) Conference**. Linz (Austria), September, 2011.
31. Antonacopoulou, Elena P./Güttel, Wolfgang H. (2010): Convener of a SMS-Plenary Discussion: Impactful Learning and Knowing and Implications for the Practice of Strategizing. Participants: Julia Balogun, Bente Lowendahl, Marjorie Lyles, Shaker Zahra. **30<sup>th</sup> Strategic Management Society (SMS) 30<sup>th</sup> Annual International Conference** in Rome (Italy), September 12-15, 2010.
32. Güttel, Wolfgang H./Antonacopoulou, Elena P./Easterby-Smith, Mark/Kaiser, Stephan/Müller-Seitz, Gordon/Filippini, Roberto/Macpherson, Allan (2010): Convener of the **10<sup>th</sup> EURAM (European Academy of Management) – Track**: Absorptive Capacity in a Process- and Network-Perspective. Rome (Italy), May 18-22, 2010.
33. Antonacopoulou, Elena/Güttel, Wolfgang H./Meric, Jerome (2010): Convener of the **26<sup>th</sup> EGOS (European Group for Organizational Studies) -Track**: A Global Agenda for Strategic Learning in Turbulent Times. Lisbon (Portugal), July 1-3, 2010.
34. Güttel, Wolfgang H. (2007): Convener of an **EGOS Subplenary**: Academics and Consultants in Organization Theory Development: Interplay, Autism or ...? Participants: Ayad Al-Ani, Holger Eckstein, Alfred Kieser, Richard Whittington and Maurizio Zollo. **23<sup>rd</sup> EGOS (European Group for Organizational Studies) Colloquium**. Vienna (Austria), July 5, 2007.
35. Antonacopoulou, Elena/(Zollo, Maurizio) Güttel, Wolfgang H./Taylor, Susanne (2007): Convener of the **23<sup>rd</sup> EGOS (European Group for Organizational Studies) -Track**: Dynamic capabilities and practices: The generative dance of micro and macro forces. Vienna (Austria), July 5-7, 2007.

#### Awards

1. **Best Paper Award WU Vienna (Austria), 2007**: Brandl, Julia/Güttel, Wolfgang H. (2007): Organizational Antecedents of Pay-for-Performance Systems in Nonprofit Organizations. ***Voluntas International Journal of Voluntary and Nonprofit Organizations***, 2/07, Vol. 18, 176-199.
2. **Strategic Management Society Best Conference Paper Award (Honorable Mention), San Diego (United States), 2007**: Güttel, Wolfgang H./Konlechner, Stefan W. (2007): Dynamic Capabilities and the Ambidextrous Organisation: Empirical Results from Research-intensive Firms. ***27th Annual International Conference of the Strategic Management Society (SMS)***. San Diego (CA; United States), October 14-17, 2007.
3. **Best Paper Award WU Vienna (Austria), 2009**: Güttel, Wolfgang H./Konlechner, Stefan W. (2009): Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations. ***Schmalenbach Business Review***, Vol. 71, 2/09, 150-172.
4. **Society & Business Review Best Paper Award, 2010**: Antonacopoulou, Elena P./Güttel, Wolfgang H. (2010): Staff Induction Practices and Organizational Socialization: A Review and Extension of the Debate. ***Society and Business Review***, Vol. 5, 1/10, 22-47.
5. **Best EGOS Track Paper Award, Copenhagen (Denmark), 2017**: Schweiger, Sylvia/Konlechner, Stefan W./Güttel, Wolfgang H. (2017): The path towards reinforced disidentification: A process perspective on identity dynamics and stability. ***33<sup>rd</sup> EGOS (European Group of Organization Studies) Colloquium***, Copenhagen (Denmark), July 6-8, 2017.

6. **SMS Best Conference Paper Award (Honorable Mention), London (United Kingdom), 2022:** Keller, Arne/Martin, Alexander/Konlechner, Stefan/Güttel, Wolfgang H./Fortwengel, Johann: Managing Conflict Patterns Across Different Stages of Ambidexterity: The Stony Pathway of a Revolutionary Firetruck . **Strategic Management Society (SMS) 42nd Annual International Conference**, London (United Kingdom), September 17-20, 2022.

#### **Research-funding Committee Work**

7. Member of the decision-making committee at the Jubiläumsfonds der Österreichischen Nationalbank (2017-2020)

#### **Affiliations**

- *Austrian Academy of Management & Leadership (AAML): Founder & Chariman*
- *Strategie-Kompetenz-Management (SKM)/Competences-Strategy-Management (CSM): Governing Team Member*
- *Academy of Management (AoM)*
- *European Group for Organizational Studies (EGOS)*
- *German Academic Association for Business Research (VHB): WK Organisation, WK Personal & WK Strategisches Management*
- *Strategic Management Society (SMS)*
- *Schmalenbach Gesellschaft*
- *German University Association: Deutscher Hochschulverband (DHV)*

## **Teaching**

For more than 20 years I have had extensive *teaching experience* in Bachelor, Master, Executive MBA (EMBA) and PhD cycles, primarily in the fields of Leadership, Strategic Management, Organization, Human Resource Management, and Organizational Change (among others). Over the past 10 years at TU Wien and JKU Linz I have taught approx. 3,000 students in my university courses and more than 300 MBA students in my executive seminars. I have also supervised more than 300 diploma, master, EMBA, and bachelor theses, 20 PhD theses (15 finished), and 4 *Habilitations* (1 finished).

My *teaching aims* at imparting knowledge for better understanding and solving complex, uncertain, and ambiguous management challenges. I strive to broaden participants' analytical, social, and conceptual skills by providing theoretical concepts, empirical insights, & my practical experience from field studies, executive teaching, and experience from my management & consulting activities. These insights provide learners with a more elaborated repertoire of explanations and therefore a greater ability to act. Students profit from such comprehensive background knowledge and advanced skills as they are able to deal appropriately with various and unexpected decision-making situations in complex and dynamic environments, where simple checklists and recommendations are likely to fail under such circumstances. However, students also profit from other participants' perceptions, experiences, and ideas. I therefore always seek to establish a learning environment for co-creating knowledge and for bridging academic insights and practical experience to advance students' skills and knowledge base. Moreover, while enhancing the participants' reflexivity, I consciously guide them towards developing ethical and responsible behavior as current or future leaders & experts.

My *teaching principles* and didactic concepts are based on the audience and the aims of the course. I alternate between experience-based learning, case study-based teaching, leadership & change management simulations, business planning, and scientific development. In my courses, I use various didactic formats such as guest talks, learning journeys, outdoor- and off-site seminars. Even in large courses, I try to facilitate interaction with students in order to foster the co-creation of knowledge and to receive feedback on the extent to which they have understood the content.

### ***Teaching Commitments***

*TU Wien (Vienna University of Technology) (Austria): Bachelor, Master, EMBA (2004-2005 and since 2020)*

*University of Geneva (Switzerland): Bachelor (2016/17)*

*SMBS Salzburg (Austria): EMBA (2016/17)*

*Ruhr University Bochum (Germany): Master (2016)*

*University of Padua/CUOA Foundation Business School (Italy): Master & EMBA (since 2012)*

*Lomonossov University Moscow (Russia): EMBA (2012)*

*Karlsuniversität/Charles University Praha (Czech Republic): Master (2010-2012)*

*LIMAK Austrian Business School/Johannes Kepler University Linz (Austria): EMBA (since 2010)*

*Johannes Kepler University Linz (Austria): Bachelor; Master; PhD (2009-2020)*

*University of Hamburg (Germany): Diploma Studies (2008-2009)*

*University of Liechtenstein (Liechtenstein): Master (2008-2009)*

*University of Kassel (Germany): Diploma Studies (2007-2008)*

*University of Vienna (Austria): Diploma Studies (2006)*

*Alps-Adria University Trogir/Split (Croatia): Summer University (2006)*

*University of Applied Science Joanneum Graz (Austria): Diploma Studies & Bachelor (2005-2011)*

*WU Vienna (Austria): Diploma Study; Bachelor; Master (2002-2009)*

*University of Economics Kiev (Ukraine): Summer University (2004)*

*Danube University Krems (Austria): Master; EMBA (2000-2007)*

*University of Applied Science Wiener Neustadt (Austria): Diploma Studies (1999-2007)*

## *Teaching Methods (Illustration)*



Learning Journeys (ISTA/JKU Linz)



Guest Speakers  
(Würth AT/TU Wien Academy EMBA)



Ski PhD-Seminars  
(Obertauern/TU Wien)



Case Studies (TU Wien Academy EMBA)



Practitioner Talks  
(TU Wien)



Group Dynamic Exercises  
(TU Wien Academy EMBA)



Change Lab Simulations  
(TU Wien Academy EMBA)



Management Presentations  
(Hofer KG/JKU Linz)

## *Supervision of Habilitation & Doctoral Candidates*

### **Habilitation**

Barbara Müller (JKU Linz; Habilitation 2016)

### **Doctoral Candidates**

1. Stefan Konlechner (WU Vienna; Doctoral Thesis 2010)
2. Daniela Weismeier-Summer (WU Vienna; Doctoral Thesis 2011)
3. Bettina Baumgartner (JKU Linz; Doctoral Thesis 2011)
4. Stefan Wilhelm (University of Liechtenstein; Doctoral Thesis 2012)
5. Julia Trede (Hamburg University; Doctoral Thesis 2013)
6. Christian Garaus (JKU Linz; Doctoral Thesis 2013)
7. Wolfgang A. Marko (TU Graz; Doctoral Thesis 2014)
8. Vera Roth (JKU Linz; Doctoral Thesis 2014)
9. Ina Weinbauer (JKU Linz; Doctoral Thesis 2015)
10. Karin Link (JKU Linz; Doctoral Thesis 2015)
11. Nele Cannaeerts (University of Antwerp; PhD Committee 2016)
12. Irina Koprax (JKU Linz; Doctoral Thesis 2016)
13. Hubert Lackner (JKU Linz; Doctoral Thesis 2017)
14. Sylvia Schweiger (JKU Linz; Doctoral Thesis 2018)
15. Georg Reischauer (TU Vienna; Doctoral Thesis 2018)
16. Alexander Engelmann (WU Vienna; PhD Committee 2022)

### **Other Theses**

More than 300 Bachelor Theses, Master Theses, EMBA Theses, & Diploma Theses (between 1999 and 2022).

## **Management Positions & University Self-governance Services**

### **Head of the Research Group for Leadership & Strategy at the Institute of Management Science (since 2020)**

During the last 2 years I built up the research group on Leadership & Strategy at the Institute of Management Science. We are still committed to researching and publishing at the top international level. In addition, we developed our own specialization on “Leadership, Strategy and Change Management” within the Industrial Engineering master program. The close integration with management practice is still important to us.

### **Dean & Managing Director (TU Wien Academy for Continuing Education (TU Wien: since 2020)**

Taking over of the management role at the TU Wien Academy for Continuing Education was accompanied by a strategic reorientation and a substantial transformation of the organization in order to make it more competitive. To this end, we realigned the strategy, optimized structures and processes , and introduced a broad range of new programs with various innovative components. The first successes confirm our decisions.

### **Head of the Institute of Leadership & Change Management (JKU Linz: 2009 - 2020)**

During the last 10 years I have restructured the institute to perform on an internationally visible level in research, to enable cutting-edge teaching, and to interact intensively with firms and managers in order to complete our “third mission”. Success is always a result of a well performing team and motivated team members. Nearly all of my team members were able to complete their PhDs (or *Habilitation*) at my institute. Most of them are (were) embedded sustainably in the academic community. The others moved to the consulting and training industry.

### **Dean & Managing Director (LIMAK Austrian Business School/JKU Linz: 2011 - 2015)**

Together with my colleague in the executive team, I facilitated a large-scale organizational transformation of the Business School to overcome its crisis in 2010/2011. In 2011 and 2012, we developed a new strategy, completely new programs, new structures and processes etc. in order to return to a sustainable growth path. At the end of my tenure at the end of 2015, we achieved the best year to date in LIMAK’s history. Additionally, we increased the number of corporate management development-programs significantly.

### **Dean of the Business School (JKU Linz: 2019-2020)**

JKU Linz transformed the faculty into a business school in order to enhance the visibility, introduce innovative study programs, and to complete an accreditation process. In autumn 2019, my colleagues elected me as founding dean of this new institution. I currently act as a dean in addition to my responsibilities as the head of the Institute of Leadership & Change Management. In the meantime, we have launched new teaching programs, started the accreditation process, developed new research grants, and developed a strategy for the next decade.

### **Dean of Studies (Executive Education) (TU Wien: since 2020)**

### **Chairperson of the Association of the Business Administration Professors at JKU (JKU Linz: 2010-2011)**

### **Chairperson & Member of the Study Commissions “Executive Education” (JKU Linz: 2010-2020)**

### **Member of the Research & Teaching Fellowship Commission (JKU Linz: 2010-2020)**

### **Chairperson & Member of 4 Appointment (Habilitation) Committees & 6 Selection Committees (JKU Linz: 2010-2020)**

### **Dean (UNIKIMS Kassel International Management School/Kassel University: 2009)**

## **Transfer & Third Mission: Management Development & Consulting**

Management Science as an applied academic discipline requires efforts for completing the universities' third mission. Consulting & management development serve as a means for transferring cutting-edge knowledge from research to specific business practice. However, such projects often also pave the way for getting access to interesting case studies and other insights into leadership & organizational challenges. Furthermore, consulting and management development creates an opportunity for learning from leaders and organizations in order to readjust research efforts or to enrich (executive) teaching with insights from established practice. We developed a specific training approach, which we labeled as Scientific Leadership Development (published in my Güttel et al. 2021 book). Interacting with firms and practitioners requires trust, expertise, and sometimes specific approaches for establishing a sustainable working relationship. We have, therefore, developed specific approaches at the institute, labeled as Scientific Consulting (SciCon) and Scientific Investigation (SciIn) for managing expectations during the cooperation (published in the Austrian Management Review 2019). While Scientific Investigation provides methods for primarily conducting an organizational analysis, Scientific Consulting additionally includes methods and social settings for solving practical business challenges together with clients.